



HEALTH AND PRODUCTIVITY
MANAGEMENT GENERIC POLICY
IMPLEMENTATION GUIDE
FOR THE PUBLIC
SERVICE ANNEXURE B

Introduction:

This serves as a guide to implement the policy measures as outlined in the Health & Productivity Management Policy. The policy measures are translated into success indicators which are performance expectations for each sub-objective. Success indicators seek to identify exactly what outcomes are expected as a result of the intervention made. Each success indicator is further broken down into functional objectives with activities or processes as per the four process pillars of Capacity Building, Organizational Support, Governance and Institutional Development, and Economic Growth and Development Initiatives. Indicators for implementation are described in terms of output, outcome and impact indicators.

STRATEGIC OBJECTIVE: HEALTH AND PRODUCTIVITY MANAGEMENT	
To manage communicable and non-communicable diseases, mental health /psychosomatic illnesses, injury on duty and incapacity due to ill health and occupational health education and promotion in order to enhance productivity (Impact to be measured)	
Sub-Objective	Success Indicators
1 To promote diseases and chronic illnesses management. <ul style="list-style-type: none">• Chronic Illness & Diabetes Mellitus• Medical Surveillance & Infectious Diseases• Barriers to disease management• Diseases Management	<ul style="list-style-type: none">• Conducting of awareness programmes on the functions and purpose of health surveillance and the relevant laws and regulations.• Development of Departmental Health and Productivity Management Policy.• Utilization of disease management programmes through co-operation between medical practitioners and patients to reduce barriers in the workplace.• Integrated Health Risk Assessments and management to improve Chronic Disease Management and the measuring of the impact on employee health and productivity.• Implementation of strategies to reduce the risk of employees contracting Communicable and non-communicable diseases and the need for medical interventions.

1.1 Conducting of awareness and programmes on the functions and purpose of health surveillance and the relevant laws and regulations.

Functional objectives	Input	Processes and Activities				Output	Outcome	Impact
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives:	Economic Growth and Development Initiatives:			
1.1.1 To compile an operational plan for roll out of comprehensive disease management package in the workplace	HR Finances Comprehensive Disease Management package	Compile a Comprehensive Disease Management package Train the EH&W practitioners and role players in application of package	Ensure accessibility to health care facilities Develop a resource list and information brochures and communicate through out the department	Establish and maintain partnerships with health care practitioners and facilities	Ensure that the Disease management package comply with national and international standards	No. of employees utilizing disease management programmes No. of practitioners and role players trained	% utilization rate of disease management programmes	Decrease in applications for ill health retirement

<p>1.1.2 To ensure disease management awareness programmes to staff and training of all managers regarding disease management.</p>	<p>HR Finances Awareness Programmes and Training programmes</p>	<p>Conduct Disease management awareness programmes for employees Coordinate training programmes for managers</p>	<p>Obtain management support and buy-in Provide additional information by using A variety of communication channels</p>	<p>Establish and maintain partnerships with donors and service providers for conducting training in collaboration with PALAMA and HEI's</p>	<p>Develop awareness and training programmes in collaboration with e.g SADC countries, ILO</p>	<p>No. of employees participated in awareness programmes No. of managers Trained</p>	<p>% of awareness programmes conducted % of Training programmes conducted</p>	<p>Decrease in ill health retirement and absenteeism because of ill health</p>
<p>1.1.3 To conduct ongoing awareness and education programmes on the functions and purpose of health surveillance and the relevant laws and regulations</p>	<p>HR Finances Awareness and education programme material</p>	<p>Conduct awareness and information sessions on of health surveillance and the relevant laws and regulations</p>	<p>Develop marketing material and distribute to all employees</p>	<p>Agreed on training content between senior management, DPSA, legal services and trade unions</p>	<p>Awareness brochures on regional (SADC) priorities to be developed and distributed.</p>	<p>No. of employees trained</p>	<p>% Awareness and education sessions conducted</p>	<p>Increase of understanding and application of laws and regulations</p>

