

Recruitment and workforce financing – selected issues for consideration

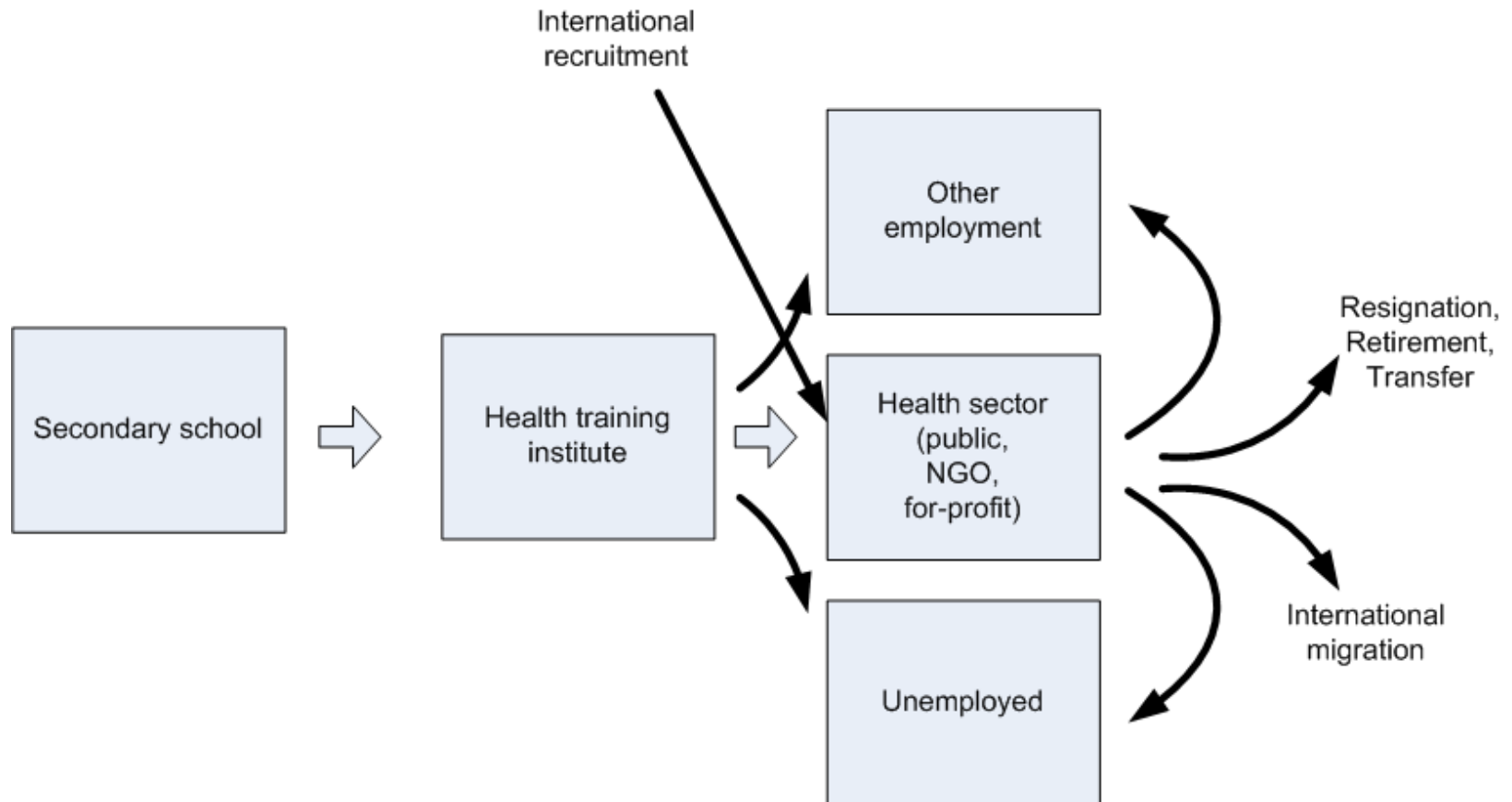
Tim Martineau,
Liverpool School of Tropical Medicine

“Human resources for health summit”

