



2021

# ANNUAL REPORT

through 30 September 2021

**KHETH'IMPILO**

Dr Ashraf Grimwood  
CEO – Kheth'Impilo



*issued September 2022*

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# Overview of KI

Kheth'Impilo is a South African Not for Profit Organization that has been supporting the Department of Health through the provision of clinical care and treatment services, health and community systems strengthening since October 2009. As a registered NPO, this support was provided through the utilisation of local and international donor funding to implement programmes providing technical assistance at all levels of health service delivery to the South African Government. Kheth'Impilo is positioned as a leader in public health innovation and being one of the few organizations that have successfully integrated Health, Welfare and Education to provide a holistic approach to serving the community in the Public Health space.

The comprehensive Health care solutions include prevention, care, treatment, and support for people infected and affected with HIV and TB supported by a range of innovative differentiated community-based models of care that include community HIV testing, community-based models of adherence support, early childhood development, school health and accredited training.

Our program data is evaluated by public health physicians and epidemiologists, the organization publishes on average 5 peer reviewed journal articles per annum and presents programme achievements at international conferences on a regular basis.

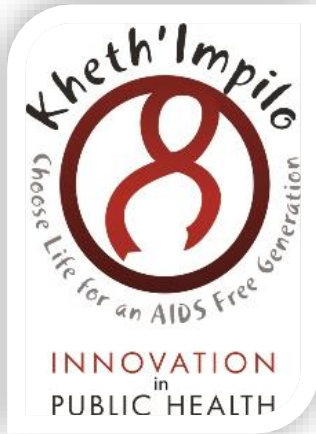
Kheth'Impilo has an exceptional team of healthcare professionals providing technical assistance at district and facility levels of health delivery addressing HIV and TB health service challenges for children, adolescents, and adults in high HIV prevalence communities. This technical assistance is through high quality care that increases life expectancy, reduces mother to child HIV transmission, contributes to virological suppression and increased HIV survival.

Kheth'Impilo responds to a promise of Innovation in Public Health and consistently delivers on this promise with specialized solutions for development and implementation of health and community systems and services strengthening. Kheth'Impilo further reports below the extensive work that it currently performs in various rural communities of the Eastern Cape, Western Cape and KwaZulu provinces.

Kheth'Impilo continues its community work whilst ensuring the further integration of health and community-based services for a strengthened response and service provision at community level.

**THE CIRCLE OF LIFE IS MAINTAINED BY THE  
OLDER GENERATION LOOKING AFTER THE  
YOUNGER GENERATION.**

# Vision, Mission & Focus areas



## Vision

A place where health and well-being for all is supported, protected, and sustained.

## Mission

KI's mission is to support the individual, household, communities, and their governments achieve their development goals in a sustained way.

## Focus areas

### 1. Health System Strengthening

**Strategic Objective 1** – To improve health systems of individuals, households, communities and facilities through technical assistance, modified facility and community direct service delivery, as well as capacity building initiatives.

### 2. Community System Support

**Strategic Objective 2** - To provide psychosocial support and strengthening to individuals and communities through bespoke models of community-based adherence support, economic development, and skills development.

### 3. Research and Innovation

**Strategic Objective 3** – Identify and implement innovative health solutions that address current and potential public health challenges through the development of implementation science that evaluates research findings, methods and strategies that can be scaled and put into practice.

### 4. Training

**Strategic Objective 4** – Develop and deliver quality vocational training through support, mentoring and guidance, that focuses on the development of cadres of workers that can meet the public health needs of the communities we serve.

# FROM THE CHAIR

Prof Marian Jacobs



Throughout the COVID-19 pandemic, Kheth'Impilo maintained its commitment to delivery of excellent quality care. In particular, priority attention was given to those communities severely impacted, many of whom not only lost family and friends, but also jobs and the means to secure income and food. Over this period KI staff remained vigilant in their efforts to protect themselves, their families and patients, supported by education and training, as well as adequate supply of personal protective equipment. Consequently, there was minimal impact of the infection on the staff, and thankfully, KI did not lose any staff to COVID-19.

Despite the heavy burden on our routine services, work continued and in the Western Cape, expanded to accommodate COVID-related needs of the Provincial Department of Health to meet the demands of the community. This included activities such as the support of the step-down facilities where patients with COVID-19 were sent to recover after their hospital stay, and where our staff were commended for their care and contributions.

In this difficult time, the way of working had to change, and office staff worked from home according to guidelines from government, while still able to support staff in the community. In turn, community staff also had to change their way of working as the need to deliver chronic medication to the homes of patients with comorbidities placed them at risk. While delivery of services in other projects beyond the Western Cape was also compromised, such as accessing young people during lockdown, when schools were also closed; good progress was nevertheless made in reaching agreed targets.

Above all, the COVID-19 pandemic demonstrated the resilience, commitment, and compassion of KI staff in meeting the needs of the communities served. Flexibility demanded the development of new approaches and highlighted the ability of the organisation to be agile in response to enormous challenges, while remaining true to its core values in pursuit of its vision

The Board extends huge appreciation to the leadership and staff of KI, and to those organisations and donors who continue to recognise the significant value of our contribution to the health sector in South Africa at large, and especially to the most vulnerable communities.

We also welcome Bridget Prince and Leila Davids to the Board, both of whom bring a wealth of experience and value to our governance.

**Marian Jacobs**  
Chair of the Board  
September 2022

# The CEO Report

Dr Ashraf Grimwood



**Kheth'Impilo** support communities providing tools for resilience for their needs - not programmes, not agendas.

People must be treated with dignity; we are here to support their journey to reaching full potential while learning from the people we serve.

This year saw KI traverse the second, third and fourth waves of Covid -19, coming out of level 5 lockdown relatively stronger, unravaged by the impact of this devastating pandemic. Work continued but differently.

KI staff demonstrated resilience, courage, and endurance despite the personal challenges each member went through. They put their communities first in a world thrown into turmoil, chaos with deteriorating economic growth, with limited budgets and increasing demands. KI is blessed to have such committed, dedicated, and passionate staff.

