



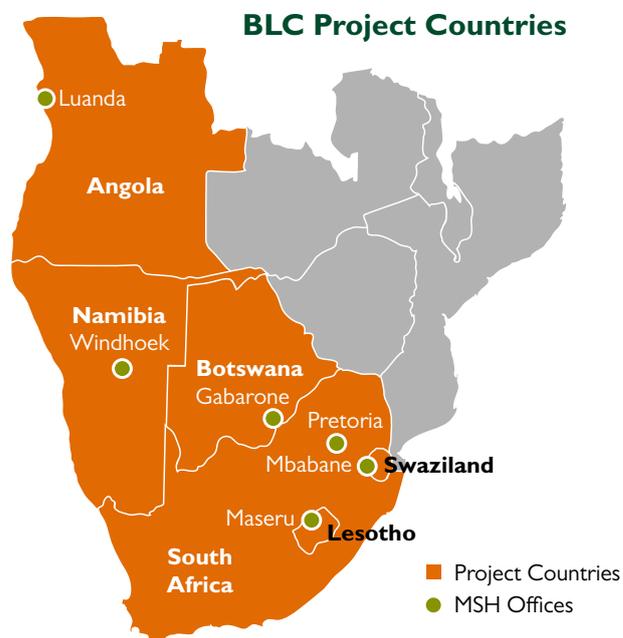
Mother with Child

FACT SHEET

December 2012

Building Local Capacity for Delivery of HIV Services in Southern Africa: Overview

Despite significant investments in health care in developing countries, millions of people still die each year from preventable causes. Competent leadership and effective management are critical for any organization facing complex challenges and pressure to produce sustainable results. Leadership and management are especially important to service delivery organizations in Southern Africa in light of the HIV and AIDS pandemic and the crisis in human resources for health. The mission of Management Sciences for Health (MSH) is to save lives and improve the health of the world's poorest and most vulnerable people by closing the gap between knowledge and effective action in public health.



With funding from the USAID/Regional HIV/AIDS Program (RHAP) and buy-ins from USAID or CDC Missions in Angola, Botswana, Lesotho, Namibia, South Africa, and Swaziland, MSH is implementing the Building Local Capacity for Delivery of HIV Services in Southern Africa Project (BLC).

BLC strengthens government, parastatal, and civil society entities to effectively address the challenges of the HIV and AIDS epidemic. BLC provides technical assistance in organizational development, including leadership, management, and governance in three key program areas: 1) care and support for orphans and vulnerable children (OVC); 2) HIV prevention; and 3) community-based care. BLC is unique in both USAID/RHAP and MSH's portfolios because it is a regional project with a twin focus on country-level interventions and regional-level activities that benefit the entire Southern Africa region. BLC's proven tools and methodologies are being easily adapted to country-specific contexts. Lessons learned are contributing to an integrated project experience and knowledge base that features cross-fertilization. The project's reach and impact are thus greater than the sum of its parts. With its experienced staff and well-established structures and systems, USAID Missions can buy-in and BLC can quickly start up country and regional programs. Examples of complementary programs and results are highlighted in the following pages.

Expanding HIV Prevention Knowledge and Services

BLC is expanding the body of knowledge on HIV prevention in the region to build the capacity of health workers, governments, and civil society organizations (CSOs) to provide quality services.

The project recently developed **technical briefs on five priority HIV prevention topics**. Prepared in collaboration with the Southern African Development Community (SADC), BLC wrote the technical briefs for policymakers and program managers attending the first semi-annual SADC HIV Prevention and Research Meeting held in Johannesburg, South Africa, October 9–10, 2012. The materials provide concise, accessible information to facilitate technical discussions at the meeting and country-level policy discussions by the 15 Member States after the meeting.

Written by experts, the technical briefs use insights gained from the 2011 HIV prevention literature review commissioned by BLC, scientific developments presented at the XIX International AIDS Conference in July 2012 as well as recent World Health Organization (WHO) and UNAIDS publications. They summarize the scientific information as well as good practices from across the Southern Africa region profiled in the literature review. The technical briefs will be updated when revised global policy guidance is issued by WHO/UNAIDS.

