

## Building Local Capacity for Delivery of HIV Services in Southern Africa Project



*Despite significant investments in health care in developing countries, millions of people still die each year from preventable causes. To apply their knowledge to the prevention of major health problems, health professionals need leadership and management skills.*

*MSH closes the gap between knowledge and effective action by working in 130 countries to improve the quality and accessibility of health services.*

*With funding from USAID/Southern Africa, Management Sciences for Health (MSH) is operating the Building Local Capacity (BLC) for Delivery of HIV Services in Southern Africa Project. The project strengthens local and regional systems to more effectively and sustainably respond to the HIV and AIDS epidemic.*

### **Strengthening Local and Regional Institutions**

We provide high-quality technical assistance coupled with leadership, management, and governance training to local and regional institutions. The BLC project focuses on improving organizational capacity in areas such as human resources, financial systems and organizational management, monitoring and evaluation, and leadership. BLC does this by collaborating with US Government partners, national and local government officials, civil society organizations, and regional bodies. The project also aims to increase the number of local organizations who can effectively receive and manage funds from the US Government and the Global Fund.

### **Building a Coordinated Approach to Prevention and Care**

We work with stakeholders at the community level and within regional cross-border areas to improve the approach to prevention and care in three key program areas: the care and support of orphans and vulnerable children (OVC), HIV prevention targeted to migrant populations and affected communities, and provision of community-based care. The BLC project aims to reduce duplication of activities, maximize limited resources, and improve and expand the delivery of prevention services.

The BLC project supports local and regional systems within Southern Africa to improve technical, leadership, and management capacity, ultimately improving health care and prevention services.

### Expanding HIV Prevention Knowledge and Services

BLC strives to expand the body of knowledge related to HIV Prevention services in the region. This information will be used to build the capacity of health workers and CSOs that provide HIV Prevention services.

#### BLC IN ACTION:

- BLC is supporting the **Southern African Development Community (SADC)** through the initiation of a comprehensive evidence-based and regionally relevant literature review. This document will gather peer-reviewed data, methodologies, recommendations, and best practices from implementers of HIV prevention interventions. The results will facilitate the development and delivery of an HIV Prevention curriculum for officials and service providers across the Southern Africa region.
- BLC is providing funding and technical support to **Discovery Channel Global Education Partnership, Inc.** in the development of a docudrama about the basic science of HIV and AIDS. This feature-length film, *Inside Story: The Science of HIV/AIDS*, will combine the story of a fictional rising soccer star with an animated journey inside the human body. The resulting film will shine a light on the unseen realities of HIV and AIDS.



*Rural home in Quthing, Lesotho*

### Improving Coordination of Services

BLC works at the country and regional level to support the coordination of activities within and between government ministries, civil society entities and regional partners. The project aims to reduce duplication of activities and maximize limited resources.

#### BLC IN ACTION:

- BLC is collaborating with **SADC** to revitalize the SADC Prevention and Research Technical Working Groups. This effort will assist SADC's mandate to promote the relevance and recommendations of these working groups within the region.
- In **Namibia**, BLC launched an initiative with the **Namibia Network of AIDS Service Organizations (NANASO)**, the primary network organization for over 400 HIV and AIDS service organizations in the country. BLC will assist NANASO to renew and expand their database of constituents through a comprehensive mapping exercise. The results will compare the regional distribution of CSOs to the burden of HIV and need for services across the country. CSOs will also be assessed on technical and organizational capacity and advocacy strategies.



### Ensuring Quality of Key Health Services

BLC works directly with teams of health care providers at facilities, as well as grassroots service organizations, to improve their ability to provide quality services in line with national and/or international standards of care.

