



Improving the capabilities of
Community Based Organizations
(CBOs) to increase HIV Testing
Services (HTS) in Nkangala
District, Mpumalanga Province,
South Africa

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FOUNDATION
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Acknowledgement



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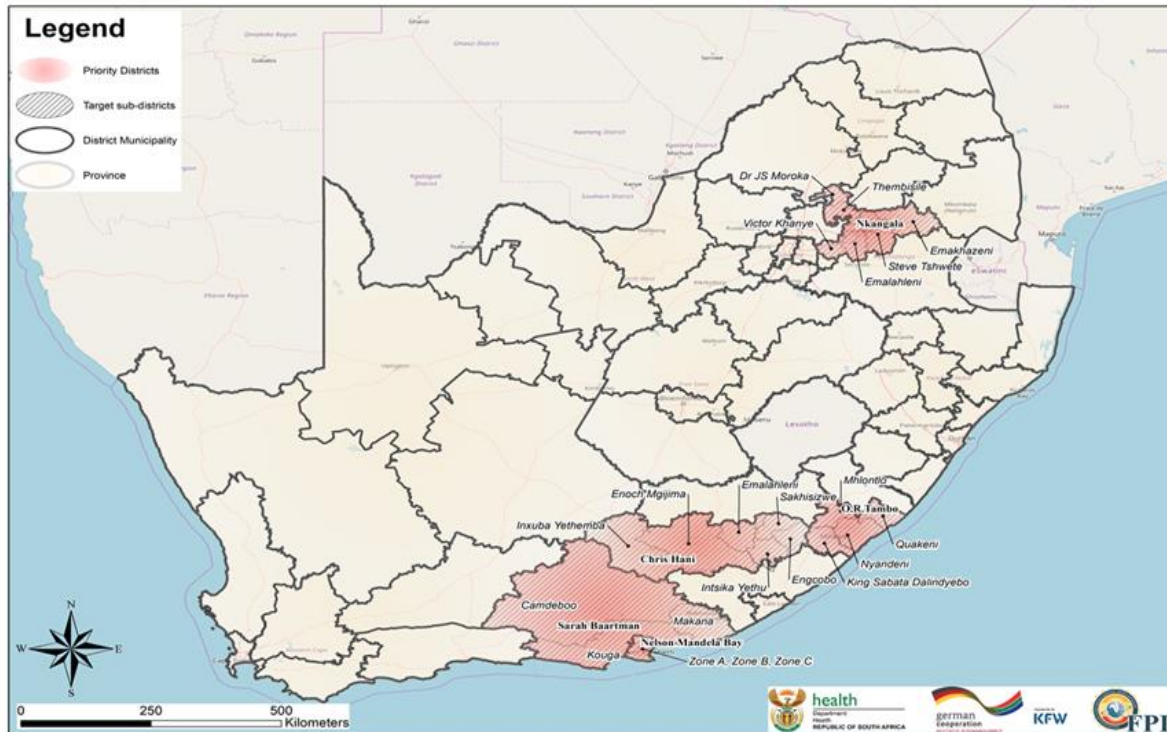
- Members of the CB-HTS consortium (FPD, HPPSA, Khethimpilo)
- All the 21 CBO managers.
- FPD colleagues.



1. Background
2. Acknowledgement
3. Objectives of the study
4. Methods
5. Findings
6. Discussion
7. Conclusion

Background

KFW: Targeted Areas of Implementation



- 21 CBOs contracted to do CB-HTS through open advert.
- They operate in 5 districts, 4 in EC and 1 in Mpumalanga.
 - EC – Chris Hani – 4, NMBM – 4, OR Tambo – 5, Sarah Baartman – 3
 - MP – Nkangala – 5
- 18 CBOs were also funded from other sources to do either HBC, hospice care or other HIV related services.
- It was the first time for all 21 CBOs to do HTS.
- Baseline assessment of the 21 CBOs was conducted to ascertain their capacity to do CB-HTS.

- The capacity assessed was on governance, management and clinical skills to do CB-HTS.
- The governance, management and clinical capacity of all the role players in the CBOs play a pivotal role for HTS implementation e.g. CBOs are funded and need qualified and knowledgeable governance structures to hold them accountable, skilled management to direct the CBO and skilled implementers to do CB-HTS.
- CBCT is done in the community and as such requires skilled personnel and a lot of advocacy and by all the role players for community acceptance.

- To determine the availability and functionality of CBO governance structures.
- To determine the availability of skilled CBO staff to manage the CB-HTS project.
- To determine if there are systems in place to enable the CBOs to operate efficiently.