1.2 Development of Departmental Health and Productivity Management Policy.

Functional objectives	Input	Processes and Activities				Output	Outcome	Impact
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives:	Economic Growth and Development Initiatives:			
1.2.1 To ensure development and implementation of a Health and Productivity Management Policy	HR Finance HPM Policy & Guidelines National Acts & Standards	Develop policy & implementation guidelines Train management and staff	Establish effective Communication channels Distribute the policy & implementation guidelines Obtain management support	Ensure that role players are accountable for implementation of the HPM policy and compliant to the policy through M&E	Align policy with international organization benchmarks to mitigate the impact of Health and Productivity on the economy	No. of managers and employees trained No. of departments complied with implementation of policy guidelines No. of departments with M&E Reports	% of Departments/ Units/ institutions developed & implemented HPM policy	Decrease in absenteeism and use of sick leave Increase in productivity

1.3 Utilization of disease management programmes through co-operation between medical practitioners and patients to reduce barriers in the workplace.

Functional objectives	Input	Processes and Activities				Output	Outcome	Impact
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives:	Economic Growth and Development Initiatives:			
1.3.1 Promote co-operation between health practitioners/ specialists and patients	HR Finances Protocol for cooperation to reduce barriers of disease management	Develop and train protocol on processes to be followed Develop and implement a program to reduce stigma and discrimination	Use existing communication channels to promote the use of the protocol	Consultation meetings and workshops with various stakeholders and experts Include the management of the protocol in the TOR of the Steering Committee	Ensure responsiveness to MDG's	No. of people trained on protocol No. of employees participated in programme on stigma and discrimination	% compliance with protocol % of patients utilized services of health practitioners/ specialists	Decrease in barriers of disease in the workplace Increase of co-operation between parties

1.4 Integrated Health Risk Assessments and management to improve chronic disease management and the measuring of the impact on employee health and productivity.

Functional objectives	Input	Processes and Activities				Output	Outcome	Impact
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives			
1.4.1 Develop programmes for improvement of employee health and reduction of workforce turnover	HR Finances Health Improvement programmes	Develop programmes and organize health and wellness drives that offer a full package of information and services	Ensure accessibility to health programmes and facilities through advocacy	Formulate partnerships with health and wellness service providers	Departments actively empower staff to respond to the challenges posed by chronic diseases	No. of employees utilizing the health improvement programmes	% Chronic illnesses management is improved	Improving employee decision making ability Reducing organisational conflict, absenteeism, and staff turnover

1.5 Implementation of strategies to reduce the risk of employees contracting communicable and non—communicable diseases and the need for medical interventions.								
Functional objectives	Input	Processes and Activities				Output	Outcome	Impact
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives:	Economic Growth and Development Initiatives			
1.5.1 Identify, assess and control the risk to employees of infectious diseases and other risks in the work place	HR Finances Integrated Risk Assessment Programme Risk assessors	Develop an integrated Risk Assessment programme	Ensure that Risk Assessment Plans are in place and communicated to all staff Assess workers Health and monitoring sicknesses Conduct tests, surveys, other investigations Conduct voluntary programmes	Work in collaboration with health risk organizations and programmes e.g. GEMS, PILIR	Departments accommodate SHERQ programmes in their strategic plans and business priorities as prescribed by the OHS Act	No. of Inspections done and written reports provided No. of tests, surveys, other investigations conducted	% Strategies are implemented to prevent the risk of employees contracting infectious diseases and exposure to other risks	Reduction in risks and accidents in the workplace

			and inspections					
1.5.2 Provide suitable information and training in the avoidance of risk, including work methods use of equipment, hygiene, prevention, control, protection, monitoring and health surveillance	HR Finances Integrated Health Risk Training programme	Purchase or develop Integrated Health Risk Programmes and ensure training of staff	Provide additional information via existing communication channels	Establish partnerships with Health Risk organizations that already designed and implemented programmes	Strategic support provided to departments in responding to the goals and objectives of the millennium development goals regarding OHS	No. of staff trained and awareness drives	% Education and training to prevent the risk of employees contracting infectious diseases and exposure to other risks	Increase in knowledge on infectious diseases and exposure to other risks Reduction in risks and accidents in the workplace

