



TO **CATALYZE** SOCIAL CHANGE THROUGH
DEVELOPING PEOPLE, STRENGTHENING SYSTEMS
AND PROVIDING INNOVATIVE **SOLUTIONS**



Annual Report
2016/2017



FPD

Annual Report
2016/2017

Foundation for Professional
Development

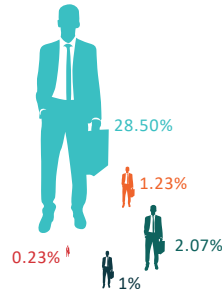
Employment Equity Figures



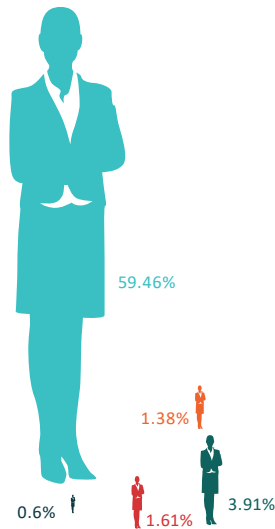
FPD has enrolled
381 461
students on FPD
courses (since 1998)



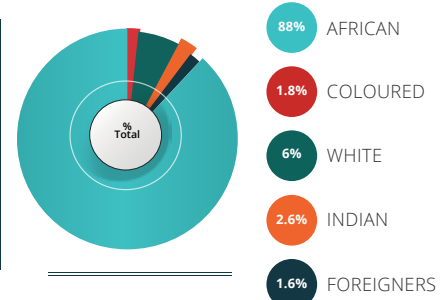
MALE



FEMALE

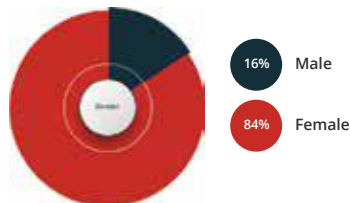


TOTAL

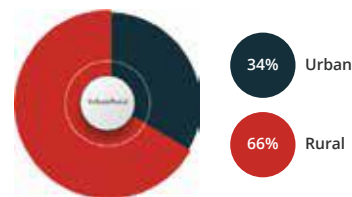


Student Demographics

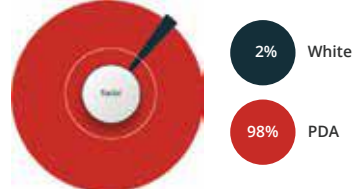
Gender



Urban/Rural



Racial

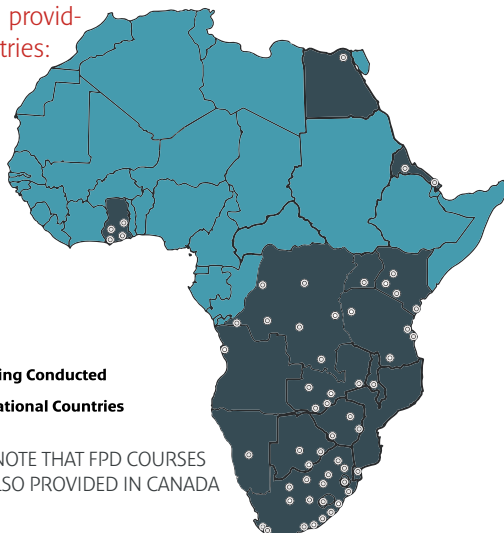


FPD believes in bringing training close to participants as possible, FPD Courses have been provided in the following countries:

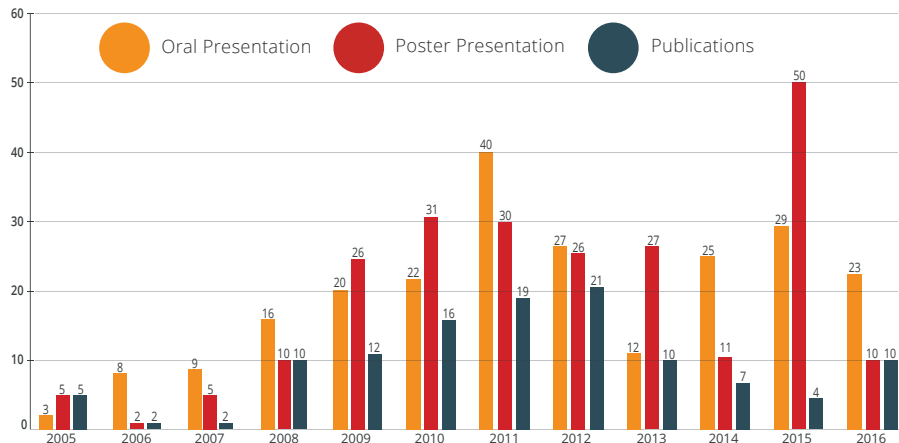
ANGOLA
BOTSWANA
DRC (ALL PROVINCES)
EGYPT
ERITREA
GHANA
KENYA
LESOTHO
MOZAMBIQUE
NAMIBIA
SOUTH AFRICA
SWAZILAND
TANZANIA
ZAMBIA
ZIMBABWE

● Training Conducted
● Operational Countries

PLEASE NOTE THAT FPD COURSES WERE ALSO PROVIDED IN CANADA



Research Output



Conferences



heAIDS
CONFERENCE
9 - 11 JUNE
2017
ICC DURBAN

Human
Resources
Conference
28 - 29 November 2016
CSIR/Pretoria/South Africa

2017
8th SA AIDS
CONFERENCE
ICC Durban
www.saaidsonline.com

1st SA National
Conference
on Violence
15 - 17 August 2016
www.violenceconference.co.za

EDUCATIONAL SUPPORT
TO THE VALUE OF
R600 Million
HAS BEEN PROVIDED TO
FPD STUDENTS SINCE 1999.

FPD's community based
HIV Testing Services programs
ensured that more than
1,000,000
individuals in South Africa
received free HIV testing

We initiated a total of
580 000
people on ART.

Overview

01.

- 6 Vision, Mission, Values, and Strategic Direction
- 8 Message from the Managing Director
- 10 Background
- 10 Accreditation and Registration
- 11 FPD Academic Code of Conduct
- 12 Governance and Quality Assurance Structures
- 15 Organisational and Management Structure
- 20 Staff
- 21 Start of the Year Function

Developing People

02.

- 24 Academic Cluster
- 24 Curriculum Development
- 25 Student Enrolment
- 25 Alumni Support Service
- 26 Scholarships
- 26 Faculty
- 29 Graduation
- 30 Educational Offerings
- 30 FPD Business School
- 31 FPD School of Health Science
- 34 FPD School of Education
- 34 FHI 360
- 34 MSD for Mothers Obstetric Emergency Project
- 35 Customised Organisation Specific (In-house) Courses
- 37 Ships Department

Strengthening Systems

03.

- 42 Strengthening Systems
- 42 Technical Assistance Clusters
- 43 Facility - Based TA and HSS activities
- 45 Community Based HIV Testing Services
- 46 UNICEF
- 47 TRIMBOS
- 47 Centre For Disease Control And Prevention
- 48 Gender Base Violence Project

Innovation

04.

- 54 Conference and Special Events
- 56 Programme Evaluation Department
- 58 The Lighthouse Project
- 60 National HIV Think Tank Secretariat
- 60 Reading Support Project
- 62 NHI Pilot Project
- 63 Epidemiology and Research Unit
- 63 Research and Output

About FPD

05.

- 68 FPD Staff Awards 2016
- 69 Staff Development
- 70 FPD Affiliates
- 78 FPD Support Services
- 78 Proposal Unit
- 79 Human Resources Administration Department
- 80 Finance Department
- 81 Travel Bureau
- 83 Communications Department
- 84 Strategic Partnership
- 94 Sponsor and Donors
- 96 People at FPD
- 121 Enquiries



OVERVIEW

Vision, Mission, Values and
Strategic Direction

Message from the Managing Director
Background

Accreditation and Registration

FPD Academic Code of Conduct

Governance and Quality Assurance Structures

Organisational and Management Structure
Staff

Start of the Year Function

Vision, Mission, Values and Strategic Direction

Building a better society through **Education and Capacity Development.**

VISION

The vision of the Foundation for Professional Development (FPD) is to build a better society through education and capacity development.

MISSION STATEMENT

FPD's mission is to catalyse social change through developing people, strengthening systems and providing innovative solutions.

VALUES

All of FPD's activities are based on, and flow from, the following core values, that were developed by FPD staff through a consultative process.

• INNOVATION

FPD strives to be an innovator in society by challenging the status quo and by actively identifying opportunities to affect positive change with a view of building a better society. This is achieved by aggressively embracing growth opportunities and committing ourselves to producing leadership.

• INTEGRITY

FPD and its staff adhere to moral and ethical principles in all their activities. This is reflected in honest and professional conduct, personal accountability and a commitment to not abuse the resources of the organisation or its sponsors. Most of all, FPD will not compromise its institutional principles for the sake of political expedience.

• QUALITY

FPD strives to guarantee the excellence of all its products and services. All such services are designed to meet the current needs of its clients. Underlying this commitment to quality is a continuous drive to achieve excellence and develop the systems to reward such achievements.

• FREEDOM TO CHALLENGE

FPD encourages an environment where staff can voice their opinion without fear of victimisation. Constructive critique and creative debate between stakeholders and staff are encouraged.

• RESPECT

Consideration for the rights of individuals and groups is integral to FPD as an organisation. FPD honors the personal beliefs of its clients, its staff and its service beneficiaries.

• SERVICE TO SOCIETY

All of FPD's activities are dedicated to serving the best interest of society. FPD's focus is underpinned by a strong sense of social responsibility.

STRATEGIC DIRECTION

FPD has always focused mainly on providing training to the South African private healthcare market, and with services being aimed predominantly at the postgraduate market. Over the years, by adopting an entrepreneurial approach, FPD has rapidly expanded its scope of work and the geographical location of its activities to include a regional focus. The underlying growth strategy in recent years has been a focus on penetrating new markets through: a) diversifying and increasing its range of products, b) strategic shareholding in subsidiaries and c) forming strategic partnerships to compete for donor funded projects inside and outside of South Africa. Based on this focus, FPD has increased both its products, services portfolio and group structure.

In 2017, the key to FPD's long term sustainability approach is appreciating that the traditional market that FPD has flourished in is dramatically changing. Donor funding is decreasing, low economic growth has become endemic, and e-learning is allowing international entrants to bypass local protectionist policies that has protected local higher education institutions while increasing regulation of the private healthcare industry. This puts pressure on marketing budgets, corporate philanthropy and discretionary spending on training.

FPD has been founded on a culture of entrepreneurship and innovation. This has allowed FPD to grow year on year for the last 20 years irrespective of local and international business cycles. Over the last few years the innovation focus has predominantly shifted to subsidiaries and affiliates where it has translated into impressive growth.

The 2017 strategy is designed to rekindle the focus on innovation and aggressive growth in FPD. The 2017 strategic direction therefore focuses on:

- **SUSTAINABILITY, GROWTH AND BUSINESS DEVELOPMENT**

All departments within FPD contributing to the sustainability of the organisation through commercialisation of their products and services. This includes, and is not limited to, restructuring of certain departments; expansion of certain services and aggressive marketing of both products and services within the FPD group.

- **PRODUCT DEVELOPMENT**

Identifying opportunities that will drive growth in the educational and conference project range and increase our on-line educational product offering, including expansion into digital collaborative communities.

- **INNOVATION**

Increase FPD's role in policy formulation and advocacy as well as research funding and capacity to ensure that research activities are prioritised.

- **OPERATIONS**

To support the 2017 strategic plan, Operations will ensure an environment that is conducive to supporting the strategy by continuing to position FPD as a viable, fully fledged, Private Higher Education Institution (PHEI) and ensuring accreditation under new criteria that will allow the use of "university" in FPD's name; continuing with efforts to ensure that FPD is a "best place to work" through populating FPD In-House Learning Academy, entrenching values, improved orientation, career development and mentoring as well as containing costs and ensuring the optimal use of finances



PHILOSOPHY

“Education is the most powerful weapon which you can use to change the world.”

NELSON MANDELA

FPD fully subscribes to this view and has a strong commitment to being a force for positive change in the communities where we work.



Message From The Managing Director

Dr. Gustaaf Wolvaardt

This annual report commemorates FPDs 20th anniversary and creates an opportunity to reflect on what we, as an organisation, have achieved over the past 20 years. The intention behind establishing FPD by the South African Medical Association all those years ago was to create a vehicle that through social entrepreneurship, would support the dream of building a better society for all South Africans.

The FPD board and management encompassed this lofty ambition in the FPD mission statement of “catalysing social change through developing people, strengthening systems and providing innovative solutions”. It therefore seems appropriate to use these focus areas as a framework to reflect on what we have achieved over the years.

Developing people was the first activity FPD embarked on when we enrolled our first students on a management course in 1998. At that time health care managers with management qualifications were the exception to the rule and perhaps it is presumptive, but I think FPD has changed the rule since then. FPD has provided management training to thousands of health care managers and supported the South African Institute for Health Care Managers from its inception. Today the professionalization of health management is mainstream and has become a national policy. Over time our “developing people” focus broadened to include the professional development of health and other professionals to the point where we have provided quality education to 380 000 students. Part of our developing people strategy was the awareness that cost is a major factor hindering access to education so we made it our goal to provide educational support to our students. To date this has translated to more than R 600 million in subsidised or sponsored education. Our commitment to developing people has expanded to a learnership programme for school leavers and internship and fellowship programmes for newly qualified graduates in recent years.

“This **Annual Report** commemorates **FPDs 20th anniversary** and creates an opportunity to reflect on what we, as an organisation, have achieved over the past **20 years.**”

In 2016 FPD is supporting 943 participants on these programmes. The two most notable programmes have been the Pharmacy Assistant programme where we have supported 1766 learners to date with a 95% post learnership employment rate and the PEPFAR Fellowship Programme that supported 246 Master Degree graduates to work in the HIV sector over the ten-year period that this project ran.

Strengthening systems has been a major focus of FPD since 2004 when we became involved in helping public sector hospitals open AIDS clinics in what was then a very difficult political environment with AIDS denialism as the order of the day. To date FPD has, in partnership with donors and the public health sector, supported access to life saving AIDS treatment for more than 600 000 people. We also through a number of community based counselling and testing programmes provide 600 000 free HIV tests annually. System strengthening projects have included establishing the National TB/HIV hotline for health care professionals in partnership with the University of Cape Town and a series of annual HIV service directories in partnership with the University of Kwa-Zulu Natal. Our system strengthening focus also expanded to working with the National Prosecuting Authority over the past five years to strengthen the access to services for survivors of sexual assault. This project has trained more than 3 000 professionals to recognise and refer GBV, promoted dialogues in communities of GBV, stimulated discussion on GBV on community radio stations, ensured a focus on GBV in the 13th series of the popular Soul City sitcom and launched the first South African conference on violence. Since 2010 we have also increased our focus on working with the basic education system, originally focussing mostly on health related issues such as HIV and GBV. In 2014 our efforts expanded outside of South Africa when we partnered with the UN system to provide an online course to develop the competency of teachers in Africa to teach sexuality education which has so far reached 2600 teachers from 13 countries with an astounding 95% completion rate. In 2016 we were fortunate to be awarded a major USAID grant that will allow us to work with 3 500 primary schools in two provinces to improve literacy in African home languages and English as a first additional language.

Innovation has underpinned FPDs work since inception, and over the years our education programmes have been product leaders. FPD in partnership with the South African HIV Clinician Society and Eskom launched the African AIDS Training Partnership in 2001. This partnership aimed at ensuring that doctors across Southern Africa were equipped to respond to treating AIDS as affordable antiretroviral therapy became available. Over the years we have been at the forefront of training health care providers to deal with task shifting. In 2007 we partnered with the Academy of Family Medicine to establish African

Health Placements – a project that has recruited 4100 doctors from first world countries to work in South Africa. In 2011 we started the 1st things 1st campaign to promote HIV testing at higher education institutions that has now become the flagship project of HEAIDS. More recently we have partnered with associate organisations such as MPC and Glue Plus to explore leapfrog technologies in the ICT space. In 2016 we launched free online education courses for medical students and community service officers and explored innovative uses of mobile applications in health care delivery. We have successfully implemented a HIV testing social franchise model which organises local entrepreneurs to deliver standards-based HIV Testing services (inclusive of a basic package of care and linkage services) under a common brand which is currently being piloted with 25 social franchisees in Tshwane District. We have

“It is the people at **FPD** who give **life** to the **dreams** and **aspirations** of the **organisation**.”

also developed and piloted an e-governance "client experience" survey application using mobile phone technology with the aim to give rape victims a voice to report back on services that they receive and hold governmental post-rape service providers to account.

As part of our drive for innovation we have been focusing on improving FPDs ability to generate new knowledge through research. Over the last 10 years FPD staff have published 118 articles, given 225 oral presentations at conferences and presented 233 papers. Research activities have been boosted in the last two years through funding from the National Institutes of Health (NIH).

We have also been incredibly fortunate to have received substantial funding from more than 200 sponsors and donors who have believed in our vision and provided the funding for many of the innovative projects and FPD, to them I wish to express our heartfelt appreciation.

Having been with FPD since its inception has been an incredible privilege. I have had the opportunity to work with exceptional people, people who are dedicated to our mission, people who work hard and who believe in doing rather than complaining, people who are willing to roll up their sleeves and get the job done. I would like to use this opportunity to thank this incredible team at FPD and to acknowledge the wisdom and strategic insight of the FPD Board of Directors who have steered this organisation through 20 years of uninterrupted growth. In the final analysis an organisation is nothing but an empty shell without its people, it is the people at FPD who give life to the dreams and aspirations of the organisation and who will continue to ensure that we are a force for good.

Dr. Gustaaf Wolvaardt
Managing Director

Background

The **Foundation for Professional Development** (FPD) was established in 1997 as a department in the South African Medical Association (SAMA). In 2000, FPD was registered as a separate legal entity (Registration Number: 2000/002641/07). The South African Medical Association, a non-profit company, has a 90% shareholding, while the remainder of the shares are employee-owned.

FOCUS AREAS

FPD prides itself on being one of the few private higher educational institutions that fully engages in the three scholarships of higher education, namely: teaching and learning, research and community engagement. These areas of academic scholarship provide the three focus areas of our work:

- **DEVELOPING PEOPLE**

FPD provides a comprehensive curriculum of courses in management and professional skills development that are customised to the needs of students in sectors, such as: management, health and education. Educational products are presented through formal qualifications, postgraduate qualifications, short courses, in-house courses and conferences.

- **INNOVATION**

FPD's research priorities focus on promoting operational research and research on educational practice. FPD encourages and uses action research as a methodology for professional development and transformational practice.

- **STRENGTHENING SYSTEMS**

FPD does not follow the narrower definition of community engagement that is solely focused on the role of students in the community. We believe that as an institution that attracts highly skilled social entrepreneurs, we are in a position to effect positive transformation in society. The work we do, such as: supporting NGOs, working with the public sector on health and education systems strengthening, gender-based violence and learnerships speaks to this commitment.

FPD is based on a virtual business model that places a high premium on strategic alliances with national and international partners to increase the scope and reach of our programmes.

Such partnerships have been established with a wide range of academic institutions, development agencies, government, technology partners, professional associations and special interest groups.

ACCREDITATION AND REGISTRATION

FPD is registered as a Private Higher Education Institution in terms of Section 54(1)(c) of the Higher Education Act, 1997 (Act No. 101 of 1997) and Regulation 16(4)(a) of the Regulations for the Registration of Private Higher Education Institutions, 2002 (Registration Certificate Number: 2002/HE07/013) to offer the following formal qualifications:

- **Advanced Certificate in Management**
[Adv. Cert. (Management)]
- **Advanced Certificate in Health Management**
[Adv. Cert. (Health Management)]
- **Advanced Certificate in Monitoring and Evaluation**
[Adv. Cert. (Monitoring and Evaluation)]
- **Higher Certificate in Risk Assessment and Management**
[H. Cert. (Risk Assessment and Management)]
- **Higher Certificate in Management**
[H. Cert. (Management)]
- **Higher Certificate in Practice Management**
[H.Cert. (Practice Management)]
- **Postgraduate Diploma in General Practice**
[PG. Dip. (General Practice)]
- **Advanced Diploma in Aesthetic Medicine**
[Adv. Dip. (Aesthetic Medicine)]

FPD also offers a variety of interactive, distance-based and e-learning short courses through our Business School, School of Health Sciences and School of Education. The majority of these programmes are targeted towards enabling continuing professional development and improving management competencies of our alumni.

The courses offered slot into existing mechanisms of continuing professional development accreditation, such as: Health Professions Council of South Africa (HPCSA).

AFFILIATIONS

- FPD is an institutional member of the South African Institute of Healthcare Managers (SAIHCM);
- FPD is a member of the Swiss South African Chamber of Commerce;
- FPD is a member of the Consortium of Universities for Global Health.

THE FPD GROUP

The FPD Group Includes:

Foundation for Professional Development (Pty) Ltd
(Reg. No. 2000/002641/07)



FPD Property (Pty) Ltd
(Reg. No. 2005/014826/07)



Health Science Academy (Pty) Ltd
(Reg. No. 1994/006219/07)



Medical Practice Consulting (Pty) Ltd
(Reg. No. 2008/024971/07)



Africa Health Placement (Pty) Ltd
(Reg. No. 2011/128026/07)



Brighter Futures Tuition
(Reg. No. 2014/235180/07)



Professional Provider Organisation Services
(Reg. No. 2015/070045/07)



Glue Plus Africa
(Reg. No. 2012/224654/07)



B-BBEE STATUS

FPD's commitment to transformation is reflected in its rating as a **Level 2 Broad Based Black Economic Empowerment** organisation.

FPD ADDITIONALLY MANAGES THE FOLLOWING NGO'S

Foundation for Professional Development Fund
(Reg. No. 2004/002765/08)



Dira Sengwe Conferences
(Reg. No. 2003/002398/08)



South African Institute of Healthcare Managers (SAIHCM)
(Reg. No. 2004/004290/08)



FPD ACADEMIC CODE OF CONDUCT

FPD endorses the principles of non-racialism, non-sexism and non-discrimination. It believes that education should be accessible, affordable and relevant to the country or origin where it occurs. FPD students are expected to treat fellow students, faculty and administrative staff with dignity and respect. As FPD offers quality educational products, it believes that its students should act with integrity and honesty when participating in and completing programmes and courses. By registering for any FPD course or programme, a student subscribes to this Code of Conduct.

Governance and Quality Assurance Structures

FPD Board of Directors

FPD governance structures are dictated by the relevant South African legislation that applies to registered legal entities and private institutions of higher education.

Currently the role of FPD's Board of Directors is modelled as closely as possible to the **King IV** Report and recommendations on corporate governance.

Independent Directors



Mr Douw van der Walt
Chairperson
B.Com, CAIB (SA), MBL,
AEP (UNISA), TGM (INSEAD)



Dr Muzikisi Grootboom
Director
MBChB(Natal), FCS(SA) Orth,
C.I.M.E (A.B.I.M.E.),
Cert. in Accounting and Finance (UNISA)



Dr Mohammed Abbas
Director
MBChB (UCT), FCFP (SA),
Dip Palliative Medicine (UCT),
C.I.M.E. (A.B.I.M.E.)



Ms Ida Asia
Director
B.Cur (Hons), MA (Nursing),
MBL

Executive Directors



Dr Gustaaf Wolvaardt
Managing Director
MBChB (Pret), M.Med (Int) (Pret),
FCP (SA), AMP (MBS), PGCHE (Pret)



Ms Veena Pillay
Academic Executive
MBA, PGCHE (Pret)

Company Secretary



Mrs Alet Bosman
B.Com (Fin Man), HED,
B.Com Hons (ACC), ACHM



PROGRAMME ADVISORY AND QUALITY ASSURANCE COMMITTEE 2015/2016

ACADEMIC MANAGEMENT REPRESENTATIVES

- Mrs Suzanne Johnson
- Mrs Amor Gerber
- Mr Anton la Grange
- Dr Grace Makgoka
- Ms Veena Pillay
- Dr Gustaaf Wolvaardt
- Mr Henk Reeder

INDUSTRY REPRESENTATIVES

- Ms Gizella du Plessis
- Ms Lucia Huyser
- Mr Jan van Rooyen
- Mr Brian Smith
- Mr Junaïd Seedat
- Mr Suleiman Shaik
- Dr Riekke Smit
- Dr Liz Wolvaardt

FACULTY REPRESENTATIVES

- Ms Gail Andrews
- Ms Welmoed Geekie
- Ms Sunette Jordaan
- Ms Gloria Mbokotat
- Ms Regina Nkabinde
- Ms Sheila Zondo

STUDENTS AND ALUMNI

- Ms Chantel Hira
- Ms Chantal Odendaal
- Ms Liezel Rabie

RESEARCH ETHICS COMMITTEE (REC)

FPD's REC has been audited and registered by the National Health Research Ethics Council to review research level 1 and 2 research protocols according to the National Health Act (No. 61 of 2003) including research involving minors as prescribed by Section 71(3)(A)(II). The committee meets once a month, and during 2016 (January to October) the committee reviewed and approved 17 research proposals.

- **Prof David Cameron**
Chairperson: Medical Education and Palliative Care
Foundation for Professional Development
University of Pretoria
- **Mrs Alet Bosman**
Programme Evaluation
Foundation for Professional Development
- **Dr Mitch Besser**
Medical Education and Clinical Practice
mothers2mothers

- **Ms Lilian Barlow**
Metallurgy and Management
Anglo American
- **Mr Braam Volschenk**
Legal and Management
Foundation for Professional Development
- **Ms Ntombi Mtshweni**
Programme Evaluation
Futures Group
- **Ms Esca Scheepers**
Qualitative Research
mothers2mothers
- **Dr Andrew Medina-Marino**
Head of Research Unit
Foundation for Professional Development
- **Ms Nishana Ramdas**
Pharmaceutical Services
Foundation for Professional Development
- **Mr Dawie Olivier**
Research and Epidemiology
Foundation for Professional Development
- **Dr Simukai Shamu**
Research and Epidemiology
Foundation for Professional Development
- **Prof Cindy Firnhaber**
Research and Epidemiology
Head of Research

PARTICIPATION OF FPD SENIOR MANAGERS IN EXTERNAL GOVERNANCE STRUCTURES

FPD encourages senior managers to participate in governance and advisory structures of other organisations that have a shared mission with FPD.

Dr Gustaaf Wolvaardt

Managing Director

Foundation for Professional Development (Pty) Ltd

Member of the Board of Directors

FPD Property (Pty) Ltd

Member of the Board of Directors

Foundation for Professional Development Fund (Non-Profit Company)

Member of the Board of Directors

Dira Sengwe Conferences (Non-Profit Company)

Member of the Board of Directors

Africa Health Placements (Pty) Ltd

Member of the Board of Directors

Africa Health Placements (Non-Profit Company)

Member of the Board of Directors

Brighter Futures Tuition (Pty) Ltd

Chairman of the Board of Directors

Health Sciences Academy (Pty) Ltd

Member of the Board of Directors

Health and Medical Publication Group (Pty) Ltd

Member of the Board of Directors

PPO Serve (Pty) Ltd

Chairman of the Board of Directors

Glue Plus Africa (Pty) Ltd

Member of the Board of Directors

Ms Veena Pillay

Academic Executive

Foundation for Professional Development (Pty) Ltd

Member of the Board of Directors

FPD Property (Pty) Ltd

Member of the Board of Directors

**Foundation for Professional Development Fund
(Non-Profit Company)**

Member of the Board of Directors

Medical Practice Consulting (Pty) Ltd

Member of the Board of Directors

Mr Henk Reeder

Chief Financial Officer

**South African Institute of Healthcare Managers
(Non-Profit Company)**

Voluntary Chief Executive Officer

Brighter Futures Tuition (Pty)Ltd

Member of the Board of Directors

Prof Errol Holland

Foundation for Human Rights

Member of the Board of Directors

National District Health Services Council

Member of the council

**PARTICIPATION OF FPD SENIOR MANAGERS
IN ADVISORY STRUCTURES**

Dr Gustaaf Wolvaardt

Managing Director

Tshwane Mayoral AIDS Council (TMAC)

Co-Chairperson

National HIV Think Tank

Co-Chairperson

Dr Andrew Medina Marino

Head of Research

National TB Think Tank

Member

Dr Margot Uys

HOD: PHP

National HIV Think Tank

Member

National TB Think Tank

Member

National PMTCT TWG

Member

Ms Cordelia Mapempeni

Technical Lead MCH

National PMTCT TWG

Member

Mr Rick Stephen

Operations Manager Adh Clubs & IACT

**Adhence Clubs TWG in Free State, Gauteng, Mpumalanga &
Limpopo**

Member

Mr Shaun Skidmore

Project Manager AC/IACT

**Adhence Clubs TWG in Free State, Gauteng, Mpumalanga &
Limpopo**

Member

Mr Faith Dube

Project Manager Adherence Clubs GF

**Adhence Clubs TWG in Free State, Gauteng, Mpumalanga &
Limpopo**

Member

Mr Barend Botha

Technical Advisor SCM

CCMDD TWG at District, Province & National

Member

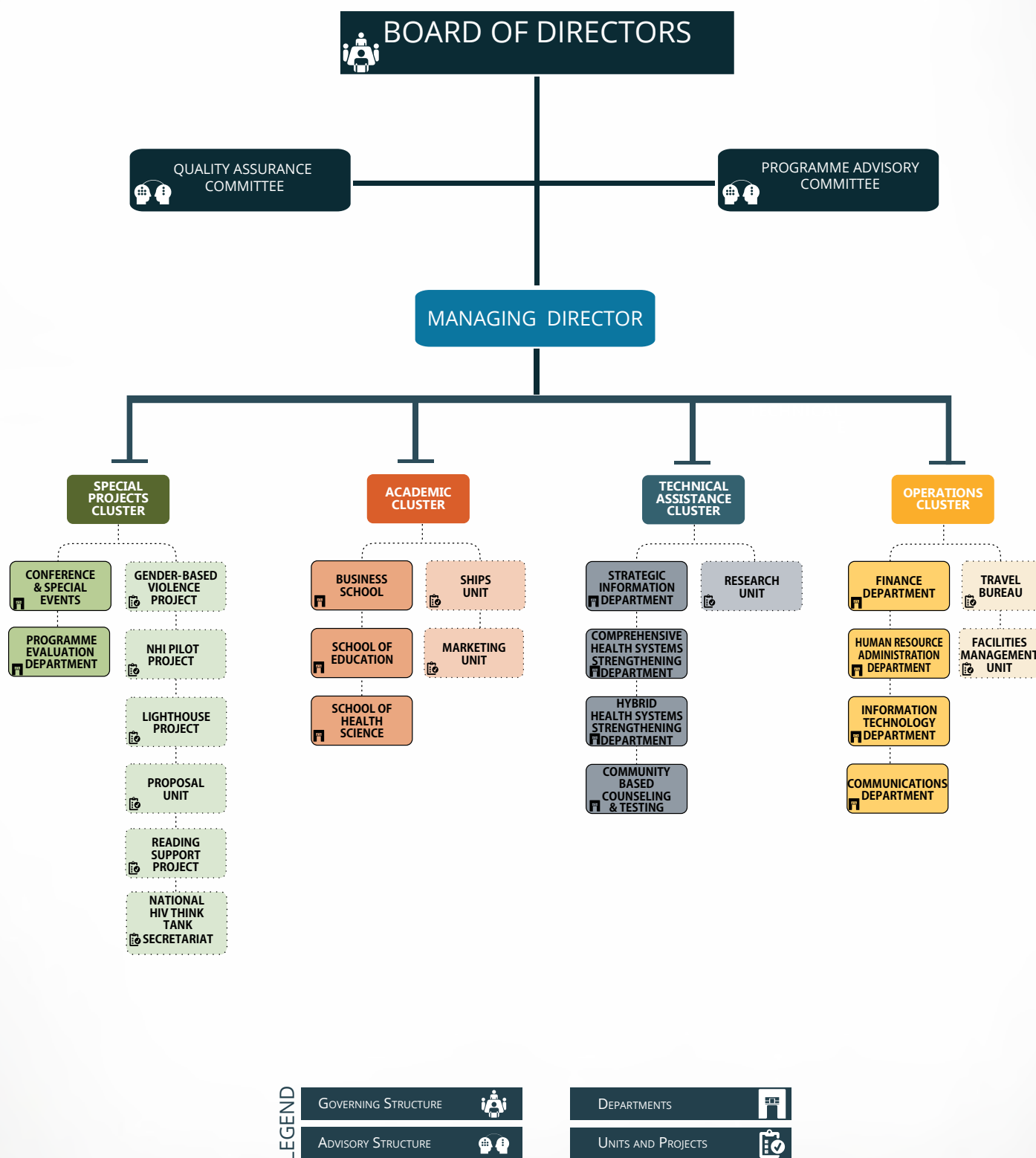


FPD Management Committee 2017

Organisational and Management Structure

FPD consists of a number of functional departments organised into clusters. All departments report to the Managing Director.

The structure below will be applicable in **2017**.



MANAGING DIRECTOR'S OFFICE

The Managing Director has the overall responsibility for managing FPD in accordance with the strategic direction provided by the FPD Board of Directors. Additionally, the Managing Director acts as Head of the Special Projects Cluster.

SPECIAL PROJECTS CLUSTER

The Special Projects Cluster houses a number of FPD innovation projects and loosely functions as a health think tank with the ability to pilot, evaluate and create awareness around innovative ideas. These include:

CONFERENCES & SPECIAL EVENTS DEPARTMENT

The Conferences & Special Events Department provide a macro meeting and events management service with skilled and experienced staff working on state-of-the-art project management systems. They offer their clients a solid partnership on all aspects of events and conference management, guaranteeing the successful roll-out of projects.

GENDER-BASED VIOLENCE PROJECT

This programme is a collaboration between FPD and a number of leading South Africa organizations, namely: the Soul City Institute, Sonke Gender Justice Network and the South African Medical Research Council. The aim is to enhance the role of Thuthuzela Care Centres of the National Prosecuting Authority (NPA) in tackling South Africa's epidemic of gender-based violence and sexual assault.

NHI PILOT PROJECT

This project that came to an end in December 2016, was implemented by a consortium of organizations, led by FPD, including: AHP, BroadReach, Wits Reproductive Health & HIV Institute (WRHI), Right to Care and Aurum Institute was designed to test a model of seconding doctors to provide PHC services in selected clinics in the NHI Pilot districts.

LIGHTHOUSE PROJECT

The Lighthouse Project aims to improve the healthcare and outcomes, protect people against catastrophic health expenditure and achieve a 10%-15% efficiency gain in healthcare. This will be achieved through pilot projects aimed at establishing significant integration of service delivery through utilising public-private-partnerships. A district system observatory making use of ICT systems and data analysis will guide the intervention and provide evidence of success. The Project will also use a collaborative consultation process to develop national consensus on priority health policy issues based on collecting and disseminating scientific evidence in support of innovation.

PROGRAMME EVALUATION DEPARTMENT

The FPD Programme Evaluation Department undertakes donor funded and commercial programme evaluations. The Department has since inception conducted evaluations for public and private organizations across Southern Africa. The Department does not follow a "one size fits all" approach to evaluations, but rather offer evaluations that can be customised to its clients' needs and expectations. The Department has well-established national and international relationships with various universities and organisations and collaborate with its partners to conduct cost effective evaluations. As the Department uses a Rand-based overhead structure, it is able to conduct evaluations at a much lower cost than many international evaluators. The Programme Evaluation Department became commercially viable during 2015.

