



ELIZABETH GLASER
PEDIATRIC AIDS
FOUNDATION

Affiliation Model

of the Elizabeth Glaser Pediatric AIDS Foundation



Photo: James Pursey

BACKGROUND

The Elizabeth Glaser Pediatric AIDS Foundation (EGPAF) is committed to supporting country ownership of service delivery and works to strengthen the capacity of ministries of health, local health authorities, and civil society organizations (CSOs) to provide HIV care and treatment for adults and children, to provide maternal and child health (MCH) services, and to work toward the elimination of pediatric HIV. In 2011, as part of this commitment, EGPAF supported the creation of three independent, voluntarily affiliated national nongovernmental organizations (NGOs) in Côte d'Ivoire (*Fondation Ariel Glaser pour la Lutte contre le Sida Pédiatrique*), Mozambique (*Fundação Ariel Glaser Contra o SIDA Pediátrico*), and Tanzania (*Ariel Glaser Pediatric AIDS Healthcare Initiative [AGPAHI]*).

EGPAF and these three affiliated organizations share a mutual mission of eliminating pediatric HIV/ AIDS, and each EGPAF Affiliate works to achieve this mission in locally relevant ways. EGPAF Affiliates, which are governed by independent national boards of directors, share the EGPAF brand and logo.

THE EGPAF AFFILIATION MODEL

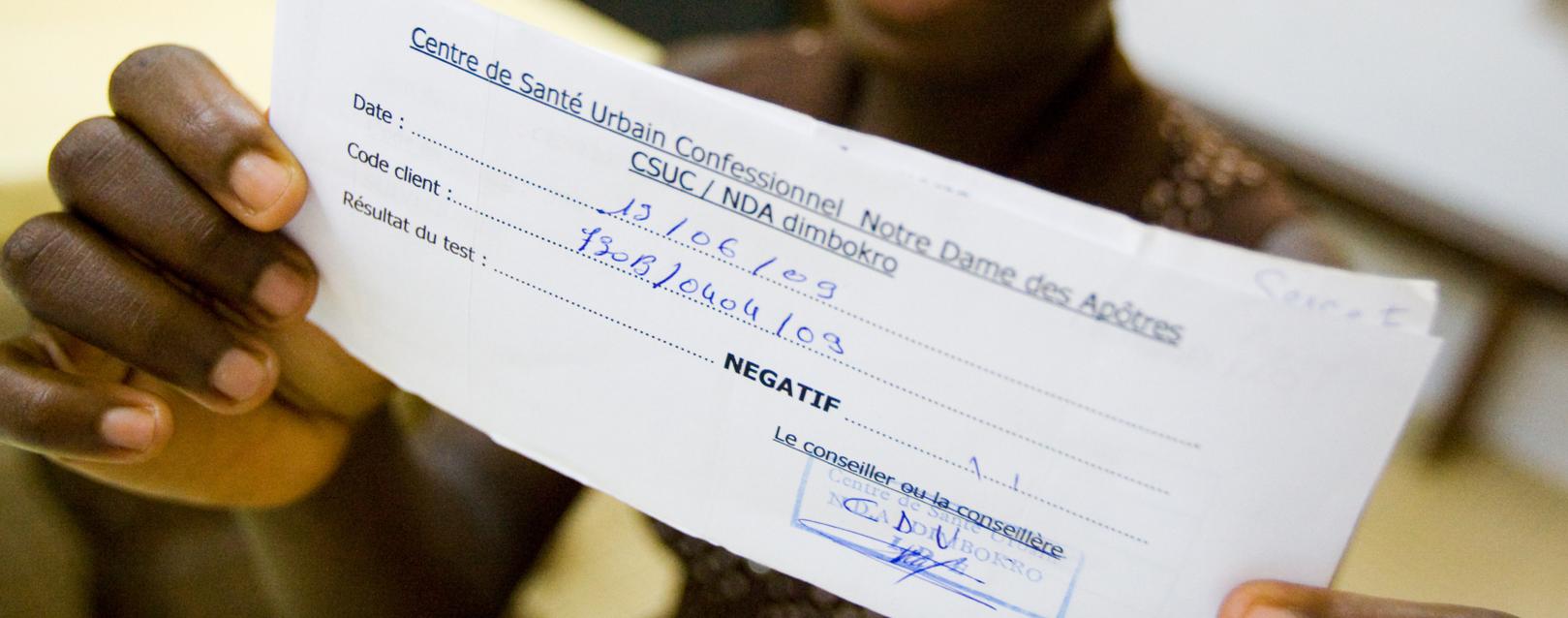
I. Principles and Standards of Affiliation