KI has thus been able to succeed against these odds in reaching donor set targets despite all these challenges including climate change, political strife, and deteriorating infrastructure.

The work with orphans and vulnerable children in the Eastern Cape has been intense with staff locked into weekly meeting, regular data reviews needing to work after hours including weekends to reach set targets. Facing starving families, rising GBV, IPV, SUD with limited resources is not easy for a caring staff. KI has had to review its EAP and recommend extra debriefing for staff experiencing service-user socio-economic challenges on a scale rarely encountered before.

Working in PHC facilities and trying to locate HIV positive children and ensuring that they are on treatment, the correct treatment, have been monitored according to NDoH guidelines and that their results have been acted upon requires a dogged approach to patient support, needing much engagement with the District DoH as well as PHC management and DSPs. This consumed more than anticipated energy and took much energy.

In the iLembe, the ongoing SRHR work at high schools continued despite COVID-19, with a mad scrambling for final year exams making work a challenge after learners being at home for months. Health indicator outcomes indicated the resilience of the interventions and remained positive despite fears on the program regressing. This is despite the violence that swept this area in the prior months and the delays in accessing SASSA grants, remembering that this area has a high level of unemployment, poverty, unstable domestic environments as most working age males are absent and many learners are cared for by their grandparents.

Covid-19 changed the way of working for our CHCWs- COVID-19 screening, referral, support and step-down care was supported as well as delivery of meds to those discouraged from attending the PHCs due to their comorbidities. This extra load was delivered despite the increasing levels of poverty, violence and power outages. The training of staff in the prevention and mitigation of covid-19 helped preparing for the rollout of COVID -19 vaccination in the Eastern and Western Cape. Staff knowledgeable in COVID-19 vaccination were relatively easy to prepare for the challenging tasks ahead- i.e., setting up outreach stations for vaccination amid the timing schedules of the Department of Health. Trying to reach those not able to come for vaccination during office hours was overcome through extending clinic days to the weekends and public holidays.

During this period KI continued to provide relevant services and this resulted in continuous growth of the organisation to meet the growing demands of the Covid-19 pandemic.

Innovation comes through trying to meet the needs of the communities we serve with integrity, compassion and care using what we have available in a challenging environment.



# Executive Management Committee

This committee continued to function through this year supporting to various departments to address the challenges brought about by the various COVID-19 waves experienced by the country. Staff were still required to work from home and where this is not possible, staff were assisted to ensure that work is implemented safely and whilst adhering to the stated COVID-19 guidelines. The Executive Committee consists of the following individuals.

## **Dr Ashraf Grimwood – Chief Executive Officer**



Dr Ashraf Grimwood started his HIV work in Australia during the late 80's and continued in South Africa from 1992. He has extensive HIV clinical experience with a community health focus in both the public and private sectors. Dr Grimwood was chair of NACOSA and previously served on the boards of Yabonga and Triangle projects. He is currently serving on the SA HIV Clinicians Society and Dira Sengwe boards and was deputy chair for the Centre for Conflict Resolution. He was previously Executive Director of ARK SA, Deputy Director of SAHIVAC as well as Director of the HIV Research Unit – Secure the Future.

## **Vincent Titus – Director**

Vincent Titus is a multi-skilled professional with over 20 years of experience in managing complex, multi-year donor funded programs where he was responsible for building the organizational capacity of civil society organizations. He is a dynamic leader with strong management and operational skills with a keen focus on managing effective relationships with diverse partners, donors, government, and other stakeholders. He has demonstrated success in targeted skills transfer and organizational strengthening.



## **Dr Geoff Fatti – Strategic Information Lead**



Dr. Geoff Fatti (MBChB, MPH, PhD) is a medical epidemiologist with over 25 years professional experience in clinical, academic, research, and program monitoring and evaluation capacities. He has authored 70 peer-reviewed infectious diseases related publications and is a SA National Research Foundation rated scientist.

### Jacques Soine – Financial Manager

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Jacques Soine is a finance and business management professional with over 20 years of experience across various industries, including the NPO sector since 2015. Jacques has a Master of Commerce degree in Business Management (M.Com) from MANCOSA, and is committed to adding measurable value through strategic analytics to support better decisions for organisational growth and sustainability, specifically within the donor compliance environment.



### Shahiema Ryklief – Human Resource and Payroll Manager

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Experienced (more than 15 years) Human Resource & Payroll Manager with extensive experience in the NGO and Health Sector environment. She is responsible to manage all HR functions from recruitment, retrenchment, and staff industrial relations management. Supports the management of the professional business environment and related processes such as project support, coordination, regular reporting, team support processes, customer relations and stakeholder management.



### Merlin Osborne – Executive PA

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Merlin Osborne has experience of more than 30 years as an Executive PA with extensive experience in enabling and supporting leadership teams. She has a strong background in all aspects of administrative processes and responsibilities, project support, coordination and administration, office administration and management, general business administration. She has an extremely well-developed understanding of organisation dynamics and customer relations.