#### BLC IN ACTION:

- In **Botswana**, BLC is collaborating with the **Council of Health Services Accreditation of Southern Africa (COHSASA)** to combine quality assurance with leadership development training. The QIL process provides training to teams of doctors and nurses at national hospitals with the ultimate goal of international accreditation of hospitals and improved quality of health services nationwide.
- In **Lesotho**, BLC is working with regional partners to develop a training methodology for caregivers for orphans and vulnerable children. The **Situated Supported Distance Learning (SSDL) program** will train OVC caregivers to provide quality care while developing strategies to manage personal stress levels.

### Fostering Organizational Capacity

BLC guides local and regional partners to become direct recipients of development funds from the US Government and the Global Fund. This is achieved through efforts to strengthen organizations' technical, leadership, and management capacities.

#### BLC IN ACTION:

- The BLC project is strengthening the capacity of **SADC** to meet the requirements of a Global Fund Principal Recipient in the implementation of a regional cross-border initiative to mitigate the impact of HIV and AIDS on migrant populations and affected communities.
- One of the BLC project goals during five-year project cycle is to graduate two organizations per year to become recipients of US Government funds. Current organizations targeted for graduation include **mothers2mothers**, the **Institute for Health Measurement (IHM)**, and the **Eastern Southern, and Central Africa Health Community (ECSA)**.
- In **Namibia**, BLC is providing support to the **Namibia Network of AIDS Service Organizations** to effectively carry out its mandate as a Global Fund Principal Recipient. Supported activities include improvements to reporting requirements, monitoring and evaluation plans, and management practices.



### Our Vision for Improved Capacity in Southern Africa

The toll of HIV/AIDS on households in Southern Africa most severely affects the poorest in society who are most vulnerable to the epidemic. There are many programs in Southern Africa working to improve the lives of orphans and vulnerable children, expand HIV prevention, and offer community care. Still, the demand for quality services exceeds the supply.

By 2015 BLC envisions that through the efforts of our partners, the region will see a marked increase in access to a full range of well-coordinated essential services for OVC and their families, and for people infected with and affected by HIV. Our approach to capacity building—focusing on teams, rather than individuals—combines leadership, management, and governance training with real-world challenges faced by service providers on a daily basis to improve the delivery and quality of health care services.

The impact of the BLC project capacity building will produce government and civil society leaders who can inspire teams and achieve success by improving organizational performance at all levels, including improved quality of care, monitoring and evaluation, financial and human resource management, and to anticipate and effectively respond to changing environments.

For additional information, go to <http://www.msh.org/global-presence/building-local-capacity-for-delivery-of-hiv-services-in-southern-africa.cfm>, or contact us at [blcsouthernafrica@msh.org](mailto:blcsouthernafrica@msh.org)

### A Closer Look: The BLC Leadership Development Program in Botswana

The BLC project, in partnership with the Council for Health Service Accreditation in Southern Africa (COHSASA) and the Botswana Ministry of Health, is guiding public health facilities through a process to improve the quality of health care systems in Botswana's public hospitals.

The Quality Improvement and Leadership (QIL) program, a joint BLC/COHSASA approach, builds leadership and management skills, and trains participants to use data for decision making to improve care and service delivery within their institutions. QIL ultimately leads to accreditation of health facilities in line with international standards of care.

In 2011, BLC invited doctors and nurses from five participating health facilities to begin the QIL training. The four hospitals that have initiated the process of improving health services have already shown improvements in their quality accreditation scores. The following statements from participants reflect their personal discoveries about leadership, management, and quality improvement.

*What I learnt is that accreditation calls for patience, hard work and working and moving together.*

—Dr. Gotsand Garechaba, LPD Participant & Senior Medical Officer, at Sbrana Psychiatric Hospital, Botswana

*I...used to be steadfast in my views and expected people not to question them or contribute theirs. Now I am more embracing of views and people – I always strive to find out how best I can approach people, and can now work with everyone.*

—Mmatlhapi Modise, LPD Participant & Nursing Officer, Letsholathebe Memorial Hospital, Botswana

BLC and COHSASA will continue to provide QIL trainings in 2012 and beyond.