The affiliations between EGPAF and the independent national NGOs in Côte d'Ivoire, Mozambique, and Tanzania are intended to be mutually beneficial and are guided by EGPAF's Principles and Standards of Affiliation. The eight principles of affiliation are as follows:

1. **Common Purpose:** Committing to work together with a common purpose to achieve the mission of eliminating pediatric HIV and AIDS and provide HIV care and treatment
2. **Good Governance:** Ensuring that our mutual organizations are held responsible for our actions and achievements
3. **Local Ownership and Stakeholder Involvement:** Ensuring that the results of our work have a sustainable impact in the countries where we work by promoting local ownership and participation in governance
4. **Accountability:** Recognizing the need to be accountable to program beneficiaries and other stakeholders, including governments and donors, for the effectiveness and efficiency with which we use resources



Photo: Olivier Asselin



5. **Transparency:** Providing transparency to stakeholders and donors about our mission and goals, as well as about how we raise and use our resources, maintain records, manage programs, and make decisions that affect organizations and individuals
6. **Quality and Performance Orientation:** Ensuring that programs and activities are implemented with a focus on continuous quality improvement
7. **Mutual Learning and Sharing:** Recognizing the interdependence between our organization and our partners and valuing the importance of sharing knowledge and best practices to ensure that benefits are maximized and to increase the sustainability of programs and organizations
8. **Partnership and Collaboration:** Understanding that as single organizations operating independently, we are limited in our ability to achieve our mission, but that through our partnerships with other NGOs, governments, and donors, we can expand our reach and increase our effectiveness in achieving the elimination of pediatric HIV and AIDS

II. Benefits of Affiliation

EGPAF recognizes that the elimination of pediatric HIV and AIDS will require the coordinated efforts of multiple stakeholders, including communities, national and local governments, donors, local CSOs, and international NGOs. As local service capacity is increasingly built, EGPAF is working to develop the capacity of local and national health authorities and CSOs to effectively receive and manage direct funding for HIV programs, to support HIV services, and to maintain quality. Through EGPAF Affiliates in Côte d'Ivoire, Mozambique, and Tanzania, EGPAF is supporting the strengthening of civil society and building strong local organizations to help lead the elimination efforts in these countries.

Affiliates of EGPAF benefit from the use of the EGPAF logo, brand, and reputation, which helps local organizations build credibility, particularly in their start-up phase. Through EGPAF country offices and the EGPAF global team in the United States, Europe, and Africa, EGPAF provides capacity-building assistance to each affiliate in a variety of programmatic and operational areas, including HIV/AIDS, TB, and MCH program assistance; organizational governance and leadership; financial management and planning; human resources (HR); compliance and grants

management; donor relationship management; monitoring and evaluation (M&E); information technology (IT); resource development; advocacy; and communications. In addition to direct capacity-building support, EGPAF Affiliates benefit from being part of the broader EGPAF network, which offers access to technical resources, participation in select EGPAF operational and programmatic conferences, and participation in EGPAF technical working groups. EGPAF has made dozens of EGPAF policies and procedures available for adaptation by EGPAF Affiliates, and these organizations also have access to affiliate-tailored modules within EGPAF's accounting, HR, IT, grants management, and M&E systems—thereby ensuring that EGPAF Affiliates have access to high-quality operational and programmatic systems.

EGPAF and EGPAF Affiliates are accountable to each other to ensure best practices and strong internal controls. Because these national NGOs work in contexts where international donors demand transparency and accountability, strong financial oversight and accountability are essential to attracting external resources. Similarly, EGPAF Affiliates strive for high programmatic standards, ensuring that programs are of high quality and that targets are met.