HIV Prevention Technical Briefs:

- *Voluntary Medical Male Circumcision for HIV Prevention*
- *Positive Health, Dignity and Prevention: Engaging People Living with HIV in Prevention*
- *Prevention of Mother-to-Child Transmission of HIV, Option B+*
- *Strengthening Behavior Change Communication for Prevention*
- *Antiretroviral Treatment as Prevention: Opportunities and Challenges*

Another activity that will soon benefit the entire Southern African region is the development of a comprehensive, regionally relevant, evidence-based **HIV prevention training program** and facilitation guide. BLC is working with the Centre for AIDS Development, Research and Evaluation to adapt an existing training program piloted in South Africa (Eastern Cape), Tanzania, and Zimbabwe. The training will strengthen strategic thinking regarding HIV prevention and will include a critical review of the science of HIV. It will enable program managers to customize prevention and behavior change interventions for specific target groups. BLC will pilot the new training program in Swaziland in early 2013 with mid- to senior-level managers responsible for the design and management of HIV prevention interventions. The program will then be refined and adapted for training HIV program managers from SADC's 15 Member States.

BLC provided funding and technical support to Discovery Channel Global Education Partnership, Inc. for the development of a docudrama about the basic science of HIV and AIDS. This award-winning feature-length film, *Inside Story: The Science of HIV and AIDS*, combines the story of a fictional rising soccer star with an animated journey of the virus inside the human body. Created for African audiences, the film is an exciting new tool to counter HIV message fatigue and explain the epidemic's complexity to a wide audience. *Inside Story* is being distributed in sub-Saharan Africa through satellite TV, free-to-air broadcasts, digital platforms, DVDs, theaters, and also at facilitated screenings. It is expected to reach an audience of approximately 300 million English, French, Portuguese, and Swahili-speaking people within three years. The film premiered on the 2011

World AIDS Day in Johannesburg. In 2012, *Inside Story* received critical acclaim from thousands of viewers around the world. It has been shown at ten special screenings and four film festivals in eight cities in Africa and the United States. The film was honored with the Special Jury Award in the Narrative Feature category at the 20th Annual Pan-African Film Festival in Los Angeles, and Best Film and Best Actor Awards at the 15th Annual Zanzibar Film Festival in Tanzania.

Ensuring Quality of Health Services

BLC works with teams of health care providers at facilities as well as with grassroots service organizations to improve their ability to provide quality services.

In **Botswana**, BLC is partnered with the Council for Health Service Accreditation in Southern Africa (COHSASA), an internationally recognized South African quality improvement organization, and the Botswana Ministry of Health, to conduct the **Quality Improvement and Leadership (QIL) program** at 11 public hospitals and clinics. A joint BLC/COHSASA approach, the QIL builds leadership and management skills of multidisciplinary teams of health care workers while also training them to use data for decision making to improve care and service delivery within their facilities. The QIL ultimately leads to improved services through accreditation of health facilities in line with international standards of care. In November 2012, BLC and COHSASA launched the QIL program at two public health facilities in **Namibia**.

Increasing Care and Support for OVCs

In Lesotho, BLC is building the capacity of government agencies at national and district levels and of 12 local CSOs at the community level to improve the coordination and delivery of OVC services. To date, BLC has trained 206 government personnel in leadership and management practices to strengthen the delivery of child protection services. BLC has also provided capacity building assistance to the 12 CSOs with which it has small grant agreements. As of the end of September 2012, **the CSOs have reached 38,578 OVC and caregivers** against a target of 47,000 OVCs and caregivers.

Strengthening Local and Regional Institutions

BLC assists local and regional partners to become direct recipients of funding from the US Government (USG) and the Global Fund. This is achieved by

strengthening technical, leadership, and management capacities. BLC recently revised and validated a methodology it has successfully used with twenty organizations in five countries, the **Organizational Capacity Assessment Tool**. This instrument allows for the rapid and systematic measurement, monitoring, and evaluation of CSO capacity, a first step in the development of a tailored capacity building plan.

One of the project's goals during its five-year implementation period is to "graduate" ten organizations to receive direct funding from the USG. To date, BLC has worked with nine regional organizations to achieve this goal. **mothers2mothers (m2m)** and the Eastern, Southern and Central Africa Health Community (ECSA-HC) have been **recommended to USAID for direct USG funding**. Informed by the application of the *Organizational Capacity Assessment Tool*, BLC has developed customized capacity building plans with the partner organizations and will provide assistance to strengthen their capacity over the next two to three years so that they may qualify for and manage USG funds, and effectively implement their HIV programs.