Sub-Objective		Success Indicators						
2 To promote the management of Mental health and psychosomatic illnesses: <ul style="list-style-type: none"> • Interventions. • Stress Management & Crises Support • Stigma and Mental Health The impact of Health and Productivity Management & Psychosomatic Illnesses		<ul style="list-style-type: none"> • Developing and implementing of a toolkit for Mental Health Promotion in the workplace which looks at practical steps for addressing mental health • Measuring of the impact of programmes that reduce the psychosocial and physical demands of the work place that trigger stress are measured • Reduction of stigma and discrimination against people living with mental diseases as well as the promotion of human rights and wellness • Interventions are made to involve groups of employees that are formed based on person-environment relationships, and which contribute to the generation or reduction of psychosomatic disorders 						
2.1 Developing and implementing of a toolkit for Mental Health Promotion in the workplace which looks at practical steps for addressing mental health								
Functional objectives	Input	Processes and Activities				Output	Outcome	Impact
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives:	Economic Growth and Development Initiatives			
2.1.1. Develop programmes which recognize, and address	HR Finances Mental Health	Train managers and EH&W coordinators	Provide support options which are confidential and non-	Ensure accessibility to Mental Health	Ensure that All Departments implement a Mental Health	No. of employees utilizing the programmes	% Mental Health Toolkit is implemented	Increase in mental health promotion and understanding

mental health needs in the work place	Toolkit	in Mental Health Promotion	stigmatizing	facilities and resources	Policy to mitigate the impact on the organization			
2.1.2 Raise awareness of self and other mental wellbeing	HR Finances Advocacy materials	Train managers and EH&W coordinators in Mental Health Promotion Awareness workshops on mental health. Distribute pamphlets on mental health	Plans are in place to create mental health awareness in public service	Departments actively empower staff to respond to the challenges posed by mental illness.	Consultation meetings and workshops with various stakeholders and experts.	No. of employees participated in awareness programmes No. of managers Trained	% of awareness programmes conducted % of Training programmes conducted	Decrease in mental illnesses

2.2 Measuring of the impact of programmes that reduce the psychosocial and physical demands of the work place that trigger stress

Functional objectives	Input	Processes and Activities				Output	Outcome	Impact
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives:	Economic Growth and Development Initiatives			
2.2.1 Develop programmes that reduce depression and anxiety, and deal with post traumatic distress	HR Finances Advocacy materials	Train managers and EH&W coordinators in programmes that reduce depression and anxiety, and deal with post traumatic distress Awareness workshops on programmes that reduce depression and anxiety,	Use existing communication channels to programmes that reduce depression and anxiety, and deal with post traumatic distress promote	Formulate partnerships with the relevant stake holders	Consultation meetings and workshops with various stakeholders and experts.	No of employees participating in programmes that reduce depression and anxiety, and deal with post traumatic distress	% of employees able to deal with post traumatic distress	% of managed depression and anxiety in the work place

		and deal with post traumatic distress programmes that reduce depression and anxiety, and deal with post traumatic distress Distribute pamphlets on						
2.2.2 Have a balanced approach to addressing stress at work and home	HR Finances Advocacy materials	Identify the causes of stress and take steps to remove it Develop a stress management approach Explore and use relaxation techniques	Plans are in place to create a low stress public service	Formulate partnerships with the relevant stake holders	Consultation meetings and workshops with various stakeholders and experts.	No of employees participating in programmes that addressing stress at work and home	% of employees able to deal with stress at the workplace and home	% of managed stress a the workplace and at home

2.3 Reduction of stigma and discrimination against people living with mental diseases as well as the promotion of human rights and wellness

Functional objectives	Input	Processes and Activities				Output	Outcome	Impact
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives			
2.3.1 Develop programmes that promote a culture of respect and dignity	HR Finances Advocacy materials	Train staff to be sensitive to mental distress	Make sure that no one is refused employment on the grounds of mental illness	Ensure that role players are accountable for implementation of the HPM policy and compliant to the policy through M&E	Align policy with international organization benchmarks to mitigate the impact of Health and Productivity on the economy	No employees trained on programmes that promote a culture of respect and dignity	% of Departments that implement programmes that promote a culture of respect and dignity	Increase in number of public servants who gained skills to manage their relationships effectively

