

CAPACITY DEVELOPMENT & SUPPORT PROGRAM

Sharing Best Practices in Active Partner Management for Accountability – CDS OVCY Program

The U.S. Agency for International Development's (USAID's) orphans and vulnerable children (OVC) programs, through PEPFAR, aim to improve the health and well-being of children living with and affected by HIV. The OVC programs strengthen child and family resilience and contribute to the acceleration of access to HIV/AIDS treatment for children and to the prevention of HIV among adolescent girls and young women. In addition, OVC programs contribute to meeting the UNAIDS 95-95-95 goal by ensuring all beneficiaries know their HIV status, are receiving treatment for HIV and are virally suppressed. By lessening the impact of HIV and AIDS on children and families, communities are better positioned to work toward an AIDS-free generation. FHI 360 was awarded with a ten-year Capacity Development and Support (CDS) program which aims to contribute to USAID's goal of mitigating the impact of HIV, STIs and TB by increasing the capacity of local NGOs and the South African Government (SAG) FHI 360, through CDS, implements OVC projects on behalf of USAID South Africa Mission and PEPFAR.



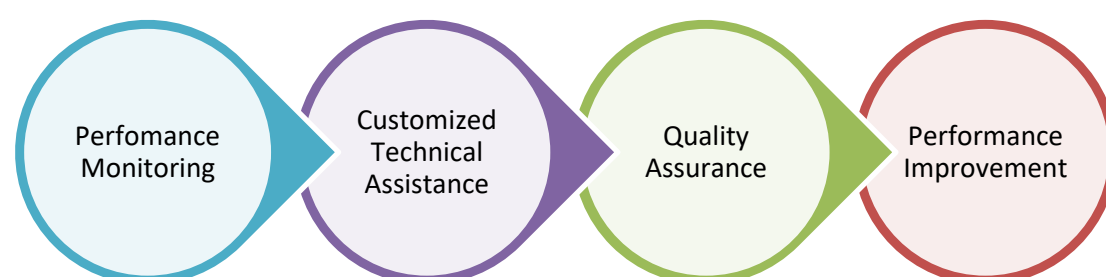
FHI 360 is a non-profit organization working in more than 70 countries, with a Southern Africa Regional Office based in Pretoria, Gauteng. FHI 360 is a non-profit human development organization dedicated to improving lives in lasting ways by advancing integrated, locally driven solutions. FHI 360, through the CDS program, with funding from USAID, is supporting 14 sub-awardees to implement three OVCY programs, Bridge (Support, Prepare and Engage Vulnerable Youth), Early Childhood and Household Stimulation (ECHS) and Reaching Adolescents and Children in their Households (ReACH).

These OVCY projects aim to improve the well-being of OVCY by mitigating the impact of HIV and AIDS, reducing their risk and vulnerability and increasing their resilience and likelihood of growing up to be healthy, educated and socially well-adjusted adult.

ACTIVE PARTNER MANAGEMENT FOR ACCOUNTABILITY OVERVIEW

Active Partner Management for Accountability (APMA) is an innovative and adaptive management approach proven to drive performance, strengthen capacity of CDS sub awardees to be more accountable, use data to strategically prioritize key activities to reach OVCY targets, and improve program outcomes. APMA supports leaders to target resources to sites with the greatest needs and enables attainment of results within a reasonable timeframe.

APMA uses a multi-pronged approach and responds to specific sub awardee needs. The core elements of APMA include:



PERFORMANCE MONITORING

Sub-awardee profiling

Daily tracking of
sub-awardees

Weekly tracking of
sub-awardees

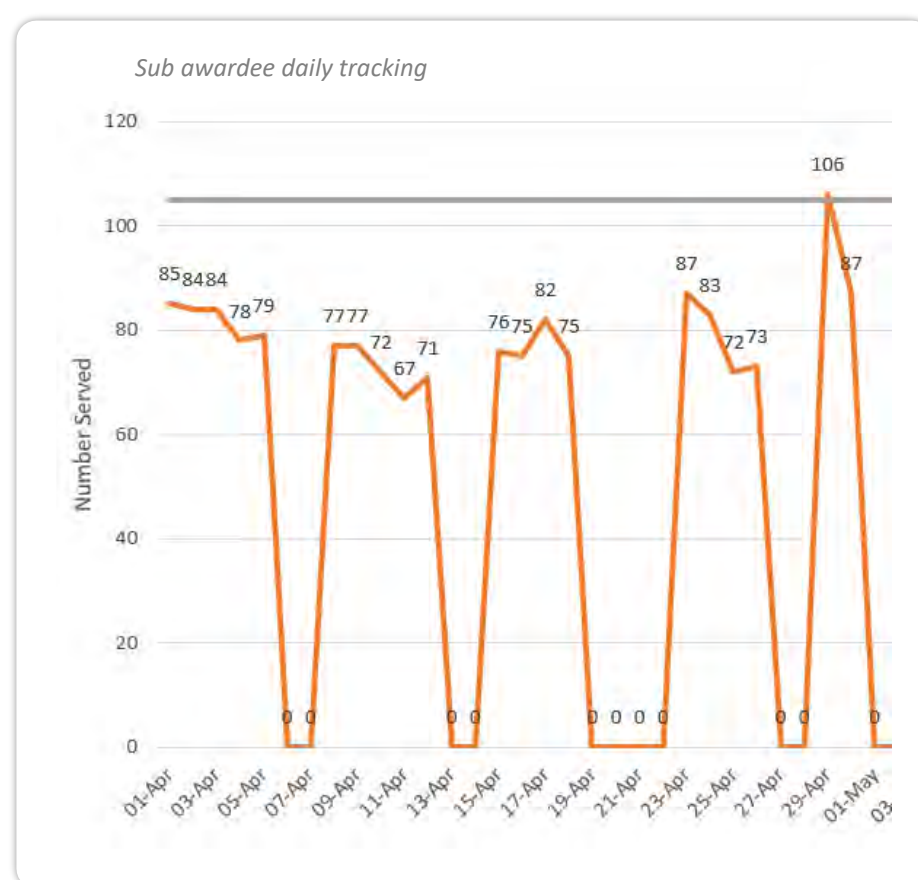
Monthly reporting

Sub awardee profiling

- Through this process, CDS determines the capacity and ability of each sub awardee to implement the program with fidelity but also meet set targets.
- This process entails identifying sub awardees that are under-performing. These sub awardees are flagged for intensive technical support, referred to as “being in Intensive Care Unit (ICU)”. Such sub awardees would require daily monitoring, onsite diagnostic spot checks and customized technical assistance;
- Well performing sub awardees that are reaching targets are monitored on a weekly basis and receive quarterly site visits for support and technical assistance.

Daily tracking of sub awardees

- Sub awardees in ICU are required to submit daily trackers (in addition to weekly trackers) by mid-day to demonstrate performance for the previous day of implementation
- Using the tool created by CDS sub awardees are required to set and monitor daily targets for each individual field worker (e.g. care worker)
- The tool enables sub awardees to track the two key indicators of the OVCY program (OVC_SERV and OVC_HIVSTAT)
- The tool summarizes the performance of each individual field worker and thus provides an opportunity for management to identify non-performing field workers and take appropriate corrective action
- Embedded in the daily tracking tools are graphs and charts that analyze daily performance prompting supervisors and management to adjust target setting.



Weekly tracking of sub awardees







- As a standard procedure all OVCY sub awardees are required to submit weekly performance data on a tracker template provided by CDS
- This tracker enables sub awardees to track the following; two key indicators OVC_SERV and OVC_HIVSTAT; individual field worker performance; programmatic and data capturing backlogs
- The tool summarizes the performance of each individual field worker and thus provides an opportunity for management to identify non-performing field workers and take appropriate corrective action.











Monthly reporting

- Sub awardees capture program data into an online interactive database, Community Based Information Management System (CBIMS). This database was designed with the guidance of USAID for use by all OVCY implementing partners in South Africa
- As a contractual deliverable all sub awardees submit CBIMS generated reports by the 6th of every month
- CDS conducts in-depth analysis of sub awardees data against set targets and provided feedback to ensure program improvement.

Implementation>> Household Beneficiaries Groups Interventions **Reports**

Search

Enter Search Text ...    Refresh   

Select	Report ID	Name	Description
	1	PEPFAR OVC_SERV and OVC_HIVSTAT Report	OVC_SERV, OVC_HIVSTAT, % OVC Knowing Status (OVC_HIVSTAT_KNOWN) and % HIV+ OVC on ART (OVC_HIVSTAT_ART) mid-year and annual counts of active beneficiaries (<=20 yrs and caregivers) by age and gender
	2	Group Based Intervention (OVC_GBI)	Counts of beneficiaries attending the threshold number of sessions to graduate
	3	Layered Services (OVC_PREVPACK)	Number of children/youth (<25 years old) who received layered services (i.e. education, economic and HIV prevention services)
	4	Linked to HTS (OVC_TEST)	Number of children/youth (<25 years old) who received HTS through partner referral or direct delivery
	5	Linked to ART (OVC_ARTLINK)	Number of children/youth (<25 years old) linked to ART through partner referral
	6	Subpopulation Enrolment and Service Report	Proportion of the number of children <=20 (or <=24 for BRIDGE) enrolled and/or served in each reporting period disaggregated by subpopulation category
	7	HIV Testing & ART Services Case Management Report	This report identifies children and adolescents for whom HIV testing or ART service linkages are indicated, based on CBIMS data
	8	Pending Referral Case Management Report	List of beneficiaries with pending (incomplete) referrals
	9	Sub Population Case Management Report	Sub-Population groups of children <= 20 (or <=24 for BRIDGE) (CONFIDENTIAL)
	10	Raw data for OVC_SERV Case Management Report	Raw data for the OVC_SERV Report (CONFIDENTIAL)

CBIMS reports

CUSTOMIZED TECHNICAL ASSISTANCE

Weekly sub awardee telecons

- CDS conducts conference calls with all sub awardees to discuss performance reported in the daily and weekly trackers
- During these calls strengths and weaknesses are highlighted and appropriate strategies are identified to improve performance

QUALITY ASSURANCE

Data Validation

- CDS validates sub awardee's CBIMS data through a review of case files and discussions with field workers
- During the data validation process, CDS provided one-on-one discussions with field staff and their supervisors during which feedback and corrective actions are discussed
- CDS builds the capacity of sub awardee management to conduct internal data validation and submit monthly reports to CDS.



Secondary benefits for data validation

- Sub awardee ownership and use of data
- Sub awardees have a better understanding of data collection tools
- Understanding of shortfalls around the quality of services rendered to beneficiaries
- Strengthened supportive supervision of field workers
- Improved filing systems.

PERFORMANCE IMPROVEMENT

- Sub awardees are held accountable to reaching set targets and ensure program implementation with fidelity
- With consistent routine performance monitoring and customized technical assistance, significant improvement is observed among individual sub awardees.

