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Africa's Health in 2010 Capacity Strengthening of African Institutions and Networks: A Strategy



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Africa's Health in 2010

**Capacity Strengthening of African Institutions and Networks:
A Strategy**

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Annex 2: PowerPoint on Africa's Health in 2010 Strategy for Capacity Strengthening of Africa Institutions and Networks

Acronyms

AFR/SD	Bureau for Africa/Office of Sustainable Development
AMTSL	Active Management of Third Stage Labor
ANECCA	African Network for the Care of Children Affected by HIV/AIDS
CAFS/AHA	Center for African and Family Studies/African Humanitarian Association
CERPOD	Centre d'Etudes et de Recherche sur la Population pour le Developpement
DOTS	Directly Observed Therapy Short-Course
ECSA-HC	East, Central and Southern Africa Health Community
ENA	Essential Nutrition Actions
EOC	emergency obstetric care
ESAMI	Eastern and Southern Africa Management Institute
FBO	faith-based organization
FP	family planning
GBV	gender-based violence
GFATM	Global Fund to Fight AIDS, Tuberculosis and Malaria
HRH	human resources for health
IDSR	Integrated Disease Surveillance and Response
MNCH	Maternal, Newborn and Child Health
MNH	Maternal and Newborn Health
NAP+	Network of African People Living with HIV/AIDS
NGO	non-governmental organization
NHA	National Health Accounts
PEPFAR	President's Emergency Plan for Aids Relief
PHN	Population, Health, and Nutrition
RCQHC/Makerere	Regional Center for the Quality of Health Care, Makerere University
RH	reproductive health
SARA	Support for Analysis and Research in Africa
SGBV	sexual and gender-based violence
TB	tuberculosis
WAHO	West African Health Organization
WHO/AFRO	World Health Organization Regional Office for Africa

Introduction

In order to improve the health status of Africans, the USAID Africa's Health in 2010 (Africa 2010) contract was awarded to AED and its partners to provide strategic, analytical, communications and advocacy, and monitoring and evaluation (M&E) support to USAID Missions, USAID Regional Programs, the Africa Bureau, as well as African institutions (regional and national African institutions that work in the area of public health, both in the public and private sector) and networks.

African capacity building is one of the main components of the Africa's Health in 2010 contract. The contract components include: 1) Identification of Issues; 2) Analytical Agenda Development; 3) Analysis and Synthesis; 4) Communications and Advocacy; 5) African Capacity Building; and 6) Monitoring and Evaluation.

Capacity building is "a process that improves the ability of a person, group, organization, or system to meet its objectives or to perform better."¹ It is therefore about increased or improved performance. It will address sustainable performance improvement through institutional leadership, management systems, and personnel skills improvement that will contribute to USAID's results and country-level impact.

Individuals work with and within institutions. Their skills influence the performance of the institution. It is therefore critical that institutions have qualified staff. On the other hand, the ability of the institution to undertake various health development activities depends in large part on its leadership, organizational strength, the setup of its management systems, and the vision and mission of the institution. Professional, managerial, and financial accountability are important elements in ensuring that an institution is able to achieve its objectives. Capacity building is, therefore, about increased or improved performance; it will address performance improvement through institutional leadership, management systems, and personnel skills improvement that will contribute to USAID's results and country-level impact.

The purpose of this document is to provide Africa 2010's strategy for strengthening regional and local capacity for adopting effective policies and innovations to improve the health status of Africans.

¹ Brown, L. et al, Measuring Capacity Building, Measure Evaluation, March 2001, p.11

Situation Analysis

The international development business in Africa, whether it is in the health, educational, agricultural or other sectors, is characterized by the predominance of international organizations from developed countries. They are reputed to be technically competent, efficient, and able to deliver an acceptable quality result within budget and in time. For those reasons, their ability to secure development funding is high. They are however expensive in their operating costs, their central decision-making powers are far removed from the realities on the ground in the countries where activities are carried out, and more importantly, the programs rarely create sustainability.

African institutions, on the other hand, whether NGOs, academic institutions, governmental organizations or the private sector, tend to not be able to compete with their western partners. Although knowledgeable about the experiential content of issues, many of these institutions tend to have inconsistent quality performance in terms of analytical rigor and management practices. Many African institutions' leadership is non participatory, with minimal financial and managerial transparency and a weak long-term vision for the institution.