Freetown, 2-3 June 2016

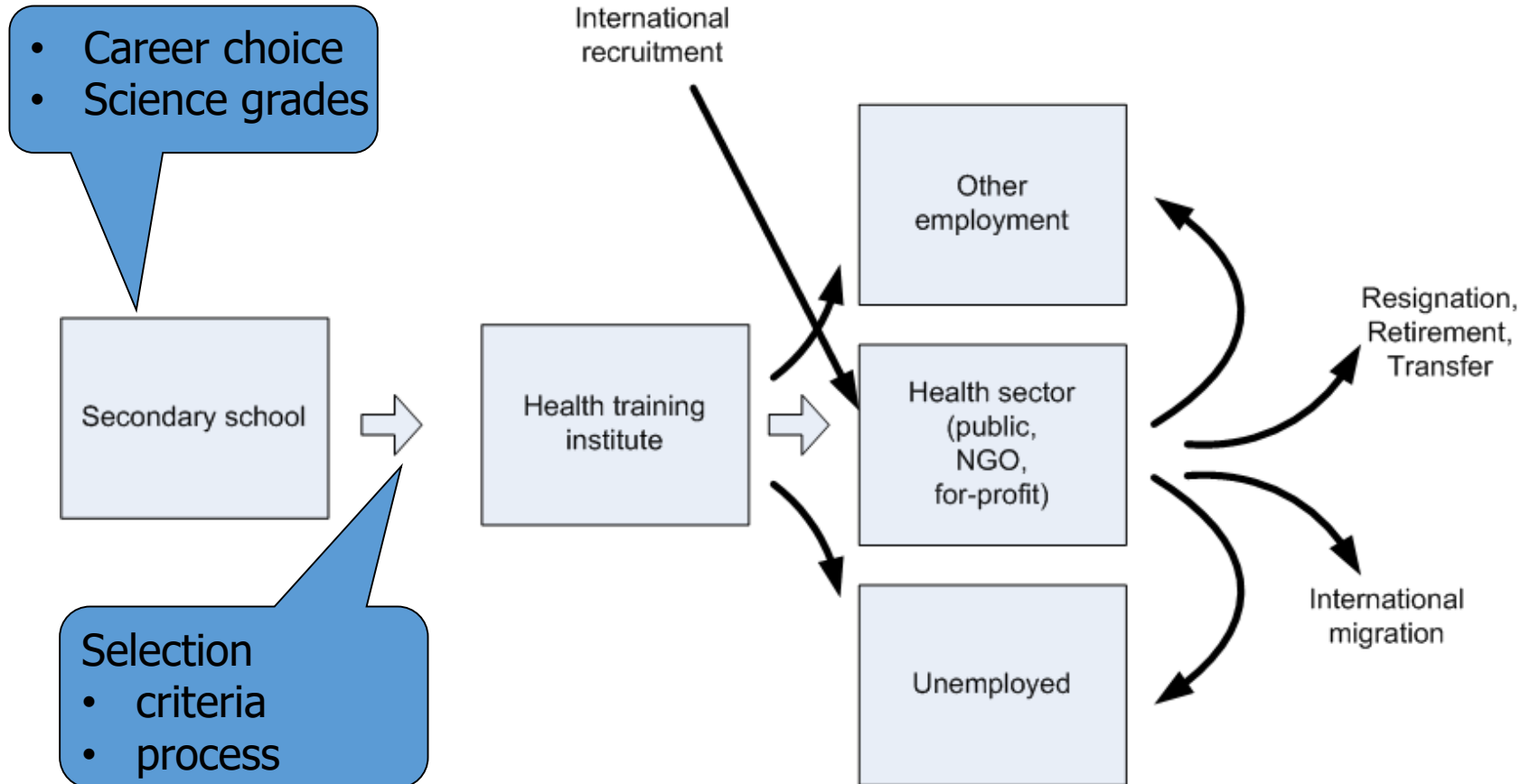
“recruitment”