2.4 Interventions are made to involve groups of employees that are formed based on person-environment relationships, and which contribute to the generation or reduction of psychosomatic disorders

Functional objectives	Input	Processes and Activities				Output	Outcome	Impact
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives			
2.4.1 develop a package of interventions	HR Finances Advocacy materials	Teach Coping strategies for individuals who share common coping deficits	Alter working Conditions so that they are less stressful or more conducive to effective coping Include Individual Counseling services for employees	Involving Security until emergency services arrive	Align policy with international organization bench marks to mitigate the impact of Health and Productivity on the economy	No Departments with guidelines on intervention strategies	% of department implementing intervention strategies	Interventions developed and implemented

Sub-Objective		Success Indicators						
3 To manage injury on duty and incapacity due to ill health <ul style="list-style-type: none"> • Injury on duty and Occupational Diseases • Incapacity leave and Ill-Health Retirement • Return on Investment (ROI) • Management Support and Counseling 		<ul style="list-style-type: none"> • Integration of Health Risk Assessments and Management and Productivity Management • Establishing of a process to report any injuries sustained by workers in the workplace • Establishing of procedures for protecting employees, as well as complying with the law • Establishing and utilization of counseling and support services • Quantification of Return on investment (ROI) to develop cost effective health care programmes 						
3.1 Integration of Health Risk Assessments and Management and Productivity Management								
Functional objectives	Input	Processes and Activities				Output	Outcome	Impact
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives			
3.1.1 Implement a system to manage injury on duty and	HR Finances Advocacy materials	Train management and staff Co-ordinate	Establish effective communication channels	Ensure that role players are accountable for	Align policy with international organization bench marks	No of managers trained on PILIR and COIDA	% of department implementation guidelines on Injuries on Duty and Ill health	Reduced injuries and ill-health retirements in the public service

<p>incapacity due to ill health according to PILIR and COIDA</p>		<p>training programmes for managers and coordinators</p> <p>Develop Policy implementation on guidelines on Injuries on Duty and Ill health Retirements align them to COIDA and PILIR</p>	<p>Obtain management support</p>	<p>implementation of PILIR and COIDA are compliant</p>	<p>to mitigate the impact of Health and Productivity on the economy</p>	<p>No departments with implementation guidelines on Injuries on Duty and Ill health Retirements</p>	<p>Retirements</p>	
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3.2 Establishing of a process to report any injuries sustained by workers in the workplace

Functional objectives	Input	Processes and Activities				Output	Outcome	Impact
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives			
3.2.1 Investigate accidents or exposure and institute remedial measures to prevent similar incidents	HR Finances Advocacy materials	Develop guidelines on procedures to investigate accidents and exposures Develop guidelines for remedial measures to prevent similar incidents	All incidents reported and recorded on official documents as required by OHS standards She reps informed of all incidents All compensation forms correctly completed	Ensure that role players are accountable for investigating accidents and exposures Ensure that role players are accountable for remedial measures to prevent	Align policy with international organization bench marks to mitigate the impact of Health and Productivity on the economy	No of managers trained on accidents or exposures No of departments with implementation guidelines on remedial measures to prevent similar incidents	% of department implementation guidelines on remedial measures to prevent similar incidents	Reduced accidents or exposures in the work place

			according to COIDA	to similar incidents.				
			Prevent re-occurrence of similar incidents					
			Investigation procedure to include recommendations to reduce risks					

3.3 Establishing of procedures for protecting employees, as well as complying with the law

Functional objectives	Input	Processes and Activities				Output	Outcome	Impact
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives			
3.3.1 Take firm action and disciplinary action where health issues are abused	HR Finances Advocacy materials	Training of coordinators on compliance with legal issues health issues Conduct Workshops and seminars	Health legal requirements identified Systems established to provide access to relevant current legislation Employees aware of consequences of non-compliances`	Ensure that role players are accountable for Systems established to provide access to relevant current legislation	Align policy with international organization bench marks to mitigate the impact of Health and Productivity on the economy	No of managers trained on health legal requirements No of departments with guidelines on legal requirements.	% of department implementation guidelines on legal requirements	Increase in legal adherence.