NATIONAL HIV THINK TANK SECRETARIAT

The HIV Think Tank (TT) provides a central place for all stakeholders (government, academia, NGOs, donors, community and implementers), under the chairmanship of the National Department of Health (NDoH), to review epidemiological, routine monitoring and economic evidence related to the HIV epidemic, identify priority gaps, and establish consensus on appropriate next steps, including research projects and pilots of new programs and policies. The TT will also think pro-actively about what evidence needs to be created and what pilot programs need to be implemented to respond to the questions that will arise three to five years in the future. Seventy-five percent of the funding received from the Gates Foundation will be reserved to undertake research and/or fund and evaluate innovative pilot projects to test bright ideas and inform South African Government (SAG) policy in support of the UNAIDS's 90-90-90 goal. Through the Gates Foundation funding, a secretariat is hosted at FPD and consists of a Project Manager, Strategic Information Expert and a Project Coordinator. The role of the Secretariat is to convene the HIV TT meetings on a quarterly basis and Expert Working Groups (EWGs) on a monthly basis. They will further run the administrative duties of the HIV TT, engage with key players in the private health sector to better understand the current private sector activities, and to coordinate with other TTs such as the TB TT, to share best practices.

READING SUPPORT PROJECT

The Literacy Competency Component Awarded to FPD.

The Foundation for Professional Development (FPD) has been awarded a Literacy Competency Component (LCC) within the Practical Education Research for Optimal Reading and Management (PERFORM) sponsored by the

United States Agency for International Development in Southern Africa (USAID/SA). This four-year project was launched on 1 November 2016 and it is intended to improve language literacy skills at Foundation Phase level in South Africa's Limpopo and North West provinces.

This system strengthening project will be implemented in partnership with a number of leading organizations: The Molteno Language Institute (MOLTENO), the South African Institute for Distance Education (SAIDE), Oxford University Press of South Africa (OXFORD SA) and an international partner, Voluntary Services Overseas (VSO). The ultimate aim of this project is to improve Foundation Phase learners' reading skills in African Home Languages (AHLs) as well as in English as a First Additional Language (EFAL)

Promoting language literacy at Foundation Phase (Grades 1-3) is an imperative if a foundation is to be built for later academic success of learners. The LCC of the PERFORM project is built around three interventions:

- A professional development programme for Curriculum Advisors and school-based Heads of Department (HODs) to develop their capacity to act as literacy coaches.
- A leadership and management development programme aimed at school principals and their deputies to create conducive environments that support literacy development in their schools.
- The provision of a comprehensive Learner Teacher Support Material (LTSM) package.

PROPOSAL UNIT

The Proposal Unit coordinates all new grant, proposal and tender opportunities to expand outreach and growth opportunities and ensure sustainability for the future of FPD.

ACADEMIC CLUSTER

This Cluster houses FPD's educational activities and comprises the following schools:

BUSINESS SCHOOL

This school offers a wide range of management courses, including formal qualifications, short courses and in-house training programmes.

SCHOOL OF EDUCATION

This school offers a number of short courses for educators.

SCHOOL OF HEALTH SCIENCES

This school offers a wide range of clinical courses, including formal qualifications and short courses.

ACADEMIC OPERATIONS DEPARTMENT

The Academic Operations Department supports the School of Health Science, Business School and School of Education with academic programme development, study material management, quality assurance and marketing.

STUDENT ADMINISTRATION

This department is tasked with all aspects regarding the delivery of educational programmes and student administration for the various courses.

SHIPS DEPARTMENT

FPD offers a number of work-place learning opportunities to allow participants to gain work-based experience. These programmes accommodate students at various qualification levels ranging from programmes designed to hone the skills of postgraduate masters-level graduates by placing them in the AIDS service environment, to programmes that support formal learnerships, undergraduate service learning and apprenticeships.

TECHNICAL ASSISTANCE CLUSTER

The Technical Assistance (TA) Cluster has a focus on strengthening South African Government (SAG) capacity for leadership, management and delivery of health services in the district health system.

The following Departments form the Cluster:

TECHNICAL ASSISTANCE STRATEGIC INFORMATION (TASI)

TASI provides technical support and expertise to District Health Information Management and other programmes to strengthen collection, collation, reporting and use of data from routine health information systems and other relevant sources. The aim is to foster a culture of evidence-based decision making from the facility to district management team level.

TECHNICAL ASSISTANCE DISTRICT-BASED (TAD)

TAD provides expert consultancy and technical support to District Health Management Teams around the areas of leadership, governance, health workforce and health financing. The aim is to support the translation of policy into district-appropriate strategies with district-owned operational plans, budgets, costed organograms, targets and management systems.

TECHNICAL ASSISTANCE PRIORITY HEALTH INITIATIVES (PHI)

PHI provides facility-level training, coaching, mentorship and support through a roving mentor team and programme champion model. The aim is to ensure improved service delivery and quality of care with key focus on: retention, treatment and care for People Living with HIV/AIDS (PLWH); TB/HIV/STI integration; provider-initiated counselling and testing (PICT); maternal and child health and reproductive health; National Core Standards and establishing "ideal clinics". Additionally, PHI provides technical clinical and programmatic expertise to priority health programmes, such as: (TB/HIV, MCH and community health) through programme champions with the aim to promote a cycle of total quality management and inculcation of best practice.

In October 2015 the above two departments have merged into a new entity, Integrated Health Systems Strengthening (IHSS) providing comprehensive support to three districts, i.e. Tshwane, Nkangala, Capricorn. Comprehensive support reaches out to Primary Care Clinics through roving mentor teams consisting of a nurse mentor, a health information coordinator and where indicated a data capturer. The support is further enhanced by programme specific champions at sub-district level and programmatic leads at head office. Vhembe district, one of the FPD-PEPFAR supported districts, has been identified as one of the districts that would not qualify for further PEPFAR support in terms of burden of disease. However, FPD will provide some limited support to the district in the next financial year.

COMMUNITY BASED COUNSELLING AND TESTING PROJECT (CBCT)

CBCT implements community-based HIV prevention, counselling and testing programmes for reduced HIV incidence in high incident communities and key populations in South Africa. CBCT manages three sub-grantees (FHI360, HPPSA and SFH) on the Communities Forward grant, provides TA and support to the National First Things First Campaign and oversees FPD ART Adherence Club activities.

COMPASS PROJECT

Compass Project is an FPD initiative that assists communities to respond effectively to HIV and AIDS through identification of the need, mapping of service provision and capacity building activities to improve the response through GIS maps, service directories and "app-based" products. Compass Project promotes the philosophy that in order to have an effective response to the HIV

epidemic, a coordinated mobilization of all resources in a specific community is required.

OPERATIONS CLUSTER

The Operations Cluster provides cross-cutting operational support to all FPD Departments and includes:

FINANCE DEPARTMENT

This Department facilitates all financial functions for the FPD Group of Companies and ensures compliance with international and local donor and statutory requirements for both FPD and outsourced clients.

TRAVEL BUREAU

FPD established a commercial Travel Bureau that manages all travel arrangements for FPD staff, faculty, conference delegates and outside clients.

HR ADMINISTRATION DEPARTMENT

The HR Administration Department facilitates and coordinates the functions related to human resource administration.

IT DEPARTMENT

This Department facilitates and coordinates all functions related to information technology.

COMMUNICATIONS DEPARTMENT

The Communications Department focuses on brand promotion and strategic communication using predominantly social media and press releases.

FPD MANAGEMENT TEAM

SENIOR MANAGEMENT

- **Managing Director**
Dr Gustaaf Wolvaardt
MBChB, M.Med (Int), FCP, AMP (MBS),
PGCHE
- **Academic Executive**
Ms Veena Pillay
MBA, PGCHE
- **Technical Assistance Executive**
Mrs Suzanne Johnson
BSLA, MPH
- **Chief Operations Officer**
Mr Henk Reeder
BCompt

DEPARTMENT, PROGRAMME AND PROJECT HEADS

ACADEMIC CLUSTER

- **Head: Health Sciences**
Dr Grace Makgoka
MBChB, Dip HIV Man (CMSA)
- **Head: Training, Student Administration, Quality Assurance and Academic Programme Development**
Mr Anton la Grange
BSc (Ed), BSc (HONS), CAHM, AMP (MBS), Adv.Cert (M&E)
- **SHIPS Unit**
Mrs Tiyani Armstrong
LLB, HCMt

SPECIAL PROJECTS CLUSTER

- **Conferences and Special Events Department**
Mrs Amor Gerber
BCOM, DTE
- **Gender Based Violence Project**
Dr Ria Schoeman
BA HONS(UP), HED(UP), MPA(UP), PhD(UP)
- **GP Tender Project (Until December 2016)**
Prof Errol Holland
MBChB (UCT), FCP (SA), PhD (UCT)
- **Lighthouse Project**
Dr Gwen Ramokgopa
MBChB, MPH
- **Programme Evaluation Unit**
Ms Alet Bosman
B.Com (Fin Man), HED, B.Com Hons (ACC), ACHM
- **PERFORM Project**
Dr Mponana Seakamela
BA, H.Dip.ED, B Ed, M Ed, PhD

- **National HIV Think Tank Secretariat**
Ms Karabo M. Born
BSc Hons(WITS), PGDMM(UNISA), MPH(UP)

TECHNICAL ASSISTANCE CLUSTER

- **Community Based Counselling and Testing (CBCT)**
Dr Nkhensani Nkhwashu
BSc (Medical Science), MSc (Anatomy), PhD (Microbiology)
- **Technical Assistance Prevention Department (TAP)**
Mrs Hanlie Kapp
BCur, CAHM
- **Technical Assistance Special Programmes (TASP)**
Dr Margot Uys
MB.BCh (Rand) BA (Mus) Hons, HED, AHMP (FPD-Yale)
- **Technical Assistance Strategic Information (TASI)**
Ms Romy Overmeyer
B. Econ. Sci.
- **Health Systems Strengthening: Hybrid**
Ms Ernesha Webb Mazinyo
BS-Biology (Howard), MPH (Columbia)

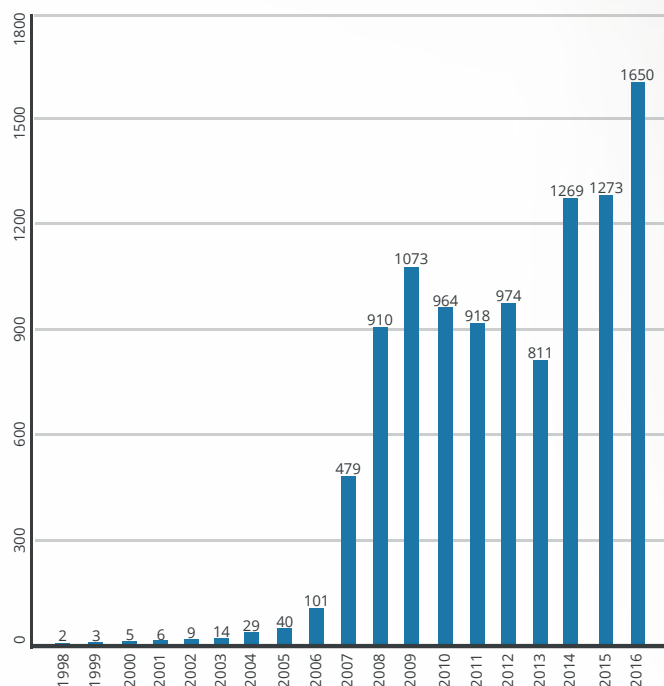
OPERATIONS CLUSTER

- **Finance Department**
Mr Henk Reeder
BCompt
- **Human Resource Administration**
Ms Maureen Fourie
BMil (Human Science)
- **Information Technology**
Mr Henk Reeder
BCompt
- **Communications**
Ms Helga Swart
ACHM, HCM

STAFF

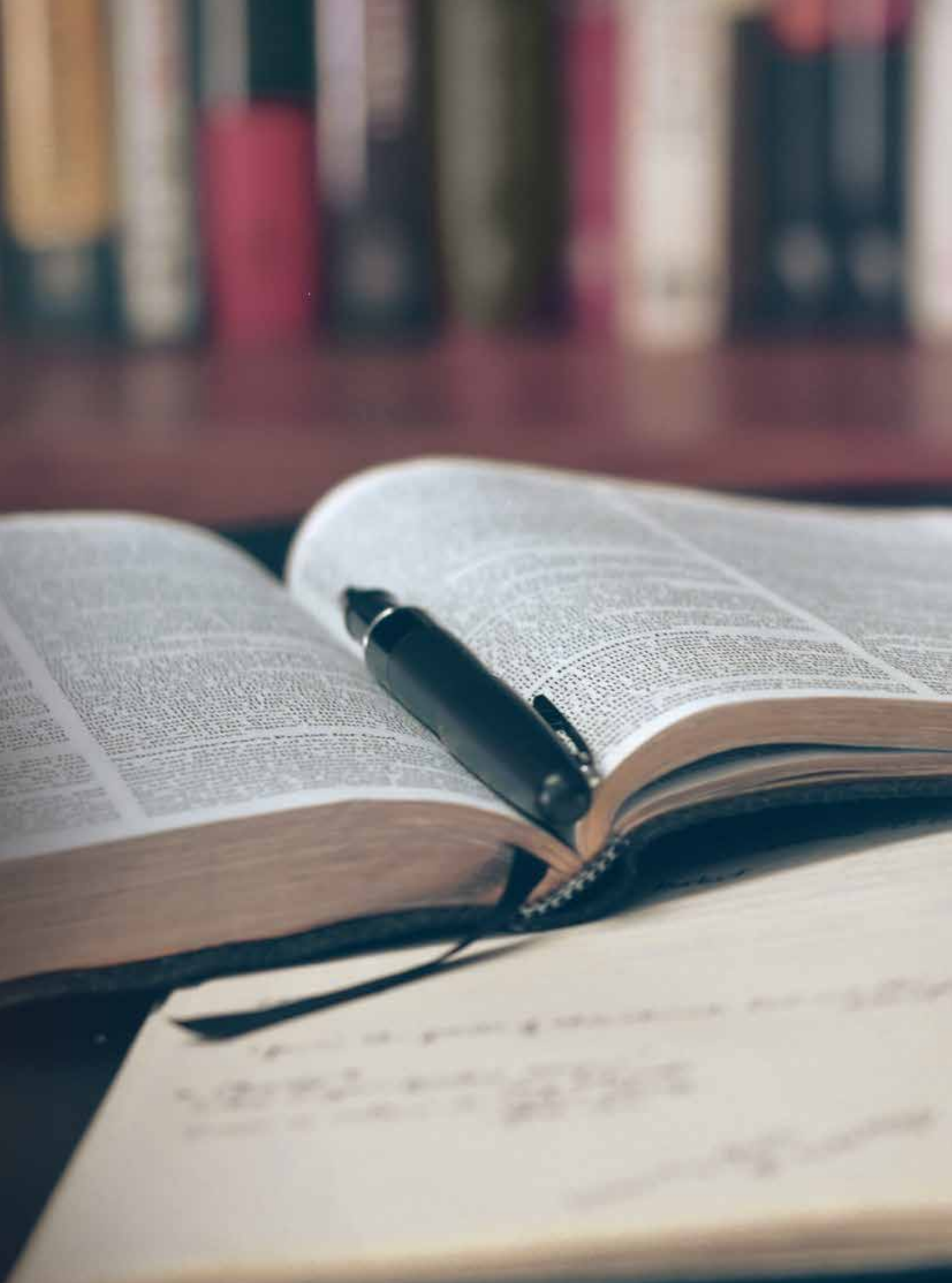
In 2016, the focus remained on ensuring FPD is one of the best companies to work for. The success of the project is demonstrated by the active participation of FPD staff in the various events such as the Start-of-Year-Function. The attendance was significant and all employees and their partners thoroughly enjoyed the evening. Monthly staff socials were also well attended and improved the esprit de corps amongst employees. The benefit was also seen in an improvement in staff turn-over figures that was less than 5% compared to the national turnover rate of 8.4%.

STAFF ON PAYROLL AS ON
31 DECEMBER 2016



Start-of-the-Year Function 2017





DEVELOPING PEOPLE

Academic Cluster

Curriculum Development

Student Enrolment

Alumni Support Service

Scholarships

Faculty

Graduation

Educational Offerings

FPD Business School

FPD School of Health Science

FPD School of Education

FH1 360

MSD for Mothers Obstetric Emergency Project

Customised Organisation Specific (in-house)

Courses

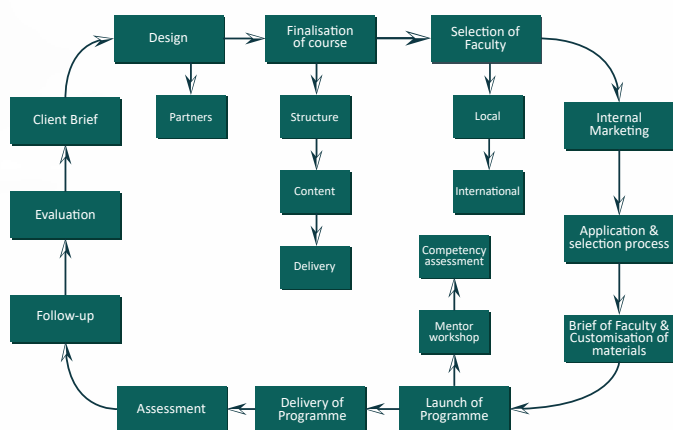
SHIPS Department

Academic Cluster

FPD's learning programmes are designed to be cutting edge and customised to meet the specific needs of our participants. Both formal qualifications - as well as our short course training offerings - are developed within the regulatory requirements of the **Department of Higher Education and Training (DHET), Council on Higher Education (CHE), the South African Qualifications Authority (SAQA)**. In the case of training programmes for health-care professionals, the relevant programmes adhere to the requirements of the **Health Professions Council of South Africa (HPCSA)**.

CURRICULUM DEVELOPMENT

The number of separate courses offered by FPD increased from one in 1998 to 181 by the end of 2016 as illustrated below. FPD has developed particular expertise in developing customised in-house educational programmes.



During the past year, the following new courses were developed, customised or updated:

Formal registered qualification submitted to DHET, CHE and SAQA for accreditation and registration during 2015-2016:

- **Post Graduate Diploma in Higher Education**
[PG Dip. (Higher Education)]
- **Post Graduate Diploma in Health Education and Leadership**
[PG Dip. (Health Education and Leadership)]
- **Master of Public Health**
[MPH]

SHORT COURSES

- HIV Refresher Course
- Short Course in Adherence Counselling for ART for Health Care Workers
- Short Course in Advanced Project Management
- Short Course in Diabetes Mellitus for Health Care Professionals
- Short Course in Emergency Toxicology and Venemology
- Short Course in Family Planning
- Short Course in Forensic Medicine for Health Care Professionals
- Short Course in Good Clinical Practice
- Short Course in HIV Counselling and Testing for Health Care Workers
- Short Course in HIV Testing Services for Social Workers
- Short Course in Infection Control for Health Care Professionals
- Short Course in Integrated Management of Sexual and Gender Based Violence
- Short Course in MDR TB for Health Care Professionals
- Short Course in Minimizing Risk of Malpractice Litigation
- Short Course in Nurse Care Management
- Short Course in Prevention of Mother to Child Transmission for Health Care Professionals
- Short Course in the Clinical Management of Asthma for Health Care Professionals in Namibia
- Short Course in the Clinical Management of Asthma for Health Care Professionals in Kenya
- Short Course in the Clinical Management of Malaria
- Short Course in the Clinical Management of Mental Health for Health Care Professionals
- Short Course in the HIV Testing Services

- Short Course in the Clinical Management of STI's for Health Care Professionals
- Short Course in the Clinical Management of TB for Health Care Professionals
- Short Course in the Integrated Clinical Management of TB, HIV and STI's for Health Care Professionals
- Short Course in the Introduction of HIV and AIDS for Lay Counsellors
- Short Course in the Introduction of TB for Lay Counsellors
- Short Course in the Management of Diabetes and Hypertension for Health Care Workers
- Short Course in the Update of Revised Guidelines for Health Care Workers

E-LEARNING COURSES

FPD launched its new e-learning platform with "Unlimited CPD training courses" for:

- *Auxiliary Nurses*
- *Medical Technologists*
- *Occupational Therapists*
- *Optometrists*
- *Physiotherapists*
- *Psychologists*
- *Audiologist*
- *Radiographer*
- *Social Worker*
- *Dentists*
- *Emergency Care Practitioners*
- *Dieticians*
- Short Course Comprehensive Sexuality Education for Educators, (also translated into Portuguese, Kiswahili and French)
- Unlimited CPD training courses for Community Services Doctors
- Management Short Courses for Medical Students
- Short Course in Fraud Risk Management for Health Care Professionals
- Short Course in Practical Stress Management
- Short Course in Insulin Resistance, Inflammation and Related Health Challenges
- Short Course in Abdominal Pain
- Short Course in Lower Extremity Pain
- Short Course in Oliguria
- Short Course in Dyspnoea
- Short Course in Hypertension
- Short Course in Hypotension
- Short Course in Pain Management

HIGHLIGHTS OF 2016

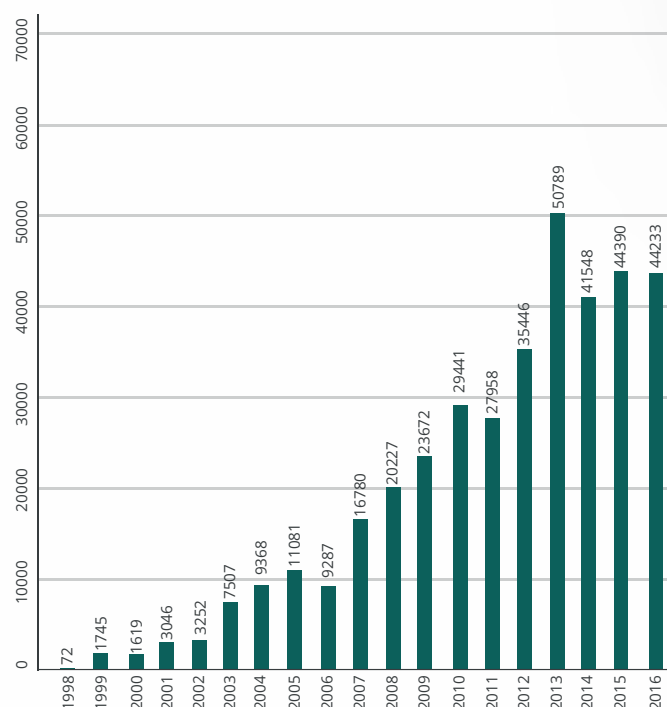
- FPD trained 44,233 students in 2016.
- 260 students graduated on 25 November 2016 with formal qualifications.

STUDENT ENROLMENT

In 2016, FPD enrolled 44,233 students bringing the total number of students who have studied with FPD to 381,461.

Since its inception, the Academic Cluster has successfully overcome barriers that prevent students from obtaining opportunities to further their studies. These include: sourcing valuable scholarships for disadvantaged groups, taking programmes to various towns and districts where the need is across Africa and offering blended learning approaches that limits time away from work.

STUDENT ENROLMENT PERIOD: 1998 - 2016



ALUMNI SUPPORT SERVICES

RESOURCE CENTRE

FPD maintains a Resource Centre at its registered Head Office. Apart from literature associated with its programmes and courses, Internet access is also provided at the centre. Students receive the support they require from faculty and may request additional assistance from FPD if needed.

ONLINE SUPPORT

FPD has established an Internet-based Student Support Site (SSS) to support all its enrolled students to achieve formal registered qualifications. This SSS is a server programme that allows invited users to collaborate on the website by editing and downloading content from the site from their own computer and in their own time. Visitors can view the web pages and interact with fellow students and facilitators. The SSS allows facilitators and assessors to mentor students on-line and allows students to form student support groups. FPD's website offers students

assistance through the provision of assessments and assignment guidelines.

CLINICAL CALL CENTRE SUPPORT

FPD also offers, in collaboration with the University of Cape Town's Medicine Information Centre, a toll free call centre that is geared towards handling any clinical treatment enquiries. This Call Centre is actively promoted to the FPD alumni. The number is: 0800 212 506.

CLINICAL MENTOR SUPPORT

FPD has developed a system of Roving Teams of Mentors to provide comprehensive support for all the health clinics and hospitals in its allocated districts. The team consists of a doctor, nurse, social worker, information officer and data expert. Their task is to assist the health professionals and staff to improve the outcomes of key district health indicators such as the TB cure rate, maternal and infant mortality and mother-to-child-transmission rate.

CONTINUING EDUCATION AND PROFESSIONAL SUPPORT

FPD compliments its own alumni services with strategic alliances with two professional associations. FPD's sponsorship of membership fees for alumni, as these associations ensure access to a wide variety of mentorship and continuing educational products such as journals and newsletters. Currently, FPD has arrangements to provide this support with the Southern African HIV Clinicians Society (SAHIVS) and South African Institute of Healthcare Managers (SAIHCM).

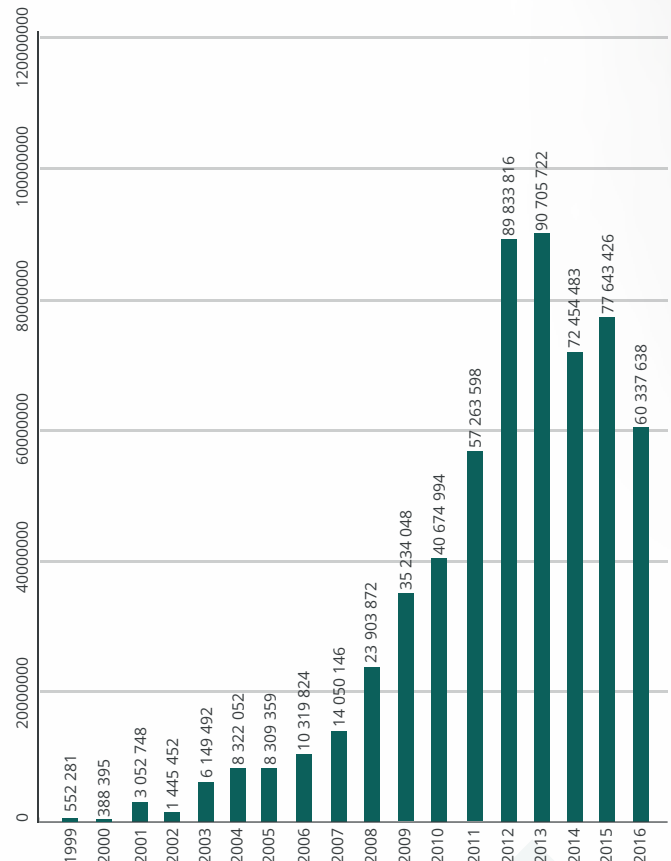
SCHOLARSHIPS

During 2016, FPD continued to support efforts to promote access to education through securing educational grants from sponsors and donors for all potential FPD students.

The funding from grants and sponsorships are utilised in the form of a subsidy to enroll potential students.

This reduces costs as a barrier to education. During 2016, educational grants and sponsorships to the value of R60,337,638 million were received. The total monetary value of scholarships awarded since 1998 is R600,627,935 million.

EDUCATIONAL GRANTS (1999 - 2016)

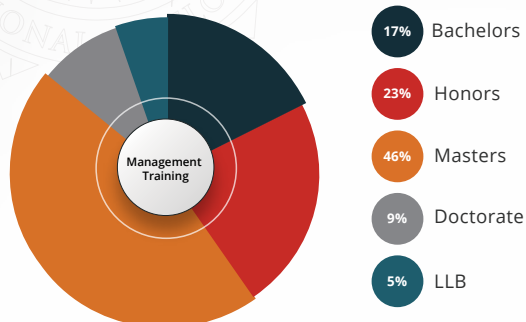


FACULTY

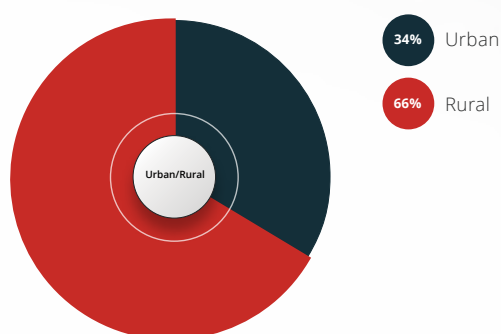
FPD employs a model of using a contracted faculty panel, which ensures access to the best faculty in the field. Most of the FPD Head of Departments also act as faculty. The following graphs provide an overview of the qualifications and expertise of FPD staff who taught on programmes in 2016.

QUALIFICATIONS FACULTY

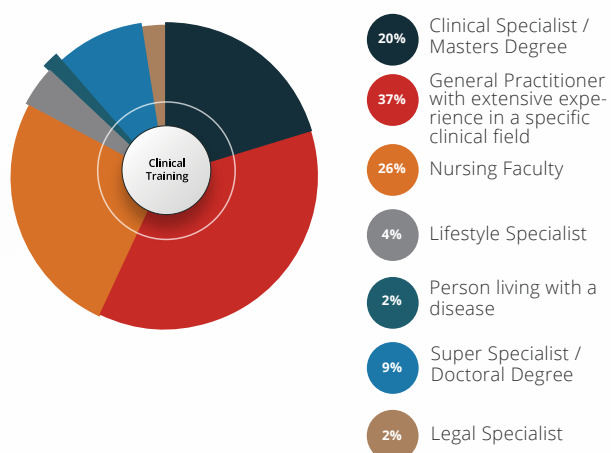
MANAGEMENT TRAINING



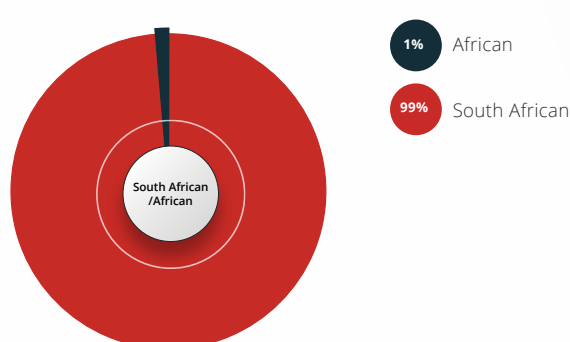
URBAN/RURAL



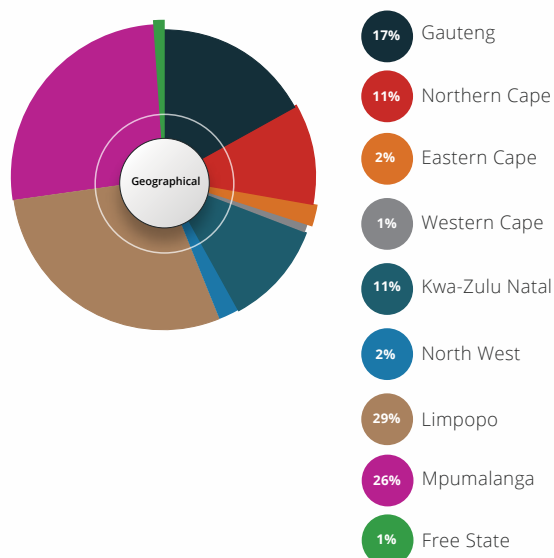
CLINICAL TRAINING



SOUTH AFRICAN/AFRICAN



GEOGRAPHICAL

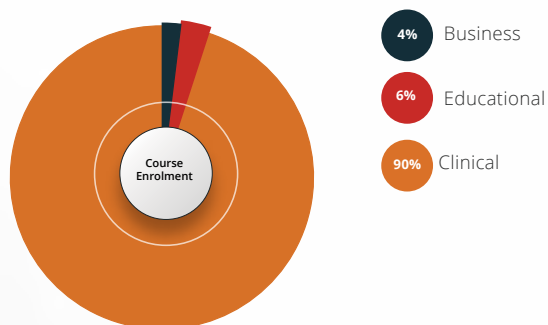


FACTS AND FIGURES

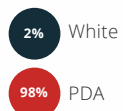
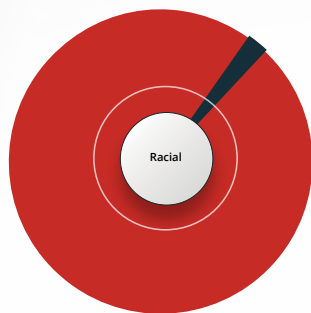
This section provides an overview in graphic form of the demographics of students who were enrolled on FPD courses in 2016.

STUDENTS BREAKDOWN

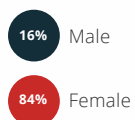
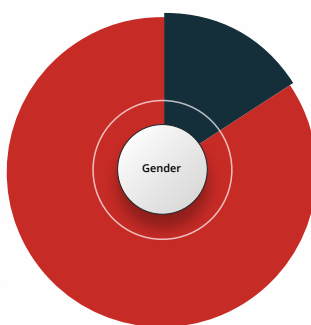
COURSE ENROLMENT



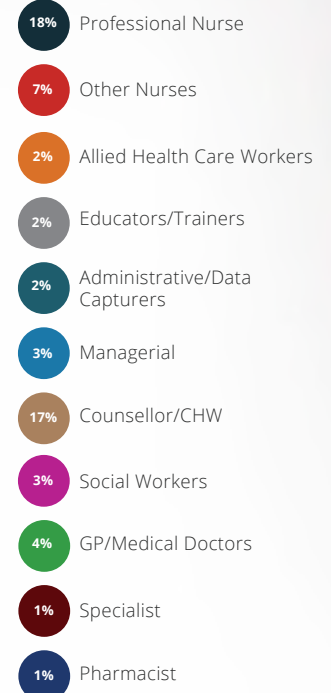
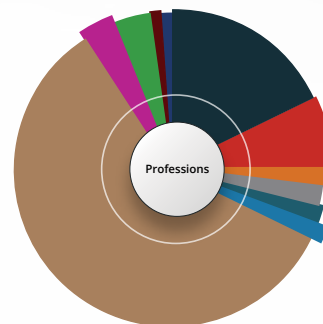
RACIAL



GENDER



PROFESSIONS



Graduation

In **November 2016**, FPD held its annual graduation. A total of 260 students graduated from various FPD courses.



Educational Offerings

FPD has developed an innovative model to ensure education is easily accessible. Courses are taken to where students live and work, thereby eliminating geographical barriers to education. Furthermore, our unique model of combining assessed self-study (using comprehensive handbooks) and facilitated contact sessions limits time away from work and therefore limits the disruption of **service delivery**.



FPD BUSINESS SCHOOL

Aligned to FPD's vision of building a better society through education and capacity development, the FPD Business School focuses on developing transformational leaders.

The FPD Business School has a wide selection of management and business courses comprising of formally registered qualifications, international short courses, short learning programmes and distance education. These management courses cater for all levels of students from entry-level managers to highly-experienced executive management. Our teaching methodologies are based on cutting-edge educational methodologies and include: facilitated contact sessions, case studies, group discussions, structured and unstructured group work and action research.

Our emphasis is on translating management theory into practical workplace skills. This is ensured through our educational approach, our panel of national and international subject expert faculty, our alumni support programmes and the integration of action research into our curricula.

FORMAL REGISTERED QUALIFICATIONS

ADVANCED CERTIFICATE IN HEALTH MANAGEMENT

This course is an intensive management development programme, tailored to the needs of healthcare managers and professionals. This course has been specifically customised for the South African healthcare environment and focuses on developing in-depth strategic and functional management competencies.

HIGHER CERTIFICATE IN PRACTICE MANAGEMENT

This qualification is targeted predominantly at self-employed healthcare practitioners and practice managers. The programme has been designed to provide participants with the business and management skills that are essential for managers of private practices.

