

**United Republic of Tanzania
Ministry of Health and Social Welfare**



and

The Prime Minister's Office Regional Administration and Local Government

Functions of Regional Health Management System

**Roles and Responsibilities
of
Regional Health Management Team,
Regional Referral Hospital Management Team
and
Regional Referral Hospital Board**



Giving feedback to CHMTs on Supportive Supervision findings

August 2008

Foreword

The Ministry of Health and Social Welfare (MOHSW) has been reforming the health sector for some time now in order to realize the health vision, that is *to improve the health and well being of all Tanzanians, with a focus on those at most risk and to encourage the health system to be more responsive to needs of the people.*

Realization of the vision will be gradually be attained, by the translation of the health policy into action through the implementation of Health Sector Strategic Plans. An important dimension of the health sector reforms is the decentralization by devolution, which is in line with the ongoing Local government reforms. The decentralization operates at two levels, the Councils and the regions. The devolution of power to the Councils is now well established, with Council Health Management Teams defining and implementing yearly Comprehensive Council Health Plans.

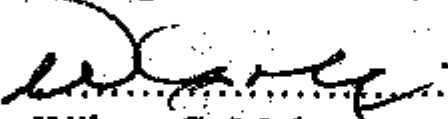
The Regional Health Management Teams whose mandate is to be the link between the MOHSW and the CHMT and to interpret and adapt national policies to regional realities, provide technical support to CHMT during development of Council Comprehensive Health Plans (CCHPs) and implementation of the comprehensive package of essential services by CHMTs and Regional Referral Hospitals has not been realized due to a number of reasons.

The limiting factors have been due to RHMT not being formally recognized since the inception of Local Government reforms in the late 90s by PMORALG. As a result the Regional Secretariat during this period only funded the office costs of RMO but not the operational costs of RHMT activities and only the RMO was recognized as a "Health Specialist". The Government of Tanzania (GOT) has now formally recognized the RHMT as part of the Regional Secretariat including the funding of the operational costs of the team.

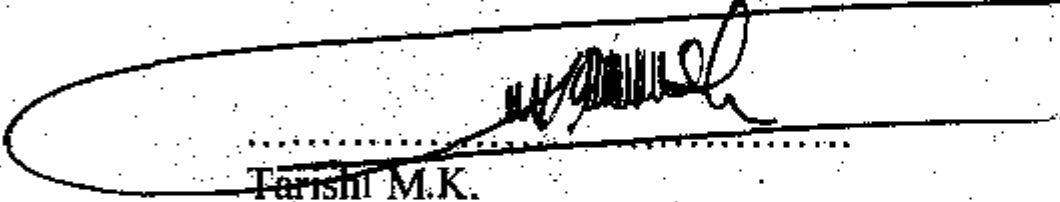
The GOT is aware that funding and recognition of RHMT alone will not improve the performance of RHMT unless other capacity related problems in the Regional Secretariat/RHMT such as understaffing, qualification gap, knowledge and skills gap, interrelationship and dedication to work are addressed.

The RHMT roles and functions have been redefined to address the needs and expectations on what they are supposed to do in support of districts and regional referral hospitals. Based on the new roles and functions, filling of posts based on qualifications and experience will be done. The RHMT members will be supported to perform their expected roles and functions effectively and efficiently by the central levels (MOHSW and PMORALG) and Zonal Resource Centers.

The MOHSW and PMORALG thank all those who have assisted in one way or another in the preparation of the new roles and functions of RHMT and Regional Referral Hospital Management Team (RRHMT).


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Date.....


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Date. 1ST SEPTEMBER, 2008

Acknowledgement

The development of the roles and responsibilities of the Regional Health Management Team (RHMT), the Regional Referral Hospital Management Teams and the Regional Hospital Board has been very inclusive and jointly undertaken between the MOHSW, PMORALG, health programmes and a number of Development Partners who represented other SWAP partners.

Special thanks go to the SWAP partners who every year during the Joint Annual Health Sector Reviews have urged the government to recognize the RHMT as a technical wing of Regional Secretariat and the Civil Society Organizations for their support.

Special thanks also go to all the RHMT/ Regional Referral Hospital Technical subcommittee of SWAP members for their dedication, active participation and finalization of this important document. I wish also to thank JICA for joining us and Danida for their continued support.



Dr Deo M. Mtasiwa
Chief Medical Officer

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SECTION I: FUNCTIONS OF REGIONAL HEALTH MANAGEMENT TEAM

1. Introduction

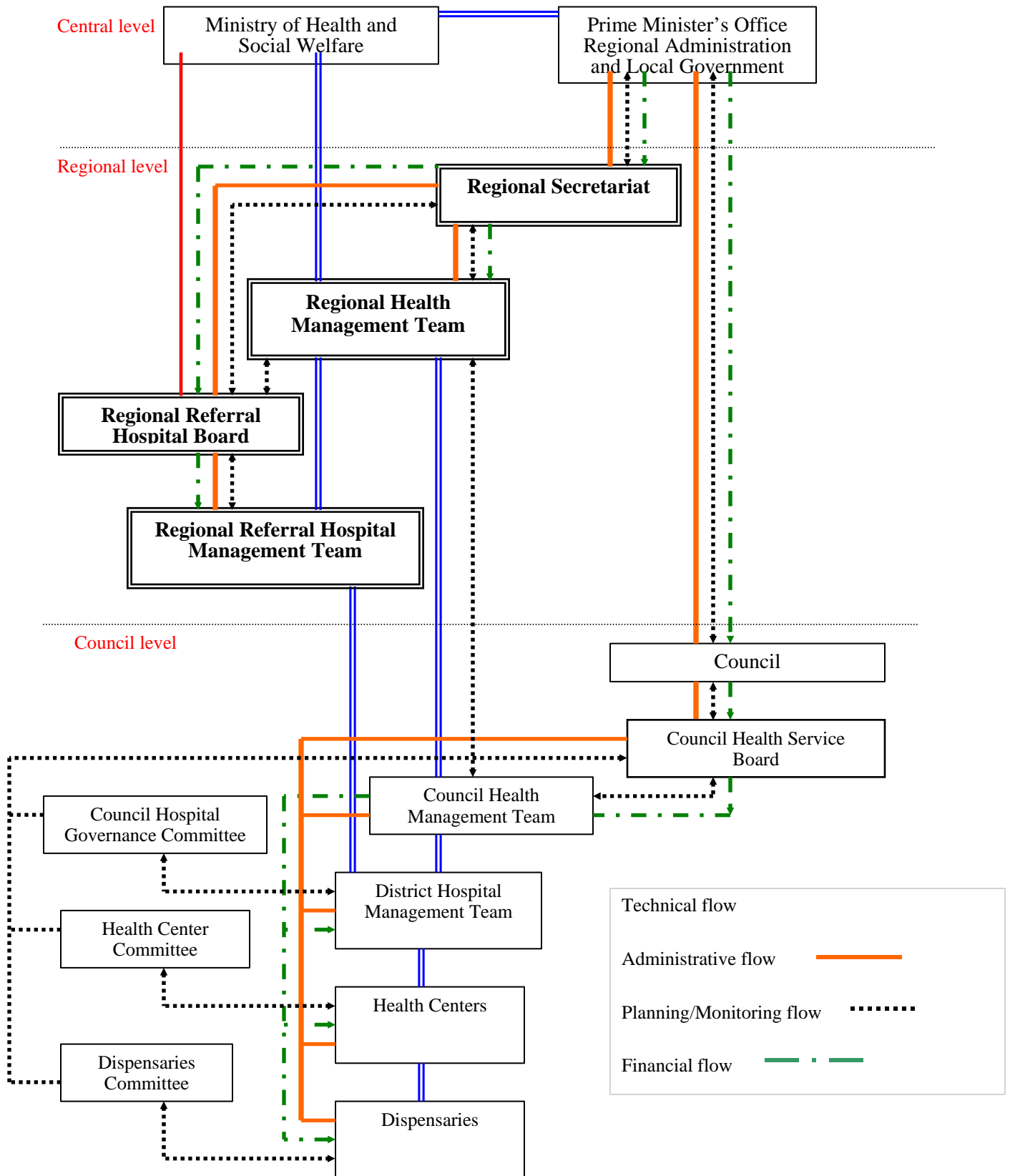
The Regional Health Management Team (RHMT) is charged with the responsibility of overseeing the management of health services in a region. It is the team that advises the Regional Secretariat on matters related to ensuring improvement and maintenance of the health status of the population within the region through advice on the overall planning, implementation, delivery, monitoring and evaluation of quality health care within the region. The team is there to ensure that health related planning and interventions are therefore conducted in an integrated and holistic manner to involve all stakeholders and resources within the region (See Figure 1 Working Relationship at Each Level *in* the next page).