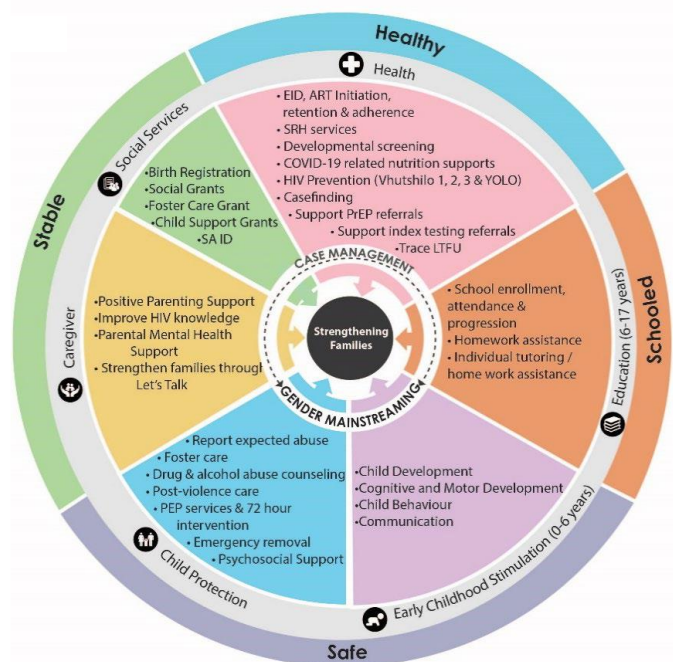
# PROGRAMMES IMPLEMENTED

## 1. OVC Family Strengthening Project

Kheth'Impilo implemented the first year of the USAID funded OVC Family Strengthening Project across 3 districts in the Eastern Cape province. This project seeks to contribute to reaching the 90-90-90 goals to achieve epidemic control and an AIDS-free generation by responding to the social, economic, and emotional consequences of the HIV and AIDS on children, their families, and the communities that support them. The goal of the project is to improve the health and well-being of children and families by mitigating the impact of HIV and AIDS, increasing children's resilience, and reducing their risk of HIV infection. Kheth'Impilo implemented the OVC Family Strengthening project in Alfred Nzo, Chris Hani, and OR Tambo districts.

The project objectives include:

1. Increasing the number of OVC 0–17 years who receive a comprehensive package of evidence-based interventions that mitigate the impact of HIV and AIDS
2. Strengthening the capacity of OVC caregivers and families to communicate effectively and address the key issues facing children affected by HIV and AIDS, including sexual risk behaviour and prevention of neglect, violence, and exploitation
3. Proactively promoting and monitoring HIV status knowledge; increase access to HIV services; and support retention, adherence, and viral suppression among enrolled C/ALHIV



The table below summarises the results of this project during its first year of implementation.

District	Target	Actual Perform.	% Perform.
Alfred Nzo	16 507	13 889	83%
Chris Hani	10 011	10 186	100%
OR Tambo	10 011	11 116	111%
<b>Grand Total</b>	<b>36 529</b>	<b>35 191</b>	<b>96%</b>

*Kheth'Impilo overall COP20 performance*

Indications are that Kheth'Impilo will be implementing the project in 4 districts in the Eastern Cape starting in October 2021. The additional district to be allocated will be Buffalo City Municipality (BCM).

## 2. COVID-19 Vaccination Programme – Solidarity Fund

Kheth’Impilo was successful in its bid as Clinical Operator to support the South African government in reaching the vaccination target of 70% of the eligible population by December 2021. This programme started in August 2021 and Kheth’Impilo was allocated a total of 26 sites over a period of 11 months. As clinical operator, Kheth’Impilo were allocated sites in the Eastern Cape, Western Cape, and KwaZulu Natal provinces. Most sites were allocated across four districts in the Eastern Cape. The Solidarity Fund is funding this programme through 30 June 2022.

Over the 11-month implementation period, the Kheth’Impilo Solidarity Funded vaccination programme **administered vaccines to approximately 170,000 people**. As Clinical Operator, Kheth’Impilo provided cold chain management, the administering of the vaccines and the reporting of administered vaccines on the SAG EVDS system. Initially all allocated sites were fixed sites with a retail setting. As demand for vaccines dwindled across the country, Kheth’Impilo together with the relevant district health teams transitioned to mobile and roving vaccination teams. This allowed the vaccination programme to reach into rural areas not previously covered by health services.

At the end of the Solidarity Funded programme, Kheth’Impilo engaged Right To Care, the organisation tasked to coordinate and support SAG in its COVID-19 vaccine efforts post the end of Solidarity Fund funding. At the time of this report, contract negotiations were still ongoing with Right To Care.

Kheth’Impilo administered the fourth (4<sup>th</sup>) highest number of vaccines among appointed clinical operators under Solidarity Fund.



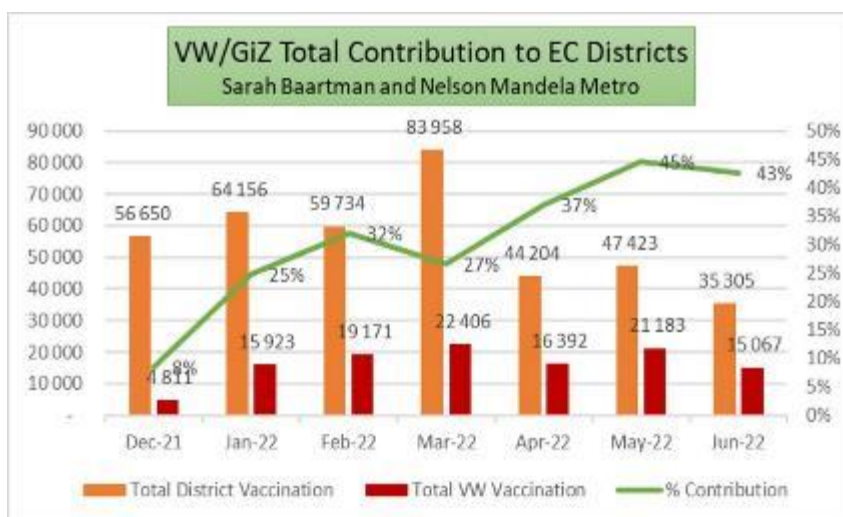
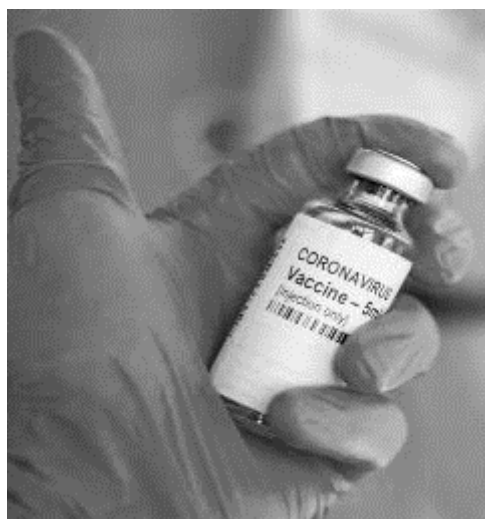
### 3. COVID-19 Vaccination Programme – VW/GiZ Funding

Kheth’Impilo further supported the Eastern Cape Department of Health (ECDOH) with COVID-19 vaccinations across two districts, namely, Nelson Mandela Bay (NMB) and Sarah Baartman (SB). Negotiations with Volkswagen (VW) started in July 2021. Together with the ECDOH a proposal was drafted and submitted to VW/GiZ to fund 20 vaccination teams across the mentioned districts – eight (8) teams were allocated to NMB district and 12 teams to the SB district.