A number of African institutions do have good leadership and clear goals and objectives, but their progress is hampered by inadequate financial, managerial and human resources.

Several African institutions have the mandate and some capacity to monitor health trends. They include CERPOD, WHO/AFRO, RCQHC/Makerere and some African universities. Their performance is often hampered by inadequate access to data and, in some cases, outdated software, limited analytical skills, weak monitoring systems, and limited experience in packaging and presenting information to diverse audiences.

In order to address the issues outlined above, the Support for Analysis and Research in Africa (SARA) project (1992-2005) pursued capacity building of selected African institutions and networks.

Capacity development of African institutions was a mandate of the SARA project and cut across all project activities. SARA collaborated with a variety of networks and institutions in the region to identify priority technical issues and undertake joint activities.

The primary objective for partnering with individual African institutions was to add value to the technical health results, achieve greater program impact and improve effectiveness through African ownership. The SARA project selected institutions based on opportunities for achieving successful results in technical areas and capacity development. This has meant supporting nascent organizations that are working on important issues (NAP+), more established institutions that have a reputation for achieving results (CERPOD), or institutions that because of their mandate and composition can have ripple effects beyond their immediate borders (WHO/AFRO, ECSA-HC, WAHO).

SARA's partnership with African institutions led to the following results:

- New or strengthened coordinating role played by African institutions in key areas;
- African institutions developed improved strategies that incorporate USAID Africa Bureau priorities;
- African institutions adopted improved approaches to support implementation of regional and country strategies;
- New/improved tools were used by African institutions to support country implementation in key areas
- African institutions improved information dissemination and advocacy strategies;
- Staffing and management procedures were improved to carry out key activities;
- African institutions increased linkages with partner agencies to move priority agendas forward.

Approaches and Interventions to Capacity Strengthening

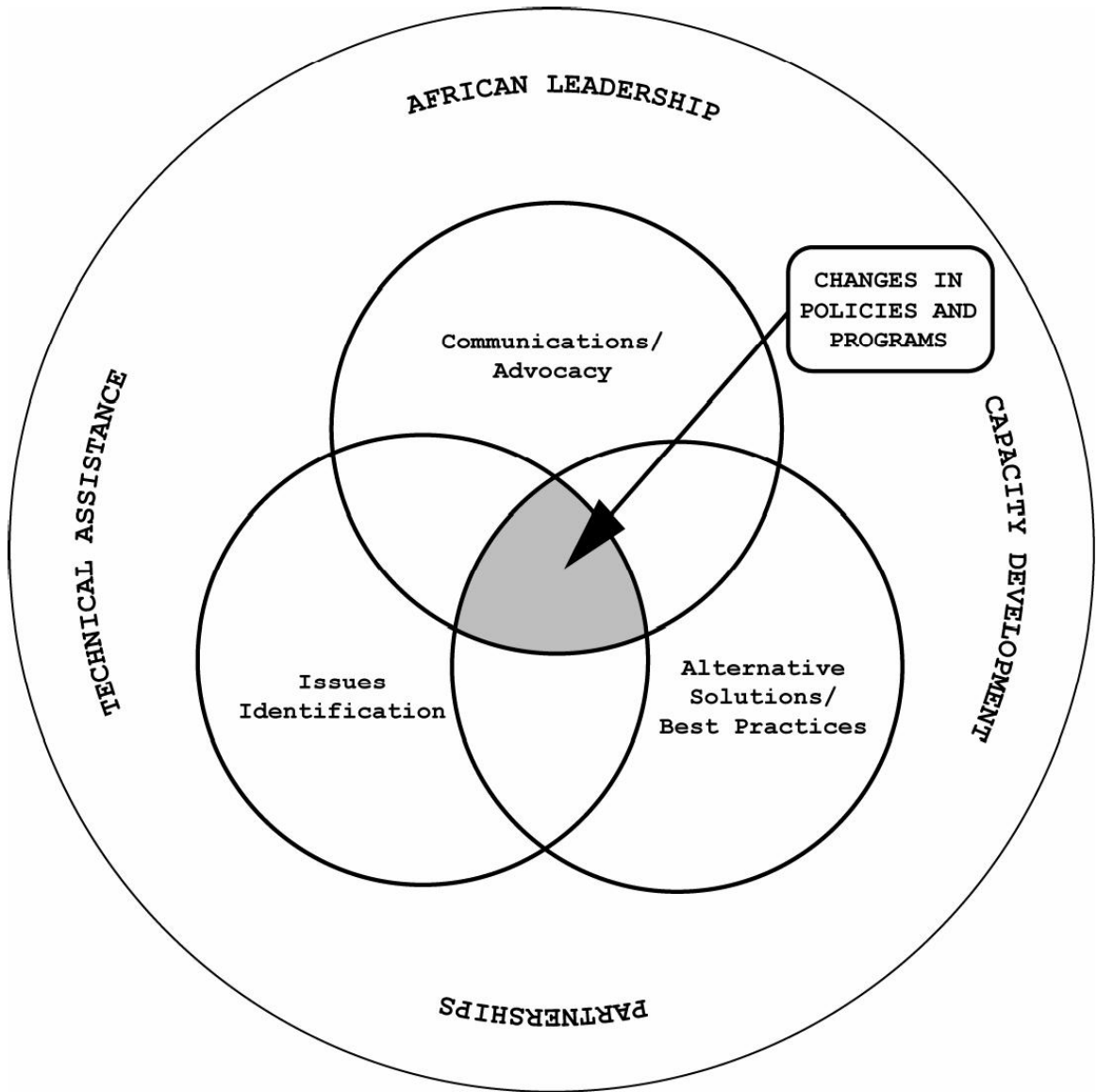
Capacity strengthening can occur at the individual and institutional levels. Africa 2010 will focus primarily at the institutional level.