			Applicable legal documents valid and available					
3.4 Establishing and utilization of counseling and support services								
Functional objectives	Input	Processes and Activities				Output	Outcome	Impact
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives			
3.4.1 Make counseling available and accessible	HR Finances Advocacy materials	Conduct Workshops and Seminars on what is counseling	Have onsite Assistance Critical incident response Plan	Professional Supervision/ Mentoring/ Coaching	Align policy with international organization bench marks to mitigate the impact of	No of employees who attended counseling sessions No	% of department implementation on guidelines on counseling	Increase in number of employees receiving counseling in the public service.

			EAP programmes available and accessible		Health and Productivity on the economy	Departments with counseling guidelines		
3.5 Quantification of Return on Investment (ROI) to develop cost effective health care programmes								
Functional objectives	Input	Processes and Activities				Output	Outcome	Impact
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives			
3.5.1 Project future health care cost trends	HR Finances Advocacy materials	Conduct Workshops and Seminars on what is counseling	Employees trained on care costs trends	Professional Supervision/ Mentoring/ Coaching	Align policy with international organization bench marks to mitigate the impact of Health and Productivity	No of employees trained on ROI	% of department trained on health care cost trends	Increase in the departments Return on investment

					on the economy			
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Sub-Objective	Success Indicators
<p>4 To promote occupational health education and promotion</p> <ul style="list-style-type: none"> • Develop Personal Skills and Reorient Health Services • Behavior Change Communication. • E-Health Knowledge and Information Management. 	<ul style="list-style-type: none"> • Evaluation of the impact of occupational health policies and health systems on public health practice and on broad, population-based health outcomes within a historical, political and economic framework • Meeting of Health standards and processes are in place to ensure continuous improvement • Options are made available to employees to exercise more control over their own health and over their environments, and to make choices conducive to health. • Sharing of Health Services among individuals, community groups, health professionals, health service institutions and governments • Strengthening systems for workplace learning in health management

4.1 Evaluation of the impact of health policies and health systems on public health practice and on broad, population-based health outcomes within a historical, political and economic framework								
Functional objectives	Input	Processes and Activities				Output	Outcome	Impact
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives			
4.1.1 Evaluate the impact of health policies and health systems on health Practices	HR Finances Advocacy materials	Conduct Workshops and Seminars on health policies and health system.	Systems established to provide access to relevant current legislation	Ensure that role players are accountable for Systems established to provide access to relevant current legislation	Align policy with international organization bench marks to mitigate the impact of Health and Productivity on the economy	No of employees trained policies and health systems on health Practices	% of department trained policies and health Practices	Increase on the impact of health policies and health systems
4.1.2 Advocate for policy environmental change	HR Finances Advocacy materials	Conduct Workshops on policy environmental change	Develop a communication strategy to promote behavior change	Ensure that role players are accountable for Systems established to provide access to	Align policy with international organization bench marks to mitigate the impact of Health and	No of employees trained policy environmental change	% of department trained on policy environment change	Increase in behavior change due to policy environmental change

				relevant current legislation	Productivity on the economy			
4.2 Meeting of Health standards and processes are in place to ensure continuous improvement								
Functional objectives	Input	Processes and Activities				Output	Outcome	Impact
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives			
4.2.1 Apply fundamentals of budgeting and financial management to government health services facilities	HR Finances Advocacy materials	Training on Health and productivity costing	Systems established to provide access to relevant current legislation	Ensure that role players are accountable for Systems established to provide access to relevant current legislation	Align policy with international organization bench marks to mitigate the impact of Health and Productivity on the economy	No of employees budgeting and financial management	% of department with guidelines on budgeting and financial management	Increase in a balanced appropriate budgets

4.3 Options are made available to employees to exercise more control over their own health and over their environments, and to make choices conducive to health.

