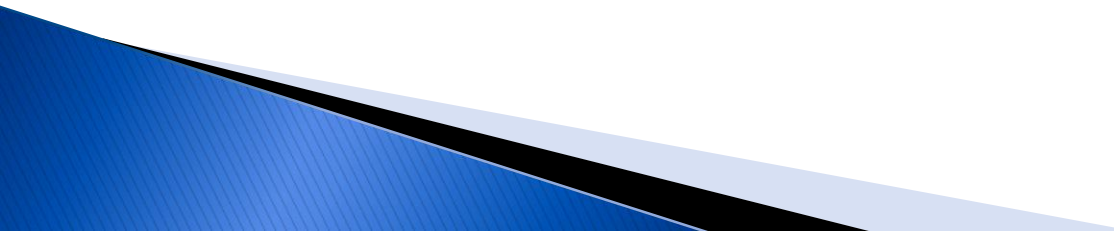


Capacity Building in the HIV & AIDS sector: Pact's experience

November 17, 2009

Our Approach: Core Elements

- **Program development and implementation are partner-driven.** Partners have technical expertise and can lead the design of their programs. Often, what they require is support to ensure that program designs are feasible.
 - **Donor and stakeholder engagement is essential.** Donors need access to partners and vice versa. Stakeholder inclusivity can facilitate informed decision-making for all (civil society, key donors and local governments).
 - **Grant making as a vehicle for delivering capacity building services and not an end, in and of itself.** Partners need resources to build systems and experience. The old paradigm applies, “Give a man a fish...”
 - **Capacity building is a participatory process.** Capacity building support is not intended to lead or redirect an organization’s growth trajectory but instead to complement and support it.
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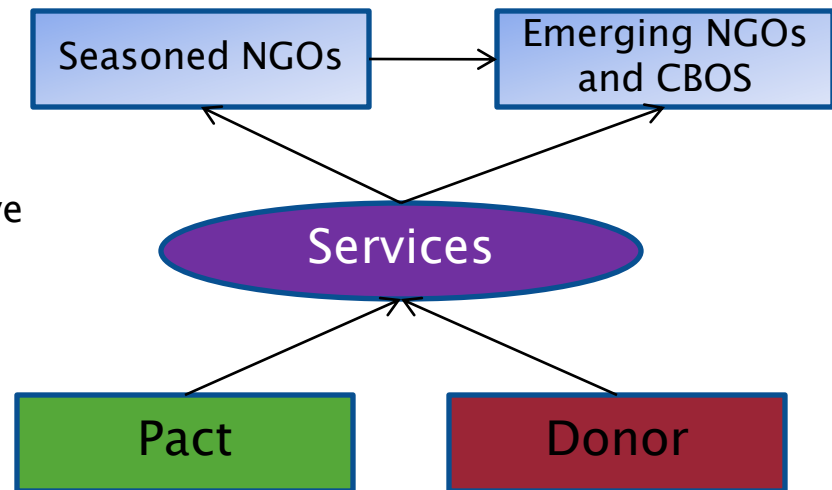
Our Experience: South Africa

USG PEPFAR Umbrella Grants Mechanism

Program Profile: Large, 5 year program supporting 66 local NGO partners (20 prime partners and 46 sub-partners)

The Model: Traditional

- ▶ Pact as grantor and OD service provider
- ▶ Donor provides technical oversight
- ▶ Prime partners (all selected by donor) receive grants and intensive OD support
- ▶ Sub-partners receive grants and intensive OD and technical support from Pact and prime partners
- ▶ Graduation of strongest prime partners to direct funding from donor



Focus: Strengthening of nascent, emerging and seasoned partners for leadership in the response

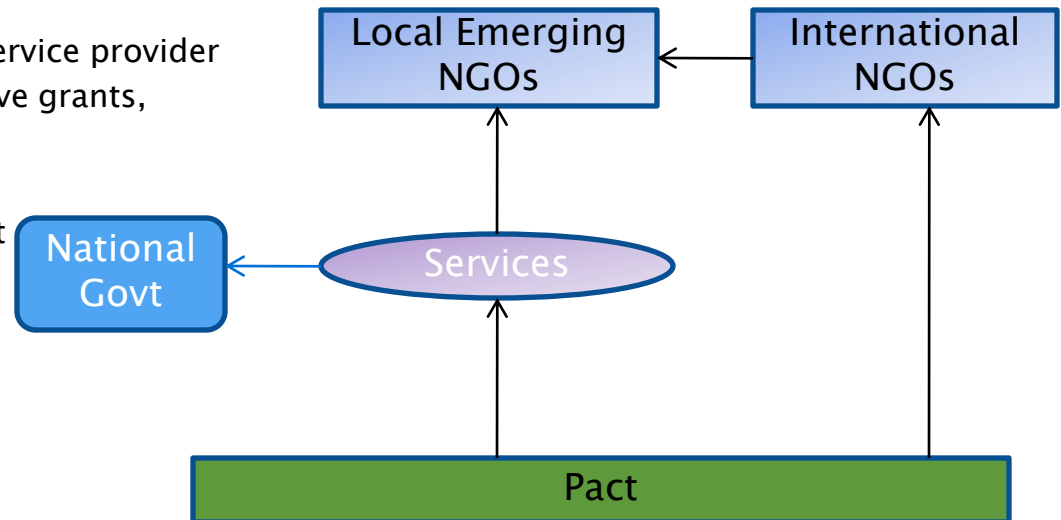
Our Experience: Viet Nam

Rapid and Effective Action Combating HIV/AIDS in Viet Nam

Program Profile: Medium, 5 year program supporting 31 NGO partners (local and international)

The Model: Traditional

- ▶ Pact as grantor , OD and technical service provider
- ▶ Local emerging NGOs partners receive grants, technical and OD support
- ▶ International partners receive grants and provide limited technical support to local partners
- ▶ National government receives technical support for policy development



Focus: Enhancing the scale, quality and effectiveness of the civil society response

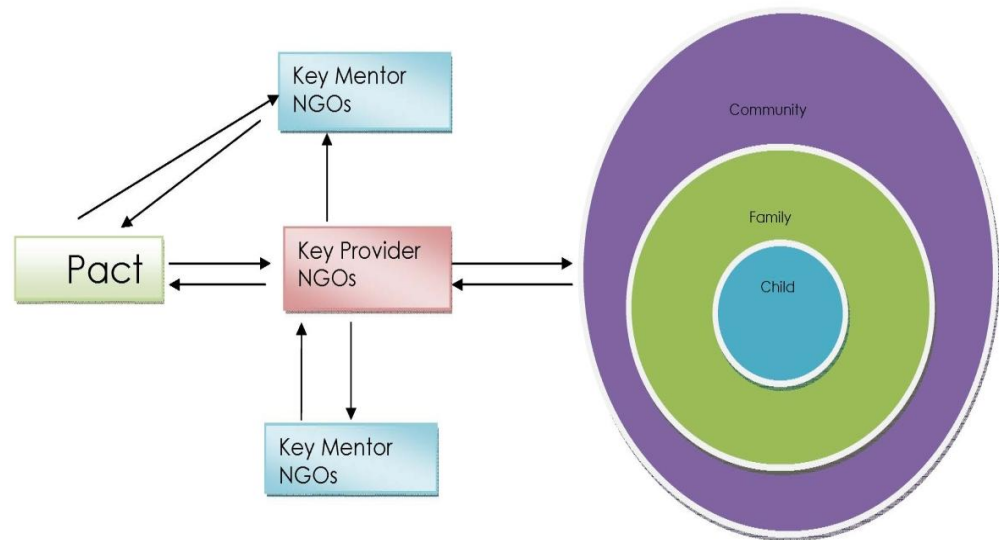
Our Experience: Ethiopia

Partnership for Community Action to Support Orphans and Vulnerable Children (PICASO)

Program Profile: Small, 3 year program supporting 12 local NGO partners

The Model: Cascade

- ▶ Pact – grantor, and lead OD & technical services provider
- ▶ Key mentors – 4 seasoned, local partners providing technical capacity building
- ▶ Key providers – 8 emerging, local implementing partners providing financial, technical & OD support to partner CBOs



Focus: Experience, learning and innovation

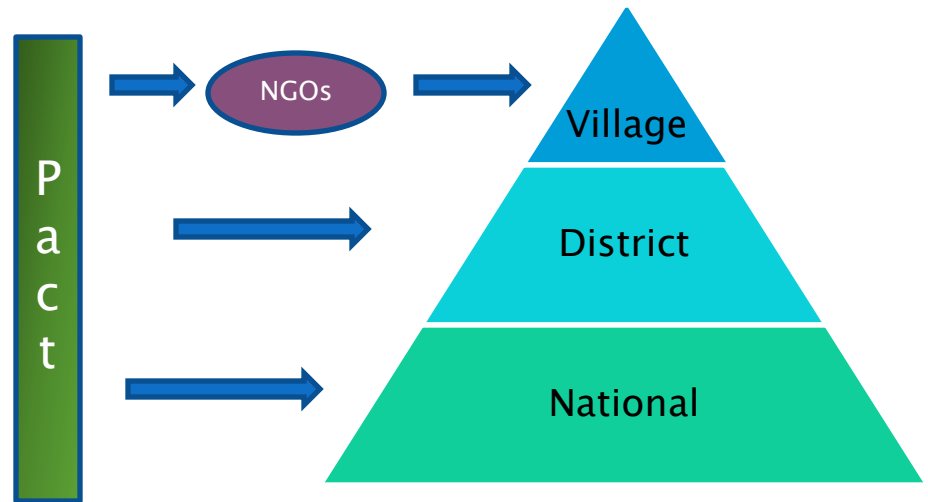
Our Experience: Tanzania

Jali Watoto Initiative and Anti-Stigma Campaign

Program Profile: Medium, 5 year program supporting 38 local NGO partners, 26 districts and national government

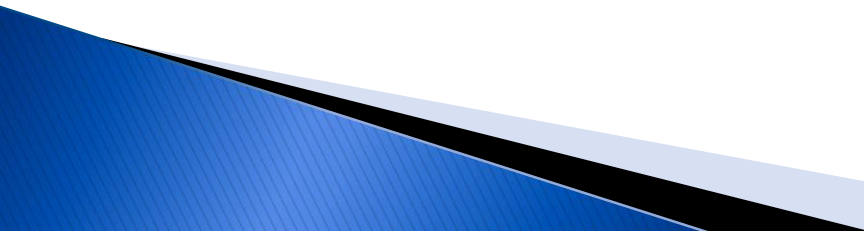
The Model: Multi-layered

- ▶ Pact as grantor, and OD and technical provider
- ▶ NGO partners receive grants and OD and technical support
- ▶ District governments receive grants and technical support
- ▶ National government receive OD support (seconded capacity building staff)



Focus: Full program integration into existing government framework

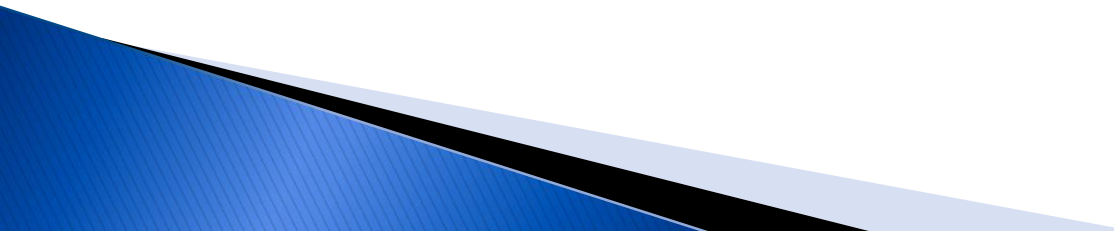
Our Models: The Strengths

- ▶ **Capacity building process is continuous** during the lifespan of a project; starting from the first opportunity for engagement to project close-out.
 - ▶ **Flexibility** ensures that partners receive appropriate support when it is needed—a strong emphasis on **monitoring, evaluation and reporting** and **responsiveness**.
 - ▶ **Rapid start-up** (30–45 day cycle for pre-award assessment and award) maximizes time for program implementation.
 - ▶ **Suitability** for initiatives focusing on non-commodity based services; focus on human resource development.
 - ▶ **Scaleability** ensures that the models can be used to support a variety of partners and range of grant types and amounts.
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Our Models: The Challenges

- ▶ Capacity building is not always valued by donors and partners. **Lack of buy-in** can negatively affect progress.
- ▶ Ensuring that services provided are largely **needs driven instead of resource driven**. Funding is provided increasingly on the basis of targets—pressure to produce results is always present.
- ▶ Donor funding **commitments are often short-term**. Partners require long term, sustained support to make significant strides in organizational development.
- ▶ **Turnover**. Changes in leadership, management and program staff can have a significant impact on progress achieved and strategies for ongoing support.

Effective Capacity Building Requires...

- ▶ **Competitive and non-competitive solicitation processes** to identify new and/or non-traditional partners key to the civil society response
 - ▶ **Targeted assessment** to identify needs and determine whether interventions are appropriate and effective
 - ▶ **Institutional strengthening plans** that balance organizational and technical capacity building needs.
 - ▶ **Training** that includes one-on-one coaching and mentoring as well as group training
 - ▶ **Active monitoring, evaluation, reporting and learning** that prioritizes the use of data for improved programming
- 

Opportunities for Capacity Building

- ▶ **Advocacy and engagement with government** requires new, more innovative approaches for partnership.
- ▶ Individual **comparative advantage** within the NGO community should be recognized and used for increased mutual benefit.
- ▶ **Mapping and wrap-around programming** can help to promote a coordinated, multi-sectoral approach.
- ▶ **Graduating partners** can serve as additional capacity building support resources for less experienced partners.
- ▶ **Sustainability planning** needs to happen early and in partnership with donors.

Thank you

