



ELIZABETH GLASER
PEDIATRIC AIDS
FOUNDATION

The Elizabeth Glaser Pediatric AIDS Foundation **Capacity-building Support**



Photo: Olivier Asselin

**Fondation Ariel Glaser
pour la Lutte contre le Sida Pédiatrique**

BACKGROUND

The Elizabeth Glaser Pediatric AIDS Foundation (EGPAF) is committed to enabling ministries of health, local health authorities, and civil society organizations to assume full ownership of all aspects of their HIV/AIDS response and works to strengthen national capacity to achieve this goal. As part of this effort, since 2009, EGPAF has supported the creation and organizational development of three national organizations in Côte d'Ivoire, Mozambique, and Tanzania.

Beginning in 2004, EGPAF supported HIV care and treatment programs through Project HEART (Help Expand Antiretroviral Therapy to children and families) in five countries, including Côte d'Ivoire. Project HEART was funded through the U.S. Centers for Disease Control and Prevention (CDC) as part of the U.S. President's Emergency Plan for AIDS Relief Track 1.0 program to support the rapid scale-up of antiretroviral treatment (ART). As a condition of renewal in 2008, the U.S. Department of Health and Human Services mandated that all recipients transfer HIV service delivery to local civil society organizations or government health authorities by February 2012.

To achieve this, EGPAF supported the creation of the independent, voluntarily affiliated, Ivoirian nongovernmental organization Fondation Ariel Glaser pour la Lutte contre le Sida Pédiatrique (Fondation Ariel). Since 2011, with funding from CDC's Track 1.0 mechanism and other similar funds, EGPAF has provided organizational development capacity-building support for

- the establishment of effective robust institutional governance structures,
- the build-out of internal controls and operations and program management systems, and
- the transfer of some EGPAF program and operations funding, staff, and responsibilities to Fondation Ariel.

EGPAF and Fondation Ariel have signed an affiliation agreement, which identifies areas of collaboration that are mutually beneficial and contribute to the shared mission of the elimination of pediatric HIV. Through this agreement, Fondation Ariel benefits from capacity-building support and technical assistance from EGPAF and utilizes the EGPAF brand and logo. EGPAF in turn benefits from having a strong national partner and fulfilling its goal of building national capacity. As part of this affiliation process, Fondation Ariel has undergone rigorous annual accreditation reviews to demonstrate high organizational standards.

EGPAF CAPACITY-BUILDING SUPPORT TO FONDATION ARIEL

I. Capacity-building and Technical Assistance

Both from the country office and from its global headquarters, EGPAF has provided capacity-building assistance to Fondation Ariel in a variety of programmatic and operational areas, including HIV/AIDS programmatic assistance, organizational governance and leadership, financial management and planning, human resources (HR), compliance and grants management, donor management, monitoring and evaluation (M&E), information technology (IT), resource development, advocacy, and communications. Specific examples follow.

- **Governance:** In 2010 and 2011, EGPAF provided assistance to support the establishment of Fondation Ariel as a national organization, including registration in Côte d'Ivoire, recruitment of a highly qualified national executive director, and identification and recruitment of a diverse and talented pool of national board members. The board of directors oversaw the development of Fondation Ariel's mission statement and strategy, defined its governance structure, and adopted the EGPAF-Côte d'Ivoire program implementation model. EGPAF also nominates 1 board member to Fondation Ariel's board of directors, which typically has between 10 and 15 members.