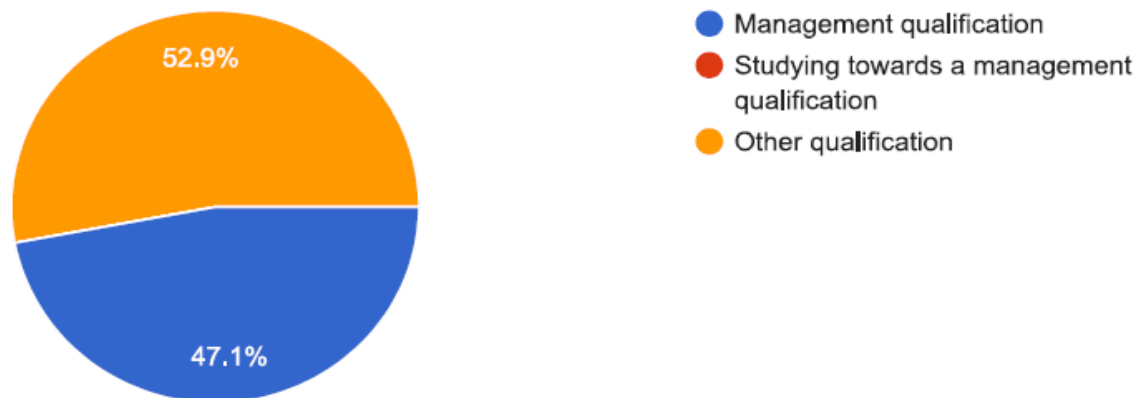
- A census of all 21 contracted CBOs was conducted in five districts from December 2018 – January 2019.
- Sampling – purposive, focusing on all 21 CBOs contracted on the CB-HTS project in the 5 selected districts.
- Coverage of the selected CBOs – 14 were rural and 7 Peri-Urban
- Study design – cross sectional.
- Data collected by the researcher through structured interviews with 8 questions to interview management.

- Assessment questions focused on;
 - governance,
 - governance processes,
 - availability of reports,
 - availability of policies,
 - asset management,
 - HR management and capacity,
 - community involvement and
 - performance priority areas.
- Completed forms were captured using google forms (web-based program for data entry and analysis).
- Descriptive statistics such as mean, percentage and proportion were used to collate information from CBOs.

Governance

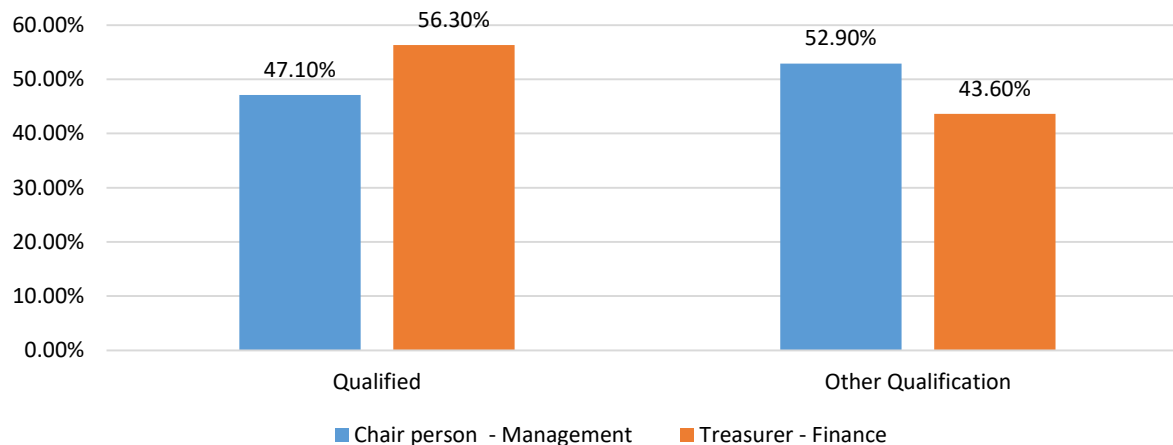
- All 21 CBOs had a constitution and 2 did not have roles and responsibilities of board members outlined (since they are providing HIV services, this should be clearly outlined in the roles and responsibilities).
- All CBOs had board structures.
- The number of board members varied from 5 to 12 with 7 been the mean in 38% of the CBOs.
- Board members recruitment was mostly through head hunting (based on community standing) and was not based on specific management, financial and advocacy skills to assist with HIV services.