HIGHER CERTIFICATE IN RISK ASSESSMENT AND MANAGEMENT

The primary purpose of this qualification is to provide qualifying learners – namely: case managers, coordinators, reception staff and credit controllers in private hospitals – with a set of basic core competencies within the assessment and management of risk. This programme is an entry-level qualification that will enable learners to assess and manage risks in the healthcare environment.

HIGHER CERTIFICATE IN MANAGEMENT

This qualification is targeted at addressing the management training needs of participants currently in junior management positions. To provide them with knowledge and skills that will enable them to progress into middle management positions.

The Higher Certificate in Management is structured in such a way that it gives learners exposure to apply organisational management principals on an operational, functional and strategic level.

ADVANCED CERTIFICATE IN MANAGEMENT

The purpose of this qualification is to equip participants in managerial positions across various sectors with the knowledge and skills to adapt and prosper in the continuously changing management environment. It aims to develop participants' managerial capacity by broadening their view of business, their specific industry and wider global forces that impact on the management environment. Managers are motivated to develop an increased appreciation of their role as a manager and a leader, whilst also developing the knowledge and skills required to assess and have an increased understanding of themselves as individuals.

ADVANCED CERTIFICATE IN MONITORING AND EVALUATION

The Advanced Certificate in Monitoring and Evaluation has been developed to address the need of a specific target population, such as: managers and subject matter experts that have identified a need to further develop their monitoring and evaluation knowledge and skills. For example a manager of middle management level whose job includes data management functions and oversight.

INTERNATIONAL SHORT COURSES

MANCHESTER BUSINESS SCHOOL ADVANCED MANAGEMENT PROGRAMME (MBS AMP)

The MBS AMP is an international short course offered by FPD, in collaboration with Manchester Business School, and is aimed at developing the strategic management capabilities of participants. This intensive management programme is directed towards established managers who work in the private healthcare sector and who need to rapidly develop management competencies. This course is also available for managers working outside the health-care sector.

FPD/YALE ADVANCED HEALTH MANAGEMENT PROGRAMME (AHMP)

This international short course has been developed by FPD, in collaboration with the School for Epidemiology and Public Health at Yale. The course is aimed at public sector managers who need to develop or refresh their strategic and functional management competencies.

OTHER BUSINESS SHORT COURSES

MANAGEMENT DEVELOPMENT SHORT COURSES

- Health Management Programme (HMP)
- Advanced Health Management Programme (AHMP)

BUSINESS SHORT COURSES-INTRODUCTORY SHORT COURSES

- Short Course in Strategic Planning
- Short Course in the Introduction of Project Management

BUSINESS SHORT COURSES - OTHER BUSINESS SHORT COURSES

- Short Course in Finance for Public Sector Managers
- Short Course in Practice Finance for Private Practitioners
- Short Course in Resources Mobilisation and Donor Relations
- Short Course in Case Management
- Short Course in Monitoring and Evaluation
- Short Course in Advanced Project Management
- Short Course in Primary Healthcare Toolkit

DISTANCE EDUCATION MANAGEMENT COURSES

- Advanced Certificate in Health Management (Adv.Cert Health Management)
- Higher Certificate in Management (H.Cert Management)
- Higher Certificate in Practice Management (H.Cert Practice Management)
- Short Course in the Introduction to Project Management
- Short Course in Programme Evaluation for Management

ONLINE

- Short course in Financial Management (Investec)
- Free Management courses for Registered Medical

Students

- Higher Certificate in Management (H.Cert Management)



SCHOOL OF HEALTH SCIENCES

FPD SCHOOL OF HEALTH SCIENCE

The FPD School of Health Sciences has been the leader in training healthcare professionals for many years and, takes pride in being recognized as the pinnacle product leaders and innovators in the health care industry.

FORMAL POSTGRADUATE QUALIFICATION

POSTGRADUATE DIPLOMA IN GENERAL PRACTICE

The Postgraduate Diploma in General Practice [PG Dip. (General Practice)] is designed to provide an easily accessible distance-education curriculum that will allow structured continuous professional development around a subject of direct relevance to doctors' practice environment. The clinical subjects address the more pressing public health issues whilst non-clinical subjects are designed to help general practitioners deal with a rapidly changing healthcare environment.

ADVANCED DIPLOMA IN AESTHETIC MEDICINE

The Advanced Diploma in Aesthetic Medicine [Adv. Dip. (Aesthetic Medicine)] has been specifically developed for healthcare practitioners working in the aesthetic and anti-ageing field. The course is tailored to take into account the time and financial constraint of practitioners working full time in a private practice. The range of course modules have been designed to develop and expand the participants' extensive knowledge and advanced skills in this rapidly evolving and sophisticated field of medicine.

CLINICAL SHORT COURSES

These short courses are designed to enhance the clinical skills of healthcare professionals and are taught through a combination of assessed self-study, detailed study manuals and workshops facilitated by leading national experts.

COURSES FOR CLINICIANS

- Short Course in the Clinical Management of Allergies
- Anaesthesiology Refresher Short Course
- Short Course in the Clinical Management of Asthma
- Short Course in the Clinical Management of Breast Cancer
- Short Course in Clinical Management of Cardiovascular Disease
- Short Course in the Clinical Management of Cryptococcal Meningitis
- Short Course in the Clinical Management of Common Vascular Diseases

- Short Course in the Clinical Management of Dermatology in HIV/AIDS
- Short Course in the Clinical Management of Diabetes Mellitus
- Short Course in Small Parts Ultrasound
- Short course in Diagnostic Doppler Ultrasound (Carotid and Lower Limb Venous Doppler)
- Short Course in Diagnostic Abdominal, Pelvic and Obstetric Ultrasound
- Short course in the Clinical Management of Attention Deficit Hyperactivity Disorder
- Short Course in Emergency Medicine
- Short Course in the Clinical Management of Epilepsy
- Short Course in Infection Control and IPT
- Short Course in the Clinical Management of GORD
- Short Course in the Clinical Management of Malaria
- Short Course in the Clinical Management of Mental Health
- Short Course in Male Circumcision under Local Anaesthesia
- Short Course in the Clinical Management of Opioid Dependence
- Short Course in the Clinical Management of Multi drug-resistant Tuberculosis
- Short course in the Clinical Management of Prostate Cancer
- Short Course in the Clinical Management of Paediatric HIV and AIDS
- Short Course in Provider Initiated Counselling and Testing
- Short Course in the Clinical Management of Prevention of Mother to Child Transmission
- Short course in Emergency Toxicology and Venemology
- Short Course in the Rational use of Antibiotics
- Short Course in the Clinical Management of Rheumatology
- Short Course in the Clinical Management of HIV and AIDS for Healthcare Professionals
- Short Course in the Clinical Management of Substance Abuse
- Short Courses in the Clinical Management of Tuberculosis for Healthcare Professionals
- Short Course in the Clinical Management of HIV and AIDS for Oral Health Practitioners
- Short course in the Clinical Management of Metabolic Syndrome
- Short Course in the Clinical Management of Urinary Incontinence
- Short Course in the Clinical Management of Respiratory Disease
- Short course in Pre and Post Exposure Prophylaxis (PEP and PrEP)
- Short Course in the Update of Revised Clinical Guidelines
- Short Course Obstetrics and Gynaecology Level 1

- Short Course Obstetrics and Gynaecology Level 2
- Short Course in 3D and 4D Obstetrics and Gynaecology sonar

COURSES FOR REGISTERED NURSES

- Short Course in Case Management
- Short Course in the Management of Muscular Dystrophy
- Short Course in the Clinical Management of Diabetes Mellitus
- Short Course in Nurse Initiated Management of Anti-Retroviral Therapy (NIMART)
- Nurse Mentor Short Course
- Short Course in the Clinical Management of HIV and AIDS for Healthcare Professionals
- Day Release Course in Short Course in Palliative Nursing Care for Professional and Enrolled Nurses
- Short Course in Integrated Management of HIV/STI/TB
- Short Course in the Clinical Management of Tuberculosis for Healthcare Professionals

MULTIDISCIPLINARY COURSES

- Short Course in Adherence Counselling for ART
- Short Course in HIV in the Workplace
- Short Course in Good Clinical Practice (Clinical Trials)
- HIV Refresher Seminar
- Short Course in HIV Rapid Testing
- Short Course in the Clinical Management of Obesity
- Ethics Talk Minimizing Risk
- Short course in Gender Based Violence for Lay Counsellors
- Short Course in HIV Counselling and Testing
- Short Course in the Integrated Management of Sexual and Gender Based Violence
- Short course in the Evaluation of Permanent Medical Impairment Rating (based on ama-6th edition)
- Short Course in Palliative Care
- Short Course in Infection Control
- Short Course in Community Health Workers Phase 1 and Phase 2
- Short Course in Provider Initiated Counselling and Testing (PICT)
- Short Course in Basic Epidemiology and disease Surveillance
- Clinical Forensic Medical Aspects of Gender Based Violence for Health Care Professionals
- Advanced Cardiovascular life support experienced provider's course
- Advanced cardiovascular life support providers course
- International trauma life support
- Paediatric advanced life support
- Basic life support for health care providers

COURSES FOR OTHER HEALTHCARE WORKERS

- Course in Anti - Retroviral Drug and Compliance for

Non-Medical Professionals

- Short course in Gender Based Violence for Lay Counsellors
- Short Course in Breast Cancer for Volunteers
- Short Course in the Introduction of HIV for Supporters, Lay Counsellors and Care Givers HIV Rapid Testing
- Short Course in the Introduction of TB for Supporters, Lay counsellors and Care Givers
- Short Course in HIV/AIDS Counselling, Prevention and Education for Community Workers

CLINICAL PRACTICE SUPPORT COURSES

Practice support courses address specific competencies required for successful self-employed practices not addressed in FPD business courses.

- Short Course in ART Register Training
- Storeman's Short Course
- Short Course in Coding (CPT and ICD 10)
- Short Course Toolkit - Starting a Successful Private Specialist Practice

DISTANCE EDUCATION CLINICAL COURSES

Distance education courses have been developed on clinical and practice-management subjects, especially with a view of meeting the learning needs of healthcare professionals working in rural settings.

- Short Course in the Clinical Management of HIV/AIDS for Healthcare Professionals
- Short Course in ICD 10 Coding
- Short Course in Medical Ethics
- Short Course in the Clinical Management of Mental Health
- Short Course in the Medical Evaluation for Professional Drivers
- Short Course in the Clinical Management of Severe Sepsis
- Short Course in the Clinical Management of Urinary Incontinence
- Short Course in Tuberculosis for Healthcare Professionals
- Short Course in the Clinical Management of Irritable Bowel Syndrome
- Short Course in the Clinical Management of Epilepsy
- Short Course in Practice Pathology
- Short Course in Medical Terminology and Anatomy for Non-Healthcare Professionals
- Short Course in Dispensing for Doctors
- Short Course in the Clinical Management of Rheumatology
- Short Course in the Ethics of Healthcare Funding and Resource Allocation
- Short Course in the Ethics in the Healthcare Environment
- Short Course in the Ethics of Relationships in Healthcare
- Short Course in Policy, Governance and Ethics

- Short course in Palliative Nursing Care for Professional and Enrolled Nurses
- Short course in HIV Counselling and Testing
- Short course in the Introduction to Tuberculosis for Supporters, Caregivers and Lay Counsellors
- Short course in the Introduction to HIV for Supporters, Caregivers and Lay Counsellors
- Short course in Adherence Counselling for ART
- Short course in Clinical Management of Diabetes Mellitus
- Short course in Clinical Management of Respiratory Disease

ONLINE COURSES

- Short Course in the Clinical Management of Common Vascular Disease
- Short Course in the Ethics in the Healthcare Environment
- Short Course in the Integrated Management of STI's
- Short Course in the Clinical Management of Paediatric HIV Management
- Short Course in the Clinical Management of Cardiovascular Disease
- Short Course in the Clinical Management of Diabetes Mellitus
- Short Course in HIV Counselling and Testing
- Short Course in the Clinical Management of Tuberculosis
- Short Course in the Clinical Management of Mental Health
- Storeman's Short Course
- Short Course in the Clinical Management of Asthma
- Short Course in the Clinical Management of HIV and AIDS
- Short Course in Fertility Management
- Short Course in Clinical Management of Hypothyroidism
- Short Course in the Ethics of Healthcare Funding and Resource Allocation
- Short Course in the Management of HIV-infected and HIV/Tuberculosis co-infected patients
- Death Certificate Short Course
- Short Course in the Clinical Management of Breast Cancer
- Short Course in the Ethics of Relationships in Healthcare
- Short course in the Clinical Management of Hypertension
- Short Course in insulin resistance, inflammation and related health challenges
- Short Course in Practical Stress Management
- Short course in Palliative Nursing Care for Professional and Enrolled Nurses
- Short course in Breast Cancer for Healthcare Professionals
- Short course in Abdominal Pain

- Short course in Lower Extremity Pain
- Short course in Oliguria
- Short course in Dyspnea
- Short course in Hypotension
- Short course in Pain Management



FPD SCHOOL OF EDUCATION

SHORT COURSES

- Short Course in Managing HIV and AIDS in School
- Short Course in Managing Violence in Schools
- Short Course in the Introduction to HIV and AIDS for Supporters, Caregivers and Lay Counsellors
- Facilitator Train-The-Trainers Short Course
- Short Course in Financial Management
- Short Course in Parenting
- Short Course in Resource Mobilization and Donor Relations
- In Service Training on Comprehensive Sexuality Education for Educators



FHI360

FPD is the training and technical assistance partner in the USAID funded "Capacity Development and Support Programme (CDS)" funded by FHI 360 through USAID PEPFAR. The CDS is a five-year award that aims to strengthen the organisational management, technical capacity and sustainability of local non-governmental organisations (NGOs) and South Africa Government (SAG) departments for an improved, expanded and sustained country-led response to HIV and AIDS. CDS is led by FHI 360 and implemented with support from consortium partners, FPD and Deloitte South Africa.

To strengthen the organisational capacity of NPOs, FPD supported CDS to develop training curricula for strengthening Leadership, Governance, Human Resource Management and Monitoring and Evaluation aligned to/based on South African legislation and international and local good practice. Following the piloting of these modules, FPD trained USAID PEPFAR partners in these topics. The training was well received, especially the Governance training with USAID commending FPD on its relevance in enhancing the accountability of NPOs in the sector. In addition, FPD trained 120 HTS counsellors in HTC, RTQI, and couple counselling as well as 700 NGO managers, social workers, auxiliary social workers and community care givers working with Orphans and vulnerable children at household level in "HIV counselling and referral to HIV

testing services". The aim of this training is to improve the acceptance and uptake of HTS services in support of achieving the 90 90 90 fast track targets. FPD is also providing ongoing mentorship (6 months) to these NPOs to ensure its successful implementation.



MSD FOR MOTHERS OBSTETRIC EMERGENCY PROJECT

The Foundation for Professional Development (FPD), in partnership with the National Department of Health (NDoH) and MSD for Mothers is leading the MSD for Mothers Obstetric Emergencies in SA project to improve maternal and infant survival by improving the quality of emergency care for pregnant mothers and/or new born babies during ambulance transit to health facilities. The three year project commenced on 9 April 2016 with the first year focussing on analysing existing procedures and data available in order to create scripted training material for all Emergency Medical Staff in the public service. Three Districts were identified to pilot the project, namely Capricorn (Limpopo Province (MMR 152/100 000), Amatole (Eastern Cape (MMR 180/100 000) and Nkangala (Mpumalanga Provinces (MMR 194/100 000).

According to the World Health Organization, South Africa still experiences very high maternal mortality ratios (133/100,000) and neonatal mortality rates (41.6/1,000), despite significant progress over the past few years. It is estimated that 40% of all maternal deaths are avoidable and related to community, administrative and clinical factors. The MSD project works in direct support of CARMMA (Campaign for the Accelerated Reduction of Maternal Mortality in Africa) in terms of "improving access to skilled birth attendants and strengthening human resources for maternal and child health" and contributes to the growing body of evidence in South Africa on how significant reduction in maternal and neonatal mortality rates can be achieved by strengthening ambulance (EMS) units and their crews dedicated to maternal and neonatal response.

Within the first year of the project, reviews were done of Emergency Medical Services call-centre operator scripts for maternal emergencies and data collected on emergency maternal health services tools. The first leg of the data collection has been completed for the Nkangala District and recommendations flowing out of the report have shown the need for procedures to be put in place and training on emergency protocols and management of EMS stations.

The completed data collection and analysis thereof is envisaged to be finalised by the end of March 2017, which will allow FPD to start the design of training material and the online training portal for the NDoH.

Customised Organisation Specific (In-House) Courses

FPD has developed particular expertise in developing customised educational programmes for the staff of various organisations. Organisations marked with (*) denotes **2016 clients**.

To date FPD has provided customised in-house training programmes for staff and affiliates of the following organisations:



PUBLIC SECTOR ORGANISATIONS

- City of Cape Town Metropolitan Municipality
- Ministry of Health from neighboring countries
- Gauteng Provincial Treasury*
- Rand Water
- Rural Development Department
- SAMRC*
- South African Department of Correctional Services
- South African Local Government Association
- South African National Defence Force*
- South African National Parks
- South African National Space Agency
- Statistics South Africa
- The South African National Roads Agency
- Various South African Local Municipalities
- Various South African Provincial Departments of Health*



INTERNATIONAL ORGANISATIONS

- Joint United Nations Programme on HIV/AIDS (UNAIDS)
- United Nations Children's Fund (UNICEF)*
- World Health Organisation (WHO Afro)



INDUSTRY

- Anglo Gold Ashanti*
- Anglo Gold*
- Anglo Platinum
- AVIS Fleet
- BMW
- Cell C
- Clicks Group*
- De Beers
- Eskom
- Kumba Resources
- LifeLine*
- Microsoft
- Oracle

- Rand Mutual*



MEDICAL SCHEMES/ADMINISTRATORS

- Bestmed*
- Igolide Health Networks
- Impilo Health
- Medihelp
- Medikredit
- Medscheme*
- MXHealth
- Thebe Ya Bopele*
- Umed Medical Scheme



HOSPITAL GROUPS

- NetCare



NETWORKS

- Environmental Assessment Practitioners Association of South Africa
- GP Net
- Medicross
- Prime Cure
- Spesnet



PHARMACEUTICAL AND MEDICAL EQUIPMENT INDUSTRY

- Abbot Laboratories
- Abbvie
- Adcoc Ingram
- Alcon
- Aspen Pharmacare
- AstraZeneca
- Bristol-Myers Squibb
- Eli Lilly
- Innovative Medicines South Africa (IMSA)
- iNova
- MSD
- Novartis
- PIASA
- Quintiles
- Reckitt Benckiser

- Sanofi Aventis
- SSEM Mthembu Medical
- Stryker South Africa



NGO'S AND DEVELOPMENT ORGANISATIONS

- Africa Center (KZN)*
- AFRICARE*
- American International Health Alliance (AIHA)
- Aurum Institute*
- Broadreach Healthcare*
- Centre for Disease Control (CDC) USA
- CHAPS*
- Community-Based Prevention and Empowerment Strategies in South Africa (COPES SA)
- Corridor Empowerment Project
- FHI360*
- Health Systems Trust*
- Impilo Medical Equipment Suppliers
- info4africa
- International Planned Parenthood Federation (IPPF)
- John Snow International
- Klerksdorp Hospital
- LifeLine*
- Lutheran World Relief
- Marie Stopes
- Medical Protection Society (MPS)
- NetHope
- Red Cross
- Renaissance Capital*
- Royal Bafokeng Administration
- Right to Care*

- Save the Children UK
- Sizanani Outreach Center*
- South African Catholic Bishops Conference (SACBC)
- Spar*
- St Mary's Hospital
- The Soul City Institute
- Thohoyandou Victim Empowerment Program
- Tshepang Trust
- Ulysses Gogi Modise Wellness (UGM Wellness)
- Youth Care Givers



CONTRACTED TRAINING PROVIDED ON BEHALF OF OTHER ACADEMIC AND RESEARCH INSTITUTIONS

- Centre for Infectious Disease Research in Zambia (CIDRZ)
- Columbia University – ICAP
- Health Science Academy (HSA)
- Medical Research Council (MRC)
- Regional Training Centre Eastern Cape
- Regional Training Centre Limpopo
- Regional Training Centre Mpumalanga
- Southern African Human Capacity Development (SAHCD)
- Tshwane University of Technology
- University of KwaZulu-Natal (UKZN)
- University of Pretoria
- University Research Company (URC)
- University Western Cape
- Walter Sisulu University

Ships Department

The **FPD SHIPS Department** was established in **2012** to draw from the expertise developed by FPD through the PEPFAR Fellowship Programme in successfully transitioning students from academia to the workplace.



The Department has designed a number of programmes designed to hone the skills of school-leavers, graduate students as well as postgraduate students, to enhance their employability through workplace experience opportunities by placing them with the public and private sector institutions.

CURRENT PROJECTS

LEARNERSHIP PROGRAMMES

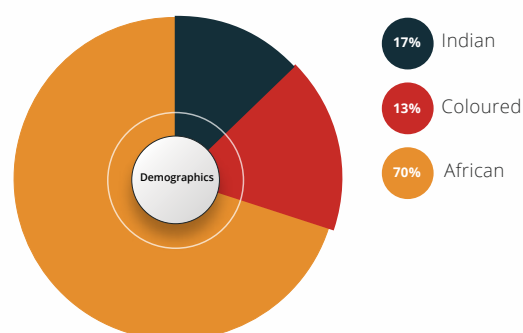
• PHARMACY ASSISTANT

The Pharmacy Assistant Learnership Programme was established in 2009, to date this programme has supported 1,766 learners. Currently the post-learnership employment rate is at 95% for the Pharmacy Assistant programme, with demand for qualified students at Post-Basic level exceeding the number of trained students.

• BUSINESS ADMINISTRATION

In 2016, SHIPS introduced a new Learnership for disabled learners in Business Administration. Various private sector partners fund this Learnership that aims to alleviate poverty amongst our disabled youth, by improving their employability through Learnership opportunities. We currently have more than 300 learners' enrolled in the business administration Learnership.

DEMOGRAPHICS OF THE BUSINESS ADMINISTRATION LEARNERSHIP



INTERNSHIP PROGRAMMES

- HWSETA University Graduate Internship
- HWSETA FET/TVET Graduate Internship
- PEPFAR T.A Information Technology Internship
- Information Technology in partnership with CiTD in retail Vodacom and Telkom mobile stores nationwide.

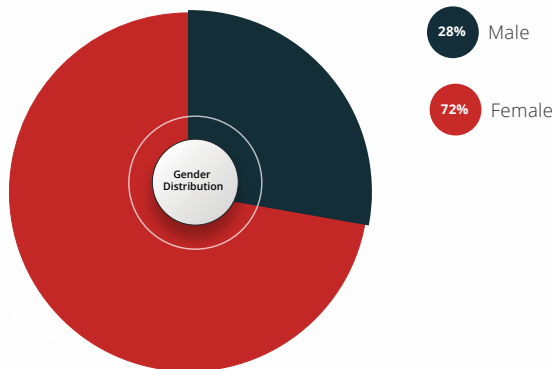
The SHIPS Department also rolled out two Internship Programmes funded by the Health and Welfare SETA. The objective of these programmes is to assist students to gain valuable work experience that is needed to complete their qualification and also to improve their chances of employment. In 2016 the placements for these two programmes were as follows:

- University Graduate Internship – 40 interns placed
- FET/TVET Graduate Internship – 83 interns placed

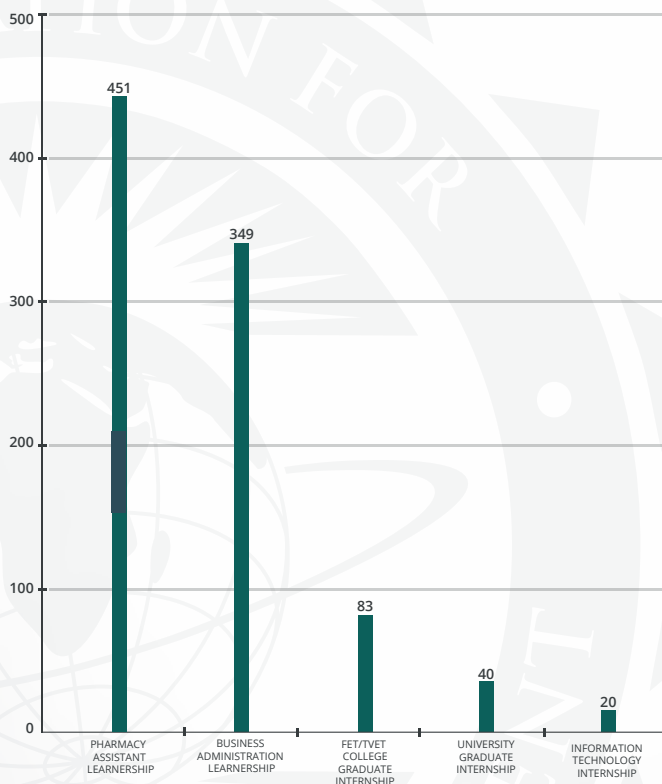
These two programmes aim to bridge the theoretical and practical aspects of newly qualified graduates. Thus making the transition from classroom to workplace easier through supervised work environment exposure. These two programmes cater for youth candidates who have completed either a University degree or a registered FET/TVET qualification.

SHIPS also expanded its CiTD's Internship Programme that was piloted in 2013. Initially the programme hosted 5 students which then increased to a total of 26 IT students. The students engage in an intensive Induction programme with FPD and spend time in the stores before they begin working.

INTERNSHIP GENDER DISTRIBUTION



TOTAL PLACEMENTS: 2016



PEPFAR FELLOWSHIP PROGRAMME



The President's Emergency Plan for AIDS Relief (PEPFAR) Fellowship Programme was implemented to strengthen the Monitoring and Evaluation capacity of PEPEFAR Partners who were engaged by PEPFAR to rapidly scale up HIV & AIDS programs in South Africa.

This innovative Fellowship was launched in 2006 with the enrolment of recent graduates who held a Masters qualification in Public Health. These candidates were matched and placed with PEPFAR partners that were in need of M&E support. The purpose of the programme was not only to build capacity but also to give newly qualified graduates an opportunity to gain valuable work experience in their field of study. As a result these individuals aided in the building of a competent work force in their respective fields.



Due to the rapid expansion of the development of human capacity to support antiretroviral treatment programs, the fellowship programme was expanded to include a broader range of master's level skills with the focus on providing assistance and support to PEPFAR treatment partners and partners supporting treatment initiatives.

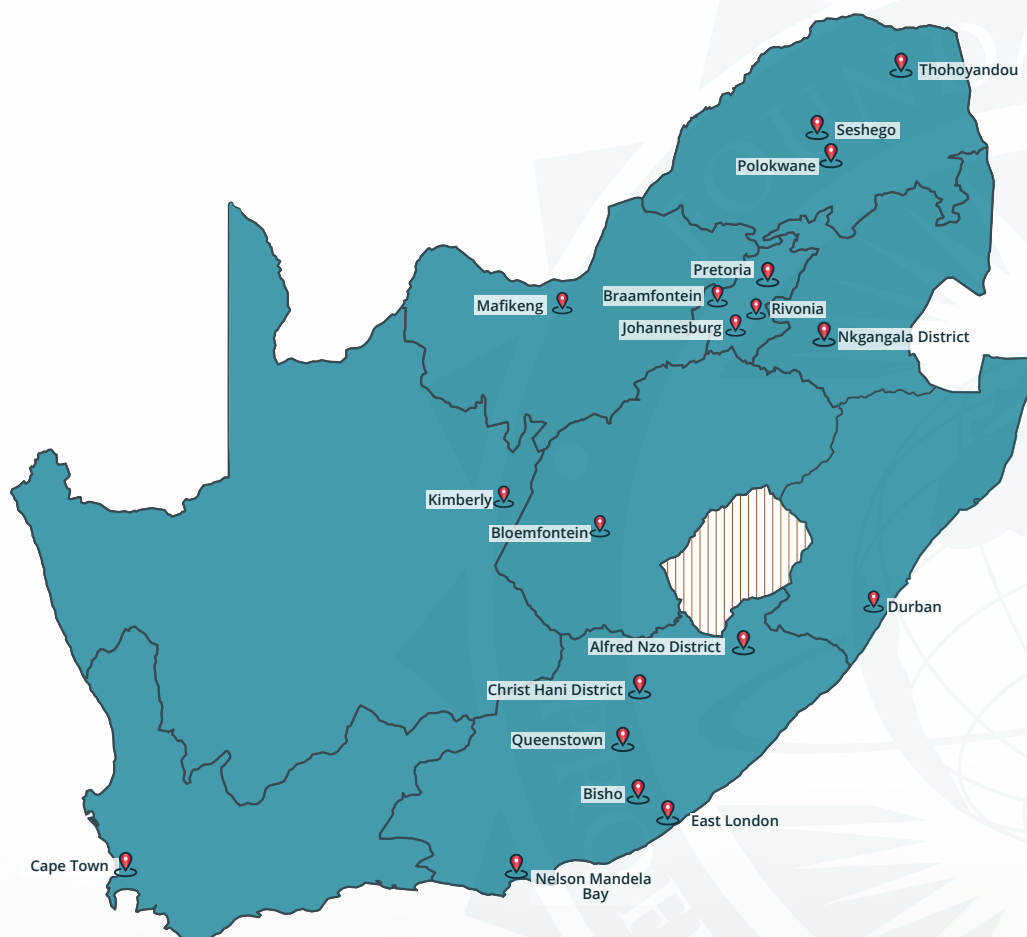
With the expansion of the program, the new master's graduate's skills now includes organizational development, health systems development, strategic information management of scares skills support within the clinical fields, focusing on medical specialists, infectious disease control and patient case management, psycho-social assessment tool development and HIV prevention.



The fellowship programme ran from 2006 and was concluded in November 2016. The successful implementation of this program is evident in the placement of 246

fellows and over 50 PEPFAR partner organizations being supported in all nine provinces over the 10 year period.

FELLOWS GEOGRAPHICAL DISTRIBUTION







STRENGTHENING SYSTEMS

Strengthening Systems

Technical Assistance Cluster

Facility-Based TA and HSS activities

Community Based HIV Testing Services

UNICEF

TRIMBOS

Gender-Based Violence Project

Strengthening Systems

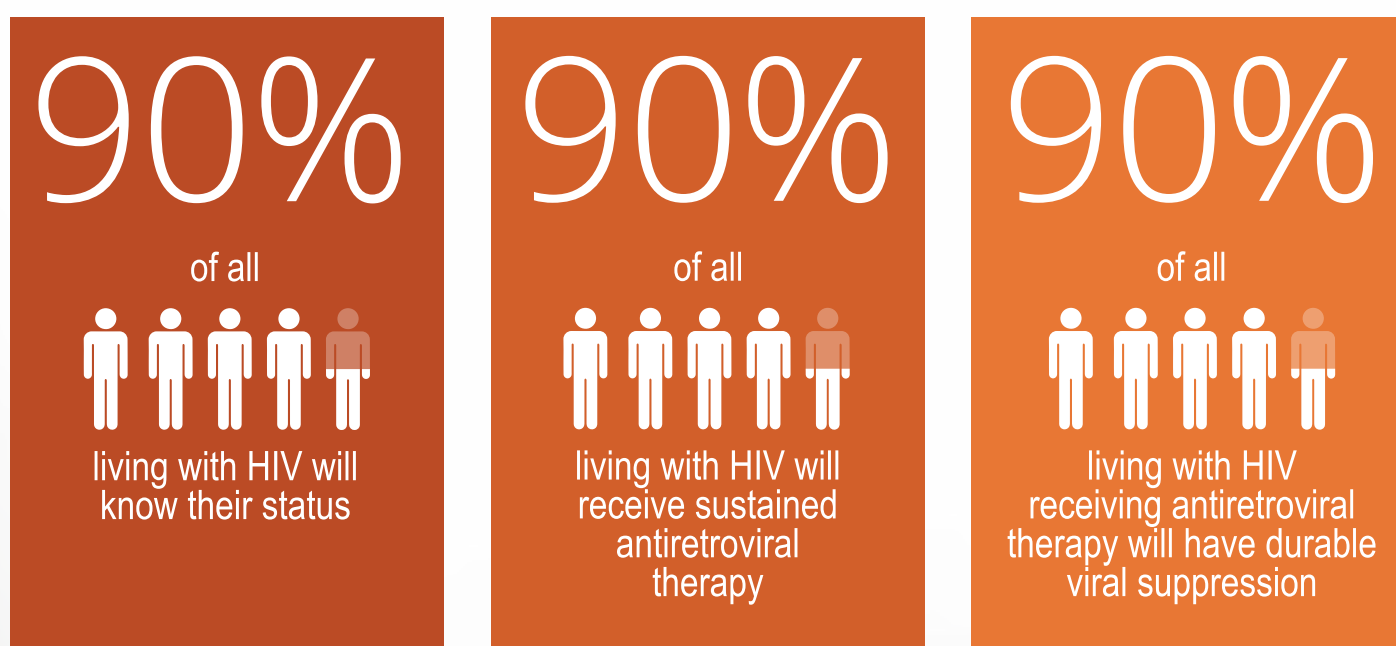
The educational **White Paper of 1997** emphasised the importance of integrating community engagement into higher education in South Africa. This **White Paper** called on higher education institutions to demonstrate their commitment to social transformation by making available the expertise in these institutions to address the challenges faced by the community. FPD has interpreted this mandate through a focus on developing capacity in the broader **South African** community including government, academia and civil society. As a result, FPD dedicates substantial funding and staff to these activities. The **TA Cluster** focuses its work predominantly on achieving this mandate.