Recruitment to retention 'pipeline' – diagnostic framework



Adapted from: Vujicic et al, 2006

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EMMANUEL CHIBWANA



MARTIN KATENTHA



INNOCENT TIMBA



INNOCENT SAJIWA



JUMA JOSIAH BAUTI



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WILLIAM MKANDAWIRE



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INNOCENT MSAMU



TOMEX NDALUMBIRA



BENJAMIN CHITWERE



WILFRED NKHAMBULE



MOFFAT MSULIRA



PAUL SALIJENI



WHYTON CHIKAIKO

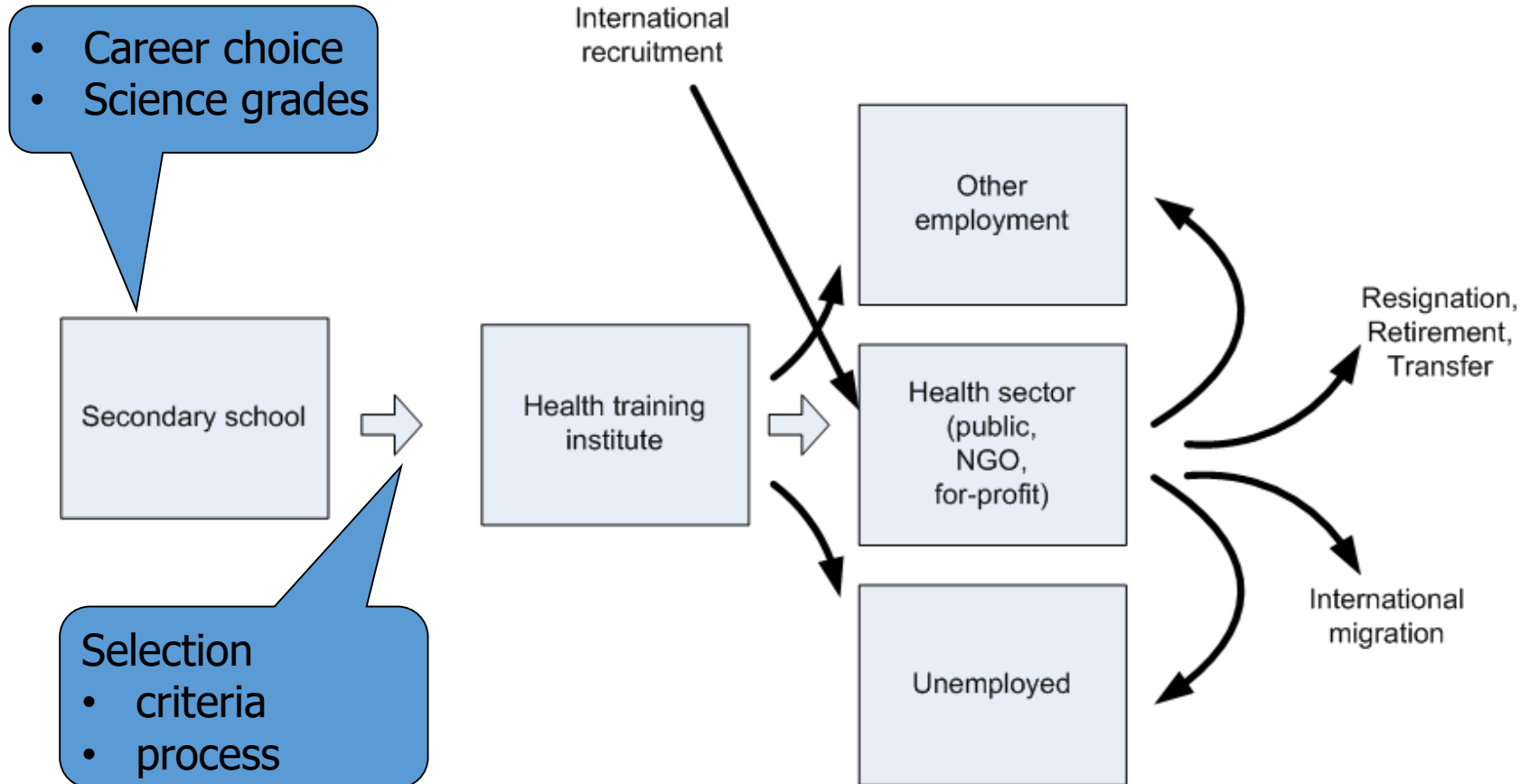


GRANT KAMEME



