



# Scaling up Human Resources to Deliver HIV/AIDS Services in a Decentralized System: Lessons from Côte d'Ivoire

## Introduction

HIV/AIDS is having a devastating impact on Cote d'Ivoire's health system. According to UNAIDS 2006 annual report, Cote d'Ivoire is one of the West African countries most affected by HIV/AIDS. With an estimated prevalence rate of 4.7% in the general population, most of the epidemic's victims are young adults (15-49 years) with a higher infection rate among women (6.4%) than men (2.9%). These figures are being exacerbated by changing political, economic, and social environments that continuously affect the delivery of quality HIV/AIDS services.

Despite these challenges, the Government of Côte d'Ivoire is making commendable efforts to develop a health system capable of meeting the population's needs. Particular emphasis is placed on the fight against the three major transmissible diseases: HIV/AIDS, tuberculosis and malaria.

This brief outlines efforts made by Abt Associates, Inc. Health Systems 20/20 project to strengthen human resource management in the delivery of HIV/AIDS and other priority services.

## Background

The government of Cote d'Ivoire has instituted health sector reforms to improve effectiveness, efficiency, equity, quality and access to health care. The main features of reform include: decentralization; strengthening community participation; improving cost-sharing schemes; in-service training of medical staff; relocation of personnel to underserved regions; and maintenance of drug supplies and equipment. These reforms respond to complex social, economic, and political factors at the national and, to some extent, international levels.

To support these reforms, Health Systems 20/20 has been providing technical support to the Ministry of Health and Public Hygiene (MSHP) to strengthen human resource management at regional and district levels.

Drawing on the collective experiences of Emergency Plan community and service delivery partners, Health Systems 20/20 project is working to build and sustain management competencies of 200 managers from The National Care and Treatment Program of People Living with HIV/AIDS (PNPEC), the Directorate of Information,



Participants engage in a team building exercise during the Management and Leadership Training held in Daoukro, Cote d'Ivoire.

**Brief**



Planning and Evaluation (DIPE), National Program to Fight Against Tuberculosis (PNLT) and district health teams in HIV/AIDS and other priority health services.

## Training Approach

The training activities have focused on building managerial skills, with particular emphasis on:

- Planning
- Coordination
- Strategic Thinking
- Rational Use of Resources

The design also takes into account existing limitations such as finances, rules and regulations, and availability of skilled personnel.

The trainings were targeted toward District and Provincial HIV/AIDS Managers across 19 health regions. A training-of-trainers preceded the workshops and provided 16 individuals from the MSHP, Ministry of Family and Social Affairs (MFAS) and the Ministry to Fight against AIDS (MLS) with facilitation skills. Training methods included presentations, case studies and group exercises that aimed to reinforce the management and leadership skills necessary to analyze and improve HIV/AIDS service provision in a decentralized health system.

### Core Workshop Objectives

- Describe management roles in a decentralized system
- Develop essential communication competencies
- Develop processes and tools of program organization
- Develop HR management and monitoring skills
- Develop financial resource management skills
- Improve reporting and quality assurance
- Reinforce partnership-building skills

*Health Systems 20/20 is a five-year (2006-2011) cooperative agreement (No. GHS-A-00-06-00010-00) funded by the U.S. Agency for International Development (USAID). The project addresses the financing, governance, operational, and capacity-building constraints that block access to and use of priority population, health, and nutrition services by people in developing countries. Health Systems 20/20 offers global leadership, technical assistance, training, grants, research, and information dissemination.*

*Abt Associates Inc. leads a team of partners that includes:  
| Aga Khan Foundation | BearingPoint | Bitrán y Asociados | BRAC University  
| Broad Branch Associates | Forum One Communications | RTI International  
| Training Resources Group | Tulane University School of Public Health*

## Results

To date, Health Systems 20/20 has collaborated with the MSPH to conduct eight 5-day workshops, which have trained 174 managers from the Aboisso, Yamoussoukro and Daoukro regions of Cote d'Ivoire.

Overall, the management and leadership training has been highly effective. Analysis of pre- and post-workshop evaluations indicate that participants have consistently expanded their understanding of each of the core management competencies.



*Managers are divided into two groups and participate in week-long capacity-building sessions*

## The Way Forward

Health sector reform is a very complex undertaking that requires a bundle of interventions to succeed. It is envisioned that the trained managers will apply their newly acquired skills in planning, human and financial resource management, reporting and quality assurance activities in their own facilities. To further reinforce this critical element of decentralization reform, Health Systems 20/20 project, in collaboration with MSHP, plans to assist 19 regional and district management teams to develop HIV/AIDS service scale-up plans that address specific local needs.

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