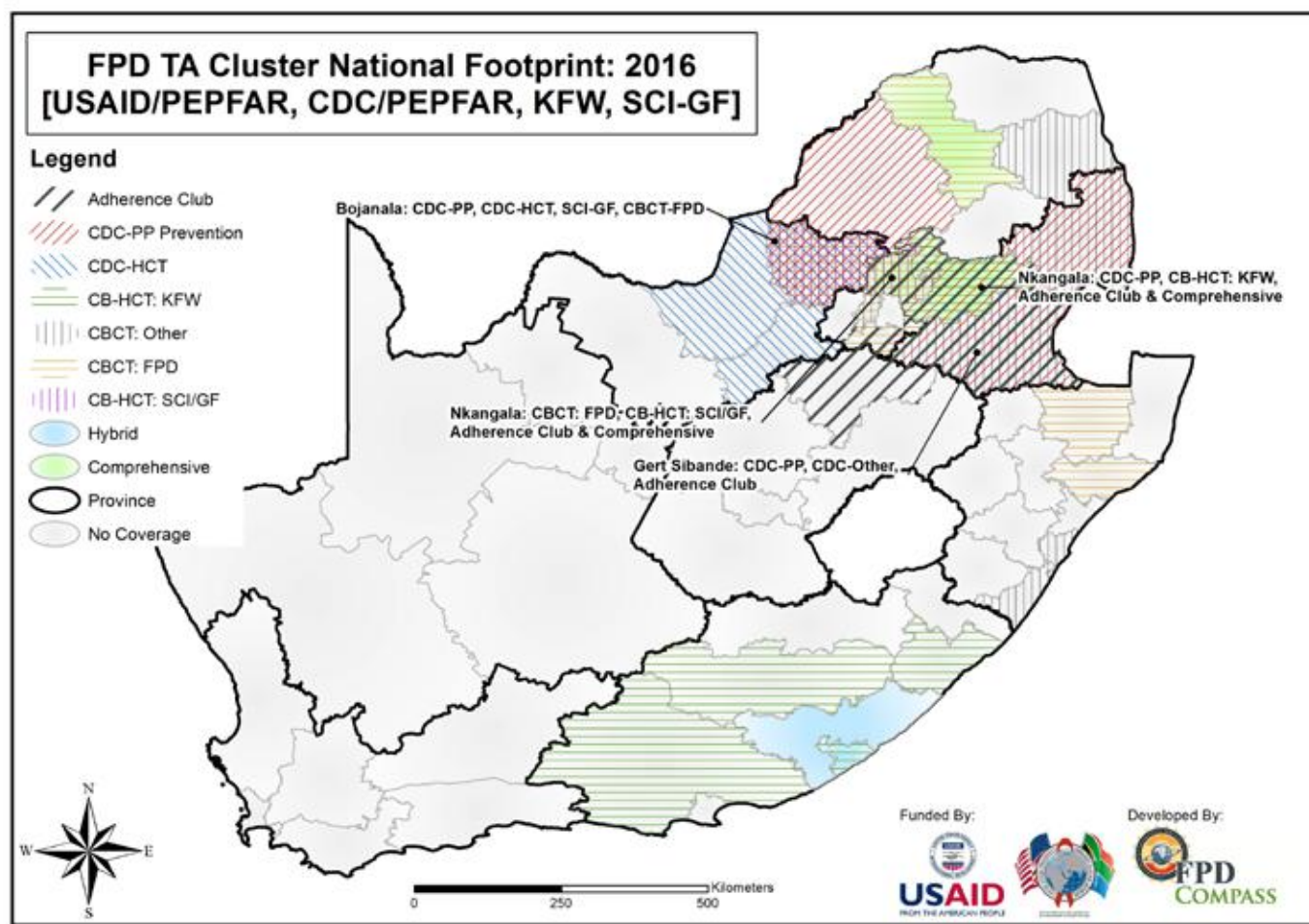
TECHNICAL ASSISTANCE CLUSTER

In 2016, the TA was funded by diverse funders to focus on HIV, TB, GBV and health systems strengthening. During the year we continued on our mission to build district capacity and commitment to achieve the UNAIDS's goal of 90-90-90 by 2020: 90% of all people living with HIV will know their HIV status; 90% of all people with diagnosed HIV infection will receive sustained antiretroviral therapy; 90% of all people receiving antiretroviral therapy will have

ve viral suppression. Through the generous support of its donors, USAID/PEPFAR, CDC/PEPFAR, Global Fund, KFW, NHI, UNICEF, MAVC, and Trimbos, FPD was able to make significant contributions to South Africa's national AIDS response implementing HIV-focused projects in a total of twenty-two districts, seven Provinces, as well as implementing three major research projects.



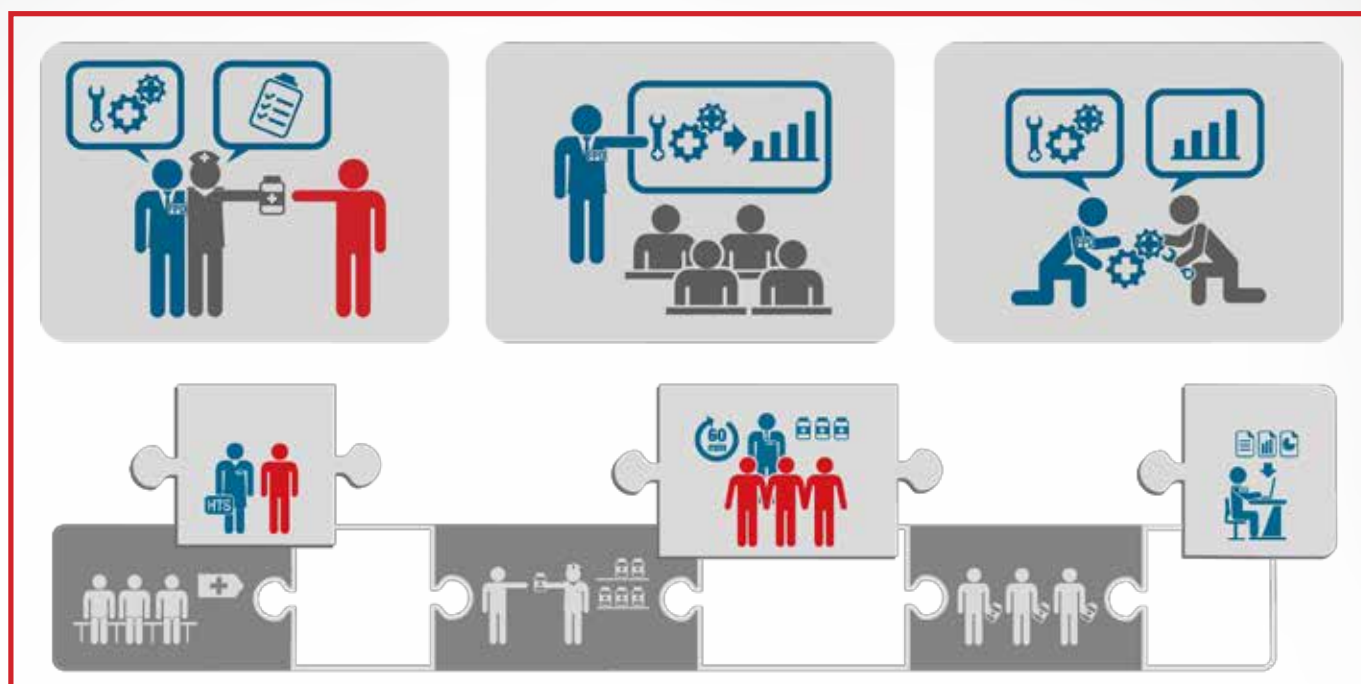
UNAIDS, Published 2014



By implementing strategic and evidence-based, combination interventions at community, health facility and District level and leveraging diverse funders, FPD worked to strengthen District Health Systems (DHS) performance and build district capacity to identify, initiate, retain and maintain PLHIV on lifelong treatment. With a focus on improving coordination and program planning between donor- and SAG-funded prevention, treatment and retention, KP and OVCY programs at the community, health facility and district levels, FPD worked closely with SAG-counterparts to leverage and optimally combine evidence-based HIV and TB prevention and treatment interventions to maximize population-level impact. With a strong focus on strengthening District Implementation Plan (DIP) and District Health Plan (DHP) planning and budgeting processes, as well as promoting rational planning for human resources for health, FPD continued to support SAG to plan for maximum sustainability of FPD and other donor investments, as well as an optimal implementation of its own district-tailored case investment.

FACILITY-BASED TA AND HSS ACTIVITIES

FPD's HSS programs were implemented under two USAID/PEPFAR agreements: Comprehensive and Hybrid. FPD's HSS programmes are implemented by means of a TA package comprising of training, mentoring and quality assurance (QA), targeted HSS interventions and expert technical advice, and HIV program-focused, time-limited direct service delivery (DSD) at high volume/high yield sites. Both programmes continued to invest heavily in strengthening District Health Management Team (DHMT) capacity and District Health System (DHS) management systems to plan, finance, manage, implement and M&E an integrated and evidence-based HIV and TB prevention, care and treatment response that is based on population needs, national policy and best practice. The Comprehensive HSS programme works in partnership with three health districts in Tshwane (Gauteng), Nkangala (Mpumalanga) and Capricorn (Limpopo), South Africa, and supports activities at community, health facility, hospital and district health management team level. The Hybrid pro-



grammes works in partnership with two health districts in Amatole and Buffalo City Metro (Eastern Cape), South Africa, and supports activities at hospital, sub-district and district health management team level. During 2016, FPD successfully handed over activities and transitioned out of two health districts Nelson Mandela Bay Health Metro (Eastern Cape) and Greater Sekhukune (Limpopo) after four years of Hybrid HSS funding. In complement to the USAID/PEPFAR-funded HSS programmes, FPD also received funding from Global Fund to implement ART adherence clubs in five districts across three provinces. The ART adherence clubs assisted to decongest crowded facilities, streamline ART patients' access to treatment and screening services and maintain overall high adherence and retention rates.

Through our partnership with the South African government, FPD works to: develop and inform strategies to strengthen capacity of Health Districts, to realize the National Strategic Plan on HIV/AIDS and PHC Re-Engineering Strategy; to draft, implement and monitor progress against District Health Plans (DHP), District Implementation Plans (DIP) and related work plans; and build capacity of staff to achieve and maintain good health outcomes aligned to PEPFAR's priority HIV and TB programmes. Although FPD's focus area remains strengthening HIV/TB related prevention, care and treatment services, our approach is rooted in a comprehensive health systems strengthening to ensure long term sustainability and optimal integration of HIV and TB in the primary package of primary healthcare in South Africa. During the latter half of the year FPD re-focused its TA work to focus on scaling up direct service delivery in support of HIV Testing Services, ART initiation in line with the new mandate for Universal

Test and Treat and improved data availability and data quality.

Key statistics from FPD's HSS programmes in 2016 include:

- Supported 227 facilities (comprehensive) and 15 hospitals (hybrid) with facility based TA and mentorship
- Trained 220 Basic and Post Basic Pharmacist's Assistant Learners (comprehensive and hybrid)
- Trained and mentored 1,417 NIMART nurses (average of 8.6 trained nurses per facility)
- Supported 738 nurses to achieve NIMART competence (comprehensive)
- Retained 24,590 ART patients in Adherence Clubs (Global Fund)
- Enrolled and completed 6,962 newly diagnosed HIV positive clients in IACT support groups (comprehensive)
- Supported 595 to achieve and maintain Phase 6 tier. net status) 257 comprehensive + 338 hybrid)

Supported the Department of Health in FPD's three Comprehensive districts (July-June 2016) to:

- Test 809,146 clients for HIV and diagnose 78,787 as HIV positive
- Initiate 54,970 new on ART
- Support a total ART patient load of 276,185
- Maintained Viral Load Suppression at roughly 90%
- Initiate more than 96% of HIV positive pregnant women on ART
- Maintain a mother to child transmission rate of less than 1.9%
- Enroll 134,676 clients in CCMDD, of which 66% were accessing treatment at external pick up points



Technical Assistance Cluster

COMMUNITY BASED HIV TESTING SERVICES

The overarching goal of FPD's CB-HTS programmes is to implement high yield, community-based HIV counselling and testing (CBCT) services with an aim to identify People Living with HIV (PLHIV) and to effectively link them into HIV and TB care and treatment programs. By implementing CBCT modalities in high incident communities near where people live and work, CBCT complements facility-based HIV Testing and Counselling (HTC) and reaches HIV positive community members who may not access HTC services in the health facility setting. Building on a concept described by Chang, et al, CBCT is implemented using a "combination implementation" approach. Combination implementation in the context of CBCT is defined as the pragmatic, localized application of a coordinated package of evidence-based HTC modalities delivered at community level using optimized implementation and operational strategies to achieve high HIV yield and high levels of documented successful linkage to HIV prevention, care and treatment services.¹

The identified high yield HTC modalities for CBCT include: systematic home-based HTC, index patient HTC, mobile HTC (including near-home, workplace and twilight implementation models), HIV self testing (HIVST) and a social franchise model to deliver HTC (SFHTC). The latter two modalities (HIVST and SFHTC) are demonstration projects aimed to build evidence and inform strategies for scale. The CBCT combination implementation approach layers

three to six complementary, high yield HTC modalities within a single sub-district with an aim to reach a maximum number of PLHIV and rapidly facilitate their entry into facility-based HIV care and treatment programs; the program also aims to identify HIV negative individuals at high risk of HIV infection and rapidly facilitate their entry into combination prevention programs (MMC, SRH/FP, SGBV).



CBCT Combination implementation approach

¹ Chang L, Serwadda D, Quinn T, Waaer M, Gray R, Reynolds S. Combination implementation for HIV prevention: moving from evidence to population-level impact. *Lancet Infect Dis* 2013 : 13(1):65-76

Systematic homebased HTS



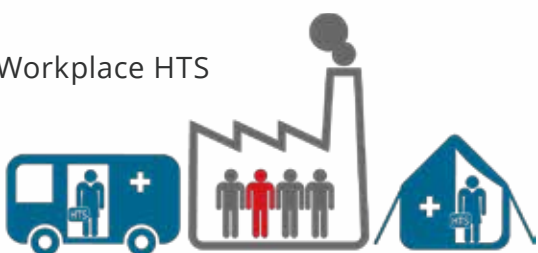
Mobile HTS



Index patient trailing HTS



Workplace HTS



- **USAID/PEPFAR**

Community-Based HIV testing targeting high HIV burden communities and populations; thirteen districts (Tshwane, Bojanala, COJ, Sedibeng, Capricorn, Mopani*, Enhlanzeni*, Gert Sibande*, eThekweni*, Ugu*,

Uthungulu, Zululand, Buffalo City) working with SUBs*: SFH, FHI360, HPPSA

- **SCI/GF**

Community-Based HIV testing and Sexual Reproductive Health and Family Planning targeting Adolescent Girls and Young Women; two districts (Tshwane, Bojanala)

- **KFW/NDOH**

Community Based Organization capacity development for HTS and Community-Based HIV Testing Services for priority populations; 5 districts (Nkangala, Buffalo City*, OR Tambo*, Chris Hani*, Sarah Baartman*) working with SUBs*: HPPSA, KI

- **CDC/PEPFAR**

Programmatic implementation and TA for HIV/AIDS and TB Prevention, Care and Treatment Services (CDC) : HIV Testing Services, Priority Population Prevention and below-the-line communication in support of 90-90-90 ; 7 districts (Bojanala, Dr. KK*, NMM*, Ehlanzeni*, Gert Sibande*, Nkangala* & Waterberg*) working with SUBs: Careworks & CCI

UNICEF

During 2016, FPD continued to work on a tender to assist UNICEF with providing support to provinces, districts, and facilities to close gaps in the Prevention of Mother to Child Transmission of HIV (PMTCT) continuum of care to contribute to the Last Mile Reach for Elimination of Mother to Child Transmission of HIV (EMTCT). The tender, allocated in April 2015, ended in March 2016 but was extended until December 2016. Through this work, FPD supported the Technical Working Group (TWG) meeting, supported the PMTCT symposium at the IAS conference in Durban in July, submitted monthly data for action reports, provided monitoring and evaluation support, and facilitated yearly stock-take workshops in each of the provinces, with a focus on those with the highest PMTCT rate. The 2016 National stock-take workshops kicked off in November with workshops in KZN and Limpopo and is projected to continue on into 2017.

Key statistics from FPD's USAID/PEPFAR CBCT programme (July-June 2016) include:

- 589,646 clients tested for HIV
- 32,200 PLHIV diagnosed with HIV
- District HIV positivity rates ranged from 3.2% to 11.2%

During 2016, FPD expanded its CB-HTS capacity through securing funding from three new donors. Through these new funding schemes, FPD expanded CB-HTS to cover a total of twenty districts and six provinces.

TRIMBOS

The United Nations Development Programme on behalf of UNODC engaged the Trimbos Instituut, a Netherlands based organization of Mental Health and Addiction, a non-profit research and knowledge centre, to develop regional guidelines and training for provision of HIV Prevention, Treatment, Care and Support Services in Prison Settings in eleven countries in Sub-Saharan Africa. FPD has been the collaborative partner responsible for the writing of the Standard Operating Procedures in the seven areas covered by the contract, i.e. Voluntary Counselling and Testing (VCT) for HIV and AIDS in Prison Settings; Condom Programming in Prison Settings; Prevention of Mother-to-Child Transmission (PMTCT) in Prison settings; Collaborative HIV-TB activities; basic model of care and treatment in prisons aiming at psycho-social support for people living with HIV and AIDS while incarcerated and after release; general counselling for MARPs and Anti-Retroviral Treatment (ART) Service Provision. FPD, through Dr Margot Uys and Mrs Louise Badenhorst, was responsible for the deliverables (SOPs) and quality control as well as the facilitation of the workshops with assistance of the Trimbos Instituut experts. The contract started in June 2014 and ended with the final workshop on the training of the SOPS, and Guidelines in March 2016 with delegates from the eleven countries participating. The final product was delivered to UNODC (SA) at the end of April 2016 for further printing and distribution.

CENTRE FOR DISEASE CONTROL AND PREVENTION

Programmatic implementation and Technical Assistance (TA) for HIV/AIDS and Tuberculosis(TB) Prevention, Care and Treatment Services throughout the Health System in South Africa under the President's Emergency Plan for AIDS Relief (PEPFAR)

FPD secured funding on 29 September 2016 from CDC to implement this comprehensive program over a period five years. FPD is the prime recipient with CareWorks and Center for Communication Impact (CCI) as sub recipients. The program aims to implement priority population prevention (PP_Prev) and community-based HIV Testing Services (HTS) with an aim to identify People Living with HIV (PLHIV) and effectively link them into HIV and TB care and treatment programs and link Prevention Yield into prevention programs. The second goal is to develop and test a scalable below-the-line communication strategy to promote ART patient adherence and retention in support of the 90-90-90.

FPD and CareWorks provide HTS and PP_Prev services in ten sub-districts (7 districts) of three provinces while CCI works with National Department of Health in close collaboration with the PHILA national communication strategic team to develop the adherence communication strategy for people who live with HIV and health care workers.



Gender-Based Violence Project

The objective of this program is to **improve services provision** and **community awareness of services** for survivors of sexual assault in South Africa, which struggles with one of the highest rates of gender-based violence in the world.

GENDER-BASED VIOLENCE PROJECT

The Increasing Services for Survivors of Sexual Assault in South Africa (ISSSASA) Programme funded by USAID, is a collaboration of leading South African organizations – Foundation for Professional Development, The Soul City Institute, Sonke Gender Justice Network and the South African Medical Research Council. The objective of this program is to improve service provision and community awareness of services for survivors of sexual assault in South Africa, which struggles with one of the highest rates of gender-based violence in the world. The Government of South Africa's fight against sexual and gender based violence is spearheaded by the Sexual Offences and Community Affairs (SOCA) unit of the National Prosecuting Authority (NPA) within South Africa's Department of Justice and Constitutional Development. USAID has worked with the NPA/SOCA since 1999 to establish the Thuthuzela Care Centre (TCC) model. TCCs provide a comprehensive portfolio of services to survivors of GBV, including emergency medical care, psychosocial counselling, post-exposure prophylaxis (PEP), HIV testing and counselling, and assistance with case reporting and court preparation in an integrated and victim-friendly manner. The TCC model seeks to streamline the care process for GBV survivors by establishing effective linkages between various service providers and government stakeholders, and to improve legal services by reducing time-to-court and increasing the conviction rate.

THE HIGHLIGHTS 2017

A customer-driven impact evaluation of USAID/South Africa's (USAID/SA) Increasing Services for Survivors of Sexual Assault in South Africa (ISSSASA) programme was commissioned under the Democracy, Rights, and Governance – Learning, Evaluation, and Research (DRG-LER) contract. The impact research has been completed and the final report has been released. Qualitative and quantitative data collected at TCCs reveal that TCCs vary in capacity and in resource availability, which differences in days and hours of operation, appearance and quality of facilities, services provided, staffing, record keeping practices, and resources. Through coordination with NGOs and other stakeholders, TCCs are able to fill service gaps that they could not address on their own, and improve the quality of care provided survivors.

SOUL CITY INSTITUTE

Soul City Institute (SCI) continued with community dialogues by focusing on the services of TCCs in the context of GBV and child abuse. The outputs included community action plans that incorporated engagement by participants with the broader community on the issues of GBV and child abuse, as well as a strategy to connect GBV survivors to TCC services. The Soul City Institute works closely with community forums to connect community members through this dialogue process with the TCCs. The targeted stakeholders at these community dialogues are community based organisations, women's groups, faith based organizations, community leaders, local authorities, youth groups and TCC staff.



SCI developed information packages on GBV that are available for download. The toolkit is a collection of resources for survivors of sexual assault or gender-based violence and a catalogue of materials useful for programme managers, advocates, clerks of the court, health workers, civil society, South African Police Services and social workers.

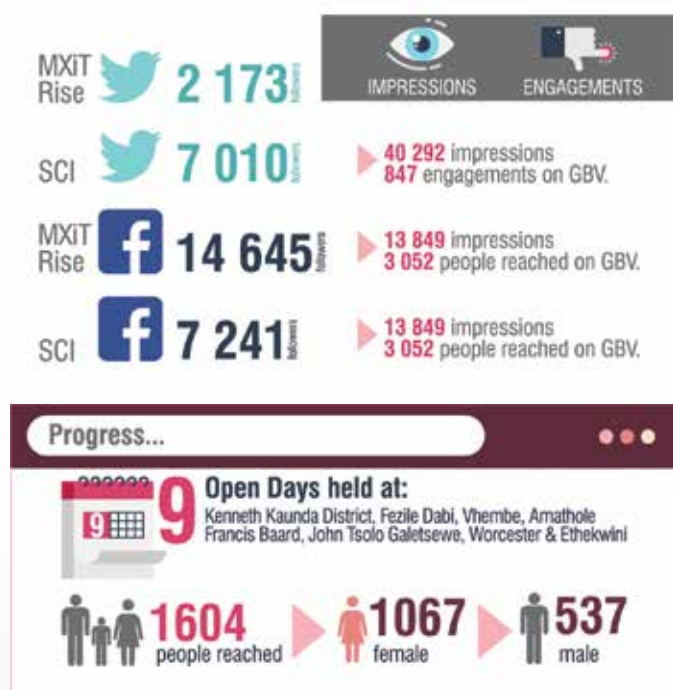
Available on <http://issasasa.org.za/resources>



The Soul Buddyz Clubs (SBC) has been evaluated and the overall results were:

- Few studies have evaluated the long-term effect of school-based programmes
- This study used innovative methods to recruit controls and cases
- We found that:
 - Being an SBC member improved participation in community events, educational attainment and likelihood of employment
 - It also impacted on a number of key sexual risk behaviours
 - This was especially true for young women who were less likely to engage in risky sexual behaviors and to be HIV positive
 - The effect on male ex-Buddyz was not as promising
- Soul City should continue to promote SBC as a way to reduce HIV risk in young women
- They should examine why SBC exposure has not been as effective in the long-term in young men

SCI continued with its national campaign on social media, raising awareness on GBV and TCCs. This work has been augmented with open days conducted at hospitals situated close the TCCs. These open days are bring together the community and the professionals working at the TCC making sure the services of the TCCs are known.



The ISSSASA Project embarked on an innovative process to try and learn more about the current systems that is entrenched in GBV, strengthen relationships between partners working in GBV, restore new thinking and building a collective agency to influence the sector.



Sonke Gender Justice Network's interventions on local radio with the theme of GBV and information of the purpose of TCCs have been continued. Sonke trained community radio stations' staff on GBV, provided technical assistance during radio shows and supported with printed and electronic material. The Safe Ride Campaign was launched with taxi drivers, aiming to create a safe environment for women in taxis.



Foundation for Professional Development

The demand for FPD's training on integrated management of sexual and GBV was evident as more than 3,000 professionals were trained.



FPD continued its support to four TCCs by funding and managing four NGOs to provide after hour support to the TCCs.





A highlight for the Unit was supporting the 1st SA National Conference on Violence that took place in Johannesburg during 15-17 August 2016. There were over 400 delegates, 129 speakers, 21 poster presentations and 14 exhibitors. This was a remarkable gathering of people who share a commitment to Mobilise Science, Community and Policy for Prevention in South Africa. The speakers maintained an exceptional quality of the lectures throughout.



FPD has developed and implement an innovative GBV case management system for comprehensive, multi-sectoral support to staff at TCCs. The pilot has been rolled out at four TCCs and the results are very promising.

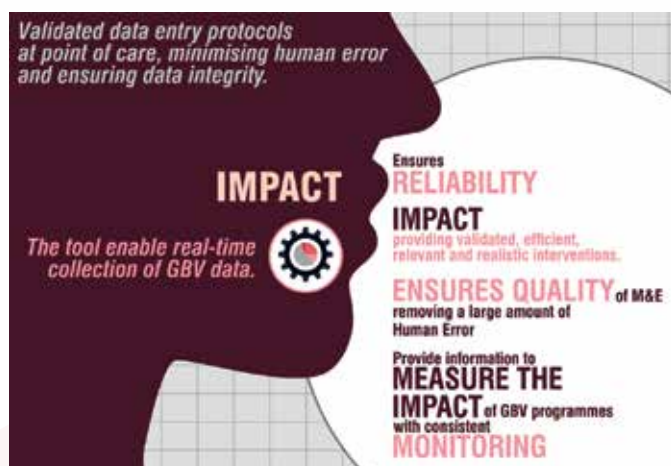
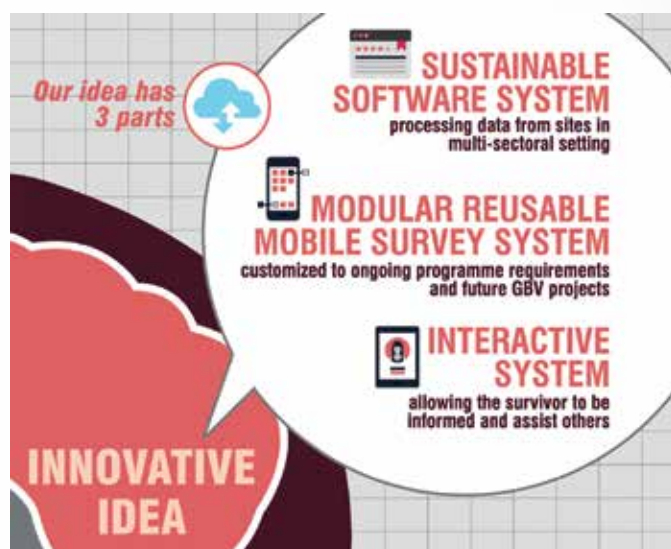
SOUTH AFRICAN MEDICAL RESEARCH COUNCIL (MRC)

The national research study of the prosecution and adjudication of sexual assault cases conducted by the MRC has been completed and they are now in the consultative meetings of stakeholder phase of the project. The goal of the study is to generate evidence-based recommendations for strengthening the prosecution and adjudication of sexual assault cases. The specific aim of the project is to describe and analyse the causes of sexual assault case attrition in criminal justice system nationally, including explaining closure of cases by the police, withdrawals of cases from court and acquittals in court.

DREAMS PROJECT

The GBV Unit has been providing technical assistance to three implementing partners for an evidence-based intervention on post-violence care services (Thuthuzela Care Centre Model) in the districts: Ethekewini: North, South & West; Umkhanyakude: Hlabisa & Matubatuba; and city of Johannesburg: Sub-Districts A, D, E & G.

Rapid assessments have been conducted in all five district groups, and training of professionals have commenced in both eThekweni and Johannesburg districts. The rapid assessments have been done via a newly developed application that revolutionized the way research is being conducted:



**DIP AND DHP
EXTRA
INNOVATION**

EXTRA

Presented by

 **FPD**

23-25 November 2016
PROTEA HOTEL CENTURION

ACTION

After Action

The 4th District Healthcare Management Conference

 **USAID**
FROM THE AMERICAN PEOPLE

 **FPD**

 **FPD**





INNOVATION

Conferences and Special Events
Programme Evaluation Department
The Lighthouse Project
National HIV Think Tank Secretariat
Reading Support Project
NHI Pilot Project
Epidemiology and Research Unit
Research Output

Conferences and Special Events

FPD Conferences and Special Events Department is a **business unit** supported by skilled people operating advanced information technology systems and database platforms.



CONFERENCES & SPECIAL EVENTS

Conferences play an essential role in the advancement of local and international responses to challenges faced by local, regional and global societies. They serve as a catalyst for education and professional development, motivation, behavioral changes and the conceptualisation and implementation of concrete actions. This is achieved through the establishment of numerous platforms, such as information sharing, training initiatives and development of business relationships to further the promotion of products as well as planning projects.

FPD's involvement in conferences dates back to the XIIIth International AIDS Conference, which took place in Durban in 2000. The organization was instrumental in the management of the bid to host this conference and proceeded to organize the conference as the first macro international conference hosted in South Africa. This conference was a watershed event and catalysed the global movement to make AIDS treatment affordable. Today, millions of people in developing countries are able to access this life-saving treatment. The success of the XIIIth International AIDS Conference launched South Africa into the international convention market.

Building on this heritage, the Conferences and Special Events Department annually organise a number of top level conferences on themes that resonate with the FPD vision of creating a better society. These conferences shape public perception on important health, economic and social issues.

CORE CAPABILITIES

Our comprehensive range of local and international professional conference planning and management services include:

- Strategic Support Services
- Strategic Conference Business Development
- Conference Risk Analysis
- International Conference Bid Production
- Conference Secretariat Functions
- Abstract-and-Speaker-Management Services
- Conference Project Planning and Management Services
- Delegate Administration Service (including registration)
- Exhibition Management Services
- Financial Management
- Conference IT Support Services and Equipment
- Event Monitoring and Evaluation
- Protocol Services
- Scholarship Management Services
- Destination and Tour Management
- Sponsorships Recruitment and Exhibition Sales

THE FPD CONFERENCE ORGANISING MODEL

The FPD Conference Service model differs substantially from traditional Professional Conference Organiser (PCO) services and is uniquely South African. We support companies in organising their conferences at various levels. This support is aimed at ensuring the success of the conference on a commercial and strategic level. All of this is performed in close collaboration with the governance committee of the conference.

FPD plays a major regional development role, as one of the premier private higher education institutions, which confers the Conference Department with a unique advantage. With access to a team of highly qualified strategic thinkers and entrepreneurs, the Conference Department

ment is thus able to provide clients with strategic and business development advice. FPD is also in a position to underwrite new conferences through joint ventures and risk sharing models.

OUTCOMES AND HIGHLIGHTS

To date, the Department has organised more than 56 major conferences and events, attended by 185,200 people collectively. These events contributed in excess of R824m to South Africa's economy and generated direct employment for 6,200 people.

IN 2016, FPD ORGANISED THE FOLLOWING EVENTS:

1st SA National
Conference on Violence



Human Resources for the South
African Health System
Conference



UP-AND-COMING CONFERENCES IN 2017:

8th South African
AIDS Conference



HEAIDS
Conference



9th Child Trauma
Conference



Webber Wenzel
NGO Governance
Summit



HIV/TB Colloquium



Programme Evaluation Department

The **Programme Evaluation Department** undertakes donor funded and commercial programme evaluations. The Department has since its inception conducted evaluations for public and private organizations across **Southern Africa**. The Department does not follow a “one size fits all” approach to evaluations, but rather offers evaluations that can be customised to its clients’ needs and expectations.



The Department specializes in the evaluation of health, gender based violence and education/academic programmes and performs staff satisfaction and customer surveys and impact evaluations. The types of programmes that the Department has experience in evaluating are as per below:

The benefits of performing an evaluation are as per below:



SERVICES

- Training programmes and /or short courses.
- New innovations.
- Direct service interventions.
- Community mobilisation efforts.
- Advocacy activities.
- Social marketing campaigns.
- Administrative systems.
- Surveillance systems.



BENEFITS

- Determine if a project/programme met its targets.
- Determine the impact of a programme.
- Identify potential problems.
- Identify areas that need quality improvement.
- Improve strategic planning.
- Provide formative assessments to conceptualize future programmes.
- Provide empirical evidence of the efficiency, effectiveness, relevance and sustainability of a programme.



TYPE OF PROGRAMME	TYPE OF EVALUATION	ORGANISATION
ADVOCACY	MenCare+ Outcome measurement report	Rutgers, MOSAIC & Sonke Gender Justice
	NACOSA MSM/LGBTI programme - Impact evaluation	Global Fund & NACOSA
	ConnectED - Impact evaluation	ConnectED
DIRECT SERVICE INTERVENTION	Making All Voices Count patient satisfaction survey	HIVOS
	FHI360 Capacity development and support project	USAID & FHI360
	GP Project	Department of Health
	Thuthuzela Care Centres Compliance audit and gap analysis	National Prosecuting Authority
	Dreams Compliance audit and gap analysis	Dreams
	Community Service Officers survey	Department of Health
	Vhembe Ward Based Outreach Teams Rapid assessment	Department of Health Limpopo
QUALITY ASSURANCE INTERVENTION	Quality assurance for clinical and non-clinical training facilitators	FPD
CUSTOMER SATISFACTION	SAMA Conference evaluation	South African Medical Association

THE DEPARTMENT'S EXPERT FIELDS



PUBLIC HEALTH



APPLIED
PSYCHOLOGY



LAW



RESEARCH
METHODOLOGY



SOCIAL SCIENCES



ACCOUNTING/
FINANCE



Programme Evaluation Unit

The Lighthouse Project

The Lighthouse Project ultimately aims to improve **equity, efficiency and effectiveness** in healthcare delivery through identifying Policy-Practice-Implementation-Impact-Gaps (PPIIGs) that adversely influence **health policy reform objectives**.



To address these gaps the Lighthouse Project identifies evidence based solutions through developing case studies (of best practices) or through pilot projects that are thoroughly evaluated. In developing pilot projects emphasis is given to exploring public-private-partnership models that could support the development of an NHI. Originating from this process the Lighthouse Project develops policy proposals through a consultative process of engaging stakeholders including policy makers. Additionally the Lighthouse Project is exploring models to develop district system observatories making use of ICT systems and big data analysis that will guide interventions and provide evidence of results.

HIGHLIGHTS FROM 2016

The project made progress in implementing the recommendations originating from the Community Service Summit held in the City of Tshwane on the 22nd April 2015 that was co-hosted by the Foundation for Professional Development (FPD), the National Department of Health (NDoH), the University of Cape Town (UCT) and the Africa Health Placements (AHP). One of the recommendations to address the professional isolation of CS Professionals was to improve access to educational resources. During 2016 FPD launched a free on-line CPD portal for CS professionals. In the 1st phase doctors were given access to all FPDs management and clinical short courses, the intention is to progressively expand this offering to all health care professionals doing community service.



During 2016 FPD launched a free on-line CPD Portal for CS professionals.

The 2016 90-90-90 Colloquium was convened in Pretoria on 25 August 2016 at the Protea Manor Hotel in Pretoria. The event was hosted by the Foundation for Professional Development (FPD) and was attended by representatives from the National Department of Health (NDOH), the Department of Public Service and Administration (DPSA), the National Health Laboratory Service (NHLS), USAID, CDC, HEAIDS, SANAC, UNAIDS, the World Health Organization (WHO), PEPFAR District Support Partners (DSPs), PEPFAR Prevention Partners. Additionally, there were attendees from development partners active in the HIV prevention, care and treatment arena, academia and research, and representatives of civil society. The objectives of the colloquium were to present research and findings from the South African context as presented at the International AIDS Society Conference in Durban in July 2016 and to discuss and brainstorm strategies and best practices to increase efficiencies and improve the South African health system's performance in order to reach the 90-90-90 HIV cascade targets. A number of recommendations related to HIV and TB prevention, care, and treatment emerged



90_90_90 Brainstorming Colloquium (invite)

from the presentations and discussion sessions. The proceedings of the Colloquium were captured in a summary report and video of the event is available via the following link: <http://www.foundation.co.za/FPD/about-fpd/videos.html>.

FPD who previously had been convening the Expert Working Group on Treatment and Testing for the National HIV Think Tank, was requested by the National Depart-

ment of Health to expand its services to include providing the secretariat for the full Think Tank (please refer to page 60 for more detail) The Project convened a consensus meeting in Pretoria on 15 August 2016, between PEPFAR implementation partners, CDC and USAID to develop a model for piloting AIDS treatment initiation for uninsured patients within the private sector. The model that was proposed was further developed and finalised and is now being piloted.