Improving the Functioning of Global Fund Principal Recipients

The major challenges BLC is addressing in its **Global Fund** program center on the ability of Principal Recipients to meet expectations for the management of grants, including appropriate staffing, structures, systems and procedures. At the request of USAID, the project is working with Principal Recipients in Angola, Namibia, South Africa, and Swaziland as well as with the SADC HIV and AIDS Unit.

In **Angola**, BLC is providing technical assistance to strengthen the Ministry of Health's Technical Management Unit (UTG). An assessment providing baseline data on the UTG's leadership, management, and governance capacity is planned in February 2013, which will be followed up by targeted capacity building.

In **Swaziland**, BLC is assisting the Grant Management Unit (GMU) of the Principal Recipient, the National Emergency Response Council on HIV and AIDS (NERCHA), the national HIV/AIDS coordinating authority. Capacity building is addressing priority gaps identified in a baseline assessment, including improving management and leadership skills and enhancing systems and structures to ensure that the GMU complies with Global Fund requirements.

BLC is also supporting the Country Coordinating Mechanism (CCM) to strengthen its role as the oversight authority for implementation of Global Fund grants.

In **Namibia**, BLC's support to the Namibia Network of AIDS Service Organizations (NANASO) helped it achieve an "A2" rating, indicating that the organization adequately meets Global Fund requirements.

BLC is providing technical assistance to **SADC** in the implementation of the HIV and AIDS Cross Border Initiative, a regional project designed to mitigate the impact of HIV and AIDS on migrant populations and affected communities. BLC supported SADC to meet the conditions precedent and secure funding to procure the first eight mobile service delivery units. Through a year-long process of signing Memorandums of Understanding, the 12 participating countries committed to supporting the Cross Border Initiative by procuring medicines and medical supplies, arranging for exemption of customs duties, and providing appropriate work permits. Some Member States have adopted a major policy change; those countries that do not provide free services to non-citizens have agreed to provide access without charge at the cross-border sites.

In **South Africa**, BLC is working with the National Department of Health, one of five principal recipients in the country, managing a single stream funding grant on "Increasing Access to Integrated Tuberculosis and HIV Services at Primary Health Care and Community Level". BLC will guide the GMU through a transformative leadership and management development program over an initial six-month period. The program will: strengthen the management and leadership skills of GMU staff to function as an effective Principal Recipient and to manage and monitor sub-recipients; and improve the quality and systems for completion of the quarterly Performance Review Update and Disbursement Requests.

Vision for Improved Capacity in the Southern Africa Region

HIV and AIDS in Southern Africa severely affect the poorest in society who are most vulnerable to the epidemic. There are many people working in the region to improve the lives of orphans and vulnerable children, expand HIV prevention services, and offer community-based care. They know what is most needed in their countries and communities. The BLC project assists governments, parastatals, and

civil society by providing the skills, tools, leadership and management development they need to more effectively address their priorities. By working with local governments, regional institutions, and CSOs, BLC is helping to develop health teams that can implement a coordinated approach to HIV prevention and care, reach the goals they set, and support the Southern Africa region to gain and sustain momentum in the fight against HIV and AIDS. In the process of building capacity, the project continuously adapts, modifies, and develops new tools and approaches to meet local needs within the context of changing local and regional environments.

By 2015, BLC envisions that through the efforts of our stronger and more resilient partners, the region will see a marked increase in access to a full range of well-coordinated essential services for OVCs and their families, and for people infected with and affected by HIV.

[The BLC workshop] "helped me understand how the team works, the role of each member and to always give credit where it's due and to inspire others to do better. From now on I will understand that I need to change myself before I can try and change others".

Participant from the Ministry of Gender Equity and Child Welfare, Namibia

For more information contact: Building Local Capacity Project

Ditsela Place
1204 Park Street (Cnr Park and Jan Shoba Streets) Hatfield,
Pretoria, South Africa
Tel: +27 12 364 0400; Fax: +27 12 364 0416
blcsouthernafrica@msh.org; www.msh.org

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