The RHMT, which is an integral component of the Regional Secretariat, is there to ensure that all this is conducted within the overall framework of national policies, guidelines, set standards and within the context of the health sector's role towards the reduction of poverty and economic development, across the region within the local Councils.

RHMT reports to the Regional Secretariat, who in turn will report to PMO-RALG and the MOHSW. On technical issues, the line of command is from District Medical Officer to Regional Medical Officer to the Chief Medical Officer of Ministry of Health and Social Welfare. In order to achieve this, RHMT must have Annual Regional Health Plan of action and budget.

The Regional health services management shall be headed by a Regional Medical Officer (RMO) whose title would be equivalent to *Director of Regional Health Services*. The Regional Referral Hospital shall be headed by the Medical Officer in-charge of the Hospital, whose title shall be equivalent to an *Assistant Director of Regional Health Services*.

Figure 1: Working Relationship at Each Level (Draft)



2. Overall roles and responsibilities of RHMT

It is therefore imperative that all team members of the RHMT are adequately qualified, and sufficiently experienced with the necessary skills and additional capacities to effectively play their roles to:

- Develop and execute 5 year strategic plan for RHMT, annual regional plans and strategies for RHMT
- Advise the Regional Secretariat on promoting and improving health related interventions across the region in order to improve and sustain the health status of the population within the region.
- Advise and provide technical backstopping to the Council Health Management Teams (CHMT) in their roles and responsibilities to plan and deliver quality health care services within their areas of jurisdiction
 - Technical back stopping for CHMTs for planning and reporting.
 - Support CHMTs to develop health centre and dispensaries plans
 - Advice on construction and rehabilitation of health facilities
 - Assess the distribution of health facilities within the councils in order to avoid duplications and promote use of existing FBO facilities
 - Monitor the distribution of and construction of additional health facilities within the councils to ensure equity of access and efficient use of available resources which includes existing health facilities
 - Monitor the staffing and equipping of all health facilities
 - Support CHMTs on financial and material resource management
 - Supportive supervision of the CHMT for the implementation of their CCHP
 - Review, analyse and comment CCHP and RRHP and give feedbacks to the Councils as well as to the Central level.
 - Facilitate the identification of training needs of Council health staff
 - Technical and clinical supervision of district (incl. designated) hospitals
 - Monitor the equitable distribution of medicines, medical supplies and equipment among the councils
 - Support CHMTs in managing health financing options that ensure sustainability and equity in health services provision (NHIF, CHF, exemption & waiver, use of funds collected at health facilities level)
- Advise Local Government Authorities (LGAs) directly and provide technical backstopping to the CHMTs on the correct and timely implementation of national policies, guidelines, and standards for both public and private health service providers within the LGAs
- Monitor advice and ensure that delivery of quality health care services is conducted within the frameworks of accessibility, affordability, equity and gender mainstreaming within all LGAs.

- Provide the necessary input requirements for effective planning and delivery of health services such as accurate data, new information and capacity development of CHMT members and all Health service providers in public and private facilities

3. Team membership

The RHMT shall comprise of technically qualified and sufficiently experienced team members, who will, on a day to day basis ensure that they operate as a cohesive unit with clear and unambiguous roles and responsibilities towards a common vision and mission for their region. They will operate towards meeting the overall targets of their joint annual regional health plan and budget in supporting LGAs to deliver quality health services and advising the Regional Secretariat on all health matters pertaining to the health status of the region's population and health services delivered.

The health and health related services in question include all those services delivered by public and private providers in all mobile centres, dispensaries, health centres and hospitals. Their responsibility extends to include NGOs, CBOs, pharmacies and drug sellers, maternity and nursing homes, radiological, laboratory and dental services.

This level of operation is the extension of functions of Ministry of Health and Social Welfare (MOHSW) and Prime Minister's Office-Regional Administration and Local Government (PMO-RALG)

1. Develop and operationalise RHMT plans and strategies annually from the 5 year strategic plan
2. Disseminate and support the translation of the policies, strategies and guidelines of the MOHSW / PMO-RALG by CHMTs
3. Support an appropriate environment for private sector development
 - Make sure that the Voluntary Agencies and other private sector providers are registered according to the procedures
 - Resolve any dispute or misunderstanding that arises between CHMTs and the private health service providers
 - Advocate for PPP and organize PPP meetings
4. Coordinate services in the Region
 - Advise for equitable distribution of all resources (NGO, vertical initiatives, and others) between the councils.
5. Support Human resource management
 - Strengthen HRH management
 - Support LGAs to develop innovative and creative retention and incentive schemes for the staff
 - Identify and collate LGAs and Regional Referral Hospital training needs, use them in planning, and submit to zonal training centers and other relevant authorities
 - Conduct Monitoring and evaluation, Collect and compilation of data from the councils

- Analyze data collected
 - Report and feed back to councils and central level
 - Conduct operational research
6. Ensure the quality of services at all health and social welfare facilities.
 7. Facilitate emergency and disaster preparedness and response
 - Facilitate the establishment of Council Emergency and Disaster Preparedness Response Unit
 - Assist the councils in the planning and logistic
 8. Support and backstop Regional Referral Hospital
 - Support Regional Hospital to develop the hospital plan
 - Mobilize resources to provide technical back stopping for the management and clinical services
 - Facilitate capacity development in interpretation of policies, guidelines.
 - Support quality improvement of the hospital services
 - Conduct clinical and managerial supervision of the Regional Referral Hospital.
 9. Instituting network system
 10. Conduct innovative supervision

The RHMT comprises of the following members:

Approved by the Government:

- The Regional Medical Officer
- The Regional Health Officer
- The Regional Nursing Officer
- The Regional Pharmacist
- The Regional Dental Officer
- The Regional Social Welfare Officer
- The Regional Laboratory Technologist
- The Regional Health Secretary.