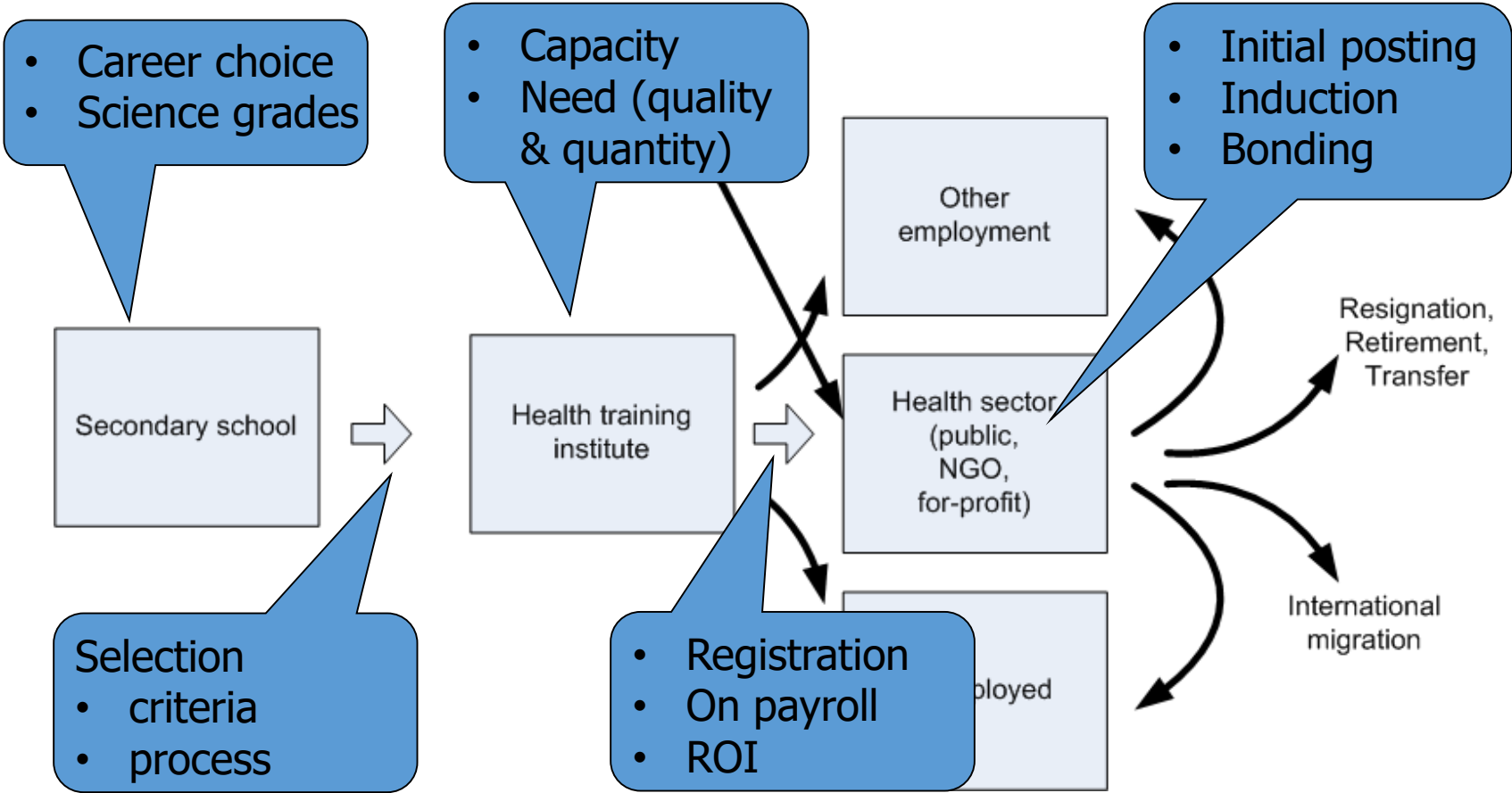
HAZWELL MWALE

Recruitment to retention 'pipeline' – diagnostic framework



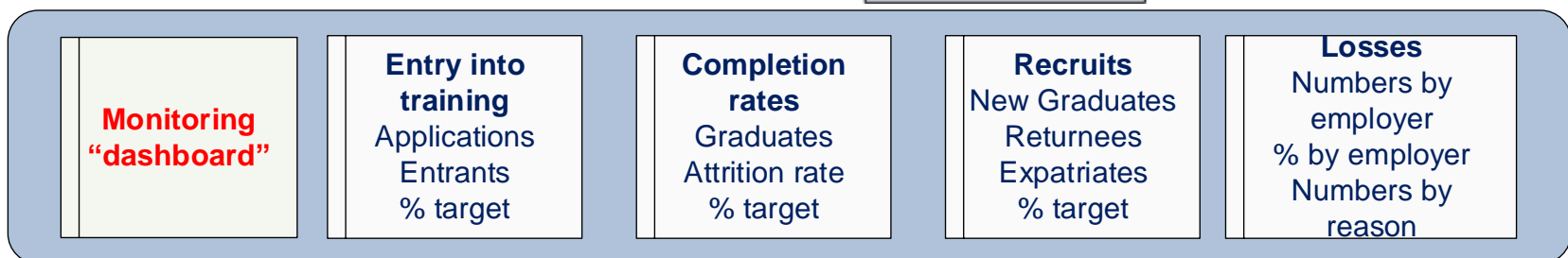
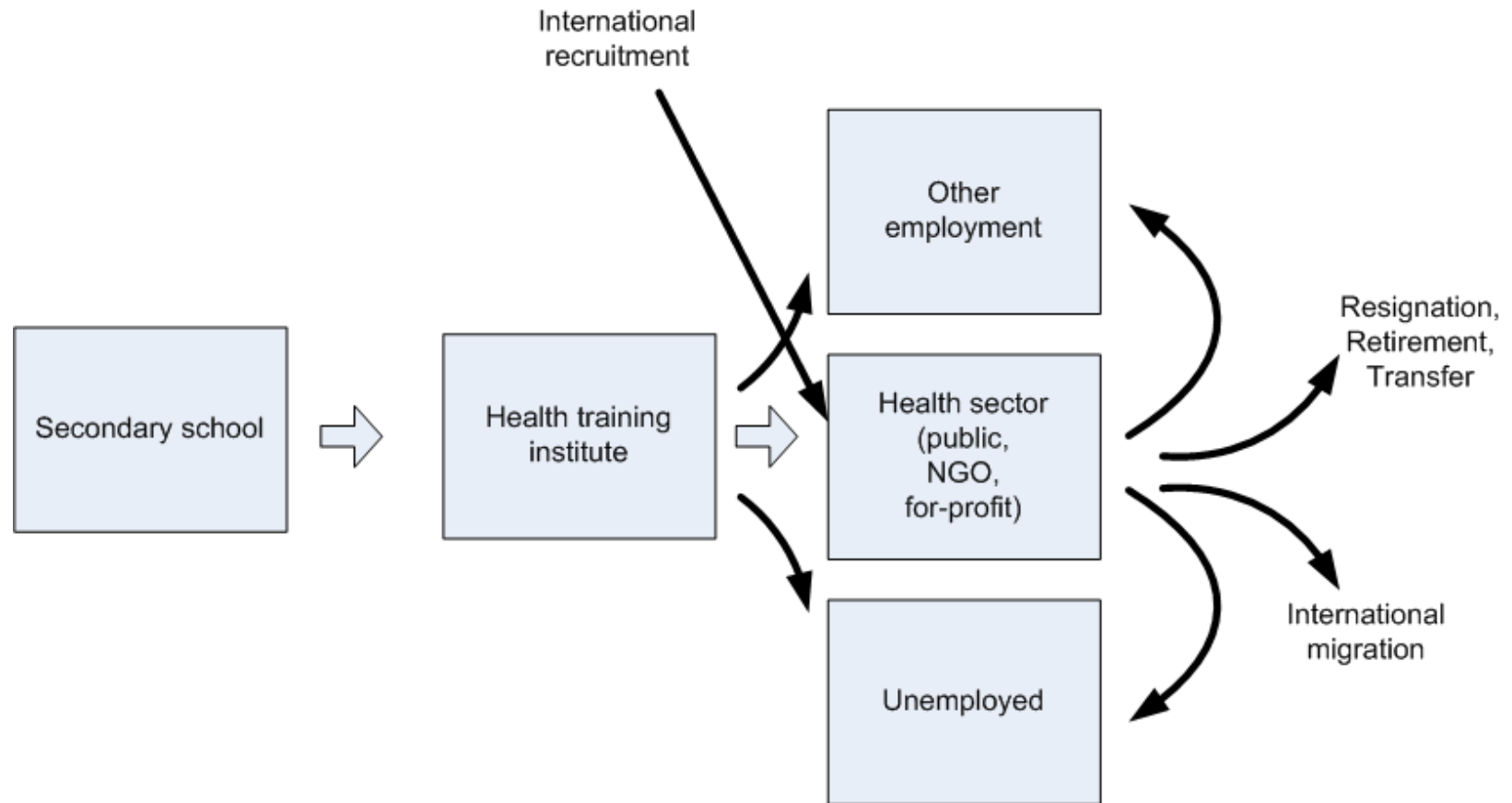
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Recruitment to retention 'pipeline' – diagnostic framework