Vaccination teams consisted of Professional Nurses, Enrolled Nurses (supervised by professional nurses), data capturers and drivers. Additionally, the Kheth’Impilo programme provided pharmacy assistants on a “as needed” basis. Through the active support of the district ECDOH this programme managed to achieve a vaccination contribution rate of 43% for the whole district. Taken individually, the contribution rate in SB district amounted to 76% and for NMB district it amounted to 27%. **This programme vaccinated 114, 886 people over the seven (7) month implementation period.**

For this programme Kheth’Impilo successfully implemented the integration of vaccination demand creation services with the provision of vaccination services. The demand creation teams managed to effectively address vaccine hesitancy and the spread of misinformation among communities. A review of the vaccination results of this programme provides a clear indication of the importance of integrating these services to ensure the success of any vaccination programme.



## 4. SRHR School Programme



Kheth'Impilo continued to implement an integrated school-based Sexual Reproductive Health and Rights (SRHR) program in the iLembe District of KwaZulu Natal province. This program aims to reduce HIV/STI infections and unintended pregnancies and improve SRHR service uptake, including HIV treatment care and support for high-school learners in a rural sub-district in SA. The program was initiated in 2014/15 in one high school comprising of 1,260 learners, expanded to 14 schools in 2018

(n=7,000), and scaled down to 8 schools in 2020 due to reduced funding (n=5,655).

From October 2020 to September 2021, the program reached 5,455 learners (target 3200). The total headcount of 10,441 programme visits were made to the school-based and clinic-based services. The cumulative proportion of learners seeking SRHR services for the first time was 96%. The cumulative uptake of HIV Testing Services was 55%. For this period, 27 teen pregnant learners accessed SRHR services, and 100% were enrolled in antenatal care. All pregnant learners enrolled in antenatal care were HIV tested, and none tested HIV positive.

The cumulative uptake for Voluntary Male Medical Circumcision was 10% and contraceptive services was 46%-lower than the previous year, given the COVID-19 crisis. The latter resulted in the closure of all the schools, school feeding schemes and the reduction in general health services. The school health programme staff trained 74 educators and 72 caregivers - the latter also representatives of the School Governing Boards. The key areas of training included how to support the School Management Teams, educators, learners and caregivers on risk identification and management concerning Covid-19. The programme team also performed school audits with the district COVID-19 task teams for safety and readiness for re-opening the schools focussing on water and sanitation, appropriate food preparation and delivery. KI co-delivered COVID-19 education, vaccine literacy, and vaccine registration in collaboration with the Dept of Health in schools reaching 45121 learners, 3,252 educators, and 100 learners were vaccinated. KI assisted 370 learners with accessing Identity documents, and 834 female learners received sanitary pads and menstrual health education.

- Educator Training
- Education in classes
- Book Donation
- COVID-19 Vaccinations
- Nutrition Education
- Screening & Testing

Despite the reduced funding there is increased demand for care and support. This programme was adapted to changing context of COVID-19 and food insecurity. This tailored approach attempted to sustain the program in an environment of diminishing resources as the failure to respond risked the reversal of the gains made concerning SRHR outcomes in this underserved group of adolescents. Kheth'Impilo continues working with other possible donors to contribute to this very successful and needed programme.

## 5. WCDOH - Integrated Home and Community-Based Care Programme

Kheth'Impilo continued to implement the WCDOH funded integrated home and community-based care programme. The WC DOH contracted Kheth'Impilo to implement a programme rendering health services to address the assessed health needs in Kraaifontein, Scottsdene, Macassar, Mfuleni and Eersterivier (including supporting the men's ARK) according to the following objectives:

- Self-management &/or psychosocial rehabilitation interventions
- Nutrition interventions
- Rehabilitative care
- Palliative care
- Wellness &/or counselling interventions that complement both facility &/or community-based services.



KHETH'IMPILO COMMUNITY CARE WORKERS

Since the COVID-19 outbreak, limitations on people movement and limited attendance in congregate settings, the programme was tasked to assist the health department with the dissemination of monthly medication packages to patients in their care. This additional activity remained a requirement throughout the reporting period despite it being a very time-consuming activity and limiting the time a care worker spends with patients.

Under this **Home- and Community-Based (HCB)** programme the package of services are provided to patients in their own home or an alternate living environment offering individual assessment and interventions supporting admission avoidance, faster recovery from illness, timely discharge from hospital and achievement and maintenance of optimal functioning. **Wellness, health promotion and prevention of ill health** consists of an array of interventions that support the actions people take to maintain health and wellbeing, prevent illness and accidents, care for minor health problems/ailments and long-term conditions. **HCB** services include screening and referral (where applicable); assessment; care planning; interventions/treatments; and monitoring & review.

This programme will continue through 31 March 2022 and by this time WCDOH will have indicated to Kheth'Impilo the next steps to be followed for continued funding.

## 6. Kheth'Impilo Clinical Training

The goals of the Clinical training department have always been to upskill healthcare professionals (mainly medical doctors, professional nurses, and pharmacists) to be able to provide treatment, care and support for HIV positive and co-infected adults, pregnant women and children in the public health sector in South Africa. Kheth'Impilo continued with its HIV programmes and associated activities as part of the ongoing implementation of programmes. However, as many projects are ongoing, newer programmes are being started, while others are in the process of being completed and finalized. This report covers the clinical training done during this annual report period.

