



Enhancing Nigerian Capacity for AIDS Prevention

Redefining the “Partnership Paradigm¹” to Produce More Sustainable Capacity Building Programs

ENCAP Goal

Facilitate healthy behaviors that will decrease HIV transmission in Bayelsa, Rivers, Benue, Taraba, and Ebonyi states and the Federal Capital Territory

Power imbalances in Partnerships often undermine Capacity Building Programs

Defining “new” partnership paradigms has been a focus of development literature for decades. Yet current partnerships in development settings are still often characterized by a power imbalance in which external specialists maintain complete control and ownership over capacity building efforts.

Deloitte Consulting LLP, lead implementer of the USAID-funded *Enhancing Nigerian Capacity for AIDS Prevention (ENCAP) Project*, aims to provide the tools and technical assistance that can support Nigerian Organizations (“Organizations”) in their efforts to deliver high-quality HIV prevention programs and interventions in a cost-effective, sustainable manner.

ENCAP draws on the *Transformative Learning Theory* to establish a new partnership paradigm based on equality and local empowerment. According to the theory, “learning is understood as the process of using a prior interpretation to construe a new or revised interpretation of the meaning of one’s experience in order to guide future action”².



Organizations’ Actions Reflect Their New Paradigm

Organizations identify gaps and propose most appropriate capacity building events based on their staff’s current capacity and the internal work environment; they decide who and how many should attend events to institutionalize capacity and facilitate effective skills transfer at organizational level. Their role as an equal power holder has helped the project achieve notable improvements in capacity in a short time.

Selected Capacity Building Activities Initiated By Organizations

- **Re-Orientation of Board Members:** Several Organizations recognized unfulfilled potential of their Board based on the maturity model. They convened meetings to discuss expectations and clarify Board roles and responsibilities, which brought about renewed commitment from Board members.
- **Revision of policies and Procedures:** Some Organizations revised HR policies and accounting manuals to bring them up to date with current leading practices, including provisions for staff recruitment, conflict resolution, staff development, and gender mainstreaming.
- **Resource Mobilization:** Organizations are identifying opportunities for resource mobilization within their programming environment, an important step towards sustainability.
- **Strategic Planning:** Several Organizations are examining their strategic goals and objectives, and have invited ENCAP to provide technical assistance for strategic planning retreats.



The ENCAP Approach Operationalizes a New Partnership Paradigm That Is Systematically Reinforced in Every Project Activity

Mapping/Rapid Assessment Meeting

- Organizations established a shared vision of the context of HIV prevention by voicing their experiences and identifying strengths and weaknesses of the current response.
- New perspective emerged in which Organizations saw themselves as experts and lead actors responding to needs they identified and prioritized for their communities.

Program Launch

- “Partnership principles” were collectively elaborated espousing tenets of equality and accountability – key elements of the new partnership paradigm.
- Participants took part in a simulation exercise where concepts of capacity building and change management were introduced and tied to each Organization’s initiatives and actions, rather than ENCAP-led events.

Participatory Capacity Assessment and Change Management Exercise

- Organizations established a future vision of their Organization after meeting their capacity building objectives.
- Organizations assessed their capacity based on a maturity model in order to establish a baseline of relevant and meaningful indicators for future self-assessment.

Capacity Building Action Planning

- Organizations identified and prioritized capacity development activities in a 6 month Action Plan.
- Organizations implemented meaningful activities without external support to achieve quick wins.

Grant Applications for HIV Service Delivery and Capacity Building Programs

- Organizations propose HIV prevention programs that meet their prioritized community needs.
- Organizations are required to demonstrate progress against benchmarks in their Action Plan and provide cost share contribution.

Series of ENCAP Capacity Building Events

- Events address capacity gaps identified and prioritized by Organizations while reinforcing change management, leadership, equality, and accountability of Organizations for their Action Plans.
- Experiential learning methods, including critical analysis of the context and rational discourse around actions necessary to transform that context, are used.

ENCAP’s capacity building approach, based on the Transformational Learning Theory, demonstrates how jointly defining and then operationalizing a Partnership Paradigm at the start of a project can quickly and tangibly lead to greater local ownership of capacity building efforts and improved capacity outcomes. Results presented in this poster are based on observations of ENCAP project staff and self reports of Organizations’ staff. Additional evaluation data – generated through Organizations’ annual reassessments and the formal project evaluation in 2012 – will contribute to analysis of this approach and identify areas for further improvement.

“Many of the things we do are at the instance of the donor and had made us forget to put our internal systems in place. We now know it is important for CACA to have its own systems in place. ENCAP is different from other partners as it has engaged us partners right from the scratch.”

Kennedy Tabuko, Programme Manager, Catholic Action Committee on HIV/AIDS, Abuja

“This assessment has revealed our shortcomings. We shall start working on ourselves immediately.”

Josephine Habba, National Coordinator, Jireh Doo Foundation, Benue State

“This process has provided an opportunity for us to pay attention to little details for organizational development that we have unknowingly overlooked over time”

Mrs. Ugo Nnachi, Executive Director, Daughters of Virtue and Empowerment Initiative, Ebonyi State

¹ In this poster, “Partnership Paradigm” is an academic construct defined as the relationship and power dynamics between two organizations working together towards a shared goal.

² Mezirow, J. “Contemporary Paradigms of Learning.” *Adult Education Quarterly*, 1996, 46, p. 162.