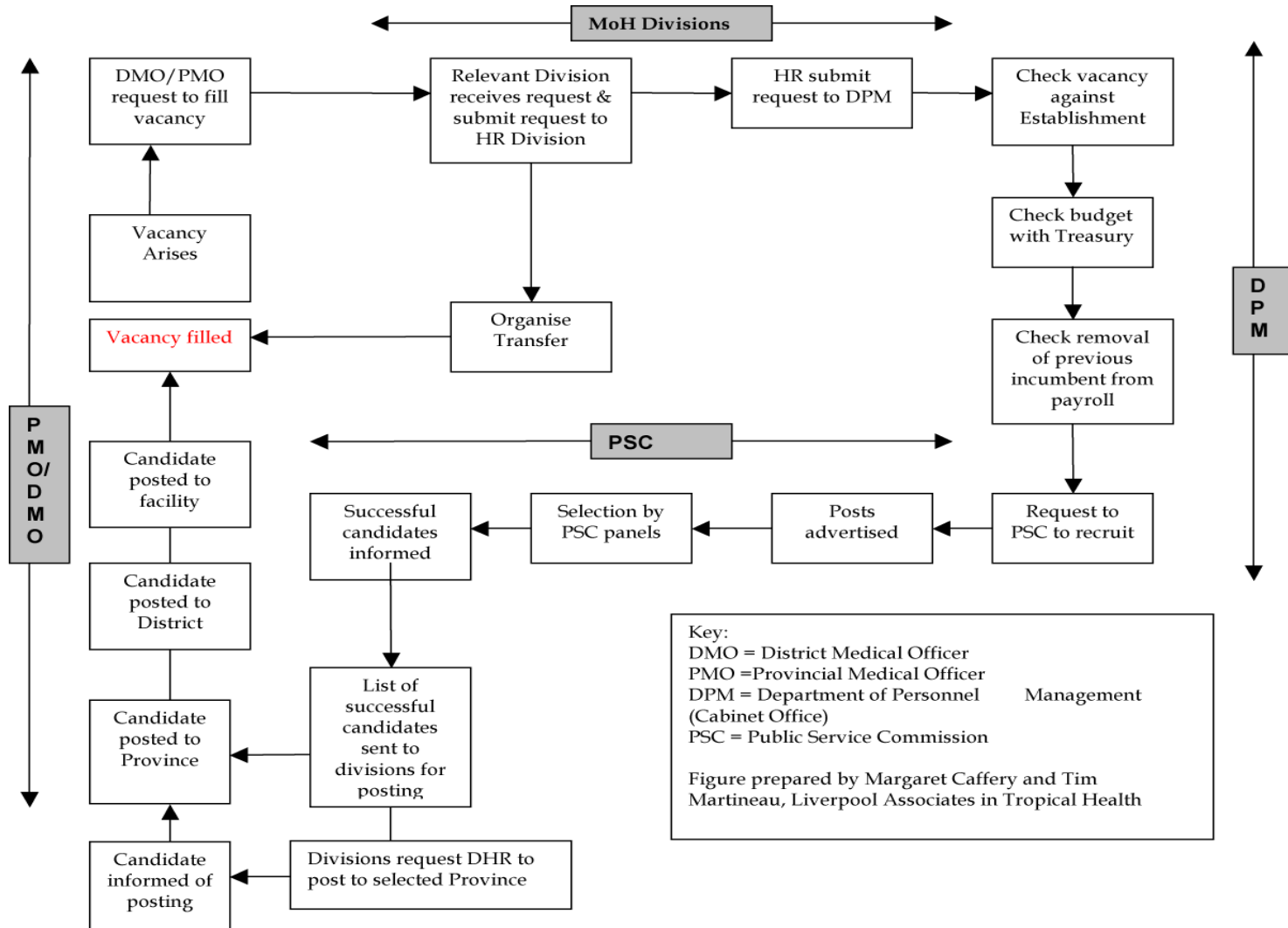


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Recruitment to retention 'pipeline' – monitoring framework



Systems mapping: process of filling a vacancy



“systems distortion”

Soliciting or receiving a bribe is an offence

Sections 2 & 39 of the Anti-Corruption and Economic Crimes Act



Do not pay for your rights

Considerations for “recruitment”

- Consider whole ‘pipeline’ for diagnosis and monitoring
- Consider dimensions of inclusion (e.g. gender)
- Get broad understanding of cross-government processes and actors
- Be aware of impact of “systems distortion”

“workforce financing”

Considerations for “workforce financing”

- Improve negotiation strategies on wage bill
- Understand the budget cycle

Understanding the budget cycle

Source: Vujicic, M. and et al (2009). Working in Health. Financing and Managing the Public Sector Health Workforce. Washington, DC, World Bank.

Table 3.1 Main Stages and Actors in the Budget Planning Cycle

| <i>Approximate timing</i> | <i>Step</i> | <i>Actors</i> |
|---------------------------|--|---|
| April–May | <ul style="list-style-type: none"> Guidelines for line ministries prepared | Ministry of Finance and Planning |