NATIONAL HIV THINK TANK SECRETARIAT

The HIV Think Tank (TT) provides a central place for all stakeholders (government, academia, NGOs, donors, community and implementers), under the chairmanship of the National Department of Health (NDoH), to review epidemiological, routine monitoring and economic evidence related to the HIV epidemic, identify priority gaps, and establish consensus on appropriate next steps, including research projects and pilots of new programs and policies. The TT will also think pro-actively about what evidence needs to be created and what pilot programs need to be implemented to respond to the questions that will arise three to five years in the future. Seventy-five per cent of the funding received from the Gates Foundation will be reserved to undertake research and/or fund and evaluate innovative pilot projects to test bright ideas and inform South African Government (SAG) policy in support of the UNAIDS's 90-90-90 goal. Through the Gate Foundation funding, a secretariat has been established, this is hosted at FPD and consists of a Project Manager, Strategic Information Expert and a Project Coordinator. The role of the Secretariat is to convene the HIV TT meetings on a quarterly basis and Expert Working Groups (EWGs) on a monthly basis. They will further run the administrative duties of the HIV TT, engage with key players in the private health sector to better understand the current private sector activities, and to coordinate with other TTs such as the TB TT, to share best practices.



BILL & MELINDA
GATES foundation



READING SUPPORT PROJECT

The Foundation for Professional Development (FPD) has been awarded a Literacy Competency Component (LCC) within the Practical Education Research for Optimal-Reading and Management (PERFORM) sponsored by the United States Agency for International Development in Southern Africa (USAID/SA). This four-year project was launched on 1 November 2016 and it is intended to improve language literacy skills at Foundation Phase level in South Africa's Limpopo and North West provinces.

This system strengthening project will be implemented in partnership with a number of leading organisations: The Molteno Language Institute (MOLTENO), the South African Institute for Distance Education (SAIDE), Oxford University Press of South Africa (OXFORD SA) and an international partner, Voluntary Services Overseas (VSO). The ultimate aim of this project is to improve Foundation Phase learners' reading skills in African Home Languages (AHLs) as well as in English as a First Additional Language (EFAL)

Promoting language literacy at Foundation Phase (Grades 1-3) is an imperative if a foundation is to be built for later academic success of learners. The LCC of the PERFORM project is built around three interventions:

A professional development programme for Curriculum Advisors and school-based Heads of Department (HODs) to develop their capacity to act as literacy coaches

A leadership and management development programme aimed at school principals and their deputies to create conducive environments that support literacy development in their schools

The provision of a comprehensive Learner Teacher Support Material (LTSM) package



READING SUPPORT PROGRAMME



—PROJECT PARTNERS—



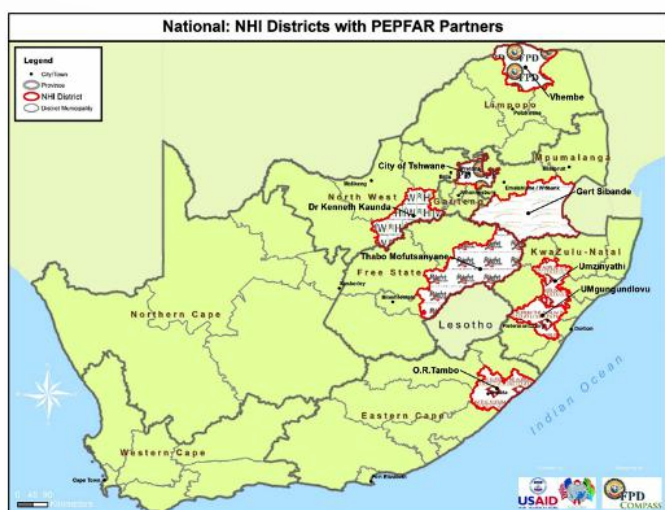
Partnering to
improve language
and literacy
skills at foundation
Phase Level.



NHI PILOT PROJECT



The National Department of Health (NDOH) has embarked on a programme of ensuring that every Primary Health Care clinic has a Doctor on site, either on a full time or part time basis. The project has been embarked on with a focus on the 10 NHI Pilot districts. FPD focuses on a model whereby PEPFAR District Support Partners (DSPs), who currently work in 8 NHI pilot districts, will collaborate as a consortium to provide the required services to the NDOH. The consortium comprises the Foundation for Professional Development (FPD) who will act as the lead agency, Broad Reach, Aurum, Right to Care, the Wits Reproductive Health & HIV institute (WRHI) and African Health Placements (AHP), who focus on recruitment.



NHI Districts Map

In order to support the doctors and enhance their clinical performance, the project offers them access to an on-line communication channel, the Doctors Portal, whereby they are able to enrol for courses offered by FPD and access information around their professional functions. Through the Portal, they are also able to register onto the Continuous Professional Development programme managed by the professional company, Medical Practice Consulting.



The doctors recruited into the project have added value to the Primary Health Care services provided in the NHI Pilot districts. Great numbers of people within communities of remote and rural areas have access to the services of a medical doctor, many for the very first time.

The doctors have become meaningfully involved in the improvement of the quality of the services provided at PHC level. This will improve the services provided, both immediately, as well as in the long-term, as their active involvement in mentoring and clinical training of the clinic staff yields the benefits of improvement of the standards of care provided at the primary health care clinics, the historical prerogative of our time.

This project is furthermore utilised to assess the primary health care clinics according to Ideal Clinic Standards. Doctors are requested to report on equipment and infrastructural problems to their District Support Partners who are expected to report on these problems to the clinic and district management teams, and follow-up on them until they are resolved. Below is an example of one such clinic that scored above 90% on these standards.



EPIDEMIOLOGY AND RESEARCH UNIT

FPD's Epidemiology and Research Unit was established in 2014, and is tasked with applying scientific and epidemiologic methods to study, advance, and inform public health programmes and policy development. The Research Unit has a strategic focus on the following research areas:

- Prevention of Mother-To-Child Transmission of HIV and STIs (PMTCT)
- HIV prevention in adolescents
- TB case finding and the TB continuum of care
- Non-communicable diseases (NCD) and health conditions associated with communicable diseases (e.g., HIV, HPV)
- Mental health
- Interpersonal and gender-based violence

Our strategic goals are to:

- Develop and conduct rigorous scientific and epidemiologic research
- Advance evidence-based policy recommendations
- Develop local, regional and international partnerships that bring expertise to bear on issues of South African public health importance

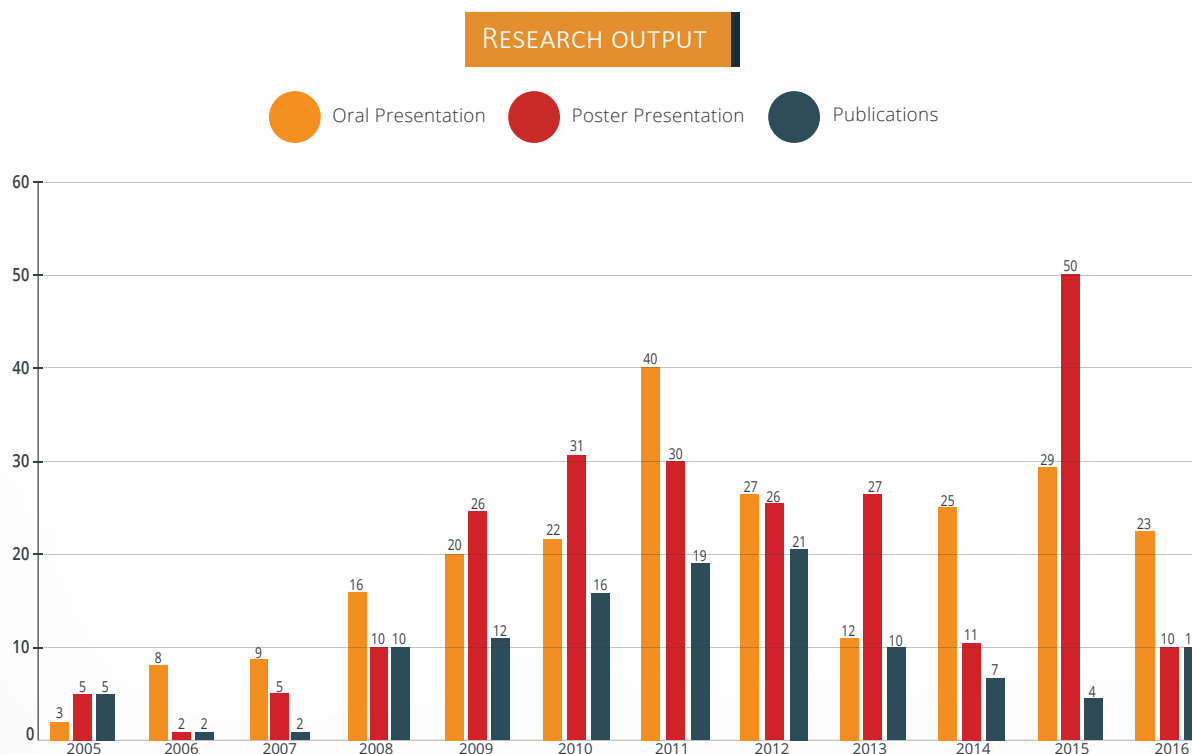
- Cultivate current and next generation public health researchers and epidemiologists through training and mentorship
- Contribute to the global body of scientific knowledge that directly informs public health programs and policy

During 2016, FPD received funding from the U.S. NIH and USAID to investigate:

- STIs in HIV positive pregnant women and their impact on MTCT of HIV
- Home-based TB case finding and testing using the new GeneXpert Omni instrument
- The FHI360 study evaluating an intervention integrating economic strengthening and HIV prevention programs for vulnerable youth



RESEARCH OUTPUT



- Bosman Alet, Crause Laetitia. **Task shifting in pharmacies through learnerships while transforming the lives of the learners.** HRH Conference 28-29 November, Pretoria
- Bosman Alet, Holland Errol, Slaven Frances. **Appointing General Practitioners to strengthening Primary Health care facilities in the NHI pilot districts.** HRH Conference 28-29 November, Pretoria
- Bosman Alet, Schoeman Ria, Slaven Frances, Motsa Nozipo, Naluyinda-Kitabire Florence. **Gender based violence in Swaziland.** Violence Conference. August 2016.
- Bosman Alet, Schoeman Ria, Motsa Nozipo, Naluyinda-Kitabire Florence. **Building partnerships to coordinate GBV services in Swaziland.** Violence Conference. August 2016.
- Bosman Alet, Sodo Pumla, Makgoka Grace. **Training healthcare providers on GBV in Botswana.** Violence Conference. August 2016.
- Bosman Alet, Stephen Rick. **Using Adherence Clubs to support ARV adherence and the 90:90:90 targets.** PHASA 2016. September 2016.
- Bosman Alet. **The health system benefits of attending an HIV/AIDS conference.** African Journal of Health Professions Education.
- Bosman, Alet, La Grange, Anton. **Preparing Primary Health Care facilities for National Health Insurance by using a toolkit.** SAAHE 2016. June 2016.
- Bosman, Alet, Sodo, Pumla, Makgoka, Grace. **In-service training in Gender Based Violence for health care providers in Botswana.** SAAHE 2016. June 2016.
- dos Santos Monika & Wolvaardt Gustaaf. **Integrated intervention for mental health comorbidity in HIV-positive individuals: A public health assessment.** African Journal of AIDS Research, Volume 15, Issue 4, 2016
- Hanass-Hancock Jill, Chappell Paul, Myezwa Hellen, Kwagala Betty, Boivin Jean-Marc, Lloyd Jacques, Wolvaardt Gustaaf, Simwaba Phillimon, Chetty Verusia. **Committing to disability inclusion to end AIDS by 2030.** The Lancet HIV Volume 3, No12 e556-e557, December 2016
- Johnson Suzanne, Mahlalela Nomsa. **Experiences of rape victims accessing and utilising services at Thuthuzela Care Centres and Rape Crisis Centres in Tshwane District: a descriptive study to inform the development of an m-governance rating application.** Violence Conference. August 2016.
- Johnson Suzanne. **Cell phone profiles and practices of rape victims and caregivers accessing Thuthuzela Care Centres and Rape Crisis Centres: Informing the development of an m-governance rating application.** Violence Conference. August 2016.
- Kapp Hanlie. **Advocacy to include social mobilisation model for improved HIV and AIDS response in Higher Education policy framework in South Africa.** EHNN 2016
- Kapp Hanlie. **Human Resources for Health: Increasing research output in private higher education sector in South Africa.** Violence Conference. August 2016.
- Kapp Hanlie. **Increasing HIV program related research output in private higher education sector in South Africa- a case study.** EHNN 2016
- Kapp Hanlie. **Informing comprehensive package of care for men who have sex with men (MSM) and lesbian, gay, bisexual, transgender, queer and intersex (LGBTQI) members of campus communities in South Africa.** 2nd European HIV Nursing Conference, Barcelona
- Kapp Hanlie. **Informing comprehensive package of care for men who have sex with men (MSM) and lesbian, gay, bisexual, transgender, queer and intersex (LGBTQI) members of campus communities in South Africa.** PHASA 2016. September 2016.
- Kapp Hanlie. **Taking HEAIDS programs beyond HIV/AIDS.** Violence Conference. August 2016.
- Karat Aaron S., Omar Tanvier, von Gottberg Anne, Tlali Mpho, Chihota Violet N., Churchyard Gavin J., Fielding Katherine L., Johnson Suzanne, Martinson Neil A., McCarthy Kerrigan, Wolter Nicole, Wong Emily B., Charalambous Salome, Grant Alison D.. **Autopsy Prevalence of TB and other potentially treatable infections among adults with advanced HIV enrolled in out-patient care in SA.** PLOS One Nov 2016
- Kweza Patience. **HIV risk reduction programs for people in public psychiatric care.** AIDS2016. July 2016.
- Kweza Patience. **Missed pulmonary TB screening opportunities at Primary Healthcare Facilities: An Exit Study, Eastern Cape Province, South Africa.** 17th International Congress on Infectious Diseases, India.
- Louwrens Cornelius, Holland Errol, Olivier Dawie. **Training needs for primary health care clinics in National Health Insurance pilot districts.** HRH Conference 28-29 November, Pretoria.
- Medina-Marino Andrew. **Acceptability and Accuracy of Cervical Cancer Screening Using a Self-Collected Tampon for HPV mRNA Testing among HIV-Infected Women in South Africa.** 9th World Cancer Congress, China
- Medina-Marino Andrew. **CBCT Implications and Potential synergies for PrEP. Technical Consultation on HIV Pre-Exposure Prophylaxis for Women and Adolescent Girls, 2016.** WHO Technical Consultation Meeting
- Medina-Marino Andrew. **Sexual Risk Reduction Intervention for Psychiatric Patients.** AIDS2016. July 2016.
- Medina-Marino Andrew. **STI Screening and Treatment of HIV+ Pregnant Women: Supporting PMTCT Tshwane District, Gauteng**

- Mlotshwa Mandla, Abraham Natasha, Beery Moira, Williams Seymour, Smit Sandra, Uys Margot, Reddy Carl and Medina-Marino Andrew. **Risk factors for tuberculosis smear non-conversion in Eden District, Western Cape, South Africa, 2007-2013: a retrospective cohort study.** BMC Infectious Diseases, 2016
- Scheibe Andrew, Makapela David, Brown Ben, dos Santos Monika, Hariga Fabienne, Virk Harsheth, Bekker Linda-Gail, Lyan Olga, Fee Nancy, Molnar Margarete, Bocai Alina, Eligh Jason, Lehtovuori Riku. **HIV prevalence and risk among people who inject drugs in five South African cities.** International Journal of Drug Policy 30 (2016) 107–115
- Schoeman Ria. **Development and implementation of a gender-based violence case management system for multiple users at rape clinics.** AIDS2016. July 2016.
- Shamu Simukai, Gevers Anik, Mahlangu B. Pinky, Shai P. Nwabisa Jama, Chirwa Esnat D. and Jewkes Rachel K.. **Prevalence and risk factors for intimate partner violence among Grade 8 learners in urban South Africa: baseline analysis from the Skhokho Supporting Success cluster randomised controlled trial.** International Health Advance Access published December 5, 2015
- Shamu Simukai, Ph.D., Zarowsky Christina, Ph.D., M.D., Roelens Kristien, Ph.D., M.D., Temmerman Marleen, Ph.D., M.D., Abrahams Naeemah, Ph.D. **High-frequency intimate partner violence during pregnancy, postnatal depression and suicidal tendencies in Harare, Zimbabwe.** General Hospital Psychiatry, 2016
- Slaven Frances. **Facilitators and Barriers to providing post-violence care in crisis centres.** Violence Conference. August 2016.
- Slaven Frances. **Value Added by NGOs to TCC service delivery.** Violence Conference. August 2016.
- Sodo Pumla, Fernandes Lucy, Burnett Rose. **Frequency and reporting of occupational exposure to blood and body fluids among dental health care workers in West Rand and Johannesburg Metro District public dental clinics.** PHASA 2016. September 2016.
- Sodo Pumla, Olivier Dawie, Slaven Frances. **Rapid assessment of the effectiveness of the municipal ward based primary health care outreach teams in Vhembe District, Limpopo.** HRH Conference 28-29 November, Pretoria
- Sodo Pumla, Olivier Dawie. **Rapid assessment of the effectiveness of the municipal ward based primary health care outreach teams in Vhembe district, Limpopo.** PHASA 2016. September 2016
- Webb Mazinyo Ernesha, Kim Lindsay, Masuku Sikhethiwe, Lancaster Joey L., Odendaal Ronel, Uys Margot, Podewils Laura Jean, Van der Walt Martie L.. **Adherence to Concurrent Tuberculosis Treatment and Antiretroviral Treatment among Co - Infected Persons in South Africa, 2008-2010.** PLOS One July 2016
- Wolvaardt Gustaaf. **NHI.** International Experiences SA-MA Indaba 23-24 July 2016, Pretoria
- Wolvaardt Gustaaf. **Real-time Data Visualisations to Drive Decisions.** USAID STIP Conference Panel
- Wolvaardt Gustaaf. **What is needed to scale up HP Education?** HRH Conference 28-29 November, Pretoria





ABOUT FPD

FPD Staff Awards 2016

Staff Development

FPD Affiliates

FPD Support Services

Proposal Unit

Human Resources Administration Department

Finance Department

Travel Bureau

Communication Department

Strategic Partnership

Sponsors and Donors

People at FPD

Enquiries

FPD Staff Awards 2016

In 2016, **FPD** again acknowledged individuals and FPD staff, through a series of awards, who have **contributed substantially** to FPD's work.

FPD STAFF AWARDS

AWARD FOR EXCELLENCE IN TEACHING

FPD's Award for Excellence in Teaching is awarded annually to FPD faculty who have taught at least five times during the year. The award is based on the combined ratings given to the faculty member by the students who attended their classes. Faculty are evaluated against a number of criteria and receive a rating out of 5.

FPD has primary, secondary and tertiary faculty on each programme and they have a specific percentage that the faculty member are allowed to teach. Another criteria for this award was that had to have taught more than 5 times on a specific programme during the course of the year.

MS KHENSANI NKUNA – CLINICAL



Ms Nkhensani Nkuna

Ms Nkuna taught on various clinical short courses which included FPD's range of Counselling courses as well as on the Introduction to HIV for supporters course. She achieved an overall average rating of 4.94 out of 5 and taught a total of 13 times during 2016.

MRS REGINA NKABINDE – MANAGEMENT



Mrs Regina Nkabinde

Regina facilitated on the Introduction to Financial Management Module which form part of the Higher Certificate in Management. She facilitated 5 times during 2016 and her overall average rating was 4.85 out of 5.

FPD EMERGING RESEARCHER AWARD MRS ALET BOSMAN



Mrs Alet Bosman

As an academic institution, FPD is committed to contributing to new knowledge through research. During 2016, Alet's research outputs equated to one peer reviewed publication and 8 conferences presentations ensure that she walked away with the FPD emerging researcher award. The FPD Award for Emerging Researchers is awarded based on an external evaluation by leading South Africa scientist.

AWARD FOR EXCELLENCE IN COMMUNITY ENGAGEMENT

The FPD Award for Excellence in Community Engagement is awarded annually to the staff member who has made the most significant contribution towards FPD's community engagement. Candidates are nominated by the staff and the winner is identified through staff voting from a list of nominees.

MS MOKGADI SELEPE



Ms Mokgadi Selepe

Mokgadi has managed to assist and support the UTT strategy implementation in Capricorn District by involving all relevant stakeholders inclusive of the Community Home Based Carers. She has improved the linkage to care and contributed to ART initiations by developing a call centre where all pre-ART clients are called and booked for initiations, those not found telephonically are referred to CHBC for door to door tracing of patients so that they can be initiated on ART.

VALUES AWARD

FPD Values Award is presented annually to the employee who, in the opinion of their peers, is the embodiment of FPD's values. Candidates are nominated by the staff and the winner is identified through staff voting from a list of nominees.

MR HENK REEDER



Mr Henk Reeder

Henk was nominated for the values award with the following motivation: Henk demonstrates unbelievable integrity by adhering to extremely high moral and ethical principles in all his activities and this is reflected in his honest and professional conduct, personal accountability and commitment that ensures no resources of the organisation or its sponsors are abused or misused. He is truly a values ambassador and a great example for all on how to live the FPD values.

STAFF DEVELOPMENT

FPD has always been an organisation that places strong emphasis on promoting a performance-driven culture.

This has been achieved by actively recruiting highly talented individuals and building job descriptions around their unique skills and strengths. Internal promotion based on staff development has always been part of this culture.

Support has ranged from supporting formal postgraduate studies at Masters level to conference participation and short course attendants.

During 2016, FPD supported 451 pharmacy assistant learnerships.

FPD Affiliates



AFRICA HEALTH PLACEMENTS (AHP) 2016

Where there are no health workers, there can be no healthcare delivery. Having the right health worker in the right place at the right time is the cornerstone to delivering on all local and global health priorities, including controlling HIV and TB, reducing maternal and child mortality, and achieving universal health coverage. In Sub-Saharan Africa this foundation is weak: The region has 24% of the global burden of disease, but only 3% of the world's physicians. Rural areas bear the brunt of these shortages as countries struggle to attract and retain enough health workers to provide health services in remote locations. With the highest HIV burden in the world, this leaves rural communities impoverished and massively disadvantaged.

Africa Health Placements (AHP), a South African-based social profit organisation, exists to address the crisis in healthcare access for the most indigent and vulnerable in Africa. AHP has a four-pronged approach. Firstly, the organisation performs workforce planning, an exercise to optimise the allocation of scarce skills. Secondly, AHP sources and recruits professionals with these skills. Thirdly, AHP supports management of healthcare facilities to improve the retention of these professionals. Finally, AHP works with facilities and districts to codify and socialise a patient-centric culture for healthcare delivery.

AHP SERVICES

WORKFORCE PLANNING

AHP offers workforce planning to help facilities understand where health workers of a particular skill can make the greatest impact on health outcomes. This involves performing detailed facility assessments with a custom-designed tool. The data collected is analysed and interpreted through quantitative and qualitative models to inform rational recruitment, training and allocation decisions. AHP's tools and models support the Department of Health's (DoH) HR strategies and the implementation of WISN and can be adapted to the context in which they are being applied – across facility type, specialty area, and into community health settings. The outputs from

the planning process are simple to use and easy to understand, allowing for the information to be incorporated into detailed HR plans or existing staffing norms – a process through which AHP's skilled planning staff guide and build the capacity of health management teams.

Since 2013, AHP has completed assessments for 547 facilities in 15 districts across South Africa, predominantly in rural areas. These assessments are being used to inform the HR planning processes in these districts.

RECRUITMENT

AHP has adopted a vision of mobilising global and local health workforce resources from wealthier settings and bringing them to under-served areas in South Africa for the long-term development of these areas. AHP sources and recruits health workers from wealthy nations in Europe and America, and from urban areas in South Africa and places them in locally-funded posts in impoverished rural communities.

Since AHP's inception in 2005, the organisation has sourced, recruited and placed over 4,100 foreign-qualified and local health workers in rural and under-served areas. These AHP-placed health workers have provided much-needed capacity, providing over 28 million consultations to patients in the public sector. In 2016, AHP placed 182 doctors in under-served facilities.

RETENTION

AHP offers a rational and measurable Retention Programme to improve the retention of scarce health worker skills in nine South African districts. Ultimately the programme aims to create a more sustainable workforce in rural areas. AHP's Retention Programme is adaptable, responding to dynamic needs for support within the public health system. Over the past two years AHP has provided over 14,000 managers with capacity building initiatives to improve the recruitment and retention of their staff. In 2016, AHP capacitated an impressive 3,595 DoH leaders and staff through three targeted programmes:

- **RECRUITMENT TECHNICAL SUPPORT**

AHP built the capacity of 473 managers and HR practitioners to successfully perform DoH recruitment processes in order to improve site - level HR performance sustainably.

- **ORIENTATION CAPACITY BUILDING**

AHP improved the capacity of facilities to orientate their own staff. A total of 95 managers were provided with a consistent approach to ensure new staff could acclimatise to the facility and feel like they are valued, resulting in a quicker contribution to the facility's performance.

- **MANAGEMENT CAPABILITY INITIATIVES**

AHP capacitated 3,027 managers to support the successful execution of District Implementation Plans (DIP) and achieve 90-90-90 targets through improved leadership, planning, and communication.

PATIENT-CENTRIC CULTURE

South Africa's resource-challenged health setting is reliant on effective health worker teams. Creating a culture that articulates and embeds clear expectations of how to work together effectively to serve patients and fellow staff is key to attracting and retaining the best people in the public health sector. In 2016, AHP successfully completed the execution of an innovative Health Culture Project to design, implement and equip leaders to lead a patient-centric organisational culture in the Frances Baard district in the Northern Cape.

AHP followed a behavioral approach to improve healthcare by helping staff to focus on how they delivered as much as what care they delivered. AHP first established what customers needed from the DoH—both emotionally and rationally—through interviews with patients and DoH leadership and staff. AHP then crafted a culture code, including clearly defined behaviors, to guide the district how to consistently deliver patient-centric care to meet the needs of its customers. More than 100 leaders and staff were socialised across a series of 12 sessions to build their knowledge and ability to deliver a more patient-centric experience in every interaction with fellow staff and patients. Findings from surveys showed the project had a positive impact with both patients and staff indicating that the district's ability to deliver healthcare had improved. The greatest improvements in patient scores related to communication and information sharing by staff at facilities. Staff scores improved around listening to patients and involving patients in decisions about their care.

This cutting-edge project is scalable and transferable with the potential to have a long-term, sustainable impact on ensuring patient-centric care across South Africa.



MEDICAL PRACTICE CONSULTING (MPC) PIONEERING SOLUTIONS STUDIO

2016 was a fruitful year for Medical Practice Consulting (MPC). Not only did we launch the first global Independent Medical Education (IME) program with one of the world's largest pharmaceutical companies, but MPC also underwent a name change to "Pioneering Solutions Studio". This strategic decision was made to facilitate the expansion of our technology solutions into industries outside of healthcare. Medical Practice Consulting will however remain a protected name of Pioneering Solutions Studio (Pty) Ltd, in accordance with the South African Companies Act of 2008, as amended, and will serve as the healthcare division of the legal entity. This strategy will ensure that we retain the well-known healthcare brand that we have established over the past five years.

HIGHLIGHTS OF 2016

EXPANSION OF OUR EXPERTISE, PRODUCTS AND SERVICES

- **ONLINE TRAINING AND EDUCATION SYSTEMS**

MPC's flagship system – www.mpconsulting.co.za – grew by 27% in registered users, from 16,500 to 21,000 during 2016. By capitalising on international relations, MPC introduced Africa to valuable healthcare content from the medical faculty of New York University over the same platform. Our on-line education system was also utilized by United Nations (UN) agencies to train 1,190 educators in Southern and Eastern Africa on Comprehensive Sexuality Education (CSE), which is an increase of 28% when compared to the 852 educators that have been trained during the same period last year.

- **INDEPENDENT MEDICAL EDUCATION**

MPC provides an IME service to the healthcare industry which entails the independent management of scholarships, on behalf of big pharma, for healthcare professionals to attend international medical conferences. The service ensures that all scholarship grants are awarded to healthcare professionals based on merit and that perverse incentive for the allocation of scholarships are eliminated. During 2016, MPC supported healthcare professionals from 11 developing African and Asian countries to attend international medical conferences. Based on its success, the program has been extended to 2017 thanks to industry support.

- **BUSINESS INTELLIGENCE SERVICES**

Data is the “new gold” and our Business Intelligence Services (BIS) empowers companies to process information from raw data and convert it into knowledge at a rapid rate. Our expertise lies in our ability to structure complex data into reporting dashboards for accurate reporting. With South African scientists realising the need for accurate, complete and valid data, Pioneering Solutions Studio expanded our BIS services into new industries with the South African Council for Natural and Scientific Professions (SACNASP).

STRATEGIC PARTNERSHIPS

Our partnership with GluePlus Africa provides our clients with turn-key technology solutions, which add mobile applications to our existing portfolio of web, data and hosting solutions. MPC’s technological group partnership with GluePlus Africa has seen phenomenal results as four major projects were completed at national level during 2016.

EXPANSION OF OUR INVESTMENT PORTFOLIO

We broadened our investment portfolio by incorporating a property company, Property Skills Invest, with GluePlus Africa, which acquired an office building in an ECO Business Park in Faerie Glen, Pretoria.

In 2017 MPC will be rebranding as Pioneering Solutions Studio.



HEALTH SCIENCE ACADEMY (HSA)

Health Science Academy (HSA) is a small to medium sized private Further Education and Training (FET) institution focusing on training and education in the pharmaceutical industry and the healthcare sector. HSA students include doctors, nurses, pharmacist’s assistants and pharmacists.

The pharmacy workforce is a critical part of any health system, and planning the South African pharmacy workforce is important if high quality pharmaceutical services

are to be delivered to the whole population. This includes the production of pharmacists and pharmacy support workers, and the optimal use of existing pharmacy personnel. It is estimated that there are 13,990 pharmacists in South Africa and an additional 649 who are presently serving their community service year.

All areas of pharmacy practice in the country report shortages: community, hospital, industry, and academia, with vacancy rates for pharmacists of up to 76% reported in the public sector in one province.

Due to the shortage of pharmacists, pharmacy mid-level workers-mainly pharmacist’s assistants play an important role in the provision of pharmaceutical services in the country. The South African Pharmacy Council’s vision for 2030 include 24,000 pharmacists and 22,000 pharmacy support personnel being registered and serving the health needs of South Africans.

It is estimated that there are presently 3,154 learner basic and 2,288 learner post basic pharmacist’s assistants busy studying to achieve their qualification. The Pharmacy Council is also in discussion with the Task Team for mid-level workers in pharmacy to discuss the process of revising the qualifications for pharmacist’s assistants at NQF level 4 (basic) and NQF level 5 (Post-basic) to allow for career progression and career pathing into Pharmacy Technician (PT) at NQF level 6. HSA is well placed to provide the requisite training with the assistance of FPD for NQF level 6 education.

EXPERTISE AND SERVICES

- **PHARMACEUTICAL SECTOR TRAINING**

More than 1,500 learners were active in the National (basic) and Further Education and Training (post basic) Pharmacist’s Assistance programme. A steady increase in the number of learners was observed during the period under review. The termination date of the course has also been extended by the South African Pharmacy Council until 30 June 2018, with the teach - out period ending 30 June 2021.

The course for Professional Development (PDP) has been fully updated and will be marketed to pharmacists and post basic pharmacist’s assistants alike.

- **DISPENSING FOR HEALTHCARE PROFESSIONALS COURSE**

This course is based on the recommended standard for the dispensing course for prescriber's in terms of Act 101 of 1965 as amended, which was developed by the South African Pharmacy Council, in consultation with

the other statutory health councils. Licensing with the relevant authority as a dispensing healthcare professional can only take place once the certificate is awarded.

There is a notable increase in the number of nurses who enroll for the Dispensing course, which consists of four days of practical training and one day for assessments and practical exams. Doctors follow a distance course to address the theoretical aspects and then attend contact assessment sessions in different centres around the country.

• INDUSTRY COURSES

Industry courses include Medicine Registration in South Africa, Good Manufacturing Practice (GMP) as well as immunisation and injection techniques.

The Medicines Registration Course has been fully updated to the latest requirements and guidelines of the Medicines Control Council including the most recent views on devices and complementary medicines.

The course for Total Quality Management has been updated as is now presented as a distance course named Quality Management Systems (QMS). A new course on the writing and maintenance of Standard Operating Procedures (SOPs) has also been implemented.



BRIGHTER FUTURES TUITION

87% of South Africa's schools are considered "dysfunctional" (NPC-Manuel). This causes a mismatch of skills – we have a chronic shortage of engineers and technicians, yet a 25-30% unemployment rate, 70% of whom are youth. Poor schooling and maths skills means that many children can't access decent career opportunities.

Brighter Futures aims to change this by providing an affordable (~R60/hr), technology-driven extra maths programme – to improve learners' maths (and in future other subjects) results so that they can access better tertiary and career opportunities. Gr 8-12 learners attend our classes to get support from our tutors and practice extra maths questions on our advanced website, which they can access for free at home as well. Parents get regular

feedback on their child's progress via sms or email.

Brighter Futures set up centres within low-to-middle income schools. At the end of 2015 we switched from a micro-franchising strategy, where tutors were owning the centre and paying us a royalty, to wholly owning each of our centres. This was mainly because our micro franchisees were not able to achieve the growth that we know was possible. Our first wholly owned centre – Waverley – saw an enrollment of 500% more learners than any of our franchisees had achieved to date.

2016 HIGHLIGHTS

- We opened 9 new centres at various stages in the year, operating within our partner schools: Athlone Girls High; Dowerglen High; Birchleigh High; Midrand High; Rand Girls School; Florida Park High; John Orr Technical High; Noordwyk High and Maryvale College.
- We have achieved over 30% average month on month growth over all 10 centres, with ~500 customers in total.
- Those learners who have practiced regularly (20+ exercises per week) have improved by over 10% within 3 months
- Some feedback from our customers directly:
 - **"Samukele** signed up in September this year and went from 25% to 64% in such a short time. Thank you so much for conducting these classes!"
 - **"Kanelo** has improved tremendously on her maths this term, she got 65%. Thanks to Brighter Futures for helping her - she definitely wants to sign up next year too."
 - **"Kamo** went from 38% in June to 76% in his October test. I cannot thank Brighter Futures enough! Kamo really enjoys Maths now, and is looking forward to taking Grade 10 pure maths."

OUR PLANS FOR 2017

- To open another 3-4 centres in higher income schools and will charge a slightly higher price (which will still be 30% of Master Maths)
- To introduce yearly free baseline assessments for all learners and all grades at our partner schools that will provide detailed insights into each learner's gaps and weak areas as a tool for the maths teachers to utilize in their classrooms.
- To add Maths Literacy as a subject from Term 1 (~40-50% of learners from Gr10-12) and develop a targeted Gr12 Pure Maths programme in Term 2.