Not yet approved by the Government:

- The Regional Reproductive and Child Health Officer
- The Regional AIDS Coordinator
- The Regional Cold Chain Officer
- The Regional Radiological Officer
- The Regional Monitoring and Evaluation Officer (Information Officer)
- Nutrition Officer
- Health Education Officer
- Community Mobilization Officer

4. Qualifications and functions of each member of RHMT:

4.1. The Regional Medical Officer

The RMO is the equivalent of to the Director, Regional Health Services, who is the team leader and the overall in charge of coordinating the RHMT as a team, linking vertically to the Regional Administrative Secretary and horizontally with other departmental heads within the Regional Secretariat. The RMO is responsible and accountable to the RAS on a day to day basis on administrative and technical issues and is responsible and accountable on professional / technical issues to the Chief Medical Officer of the MOHSW.

4.1.1. Qualification

The RMO shall be a graduate in Medical/Dental from a government-recognized university with a postgraduate qualification in Public Health and training in leadership and management. The RMO shall have at least 7 years working experience in district work in a similar position.

4.1.2. Job Description

The RMO, as the team leader of the RHMT, shall assist and advise the Regional Administrative Secretary on the following:

- Develop and implement the 5 year RHMT strategic plan and the RHMT plan of action and budget in line with MTEF Guidelines.
- Translate Policies, Guidelines and Standards as set out by the MOHSW for interpretation and implementation by LGAs.
- Assist LGAs to develop Comprehensive Health Plans, to monitor and evaluate the implementation of the plans and advise relevant authorities on allocation of resources to the LGAs.
- Monitor all activities related to health service provision in the LGAs and across the region in partnership with all stakeholders and act as a link with MOHSW, Regional Secretariat and the LGAs.
- Collaborate and assist the LGAs in the management and control of disease Outbreaks and other emergencies.
- Collaborate and assist LGAs and other health and health related service providers in capacity building of their staff for improved quality service delivery in their facilities/areas.
- Advise the CHMTs within the region on appropriate health system research and use of results to improve on service delivery.
- Conduct regular supportive supervision and monitoring of all health services in the Councils including the Regional hospital.
- Coordinate the allocation, distribution and utilization of all health resources (human, financial, material) while ensuring equity.

- Provide technical and professional expertise on improving quality of promotive, preventive, curative and rehabilitative health services to LGAs and the region as a whole.
- Conduct inspections, monitor implementation and effect actions to ensure appropriate application of various health related laws, regulations and standards of services by all concerned, in both public and private facilities.
- Conduct evaluation, report and recommend to the RAS on status of implementation of the various planned and unplanned interventions by the RHMT members.

It will also include teaching at the health training institutions within the region.

4.2. The Regional Health Officer

4.2.1. Qualification

The RHO shall have a University degree in Environmental Health or an advanced Diploma in Environmental Health Science. The RHO shall have working experience of at least 5 years in a district in a similar position at that level.

4.2.2. Job Description

- Is a member of RHMT and will operate within the TORs of the team.
- Participate in RHMT planning and implementing the annual plans within the budget framework.
- Facilitate and advise the translation of Policies, Guidelines and Standards as set out by the MOHSW for interpretation and implementation by LGAs.
- Assist LGAs to develop Comprehensive Health Plans which include appropriate environmental health and protection interventions within the region.
- Collaborate with the Tanzania Food and Drug Authority (TFDA) on matters pertaining to standards, safety and efficacy of foods and food imports and manufacture in both public and private facilities including assisting in the inspection of importation, manufacture, storage, distribution and use of food products as and when called upon to so on behalf of TFDA.
- Monitor, evaluate and advise on environmental health services in the LGAs across the region.
- Collaborate and assist the LGAs in the management and control of disease outbreaks and other emergencies and provide status reports and recommendations to the region.
- Collaborate and assist LGAs and other stakeholders on improving and maintaining environmental health and sanitation and health at work places
- Advise the CHMTs within the region on appropriate action oriented environmental health research and use of results to improve on service delivery and the environment.

- Advocate for, train and advise the region on the use of collaborative strategies to improve and maintain environmental health at all levels.
- Coordinate, assist and develop appropriate IEC materials and the required training for communication skills at the region and LGAs.
- Prepare and submit the prescribed weekly, monthly, quarterly and annual reports of plans and activities to the appropriate authority.
- Conduct regular supportive supervision, inspections and monitoring of all environmental and health related services in the LGAs across the region.
- Conduct evaluation, report and recommend to the RMO, as a member of the RHMT on status of implementation of the various planned and unplanned environmental health and environmental protection interventions within the region.

It will also include teaching at the health training institutions within the region.

4.3. The Regional Nursing Officer

4.3.1. Qualification

The Regional Nursing Officer shall have a Degree in Nursing or an Advanced Diploma in Nursing from a government recognized training institution. He / She shall have an Advanced or ordinary Diploma in Community Health or Community Nursing and registered with the Tanzania Nurses and Midwives Council. She / He shall have working experience of at least 7 years at the district level in a similar position at that level.

4.3.2. Job Description

- Is a member of RHMT and will operate within the TOR of the team.
- Participate in RHMT planning and implementing the annual plans within the budget framework.
- Advice, monitor and follow up on implementation of guidelines and standards of nursing care and services within the region.
- Follow up and ensure adherence to the professional code and conduct of all nursing staff within the region.
- Provide the technical and professional link between the nursing and other health professions within the region.
- Advise the CHMTs, Hospital Management Teams within the region on appropriate action oriented research on nursing care and services and use of results to improve nursing service delivery.
- Provide advise and training on health education and counseling related to the nursing profession and care.
- Advise on policy interpretation and implementation as related to the nursing profession and care to staff within the region.

- Monitor, evaluate, advice on status of and recommendations for improving nursing profession and services within the region.
- Participate as a team member to plan and implement comprehensive regional plans, which include nursing services to improve general population health across the region in collaboration with stakeholders at the various levels.

It will also include teaching at the health training institutions within the region.

4.4. The Regional Reproductive and Child Health Officer

4.4.1. Qualification

The Regional Reproductive and Child Health Officer shall have a degree of advanced diploma in Nursing from a government recognized training institution. He / She shall have an Advanced or ordinary Diploma in Community health or nursing and registered with the Tanzania Nurses and Midwives Council. She / He shall have working experience of at least 7 years at the district level in a similar position at that level.