| June–July | <ul style="list-style-type: none"> Planning cycle launched Provincial teams sent to MOH Human Resource Department for briefing on priorities based on the Fifth NDP and the National Health Strategic Plan; broad ceilings from the MTEF provided Action plan (not personnel emoluments budget) developed by provincial offices, working with districts and hospitals | MOH headquarters and provinces Provinces, districts, and other units |
| September–October | <ul style="list-style-type: none"> Budget ceilings provided to line ministries | Ministry of Finance and Planning |
| October–November | <ul style="list-style-type: none"> Negotiations (including on personnel emoluments) held and revisions made | MOH headquarters, provinces, and districts |
| November–December | <ul style="list-style-type: none"> Budget meetings held with line ministries | Ministry of Finance and Planning |
| December | <ul style="list-style-type: none"> Budget set Budget printed in Yellow Book Provisional warrant to spend issued by president | Ministry of Finance and Planning |
| January | <ul style="list-style-type: none"> Financial year started | |
| January–March | <ul style="list-style-type: none"> Ministerial brief prepared for submission for parliamentary approval (which takes over from presidential warrant) | Line ministries |
| March | <ul style="list-style-type: none"> Budget approved | Parliament |
| When required | <ul style="list-style-type: none"> Supplementary budget developed and submitted | MOH |

Sources: Interviews during the study.

