

# IUATLD Conference 2006

Attracting and retaining staff for TB work in  
developing countries: the role NGOs and  
bilateral can play

By:

Muhammad Amir Khan

Association for Social Development

Pakistan

# Purpose is to

- Share experiences and views on few selected dimensions of recruiting and sustaining staff in developing country context.
- Generate discussion on the way forward to address some of the gaps/challenges

# Purpose is Not to

- Give a comprehensive review of the topic under discussion
- Develop a set of concrete recommendations/plan.

# Monetary Dimensions

Challenges	NGO/bilateral role
<p data-bbox="268 516 533 581"><b>Low pay</b></p> <p data-bbox="268 607 667 766">(Government unable &amp; donor reluctant to pay more to staff)</p>	<ul data-bbox="722 516 1816 1425" style="list-style-type: none"><li data-bbox="722 516 1816 646">● <b>Advocacy/support for rationalized pay</b><ul data-bbox="814 597 1789 646" style="list-style-type: none"><li data-bbox="814 597 1789 646">– Tanzania – pay scale rationalization (positive)</li></ul></li><li data-bbox="722 678 1816 1182">● <b>Innovations for increased pay</b><ul data-bbox="814 766 1816 1182" style="list-style-type: none"><li data-bbox="814 766 1816 815">– Pakistan – change of management (WB – expand)</li><li data-bbox="814 841 1816 889">– Zambia – autonomous health boards (complex)</li><li data-bbox="814 915 1816 964">– Ghana – NHS with new pay scales (slow)</li><li data-bbox="814 990 1816 1039">– Cambodia – output related budget (DFID)</li><li data-bbox="814 1065 1816 1182">– Philippines – special allowances to health staff (problematic)</li><li data-bbox="814 1208 1816 1256">– Pakistan – Mobility/per-diem for DLS</li></ul></li><li data-bbox="722 1295 1816 1425">● <b>Investment in economic development</b><ul data-bbox="814 1377 1789 1425" style="list-style-type: none"><li data-bbox="814 1377 1789 1425">– Malaysia – development leads to better pays</li></ul></li></ul>

# Incentives

Challenges	NGO/bilateral role
Limited staff incentives to work	<ul style="list-style-type: none"><li>● Develop and scale-up the incentives<ul style="list-style-type: none"><li>– Special allowances (e.g. remote area, scarcity etc.)</li><li>– Priority access to professional opportunities – post-graduate training, conferences etc.</li><li>– Access to loans – Punjab Health Foundation</li><li>– Recognition programmes – NTP Pakistan at district, regional and national levels</li><li>– Cash incentives for TB care providers – China FIDELIS</li><li>– Identify and manage disincentives – e.g. loss of staff share associated with free-testing (Pakistan).</li></ul></li></ul>

## Professional Development

Challenges	NGO/bilateral role
Access to further training	<ul style="list-style-type: none"><li>● In-country capacity enhancement:<ul style="list-style-type: none"><li>– Pakistan – HSA GTZ, AKU</li></ul></li><li>● Linkages with overseas institutions:<ul style="list-style-type: none"><li>– Pakistan – NTP- ASD- Bergen/Nuffield/HPA</li></ul></li></ul>
Access to working opportunities	<ul style="list-style-type: none"><li>● Disseminate information about national and international opportunities</li><li>● Encourage involvement of in-country expertise in donor-funded projects/assignments (DFID-TAMA).</li></ul>
Pull factors – in developed countries	<ul style="list-style-type: none"><li>● Implement code of practice on international recruitments (with assurance of return)</li><li>● Encourage private sector growth, so that comparable opportunities can be created.</li></ul>

## Working Environment

Challenges	NGO/ bilateral role
Poor physical environment (risk of harm)	<ul style="list-style-type: none"><li>● Structural enhancement<ul style="list-style-type: none"><li>– Premises</li><li>– Equipment</li></ul></li></ul>
Social challenges	<ul style="list-style-type: none"><li>● Advocacy for staff security and support</li><li>● Enhanced interaction between staff and communities</li></ul>
Weak technical support	<ul style="list-style-type: none"><li>● Develop/implement operational guidelines to deliver/manage TB care</li><li>● Develop and operationalize supervision and monitoring arrangements.</li></ul>
Rationalized regulation	<ul style="list-style-type: none"><li>● Develop acceptable regulation systems</li></ul>

# Way Forward

- NGOs and bilaterals to:
  - Help understanding the situation and reasons.
  - Develop and test approaches to recruit/sustain staff.
  - Promote sharing of experiences/evidences.
  - Provide technical assistance for identifying, evaluating and scaling up interventions.