4.4.2. Job Description

- Is a member of RHMT and will operate within the TORs of the team.
- Participate in RHMT planning and implementing the annual plans within the budget framework.
- Advice, monitor and follow up on implementation of guidelines and standards of Maternal and Child Health Care and services within the region.
- Assist in the follow up and ensure adherence to the professional code and conduct of all nursing staff within the region.
- Assist to provide the technical and professional link between the nursing and other health professions within the region.
- Advise the RMO, through the RHMT, all CHMTs, Hospital Management Teams within the region on appropriate action oriented research on Maternal and Child Health care and services and use of results to improve Maternal and Child Health Care service delivery.
- Provide advise and training on Maternal and Child Health care and counseling related to the nursing profession and care.
- Advise on policy interpretation and implementation as related to Maternal and Child Health Care staff in the LGAs and across the region, particularly with regard to the overall goal of reducing significantly the unacceptably high Maternal Mortality Ratio and the Newborn and Infant Mortality Rate.
- Monitor, evaluate, and prepare status reports and advice on status of and recommendations for improving Maternal and Child Health care and services within the region.
- Participate as a team member of RHMT to plan and implement comprehensive regional plans, to improve general population health across the region in collaboration with stakeholders at the various levels.

It will also include teaching at the health training institutions within the region.

4.5. The Regional AIDS Coordinator

4.5.1. Qualification

The Regional AIDS Coordinator shall either be a Medical Officer, Nursing Officer or a Health Officer with a degree from a government recognized training institution. He / She shall have an additional technical/ professional training in the management of programmes particularly HIV/AIDS control program. She / He shall have working experience of at least 7 years at the district level in a similar position at that level.

4.5.2. Job Description

- Is a member of RHMT and will operate within TOR of the team.
- Participate in RHMT planning and implementing the annual plans within the budget framework.
- Facilitate and advise the translation of Policies, Strategies, Guidelines and Standards, particularly those related to HIV/AIDS, as set out by the MOHSW for interpretation and implementation by LGAs. Assist LGAs to develop Comprehensive Health Plans which include appropriate HIV/AIDS control interventions within the region.
- Monitor, evaluate and advise on HIV/AIDS control services in the LGAs, including those by NGOs, CBOs and other groups, across the region.
- Collaborate and assist the LGAs in the management and control of further spread of HIV/AIDS and provide status reports and recommendations to the region.
- Collaborate and assist LGAs and other stakeholders on improving and maintaining sustained HIV/AIDS interventions and other services at all health facilities and at all work places across the region.
- Advise the CHMTs within the region on appropriate action oriented HIV/AIDS research and use of results to improve on service delivery and other interventions.
- Advocate for, train and advise the region on the use of collaborative strategies to improve and maintain HIV/AIDS interventions at all levels.
- Coordinate, assist and develop appropriate IEC materials and the required training for communication skills at the region and LGAs.
- Prepare and submit the prescribed weekly, monthly, quarterly and annual reports of plans and activities to the appropriate authority.
- Facilitate regular supportive supervision, inspections and monitoring of all HIV/AIDS related services in the Councils across the region. Conduct evaluation, report and recommend to the RMO, through the RHMT, on status of implementation of the various planned and unplanned HIV/AIDS interventions within the region.

- Relation with and responsibility to the Council Multisectoral Committee.

It will also include teaching at the health training institutions within the region.

4.6. The Regional Pharmacist

4.6.1. Qualification

The Regional Pharmacist shall have a University degree in Pharmacy and shall have working experience of at least 5 years in a district in a similar position at that level.

4.6.2. Job Description

- Is a member of RHMT and will operate within TOR of the team.
- Participate in RHMT planning and implementing the annual plans within the budget framework.
- Facilitate and advise the translation of Policies, Guidelines and Standards related to pharmaceutical services as set out by the MOHSW for interpretation and implementation by LGAs.
- Assist LGAs to develop Comprehensive Health Plans which include appropriate pharmaceutical services interventions within the region
- Monitor, evaluate and advise on pharmaceutical services in the LGAs across the region.
- Collaborate with the Tanzania Food and Drug Authority (TFDA) on matters pertaining to standards, safety and efficacy of medicines in both public and private facilities including assisting in the inspection of importation, manufacture, storage, distribution and use of medicines as and when called upon to do so on behalf of TFDA.
- Advise the CHMTs within the region on appropriate action oriented pharmaceutical services research and use of results to improve on service delivery.
- Advocate for, train and advise the region on the use of collaborative strategies to improve and maintain quality pharmaceutical services at all levels.
- Coordinate, assist and develop appropriate IEC materials and the required training for communication skills at the region and LGAs.
- Prepare and submit the prescribed weekly, monthly, quarterly and annual reports of plans and activities to the appropriate authority.
- Conduct regular supportive supervision, inspections and monitoring of all pharmaceutical service outlets, both public and private, in LGAs across the region.
- Conduct evaluation, report and recommend to the RMO, through the RHMT, on status of implementation of the various planned and unplanned pharmaceutical service related interventions within the region.

It will also include teaching at the health training institutions within the region.

4.7. The Regional Dental Officer

4.7.1. Qualification

The Regional Dental Officer shall have a University degree in Dental Science. He /she shall have working experience of at least 5 years in a district in a similar position at that level.

4.7.2. Job Description

- Is a member of RHMT and will operate within TOR of the team.
- Participate in RHMT planning and implementing the annual plans within the budget framework.
- Facilitate and advise the translation of Policies, Guidelines and Standards related to Dental / Oral health as set out by the MOHSW for interpretation and implementation by LGAs.
- Assist LGAs to develop Comprehensive Health Plans which include appropriate Dental /Oral health services interventions within the region.
- Monitor, evaluate and advise on Dental / Oral health services in the LGAs across the region.
- Advise the CHMTs within the region on appropriate action oriented dental services research and use of results to improve on service delivery.
- Advise and promote community oral health to the LGAs in order to increase access and coverage of dental services in the communities across the region.
- Advocate for, train and advise the region on the use of collaborative strategies to improve and maintain quality dental services at all levels.
- Coordinate, assist and develop appropriate IEC materials and the required training for communication skills at the region and LGAs.
- Prepare and submit the prescribed weekly, monthly, quarterly and annual reports of plans and activities to the appropriate authority.
- Conduct regular supportive supervision, inspections and monitoring of all dental services facilities, both public and private, in LGAs across the region.
- Conduct evaluation, report and recommend to the RAS, through the RHMT, on status of implementation of the various planned and unplanned dental service related interventions within the region.

It will also include teaching at the health training institutions within the region.

4.8. The Regional Cold Chain Officer

4.8.1. Qualification

The Regional Cold Chain Officer shall either be a Nursing Officer or a Health Officer with a degree from a government recognized training institution. He / She shall have an additional technical/ professional training in the management of

programmes particularly Cold Chain logistics. The officer shall have working experience of at least 7 years at the district level in a similar position at that level.