*“Good training requires good planning “*

**January 2021** – following up on KI HIV Self-Screening (HIVSS) for employees and provided telephonic support. There was over-stock of HIV SS home test kits. These were distributed widely in December to healthcare staff & persons wanting to conduct home HIV tests. Telephonic support was provided to respondents requesting follow-up.

**January 2021** – completed NDoH Covid 19 vaccination training programme (online from Knowledge Hub). Certification obtained. This training material will be used later in the year to cascade information down to healthcare workers to upscale vaccination rollout across South Africa.

**May 2021** - supported provided to City of Cape Town to conduct two 3-day classroom workshops (off-site) on “HIV management to Support Nurse-Initiated Management of Antiretroviral Therapy (NIMART)”. Eight participants attended.

**June 2021** – 10<sup>th</sup> SA AIDS conference attended (4 days). Updates and information used to update training material and share resources with KI team members.

**August 2021** – conducted an Online Clinical training workshop for Covid 19 vaccination programme (based upon NDoH vaccination guidelines). *Solidarity Fund* requested partner organizations in July 2021 to support scale up of Covid 19 vaccination rollout across South Africa (more of these similar workshops would take place later in the year in November and December). Online attendance register is still awaited from HR, but it was reported that approximately 55 healthcare workers attended.

**September 2021** – co-facilitated another three-day workshop “HIV Management to support NIMART” for City of Cape Town. 28 healthcare workers attended. The training took place at Tygerberg Nature Reserve training classroom. Another workshop will be planned for the year 2022.

Other training activities and programmes included the following:

### ***Diploma in HIV Management – University of Stellenbosch and Africa Centre***

2020 – following an online presentation based on the “HIV prevention strategy” module that I created in July 2021, all assignments submitted in second half of 2021 with marking completed in January 2022.

2021 – Re-elected by University new documents and contract signed January 2021) to provide the same updated topic online module to students. Online workshop conducted in July 2021 followed by marking of student assignments from August 2021. Note: Late submissions, as always will continue throughout the year. Approximately students 120 students. Plans subsequently underway to support the 2022 season (this will be the third year in a row that KI has been supporting this programme).

### ***Department of Health, Cape Town and City Health***

The Kheth'Impilo Clinical Training Manager attended quarterly meetings with Dept. of Health Province of Western Cape HAST Policy group as elected Kheth'Impilo representative. Updated and circulated revised guidelines and additions are circulated and included in all subsequent clinical training workshops.

### ***Medicine Information Centre (MIC) – HIV & TB Hotline***

Networked with HIV & TB Hotline / Medicines Information centre to disseminate and share printed material including job aids, posters, and guidelines. Website support: <http://www.mic.uct.ac.za/>

Regular weekly “HIV in the news” newsletter – internal circulation for staff; provides local and international news relating to public and private sector health. It mainly includes TB and HIV, and now incorporates a wider and broader group of topics impacting directly and indirectly on HIV. These include Covid-19, gender-based violence, intimate partner violence, men's health, sexual reproductive health, and rights issues (SRH&), non-communicable diseases (NCDs), ageing, mental health, adolescent girls and young women etc. All these listed topics provide links and scope for future potential programmes that KI can support (funding allowing).

Numerous other smaller online short workshops attended by the KI master trainer and programme staff, throughout the year on HIV, TB, and Covid-19 current teaching topics. These were organised by a wide range of groups from public and private sectors, local and international. This training will cascade information and feed into existing KI training programmes on a regular basis to update guidelines, protocols,



and clinical tools.

## 7. Private Sector Collaboration

In February 2021, Kheth'Impilo was approached by **Pienaar Bros Warehouse** to provide clinical support to its staff that included basic health and wellness services including Covid-19 antigen testing services and referrals at their Paarden Island facility. The Pienaar Bros Warehouse sells and distributes workplace protective clothing and Paarden Island branch is their main branch.

Kheth'Impilo provided KI the following services on site: blood pressure monitoring, blood glucose screening, SATS monitoring, temperature checks, cholesterol screening, HTS, Covid antigen testing, ear examination, and emergency wound dressing.

Where workers had raised readings, they were referred to DOH and/or their local GP. The Kheth'Impilo professional nurse also made a referral to an NGO dealing with gender-based violence for follow up services.

Fewer employees accessed the services than expected. Speaking to employees onsite or during demand creation for the services freely available to them, they provided the following responses:

- Employees do not trust the process and are fearful that information will be shared with the employer.
- They were concerned about a diagnosis that could impact their employment and future dealings with the employer/supervisors etc.
- Workers were not comfortable being seen visiting the caravan used as a medical room, as they were concerned that fellow employees may interpret their visit to the site as a sign of weakness or that they are not well physically.
- Workers prefer not knowing their health status as they believe knowing could lead to quick deterioration of their health and them becoming sicker sooner.
- Few workers were still in denial and not accepting diagnosis of diabetes, hypertension, cholesterol diagnosis, and keep postponing visiting local clinics and GPs (those on medical aid) for the management of their conditions. Workers would rather re-check hoping that the problem will be resolved.

*This collaboration is to lead to a broader funding base that is more sustainable in the long run but ensuring KI can work comfortably in other spaces besides in the public health space*

*CEO: Ashraf Grimwood*

The recommendation included that there is a need for continuous re-assurance from management, immediate supervisors, and professional nurse that they do not get to know people's diagnosis and visit outcome. Workers should also be assured of confidentiality on numerous occasions to build employee-worker trust.

Many workers were concerned about the effect of the COVID-19 pandemic on their personal lives. The professional nurse conducted non-pharmaceutical briefings with all workers and information brochures which provided COVID-19 information were handed to them.

# STRATEGIC INFORMATION

## A. Research

Kheth'Impilo performs operational and implementation science research related to public health programs in Southern Africa. Data collected by KI is evaluated by epidemiologists and results from ethically approved studies are submitted for publication in international peer-reviewed journals and presented at conferences both locally and internationally.