PPO SERVE

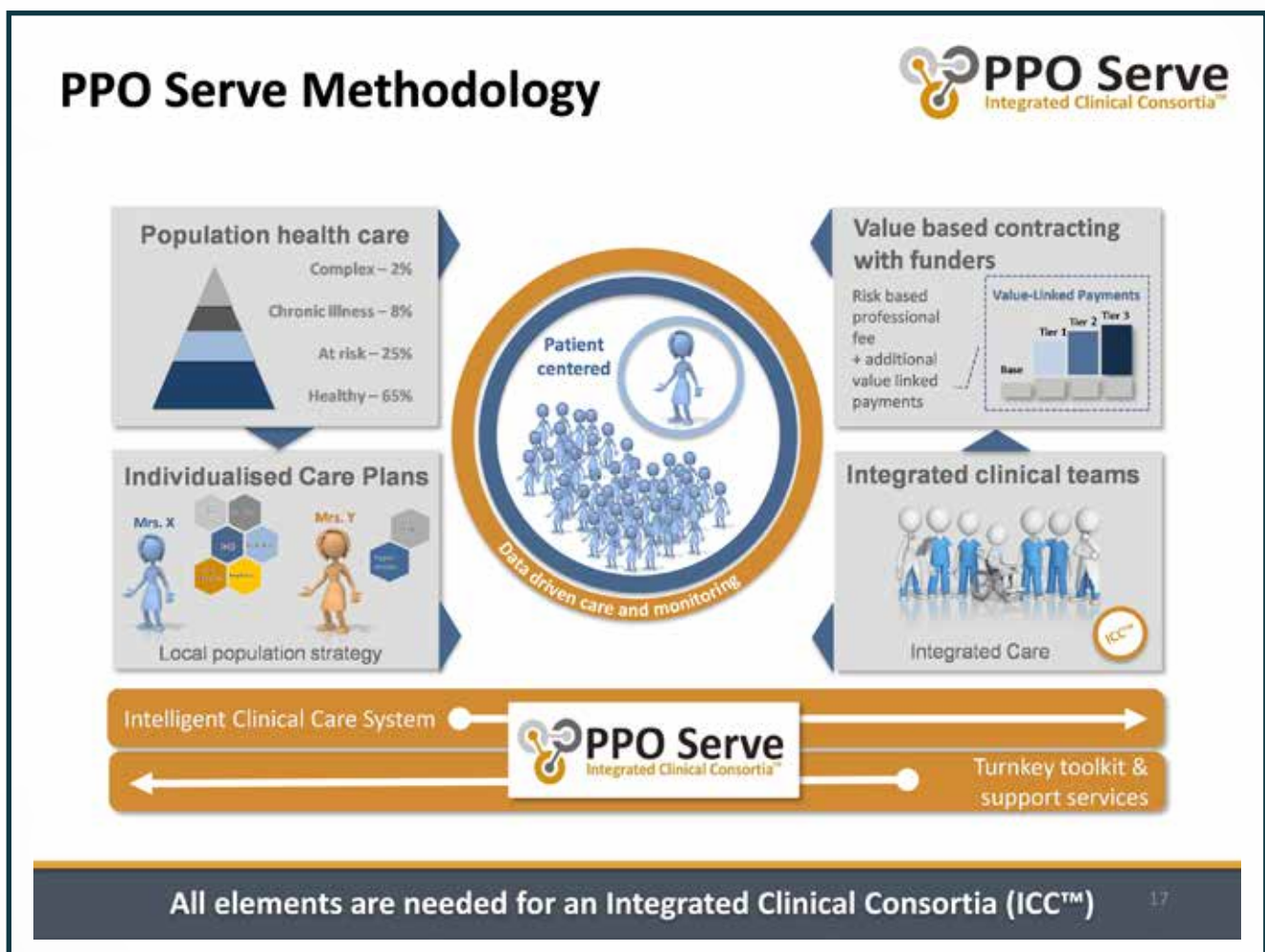
PPO Serve or Professional Provider Organisation Services is a shared services hub for clinicians. We assist clinicians to create integrated teams called Integrated Clinical Consortia™ which work as comprehensive healthcare systems for the people they serve. We do this through a complete support infrastructure including a tailor-made toolkit and an intelligent health IT solution.

Integrated Clinical Consortia™ is the means to address the fragmented care that patients currently get in the South African Healthcare system. These teams look after

the care of entire communities transforming the private healthcare system into one that can treat more people at a lower cost.

How do we achieve this?

International experience increasingly demonstrates a better way of delivering healthcare services. PPO Serve offers a solution that delivers quality care because the clinicians are in control. The methodology is based on four pillars, supported by intelligent technology and management tools:



- The ICC™ is an integrated clinical teams that is owned and managed by the working clinician. Production is vastly improved in terms of both quality and costs because of organised, supported teamwork with standardised procedures and data driven continuous improvement.
- Population Value contracting: Funding in a Value Contract replaces "fee for service" reimbursement where clinicians must work and earn alone. Medical Schemes pay clinicians in teams based not on the quantity of services provided but instead on evidence based process improvements, patient satisfaction and outcomes.
- Population health care: Defined local patient populations are linked to the accountable team. This permits

the team to identify and manage high risk patients and undertake projects to address local issues.

- Individualized care plans: Patient centred care is based on proactive care plan customized for their needs and preferences. Protocols are evidence based, and tasks specified in systematic work-flow that also tracks and monitors results; resulting in quality outcomes.

These pillars are enabled by an Intelligent Care System and turnkey management and operational support. The methodology leads to better care for populations, more satisfactory experience for individuals and for clinicians and is more affordable.



(Mock-up Front End)

HIGHLIGHTS FOR 2016

In 2016 PPO Serve's had three focus areas:

The development of the practical assets and components to make the ICC™ successful. These turnkey operational and management solutions include:

- The legal contracts to create the ICC™ PTY LTD and the contract between the ICC™ and PPO Serve. These are reusable and represent significant convenience for new clients.
 - The Value Contract with Medical Schemes was developed from initial principles to a fully-fledged and operational construct. It is the first of its kind in SA and is a template for contracting for value in the coming "post Fee for Service" era. It is based on two components: component that guaranteed basic team income, which reflects their expertise and the needs of the enrolled patients; and a component that links the production value (quality outcomes / costs) to the relative performance of the ICC™ for the members of the funder.
 - Business Intelligence database is an organised receptacle of data from various sources.
 - It collates information about unique patients and then creates intelligence using various classification systems and clinical groupers about their medical problems and therapies. This knowledge is shared with the clinical team via the ICS.
 - Reports and dashboards about the performance of the ICC are automated and availed to the ICC™ team.
 - The Intelligent Care System (ICS) was discussed above.
- Development of saleable products for patients and funders:
 - General Population ICC product – covers all ages for medical conditions. Includes chronic illness and geriatric care.
 - Maternity product – with Dr Howard Manyonga, an Obstetrician, with whom we also developed a Colposcopy product
 - HIV test and treat – is a large project to build significant GP networks (see locations below) for the purpose of identifying, recruiting and management of people with HIV. This will aid the FPD in meeting the SAG aims of the 90-90-90 policy:

- The project represents an opportunity to demonstrate that the private sector can assist the SAG and PEPFAR in meeting its aims in an effective and cost efficient manner.
- It will include creating seamless hand overs of patients between clinical teams in the public and private sector and the use of State pharmaceutical and laboratory systems.
- Data interoperability is another important aspect.
- Launch projects:
 - Live projects include:
 - The Alberton Pioneer ICC™ went live on 1st July 2016, with a general population from Discovery Health.
 - Sediba Hope Colposcopy project went live 1st November 2016.
 - Live track:
 - Netcare Rand Clinic Maternity product – early 2017
 - HIV Test and Treat in Tshwane; Capricorn and Ngankala districts - live January 2017.

GLUE

P L U S

GLUE PLUS AFRICA (GPA)

BACKGROUND

- GPA is a dynamic mobile software development company which specialises in the healthcare and education sectors of Africa

EXPERTISE

- GPA works on the same technology stack as MPC, with the basic difference our Mobile Application Development Platform (MADP) skills that covers IOS, Android and Windows 10 skills
- Some of the IOS skills include SWIFT programming, for basic syntax and Objective-C interoperability. Spatial reasoning and ability to design intuitively are very unique skills, and we have managed to source these type of people. Our people are also capable in MVC (Model-view-controller), as this defines how data is stored and presented to the users
- For the more robust and basic apps, we prefer the Android platform, as most users don't use the Apple devices - and the skills we cover are JAVA, Android SDK,

Eclipse/Android Studio. Deep knowledge of the SQL database

- We haven't done much on the Windows devices; but as we grow this business into IoT (internet of things) connectivity – we will develop these skills. Some of our staff knows the Windows solutions very well
- We have recently employed new staff to just test our solutions, allowing the developers to focus on development
- We have 2 people in sales

HIGHLIGHTS FOR 2016

- GPA has successfully implemented a number of data gathering and reporting projects.
- Some of the projects that have been developed and have gone LIVE are;
 - Data gathering mobile applications used in community based counselling and testing (CBCT) units to gather clinical information during HIV and TB testing
 - General Practice application where a mobile application was developed and used by doctors in the field to track and trace their movements and patient engagement. We have thus far gathered in excess of 24,000 records

- The development and implementation of the Hospital CEO Risk Management system for the reporting of key performance indicators (KPI's) that ultimately affect the clinical risk of patient. One specific KPI that is of national importance is the number of death in public facilities where the patient was HIV positive
- USAID survey tool to design, develop and implement a sustainable data gathering and processing software system for the capturing and processing of survey data obtained from 55 Thuthuzela Care Centres (TCC).
- A project we have developed but haven't taken it live or tested in the field, is **E-Scripting and Medicines Delivery Mobile Application for the Public Sector**
- We are meeting our objectives set in the beginning of the year;
 - To ensure that the data generated from our systems are able to affect policy change
 - and drive social change
 - and transformation through converting data to information
 - and information to knowledge in the hands of the people who use our systems

FPD Support Services

It is **extremely important** for any organisation to have good support services to succeed in their business. At FPD our support services play a critical part in **maintaining** our **operations** and allow the organization to deliver the **highest quality service** to our **clients**.

PROPOSAL UNIT

Critical to FPD's continued success, is the ability to identify diversified sources of revenue. The Unit serves a significant role in the identification, coordination and submission of FPD's responses to calls for proposals and tenders.

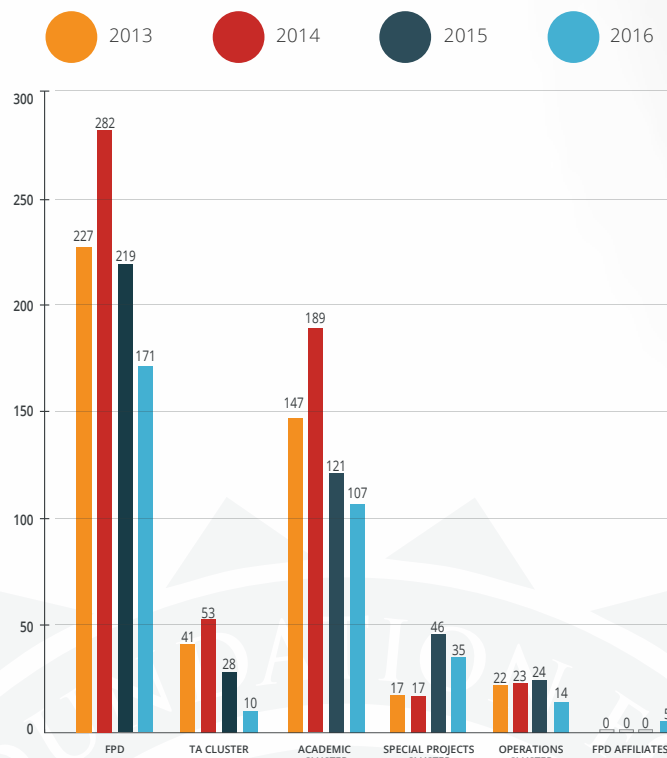
The Unit provides the following services to FPD and the FPD Group:

- Provides overall project management of the proposal development process;
- Provides administrative support during the proposal writing process;
- Reduces the workload of staff by assisting with research, proof reading and editing as well as providing templates and examples of well-written proposals;
- Submits the final, professionally-presented proposals on behalf of the proposal development team.

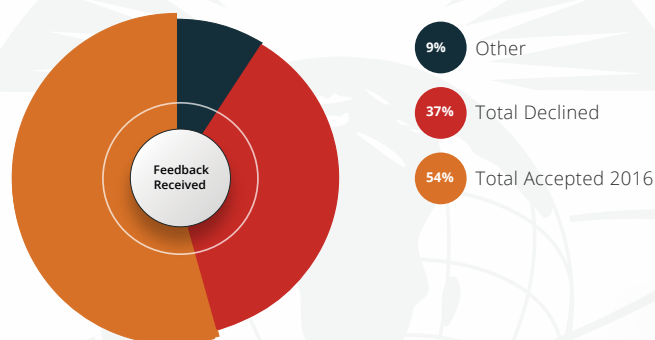
While the Proposal unit did not submit as many tenders or proposals this year, the amount of funding received has been more, with greater success this year than previously.

In the year 2016, the Proposal Unit at FPD showed a 59% increase in the monetary value of successful proposals from 2015. The Unit also boasts with an overall increase in the success rates of submitted proposals and tenders.

As at the end of 2016, the Proposal unit has submitted 161 proposals.

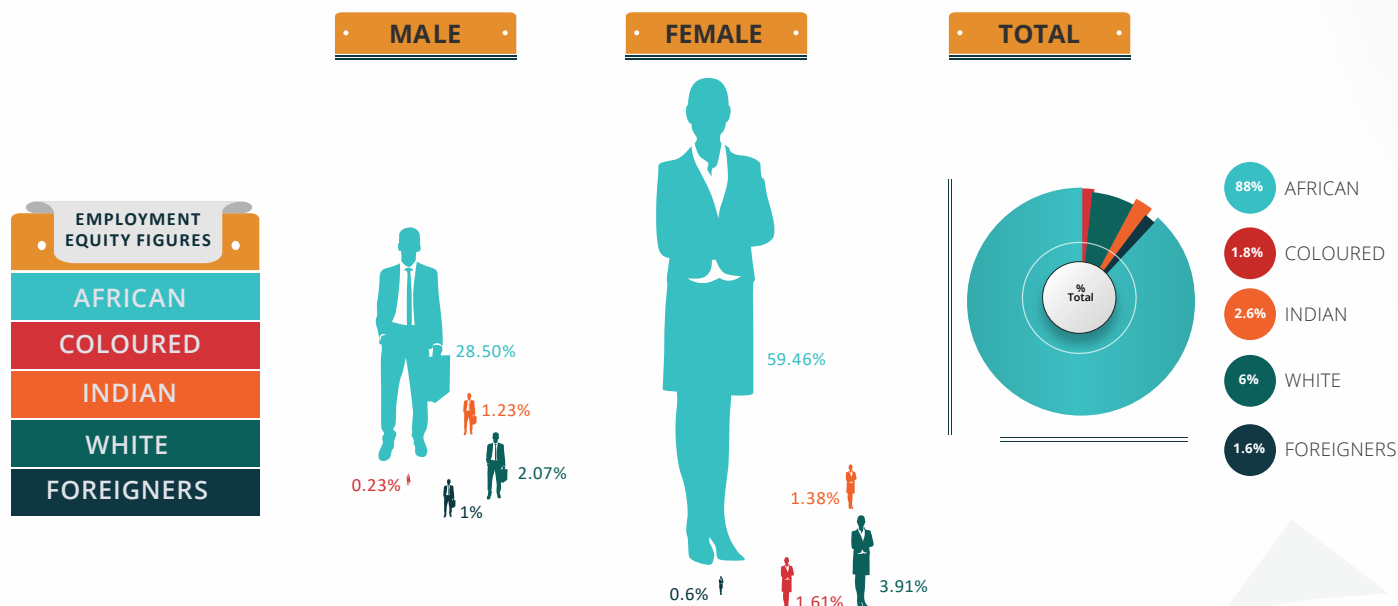


SUCCESS RATE 2016



Human Resources Administration Department

Human Resources Department prides itself in maintaining excellent **employment equity** results during **2016**:



More than R3,000,000 was spent on the training and development of previously disadvantaged employees, resulting in FPD obtaining a Level 2 B-BBEE rating once again, even though the qualifying criteria of the new rating system was much tougher.

At FPD we were fortunate to start a whole lot of new programmes in 2016 like the KFW, CDC and Soul City. We've expanded our operations into more districts and the HRA team was there and ready to provide the organisation with the right employees at the right time and the right place. In-tray assessments were introduced to positions on the level of Senior Coordinator and up. It proved to have excellent results and it will be extended to ALL non-clinical positions in 2017.

2016 marked the year where FPD's employee head

count broke through the 1,700 barrier. By the end of August 2016 we had 1,718 employees on the payroll.

We've started a process of updating the job profiles of all positions. We are receiving positive feedback from line managers indicating how the job profiles assist them in drawing up balanced score cards for employees. This process will continue in 2017.

The HRA team is looking forward to implement the Rolls Royce of HR Information Systems in 2017, the Sage X3 People programme, which will automate processes like the administration of recruitment, on boarding, performance management, training and development and will enable line management to have up to date information available at the press of a button.

Finance Department

FPD's Finance Department successfully managed the finances of five **USAID Cooperative** agreements and an additional **Twelve Funded Programs** from various donors.

FINANCE

2016 was the most successful financial year for FPD to date, showing revenue growth on both commercial and donor funded activities. FPD's finance department successfully managed the finances of five USAID Cooperative agreements and an additional twelve funded programs from various donors.

Customised reporting modules were designed to process and match reporting requirements to effectively manage and report on large scale donor funded programs in multiple currencies, multiple locations and with multiple donors each requiring unique financial reporting at flexible intervals.

The strength of the FPD Finance Department is proven by a history of unqualified statutory and donor audit reports from inception.

The FPD Finance Department offers consultancy services, which includes general accounting functions, monthly reporting and full payroll services, to various organisations.

As part of this consulting services FPD manages the payrolls of 6 companies and managing in excess of 1,700 staff on a monthly basis. Support is also extended, free of charge to various non-profit organisation's financial management and reporting.



This Department also offers the full spectrum of financial services to the following 3 NGO's:

Foundation for Professional Development Fund



Dira Sengwe Conferences



South African Institute of Healthcare Managers



Travel Bureau

The **Travel Bureau** operates as a joint venture partner with **XL Turners Travel**, and is a **self-funding business unit** with the purpose of assisting FPD as well as external clients with travel management services.



The Travel Bureau specialises in corporate travel management and conference destination management solutions and is dedicated to ensuring our client's business gets the maximum value for their corporate travel budget. In collaboration with XL Turners Travel's powerful position in the industry, we are able to ensure that we offer the most competitive rates from airlines, car rental companies and hotels whilst remaining independent enough to pay personal attention to our client's travelers.

THE TRAVEL BUREAU OFFERS THE FOLLOWING SERVICES TO FPD AND EXTERNAL CLIENTS;

- Corporate Travel Management
- Marine Travel
- Leisure Travel
- Travel Consultation and Advice
- Airline Reservations and Ticket Issue
- Hotel Reservations
- Car Rental Bookings
- Cruise Reservations
- Rail Reservations
- Coach Reservations
- Passport Assistance
- Obtaining Visas
- International Driving Permits
- Travel Insurance

- Foreign Exchange
- Preparation of Itineraries
- Frequent Flyer Management
- Incentives
- Group Travel
- Conferences
- After-Hour Services
- Document deliveries via courier service
- Travel Policy
- ISO 9001 Quality Control
- Management Reports
- Sales Support Service
- Individual Profile Management
- Supplier Corporate Agreements
- Theatre Reservations

One of the biggest accomplishments for 2016 was the acceptance of the Gauteng Department of Health (GDoH) proposal for Travel Management Services. Since 01 July 2016, the Travel Bureau is has been part of a workshop at GDoH and is one of their official Travel Management Service suppliers.

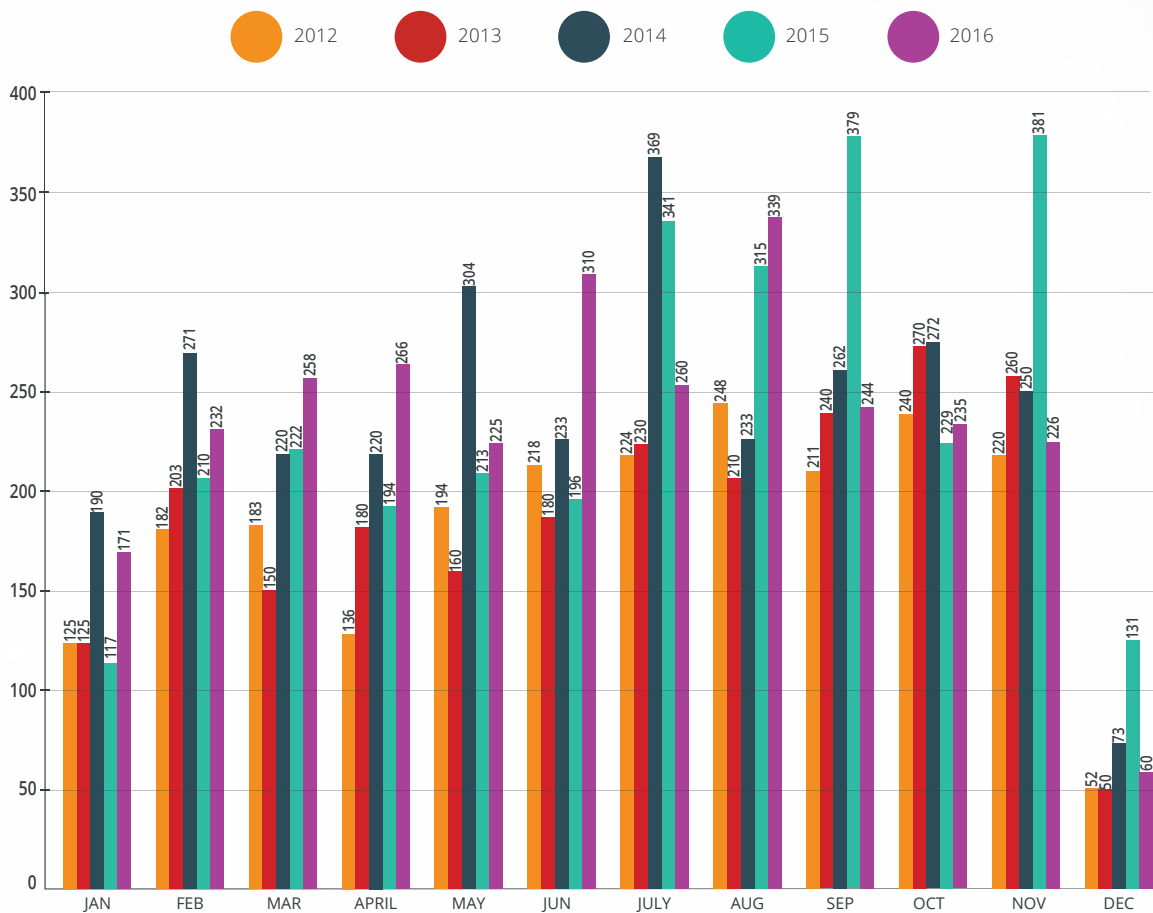
Other highlight for 2016, was being the in-house travel management supplier for the following conferences:

HUMAN RESOURCE FOR THE SOUTH AFRICAN HEALTH SYSTEM CONFERENCE, 2016

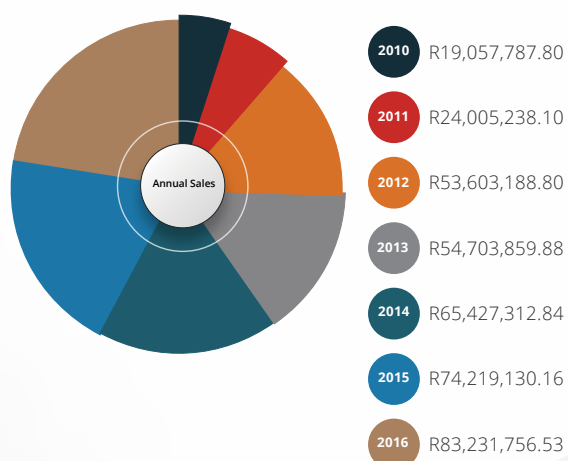
1st SA NATIONAL CONFERENCE ON VIOLENCE, 2016

In the year 2016, the Travel Bureau processed a total of 2,826 orders and had a total of R83,231,765.53 sales.

NUMBERS OF ORDERS



ANNUAL SALES: 2010-DECEMBER 2016





The Unit provides the following services to FPD and the FPD Group:

- Design and desk top publishing of all visual materials within FPD.
- Media liaison during conferences.
- Web administration for all conferences.
- Management of all social media platforms.
- Management and distribution of press releases.

CONFERENCE SUPPORT

During 2016, two new conference saw the light and the Communications Department was responsible for media liaison and media coverage during these conferences. We have been able to secure television and radio interviews with various broadcasting networks to cover these events.



COMMUNITY SERVICE REPORT LAUNCH

The Communications Department, in conjunction with Africa Health Placements, organised a launch to the media of the Community Service Report. The report included research conducted since 2009 about the experiences of Community Service Officers. The launch was well attended by media and resulted in various articles being published in leading newspapers such as: The Star, The Times, Citizen, Beeld and Business Day.



The Star, 19 May 2016

New doctors 'now keen' on rural stint.

COMMUNITY SERVICE: 50% WORK OUT OF URBAN AREAS

➔ Less medics are migrating now, with 89% doing required work at public hospitals.

Warren Ndabane

Although there is a shortage of community service health practitioners in many South African rural areas and some hospitals have never seen them, recent research shows that community health service is prevalent and effective in many parts of the country.

The percentage of community service doctors placed in rural areas in recent years was about 50%, an improvement from earlier years, according to social profit organisation Health Africa Placements (AHP), at the launch of a

report yesterday, following the Community Service for Health Professionals Summit last year.

The report was presented by, among others, Professor Steve Reid of the University of Cape Town (UCT). It was based on research conducted by AHP, UCT, the national health department and the Foundation for Professional Development.

Health professionals, such as doctors, are legally required in terms of the community service policy to complete a year of remunerated community service at public health institutions.

"There are some hospitals in the Eastern Cape which have never seen community service workers," said Reid.

But, he said, the research had revealed that health community service was prevalent and effective in many parts of the country.

The average turn-up of community service doctors was 89% between 2009 and 2007. "The degree

of migration has changed significantly. The majority of the people we surveyed said this (community service) is a very positive experience," said Reid.

"I think we are developing young professionals' resilience in the face of the huge challenges."

The deputy director-general of the health department, Dr Terence Carter, said government intended to spend more on training health practitioners.

- warren@citizen.co.za

info

Thousands line up

➔ About 6 500 newly qualified health professionals currently undertake a year of community service in public health institutions in the country.

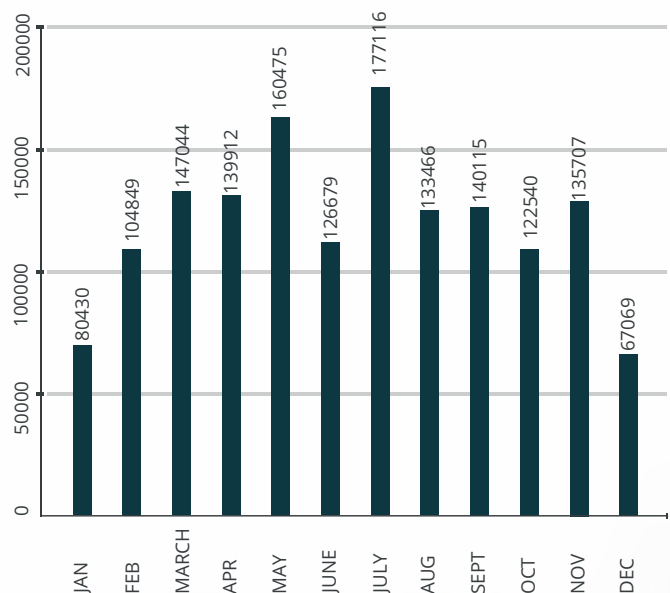
➔ The 2014 survey revealed that 36% of community service practitioners intended to stay at the same facility the next year.

The Citizen, 19 May 2016

SOCIAL MEDIA

All social media platforms (Facebook, Twitter and LinkedIn) has showed a steady growth in followers and has reached over 1,5 million individuals through these platforms during 2016

COMBINED REACH ON SOCIAL MEDIA PLATFORMS



Strategic Partnership

FPD has over the years developed a number of strategic partnerships with **world-class academic** and **health development** institutions.

These partnerships include:

INTERNATIONAL



CLINICAL CARE OPTIONS®

CLINICAL CARE OPTIONS (CCO)

CCO is a leading provider of HIV professional education worldwide, with an active and growing membership of over 29,000 physicians and over 66,000 total members globally. By producing the highest-quality interactive medical education programmes for over 20 years, CCO has become the trusted brand amongst HIV treaters around the world.

In addition to a world-class advisory board, long-term relationships with internationally renowned faculty and a sophisticated, specialised editorial and writing staff, CCO has its own unique models, proprietary technology, and websites and well established alliances with key HIV organisations, including a longstanding partnership with the International AIDS Society. FPD, CCO and the University of the Witwatersrand jointly developed the first South African mobile phone application-based educational resource for HIV and TB medicine that was rolled out to healthcare professionals.



FHI 360

FHI 360 works to improve reproductive health, increase family planning options, help prevent the spread of HIV and promote educational opportunities for South African youth. Their projects support the Government of South Africa in key human development priorities, including implementing HIV/AIDS interventions, preventing mother-to-child transmission of HIV, increasing access to reproductive health services, improving nutrition, building capacity among local organisations and government entities, developing policies and guidelines that promote health and well-being, and expanding access to education.

FPD and FHI360 entered into a very successful partnership on the submission of USAID proposals. To date, the

collaboration resulted in the "Comprehensive Community Based HIV Prevention, Counselling and Testing" and "Capacity Development and Support Programme (CDS)". The CDS is a five-year award that aims to strengthen the organisational management, technical capacity and sustainability of local non-governmental organisations (NGOs) and South Africa Government (SAG) departments for an improved, expanded and sustained country-led response to HIV and AIDS. CDS is led by FHI 360 and implemented with support from consortium partners, Foundation for Professional Development (FPD) and Deloitte South Africa.



HUMANA PEOPLE TO PEOPLE

The organisation established its operation in South Africa in 1995 and works with disadvantaged communities to secure the improvement of their economic situation, education and health and social well-being. All the programmes involve the target communities in contributing towards their own development by establishing local structures, training and empowering them to be self-reliant and self-deciding bodies.

FPD and HPPSA entered into a very successful partnership on the sub-mission of USAID proposals. To date the collaboration has been successful on the "Comprehensive Community Based HIV Prevention, Counselling and Testing" project.



IMMUNE SYSTEM REGULATION (ISR)

Immune System Regulations AB (ISR) is an innovation driven research company within the area of immunotherapy, based at the Karolinska Institute in Stockholm, Sweden. ISR and FPD are currently partnering in ground-breaking HIV related Phase I/II Clinical Trials taking place in Pretoria, South Africa. FPD is also a shareholder of ISR.



MANCHESTER BUSINESS SCHOOL (MBS)

With an international reputation for top-rated teaching and research, Manchester Business School is firmly positioned at the leading edge of dynamic business performance. Dedicated to developing effective managers for every sector and discipline, MBS invests in today's management the ideas and experience that will equip its graduates (since 1998) in offering an international management short course for health managers in South Africa.



MOTHERS TO MOTHERS

mothers2mothers is an NGO based in Cape Town, South Africa that helps to prevent mother-to-child-transmission of HIV and keep mothers healthy. mothers2mothers trains, employs and pays nearly 1,500 new mothers living with HIV in seven African countries to provide education and support to women just like themselves. These "Mentor Mothers" become professional members of health delivery teams - working alongside doctors and nurses to serve the needs of HIV-positive pregnant women and new mothers and to help fill the gaps in critically understaffed health systems. mothers2mothers currently reaches 20 percent of the pregnant women living with HIV in the world. FPD and mothers2mothers partnered in 2010 to form the Foundation for Professional Development Research Ethics Committee (FPDREC).



Netherlands Institute of Mental Health and Addiction

TRIMBOS INSTITUTE

The Trimbos Institute conducts research on issues related to mental health and addiction. They put research findings into practice to support policymakers, educators, and professionals who provide mental health and addiction services. Trimbos-Institute (through funding from the United Nations Office on Drugs and Crime) awarded FPD

with a proposal in respect of developing regional guidelines and training for the provision of HIV prevention, treatment, care and support services in prisons around sub-Saharan Africa.

Yale

YALE SCHOOL OF EPIDEMIOLOGY AND PUBLIC HEALTH

Founded in 1915, Yale's School of Public Health is one of the oldest accredited schools of public health. In the 1960's it was decided to merge the Department of Public Health with the Section of Epidemiology and Preventive Medicine, a Unit within the Department of International Medicine. The Department of Epidemiology and Public Health (EPH) was the result of this merger.

Today, faculty and students at the Yale School of Public Health continue to strive toward Winslow's goal of: "Preventing disease, prolonging life and promoting physical and mental health and well-being through organized community effort and developing the social machinery to assure everyone enjoys a standard living adequate for the maintenance or improvement of health".

FPD and Yale offer a jointly certified international management short course aimed at public sector managers.

NATIONAL



AESTHETIC AND ANTI-AGING MEDICINE SOCIETY OF SOUTH AFRICA (AAMSSA)

AAMSSA is a scientific non-promotional society to regulate the scientific and legitimate practice of Aesthetic and Anti-aging Medicine. They provide medico-legal support in conjunction with medico legal societies and provide mutual support amongst members and improve relationships amongst the members and professional bodies. The AAMSSA strives to advance the growth, respectability and knowledge development in these fields of medicine in South Africa.

The FPD and AAMSSA partnership is in the process of developing a postgraduate qualification in Aesthetic Medicine. This programme is designed to give participants advanced comprehension and skills so that they can manage and treat various pathological and non-pathological indications pertaining to aesthetics at a high level of competency and confidence.



AFRICA HEALTH PLACEMENTS

AHP, a FPD and Rural Health Initiative joint venture, was established as separate, not for profit legal entity during 2012. AHP(NPC) and FPD will continue to collaborate closely on recruitment and retention of highly skilled health care workers. AHP forms part of the consortium's that are implementing the NHI Pilot Project to ensure that Primary Healthcare Clinics have doctors on site and specifically focuses on recruitment.



ANOVA HEALTH INSTITUTE

The Anova Health Institute is dedicated to improving health with particular emphasis on HIV. Anova is strengthening and supporting the public healthcare system through technical assistance. Providing capacity building, clinical expertise and facilitating health technology expansion. Anova and FPD's Epidemiology and Research Unit are working together to make significant contributions to the existing body of knowledge around HIV.



AURUM INSTITUTE

The Aurum Institute is a public-benefit organisation with over 19 years' experience in leading the response, treatment and research efforts to eradicate TB and HIV. Aurum has been working alongside government, the mining industry, among NGO's and in communities to better understand the epidemics to provide real solutions and to improve the health of people and communities living in poverty through innovation in global research, systems, and delivery. Aurum is part of a consortium of partners that are implementing the NHI Pilot Project to ensure that Primary Healthcare Clinics have doctors on site.



BROADREACH

BroadReach has partners with governments, multinational health organizations, donors and private sector companies in more than 20 countries to improve the health and wellbeing of underserved populations. BroadReach is

part of a consortiums of partners that are implementing the NHI Pilot Project to ensure that Primary Healthcare Clinics have doctors on site.



CAREWORKS

CareWorks is a private HIV management company based in South Africa and is fully accredited with the Council for Medical Schemes in SA. CareWorks make a tangible impact, particularly in the workplace, on the degenerative effects that HIV & AIDS, as well as TB, have on individuals, organizations and South Africa as a whole. CareWorks is an implementation partner of FPD in the Programmatic implementation and Technical Assistance (TA) for HIV/AIDS and Tuberculosis (TB) Prevention, Care and Treatment Services throughout the Health System in South Africa.



