



How Can FBOs Advance HRH and HSS More Effectively Through Engagement with International Donors?

**A perspective of the Christian Health
Association of Ghana (CHAG)**

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BACKGROUND OF CHAG

- “ CHAG is a Christian faith-based healthcare provision network organization of 21 Christian church denominations
- “ Established in 1967
- “ Membership has gone up from 25 in 1967 to 183
- “ 59 hospitals
- “ 114 health centres and clinics
- “ 12 health-training institutions

Source: CHAG annual report, 2013.

CHAG'S CONTRIBUTION

- “ OPD - About 20%
- “ In-Patients - About 30%
- “ CHAG is the Second Largest Service Provider

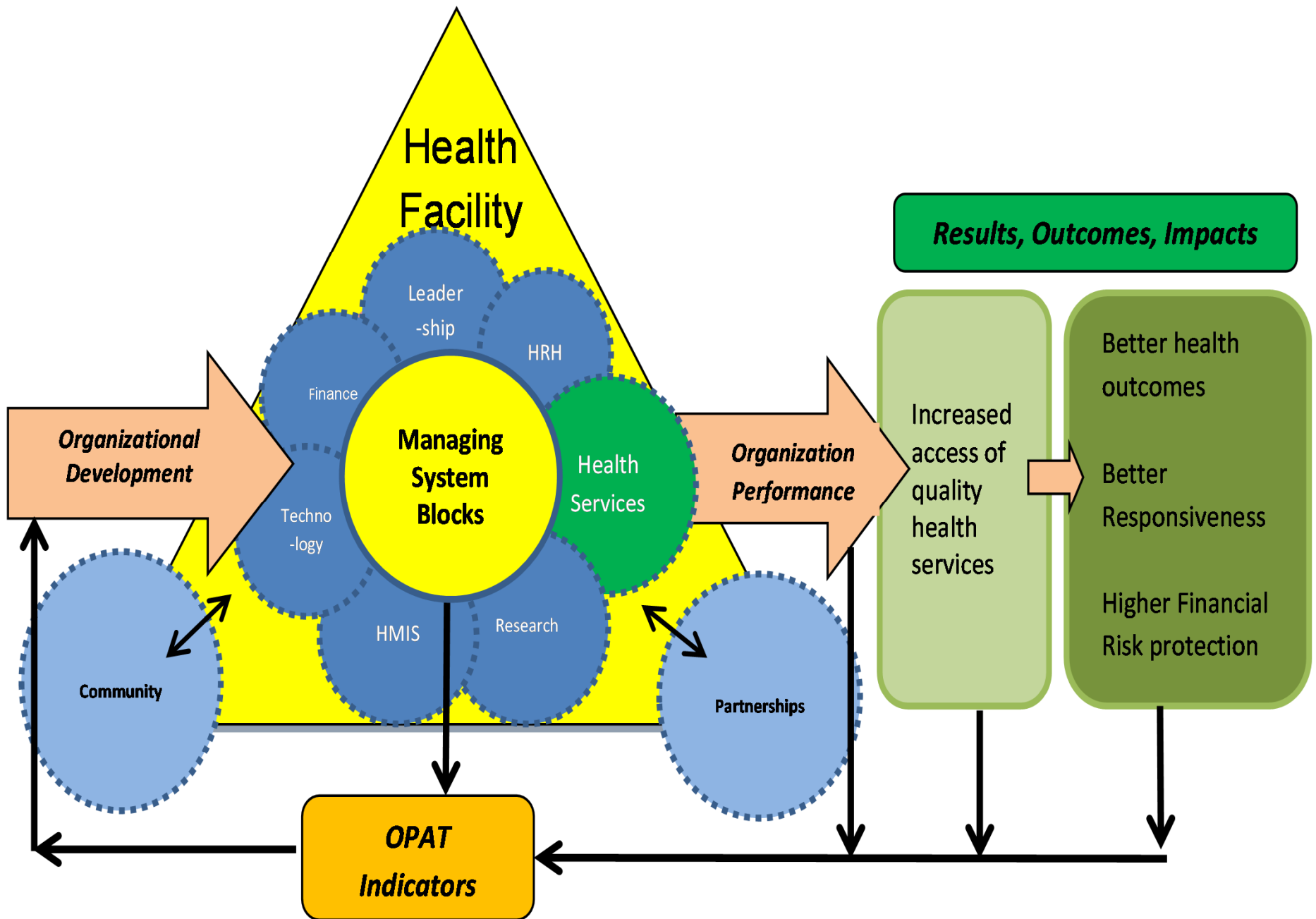


Figure 1: OPAT Conceptual Framework

HUMAN RESOURCE SUB SYSTEM

Staff Coverage	Availability of sufficient number, quality and mix of required professionals
Staff Motivation	Extent to which employees are satisfied with their work and work condition, dedicated and willing to work to the best of their capabilities.
Staff Competence	The level of professional capability and skills level of performance of personnel with respect to their position and responsibilities.

KEY HR INTERVENTIONS

“ HR Management

- . iHRIS for HR Database Management
- . WISN for HR Planning
- . HR Planning
- . HRM Manual

“ Health Systems Strengthening (HSS)

- . HSS framework for facility management and improvement
- . OPAT
 - “ HRM Score Card

CHALLENGES OF DEVELOPMENT PARTNERS (DPs)

- “ Many FBOs do not have clear, precise and focused direction and therefore not able to concentrate on their core business to achieve desired impact
- “ Weak documentation and data management by FBOs to provide evidence to support outcomes
- “ Monitoring and evaluation framework either do not exist or are weak and so good plans are developed but the desired results are not achieved
- “ Do not use system approach in their operation, leading to duplication, waste; DPs therefore do not get optimum value for their investment

CHALLENGES OF FBOs

- “ Lack of planning for sustainability from the onset of the project
- “ Most DPs are not flexible enough to engage FBOs sufficiently to align their support effectively to the needs of FBOs
- “ Most DPs do activity base funding rather than system base funding which has a high potential of ineffective implementation or project/programme failure
- “ Many DPs do not trust FBOs and therefore disregard existing operational structures within the FBOs and try to micromanage programmes

OPPORTUNITIES FOR COLLABORATION

- “ Community mobilization
- “ Advocacy and holding government accountable
- “ Quality health care provision
- “ Ability to foster partnerships and collaboration
- “ Flexibility and streamlined autonomy

SPECIFIC AREAS FOR COLLABORATION

- “ HSS framework to manage networks at all levels
- “ Comprehensive HRM for optimum results
- “ Electronic platform for managing data and information
- “ Strengthened planning, monitoring & evaluation

CONCLUSION

- “ FBOs are very flexible to work with and more effectively delivering results
- “ FBOs are able to work easily with all categories of people (DPs, Government, Private sector, etc.)
- “ Effective HRM and HSS are the most effective approaches to delivering the health results we are all looking for; and FBOs have taken that seriously



THANK YOU

FOR LISTENING