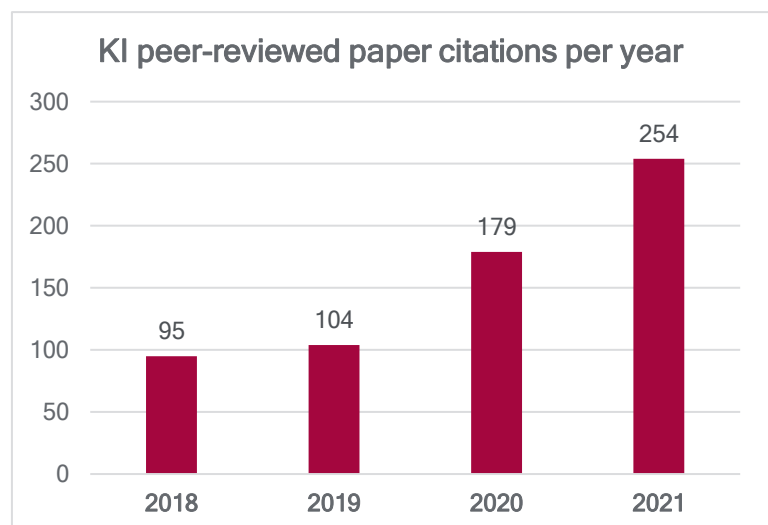
Research output in the 2021 financial year was strong, with Kheth'Impilo contributors authoring 10 peer-reviewed journal articles in high-impact international journals including *Clinical Infectious Diseases*, *Journal of the International AIDS Society*, *AIDS*, and *the Journal of Acquired Immune Deficiency Syndromes*.

Four international conference presentations were delivered at the 11th International AIDS Society Conference on HIV Science and the 28<sup>th</sup> Conference on Retroviruses and Opportunistic Infections (CROI).

Cumulative citations of Kheth'Impilo's research work reached 1200, including 250 citations during 2021 with citations increasing year-on-year since 2019 (see figure below).

The 2021 consolidated World Health Organization HIV guidelines cited five KI-supported research papers as part of their recommendations for HIV service delivery.<sup>1</sup> These WHO recommendations included:

- A strong recommendation that HIV programs should provide community support for people living with HIV to improve retention in HIV care, including utilizing Patient Advocates as developed by KI.
- Recommending Differentiated Service Delivery using client-managed group models utilizing multi-month dispensing of ART as per studies implemented by KI in collaboration with Equip Health.



Data analyses and manuscript write-ups regarding the pooled data of the Zimbabwe and Lesotho Multi-month Dispensing of ART cluster-randomized trials continued. These trials evaluated community-based extended dispensing intervals of ART (up to six-monthly) utilizing community ART groups (CARGs) at 60

<sup>1</sup> Consolidated guidelines on HIV prevention, testing, treatment, service delivery and monitoring: recommendations for a public health approach. Geneva: World Health Organization; 2021.

sites in both urban and rural areas. Outcomes include clinical outcomes, cost outcomes and qualitative enquiry.

Kheth'Impilo is a member of the steering group of the International Epidemiological Databases to Evaluate AIDS Southern Africa (IeDEA-SA) and contributed electronic data to this research consortium in 2021 and participated in manuscript preparation for publication. Activities to ensure data transmission for IeDEA-SA for this period included developing data in a new data exchange format for regional and international data analyses.

KI was also part of a successful funding application as part of IeDEA-SA to the US National Institutes of Health for further funding for the period 2021-2026.

KI performed operational research regarding the MACAIDS-funded HIV prevention program for adolescents in rural KwaZulu-Natal, with a manuscript accepted for peer-reviewed publication.

### 2021 financial year peer-reviewed publications (*Kheth'Impilo* authors in bold)

1. Nichols B, Cele R, Lekodeba N, Tukei B, **Ngorima-Mabhena N**, Tiam A, Maotoe T, Sejana MV, Faturiyele IO, Chasela C, Rosen S, **Fatti, G**. Economic evaluation of differentiated service delivery models for HIV treatment in Lesotho: costs to providers and patients. *Journal of the International AIDS Society*, 2021;24(4):e25692
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## Conference presentations

### Oral:

1. **Fatti G.** Annual clinic visits and extended ART refills in different DSD models for HIV treatment: implementation research experience from Lesotho and Zimbabwe. 11<sup>th</sup> International AIDS Society Conference on HIV Science. 18-21 July 2021, Berlin, Germany & Virtual.
2. Lopes J, **Grimwood A, Mabhena-Ngorima N,** Tiam A, Tukei B, Pisa P, Tukei V, Maile K, Chasela C, **Fatti G.** Community-Based Multimonth ART Dispensing: A Pooled Analysis Of Two Cluster-Randomized Trials. 28<sup>th</sup> Conference on Retroviruses and Opportunistic Infections (CROI), Virtual, 6-10 March 2021.
3. Nichols B, Benade M, Kuchukhidze S, Takarinda K, **Mabhena-Ngorima N, Grimwood A,** Rosen S, **Fatti G.** Economic Evaluation Of Differentiated Service Delivery of HIV Treatment in Zimbabwe. 28<sup>th</sup> Conference on Retroviruses and Opportunistic Infections (CROI), Virtual, 6-10 March 2021.

### Poster:

1. **Fatti G, Ngorima-Mabhena N,** Tiam A, Tukei B, Kasu T, **Muzenda T,** Maile K, Lombard C, Chasela C, **Grimwood A.** The Effectiveness of Community-Based Multi-Month Dispensing of Antiretroviral Treatment with Single Annual Clinical Visits for Newly Stable HIV Patients: A Pooled Analysis of Two Cluster-Randomized Trials. 11<sup>th</sup> International AIDS Society Conference on HIV Science. 18-21 July 2021, Berlin, Germany & Virtual.