CENTRE FOR COMMUNICATION IMPACT (CCI)

CCI is a South African not for profit company (NPC), established in 2004. CCI has expertise in applying communication and development theory, qualitative and quantitative research methods, organisational development and governance, and financial and grant management to achieve impactful and sustainable public health communication solutions. The organisation has extensive experience working in partnership with government departments, funders, civil society sectors, not-for-profit partners and the private sector to design, implement, monitor and evaluate award-winning and impactful national communication programs. CCI is an implementation partner of FPD in the Programmatic implementation and Technical Assistance (TA) for HIV/AIDS and Tuberculosis (TB) Prevention, Care and Treatment Services throughout the Health System in South Africa.



THE CENTRE FOR HIV/AIDS PREVENTION STUDIES (CHAPS)

The Centre for HIV/AIDS Prevention Studies (CHAPS) seeks to perform and support innovative and safe medical male

circumcision procedures as part of a minimum HIV prevention package. Anova is the main funding partner of CHAPS. This partnership is vital in assisting the National Department of Health and the Provinces of South Africa to expand access to high quality HIV-related prevention, treatment and support services throughout the country. FPD and CHAPS are working together to train healthcare professionals on how to perform safe male circumcisions.



CITY OF TSHWANE METROPOLITAN MUNICIPALITY (CTMM)

The city of Tshwane AIDS Unit is the driving force of the City's response to HIV and AIDS. The Unit co-ordinates HIV and AIDS programmes and initiates of the different sectors. FPD collaborates with the City of Tshwane to enable the community of Tshwane to access HIV and AIDS services through the development of service-mapping activities and through providing the secretariat for the Tshwane Mayoral AIDS Committee.



CRITICAL CARE ACADEMY

Critical Care Academy renders a comprehensive, effective and professional quality educational service to learners to be part of health care and minimize loss of life as far as humanly possible. FPD and Critical Care Academy has partnered to offer a number of life support training programmes.



DEMOCRATIC NURSING ORGANIZATION OF SOUTH AFRICA (DENOSA)

In addition to its advocacy role of promoting the cause of nursing in South Africa, DENOSA has established the DENOSA Professional Institute to extend the training and professional development of nurses. Over the past three years FPD has been working with DENOSA in running training courses in collaboration with the National TB Programme and the International Council of Nurses to train nurse trainers on TB and MDR-TB.



DEPARTMENT OF HEALTH EASTERN CAPE

FPD closely cooperates with the Eastern Cape Department of Health in supporting Health Systems Strengthening.

During 2015, FPD's Technical Assistance Cluster provided district based technical assistance support and now closely collaborates with the following districts; Sarah Baartman (Cacadu), Nelson Mandela Bay Metropolitan Municipality, Amatole and Buffalo City.



DEPARTMENT OF HEALTH FREE STATE

FPD operates with the Free State Department of Health within Xariep and Fezile Dabito districts to relieve the burden of stable ART patients on the health facilities and to increase retention of ART patients to 70% in care five years after treatment initiation.



DEPARTMENT OF HEALTH GAUTENG

FPD has a long-standing relationship with the Gauteng Provincial Department of Health in developing provincial capacity through technical assistance and training. FPD is the comprehensive technical assistance partner for Tshwane/Metsweding Districts.



DEPARTMENT OF HEALTH KWAZULU-NATAL

FPD works closely with the KwaZulu-Natal Department of Health in five of their districts (Ugu, Zululand, Umkhanyakude, eThekweni, Uthungulu) to develop, test, document and scale up innovative, appropriate, equitable and sustainable CBCT models that effectively link key populations into appropriate and accessible HIV and TB prevention, care and treatment services. Within this partnership we also develop, test, document and scale up effective and locally sustainable linkage and referral systems for CBCT to appropriate community and facility-based services with documented referral through-put to HIV and TB prevention, care and treatment, as well as retention in TB, pre-ART and ART care.



DEPARTMENT OF HEALTH LIMPOPO

FPD has a long-standing relationship with the Limpopo Provincial Department of Health in developing provincial capacity through technical assistance and training. FPD is the comprehensive technical assistance partner for Vhembe and Capricorn Districts and the district support partner for Greater Sekhukhune District.



DEPARTMENT OF HEALTH MPUMALANGA

FPD has a long-standing relationship with the Mpumalanga Provincial Department of Health in developing provincial capacity through technical assistance and training. FPD is the comprehensive technical assistance partner for the Nkangala District.



DEPARTMENT OF HEALTH NORTH WEST

FPD works closely with the North West Department of Health in the Bojanala district to develop, test, document and scale up innovative, appropriate, equitable and sustainable CBCT models that effectively link key populations into appropriate and accessible HIV and TB prevention, care and treatment services. Within this partnership we also develop, test, document and scale up effective and locally sustainable linkage and referral systems for CBCT to appropriate community and facility-based services with documented referral through-put to HIV and TB prevention, care and treatment, as well as retention in TB, pre-ART and ART care.



DIRA SENGWE

This is one of FPD's oldest partnerships that has led to the very successful series of bi-annual National AIDS Conferences that has become one of the largest, if not the largest, National AIDS Conferences in the world attracting over 4,000 attendees. FPD provides the Conference Secretariat for these conferences.



THE FOUNDATION FOR PROFESSIONAL DEVELOPMENT FUND

The Foundation for Professional Development Fund is a non-profit entity whose focus area is allied to activities relating to HIV and AIDS, but it is not limited to this area. The FPD Fund's main activities are to promote community interests by the provision of healthcare, education, the prevention of HIV infection and to develop communities through capacity building projects.



HEALTH AND WELFARE SECTOR EDUCATION AND TRAINING AUTHORITY (HWSETA)

FPD has for a number of years been working with the SETA around Pharmacy Assistance and Social Auxiliary Work Learnerships and other Workplace Experience Programmes.



HEALTH AND WELFARE SECTOR EDUCATION AND TRAINING AUTHORITY (HWSETA)

HMPG journals reach the majority of active, practicing medical professionals in South Africa. Over 16,000 SAMA members receive either SAMJ (South African Medical Journal) or CME (Continuing Medical Education) or both. HMPG also publishes the official journals for specialist societies and associations in South Africa. Since 2013, FPD became the sponsors of the African Health Professional Education Journal and the Strengthening of Health Systems Journal.



HIGHER EDUCATION HIV/AIDS PROGRAMME (HEAIDS)

The HEAIDS programme was first launched in 2000/2001 as a partnership between the Department of Education (DoE), the South African Universities Vice-Chancellors Association (SAUVCA) and the Committee of Technikon Principals (CTP). This comprehensive higher education response to HIV and AIDS comprises of two dimensions.

The first dimension is directed at maintaining the institution's ability to continue functioning thereby preventing HIV and AIDS from undermining its potential to operate and deliver mandated services. The second dimension is the institution's core functions of teaching, training, research, community engagement and service. Since 2010, FPD and HEAIDS have been collaborating on the award winning "First things First" campaign that promotes HIV testing at universities.



HOSPICE PALLIATIVE CARE ASSOCIATION OF SOUTH AFRICA

Since the inception HPCA has adopted a collaborative approach in working with other community organizations and government structures. This commitment to working together with other organizations with who they share a common goal by sharing expertise and resources has been incorporated into the current strategic plan. FPD and HPCA have been in partnership since 2008. This collaboration's aim is based on training of professional nurses to become palliative care specialists through one year Palliative Care course.



INFO4AFRICA

Info4Africa is a programme within HIVAN which specializes in maintaining and expanding a database of over 6,000 HIV – related services providers throughout the country. Through HIV-911, information can be obtained on HIV-related service and support in any area of the country. HIV-911 and FPD are developing an HIV-related service database and producing annual provincial print directories of all HIV service providers captured.



MEDICINES INFORMATION CENTRE (MIC)

The Medicines Information Centre (MIC) is a unit situated within the Division of Clinical Pharmacology, Department of Medicine, at the University of Cape Town's Faculty of Health Sciences. The center was established in 1980 and forms part of a World Health Organization collaborating center. The MIC is dedicated to providing unbiased, up-to-date and well researched drug-related information in consultation with a multidisciplinary healthcare team. FPD funds the provision of a toll-free call centre to advise

health care professionals on aspects of AIDS treatment.

FPD and the MIC collaborate on the National HIV Health Care Worker Hotline. This is a HIV/AIDS call centre, which constitutes a unit within the Faculty of Health Sciences at the University of Cape Town, whose primary purpose is to promote, conduct, and build capacity for mentorship that is responsive to, and contributes to alleviating the circumstances of people living with and affected by HIV/ AIDS, which strives to enhance the quality of HIV/AIDS prevention, care and treatment in both the formal and informal public health systems.



MOLTENO

Molteno brings to the Consortium 42 years experience in promoting literacy in African languages and an extensive record of training and coaching district CAs and HODs using a combined training and mentorship approach as well as established relationships with national and provincial DBEs. Molteno is a consortium partner of FPD's USAID Reading Support Programme.



NATIONAL DEPARTMENT OF HEALTH

The National Department of Health (NDOH) has embarked on a programme of ensuring that every Primary Health Care clinic has a doctor on site, either on a full time or part time basis. FPD, as lead agency, together with BroadReach, Aurum, Right to Care, the Wits Reproductive Health & HIV institute (WRHI) and African Health Placements (AHP) forms the consortium that will be responsible to provide the required services to the National Department of Health.



NATIONAL PROSECUTING AUTHORITY (NPA)

FPD (through a USAID grant) supports the Thuthuzela project of the NPA. Thuthuzela Care Centers are one-stop facilities that have been introduced as a critical part of South Africa's anti-rape strategy, aiming to reduce secondary trauma for the victim, improve conviction rates and reduce the cycle time for finalizing cases. The Thuthuzela Project is led by the NPA's Sexual Offenses and Community Affairs Unit (SOCA), in partnership with

various donors as a response to the urgent need for an integrated strategy for prevention, response and support for rape victims.

OXFORD
UNIVERSITY PRESS

SOUTHERN AFRICA

OXFORD UNIVERSITY PRESS SOUTHERN AFRICA

Oxford University Press SA bring 100 years of in-country support in developing the ability of educators to teach reading. They do not only publish materials but also support teachers through teacher training workshops, and on-line support platforms. Oxford University Press SA is the first choice of thousands of teachers across South Africa for teaching resources. Oxford SA is a consortium partner of FPD's USAID Reading Support Programme.



PEN

PEN is a non-profitable, non-denominational, Faith Based Organisation. PEN works in close relation with local churches in and around Tshwane and in the inner city, as well as other organisations working with people in need. PEN operates the Sediba Hope Clinic which serves the community of the inner city. FPD decided to formalise the partnership between FPD and PEN by contracting PEN to run and implement an HIV Wellness Programme. The partnership aims to improve the quality of life of people visiting Sediba Hope by strengthening services in the following areas: medical health services, physical health of PLHIV, provision of psycho-social support and positive prevention activities of PLHV.



TREATING HEALTH SERIOUSLY

RIGHT TO CARE

Right to Care is supporting and delivering prevention, care, and treatment services for HIV and associated diseases. They work with government and communities to find pioneering solutions to build and strengthening public healthcare. Right to Care is part of the consortium's of partners that are implementing the NHI Pilot Project to ensure that Primary Healthcare Clinics have doctors on site.



SOCIETY FOR FAMILY HEALTH (SFH)

SFH is South Africa's leading non-profit, non-governmental provider of health products, services and communications, and South Africa's leading social marketing organization. Social marketing is the non-profit use of commercial marketing techniques to address public health issues. SFH was founded in 1992 as a condom social marketing organization and since that date has distributed 1,009,300,619 condoms.

Additionally, since its inception, SFH has greatly expanded the portfolio of products and services it provides to include male condoms, female condoms, lubricant, HIV counseling and testing, CD4 counts, TB diagnosis and medical male circumcision. All of these programmes are supported by SFH behavior change communications, marketing and training. SFH is the South African affiliate of Population Service International, the world's leading network of social marketing organization with affiliates in 69 countries around the world.

FPD and SFH entered into a very successful partnership on the submission of USAID proposals. To date the collaboration has been successful on the "Comprehensive Community Based HIV Prevention, Counselling and Testing" project.



SONKE GENDER JUSTICE

Sonke Gender Justice Network is a non-partisan, non-profit organization established in 2006. Today, Sonke has established a growing presence on the African continent and plays an active role internationally. Sonke works to create the change necessary for men, women, young people and children to enjoy equitable, healthy and happy relationships that contribute to the development of just and democratic societies. FPD and Sonke partner on a USAID funded project in support of the National Prosecuting Authorities Thuthuzela Project.



SOUL CITY INSTITUTE

Soul City Institute is a Social Justice organization that focuses on young women and girls, and the communities they live in. An organisation that is a pillar of strength, support and hope for a new dawn. An organisation that ensures that young women and girls have equal access to resources that enable them to self-actualise and reach their full potential and take their rightful place in society. An organisation that promotes a just society and ensures equal treatment and respect for basic human rights. Soul City contributed to the ISSSASA project by creating greater public awareness of the Thuthuzela Care Centers and increasing the uptake of TCC services, within a wider approach to raising awareness and prevention.



SOUTH AFRICAN INSTITUTE FOR DISTANCE EDUCATION (SAIDE)

Saide has 23 years of experience in distance education programs for educators and developing open educational resources including material development. Saide's African Storybook Initiative, is a digital library of over 600 unique storybooks for early reading, and are openly licensed supplementary readers in all SA official languages designed to support home language and English First Additional Language reading instruction. Saide is a consortium partner of FPD's USAID Reading Support Programme.



SOUTH AFRICAN MEDICAL ASSOCIATION (SAMA)

The South African Medical Association (SAMA) is a non-statutory, professional association for public and private sector medical practitioners. Registered as an independent, non-profit Section 21 company SAMA acts as a trade union for its public sector members and as a champion for doctors and patients. The strategic relationship between FPD and SAMA extends beyond pure ownership of FPD.

The organisations collaborate on a number of projects including gender based violence and a number of educa-

tional projects aimed at SAMA members.



SOUTH AFRICAN MEDICAL RESEARCH COUNCIL (SAMRC)

The South African Medical Research Council (SAMRC) was established in 1969 with the aim to deliver on a mandate to promote the improvement of the health and the quality of life of the population of South Africa through research, development and technology transfer. The MRC has undertaken a national assessment of sexual assault case withdrawals related to the attrition of rape cases in the criminal justice system as part of the Increasing Services to Survivors of Sexual Assault in South Africa (ISSA-SA) Project.



SOUTHERN AFRICAN HIV CLINICIANS SOCIETY (SAHIVCS)

The South African HIV Clinicians Society is a special interest group of the South African Medical Association with more than 12,000 members drawn from clinicians and medical scientists dedicated to responding to the challenge of HIV and AIDS. The strategic alliance between FPD and SAHIVCS dates from 2001, when the two organisations introduced the HIV Clinical Management Course. FPD also enrolls students as SAHIVCS members as part of the FPD Alumni Programme. SAHIVCS also organises the skill building programmes at a number of conferences that FPD organises.



SOUTH AFRICAN INSTITUTE OF HEALTHCARE MANAGERS (SAIHCM)

For a number of years health managers working in both the public and the private sectors have determined that South Africa has an urgent need for an institute of health-care managers. The structure of the institute is based on best practice, as identified in older of international models, but has been adopted to meet South Africa's specific needs in the field. The institute aims to be a center of excellence to advocate for the interest of consumers of

health services in South Africa and for its members. The commitment will be demonstrated through the efforts to enhance the status and qualifications of healthcare managers within the framework of the SA Qualification Framework.

FPD and SAIHCM collaborate on providing an alumni support service for graduates of FPD management training programmes. Since 2010, FPD has hosted the SAIHCM Secretariat.



SOUTH AFRICA SOCIETY OF OCCUPATIONAL MEDICINE (SASOM)

SASOM is a Professional Society, registered as a special interest group with the South African Medical Association and is affiliated to the International Commission of Occupational Health. SASOM entered into a partnership with FPD to offer a series of online training programmes on occupational health and safety to healthcare workers.



VSO

VSO recruits and manage teams of international and local school management and language teaching experts and have experience in supporting education programmes in 16 countries to improve learning outcomes including literacy. VSO is a consortium partner of FPD's USAID Reading Support Programme.



WITS REPRODUCTIVE HEALTH AND HIV INSTITUTE (WRHI)

The Wits Reproductive Health and HIV Institute (WRHI) was established in 1994 to support the new South African government formulate and implement new national policies around sexual and reproductive health and is part of the Faculty of Health Sciences and the largest research institute of the University of the Witwatersrand. WRHI is part of the consortium of partners that is implementing the NHI Pilot Project to ensure that Primary Healthcare Clinics have doctors on site.

EDUCATIONAL COLLABORATION



DIVISION OF INFECTIOUS DISEASES AND PROGRAM IN GLOBAL HEALTH, DAVID GEFFEN SCHOOL OF MEDICINE, UNIVERSITY OF CALIFORNIA, LOS ANGELES (UCLA), CALIFORNIA, U.S.A.

UCLA's David Geffen School of Medicine is a globally elite and international leader in research, medical education and patient care.

The Program in Global Health collaborates with institutions around the world for innovative interdisciplinary research to address the most pressing health issues facing today's world, including infectious diseases such as HIV, as well as the growing epidemics of diabetes, cancer, and heart disease. In 2014, FPD joined with researchers at UCLA to develop an STI screening programme of HIV-positive mothers with the aim of decreasing HIV transmission from mother to child.



PROGRAM IN GLOBAL HEALTH, MAILMAN SCHOOL OF PUBLIC HEALTH, COLUMBIA UNIVERSITY, NEW YORK, U.S.A.

A vital part of one of the world's greatest universities and medical centers, Columbia University's Mailman School of Public Health pursues an agenda of education, research and service to address the critical and complex public health issues affecting The United States and the world. Since 1922, the Mailman School has been at the forefront of public health research, education and community collaboration. Addressing everything from chronic disease to HIV/AIDS to healthcare policy, the School tackles today's pressing public health issues and translating research results into action. Since 2013, FPD has been working closely with faculty in the Global Health programme at Mailman to develop and operationalise

Since 2013, FPD has been working closely with faculty in the Global Health programme at Mailman to develop and operationalize The Rea Phela Health Study. This study aims to understand and measure the health of South Africa's healthcare workers, its impact on human resources for health and the health of all South Africans. For the past two years, FPD's Technical Assistance Cluster has also acted as a field site and provides in-country advising to Mailman MPH students completing 6-month field practicums required for graduation.



UNIVERSITY OF CAPE TOWN

NATIONAL TB/HIV HOTLINE FOR HEALTH CARE PROFESSIONALS

FPD supports a toll-free telephonic advice service based at the Medical Information Centre (MIC) at the University of Cape Town. The MIC is the largest and only clinically-based medicine information center in South Africa and is staffed by specially-trained drug information pharmacists.

The call centre forms an additional layer to FPD's mentorship strategy in that it offers free expert technical advice to healthcare professionals across all nine provinces on HIV/TB related issues.

The call center fields about 500 calls per month resulting in a total of more than 5,000 mentorship calls per year. The call profile shows that the top queries relate to: switching therapy (11%); initiating therapy (11%); adverse drug reactions (9%); and patients with TB (9%).



UNIVERSITY OF KWAZULU NATAL (UKZN)

info4africa

info4Africa is a programme within HIVAN which specialises in maintaining and expanding a database of over 6,000 HIV-related services provided throughout the country. Through info4africa, information can be obtained on HIV-related service support in any area of the country. info4africa and FPD are developing an HIV-related service database and producing annual provincial printed directories of all HIV service providers captured.



UNIVERSITY OF PRETORIA (UP)

The University of Pretoria was established as an independent university in 1930. With approximately 40,000 enrolled students, the university is a leader in higher education and is recognized internationally for academic excellence and a focus on quality. Collaboration between FPD and the Health Sciences Faculty at UP takes place around the Infectious Diseases Unit, ART clinics at two of the University's teaching hospitals (Steve Biko Academic Hospital and Kalafong Hospital) and the Department of Family Medicine.

An evaluation of the quality of care provided at the three NIRMART facilities in the Greater Tzaneen Municipal Area: An action researched project. Antiretroviral therapy programme outcomes in Tshwane District: a five year retrospective study.

Pre-antiretroviral therapy patient loss to care in three South African public health facilities: Implication for pre-treatment care.

Characteristics of adult patients who are lost to follow-up in antiretroviral roll out clinics in Gauteng, South Africa.

Sponsor and Donors

* Sponsors or donors will only be linked to one category

PROJECT SPONSORS AND DONORS



RESEARCH FUNDERS



EDUCATIONAL SPONSORS

abbvie

Alcon



The American International Health Alliance
We Do Development Differently

AstraZeneca

BroadReach
healthcare
Imagine It Differently.



planning, monitoring
and evaluation
Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA



Investec

MatCH

orbis



CONFERENCE SPONSORS

aspen
PHARMACARE



B·H·F
Board of
Healthcare Funders
South Africa

LEARNERSHIP SPONSORS

augusta
Steel

Deloitte.

Health and Wellness Sector
Education and Training Authority
HWSETA
Accreditation Number: HW550AD600278