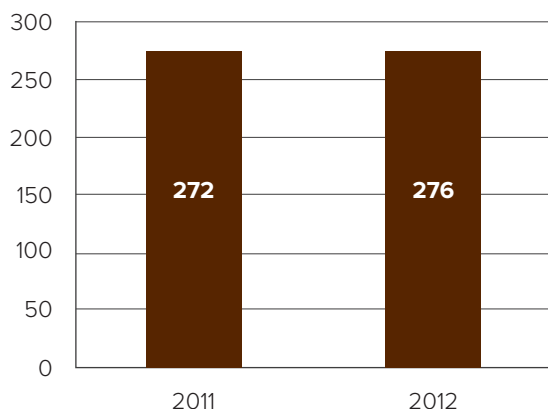
Photo: Olivier Asselin



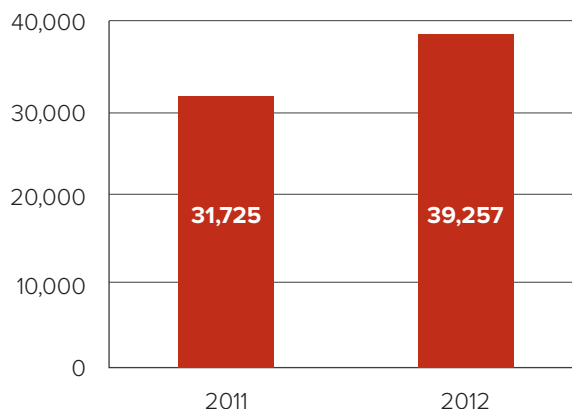
Photo: Olivier Asselin

- **Resource Mobilization:** EGPAF provided funding, through a CDC-funded subgrant, to support the newly established Fondation Ariel to hire staff members and begin supporting programs. In 2011, Fondation Ariel secured direct, competitive funding from CDC. EGPAF provided comprehensive training to Fondation Ariel programs and operations staff members on managing U.S. Government (USG) funds, on how to ensure compliance with USG rules, and on working with USG donors in general.
- **HR:** Fondation Ariel recruited staff members from the EGPAF–Côte d’Ivoire country office and externally for its offices in Abidjan, Abengourou, and San Pedro when Fondation Ariel took over program implementation there. Thirty-eight staff members, representing a diverse group of individuals from both the operations and programs sides, transitioned from EGPAF–Côte d’Ivoire to Fondation Ariel. EGPAF provided assistance to Fondation Ariel in the hiring and onboarding process to ensure a smooth transition of staff members to their new roles.
- **Program Management:** Staff members from across EGPAF also provided substantial on-the-ground technical assistance throughout Fondation Ariel’s first year to ensure that staff members were appropriately trained and able to continue implementing EGPAF’s high-quality programs. EGPAF provided Fondation Ariel with clinical standard operating procedures, templates for site reports, guidance on supportive supervision, clinical technical assistance in a variety of areas, and program management and planning assistance.
- **Awards and Compliance:** EGPAF supported Fondation Ariel in complying with the annual USG audit process including procuring an audit firm and providing guidance on responding to questions. EGPAF also developed a variety of resources (e.g., checklists and request for proposal templates) to ensure compliance with USG requirements and procurement policies and procedures. EGPAF’s awards and compliance team also provided extensive assistance and training to support Fondation Ariel to manage subawards.
- **Accounting and Financial Management:** EGPAF conducted extensive training in a variety of areas, including agreement forecasting, guidance on how to develop and update monthly financial reports, management of the budget and cost proposal process to meet the needs of current and future donors, ongoing detailed review of Fondation Ariel’s monthly financial package, and fraud prevention. Quarterly financial reviews were also held with the goal of identifying areas for additional focus, identifying next steps to mitigate any potential financial difficulties, and developing a shared understanding of Fondation Ariel’s financial health, with an emphasis on spending rates, future funding opportunities, and budget-to-actual analysis.
- **General Organizational Development Support:** As part of its capacity-building support to Fondation Ariel, EGPAF provided Fondation Ariel with more than 100 operational and programmatic manuals, policies, and procedures (examples are HR, finance and accounting, grants, compliance, procurement, IT, governance, program management, communications, and fundraising), which Fondation Ariel adapted for its use. Fondation Ariel also has access to affiliate-tailored modules within EGPAF’s accounting, employee performance management, IT, grants management, and M&E systems. As an example, Fondation Ariel uses the EGPAF-developed Global AIDS System for Evaluation and Reporting, which is a robust Internet-based data warehouse used to collect and synthesize standardized data across prevention of mother-to-child transmission and care and treatment sites. In addition to access, EGPAF provides ongoing systems support to Fondation Ariel, thereby ensuring that Fondation Ariel has access to high-quality operational and programmatic systems.

SUPPORTED SITES 2011–2012



SUPPORTED PATIENTS ON TREATMENT 2011–2012



II. EGPAF Network

Affiliates benefit from being associated with EGPAF’s brand and reputation and having use of its logo, all of which contribute to building credibility for local organizations, particularly during their starting phases. In addition to direct capacity-building support, Fondation Ariel benefits from being part of the broader EGPAF network, which includes access to technical resources, participation in select EGPAF operational and programmatic conferences, and participation in EGPAF technical working groups.

III. Accreditation Review

Using an EGPAF-designed organizational capacity assessment tool, EGPAF conducts a rigorous accreditation review on a biannual, annual, or biennial basis to evaluate affiliate policies, procedures, and capacity in 11 organizational areas. The accreditation process is intended to be mutually beneficial and collaborative and serve as a tool to facilitate organizational development and continuous improvement for the affiliate. Based on the accreditation review and regular communication, and as resources permit, EGPAF global and field programs provide targeted capacity building in program and operational areas to Fondation Ariel.

IV. Successes and Next Steps

EGPAF’s comprehensive capacity-building approach has demonstrated successful results for Fondation Ariel in several areas, including increases in the number of patients and sites supported; increases in programmatic, operational, and managerial capacity; and increases in donor funding. During program year 1, Fondation Ariel reached 94% (over 8,300) of its target for new patients on ART. As of March 2013, Fondation Ariel has reached 23,000 new patients on HIV care and over 12,000 new patients on ART since starting to implement services in 2011.

Fondation Ariel has now achieved full accreditation and has made considerable progress in strengthening its internal controls and operations and program management systems. During its second accreditation in 2013, Fondation Ariel scored “fully compliant” on 70% of standards, compared to 46% in 2011. In addition, Fondation Ariel has established strong program management and monitoring systems and met or exceeded several year 1 program targets. Operationally, Fondation Ariel is equally strong and has demonstrated impressive capacity in financial management, awards and compliance, IT, and HR.

Going forward, EGPAF will continue to provide support to Fondation Ariel to help build its capacity in resource mobilization, networking, and communications and advocacy to further establish Fondation Ariel as a strong Ivoirian organization committed to supporting quality HIV services, engaging civil society, and continuing to strengthen government capacity.