## B. Monitoring, Evaluation and Reporting (MER)

The Kheth'Impilo MER team is tasked with the development of data collection systems that provide insight into the various interventions implemented by the organization, and to report to funders. Our MER outcomes provide valuable information that influence management decisions and ensure high quality program management. The approach ensures that Kheth'Impilo continues to assist the communities where the data originated from by providing unique, data-driven solutions which address root causes and ensure that donor resources are effectively and efficiently deployed.

In 2021, KI produced reports for funders including FHI360, the Western Cape Department of Health, MACAIDS, and leDEA. Reports were produced for FHI360 from three districts in the Eastern Cape province on a weekly, monthly and quarterly basis using the Community-Based Intervention Monitoring System (CBIMS).

The Solidarity funded COVID-19 vaccination program commenced in September 2021, and the KI MER team reported the numbers of vaccinations delivered to the KI finance team for invoicing, using the Electronic Vaccination Data System. A KI-developed Research Electronic Data Capture (Redcap) data system was also developed and implemented to capture vaccination data for data triangulation and data validation. A Redcap database to collect information regarding vaccination demand creation activities was also later created.

In addition, the MER team assisted the Kheth'Impilo Democratic Republic of Congo team with implementation of the Tier.net data system at ART facilities in Lualaba province and with quarterly USAID funder reports and data analyses.

## C. Grant Applications

The MER team submitted several funding applications, including three proposal submissions to the Centers for Disease Control and Prevention in response to requests for applications, a US National Institutes of Health proposal in collaboration with Stellenbosch University and with leDEA-SA to the NIH. The outcomes of the submitted proposals are still pending as at 30 September 2021.

# SUPPORT SERVICES

## IT DEPARTMENT

The department undertook a cost-cutting exercise, without compromising infrastructure and service delivery. Part of the exercise was eliminating all Telkom lines (landlines) and finally implementing a VOIP (Voice over IP) solution. KI was able to migrate physical server hardware to virtual environments thereby lowering the risk failure of redundant hardware components.



With the imminent approval for the FHI360 support in the Eastern Cape Districts, IT started the setup of three district offices. These offices included LTE internet, with VOIP telephony, making internal branch-to-branch calls free. The biggest challenge was the rollout of approximately 40 laptops and 150 mobile phones – a feat achieved during November & December 2020.

KI fully migrated its email system to Microsoft 365 (M365) and are currently benefitting from practical tools such as MS Teams and OneDrive. Slowly the various organizational units/departments implemented changes to their work process – example: The HR department started using M365 Forms to encourage online job applications.

The long-mooted idea of an online Learning Management System (LMS) gained traction. The IT role is currently limited to technical support, but also assisting course curators when needed.

During mid-2021, KI started the intense preparations for the proposed Vaccination Drive Sites.

Kheth'Impilo embarked in assisting Department of Health in the Nationwide COVID-19 Vaccination drive. Kheth'Impilo IT setup deployed approximately 45 Tablet devices and 15 mobile phone devices. The use of mobile technology and electronic form processes helped streamline patient registrations. Patient Registrations & information capture achieved by DOH hosted EVDS and Kheth'Impilo self-hosted REDCAP systems. The exercise revealed certain shortcomings early on, issues like mobile-cellular network coverage, an issue addressed in “phase 2” of deployment.

The IT staff continued the day-to-day “business as usual” support to the national office infrastructure as well as district offices. It is great to witness the organization ethos embracing the step into cloud technology and utilizing the advantageous offerings. This change has laid the foundation for further opportunities to minimize spend on physical hardware pieces (Servers).

## HUMAN RESOURCES AND PAYROLL DEPARTMENT

This department serviced a staff complement of 620 individuals during the current financial year. The organizational **salary cost for the year amounted to roughly R 50 million** including benefits such as a 13<sup>th</sup> cheque, contributions to pension, medical aid and group life. The number of staff employed is in direct relation to the funding available for programme implementation. Over the past few years, funding has significantly decreased and Kheth'Impilo were tasked to make the necessary adjustments to its staffing levels.



The Kheth'Impilo staff demographic is summarized in the table below.

	AFRICAN	COLOURED	INDIAN	WHITE	TOTAL
FEMALE	414	143	-	-	557
MALE	44	13	3	3	63
<b>TOTAL</b>	<b>458</b>	<b>156</b>	<b>3</b>	<b>3</b>	<b>620</b>

### Staff Turnover

A total number of 155 staff member contracts were terminated and the table provides the reasons for the terminations.

With the onset of the COVID-19 pandemic in March 2020 in South Africa, KI was awarded a short-term funding contract with the WC DOH to assist with the awareness and education to communities on the pandemic. This team visited community households within the City of Cape Town metropole to educate and screen household for COVID-19 symptoms. This project came to end 31 March 2021 resulting in the termination of employment for 60 staff members.

Termination Reason	Number
Abscondments	14
Dismissed	3
Contract Completion	60
Resignations	61
Retrenchments	17
<b>Grand Total</b>	<b>155</b>

**STAFF TERMINATIONS - 2021**

The organisation faced another bout of retrenchments due to funding reductions. The Tides Foundation on the Sexual Reproductive & School health programme retrenched 17 employees as a result of decreased funding.

For this annual report period, KI has a staff attrition rate of 13%.

### New Hires

The HR Department successfully recruited 350 staff members onto its payroll between October 2020 and September 2021 across all functional areas. The department processed over 5000 applications to fill the available 350 posts.

During this year, the HR planned and moved its job application process on-line. This was done successfully utilizing the MS 365 platform. Over 90% of the KI recruitment activities are now on-line.

## Industrial Relations

Kheth'Impilo has its fair share of disciplinaries during the year which resulted in 3 dismissals & 14 abscondments. Most of the outcomes resulted in corrective counselling for improper and/or poor behaviour and/or poor work performance.

The organization had 1 organised strike incident that resulted in some intimidation of some staff members at a Western Cape site. This was resolved swiftly and amicably with no damage to property or harm to a person/s.

