

Supporting community action on AIDS in developing countries

Building NGO/Civil Society Capacity to Implement MARP Programmes

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Building Sustainable Civil Society Capacity: The Linking Organisation (LO) Model



**LO = National NGO
intermediary support
organisation**

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Developing the Linking Organisations: The Process

1. **Identifying LO:** (1) Evolving from an existing NGO; (2) Creating an LO; (3) Creating a CO and transforming (quickly) to LO.
2. **Once selected, what is the capacity development process?**

<i>Dimension</i>	<i>Elements</i>
Organisational development	<ul style="list-style-type: none"> • Governance • Organisational structure • Policies and Procedures • Internal control systems • Accounting systems • Grant Management Systems • Project cycle management.

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Dimension	Elements
Programmatic sustainability	<ul style="list-style-type: none"> • HIV/AIDS technical capacity development: prevention; working with MARP; STI; VCT; community engagement for ARV treatment, OVC, stigma reduction, M&E... • Technical support provision (fee for service) • PM&E
Institutional sustainability	<ul style="list-style-type: none"> • Resource mobilisation skills • Networking and advocacy • Collaboration
Accreditation	<ul style="list-style-type: none"> • Quality assurance of the Alliance “brand” • Self, peer and external assessment • Piloted in 2007 • Process identifies weaknesses, capacity priorities and timeframe for re-assessment

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1. Khmer Hiv/Aids Ngo Alliance (KHANA)



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Portfolio

- Prevention with MARP – SW, MSM, Transgender, IDU, PLHA
- Community based care for PLHA integrated with OVC support
- Network development (PLHA, MSM)
- National policy contribution through working groups, strategy development & ‘quiet’ advocacy
- \$4.5m budget (GF5 & 7, USAID, EC, HAARP)

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Korsang Project with street-based IDU



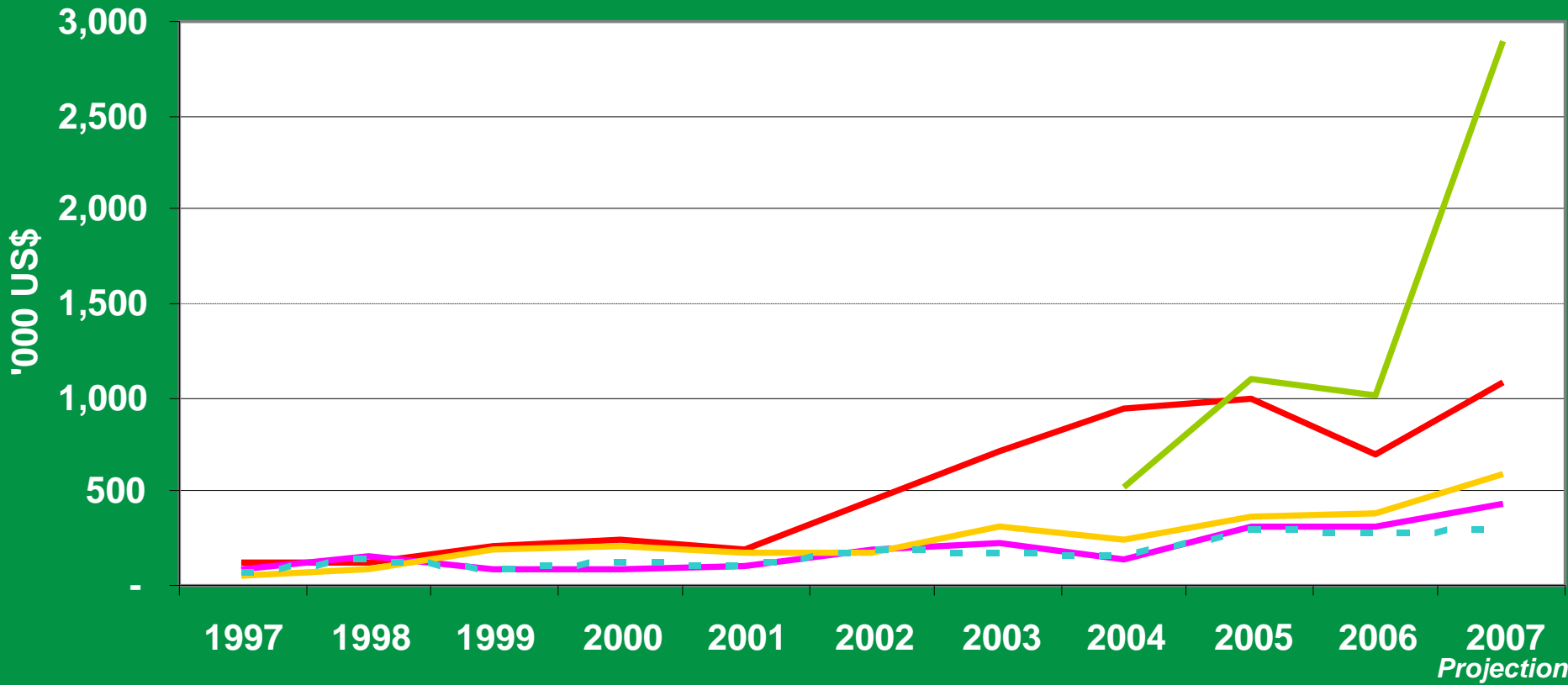
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History

