



Bristol-Myers Squibb Foundation

SECURE THE FUTURE[®]



Care and support for Communities Affected by HIV/AIDS in Africa

PROJECT OVERVIEW

The concept of the NGOTI emanated from discussions around what will happen after the Secure the Future initiative is completed. It is part of BMSF's sustainability strategy anchored on building capacity of HIV/AIDS NGOs, CBOs and Civil Society in the areas of management, leadership and governance.

The St Paul's NGOTI program was based on a Kenya specific context analysis which informed adaptation of the seven NGOTI training modules which include Management, Leadership and governance, Financial management for non-financial managers, Project management, Resource mobilization, Monitoring and evaluation along with Mentorship.

The project had a strong design that brought together an academic institution (St Paul's University), a civil society coordinating body (Kenya AIDS NGOs Consortium KANCO) and a government department (National AIDS Control Program NACP). The model ensured the program had sufficient academic rigour, was aligned to government priorities and standards and had an in-built sustainability component supported by the NGO umbrella organisation.

The program exceeded the target of trainees by 21% (389 were reached against a target of 320). The figure below shows the number of trainees by title/designation. Training people across the organisational structure - from management, administration, finance, program and M&E at senior, middle and lower level - reportedly ensured more potential for institutionalising skills as opposed to when participants are drawn from one organisational level.

The program was highly relevant and addressed documented needs especially as the Assessment by National AIDS Commission prior to program commencement outlined that 86% of CSOs had no satisfactory organisational systems. Key gaps noted during the pre-implementation assessment included limited capacity to delegate, personalisation of institutional information limited capacity to fundraise, limited strategic planning capacity and limited capacity in monitoring and evaluation.

The program resulted in key outcomes at institutional and at individual trainee level. Institutional outcomes included improved capacity for fundraising and resource mobilisation; improved capacity to conduct Monitoring and Evaluation, improved communication along with improved mentorship and skills transfer. Individual level outcomes included broadened career opportunities, improved confidence to present and articulate issues, improved capacities to reduce content to the level of community level colleagues as part of mentoring.

The tripartite program design facilitated joint accountability which fostered accountability. Hosting the program in an institution of higher learning provided scope for integrating it into the university without incurring additional costs. The program promoted skills transfer and mentorship of colleagues to ensure knowledge and competencies permeated overall institutional structures. Provision of reference materials further ensured trainees had post training reference points.

LESSONS LEARNED

- *Bringing together partners with complimentary competencies in a tripartite partnership should be guided by clear partnership documents;*
- *Pilot program designs should include exit/transitional strategies which provide guidance on exiting if the pilot is unsuccessful and transitioning if the pilot is to be scaled up;*

- *Branding of training programs should be consistent with contextual trends and existing capacity needs;*
- *Pilot programs should include a design that facilitate robust measurement of both outcomes and willingness to pay among organisations;*
- *Demand generation for program activities should be clearly linked to institutional absorptive capacities; and*
- *Trainees should be disaggregated by their levels of education to facilitate consistent training delivery pitch and approach*