Its mandate being regional and sub-regional, Africa 2010 will focus primarily on strengthening the capacity of African institutions and networks that have a sub regional or regional mandate. This may include institutions and networks that cover a number of countries, although not all the countries, in a sub-region.

If there are national or indigenous institutions and networks that have a national focus or coverage and are considered reputable, Africa 2010 will encourage the regional or sub-regional institutions and networks to foster linkages with national organizations to improve their country-level performance.

A framework for influencing policies and programs drives the entire capacity strengthening process. Evidence² suggests that desired changes in policies and programs take place when three streams of activity intersect, as shown in the following graphic. Strengthening and engaging African leadership and forming partnerships increases the effectiveness of activities in all streams. These activities also benefit from technical support and assistance.

² *Knowledge Utilization and the Process of Policy Formation: Toward a Framework for Africa*, Robert W. Porter, SARA Project (January, 1995)



Framework for Influencing Policies and Programs

A. Approaches

Africa 2010's Approaches to strengthen the capacity of our African partner institutions and networks are five-fold:

1. Partnerships
2. Technical Assistance
3. Skills Building
4. Fostering Linkages
5. Tools Development

1. Partnerships

Guided by the above framework, Africa 2010 will build on SARA's experience in developing partnerships with diverse African regional and country institutions and networks, nurturing and maintaining relationships over time to establish the trust required to build capacity and successfully engage them in activities that contribute to the AFR/SD agenda for improving health policies, strategies, and programs, and eventually outcomes in Africa.

The partnerships will be based on the goal of implementing activities from the AFR/SD Action Plans and Africa 2010 work plan. Africa 2010 will identify African institutions that have the capacity and the ability to implement a specific intervention and deliver expected results and will develop partnership agreements or contracts with them. Africa 2010 will provide all the necessary technical assistance to its partners to reach the expected results.

Africa 2010 will, whenever possible, contract the capacity strengthening to other regional partners who have the expertise and ability to help strengthen an institution, thus fostering South-South collaboration. Africa 2010 may also use the services of regional projects like AWARE to assist with some of the institutional capacity strengthening needs of those institutions.

2. Technical Assistance

Africa 2010 will provide technical assistance and financial support to its selected African partners to improve and systematize processes for issues identification and consensus-building on priorities. Some of these partners already organize program reviews, consultative meetings, program managers' meetings, electronic discussions, and networking. Africa 2010 will help prepare background materials, facilitate, select participants (including private sector, NGO/FBOs), and identify priorities that are in line with USAID/AFR/SD's priorities.

Africa 2010 will provide technical assistance and leverage other partners to review the quality and usefulness of the information currently being produced by African partners. This will also include technical assistance in the development of grant proposals and the leveraging of funds on behalf of and with the partner institutions and networks. Africa 2010 will give special support, as required, to African subcontractors, such as providing

managerial mentoring (e.g., to ensure effective hiring and supervision processes for consultants) and strategic input in various technical programs.