- 1996 - USAID commissioned Alliance to undertake a situation analysis
- 1996/1997 – Project office established in the office of PACT sub-granting to 8 local NGOs (4 staff)
 - TWG formed to advice and guidance for the establishment of an LO
- June 1997, KHANA formally registered as an NGO
 - ED and Board of Directors appointed
- 1999 - Moved into own office (10 staff)

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KHANA Cambodia Programme Spend History – by cost type



- Onward granting: Alliance funds
- Programme costs: Alliance funds
- Grants & prog costs: in-country funds
- KHANA running costs: Alliance funds
- - - International tech asst & prog mgt (UK)

History of ITA

- Multiple sources
- OD and technical
 - ITA included resident TS providers from Alliance Secretariat
- ITA decreased over time

Most TA now from the region

Will be the base of the Alliance Regional Technical Support Hub

Success factors

- ✓ Leadership
- ✓ Conducive environment for CS response
- ✓ USAID Grant funding during start-up
- ✓ Participatory approach
- ✓ Solidarity/Sympathetic donors
- ✓ Learning from mistakes
- ✓ Collaboration with govt. of Cambodia
- ✓ Getting the right TA from the right source

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2. Alliance Ukraine



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History

- 1999 – Support to Ukrainian PLHA Network (USAID)
- 2000 – Alliance Country Office opened (USAID funded - \$1m/y)
- 2004 - Appointed PR of R1 GFATM proposal (USD 92 M) – ART roll out
- 2004 - Prime on USAID SUNRISE (focused prevention)
- Over 130 sub-grantees and contractors (>80 direct; 50 through All Ukrainian Network of PLHA)
- ARV and other drug procurement and essential laboratory equipment
- ARV price benchmark for region
- Policy influence on legalisation of opiate substitution therapy