4.8.2. Job Description

- Is a member of RHMT and will operate within TOR of the team.
- Participate in RHMT planning and implementing the annual plans within the budget framework.
- Facilitate and advise the translation of Policies, Strategies, Guidelines and Standards, particularly those related to maintenance of the Cold Chain, as set out by the MOHSW for interpretation and implementation by LGAs.
- Assist LGAs to develop Comprehensive Health Plans which include appropriate interventions to maintain the Cold Chain within the region.
- Collaborate with all Councils to ensure timely ordering, storage, distribution, use and reporting for all antigens for the immunization of mothers in children across the region. This includes the maintenance of buffer stock to cater for shortages and vaccine preventable disease outbreaks, spares for Cold Chain equipment and gas for refrigerators. Vaccine storage includes stocks for outbreaks of rabies in known rabies prone outbreak areas.
- Monitor, evaluate and advise on the Cold Chain in all facilities providing immunization services for mothers and children in the LGAs, both public and private, across the region.
- Advice and facilitate Councils and other providers delivering immunization services on standards of Cold Chain equipment, ordering, repair, maintenance and replacement.
- Develop, strengthen and maintain close working relations and collaboration with other RHMT members, particularly the Maternal and Child Health Officer to ensure comprehensive approaches to addressing the challenge of high incidence of Maternal, newborns and infant deaths.
- Develop and sustain outreach Cold Chain and immunization services for hard to reach areas and particularly for pastoralist communities who are not covered by stationery health facilities.
- Develop and supervise a routine trouble shooting, maintenance, repair and replacement plan and strategy for all Cold Chain equipment, in all public and private facilities, in all LGAs to ensure quality and public safety.
- Collaborate and assist LGAs and other stakeholders on improving and maintaining quality Cold Chain services at all health facilities across the region.
- Advice the CHMTs within the region on appropriate action oriented Cold Chain research and use of results to improve on service delivery and other interventions.
- Advocate for, train and advise the region on the use of collaborative strategies to improve and maintain Cold Chain interventions at all levels.
- Coordinate, assist and develop appropriate IEC materials and the required training for communication skills at the region and LGAs.

- Prepare and submit the prescribed weekly, monthly, quarterly and annual reports of plans and activities to the appropriate authority.
- Facilitate regular supportive supervision, inspections and monitoring of all Cold Chain related services in the Councils across the region.
- Conduct evaluation, report and recommend to the RAS, through the RHMT, on status of implementation of the various planned and unplanned Cold Chain interventions within the region.

It will also include teaching at the health training institutions within the region.

4.9. The Regional Radiological Officer

4.9.1. Qualification

The Regional Radiological Officer shall have an Advanced Diploma in Radiography from a government recognized institution. He/she shall have working experience of at least 5 years in a district in a similar position at that level.

4.9.2. Job Description

- Is a member of RHMT and will operate within TOR of the team.
- Participate in RHMT planning and implementing the annual plans within the budget framework.
- Facilitate and advise the translation of Policies, Guidelines and Standards related to Radiological services as set out by the MOHSW for interpretation and implementation by LGAs.
- Assist LGAs to develop Comprehensive Health Plans which include appropriate Radiological services interventions within the region.
- Monitor, evaluate and advise on Radiological health services in the LGAs across the region.
- Develop and supervise a routine trouble shooting, maintenance, repair and replacement plan and strategy for all radiological equipment in all public and private facilities in all LGAs to ensure quality and public safety in line with National Atomic and Radiation Council guidelines.
- Advise the CHMTs within the region on appropriate action oriented radiological services research and use of results to improve on service delivery.
- Prepare and submit the prescribed weekly, monthly, quarterly and annual reports of plans and activities to the appropriate authority.
- Conduct regular supportive supervision, inspections and monitoring of all radiological services facilities, both public and private, in all LGAs across the region.
- Conduct evaluation, report and recommend to the RMO, through the RHMT, on status of implementation of the various planned and unplanned radiological service related interventions within the region.

It will also include teaching at the health training institutions within the region.

4.10. The Regional Social Welfare Officer

4.10.1. Qualification

The Regional Social Welfare Officer shall have Degree in Social Welfare and/or an Advanced Diploma in Social Welfare,, in both cases with a community development experience. He /she shall have additional qualifications in financial management, gender and reporting and shall have working experience of at least 3 years at district level, in a position including interactions with the community.

4.10.2. Job Description

- Is a member of RHMT and will operate within TOR of the team.
- Participate in RHMT planning and implementing the annual plans within the budget framework.
- Facilitate and advise the translation of Policies, Guidelines and Standards related to Social Welfare services as set out by the MOHSW for interpretation and implementation by LGAs.
- Support the CHMT in the definition and implementation of their CCHPs in order to ensure that the interests of the poor, marginalised and vulnerable groups are fully taken into consideration.
- Explore with the CHMTs on workable systems to ensure service access for the poor, marginalised and vulnerable groups at both public and private health care services.
- Support the Council Health Service Board (CHSB) in the implementation of exemption and waiver policy as well as of the Community Health Fund (CHF).
- Facilitate through the LGAs that the population -including the poor, marginalised and vulnerable groups- is fully involved in the set up of these mechanisms and that communities are regularly informed on their rights as well as on the use of the funds collected
- Support the CHSB in setting up an efficient management system for the funds collected in the LGA and for the access to the matching grant, as well as for claim and reimbursement with NHIF
- Explore with the LGAs other mechanism of social risk management which can contribute to a better access to health services (transport, food, etc.)
- Upon request from CHSBs, advise the health facility managing committees of Health Centres and Dispensaries for the improvement of access to their services.
- Facilitate the services of the district hospitals to be accessible for the poor, marginalised and vulnerable groups
- Facilitate the poor, marginalised and vulnerable groups so that they involved in / have full access to preventive and outreach activities provided by council health services.
- Facilitate the documentation of good practices, innovative approaches as well as the peer exchanges between councils and among health facilities.

- Disseminate and supervise the implementation of all new policies, strategies and guidelines of the Government.
- Report regularly to the RMO on the progresses against the planned activities.
- Support hospitals Social Welfare Officer facilitate accessibility of the hospital services by the poor, marginalised and vulnerable groups.
- Explore with the staff of the regional hospital ways and means to make them more responsive to the needs of the poor, marginalised and vulnerable groups.
- Participate in teaching at health / social welfare training institutions within the region.

It will also include teaching at the health training institutions within the region.

4.11. The Regional Laboratory Technologist

4.11.1. Qualification

The Regional Laboratory Technologist shall have an Advanced Diploma in Laboratory Technology from a government recognized university and shall have working experience of at least 5 years in a district in a similar position at that level.