## COVID-19

With the announcement of the national lockdown in March 2020, as the HR department within a health organization, staff immediately sprang into action with various actions to try and mitigate the COVID-19 risk to all staff – specifically field staff. Spearheaded by the CEO, DR Ashraf Grimwood, a COVID-19 task team was formulated in early March 2020 and started campaigning and educating all staff on the importance of following the prescribed non-pharmaceutical interventions. During this time KI also developed its COVID-19 policy. The policy roll-out included education sessions for staff on the ground and done in person by the CEO & HR during the hard lockdown period. The rollout allayed the fears staff members faced. All staff members were issued with Kheth'Impilo branded cloth masks.

KI has had 63 staff members test positive for the COVID-19 virus since the onset in March 2020. Four (4) of the 63 staff members were admitted to hospital. One (1) staff member, who was seriously ill, refused admission to hospital. All staff members have since recovered resulting in a 100% recovery rate.

In line with the organisation's value systems, the national office staff members put together care-packages that were donated to patients at an isolation facility in Cape Town.

When vaccines became available, Kheth'Impilo encouraged staff to immediately get vaccinated if they were eligible. To date 85% of the Kheth'Impilo staff complement has been vaccinated with the aim of having 100% of staff vaccinated by December 2021.

## Compliance

EMP501 was successfully submitted to SARS in May 2021 and staff members were issued with IRP5's. The Workplace Skills Plan & Annual Training Report for the period was successfully submitted to HWSETA in May 2021 as well. Kheth'Impilo reports against Employment Equity targets as required. USAID requires the submission of a quarterly HRID report. Kheth'Impilo has consistently met this deadline during the 2021 financial year.

## Training

2020/2021 KI transitioned to the MicroSoft365 platform allowing for seamless collaboration between teams. 80% of all training to staff this year had been internal, with a strong focus on internal processes and the improvement thereof. In June 2021 the performance management policy was rolled out to staff.

## FINANCE

The organization continued to experience decreases in funding levels when compared to the previous year. Current donor funding is stretched with funding remaining a challenge for the near future. Kheth'Impilo employed several reduction strategies which included a reduction in the national staff compliment and associated overhead costs.

### Changes in Donor Funding FY20/FY21:

Total Funding	FY20	FY21
USAID	73,188,558	33,368,260
Other	21,907,244	20,953,534
Donations	25,778	-
<b>Total</b>	<b>95,121,580</b>	<b>54,321,794</b>
		<b>-43%</b>



### Awards

The following table lists the burn rate per funded programme programmes implemented during the fiscal year ending 30 September 2021. The table shows estimated award amounts for the full implementation period, life of project expenditure and the projected pipeline budget for the annual reporting period. Kheth'Impilo maintained a healthy burn rate throughout the implementation of the mentioned programmes.

#	Award No.	End Date	Months Remaining	Obligation	Total Expenses (Sep'21)	Remaining Obligated Balance	Burn Rate
1	DOHEAST	3-31-22	6	50,840,947	42,208,441	8,632,506	83%
2	DOHNORTH	3-31-22	6	35,165,096	31,658,329	3,506,767	90%
3	FHI	9-30-22	12	91,663,672	63,752,360	27,911,312	70%
4	IEDA	5-31-22	9	2,857,868	2,586,960	270,908	91%
5	MAC	5-25-22	7	24,807,978	23,241,814	1,566,164	94%
6	SETA	5-31-20	-	18,447,375	17,030,748	1,416,627	92%
7	SOLIDARITY	2-28-22	5	2,208,000	1,291,355	916,645	58%
				<b>225,990,936</b>	<b>181,770,007</b>	<b>44,220,929</b>	<b>80%</b>

SAB&T performed the annual audit as at 30 September 2021. For this audit, they issued an unqualified audit report stating: ***“THE FINANCIAL STATEMENTS PRESENT FAIRLY, IN ALL MATERIAL RESPECTS, THE FINANCIAL POSITION OF KHETH’IMPILO AIDS FREE LIVING”***

## BALANCE SHEET

	Notes	2021 R	2020 R
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property and Equipment	3	521,063	1,535,448
<b>Current assets</b>		17,719,513	34,819,516
Trade and other receivables	4	11,448,323	3,236,865
Cash and cash equivalents	5	6,271,190	31,582,651
<b>Total assets</b>		<u>18,240,576</u>	<u>36,354,964</u>
<b>FUNDS AND LIABILITIES</b>			
<b>Funds</b>			
Accumulated surplus		5,816,632	20,927,220
<b>Current liabilities</b>		12,423,944	15,427,744
Lease Liability		1,156	162,380
Trade and other payables	6	10,359,438	9,303,207
Income received in advance	5	2,063,350	5,962,157
		<u>18,240,576</u>	<u>36,354,964</u>

## INCOME STATEMENT

	Notes	2021 R	2020 R
<b>Revenue</b>	7	54,321,794	95,121,580
Other Income		3,890,547	1,039,478
Operating expenses		(73,299,477)	(107,576,166)
		<hr/>	<hr/>
Operating surplus	8	(15,087,136)	(11,415,108)
Net interest received	9	(23,452)	892,817
Interest received		270,286	1,659,215
Interest paid		(246,834)	(766,398)
		<hr/>	<hr/>
Total comprehensive deficit / surplus for the year		<u>(15,110,588)</u>	<u>(10,522,291)</u>

## STATEMENT OF CHANGES IN EQUITY

	Accumulated surplus R
Balance at 30 September 2019	31,449,511
Deficit for the year	(10,522,291)
	<hr/>
Balance at 30 September 2020	20,927,220
Deficit for the year	(15,110,588)
	<hr/>
<b>Balance at 30 September 2021</b>	<b><u>5,816,632</u></b>

# ACKNOWLEDGEMENT

The content of this report contains the results and achievements derived from research, work and audited data reflecting the views of Kheth'Impilo and not necessarily that of our donors. The reports included here, however, have been shared with all donors. This report, the work it portrays, and the achievements reflected therein, would not have been possible without our donors, the direction of the board, executive management, and commitment of our staff.

The following donors are acknowledged by Kheth'Impilo:

