



Scope of Work



Country: **Botswana – Gaborone**
Host site: **Botswana Christian AIDS Intervention Program (BOCAIP)**
Assignment title: **Human Resource Specialist**
Length of assignment: **6-12 months**

OVERVIEW OF VOLUNTEER ASSIGNMENT

The American International Health Alliance (AIHA) manages the HIV/AIDS Twinning Center, a program funded by the US President's Emergency Plan for AIDS Relief (PEPFAR) and designed to strengthen human and organizational capacity to provide quality HIV/AIDS prevention, care, and treatment services through volunteer-driven activities. In Botswana, AIHA currently supports five twinning partnerships that focus on: i) palliative care; ii) orphans and vulnerable children; iii) voluntary counseling and testing; and iv) media, as well as the Volunteer Healthcare Corps, a component of the Twinning Center that facilitates placement of highly qualified professionals in long-term volunteer assignments within twinning partnerships.

With the goal of improving access to quality HIV prevention services, including voluntary counseling and testing, the HIV/AIDS Twinning Center has linked the Botswana Christian AIDS Intervention Program (BOCAIP) with the AIDS Support Organization in Uganda (TASO). The overall goal of this south-south partnership is to strengthen the capacity of BOCAIP to provide quality HIV counseling and testing programs in Botswana. Specifically, partners are working to:

- Improve organizational capacity as a means of making HIV counseling, testing, prevention, care, and support services more readily available to children and adults;
- Strengthen organizational capacity and quality of service by developing and implementing a quality assurance program;
- Develop a comprehensive Supportive Counseling Program; and
- Share experiences of TASO regarding implementation of an organizational capacity building program for CBOs.

This partnership is working closely with a second, very similar VCT partnership that pairs Tebelepole VCT in Botswana with the Nairobi, Kenya-based Liverpool VCT.

Partners have focused on developing post-test protocols and procedures, including a proper exit strategy for clients and improved linkages to existing support services. They have also developed informational materials for clients. BOCAIP, Human Development Trust, and The AIDS Service Organization have also conducted an organizational capacity assessment of BOCAIP to guide future activities and trainings, as well as to ensure a coordinated effort among donor organizations.

In-country placement site: Botswana Christian AIDS Intervention Program (BOCAIP)

BOCAIP is a national level faith-based organization (FBO) founded in 1996 by a small group of religious leaders in response to the call for the first September month of prayer for HIV/AIDS in Botswana. BOCAIP was officially registered as a nongovernmental organization in 1999 under the Societies Act of Botswana.

BOCAIP's mission is to create a Christian response to the HIV/AIDS challenge in Botswana. The program contributes to HIV/AIDS prevention and care by promoting behavior change from a Christian perspective and providing Christ-like care and support for those infected with and affected by HIV/AIDS. By providing service through counseling and care, BOCAIP helps families to experience spiritual, emotional, and physical health.

Governed and administrated by the national office in Gaborone, BOCAIP operates a network of 11 Christian HIV/AIDS counseling centers in 11 districts across the country. Through its centers and national office, BOCAIP maintains a myriad of partnerships with local churches, religious leaders, faith-based organizations, and other HIV/AIDS service networks in Botswana.

The organization has a pool of more than 129 employees. Its centers are located in: Maun (with a satellite branch in Gumare); Molepolole (with satellite branches in Kumakwane and Thamaga); Ramotswa (with satellite branches in Mogobane, Otse, and Tlokweng); Lobatse; Kanye; Gaborone; Francistown; Masunga; Selebe Phikwe; Serowe; and Tsabong.

BOCAIP operates in six program areas:

- (1) HIV/AIDS Counseling and Testing Services
- (2) HIV/AIDS Prevention Programs
- (3) Care for Orphans and Vulnerable Children (OVC)
- (4) Youth Services
- (5) Peer Mother Project (focus on PMTCT)
- (6) Training of HIV/AIDS Counselors

The challenge facing the organization is a lack of clear policies and procedures in human resource. The Human Resource Specialist will be responsible for providing human resource advice, training, and technical support services to BOCAIP officials in the areas of staffing, recruitment, classification, and compensation. The Human Resource Specialist will advise and train in HR procedural and regulatory requirements, recruit health specialists and professionals, as well as administrative and support staff.