4.11.2. Job Description

- Is a member of RHMT and will operate within TOR of the team.
- Participate in RHMT planning and implementing the annual plans within the budget framework.
- Facilitate and advise the translation of Policies, Guidelines and Standards related to Laboratory as set out by the MOHSW for interpretation and implementation by LGAs.
- Assist LGAs to develop Comprehensive Health Plans which include appropriate Laboratory services interventions within the region.
- Monitor, evaluate and advise on Laboratory services in the LGAs across the region.
- Develop and supervise a routine trouble shooting, maintenance, repair and replacement plan and strategy for all Laboratory equipment, in all public and private facilities, in all LGAs to ensure quality and public safety in line with Tanzania Laboratory technology Council guidelines.
- Advise the CHMTs within the region on appropriate action oriented laboratory services research and use of results to improve on service delivery.
- Prepare and submit the prescribed weekly, monthly, quarterly and annual reports of plans and activities to the appropriate authority.
- Conduct inspections and monitoring of all Laboratory services facilities, both public and private, in the LGAs across the region.
- Conduct evaluation, report and recommend to the RMO, through the RHMT, on status of implementation of the various planned and unplanned laboratory service related interventions within the region.

It will also include teaching at the health training institutions within the region.

4.12. The Regional Monitoring and Evaluation Officer

4.12.1. Qualification

The Regional Monitoring and Evaluation Officer shall have a degree in Planning and /or advance diploma in Planning from a government recognized University. He /she shall have additional qualifications in computer information technology, training in statistics, routine health data collection systems and Sentinel Surveillance Systems. He / She shall have working experience of at least 5 years in a district in a similar position at that level.

4.12.2. Job Description

- Is a member of RHMT and will operate within TOR of the team.
- Participate in RHMT planning and implementing the annual plans within the budget framework.
- Facilitate and advise the translation of Policies, Strategies, Guidelines and Standards, particularly those related to Health information and Information technology and use, as set out by the MOHSW for interpretation and implementation by LGAs.
- Assist LGAs to develop Comprehensive Health Plans which include appropriate interventions to strengthen data management and use, appropriate Information Technology for planning and delivery of quality health services.
- Monitor, evaluate and advise on the Computer hardware and software, virus protection, standardization of equipment, repair, maintenance and replacement.
- Collaborate closely with CHMTs to ensure availability of data collection tools (tally sheets, registers and other requirements at all health facilities, both public and private, in all the LGAs across the region.
- Develop, strengthen and maintain close working relations and collaboration with other RHMT members, and provide them with timely, accurate and usable information during RHMT meetings, CHMT meetings for planning and decision making purposes.
- Facilitate and conduct the necessary training to ensure timely collection of raw data, processing, presentation interpretation and use for management decisions at all health facilities in all LGAs across the region.
- Facilitate, in collaboration with CHMTs, the timely collection of accurate data from all LGAs and timely transmission to the region.
- Collate and transmit correct and timely health data from all the LGAs, through the CHMTs, to the MOHSW.
- Facilitate and train CHMTs to produce regular Health Information Newsletters for feedback to data collecting health facilities within LGAs.
- Facilitate and ensure the timely collection and transmission of the necessary data from all Sentinel Surveillance System stations within the region.

- Facilitate the timely service, repair, maintenance and replacement of Computer hardware and software within laid down guidelines and standards.
- Coordinate, assist and develop training of staff on the use of computer hardware and software including periodic trouble shooting, software upgrading, computer virus detection and removal within LGAs.
- Prepare and submit the prescribed weekly, monthly, quarterly and annual reports of plans and activities to the appropriate authority.
- Conduct evaluation, report and recommend to the RMO, through the RHMT, on status of implementation of the various planned and unplanned Health Information and Computer Information Technology interventions within the region.

It will also include teaching at the health training institutions within the region.

4.13. The Regional Health Secretary

4.13.1. Qualification

The Regional Health Secretary shall have a degree in health services management and administration or an advanced diploma in health services management and administration from a government recognized University or equivalent institutions. He/she shall have additional qualifications in health planning, health policy, health law, logistics, accounting, financial management, governance, equity, reporting, procurement and infrastructure management. He/she shall have working experience of at least 5 years in a district in a similar position at that level.

4.13.2. Job Description

- Is a member of RHMT and will operate within TOR of the team.
- Assist the RHMT in matters related to administration and management of health resources.
- Participate in RHMT planning and implementing the annual plans within the budget framework.
- Facilitate and advise the translation of Policies, Strategies, Guidelines and Standards, as set out by the MOHSW for interpretation and implementation by LGAs through CHMTs.
- Assist LGAs to develop Comprehensive Health Plans for delivery of quality health services.
- Develop, strengthen and maintain close working relations and collaboration with other RHMT members, and provide them with timely, accurate reports, minutes of meetings, financial bulletins, status of buildings, transport facilities, during RHMT meetings, CHMT meetings for planning and decision making purposes.

- Facilitate, in collaboration with the Regional Monitoring and Evaluation Officer and CHMTs, the timely collection of accurate data from all LGAs and timely transmission to the region.
- Maintain registers of all resources and assets at the disposal of the RHMT including buildings, equipment, machinery, furniture, stationary, vehicles, finances and provide regular and accurate data at all meetings of the RHMT.
- Develop and maintain a maintenance, repair and replacement schedule for all replaceable items at the disposal of the RHMT e.g. vehicles, office equipment, furniture and the routine repair and maintenance of buildings.
- Develop and maintain a regional Health Human Resource Management Plan in conjunction with all LGAs through their CHMTs including all hospitals. Work closely with individual LGAs and health programmes to conduct training needs assessment / capacity development programmes, incentive and retention schemes for health workers across the region.
- Prepare and submit the prescribed weekly, monthly, quarterly and annual reports of plans and activities to the appropriate authority.
- Conduct evaluation, report and recommend to the RMO, through the RHMT, on status of implementation of the various planned and unplanned activities within the region.

It will also include teaching at the health training institutions within the region.

SECTION II: FUNCTIONS OF REGIONAL REFERRAL HOSPITAL BOARD, AND REGIONAL REFERRAL HOSPITAL MANAGEMENT TEAM

5. Regional Referral Hospital Board

There shall be Regional Referral Hospital Board responsible for overseeing the management of the Hospital in its service provision function undertaken by the Regional Referral Hospital Management Team. The Regional Commissioners (RCs) will oversee the day-to-day function of the Boards on behalf of the Minister for Health and Social Welfare.

The Appointing Authority of the members of the Board is the Minister for Health and Social Welfare on advice and consultation with the Regional Administrative Secretary (RAS).

5.1. Roles and responsibilities of the Regional Referral Hospital Board

5.1.1. Membership of the Board

- The Board shall consist of 15 members.
- Gender balance should be considered.
- They will be drawn from a wide spectrum of public figures within the region whose qualities, will among others, be a personnel interest and commitment to voluntarily serve on the Hospital Board to give advise and wise counsel for improved hospital service delivery.
- The members will include but not necessarily confined to:
 - ✓ Representative from the private sector
 - ✓ Lawyers
 - ✓ Prominent retired health/social welfare personnel
 - ✓ Representative from recognized women's organizations
 - ✓ Representatives from CSOs
 - ✓ Prominent financial management expert
 - ✓ Regional Director of Health Services (Regional Medical Officer).
 - ✓ Health Workers Union Representative
 - ✓ Representative from districts
 - ✓ Representative from lower health facilities

The Medical Officer in charge of the Hospital will be an ex officio member of the Board, who will be the Secretary to the Board.

