



ELIZABETH GLASER  
PEDIATRIC AIDS  
FOUNDATION

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



*Photo: Keith Walker*

**Fundação Ariel Glaser Contra o SIDA Pediátrico**

## 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 Mozambique. 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 an independent, voluntarily affiliated, Mozambican nongovernmental organization: Fundação Ariel Glaser Contra o SIDA Pediátrico (Fundação Ariel). Since 2011, with funding from CDC's Track 1.0 mechanism and other similar funds, EGPAF has provided organizational development capacity-building support including

- 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 Fundação Ariel.

EGPAF and Fundação Ariel have signed an affiliation agreement that identifies areas of collaboration that are mutually beneficial and contribute to the shared mission of the elimination of pediatric HIV. Through this agreement, Fundação 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, Fundação Ariel has undergone rigorous annual accreditation reviews to demonstrate high organizational standards.

## EGPAF CAPACITY-BUILDING SUPPORT TO FUNDAÇÃO ARIEL

### I. Capacity-building and Technical Assistance

Both from the country office and from its global headquarters, EGPAF has provided capacity-building assistance to Fundação 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 Fundação Ariel as a national organization, including registration in Mozambique, 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 Fundação Ariel's mission statement and strategy, defined its governance structure, and adopted the EGPAF-Mozambique program implementation model. EGPAF also nominates 1 board member to Fundação Ariel's board of directors, which typically has between 10 and 15 members.

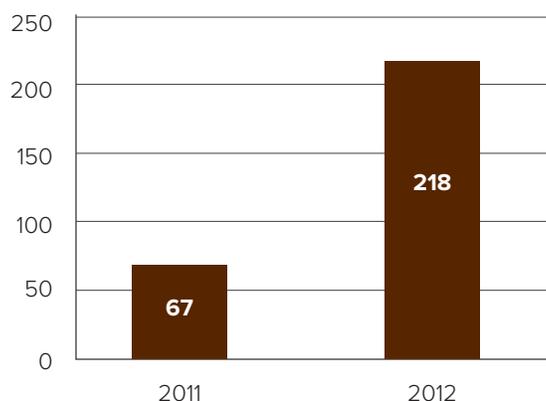




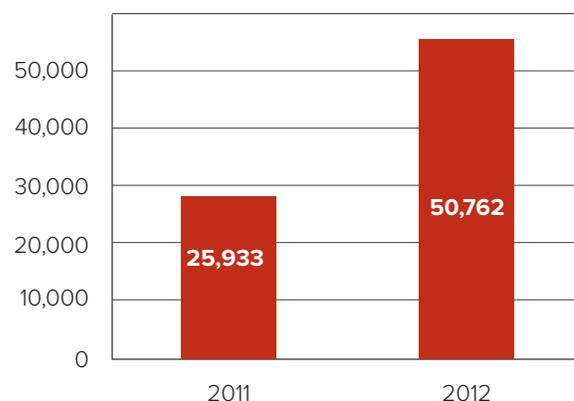
Photo: Keith Walker

- **Resource Mobilization:** EGPAF provided funding, through a CDC-funded subgrant, to support the newly established Fundação Ariel to hire staff members and begin supporting programs in Maputo Province. In 2011, Fundação Ariel secured direct, competitive funding from CDC. EGPAF provided comprehensive training to Fundação 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:** Fundação Ariel recruited staff members from the EGPAF-Mozambique country office, externally for its offices in Maputo City and Maputo Province, and for Cabo Delgado in 2012, when Fundação Ariel took over program implementation there. Fifty-two staff members, representing a diverse group of people from both the operations and programs teams, transitioned from EGPAF-Mozambique to Fundação Ariel. EGPAF provided assistance to Fundação 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 provided substantial on-the-ground technical assistance throughout Fundação Ariel's first year to ensure that staff members were appropriately trained and able to continue implementing EGPAF's high-quality programs. EGPAF provided Fundação 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. In addition, Fundação Ariel participated in quarterly technical meetings with EGPAF-Mozambique as well as various EGPAF programmatic presentations, meetings, and working groups.
- **Awards and Compliance:** EGPAF supported Fundação 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 Fundação 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 Fundação Ariel's monthly financial package, and fraud prevention. Quarterly financial reviews are 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 Fundação 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 Fundação Ariel, EGPAF provided Fundação 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 Fundação Ariel adapted for its use. Fundação 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, Fundação 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 Fundação Ariel, thereby ensuring that Fundação 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, Fundação 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 Fundação Ariel.

### IV. Successes and Next Steps

EGPAF’s comprehensive capacity-building approach has demonstrated successful results for Fundação 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, Fundação Ariel reached 92% (over 18,000) of its target for new patients on HIV care and 99% (over 9,900) of its target for new patients on ART. As of March 2013, Fundação Ariel has reached over 35,000 new patients on HIV care and over 19,000 new patients on ART since starting to implement services in 2011.

Fundação 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 2012, Fundação Ariel scored “fully compliant” on 53% of standards, compared to 46% in 2011. In addition, Fundação Ariel has established strong program management and monitoring systems, has exceeded several year 1 program targets, and has received praise from the Maputo Province government and CDC for its programmatic accomplishments, which is partially due to the strong staff that came from EGPAF.

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