

## Capacity development for a sustained HIV response

### Our approach to effective, equitable, and enduring HIV programming

By embedding capacity development (CD) as a cross-cutting component across Pact's global health programs, over 150 sub-partners have transitioned to direct donor funding in the past ten years, significantly contributing to advancement of localization strategies.

Pact's CD approach is grounded in partnership and customization. We work jointly with government and local partners to assess strengths, identify challenges, set CD priorities and co-create change action plans with set milestones. Government and local partners implement their improvement strategies building on existing assets and capacities, complemented by technical assistance (TA) from Pact or other resource partners, with scheduled reflection opportunities.

Our suite of participatory and self-guided tools and approaches is flexible to address any combination of partner priorities across four broad capacity areas, resulting in increased autonomy to lead, manage and monitor integrated HIV responses. These four areas are as follows:

- Influencing capacity for person-centered leadership and inclusive service delivery design and accountability platforms, such as through Community-Led Monitoring in HIV programs in Nigeria.
- Technical capacity for improved data-driven and evidence-based services, such as in South Africa and Eswatini where governments adapted youth-focused HIV prevention curricula (which were proven effective through donor-supported projects) and adopted the curricula into national HIV strategies.
- Organizational capacity in operational and administrative systems, including diversifying funding streams for comprehensive HIV programming, such as in Tanzania, where local government authorities that received targeted CD for leadership, planning and management received a significantly higher overall proportion of the national resource allocation for social welfare services.
- Adaptive capacity for system resilience to continue delivery of HIV prevention, care and treatment services during shocks such as epidemics, displacement, or conflict, such as our work in Ukraine for continuity of healthcare in wartime, including HIV testing, care and treatment services.



**In countries such as Tanzania, Pact is strengthening the capacity National Implementing Partners to manage and implement USAID/PEPFAR-funded orphans and vulnerable children (OVC) and DREAMS interventions.**

## Accelerating government sustainability priorities

Our CD activities are driven by government-specific priorities that respond to the higher-level goals of their national HIV sustainability roadmaps. For example, in Nigeria, the Federal Ministry of Women Affairs utilized Pact's CD support to tackle several national strategic tasks resulting in development of the 2023 Annual Workplan; validation of the National Priority Agenda for Vulnerable Children; and finalization of the National Orphan and Vulnerable Children (OVC) Survey pilot report.

Our expertise in HIV-responsive social welfare processes and tools, such as standardized Integrated Supportive Supervision Tools in Nigeria, Tanzania and Zambia, reinforces governments' oversight responsibilities to monitor the services for HIV-affected children, youth and families, marking an essential shift away from donor- or project-driven supervision activities. Our CD work contributes to sustained accountability for both government and CSO service providers for quality pediatric, adolescent, and family-centered HIV services.



The Deputy Prime Minister and senior government officials in Tanzania launch the Training Guide for Gender Equality and Social inclusion in Social Welfare Services, developed with support from ACHIEVE.

## Implementing efficient integration strategies

Pact's co-design processes with governments are conducted through a people-centered lens, leading to new opportunities for leveraging HIV service points for integration of wider health services. In Zambia, provincial and district health teams are integrating non-communicable disease, family planning, maternal and child health, tuberculosis, and cervical cancer screening services at HIV service points. In Ukraine, Pact is leveraging our broader health systems-strengthening project to scale mental health services for war-affected HIV service providers, social workers, case managers and peer counselors.

Pact's CD bolsters networks of care between government, CSO and community partners to mitigate the workplace gaps often faced by government and to expand comprehensive HIV services. As donor-supported programs increased the numbers of trained community cadres providing HIV and OVC services, Pact's complementary CD activities enabled governments to take key steps toward integration of the community cadres into wider government community health volunteer systems, through mapping, setting selection criteria, skills augmentation, and integration with government supervision and data collection systems.

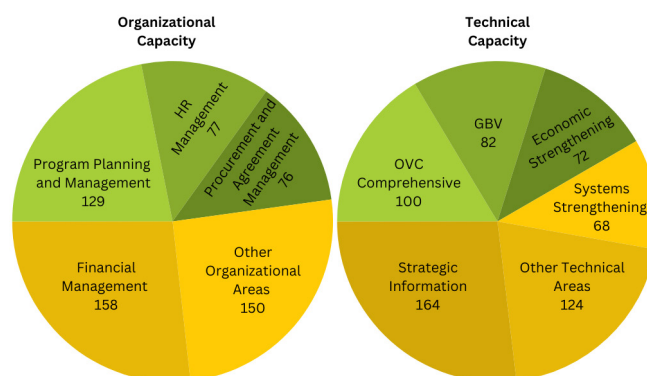


Pact strengthens social welfare information systems by providing TA for technical system design and development; rolling out improved dashboards and visualization tools for data analysis; and building capacity for national and subnational government teams to use data for decision-making. In Zambia, in response to the Ministry of Community Development and Social Services

priorities, Pact provided TA across the entire data system-design-to-implementation process, resulting in a fully functional, national Vulnerable Children and Adolescents data management information system for the Ministry, including interoperability standards, a sustainability plan, a transition roadmap, user requirements, testing, training and roll out.