Input	Functional objectives	Processes and Activities				Output	Outcome	Impact
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives			
4.3.1 Understand the legal ethical and cultural environments in which health systems operate	HR Finances Advocacy materials	Training on the legal ethical and cultural environments in which health systems operate	Systems established to provide access to relevant current legislation	Professional Supervision/ Mentoring/ Coaching	Align policy with international organization bench marks to mitigate the impact of Health and Productivity on the economy	No of employees trained on legal ethical and cultural environments in which health systems operate	% of department train legal ethical and cultural environments in which health systems operated on	% increase in making choices conducive to health
4.3.2 Identify and apply the essential components for the provision and management of	HR Finances Advocacy materials	Training on Identifying and applying the essential components for the provision and management	Systems established to provide access to relevant current legislation	Professional Supervision/ Mentoring/ Coaching	Align policy with international organization bench marks to mitigate the impact of Health and	No of employees Identifying and applying the essential components for the provision and	% of department trained on Identifying and applying the essential components for the provision and management of	% increase in making choices conducive to health

health services for a defined population		of health services for a defined population			Productivity on the economy	management of health services for a defined population	health services for a defined population	
4.3.3 Identify risk management and safety priorities at the work place	HR Finances Advocacy materials	Training on Identifying risk management and safety priorities at the work place	Systems established to provide access to relevant current legislation	Professional Supervision/ Mentoring/ Coaching	Align policy with international organization bench marks to mitigate the impact of Health and Productivity on the economy	No of employees trained Identifying risk management and safety priorities at the work place	% of department trained on Identifying risk management and safety priorities at the work place	% increase in making choices conducive to health

4.4 Sharing of Health Services among individuals, community groups, health professionals, health service institutions and governments

Functional objectives	Input	Processes and Activities				Output	Outcome	Impact
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives			
4.4.1 Apply evidence-based principles of community assessment, mobilization, engagement and advocacy to the management of local health services and public health organizations	HR Finances Advocacy materials	Training on Applying evidence-based principles of community assessment, Training on assessment, mobilization, engagement and advocacy to the management of local health services	Systems established to provide access to relevant current legislation	Ensure that role players are accountable for Systems established to provide access to relevant current legislation	Align policy with international organization benchmarks to mitigate the impact of Health and Productivity on the economy	No of employees trained Applying evidence-based principles of community assessment No of employees trained assessment, mobilization, engagement and advocacy	% of department trained Applying evidence-based principles of community assessment % of department trained assessment, mobilization, engagement and advocacy to the management of local health services	Increase in sharing government resources in the public service

						to the management of local health services		
4.4.2 Ensure that there Ethics and Professional Code of Practice	HR Finances Advocacy materials	Training on Ethics and Professional Code of Practice	Systems established to provide access to relevant current legislation	Ensure that role players are accountable for Systems established to provide access to relevant current legislation	Align policy with international organization bench marks to mitigate the impact of Health and Productivity on the economy	No of employees trained Ethics and Professional Code of Practice	% of department trained on Ethics and Professional Code of Practice	Increase in professional service in the workplace
4.4.3 Prepare quarterly and annual Audits for the Department	HR Finances Advocacy materials	Training on Preparing quarterly and annual Audits	Systems established to provide access to relevant current legislation	Professional Supervision /Mentoring/ Coaching	Align policy with international organization bench marks to mitigate the impact of Health and Productivity on the economy	No of employees trained Preparing quarterly and annual Audits No quarterly and annual Audits done	% of department trained and Implementing quarterly and annual Audits	Increase number of Audits done

4.5 Strengthening systems for workplace learning in health management

Functional objectives	Input	Processes and Activities				Output	Outcome	Impact
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives			
4.5.1 Ensure all employees have sufficient knowledge and understanding of the learning networks	HR Finances Advocacy materials	Conduct Workshops and Seminars	Systems established to provide access to relevant current legislation	Professional Supervision/Mentoring/Coaching	Align policy with international organization benchmarks to mitigate the impact of Health and Productivity on the economy	No. of employees trained on knowledge and understanding of the learning networks	% of department trained on knowledge and understanding of the learning networks	Increase in knowledge of workplace systems and workplace learning in health management.