3. Skills Building

To address the skills building needs of the staff of some of the selected African institutions and networks, Africa 2010 will organize and/or support training opportunities to improve organizational development including strategic thinking and skills in information presentation and dissemination, marketing and fundraising, business plan development, etc., through online courses or training offered by regional programs such as AWARE.

Africa 2010 will organize North-South and South-South study tours and mentoring, apprenticeships and twinning for upgrading analytic skills; and will identify cost-effective ways to upgrade the information technology (IT) capacity and the management of financial, human resources and other systems.

4. Fostering Linkages

In addition to providing partnerships, technical assistance and skills building in order to help institutions increase their performance so they can efficiently affect policy and/or program changes on the continent, Africa 2010 will facilitate the development of linkages with other institutions and technical partners to: a) improve the technical quality of products; b) create a synergy of activities; c) leverage funding and support for priority issues; and d) improve consultant use for various tasks, for example, by linking with the recently established Technical Cooperation Network (TCN), which has an electronically accessible process for selecting quality consulting services.

5. Tools Development

To support evidence-based policies and programs in the different technical areas, Africa 2010 plans to develop a strong tools development approach for the purposes of dissemination and advocacy. The goal is to reach target audiences in a language and format that they can use. Africa 2010's approach is to organize technical meetings, produce and disseminate targeted print and electronic materials, repackage information in multiple formats and languages, strengthen the dissemination and advocacy capacity of African partner organizations and facilitate advocacy processes on selected topics.

Africa 2010 has the capacity and experience to design a range of targeted products to provide support for evidence-based advocacy. This approach will support the production of technical publications, websites, program briefs, toolkits, e-newsletters, and interactive web-based CD-ROMS, that can reach thousands of health professionals and decision makers in Africa. Publications will be translated into French and Portuguese to ensure that Francophone and Lusophone countries benefit from existing research, lessons, and experiences from other countries. In addition, low-cost audience research can be carried out and rapid approaches to evaluating the impact of its key products conducted.

B. Types of Interventions:

Africa 2010 will support institutional capacity strengthening of its partners by providing technical and financial support for:

- Human resources development;
- Development/adaptation of technical and managerial tools and curricula;
- Adaptation, promotion and use of evidence-based best practices and strategies;
- Design of objective and output based institutional strategic and/or action plans;
- Development and implementation of well-tailored communication and advocacy plans;
- Improving management and financial systems and capability;
- Strengthening training approaches for key technical, managerial and leadership areas.

Selection of African partner institutions

Africa 2010 will work with AFR/SD to make informed judgments in selecting appropriate partners to carry out issues identification, analysis, synthesis, communication, advocacy, and consensus building in support of its analytic agenda.

In consultation with AFR/SD, strategic teams, and regional offices, Africa 2010 will develop scopes of work for long-term partnering with at least six or seven key African institutions.

Criteria for the selection of partners will include:

- Institutional mandate
- Linkages with governments and local organizations
- Track record of past and current performance in technical, financial and organizational management
- Technical area skills
- Leadership capacity
- Ability to use consultants effectively
- Potential to be a technical leader in its area or to fill in a gap by providing quality services where the need is unmet
- Potential to affect policy and program changes at the country and regional level
- Potential for growth
- The institution's history of partnerships

Performance Monitoring and Evaluation

A. Methodology

Africa 2010 will use a combination of approaches to monitor and evaluate its support to building African capacity and achieving country-level expected results. Monitoring data

will be collected through a variety of sources that will allow Africa 2010 to track the extent to which it is achieving the capacity building results. The data will be housed in the planned Africa 2010 database and will be accessible by AFR/SD. Monitoring data will be systematically collected every six months, using the following sources:

- Quarterly reports from African sub-contactors
- Regular communications with project technical and administrative staff by e-mail, phone, etc.