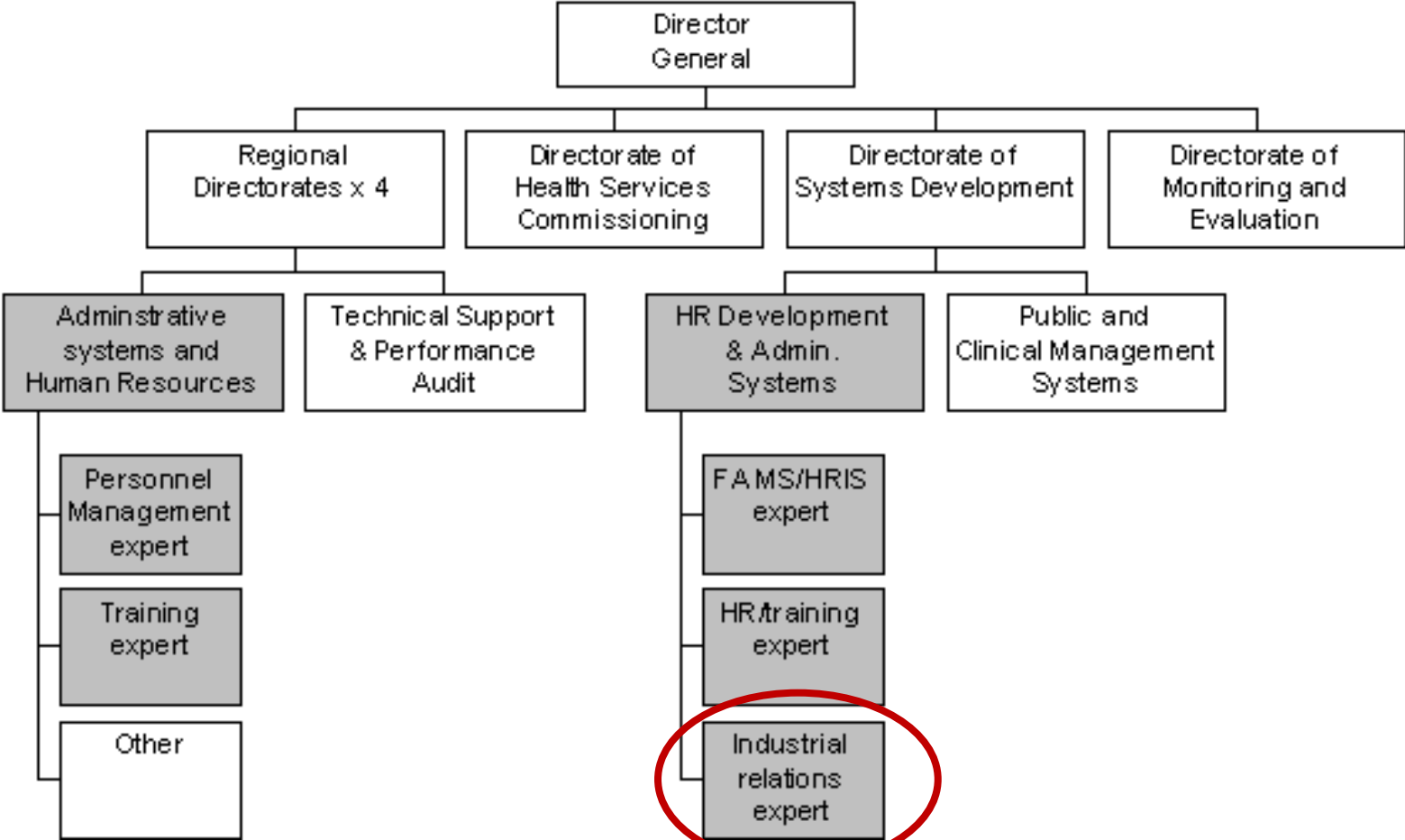
Considerations for “workforce financing”

- Improve negotiation strategies on wage bill
- Understand the budget cycle
- Be guided by labour market conditions (for salary premiums etc)

Considerations for “workforce financing”

- Improve negotiation strategies on wage bill
- Understand the budget cycle
- Be guided by labour market conditions (for salary premiums etc)
- Manage health worker expectations

CBOH structure, Zambia 1997



Shaded boxes have HR-related functions

Good luck with developing
your plan!