Length of the assignment: 6-12 months, assuming a full-time work schedule

Name and title of supervisor: Irene Mpho Kwape, Executive Director

Volunteer qualifications:

Required:

- Bachelor's or Master's degree in human resources management, social sciences, business, or public administration. Additional experience in organizational development, human resources development, strategy and systems, or related subjects will be an advantage
- At least five (5) years of progressively responsible experience in human resources management
- Experience in negotiations, conflict management, facilitations, and presentations on human resource development processes
- Proven knowledge of systems interventions and organizational development principles
- Excellent interpersonal skills and the ability to work with staff at all levels
- Excellent written and verbal communication skills, including presentation skills
- Ability to develop and conduct relative and effective individual and group training presentations
- Ability to organize tasks and time to ensure timely completion of all projects and responsibilities
- Ability to write reports, business correspondence, and procedure manuals.
- Ability to effectively present information and respond to questions from groups of managers or staff
- Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited resources exist
- Ability to work cooperatively and successfully in a team

Preferred:

- Advanced university degree (Masters degree or equivalent)
- Experience in HR policy development, recruitment, and staffing with an international organization
- Previous experience in working with diverse professionals or working in a developing country
- Working knowledge of Tswana

OBJECTIVE OF THE VOLUNTEER ASSIGNMENT

Objective: The objective of the Human Resource Specialist (HRS) volunteer is to provide advice, training, and support to improve BOCAIP's organizational effectiveness and engagement processes by enhancing the abilities of staff and team members to work cohesively toward achieving common goals; to better operate on change enablement principles; and in so doing, promote a healthy team culture where success is celebrated and people are valued.

ACTIVITIES OF THE VOLUNTEER ASSIGNMENT

Volunteer activities:

- Provide leadership and administration for a company-wide, comprehensive employee and organizational development program, including employee and organizational learning opportunities, change strategies, and training initiatives that promote professional excellence
- Conduct and/or direct a staffing needs assessment for BOCAIP headquarters and centers to determine measures required to enhance employee job performance and overall company performance, as well as needs for training and staff development to help better achieve company goals and objectives
- Identify and incorporate best practices and lessons learned into program plans
- Review current HR-related policies and procedures and identify areas needing updates, codification, and/or classification
- Provide a broad range of consultative services to all levels of employees regarding policies and procedures; update job descriptions and core competencies for each position
- Design and develop HR training programs for management and employees; develop and maintain instructional programs
- Develop learning activities, audio-visual materials, instructor guides, and lesson plans
- Review evaluations of training courses, objectives, and accomplishments.
- Make assessments of effectiveness of training in terms of employee accomplishments and performance; update staff evaluation and appraisal protocol
- Assist with standardization of timesheets and timesheet policies
- Consult with management on performance, organizational, and leadership matters
- Accurately represent management directives and employee needs by designing, developing, delivering, and continuously evaluating training curricula
- Participate in the design, development, implementation, integration, and assessment of initiatives including organizational change, organizational analysis, faculty and employee renewal learning, training programs and courses
- Facilitate team building workshops, exercises, or programs to enhance the cohesiveness of teams, including workshops on burnout reduction and morale boosting
- Conduct review of employee benefit structure and collaborates with senior management to implement changes if necessary
- Conduct continuous training of BOCAIP officials on employee engagement to improve and increase performance and retention
- Develop and/ or review staff appraisal system, which includes self-appraisal and is carried out at set times during the year
- Develop staff incentive system that may not be necessarily financial

EXPECTED OUTCOMES OF THE VOLUNTEER ASSIGNMENT

Deliverables:

- Action Plan describing specific activities, timeframes, outcomes, and the required resources to be conducted for the duration of the volunteer assignment
- Organizational assessment of the placement site
- Monthly reports to host site and AIHA's HIV/AIDS Twinning Center tracking experiences, successes, and challenges
- Final report

RESPONSIBILITIES OF PARTICIPATING STAKEHOLDERS

Volunteer:

- Complete the scope of work in the timeframe outlined
- Complete organizational assessment within the first two weeks of assignment
- Complete monthly monitoring and evaluation reports
- Submit a post-assignment final report and participate in an exit interview
- Interact with clients, community members and local staff in a manner that is consistent with social, cultural, and traditional norms and values
- Adhere to the AIHA Volunteer Code of Conduct

Partner organization/host site:

- Provide resources necessary for the volunteer to carry out assignment successfully
- Identify a placement site for the volunteer to ensure sustainability of volunteer activities
- Submit performance assessment reports on the volunteer to the Twinning Center

AIHA Twinning Center:

- Conduct pre-assignment orientation and training for volunteer and placement site staff
- Provide volunteer with safe housing, monthly allowances, medical evacuation coverage, and travel-related costs to and from placement site
- Provide ongoing support of volunteer as needed