Board members qualifications



- 52.9% of managers had no management qualification
- No manager was currently studying towards a management qualification

Chairperson and Treasurer qualifications



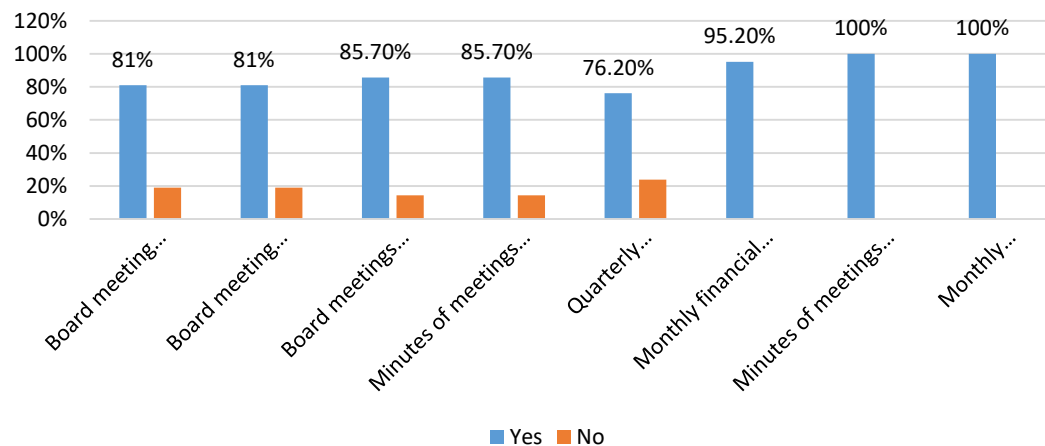
- <50% of Chairpersons had a management qualification
- >50% of treasurers had a finance qualification
- Both chairpersons and treasurers had other qualifications at 52.9% and 43.6% respectively

Governance processes of CBOs

- 81% Conducting board meetings including annual general meetings to brief the community on CBO progress in HIV service provision.
- 62% Conducting strategic planning sessions – though not trained.
- Quality of CBO HTS presentations – on a scale of 1(bad) – 5(very good),
 - 76.2% scored
 - 3, 19% scored 2
 - 4.8% scored 4.

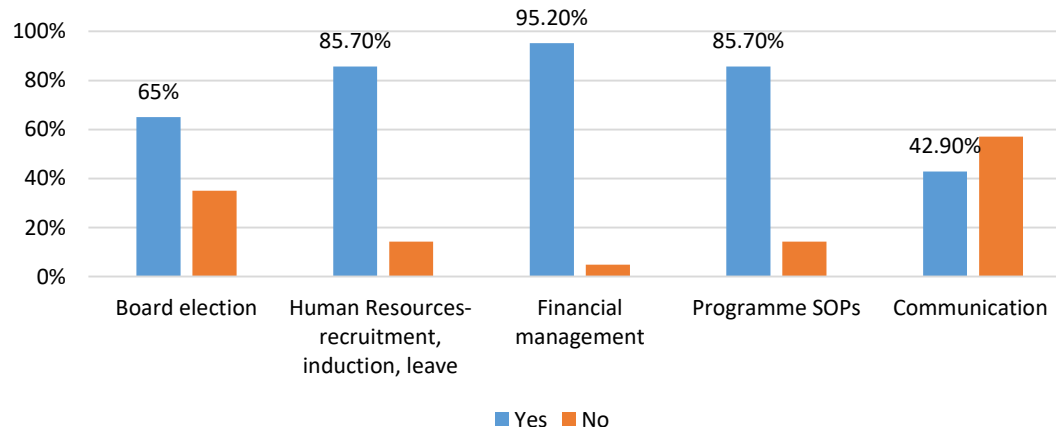
Meetings and documents

Meetings held and reports available



- 100% CBOs have monthly meetings and performance reports.
- 95.2% had monthly financial reports
- 81% & 82% CBOs hold meetings and keep records respectively.
- 76.2% keep performance quarterly reports.

Policies availability

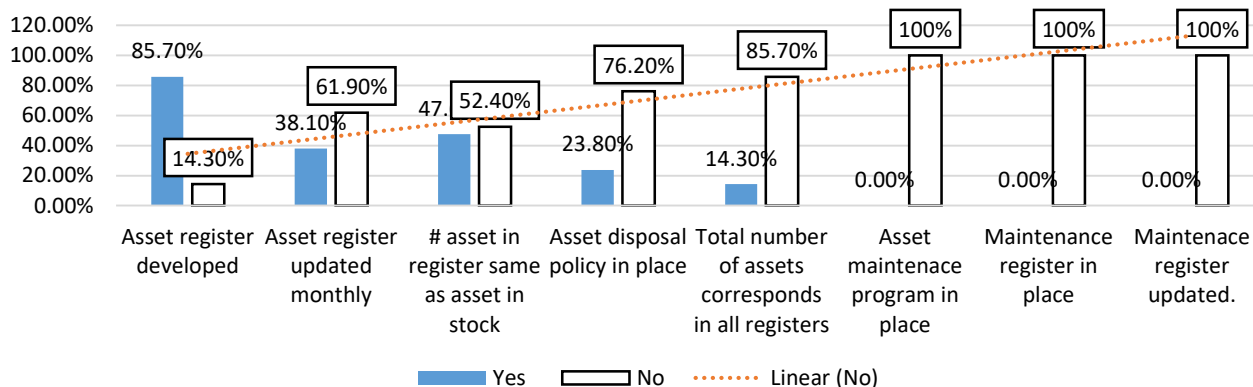


- 95.2% CBOs have Financial management policies
- 42.9% CBOs have communication policies