### Advancing local partner ownership

Pact’s transitioning frameworks, tools and readiness plans address both the organizational and technical challenges associated with local partners transitioning to prime award management. Since 2020, ACHIEVE has supported 28 local partners in five countries with 1,200 Capacity Action Plan activities (51% technical, 49% organizational), with the highest identified needs in the areas of financial management and strategic information (Figure 1).



**FIGURE 1:** Number of organizational and technical capacity actions completed by 28 local partners in five countries, supported by ACHIEVE.

Our CD approach has resulted in many successful transitions. In Eswatini, USAID requested that Pact transition OVC, adolescent girls and young women programming, and gender-based violence (GBV) programming to local organizations. Over a 24-month period, using Pact’s CD methodology and planning and measurement tools adapted for country-specific transition goals, eleven local partners improved their organizational capacity assessment scores and three of the partners transitioned to direct USAID funding. After the start of the direct USAID awards, Pact continued an additional year of CD support to the local partner organizations to support their transition into prime roles.



**Pact Tanzania staff leads an interactive workshop with National Implementing Partner staff to strengthen finance management procedures.**

Similarly, with Pact’s support in Burundi, two local partners completed 76 activities identified in their Capacity Action Plans to ensure quality delivery of their prime award, and over 3,000 OVC beneficiaries transitioned off the Pact-as-prime program to the locally led organization, maintaining uninterrupted care throughout. Pact measured progress six times during the CD process in Burundi using our validated tools to objectively track that CD actions are moving the needle towards transition milestones for prime award management. Tools also determined that CSOs could maintain high quality technical programming to prevent new HIV infections, increase access to HIV services and improve OVC wellbeing.

As a direct recipient of PEPFAR funding through USAID, ACHIEVE is actively transitioning its services in Tanzania to the USAID Kizazi Hodari project, marking an essential step in PEPFAR’s broader funding strategy to localize HIV

prevention and treatment efforts. Over 18 months, ten regions of Tanzania mainland with a total of 32 councils and 115,983 beneficiaries were transitioned from ACHIEVE to two National Implementing Partners which receive direct USAID funding.

**BOX 1:** The USAID-funded [Government Capacity Building and Support \(GCBS\)](#) project, implemented by Pact in South Africa (2013-2023), worked to improve direct service delivery (DSD) to children and reduce the incidence of HIV and AIDS. With Pact's CD support, the Department of Social Welfare embedded interventions into their planning and budgeting processes, and implemented key policies, guidelines, models, and tools to strengthen and capacitate social service practitioners. These systems strengthening actions continued to be incorporated into a sustainability plan, fully embedding GCBS interventions into the Department's practices going forward. The Department transitioned from project-managed to Government-to-Government funding, ensuring that vulnerable children continued to be reached after program close-out.

## Learning from CD

Learning opportunities are embedded our CD approach, with intentional promotion of peer learning and knowledge exchange amongst governments, local implementing partners and local actors. While much cross-learning takes place within specific countries, Pact compiles learning documents, webinars and fact sheets to share our learning across a global audience.

Some recent resources posted on our website include:

- Fact sheets, such as the May 2024 fact sheet from [ACHIEVE Nigeria: Community-led Monitoring and Momentum](#) that illustrates our process, tools, and success factors from engaging communities to sustain HIV services.
- Webinar links, such as the June 2024 recording on “Transitioning OVC services and DREAMS to local prime implementers [Transitioning OVC Services and DREAMS to Local Prime Implementers Watch the Recording](#).
- Information reports, such as the May 2024 [ACHIEVE Zambia Outcome Harvesting Results - FY 2023 | Pact \(pactworld.org\)](#) report that documents best practices and lessons learned associated with strengthening national governments to design, implement and monitor OVC programs.

Visit our website, [pactworld.org](https://pactworld.org), to access these and more learning documents on our [CD and Innovation](#) and our [Global Health](#) page.

## For More Information

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Pact builds systemic solutions in partnership with local organizations, businesses, and governments that create sustainable and resilient communities where those we serve are heard, capable, and vibrant. On the ground in nearly 40 countries, Pact's integrated adaptive approach is shaping the future of international development.

