

The Search for Sustainable Solutions: Challenges in GHI-supported human resources for HIV/AIDS in Kenya

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I. Study Background

Global Health Initiatives (GHIs) such as PEPFAR and the Global Fund have significantly increased the availability of HIV services, particularly HIV treatment. In Kenya, while these measures have had a tremendous positive impact on people affected by HIV, the increased demand for HIV/AIDS-related services, and to some extent for general health services, has not been matched with greater support for human resources (HR).

Conceptual Framework: Our study examined PEPFAR and the Global Fund's impact on and interaction with the Kenyan Health System using the framework of the WHO Building Blocks¹ (See figure 1).

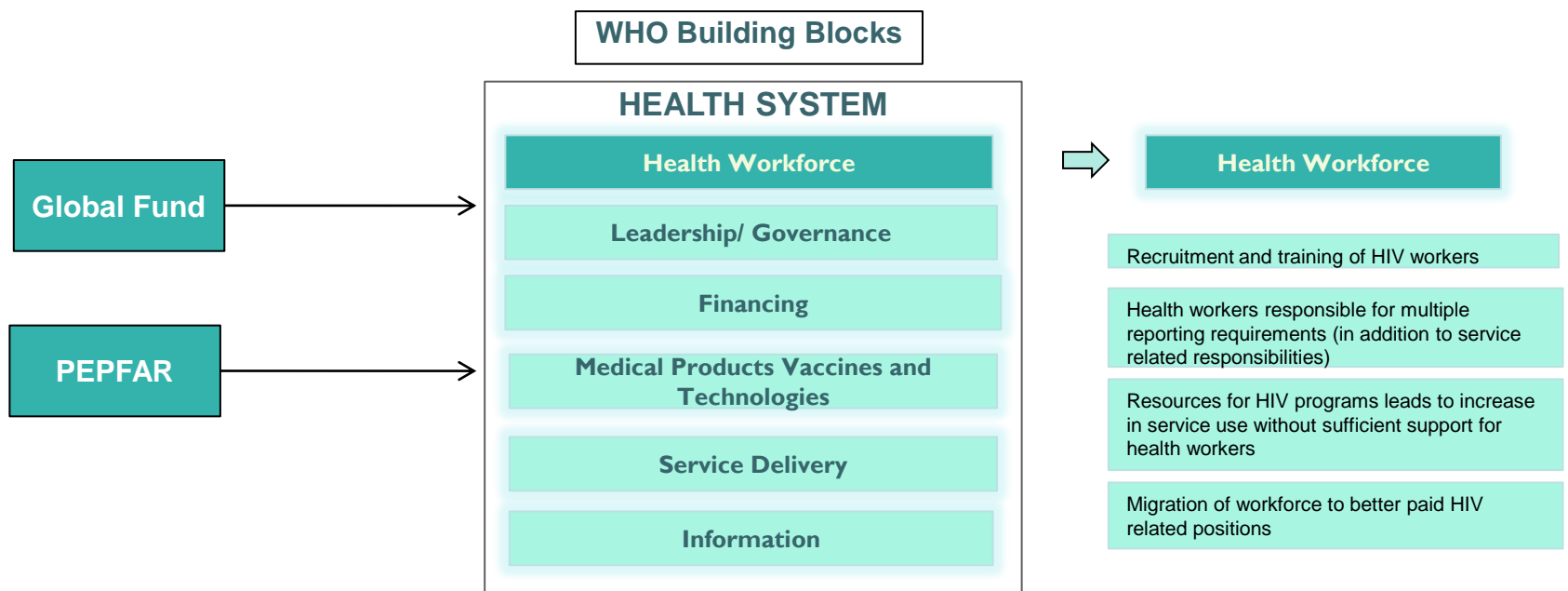
2. Methods

Sources: Data was collected through an extensive literature review and through semi-structured key informant interviews. Interviews were recorded and transcribed with the informed consent of respondents.

Respondent selection: The 50 key informants were selected for their experiences with PEPFAR, Global Fund, or both. Informants represented a range of government, NGO, bilateral, multilateral and private sector organizations.

Analysis: Emergent themes from the data were iteratively developed into a codebook. All interview data was coded in Nvivo 8 (QSR International). The codebook and analysis were organized using the Building Block framework.¹

Figure 1: Impact of the Global Fund and PEPFAR on the health workforce



3. Lessons learned:

- Kenya has an existing cadre of trained health workers, however a human resource gap persists because the government has been unable to support workers' salaries.
- While GHI investment in recruiting and training workers for HIV/AIDS-related care has improved service delivery, GHI support for HIV/AIDS programs has caused health workers to migrate from other health areas and the public sector to better-funded HIV/AIDS-related positions.
- Increase in service use and multiple reporting requirements overburden health workers.
- Lastly, the majority of respondents expressed great concern about the sustainability of short-term measures taken by GHIs to improve HR capacity.

Literature cited:

1. World Health Organization (WHO). *Everybody's Business: Strengthening Health Systems to improve Health Outcomes: WHO's Framework for Action*. Geneva: WHO Press, 2007.

4. Next Steps and Recommendations

- Engage stakeholders in investing in public sector salaries.
- Improve incentives for public sectors workers, particularly in rural areas.
- Work with the private sector and NGOs to develop a sector-wide policy and standards for health worker compensation.
- Enhance systems for training and retention of public sector workers.
- Improve collaboration and information sharing amongst donors to reduce the burden of reporting requirements on health workers.
- Considering the onus of data collection, additional investment is needed to support health workers building robust data systems.
- GHIs operating in Kenya should further their investment in public sector workforce. Comparative analysis is needed to highlight key strategies to sustain health workforce development.

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