In addition to the monitoring data that will be collected twice a year, Africa 2010 will conduct assessments of the capacity of institutions to determine the effectiveness of the capacity building activities. These assessments will be conducted using data from the following sources:

- Peer review of information materials produced
- Field visits
- Consultations with other stakeholders

B. Indicators

The results of Africa 2010 institutional capacity building support as outlined above, will be measured using the following illustrative indicators:

1. Capacity Building/Strengthening Indicators

Human Resources Development

- Number of persons trained from African institutions on new and improved management procedures to carry out key activities at the country or regional level to support AFR/SD priorities;

Management Capacity

- Number of partner institutions with sustainable changes in the institutional environment (e.g. management systems, human resources, financial health)
- Number of key publications produced and disseminated by African partner institutions
- Number of successful consultative meetings and high level policy fora organized by African partner institutions
- Number of consultants filled by African partner institutions to carry out activities for Africa 2010, AFR/SD and other development partners;

Development of Tools and Curricula

- Number of African institutions receiving technical assistance in the development of technical, managerial tools, and curricula
- Number of African institutions applying or adapting improved technical and managerial tools and curricula at the country or regional level

Adapting evidence-based best practices

- Number of African institutions adopting improved approaches to health programming at the country or regional level as a result of technical assistance from Africa 2010;

Development of Strategic Plans

- Number of institutions with strategic plans developed that includes priorities of AFR/SD PHN priorities;

Advocacy and Communication Plans

- Number of institutions with an advocacy and communication plan developed and implemented at the country or regional level with support from Africa 2010
- Number of institutions providing leadership in the development and coordination of networks to share information on health policy and programming as a result of technical assistance from Africa 2010;

Improving Management Systems

- Number of institutions using improved financial, technical, and management tools
- Number of institutions with a monitoring and evaluation plans
- Number of institutions with management information systems established;

Strengthening training approaches

Number of institutions with an established plan for identifying personnel to participate in, and training courses/program in key technical, managerial and leadership areas.

2. Country-level Expected Results

In order to monitor and evaluate country-level expected results, Africa 2010 will use the following illustrative country-level outcome indicators, listed here by technical area:

Nutrition

- # of pediatric HIV and nutrition programs in 3 countries using updated guidelines
- # of countries with ENA integrated into the Road Map
- # of countries in which ENA is integrated into teaching at the School of Public Health
- # of countries with ENA integrated into their National Action Plan
- # of districts implementing ENA
- # of countries with proposals (GFATM, PEPFAR) that incorporate nutritional components
- # of proposals incorporating nutrition, that are funded
- # of HIV programs incorporating nutrition, that are implemented

Multisectoral Approaches: Pediatric Care and Treatment

- # of countries adopting and implementing algorithm for presumptive diagnosis of HIV in infants <18 months old

- # of country programs adopting principles and best practices in addressing integrated pediatric HIV issues
- # of countries with scaled up integrated pediatric HIV/AIDS programs

Multisectoral Approaches

- # of countries adopting recommended multisectoral best practices
- # of countries implementing recommended multisectoral best practices

Sexual and Gender-Based Violence (SGBV)

- # of countries with increased media coverage on SGBV
- # of refugee camps with trained counselors for SGBV
- # of countries with national health plans addressing SGBV
- # of countries with school policies/plans addressing child sexual abuse/harassment
- # of countries with complete and timely reporting on SGBV using standardized indicators

Maternal, Newborn and Child Health (MNCH)

- # of countries with scaled-up Active Management of Third Stage Labor (AMTSL) implementation
- # of community-based MNH programs that have adopted the EOC self-diagnostic tool
- % of national health expenditure allocated to MNCH in 4-6 countries (government, donors, etc)

Reproductive Health (RH)

- # of countries with regular print or broadcast features on RH and GBV
- # of countries that have included RH/GBV into National Action Plans
- % of national health expenditure allocated to RH in ECSA countries
- # of community-based FP programs using a comprehensive education model
- % of national health expenditure allocated to FP (Govt., Donors, etc)

Infectious Diseases: Surveillance and Epidemic Response (IDSR)

- # of countries with AI plans developed based on the AI communication framework
- # of countries with operational plans for district level implementation
- Proportion of community residents with knowledge on how to prevent AI
- # of countries with complete annual IDSR reporting
- # of countries with timely reporting of disease outbreak
- Case fatality rates by country
- # of programs using IDSR data
- # of programs allocating money for IDSR
- Proportion of budget allocated to IDSR

Infectious Diseases: Tuberculosis (TB)

- # of countries with TB-HIV co-infection programs
- # of countries with operational plans for implementing TB-HIV co-infection programs at the district level
- % of national health expenditure allocated to TB prevention and control (government, donors, etc.)
- # of countries with scaled-up community Directly Observed Therapy Short-Course (DOTS)
- # of countries with plans and strategies for public and private TB prevention programs at the district level
- # of countries with policies for TB-HIV co-infection programs
- # of countries with operational plans for implementing TB-HIV co-infection programs at the district level