Following their appointment, members of the Board shall be oriented, as a team, on their duties, responsibilities, legality of the Board and its limits. This is to ensure their clear understanding to avoid unnecessary conflicts and

misunderstandings with the various stakeholders and actors responsible for quality health care provision in a Regional Referral Hospital.

5.1.2. Duties

The Board will have authority to oversee the quality service provision role of the Regional Referral Hospital including ensuring the effective and efficient use of all resources within the Hospital.

5.1.3. Responsibilities

- 1) To assess and approve appropriate hospital services policies, guidelines and regulations.
- 2) To assess and approve the Hospital Strategic and Annual Plans, and Budget.
- 3) Oversee the implementation of the plan in line with government policies, standards and guidelines.
- 4) To endorse the Hospital plan and budget and the quarterly and annual report, and submit them to the Regional Secretariat (RS). The RS endorses these documents, and submits to PMO-RALG and MOHSW for funding.
- 5) To oversee the management and administration of properties and assets of the Hospital.
- 6) To ensure the financial viability of the Regional Hospital.
- 7) To advocate for and facilitate the mobilization and efficient use of complementary resources for the Hospital from stakeholders at all levels.
- 8) To ensure that the Hospital is sensitive to the priority health needs of the community it serves.
- 9) To ensure that Hospital services meet providers/patients/clients satisfaction.
- 10) To ensure that the Hospital management is responsible and accountable to MOHSW and PMO-RALG through the RAS.
- 11) To approve appointments, monitor, appraise performance and disciplinary measures for heads of sections and units as recommended by the Hospital management.
- 12) To inform staff establishments' conditions of service, Incentive packages and staff development plans prepared by the Hospital Management Team within the financial resource abilities of the Hospital.
- 13) To receive, all grants, donations and gifts from individuals and organizations to be used for the Hospital.
- 14) Approve ad hoc expenditures and disbursements for the hospital in case of emergency and disaster situation.
- 15) To appoint committees which the Board considers necessary to perform delegated responsibilities of the Board.

- 16) To appoint committees to investigate or advise the Board on specific problems/issues facing the Hospital and generally to enhance service quality, efficiency and accessibility.
- 17) To approve proposals for contracts, Memorandum of Understanding and Terms of Reference for individuals, Departments and other organizations assigned tasks for the improved and efficient functioning of the Hospital.
- 18) To discuss and decide on major issues, endorse decisions and approve recommendations made by the Hospital Management Team and provide guidance to the team.
- 19) To solve conflicts in the hospital and on the medical treatments.

5.1.4. Legal rights

- The Hospital Board is established in accordance with the prevailing laws and legislation of the government
- Appointed members are required to accept to serve on the Board in writing
- The office tenure for the appointed Board members is three years
- If a member decides to resign, the member is required to give a one month's notice before the next meeting for discussion and acceptance by the Board
- If a member leaves tenure due to resignation, health problems, death or any other reason, the vacancy left will be filled by another appointed member who will serve for the remaining period of the tenure of the Board
- If the Board fails to fulfil its objectives as expected, it will be dissolved by the appropriate appointing Authority and which will then appoint a new Board immediately
- Board members will be paid travelling and sitting allowance according to the prevailing laws, regulations and rates
- Board meetings will be conducted once every three months or any other time when necessity arises and will be called by the Chairperson or any member by making a special request to the Chairperson
- The meeting quorum will be met when half of the members have attended
- The Medical Officer in charge of the Hospital, who will be an ex officio member of the Board, will be the Secretary to the Board. The Secretary will keep records of all the meetings and report back on implementation of resolutions, as reported by the responsible person(s), at each meeting of the Board

5.1.5. Limits of the Hospital Board

- The Board shall not interfere, but may intervene, during the execution of professional health care services activities, when there is apparent inefficiency, irresponsibility and mismanagement of health resources

and/or misconduct or unethical practice by hospital personnel in the delivery of regional referral hospital services.

- Issues relating to unethical and professional misconduct by staff shall be notified to relevant competent organs for further investigation and taking of appropriate action. The competent organs shall advise the Hospital Board, the Regional Health Management Team and the Regional Referral Hospital Management Team on their decision and actions

6. The Regional Referral Hospital Management Team

6.1. The Regional Referral Hospital Management Team shall be composed of:

- The Medical Officer in charge of the Hospital (Assistant Director of Regional Health Services)
- The Hospital Matron/Patron in charge responsible for nursing services
- The Hospital Pharmacist in charge responsible for pharmaceutical supplies and services
- The Hospital Laboratory Technician in charge responsible for laboratory diagnostic services
- The Radiological Officer in charge responsible for radiological diagnostics
- All Hospital Clinical Departments in charges:
 - ✓ Internal Medicine
 - ✓ Surgery
 - ✓ Pediatrics
 - ✓ Obstetrics and Gynecology
 - ✓ Out Patient
 - ✓ Any other specialized unit within the Hospital
- The Hospital Social Welfare Officer in charge of ensuring hospital responsiveness to the needs of the poor, marginalized and vulnerable groups.
- The Hospital (Health) Secretary responsible for efficient hospital health services on day to day basis.
- The Hospital Information (Data Management) Officer in charge responsible for furnishing the Team with timely and correct reports on Hospital disease statistics during all meetings of the HMT
- The Hospital Health Care Technical Services in charge responsible for hospital infrastructure, estates, plants, technical equipment, transport repair and maintenance
- The Hospital Accounts Unit in charge responsible for managing and ensuring timely and correct reporting of the status of all Hospital Finances during all meetings of the HMT
- Where there is a training institution attached to the hospital, it will be represented in the HMT by the in charge of the training institution on the hospital training related functions...