JMP

long run
labels & laminates
tubers • laminates • flexible packaging

Renaissance
Capital

SENAWINDOWS

SUN SALT SERVICES

supa quick
TYRE EXPERTS | CLOSER TO YOU

uni-span
HOLDINGS

People at FPD

Top and Senior Management



Dr GG Wolvaardt



Ms VD Pillay



Mr H Reeder



Mrs SM Johnson

Middle Management and Experienced Specialist



Mrs TD Armstrong



Mr L Banzana



Mrs OD Bebensee



Ms JE Bezuidenhout



Mr CW Bezuidenhout



Ms EK Bilankulu



Mrs NE Biyela



Ms DG Blom



Mr MH Bopape



Ms KM Born



Ms A Bosman



Mr BP Botha



Mrs NN Buthelezi



Ms NE Buthelezi



Mrs SDT Carvalho



Dr A Combrink



Ms LA de Vos



Ms L de Weerd



Ms GC Devereux



Ms MM Diale



Ms NC Duba



Mr F Dube



Ms TL Farirai



Mrs L Fataha



Ms MM Fourie



Ms AA Gerber



Mr G Guloba



Ms MM Gumed



Ms S Harilal



Mrs CO Iloabanafor



Mrs B Kapp



Mrs MR Kekana



Mr M Kentane



Dr NM Kgopong



Ms KE Khosa



Dr MF Kindoki



Dr H Kinkel



Mr W Kruger



Mrs RZ Kunene



Dr PF Kweza



Mr AM La Grange



Ms SD Lebelo



Mrs DM Lebeloe



Ms L Ledingwane



Mrs NP Legodi



Mr WL Lekgau



Mrs MJ Lesufi



Mr MS Lwana



Mrs MS Mabasa



Ms SR Mabela



Mrs M Maboya



Mrs SMF Maema



Mrs P Mageza



Mrs FS Mahlangu



Ms KG Mahosi



Mr MG Makae



Dr GRM Makgoka



Mr HC Makhathisa



Mr MK Makhavhu



Ms MJ Makhura



Dr KL Malekele



Mrs TN Malgas



Ms B Maluleke



Mr MF Mamadi



Mr B Mampe



Dr TF Manthata



Ms C Mapempeni



Ms NE Mapitsa



Mr M Maqetseba



Mr RJ Martin



Mr MR Masango



Dr TD Masenya



Ms MT Mashaba



Dr MC Mashamba



Ms NC Masiagwala



Mr FP Masilela



Mr BC Masinga



Ms SST Masutha



Ms MM Matabane



Mr LT Matane



Ms EPM Mathabe



Mr MN Mathe



Mr JK Matlala



Ms NM Matlou



Ms RCI Matsepe



Mrs ME Matsepe



Ms SS Matumba



Mr PD Mawasha



Ms ZM Mayana



Mrs J McGarry



Ms N Mchiza



Dr A Medina-Marino



Mr MD Mgulwa



Dr LS Mjongile



Mr BM Mkhize



Mr ES Mkwana



Ms ML Mlambo



Ms M Mlanjeni



Mrs N Mlokoti



Ms LN Mlondo



Dr NB Mlondzo



Dr ASR Mmekoa



Mr J Mmekwa



Mrs LM Mnisi



Dr MJ Moabelo



Mrs MA Mochaki



Mrs MN Modiba



Dr O Moeng



Ms MP Moepye



Ms BS Mogakane



Ms J Mokoena



Dr RA Molapo



Mrs R Molate



Mr C Moller



Mr MB Molo



Ms R Monare



Ms TE Montalama



Dr DR Montoedi



Ms RS Monyela



Ms KY Morema



Mrs NC Motlana



Mr MI Motloutsi



Dr L Motsilili



Mrs GL Msi



Ms TR Mtleni



Mr M Mudau



Ms KA Mudau



Dr HL Mukhari



Mrs A Mulder



Ms R Mulumba



Ms AE Mumbauer



Mr KP Munyai



Mrs DK Ncongwane



Mr SS Ncube



Mrs MN Ncube



Mr NP Nemukubane



Mrs SH Ngomane



Ms SN Ngoza



Dr NP Nkhwashu



Mrs DP Nkosi



Ms TM Nkuna



Ms KC Nkuna



Ms MB Ntithe



Mr AL Ntontela



Ms MN Ntuli



Dr PS Nxumalo



Mr DH Olivier



Mr IB Opi



Mrs RM Overmeyer



Mrs S Peter



Dr TL Phaladi



Mr TC Phalatse



Mrs MM Phatlane



Dr RK Pila



Mr K Pillay



Mr HL Potgieter



Mrs ZC Pretorius



Mrs BD Pretorius



Mr KKE Pullen



Mrs M Raluswinga



Mrs SL Ramaila



Ms N Ramdas



Mr JM Ramphisa



Mr MI Rampilo



Mr PS Rangoato



Mr MS Rasegotoma



Dr MS Rashopolo



Mr A Rundare



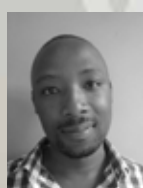
Mr TJ Sagela



Ms PV Sakala



Dr RE Schoeman



Dr BM Seakamela



Ms PL Sebene



Ms PJ Seforo



Mrs TM Sefufula



Mrs MD Sehube



Ms MP Selepe



Ms R Setuki



Dr S Shamu



Ms H Shiburi



Ms LF Shongwe



Ms NP Sibanyoni



Ms NN Sithole



Mr SR Skidmore



Mrs JS Snyman



Ms Z Sobuza



Mr N Somwahla



Mr RJ Stephen



Mr NH Swanepoel



Ms H Swart



Dr FS Tema



Ms NM Thantsa



Ms MD Thwala



Ms CN Tshivhengwa



Mrs MF Tsole



Dr MA Uys



Mrs A van Dyk



Dr I Van Staden



Mr ALA Vinagre



Dr CA Visser



Dr MS Vlug



Ms E Webb Mazinyo



Ms RL Wentzel



Dr CJ Whyte



Mrs K Wolfaardt



Mr GM Wolvaardt



Dr CF Yssel



Ms VV Zele



Ms DP Zulu



Ms SP Zulu

Junior Management and Skilled Staff



Mr AR Adonis



Ms TB Bambo



Mrs NS Chiloane



Mr S Chinsamy



Mr MA Clarke



Mrs L Dobson



Mr D Du Bruyn



Mr S du Plessis



Mr P Du Toit



Ms M Engelbrecht



Mr M Essa



Ms T Gaofetoge



Mr MJ Gaza



Mr AP Gbore Oluwa



Ms EK Gindra



Mr RM Govender



Mrs K Govender



Ms NM Hatang



Ms C Hira



Mr PS Hlengwa



Mr TT Hoveka



Ms DL Isobell



Mr RB Joseph



Mrs EF Josiah



Ms CL Joyce



Ms DAT Kahn



Ms S Kellerman



Mr IJG Kgosiemang



Ms MM Khunou



Mrs S Khupakonke



Ms KE Kodi



Ms ESG Kotze



Mr KSF Kouakou



Mrs MM Kubayi



Mr MA Lediga



Mr MS Lesufi



Mrs U Losi



Ms AM Losper



Mr CP Louwrens



Mr SM Lukhozi



Mr L Luwaca



Ms Z Luwaca



Mr KJ Mabasa



Ms NT Mabasa



Ms TA Mabena



Mr V Mabirimisa



Mr E Machebele



Mr MS Machete



Ms EF Machoga



Mrs LM Maenetja



Ms H Mafuyeka



Ms MV Magafane



Mr SK Magagane



Ms B Magazi



Ms CNK Maginindane



Mr KT Mahasela



Ms NB Mahlalela



Mrs ES Mahlangu



Ms DM Mahlase



Mr MK Maila



Ms NC Makatu



Ms GC Makuwaza



Ms MQ Makwela



Ms NPS Mampuru



Ms TJ Manaka



Ms P Manilali



Mrs ZL Maoka



Ms N Masakane



Mr SA Maseko



Mr LE Maseko



Mrs LR Masevhe



Mr MZ Mashaba



Mrs MP Mashaba



Ms P Masia



Mr AH Masilela



Ms AT Masilo



Mrs R Masingi



Ms TE Masuku



Mrs NA Mathabatha



Ms TN Mathabathe



Mr ER Mathekga



Mr LJ Mathibela



Mrs T Matlala



Mr MD Maseke



Mr S Maunatlala



Dr NP Mavuso



Mr RM Mawarire



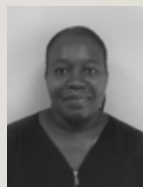
Mrs NA Meken



Mr E Mkhonto



Mr MD Mlotshwa



Ms LD Mngomezulu



Mr VJ Mnisi



Ms LT Mnisi



Ms MM Moalamedi



Mr MI Modiba



Dr MR Mohlhlana



Ms TN Mojapelo



Mrs MH Mojapelo



Mr NH Mokaba



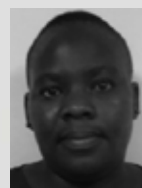
Ms KC Moke



Mrs GA Mokoena



Mr TL Mokou



Mrs TD Molapo



Mr LS Molebalwa



Ms NL Molebatsi



Ms ZP Molefe



Ms TP Molise



Ms L Monyematho



Ms BA Moroka



Ms MF Mothiba



Mrs RC Mothiba



Mr PLR Mothotse



Mr GH Mthembu



Mr PF Mthimunya



Mr C Mulder



Mr FM Munyai



Mr GJ Mvuma



Ms NP Mzana



Mrs N Naidoo



Ms CS Naidu



Mrs K Nair



Mr P Ndikuyez



Mrs N Ndwambi



Mrs E Nel



Ms JS Nel



Mr MM NemaKonde



Ms DR Netshitshivhe



Ms AD Nevin



Mr S Ngqobe



Mrs CM Ngwenya



Ms EN Ngwenya



Mr PD Ngwepe



Mr SA Nkabinde



Mr B Norubela



Mr BO Ntuli



Mrs C Odendaal



Ms NS Paul



Ms M Payne



Ms KG Phalane



Ms DL Phiri



Ms NT Photo



Mrs M Pieterse



Mrs M Pitsoane



Mr GE Podile



Mrs L Pullen



Ms L Rabie



Mr SM Rakubu



Ms MM Rapodile



Mr S Ravele



Mrs CL Roelofsen



Mrs L Rossouw



Ms SD Sebopela



Ms KR Segakweng



Mr MN Sheriff



Ms DKP Shibiti



Mr MGM Shikwambana



Mr TN Shikwambana



Mr O Sibhoko



Mr SS Sigam



Mrs IM Sigidi



Mr BD Sihlangu



Mr SD Singh



Ms IM Sitole



Ms RZ Skhosana



Ms FB Slaven



Mrs SD Smalberger



Ms AM Smith



Ms PP Sodo



Mrs JY Swanepoel



Mr LV Teffo



Mr EM Thulare



Mr TP Tiro



Mr CK Tladi



Mr T Tsatsi



Mr MU Tshabalala



Mr A Tutton



Ms B Tyhali



Mrs I van der Merwe



Mrs GW van der Walt



Ms J Steyl-van Niekerk



Ms Z van Rensburg



Ms L van Wyngaardt



Mr HO Vukeya



Mrs D Williamson

Administrative and Support Staff



Mrs EN Al Mamun



Mr T Aphane



Mr KD Aphane



Ms LV Aphane



Ms ZZ April



Mr R Badetswana



Ms IS Baloi



Ms NN Baloyi



Mr PK Baloyi



Mr ER Baloyi



Mr SM Baloyi



Mr WK Baloyi



Ms MI Baloyi



Ms DC Baloyi



Ms PL Baloyi



Ms CM Baloyi



Mrs TG Baloyi



Ms CT Bapela



Ms V Basjana



Ms LR Batela



Ms TM Bates



Mr JJ Bezuidenhout



Ms N Blessie



Mr KL Bobelo



Mr KC Bogatsu



Ms SB Bokaba



Ms TM Bopape



Mr MA Bopape



Ms ST Bopape



Mr CSL Borman



Mr T Boroko



Mr WCL Breytenbach



Mr MT Bulu



Ms RM Buthane



Ms KG Buthelezi



Ms NS Buthelezi



Mr ML Buthelezi



Mr NP Buthelezi



Mr MP Buthelezi



Ms NN Buthelezi



Ms VP Cekiso



Ms NC Chabalala



Ms SK Chauke



Mrs SR Chauke



Mr BK Chego



Mr MK Chewe



Ms BM Chilenge



Ms N Chili



Ms SJ Choshane



Mr TO Chiota



Mr PR Chubisi



Mr MA Chuene



Ms RS Chuene



Ms TB Chuma



Mr KA Chumu



Ms V Cibi



Mr AS Cossa



Ms NS Cossa



Ms AF Daantjie



Ms YR Damba



Ms J Daniels



Ms N Dayimani



Mrs NF de Koker



Mrs C De Lange



Ms L De Villiers



Ms S Debeila



Mr F Denga



Ms NA Dhlamini



Mr SP Dhludhla



Ms GKS Diale



Ms TM Dikgale



Ms KM Dikgale



Mr SD Dikobe



Ms T Dikobe



Ms ANZ Dinga



Ms FNF Dlamini



Mr TH Dlamini



Ms S Dlamini



Ms NC Dlamini



Ms ZP Dlamini



Ms N Dlamini



Ms TI Dlamini



Ms TW Dlamini



Mr NNS Dlangalala



Mr LSA Dlangalala



Ms S Dlangamandla



Mr SC Dlodla



Ms I du Plessis



Ms H Du Plessis



Mr EG Dube



Ms GN Dube



Ms SL Duma



Ms ME Duma



Mr M Dzivhani



Ms BHW Fankomo



Ms TN Figlan



Ms LN Flank



Ms JJ Francis



Ms ST Fundama



Mr MS Gadebe



Ms MB Galane



Ms YS Gantsho



Mr D Gausi



Mr SS Gazu



Ms S Gebe



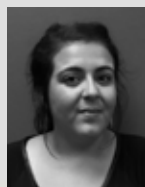
Ms QW Gomo



Mr J Gounder



Mr RS Grech



Mrs NB Grobler



Ms SM Hamese



Ms MM Hamese



Mrs SM Handi



Ms CL Hansen



Ms RO Hlagala



Ms MLE Hlalele



Ms TE Hlangwana



Ms NS Hlatswayo



Ms MR Hlekane



Mr J Hlongwane



Ms NP Hlongwane



Ms D Hlungwane



Mr TS Hlungwani



Mr G Hlungwani



Ms PLT Hlungwani



Ms A Honono



Mr TJ Hoshu



Mr OJ Jabari



Ms TK Jack



Mr DE Jagers



Mrs A Jansen



Mr CJ Jansen van Vuuren



Mrs C Odendaal



Ms FK Jiyana



Mr NH Jiyane



Mr MS Jobe



Mrs J Jordaan



Mr T Jumo



Ms BK Kambula



Ms NQ Kambule



Mr NC Kandawire



Ms RE Kapa



Mrs SK Karsten



Mr AE Keebaye



Ms NM Kete



Ms TF Ketsise



Mrs EK Kgaladi



Ms MP Kgaphola



Mr CJ Kgaphola



Mr DC Kgatlle



Mr M Khakhathiba



Mr IL Khanyile



Mr T Khavhagali



Ms CN Kheswa



Ms TS Khoeli



Ms LE Khorombi



Ms VR Khosa



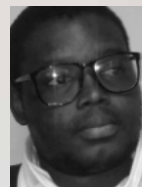
Ms S Khosa



Ms NP Khosa



Ms MS Khosa



Mr AE Khoza



Ms RA Khoza



Ms IV Khumalo



Mr T Khumalo



Mrs TV Khumalo



Ms JK Khumalo



Ms TZ Khumalo



Mr BL Khumalo



Ms TP Khuzwayo



Ms NSP Khuzwayo



Ms SE Kokela



Mr KM Komana



Ms TB Komane



Ms KP Komape



Ms MH Komapi



Ms B Kondile



Ms TV Kubayi



Ms JM Kubeka



Ms NP Kubheka



Ms ME Kubyana



Ms SN Kunene



Mrs PBS Kunene



Ms ZMC Kunene



Ms NT Kunene



Ms EN Kunene



Mrs MN Kutase



Mr L Kute



Ms MM Kwele



Mrs NM Kwetepane



Ms TS Lalamani



Ms MI Lamola



Mr TH Langa



Ms MM Langa



Ms ML Lebepe



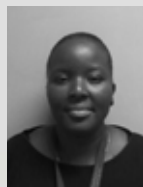
Ms DC Lebepe



Mr MW Ledwaba



Ms LS Lefika



Ms MD Legodi



Ms N Lehutso



Mrs MD Lekala



Ms MPL Lekalakala



Ms KE Legqanyane



Mr TG Lekone



Ms MR Lekubu



Ms M Lempe



Mr JM Lenyeki



Ms MT Leputhing



Ms O Leshaba



Mr NG Letseka



Ms NS Letshaba



Ms LM Letshoene



Ms ME Letsoalo



Ms MN Lewele



Mr L Likhanya



Mr S Lindeque



Ms Z Lowting



Ms AR Lubisi



Ms P Lukhele



Ms LC Lukhele



Ms TI Lukhwareni



Ms BE Lusenga



Ms MA Maakane



Ms MV Mabalane



Ms YZB Mabamba



Ms SH Mabanga



Ms T Mabasa



Ms E Mabasa



Mr MG Mabasa



Ms SP Mabaso



Ms BP Mabebe



Mr KG Mabena



Ms M Mabebele



Mr SB Mabhena



Ms ML Mabhena



Ms F Mabila



Ms LD Maboa



Ms T Makobela



Mr AN Mabotja



Mrs MS Mabunda



Ms T Mabusu



Mr SP Mabusu



Mrs N Mabuza



Mrs KG Machabaphala



Mr MD Machaka



Ms S Machaka



Ms DC Macheke



Ms ZH Madide



Ms AZ Madikani



Ms MP Madisha



Ms L Madisha



Ms ZL Madonsela



Ms BL Maduna



Ms MM Madzunya



Ms PC Maeko



Mrs N Maenetsa



Ms BA Mafoko



Ms T Magada



Mr ZM Magadla



Ms S Magafane



Mrs RS Magagane



Ms ME Magalefa



Ms CM Magampa



Ms GP Magoa



Ms RK Magome



Ms ME Magongoa



Ms N Maguada



Mrs NS Magubane



Mr MS Magwasha



Ms WE Magwaza



Mr S Mahashe



Mr ME Mahaye



Ms MX Mahlangu



Mr SD Mahlangu



Mr NG Mahlangu



Ms EN Mahlangu



Mrs FL Mahlangu



Ms VP Mahlangu



Ms SN Mahlangu



Ms IR Mahlangu



Ms SL Mahlangu



Mr SP Mahlangu



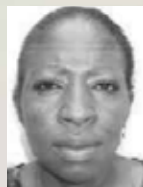
Mrs MR Mahlare



Mrs N Mahlatje



Mr SS Mahlatsi



Ms EP Mahlatsi



Mr NE Mahumani



Ms MM Maila



Ms MP Mailula



Mr MV Maimela



Mr JSL Maimela



Ms JM Maja



Ms N Majola



Mr PP Majuta



Mr HC Makena



Mr JP Makgamatha



Ms KA Makgatho



Ms LM Makgeta



Mr G Makgitlane



Ms MC Makgobola



Ms TN Makhalantshetshe



Ms HE Makhari



Ms NN Makhoba



Mr JR Makhobela



Ms NS Makhubo



Mr MLW Makhura



Mrs FB Makinana



Mr RC Makonqo



Mr L Makumbe



Ms MM Makuoane



Ms SD Makuwa



Mr C Makuyana



Ms MM Makwarela



Ms SB Malahla



Mr DF Malangeni



Ms RC Matlatji



Ms RME Matlatjie



Ms NN Malaza



Mr MS Malebye



Ms MD Maleka



Ms LS Maleka



Mr TD Malemela



Mr MP Malemela



Mr NE Malemela



Mr SE Mali



Ms N Maluleke



Mr L Maluleke



Mr X Mamabolo



Ms MM Mametja



Mr TK Mamabogo



Mr JL Mamagobo



Ms P Mampuru



Ms M Manaka



Mr ME Mahaye



Mr SM Manana



Mr TP Manana



Ms A Mandiwana



Ms DM Manganye



Ms ZA Manganyi



Ms SH Manganyi



Ms KR Mangoale



Ms DT Mangwane



Mrs P Mangwane



Ms SA Mankahla



Ms Q Mankayi



Ms P Mankga



Ms LS Mankgaba



Ms JM Mankge



Mr KM Manne



Ms AP Manqele



Ms NN Manqele



Ms SF Manyathela



Mr JSL Maimela



Ms SC Mapatlakane



Ms A Mapekula



Ms RP Maphaha



Ms JB Mapheto



Ms PP Mapheto



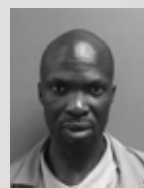
Ms NZ Maphumulo



Mrs WPB Maphumulo



Mrs C Marima



Mr PV Marumo



Ms EM Marwane



Ms S Masango



Mr JK Masebe



Mrs RK Masedi



Mr MA Masehela



Mr IL Maseko



Ms N Maseko



Ms MN Maselesele



Ms MF Masemola



Mr MM Masemola



Mrs MJ Masemola



Ms TP Masenya



Ms B Mashaba



Ms R Mashaba



Ms IT Mashaba



Mr DC Mashaba



Ms L Mashabela



Ms MB Mashabela



Mr BG Mashakeni



Ms TC Mashaku



Ms PP Mashalane



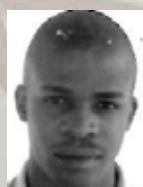
Ms P Masehle



Mrs MR Masehle



Ms BJ Mashiane



Mr JT Mashile



Mr BM Mashile



Ms OA Mashile



Ms BT Mashilo



Mrs SN Mashiloane



Mr L Mashiloane



Mr IM Mashimbi



Ms MT Mashiya



Ms PN Mashiya



Ms NE Masia



Mr MR Masilela



Mr AM Masilela



Ms SL Masina



Ms RT Masiteng



Ms O Masiza



Ms EM Masoanganye



Ms MA Masondo



Ms SH Manganyi



Ms RE Maswikangeng



Ms RJ Maswuba



Ms LM Matabane



Ms ET Matabula



Ms MM Matau



Ms TA Matavele



Mrs ME Matenchi



Ms LV Mathaba



Mr KNR Mathabatha



Ms SM Mathabathe



Mr NP Mathabela



Ms TP Mathabela



Ms R Mathada



Ms DI Mathebula



Ms L Mathebula



Ms TG Mathebula



Mr TN Mathebula



Mr JW Mathebula



Mr L Mathebula



Mr C Mathebula



Ms F Mathebula



Ms N Mathebula



Mrs MS Mathedimusa



Ms NB Mathenjwa



Mr MAJ Mathibela



Mr KM Mathibela



Mrs ZN Mathibela



Ms M Mathode



Mr MC Mathonsi



Mrs TP Mathuli



Ms GN Mathunyane



Ms IM Matjila



Mr KJ Matlaila



Ms PB Matlaila



Ms PK Matlakala



Ms KS Matlala



Mr MM Matlala



Ms TL Matlala



Ms DM Matlawa



Ms MC Mathaba



Ms R Matodzi



Ms BA Matole



Ms LS Matome



Ms FN Matseke



Ms AA Matshavha



Ms MP Matshi



Mr TE Matshusa



Ms MD Matshwi



Mr TG Matsilu



Mr NG Matsimela



Ms IT Matukane



Ms MF Matuludi



Ms KE Matutule



Ms HM Maubane



Ms MA Maumela



Ms JN Maunatlala



Ms SG Mavuso



Ms NW Mavuso



Ms M Mawela



Ms M Mayaba



Mr PMC Mazibuko



Ms TN Mbanjwa



Ms MS Mbaola



Ms VC Mbatha



Ms AC Mbedzi



Ms M Mbiza



Mr SM Mbokazi



Ms P Mbonani



Mrs NE Mboweni



Mr KG Mboyana



Ms B Mchiza



Ms NTN Mchunu



Ms NV Mdaka



Mr N Mdhlovu



Ms FP Mdletshe



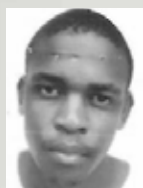
Ms SB Mdzipha



Ms VM Merile



Mrs SL Meyer



Mr TE Mfete



Mr BR Mfolo



Ms S Mfunzi



Mr MN Mgyai



Ms KC Mgiba



Ms MM Mgqatsa



Ms HV Mhlaba



Ms L Mhlaba



Ms BMP Mhlanga



Ms ZG Mhlanga



Mr SN Mhlanzi



Ms C Mhlongo



Mr T Mhlongo



Mr ST Mhlongo



Ms AN Mhlongo



Ms SN Mhlongo



Ms P Miyeni



Mr H Mkhawana



Mr SM Mkhize



Ms HN Mkhombo



Ms NP Mkhondo



Ms TV Mkhonto



Mr MM Mkhwanazi



Mr TJ Mkhwanazi



Mr NP Mkhwanazi



Mrs NN Mkhwanazi



Mr M Mkiye



Mr I Mlondobzi



Ms P Mndlovu



Ms EC Mngomezulu



Ms NN Mngomezulu



Ms TP Mngomezulu



Ms NA Mngqibisa



Ms NT Mngqibisa



Ms ZN Mnguni



Ms SM Mnguni



Ms CN Mnguni



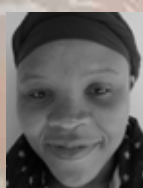
Ms PE Mnisi



Ms E Mnisi



Ms NP Mntungwa



Ms P Mntuyedwa



Mrs M Mntwana



Mrs GM Mobe



Ms CK Mochechela



Ms J Modao



Ms PM Modiba



Mr K Modiba



Mrs KS Modiba



Ms MM Modiba



Ms DG Modibedi



Ms AD Moerane



Ms SM Moetanaló



Mrs LS Moffat



Ms M Mofokeng



Ms PP Mofokeng



Ms NG Mogale



Mr KA Mogale



Ms AM Mogale



Ms NJ Mogano



Ms KR Mogashoa



Mr E Mogatosi



Mrs CM Mogotlane



Ms BJ Mogotsi



Ms MA Mohale



Mr MG Mohale



Ms KDJ Mohale



Ms DJ Mohlabane



Ms MG Mohlabi



Ms NC Mohlala



Mr P Mohlamonyane



Ms OL Mohoroe



Ms PO Moifatjane



Ms RK Mojapelo



Mr JM Mojapelo



Mr MD Mojapelo



Ms FM Mokale



Mr R Mokase



Mr TJ Mokatsane



Mrs M Mokgetle



Ms MP Mokgohloa



Ms SM Mokgohloa



Ms NR Mokgopo



Ms SJ Mokhonwana



Mr MV Mokoatedi



Ms LE Mokoena



Ms IM Mokoena



Ms LK Mokoena



Ms LF Mokonyama



Ms MJ Mokoto



Ms NH Mokwalase



Ms DP Mokwena



Mr P Mokwena



Mr TFH Mokwena



Mrs NB Mokwena



Mr MD Molalathoko



Mrs KW Molaloa



Mr PW Molapisane



Ms MF Molapo



Ms L Molaudzi



Ms RK Molebatsi



Ms TG Molefe



Mrs A Molefe



Ms TG Molefi



Ms M Molele



Ms JN Molele



Mrs NH Molepo



Ms M Molisaesi



Ms M Molobela



Mrs N Moloelang



Ms NA Moloi



Ms RA Molokomme



Ms MG Molokomme



Mr KL Molomo



Ms EM Molomo



Ms KP Molomo



Ms LM Moloto



Ms B Molwantwa



Ms FM Monakedi



Ms MP Monareng



Mr TE Mongaula



Ms MH Monguni



Ms VV Mongwe



Mr TC Monyai



Mr MT Monyamane



Ms LS Monyamane



Ms MM Monyemangene



Ms GP Moodley



Mr DP More



Ms M Moremi



Mrs HE Moreo



Ms TL Morepye



Mrs SL Moreti



Mrs CM Moretsi



Mr AJ Moroe



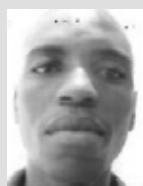
Mrs KE Mosehle



Mr ST Moselenyane



Mrs NS Mosenga



Mr PF Moshidi



Ms KT Mosibane



Mr TM Mosoane



Mr PBD Mosuoe



Mrs SM Mosuwe



Ms KM Motau



Ms ML Mthapo



Mr LL Mthapo



Mr JK Mthemane



Mr JN Mthupi



Ms TA Motiang



Ms S Motileng



Mr TW Motlhabi



Mr TK Motlounj



Ms MF Motloutsi



Ms MM Motloutsi



Ms MF Motloutsi



Ms RP Motsamai



Mr DL Motsepe



Mr XAM Motshegoa



Mr KB Motshwane



Ms CB Motsisi



Ms JM Motswaledi



Ms PK Motswenyane



Mr E Motwanama



Ms MP Moutlana



Ms N Mpakati



Ms SA Mpalala



Mr LI Mpati



Mrs CR Mphahlele



Ms RH Mphahlele



Ms ML Mphekoane



Ms MS Mpiliso



Ms TT Mpofu



Mr NM Mpungose



Ms LS Mpya



Mr SMG Mqikela



Mr ATV Mrobongwane



Ms T Msengi



Ms MP Msimango



Ms HB Msimango



Mr ML Msimango



Mr TD Msiza



Mr A Mtembi



Ms VB Mthelo



Ms NL Mthembu



Ms NL Mthembu



Ms BC Mthembu



Ms PH Mthethwa



Mr NB Mthethwa



Ms HG Mthethwa



Mr O Mthetwa



Ms X Mthimkhulu



Mr SS Mthimunyane



Mrs M Mthimunyane



Ms TS Mthimunyane



Mr M Mhtombeni



Ms JS Mtimunyane



Ms L Mtshabi



Ms AS Mtshali



Mr SM Mtshali



Ms N Mtshali



Ms TT Mtshali



Ms AL Mtshali



Mr VJ Mtshoene



Ms BP Mtshu



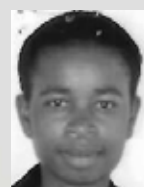
Ms N Muavha



Mr EE Mudau



Ms LI Mudau



Ms M Mudau



Ms R Mudzuli



Ms LP Muelewa



Mr N Mugwagwa



Mr T Mukutu



Ms L Mukwevho



Ms K Mulaudzi



Ms M Mulaudzi



Ms LV Muryai



Ms A Munzhedzi



Ms T Mushoma



Ms CC Mussett



Mr TS Mutepe



Mr N Mvimbi



Ms BS Mwandla



Mr XS Myeni



Ms B Mzaca



Ms AG Mzimba



Mr CT Mzimba



Ms BH Mzimba



Ms PP Nakene



Mr Y Naki



Mr LE Nani



Ms Z Ncakula



Ms SS Ncanana



Ms N Ncedani



Ms MT Nchabeleng



Ms ME Nchabeleng



Ms M Nchabeleng



Ms XM Ncumani



Ms NN Ndaba



Ms SC Ndala



Ms LT Ndebele



Ms E Ndhlovu



Mr W Ndhlovu



Ms L Ndhlovu



Ms DN Ndhlovu



Ms V Ndimba



Ms S Ndlebe



Ms NP Ndlebe



Ms ZN Ndlela



Ms A Ndhlovu



Mr BS Ndhlovu



Mr NE Ndhlovu



Mr NW Ndhlovu



Mr T Ndhlovu



Ms TM Ndhlovu



Ms LP Ndhlovu



Mr NT Ndhlovu



Mr MG Ndomo



Ms AC Ndou



Ms NM Ndwandwe



Ms N Ndzantsi



Ms T Nedzingahe



Mr P Nemavhidi



Ms NN Nene



Mrs NP Nene



Mrs NB Nene



Mr NE Nephalama



Ms TR Netshifhefhe



Ms M Netshongolwe



Ms T Neuvhirwa



Mr H Nevondo



Ms MJ Nfshana



Mrs ML Ngaka



Ms VK Ngapo



Ms NB Ngcobo



Ms NN Ngidi



Ms SN Ngoasheng



Ms I Ngobeni



Mr SR Ngobeni



Ms MC Ngobeni



Ms HV Ngobeni



Ms TW Ngobeni



Ms TB Ngobeni



Ms L Ngobeni



Ms RM Ngobeni



Ms L Ngobeni



Ms ZA Ngobese



Ms ZZ Ngobese



Ms M Ngobese



Mr EJ Ngomane



Ms TM Ngomane



Ms E Ngonyama



Ms KL Ngqumba



Mr BS Ngubane



Ms DP Ngubane



Ms P Ngubeni



Mr N Nguta



Ms SK Nguta



Ms MB Ngwasheng



Ms ST Ngwenya



Mr LM Ngwenya



Ms NN Ngwenya



Ms N Ngwetjana



Mrs Z Ngweventsha



Mrs V Nhamango



Mrs GC Nhaposse



Ms RG Nhlapo



Ms SB Nhlapo



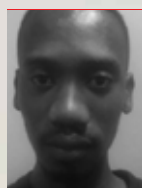
Mr TD Njokweni



Ms ES Nkabinde



Ms T Nkabinde



Mr RR Nkadimeng



Mr M Nkambule



Ms N Nkebana



Mr SP Nkgadima



Mr O Nko



Mr MK Nkoana



Mr SG Nkomo



Ms TY Nkosi



Ms PB Nkosi



Ms HM Nkosi



Ms TC Nkosi



Mr BS Nkosi



Mrs MJ Nkosi



Ms SS Nkosi



Ms CT Nkosi



Ms ME Nkosi



Ms HM Nkosi



Ms PP Nkuna



Ms DS Nkuna



Ms BE Nkuna



Mr A Nkwadi



Ms MM Nkwane



Mr E Nkwini



Mr TC Nokeri



Ms NZ Nopulula



Ms B Notshekem



Ms VM Novela



Ms M Ntenga



Ms A Ntimane



Ms ME Ntlatleng



Ms S Ntozini



Mr XT Ntsele



Mr SBR Ntshalintshali



Mr SS Ntshalinshali



Ms N Ntshangase



Mr T Ntshauba



Mr Y Ntshinka



Ms TD Ntshwane



Ms MP Ntsoane



Ms NP Ntsomishe



Ms S Ntuli



Ms TS Ntuli



Ms TN Ntuli



Mr IN Ntuli



Mrs KL Ntuli



Ms NP Ntuli



Ms N Ntunja



Mr NJ Ntwagae



Mr M Nxadi



Ms ND Nxodo



Ms A Nxongi



Ms NBG Nxumalo



Ms BF Nxumalo



Ms R Nyandzai



Mr SE Nyanda



Ms NS Nyangintsimbi



Ms MM Nyase



Ms GZ Nyawo



Ms LP Nyawo



Mr TT Nzuz a



Mr LN Nzuza



Mr SSG Nzuza



Ms T Nzuza



Ms KS Oageng



Ms BC Olebogeng



Ms JM Oliphant



Ms T Palani



Ms B Panyaza



Ms SL Pete



Ms B Phadi



Ms DM Phadima



Ms M Phaho



Ms MP Phaka



Mrs MT Phakathi



Ms ME Phalane



Ms MS Phaleng



Mr T Pharamela



Ms G Phiri



Ms ME Phitsane



Mrs SM Phoko



Ms ET Phosa



Ms LSP Phosa



Ms R Pillay



Mr PM Ponyane



Ms L Poyo



Ms A Pupa



Mr N Qauka



Ms NS Qithi



Mrs T Qwabe



Mr MD Rabalao



Mrs AL Rabali



Ms KV Rachoene



Ms MA Radebe



Ms NJ Radebe



Ms NJ Radzilani



Ms M Radzimbado



Ms EM Rafedile



Mr TM Rafedile



Ms MA Rahube



Ms AP Ralikhwatha



Ms AJ Ralo



Ms MD Ramahlo



Mr C Ramarada



Ms SE Ramathe



Ms NB Ramathemela



Ms HC Ramathuthu



Ms DM Ramatlo



Ms MS Rambuda



Ms T Rambuda



Mrs MS Ramodike



Ms AS Ramokgadi



Ms BD Ramolepe



Mr M Ramoloto



Ms ML Rampedi



Mrs RM Ramphele



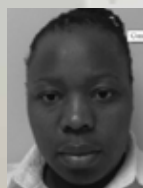
Ms C Ramputle



Ms MM Ramushu



Ms GM Rantho



Mrs RM Rapatsa



Mr M Rapetsoa



Mr LF Raphadu



Ms LT Raphela



Ms S Rasebotsa



Ms MP Rasekgwalo



Mr R Rasekgwalo



Mr KL Raseroka



Mrs S Rasetha



Ms SP Rashalaha



Mr VM Rasodi



Mr MN Ratlou



Mr R Ratshirumela



Ms MC Ratshitanga



Ms CE Rigney



Ms T Roderick



Ms PR Sambo



Ms L Sapo



Ms SM Satheke



Ms MJ Seabi



Ms TM Sebati



Mrs LR Sebe



Ms JK Sebei



Ms MD Sebola



Mr MA Sebopa



Mr TL Sedibe



Mr T Sedumedi



Mr TE Seemela



Ms T Seerane



Ms AK Sefala



Mr SS Sefiti



Ms K Segone



Ms MIB Seisa



Ms ME Sekele



Ms ME Sekele



Mr MY Segale



Ms MP Segobela



Mrs MH Sekhala



Ms MP Sekhu



Ms SP Sekhula



Mr MP Sekomane



Mr LM Sekonya



Ms MM Sekuba



Mr MK Selepe



Ms JBS Seloadi



Ms RS Seloane



Ms PL Selotlego



Mr MJ Selowa



Mr JM Semenya



Ms IM Sengakane



Ms SJ Sengoatsi



Ms LM Seopa



Ms K Serage



Mr KKN Sere



Ms RM Sereko



Ms YM Serepa



Ms GSH Serepong



Mrs ND Serudu



Ms ST Seshibe



Ms MS Setata



Mr KPL Setwaba



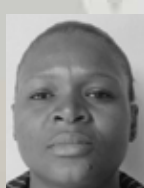
Ms PP Shabalala



Ms AH Shabangu



Ms TM Shabangu



Mrs LA Shakwane



Ms SF Shandu



Ms SL Shange



Ms W Shezi



Ms W Shibambu



Ms H Shiburi



Mr FL Shika



Ms CN Shika



Mr KM Shilubane



Ms JR Shipalane



Ms S Shivambu



Ms TV Shoko



Ms MM Shole



Ms S Shologu



Ms W Shwaye



Mr DM Sibambo



Ms NF Sibanyoni



Mr PS Sibanyoni



Mr TS Sibanyoni



Mr CM Sibanyoni



Ms GZ Sibanyoni



Ms DC Sibanyoni



Mr ZL Sibeko



Ms NR Sibisi



Mr LS Sibisi



Ms GT Sibiya



Mr S Sibiya



Mr NA Sibiya



Mr IT Sibiya



Mr KH Sibiya



Ms NG Sibiya



Ms N Sibuyi



Ms LM Sihlangu



Ms SR Sihlangu



Mr SP Sikakane



Ms DA Sikhakhane



Mrs EM Sikhosana



Ms VT Sikhosana



Mrs BS Sikhware



Ms N Sikiti



Ms IC Silinda



Ms NS Silo



Ms C Simba



Mr WM Simelane



Mrs HT Simelane



Ms T Siphugu



Ms BN Sitanya



Ms SM Sithole



Ms NP Sithole



Ms KQ Sithole



Mr B Sithole



Ms N Sithole



Ms TB Sithole



Ms M Sithole



Ms TZ Sithole



Ms VE Sithole



Ms NG Sithole



Mrs ND Serudu



Mr VN Sivhabu



Ms P Siwele



Ms TT Skhosana



Mr GS Skhosana



Ms LN Skhosana



Ms TV Skosana



Mrs LQ Skosana



Ms ES Skosana



Mr EH Smith



Ms A Sobekwa



Mrs EL Sodi



Ms PZ Soyingwa



Ms ZR Sulman



Ms S Swana



Ms TC Swapi



Ms I Swart



Ms RV Tabane



Ms BB Tamele



Mr MC Tapala



Mrs GM Taukobong



Ms TC Tembe



Ms MM Thaba



Ms TM Thaba



Ms MS Thaba



Ms M Thabela



Ms VP Thela



Ms B Theledi



Ms DD Thibedi



Ms NE Thomo



Ms ML Thukwane



Ms KM Thupana



Ms GM Thupi



Mrs DM Titus



Mr TP Tladi



Ms G Tlaka



Mrs MV Tlhomelang



Ms S Tom



Mr TH Tsanwani



Mrs BJ Tshabalala



Ms S Tshabalala



Mr MA Tshaisi



Ms MI Tshauambea



Ms MC Tshenuwani



Ms L Tshidada



Ms LL Tshilande



Mr N Tshilukwa



Ms T Tshitangano



Ms T Tshivhotshwa



Mrs SM Tshotlang



Mr KL Tsima



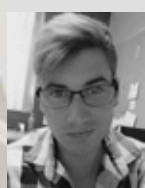
Mr GB Tsoari



Ms SR Tsweleng



Ms LP Tyhotyho



Mr S van der Merwe



Mr JP Van Der Merwe



Mr JC van Dyk



Ms L van Niekerk



Mr A Van Zyl



Ms N Vilakazi



Ms M Sithole



Ms HE Vinkhumbo



Mr LN Vukeya



Ms IB Vuma



Mrs TH Wright



Ms NB Xamtwana



Ms B Xanywa



Ms NX Xulu



Mr FM Xulu



Ms SP Xulu



Ms NS Yose



Ms BP Zabane



Mr ZP Zikalala



Mrs M Zikhali



Mr N Zingela



Ms SL Zitha



Mr MB Zitha



Ms A Zomba



Mr MJ Zondi



Ms BF Zondo



Mr HB Zulu



Ms TF Zulu



Mr SNC Zwane



Ms FP Zwane



Enquiries

POSTAL ADDRESS

P.O. Box 75324
Lynnwood Ridge
South Africa, Pretoria
0040

PHYSICAL ADDRESS

Struland Office Park
East Block
173 Mary Road
The Willows
Pretoria
0184

GENERAL

When dialling from outside South Africa, the International dialling code for calling is +27.

For calls within South Africa, please replace +27 with (0) followed by the number.

Switchboard: +27 (0)12 816 9000
Fax Number: +27 (0) 12 807 7165

FPD SATELLITE OFFICES

EAST LONDON OFFICE

Contact Person: Ernesha Webb-Mazinyo
Contact number: +27 43 726 7539
E-Mail: ernesham@foundation.co.za
Physical Address: 10 Rochester Road, Vincent, East London

LEBOWAKGOMO OFFICE

Contact Person: Alfeous Rundare
Contact number: +27 76 958 9605
E-Mail: alfeousr@foundation.co.za

POLOKWANE OFFICE

Contact Person: Ms Pepe Mchiza
Contact Number: +27 15 291 2121
E-Mail: pepem@foundation.co.za
Physical Address: 115 Marshall Street, Polokwane, 0699

THOHOYANDOU OFFICE

Contact Person: Nkhensani Nkuna
Contact number: +27 79 975 8672
E-Mail: nkhensanink@foundation.co.za
Physical Address: ERF 791 Thohoyandou - P East

WITBANK /EMALAHLENI OFFICE

Contact Person: Masete Mamadi
Contact number: +27 82 741 8311
E-Mail: masetem@foundation.co.za
Physical Address: 2a Financial Square, Nelson Mandela Drive

POLOKWANE (CBCT)

Contact number: +27 15 291 2052
E-Mail: freddiem@foundation.co.za
Physical Address: 39 Bok Street, Polokwane, 0699

PRETORIA - HATFIELD (CBCT)

Contact number: +27 12 362 1975
E-Mail: courtneym@foundation.co.za
Physical Address: 1117 Stanza Bopape, Hatfield, Pretoria

RICHARDS BAY (CBCT)

Contact number: +27 35 788 0099
E-Mail: janettej@foundation.co.za
Physical Address: Richards Bay KwaZulu Natal

RUSTENBURG (CBCT)

Contact number: +27 (0) 87 150 9390
Physical Address: 87 Beyers Naude Street Rustenburg

VANDERBIJLPARK (CBCT)

Contact number: +27 (0) 87 151 1905
Physical Address: 75 Rossini Blvd Vanderbijlpark

COURSES & TRAINING

Contact Person: Ms Veena Pillay
Contact Number: +27 (0) 12 816 9091
Fax Number: 086 567 3198
E-mail: veenap@foundation.co.za

TRAINING & STUDENT ADMINISTRATION

Contact person: Mr Anton la Grange
Contact number: +27 (0) 12 816 9035
Fax Number: +27 (0) 12 807 7165
E-mail: antonl@foundation.co.za

QUALITY ASSURANCE ACADEMIC & PROGRAMME

Contact person: Dr Elize Venter
Contact number: +27 (0) 12 816 9120
Fax Number: +27 (0) 12 81 680 0978
E-mail: elizev@foundation.co.za

HEALTHSCIENCES

Contact person: Dr Grace Makgoka
Contact number: +27 (0) 12 816 9010
E-mail: gracem@foundation.co.za

CLINICAL SKILLS DEVELOPMENT & PRACTICE SUPPORT STAFF

Contact Person: Mrs Ilana van der Merwe
Contact Number: +27 (0) 12 816 9099
Fax Number: 086 958 3585
E-Mail: ilanavdm@foundation.co.za

Contact Person: Ms Natasha Naidoo
Contact Number: +27 (0) 12 816 9160
Fax Number: 086 524 2738
E-Mail: natashan@foundation.co.za

Contact Person: Ms Stacey Dias
Contact Number: +27 (0) 12 816 9107
Fax Number: 086 567 0279
E-Mail: staceyd@foundation.co.za

Contact Person: Ms Evelyn Makama
Contact Number: +27 (0) 12 816 9113
Fax Number: 086 502 2071
E-Mail: evelynm@foundation.co.za

Contact Person: Ms Chantel Hira
Contact Number: +27 (0) 12 816 9110
Fax Number: 086 550 3722
E-Mail: chantelh@foundation.co.za

MANAGEMENT TRAINING

Contact Person: Ms Chantal Odendaal
Contact Number: +27 (0) 12 816 9104
Fax Number: 086 567 0232
E-Mail: chantalo@foundation.co.za

IN-COMPANY TRAINING & TRAINING IN AFRICA

Contact Person: Ms Madelene Engelbrecht
Contact Number: +27 (0) 12 816 9000
Fax Number: 086 567 0265
E-Mail: madelenee@foundation.co.za

DISTANCE EDUCATION & E-LEARNING

Contact Person: Ms Tshepo Gaofetoge
Contact Number: +27 (0) 12 816 9027
Fax Number: 086 567 0340
E-Mail: tshepog@foundation.co.za

SHIPS PROGRAMME

Contact Person: Ms Veena Pillay
Contact Number: +27 (0) 12 816 9091
Fax Number: 086 567 3198
E-mail: veenap@foundation.co.za

MARKETING & BUSINESS DEVELOPMENT

Contact Person: Mr Marcus Wolvaardt
Contact Number: +27 (0) 12 816 9075
Fax Number: 086 567 0316
E-Mail: marcusw@foundation.co.za

Contact Person: Ms Kate Gindra
Contact Number: +27 (0) 12 816 9127
Fax Number: 086 559 4725
E-Mail: kateg@foundation.co.za

Contact Person: Ms Rethabile Monare
Contact Number: +27 (0) 12 816 9093
Fax Number: 086 567 0275
E-Mail: rethabilem@foundation.co.za

FPD CONFERENCES & SPECIAL EVENTS

Contact Person: Ms Amor Gerber
Contact Number: +27 (0) 12 816 9084
Fax Number: +27 (0) 12 807 7165
E-Mail: amorg@foundation.co.za

CONFERENCE SPONSORSHIP & EXHIBITIONS

Contact Person: Mr Marcus Wolvaardt
Contact Number: +27 (0) 12 816 9075
Fax Number: 086 567 0316
E-Mail: marcusw@foundation.co.za

TECHNICAL ASSISTANCE CLUSTER

Contact Person: Mrs Suzanne Johnson
Contact Number: +27 (0) 12 816 9009
Fax Number: 086 567 0334
E-Mail: suzannej@foundation.co.za

COMMUNITY BASED COUNSELLING AND TESTING

Contact Person: Dr Nkhensani Nkhwashu
Contact Number: +27 (0) 12 816 9005
Fax Number: 086 502 6665
E-Mail: nkhensanin@foundation.co.za

TECHNICAL ASSISTANCE STRATEGIC INFORMATION

Contact Person: Ms Romy Overmeyer
Contact Number: +27 (0) 12 816 9000
Fax Number: +27 (0) 86 524 9713
E-Mail: romyo@foundation.co.za

TECHNICAL ASSISTANCE SPECIAL PROGRAMMES

Contact Person: Dr Margot Uys
Contact Number: +27 (0) 12 816 9034
Fax Number: +27 (0) 11 326 3232
E-mail: margotu@foundation.co.za

HEALTH SYSTEMS STRENGTHENING

Contact Person: Ms Ernesha Webb Mazinyo
Contact number: +27 (0) 43 726 7538
Fax Number: +27 (0) 43 326 3232
E-Mail: ernesham@foundation.co.za

TECHNICAL ASSISTANCE PREVENTION

Contact Person: Ms Hanlie Kapp
Contact Number: +27 (0) 12 816 9446
E-mail: hanliek@foundation.co.za

OPERATIONS CLUSTER

FINANCE DEPARTMENT

Contact Person: Mr Henk Reeder
Contact Number: +27 (0) 12 816 9062
Fax Number: 086 567 0253
E-Mail: henkr@foundation.co.za

IT SUPPORT

Contact Person: Mr Henk Reeder
Contact Number: +27 (0) 12 816 9062
Fax Number: 086 567 0253
E-Mail: henkr@foundation.co.za

HR ADMINISTRATION

Contact Person: Ms Maureen Fourie
Contact Number: +27 (0) 12 816 9056
Fax Number: 012 807 7165
E-Mail: maureenf@foundation.co.za

COMMUNICATIONS DEPARTMENT

Contact Person: Ms Helga Swart
Contact Number: +27 (0) 12 816 9271
Fax Number: 012 807 7165
E-Mail: helgas@foundation.co.za



Notes

[illegible]