Similarly, EGPAF Affiliates provide great benefit and contribution to the mission of EGPAF. Affiliates help promote EGPAF's mission by advocating for the elimination of pediatric HIV and AIDS at the national and decentralized levels in their respective countries through their extensive access to networks of national and local leaders, which may not be as readily accessible to international NGOs. The boards of directors at EGPAF's affiliated organizations include highly respected national leaders in health care and other fields in the private and public sectors, as well as international representation from EGPAF. These leaders' programmatic, organizational, business, and legal expertise contributes to a strong understanding of national context, policies, and access to networks, which is of benefit to both EGPAF and the Affiliates. Affiliates also share lessons learned and best practices from their program implementation with EGPAF, thereby contributing to EGPAF's technical knowledge.

III. Accreditation Review

The eight principles of affiliation are the basis for an affiliation agreement, which is currently renewed annually and signed by EGPAF and each affiliated organization. The affiliation agreement recognizes the independence of each organization and outlines mutually agreed-upon conditions of affiliation based on the eight principles of affiliation. EGPAF has developed an accreditation process based on the high organizational standards that derive from the eight principles of affiliation. Using an EGPAF-designed organizational capacity assessment tool, EGPAF conducts a rigorous accreditation review on a biannual, annual, or biennial basis to evaluate each Affiliate’s policies, procedures, and capacity using 66 accreditation indicators in 11 organizational areas: Governance, Program Management, Organizational Management, HR, Communications and Advocacy, M&E, Financial Management, Awards and Compliance, IT, Networking, and Resource Mobilization. Table 1 outlines the principles of affiliation and the corresponding affiliation standards, number of accreditation indicators, and organizational areas used in the accreditation review.

The accreditation review is conducted by an on-site review team that is comprised of EGPAF staff members who have knowledge of the Affiliate’s operations and programs, as well as one staff member from another EGPAF Affiliate to ensure that the Affiliate perspective is represented in the review and to create cross-Affiliate dialogue and learning. During the review, the on-site review team conducts interviews with Affiliate staff and board members and analyzes relevant documents. A score of “not compliant,” “nominally compliant,” “mostly compliant,” or “fully compliant” is awarded for each of the 66 indicators. Results from the accreditation review are used to determine the level of accreditation for each EGPAF Affiliate, which ranges from non-accreditation to full two-year accreditation. EGPAF accredits Affiliates as needed for the duration of the affiliation agreement.

Based upon the accreditation review and regular communications—and as EGPAF and Affiliate financial resources permit—EGPAF global and country programs provide Affiliates with targeted capacity-building assistance in program and operational areas.

Table 1. Affiliation Standards and Corresponding Organizational Areas

PRINCIPLES OF AFFILIATION	AFFILIATION STANDARDS	NUMBER OF ACCREDITATION INDICATORS	ORGANIZATIONAL AREAS
Common Purpose	Mission, goals, and vision	2	Governance, Program Management
Good Governance	Active independent governance bodies; existence of constitution and bylaws; oversight of executive director	9	Governance, Human Resources
Local Ownership and Stakeholder Involvement	Local representation on board, including executive director; organizational strategic plan; stakeholder involvement; programmatic activities; advocacy strategy; local registration; compliance with local law	8	Governance, Organizational Management, Networking, Communications and Advocacy, Financial Management, Human Resources
Accountability	Financial reporting; award management; sub-grant management; awards and compliance; human resources management; insurance and accounting standards; administrative/finance policies consistent with EGPAF; audited financial statements	15	Awards and Compliance, Financial Management, Human Resources, Communications and Advocacy
Transparency	Organizational management standards; transparent reporting; human resources policies	7	Organizational Management, Awards and Compliance, Program Management, Human Resources
Quality and Performance Oriented	High-quality programmatic and operations management; documentation of performance; program quality management system; quality improvement; monitoring and evaluation framework	13	Program Management, Organizational Management, Monitoring and Evaluation, Information Technology
Mutual Learning and Sharing	Mutual sharing of technical resources; organizational development	3	Communications and Advocacy, Human Resources
Partnership and Collaboration	Effective, collaborative, and well-coordinated partnerships, communications and marketing strategy/materials, and new business and proposal development	9	Networking, Communications and Advocacy, Resource Mobilization