Infectious Diseases: Malaria

- # of countries with complete and timely reports of malaria
- # of countries with community-based case management operational plans for malaria

Health Systems

- # of countries with National Health Accounts (NHA)
- sub-analysis conducted by local NHA experts
- # of countries using recommended tools to make resource allocation decisions
- # of countries that use NHA data to inform their HRH planning and management

Child Survival

- % of national health expenditure allocated to routine immunization
- # of countries with operational plans for implementation of newly designed child survival programs at the district level
- # of countries with policies or strategies for engaging private sector involvement in child survival services

Conclusion


Institutional capacity development is a long-term process. It requires partnership and time - time to learn new knowledge, skills and approaches, with adequate time to confidently apply these to bring about the desired change. This strategy consists of an institution-centered course of action that focuses on those capacities that are essential to making the institutions more effective, independent and sustainable. This is expected to enhance African ownership, leadership and commitment to improving the health of Africans.



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Africa's Health in 2010/AED August 3, 2006



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Capacity Strengthening

Definition:

- Capacity building is a process that improves the ability of a person, group, organization, or system to meet its objectives or to perform better.
- It is a process that aims to instill commitment and improve fundamental management and technical skills within an organization, thereby making the institution more effective and sustainable.
- Key elements:
 - increased or improved performance
 - performance improvement through institutional leadership, management systems, and personnel skills improvement



Why a Strategy Document?

African capacity building is one of the main components of Africa 2010's contract namely:

- Issues identification
- Analytical Agenda Development
- Analysis and Synthesis
- Communications and Advocacy
- **African Capacity Building**
- Monitoring and Evaluation.

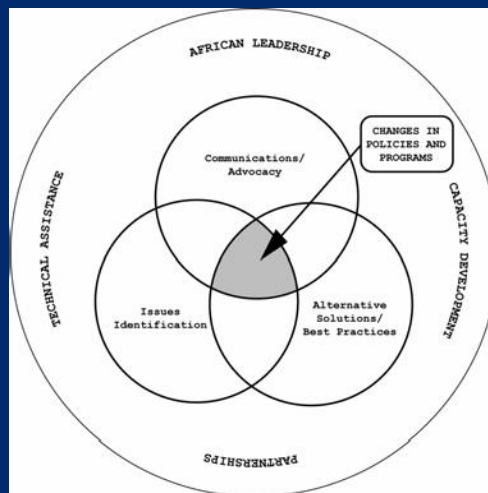


Purpose of the Document

To provide Africa 2010's strategy for strengthening regional and local capacity for adopting effective policies and innovations to improve the health status of Africans

Africa 2010's Approach to Capacity Strengthening

- Primary focus is on the institutional level
- Our goal is “improved performance” focusing on specific results and value added
- A framework for influencing policies and programs drives the entire capacity strengthening process



Framework for Influencing Policies and Programs



Approaches for Capacity Strengthening:

1. Partnerships
2. Technical Assistance
3. Skills Building
4. Fostering Linkages
5. Tools Development



Types of Interventions:

- Human resources development
- Development/adaptation of technical and managerial tools and curricula
- Adaptation, promotion and use of evidence based best practices and strategies
- Design of objective and output based institutional strategic and/or action plans
- Development and implementation of well tailored communication and advocacy plans
- Improving management and financial systems and capability
- Strengthening training approaches for key technical, managerial and leadership areas.



Selection Criteria for Partners

- Potential to affect policy and program changes at country and regional level
- Institutional mandate and technical area skills
- Track record of past and current performance in technical, financial and organizational management
- Leadership & management
- Ability to use consultants effectively
- Linkages with governments and local organizations
- Potential to be a technical leader in its area or to fill in a gap by providing quality services where the need is still unmet
- Potential for growth



Performance Monitoring and Evaluation

- 6-monthly monitoring data collection through quarterly reports from African subcontractors; and communications with project technical and administrative staff
- Assessments will be conducted on the capacity of institutions to determine the effectiveness of capacity strengthening activities
- Indicators covering the range of interventions at regional and country levels are proposed



Conclusion

- Institutional capacity building: a long-term process
- Focus on interventions essential to independence and sustainability
- Emphasis on African leadership and results

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