6.2. Duties

To ensure the provision of quality referral level hospital services that are appropriate, accessible and efficient as mandated by the Ministry of Health and Social Welfare

6.3. Accountability

The Regional Referral Hospital Management Team is accountable to the Regional Referral Hospital Board through the Medical Officer in charge of the Hospital

6.4. Responsibilities

- 1) To develop Hospital strategic, annual plans and budgets from departmental plans and budgets consult RHMT before submission to the Board for approval
- 2) To compile, discuss, prepare quarterly and annual technical and financial implementation report for timely submission to the Board
- 3) To ensure efficient management and delivery of quality and accessible promotive, preventive, curative and rehabilitative services in the Hospital
- 4) Ensure the highest quality of patient care and services to the satisfaction of the patients and the community the hospital serves
 - o Infection prevention
 - o Working environment improvement
- 5) To participate in the management and control of outbreaks of epidemic diseases and establish focus for emergency activities in the hospital
- 6) To ensure a gender sensitive human resource management
- 7) To ensure proper management of financial, material resources including procurement and maintaining adequate supplies of drugs, diagnostic reagents, medical supplies and equipment in the hospital
- 8) To ensure that hospital equipment and buildings, including the Hospital compound and surroundings are well maintained
- 9) To ensure financial accountability through proper management and timely reporting on departmental expenditure within the approved budget
- 10) To support and supervise section heads to ensure timely, delivery of quality services
- 11) To appraise the performance of section heads, hold them fully accountable for the performance of their sections and decide on award of incentives and disciplinary action
- 12) To identify continuing education and in-service professional and managerial skills of all hospital staff needs and requirements and take appropriate action
- 13) To enforce adherence of professional ethics and code of conduct by all health workers in the hospital including timely renewing of licenses for the nursing and other staff

- 14) To undertake training functions within and outside the hospital for pre-service and in-service programs as a component of the approved hospital plan
- Clinical training for staff within the hospital
 - Provide technical support to trainings for health personnel in the region
 - Internship training facilities
 - Pre-service and In-service practical training during clinical rotations

6.5. The Roles and Functions of the Regional Referral Hospital shall be:

6.5.1. Clinical functions

(a) Care and Treatment

- Outpatient/Casualty and emergency services
- Diagnostic services; laboratory, radiology
- Pharmaceutical and medical supply service
- Internal medicine
- Surgery
- Obstetrics and Gynecology
- Pediatrics
- Specialized services (Orthopedic, Physiotherapy, Ophthalmology, Mental and oral health)

(b) Health Promotion and disease prevention

- Health education
- Environmental and waste management

(c) Rehabilitation and Maintenance of patients with chronic illnesses

- Rehabilitation and Maintenance of patients with chronic illnesses

6.5.2. Support functions

(a) Support service within the hospital

- Mortuary services
- Health Care Technical (maintenance) service
- Administration, Accounts and stores
- Public relations and customer services
- Transport
- Catering services
- Laundry
- Security

(b) Support services outside the hospital in collaboration with RHMTs and CHMTs

- Clinical mentoring
- Supportive supervision of districts hospitals
- Mobile and Outreach clinical service
- Planning and budgeting
- Financing and accounting
- Data management and record keeping
- Hospital personnel management
- Infrastructure and estate management
- Procurement of medicine, related medical supplies and equipment.
- Medicines stock and inventory management, distribution and rational use within the Hospital
- Coordination of activities of the various Hospital departments
- Working environment management
- Social Welfare

6.5.3. Research functions

- Operational research in collaboration with RHMT, CHMTs with support from Zonal Resource Centers (ZRC)
- Field research in collaboration with academic institutions
- Advocacy of appropriate use of research results

Acknowledgement

The development of the roles and responsibilities of the Regional Health Management Team (RHMT), the Regional Referral Hospital Management Teams and the Regional Hospital Board has been very inclusive and jointly undertaken between the MOHSW, PMORALG, health programmes and a number of Development Partners who represented other SWAP partners.

Special thanks go to the SWAP partners who every year during the Joint Annual Health Sector Reviews have urged the government to recognize the RHMT as a technical wing of Regional Secretariat and the Civil Society Organizations for their support.

Special thanks also go to all the RHMT/ Regional Referral Hospital Technical subcommittee of SWAP members for their dedication, active participation and finalization of this important document. I wish also to thank JICA for joining us and Danida for their continued support.



Dr Deo M. Mtasiwa
Chief Medical Officer

Foreword

The Ministry of Health and Social Welfare (MOHSW) has been reforming the health sector for some time now in order to realize the health vision, that is *to improve the health and well being of all Tanzanians, with a focus on those at most risk and to encourage the health system to be more responsive to needs of the people.*

Realization of the vision will be gradually be attained, by the translation of the health policy into action through the implementation of Health Sector Strategic Plans. An important dimension of the health sector reforms is the decentralization by devolution, which is in line with the ongoing Local government reforms. The decentralization operates at two levels, the Councils and the regions. The devolution of power to the Councils is now well established, with Council Health Management Teams defining and implementing yearly Comprehensive Council Health Plans.

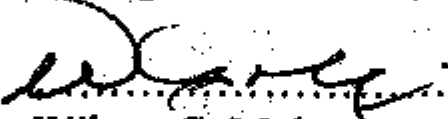
The Regional Health Management Teams whose mandate is to be the link between the MOHSW and the CHMT and to interpret and adapt national policies to regional realities, provide technical support to CHMT during development of Council Comprehensive Health Plans (CCHPs) and implementation of the comprehensive package of essential services by CHMTs and Regional Referral Hospitals has not been realized due to a number of reasons.

The limiting factors have been due to RHMT not being formally recognized since the inception of Local Government reforms in the late 90s by PMORALG. As a result the Regional Secretariat during this period only funded the office costs of RMO but not the operational costs of RHMT activities and only the RMO was recognized as a "Health Specialist". The Government of Tanzania (GOT) has now formally recognized the RHMT as part of the Regional Secretariat including the funding of the operational costs of the team.

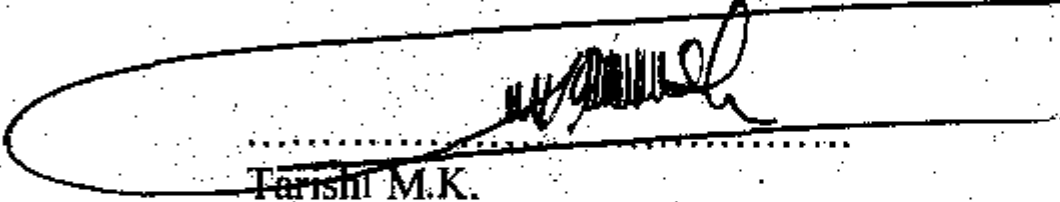
The GOT is aware that funding and recognition of RHMT alone will not improve the performance of RHMT unless other capacity related problems in the Regional Secretariat/RHMT such as understaffing, qualification gap, knowledge and skills gap, interrelationship and dedication to work are addressed.

The RHMT roles and functions have been redefined to address the needs and expectations on what they are supposed to do in support of districts and regional referral hospitals. Based on the new roles and functions, filling of posts based on qualifications and experience will be done. The RHMT members will be supported to perform their expected roles and functions effectively and efficiently by the central levels (MOHSW and PMORALG) and Zonal Resource Centers.

The MOHSW and PMORALG thank all those who have assisted in one way or another in the preparation of the new roles and functions of RHMT and Regional Referral Hospital Management Team (RRHMT).


Wilson C. Mukama
Permanent Secretary
Ministry of Health and Social
Welfare

Date.....


Tarishi M.K.
Permanent Secretary
Prime Minister's Office
Regional Administration and
Local Government

Date. 1ST SEPTEMBER, 2008