Asset management & staff qualifications

Findings

Assets management



- 85.7% - Asset registers available
- Asset Maintenance plans & records not available

CBO staff qualifications

Management Skills	Chris Hani	OR Tambo	Nelson Mandela Bay	Sarah Baartman	Nkangala	Total
Management qualification for managers	0	4	3	2	2	53.4%[11/21]
Finance qualification for financial managers	1	2	4	2	4	61.9%[13/21]
Clinical staff with Management qualification	1	4	0	0	3	38.1%[6/21]

Nurses skills	Chris Hani	OR Tambo	Nelson Mandela Bay	Sarah Baartman	Nkangala	Total
Total # EN/PN	4	5	4	2	5	20
APC trained	1	0	0	1	0	2
HIV Management	3	3	2	1	2	11
Pricking	4	4	4	3	2	17
TB Management	1	4	2	2	0	9
Mentoring	0	3	0	0	0	3
RTQII	3	4	3	2	1	13
PT	4	4	3	3	2	16

- >50% of managers have management qualifications
- >50% of finance managers have a finance qualification
- <50% clinical managers have management qualification
- >70% nurses trained on HIV testing and Proficiency testing (High staff turn-over)

Findings

CBO staff qualifications & relationships

Counsellors skills	Chris Hani	OR Tambo	Nelson Mandela Bay	Sarah Baartman	Nkangala	Total
Total # HTS Counsellors	24	39	34	17	31	145
HTS	4	4	3	3	5	19
RTQII	4	5	3	2	5	19
Index	4	5	4	3	3	19
TB management	4	5	1	0	2	12

- 13% of Counsellors trained on HTS, RTQII & Index training
- 8% of counsellors trained on TB
- NB: High staff turnover

Data Capturers skills	Chris Hani	OR Tambo	Nelson Mandela Bay	Sarah Baartman	Nkangala	Total
Total # Data capturers	4	5	3	4	4	20
Data capturing	4	1	2	1	1	9
M&E	4	1	2	1	2	10
Reporting tools	4	1	2	2	4	13
Reporting	3	1	2	2	3	11
Tier.net	0	0	0	0	1	1
DHIS	0	0	0	0	0	0
THIS	0	0	0	0	0	0

- 50% and more trained on reporting tools and M&E.
- <50% trained on data capturing, Tier.Net, DHIS, THIS.

Relationships

- 100% CBOs had relationships with other stakeholders – (Good for funding & sustainability)
- 89% CBOs have guidelines for their relationships with stakeholders

Priority areas for CBOs

- Training
- Asset management
- Program management

Post CBO baseline assessment

- Training plan – developed and training on board and CBO management and clinical courses continuing – (till end August 2019)
- Training provided so far;
 - 20 Managers enrolled on HCM,
 - 32 staff members in Nkangala & NMBM trained on basic computer skills,
 - 16 board and CBO managers in Nkangala trained on board governance,
 - 16 staff members in NMBM trained on policy development.
 - Clinical staff – continuous training/in-service on clinical courses e.g. HTS, RTQII, Index client trailing, linkage to care
- Mentoring and support of CBOs on development of workplans, budget, policies and general management.
 - weekly site visit by QA Nurses (FPD and SEAD) and implementing partners (FPD, Khethimpilo, HPPSA)
 - monthly technical review meetings by implementing partners, email and telephone communication.
 - Quarterly review meetings with all CBOs and implementing partners.

Conclusion

- If you work with CBOs, do a baseline assessment to guide the interaction.
- CBOs should be strengthened on organizational management (governance, management and clinical) to improve their HIV services provision).
- Improve the capacity of CBOs to be able to develop their own policies and documents to strengthen their management of HIV services – Do not develop them for CBOs.

The logo of the Foundation for Professional Development is a circular emblem. It features a central globe with a grid of latitude and longitude lines. The globe is surrounded by a ring of stylized, pointed shapes resembling sun rays or a gear. The words "FOUNDATION FOR PROFESSIONAL DEVELOPMENT" are inscribed around the perimeter of the circle. The background of the entire image is a dark, textured surface with a vertical wood-grain pattern.

THANK YOU

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