Programme portfolio

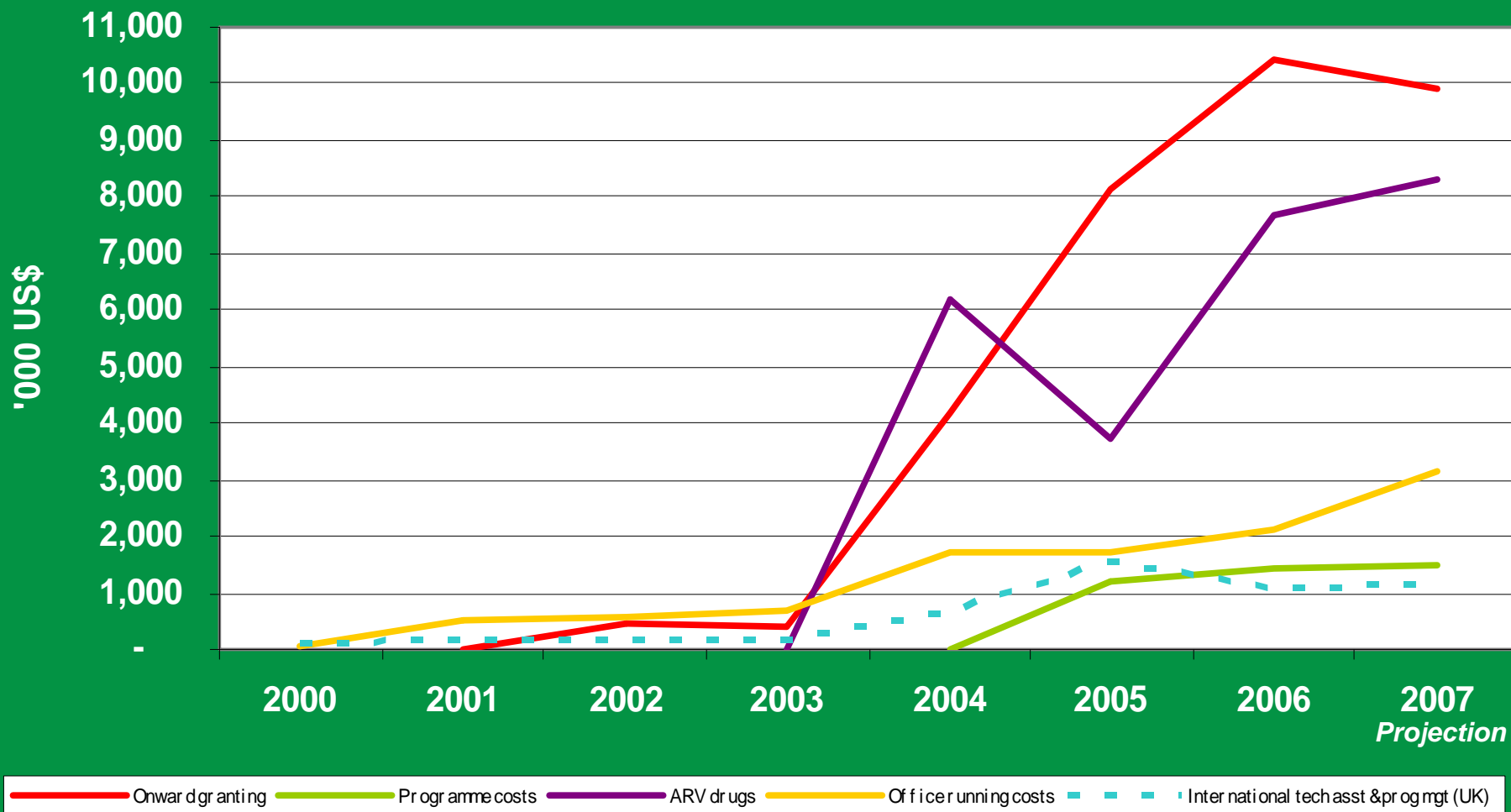
- Funding: USAID and PR GFATBM – R1 and 6
- Prevention – IDU, MSM, SW, PLHA and prisoners
- Substitution therapy (Buprenorphine) and Medication Assisted Therapy (Methadone)
- Rapid scale up of ART for both adults and children
- Substantial contribution and catalysing improvements in the national response (over 150 local orgs and 390 clinics)

History with Global Fund

- \$ 92 Million Round 1 Global Fund - ARV treatment
- 2004 the grant to govt. was suspended and stewardship of the grant given to the civil society org — International HIV/AIDS Alliance
- All Phase I program targets met or exceeded. 99% of funding utilized. Phase II was approved in full available amount - \$67.2 Million
- August 2006 application for the R6 with total budget over \$151 M with two Ukrainian NGOs (Alliance-Ukraine and All-Ukrainian Network of People living with HIV/AIDS) as co-principal recipients
- November 2006 approved for 2 Years

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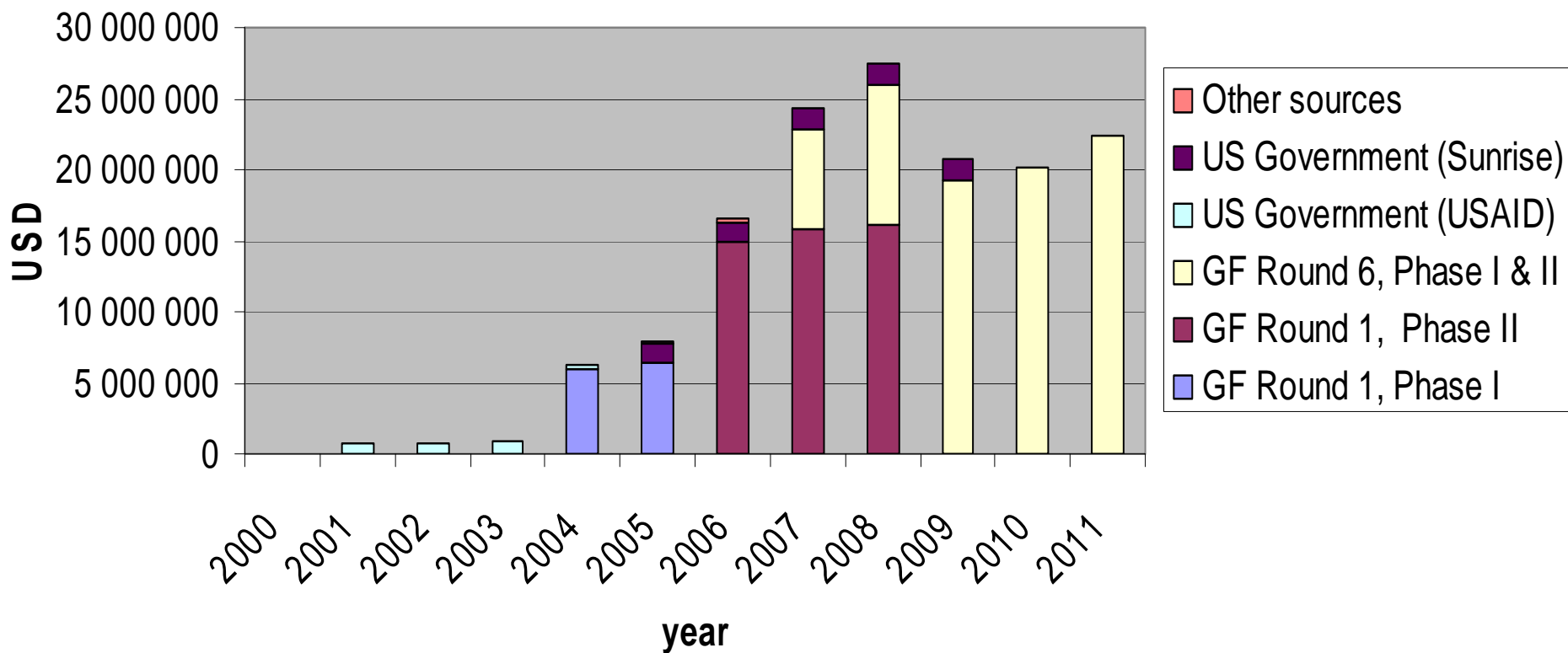
Alliance Ukraine Programme Spend History – by cost type



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ICF Alliance Ukraine – financial sustainability

AU budget by donor



Success factors

- ✓ Strong local leadership and technical expertise
- ✓ Relatively conducive environment
- ✓ Funding
- ✓ Model replicable for scale
- ✓ ITA – e.g. Alliance, PATH, WHO, expert consultants
- ✓ Policy engagement
- ✓ Trust of MARP through participatory assessments
- ✓ Cooperation with government
- ✓ Support to govt. agencies

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