



Scope of Work



Country: **Botswana – Gaborone**
Host site: **Botswana Christian AIDS Intervention Program (BOCAIP)**
Assignment title: **Organizational Development 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

BOCAIP has a strategic plan in place that was valid from 2003-2008, however it is necessary to conduct a review of its strategy, role, and the function of the Board of Directors, as well as the activities of staff and volunteers and how these align with the organization's goals and objectives.

The Organizational Development Specialist will develop, implement, and evaluate a comprehensive program to strengthen the organizational capacity of BOCAIP.

Volunteer activities will emphasize the following:

- (1) Governance, policy, and practice
- (2) Executive leadership and professional development
- (3) Organizational structure and efficiency
- (4) Participation in strategic planning
- (5) Grassroots engagement and community collaboration

(6) Funding diversification and resource development

The Organizational Development Specialist volunteer will collect and review relevant documentation on BOCAIP to gain insight on the organizations' programs and challenges, which will inform the development of effective and appropriate interventions. The volunteer will conduct additional research through meetings with staff at the three host organizations to assess their capacity and ability to meet their goals. The Organizational Development Specialist will provide consultation, assistance, and resources to host NGO management, staff, and the Board of Directors. The volunteer will develop an action plan for the host site(s) that outlines the schedule of planned activities s/he will implement during the assignment.

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:

- Appropriate social or communication degree or equivalent qualification
- Five (5) years experience working with an NGO on HIV/AIDS programs, preferably a faith-based organization
- Demonstrated project management skills
- 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 communicate clearly and concisely both orally and in writing
- Self-starter with proven ability to organize tasks and time to ensure timely completion of all projects and responsibilities
- Effective consultation and meeting facilitation skills
- Knowledge of a broad range of strategic planning and organizational development principles
- Experience in appropriate program development and design, including proposal writing and program budgeting
- Strong problem solving, leadership, and analytical skills
- Ability to read, analyze, and interpret general periodicals, professional journals, technical procedures, or governmental regulations
- 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

Preferred:

- Previous experience in working with diverse professionals or working in a developing country
- Experience in fundraising, facilitations, and presentations on organizational development processes
- Working knowledge of Tswana languages

OBJECTIVE OF THE VOLUNTEER ASSIGNMENT

Objective: The objective of this Organizational Development Specialist volunteer assignment is to develop, implement, and evaluate a comprehensive program to strengthen the organizational capacity of BOCAIP. Specifically, the volunteer will assess the organizational development needs of the host site and use the assessment findings to design and implement programs to address those needs.

ACTIVITIES OF THE VOLUNTEER ASSIGNMENT

Volunteer activities:

- Participate in the development and/or implementation of organizational assessment instruments and/or strategies to identify areas of critical need for organizational development, process enhancement, and sustainability
- Participate in ongoing organizational strategic planning
- Research and review literature, resources, and information that can be used to inform the work of the organizations
- Evaluate programs and initiatives to determine the appropriate organizational effectiveness interventions needed to meet organizational goals; provide support to overall monitoring and evaluation processes as required
- Build the capacity of program staff to better understand and implement appropriate monitoring and reporting systems
- Assist in developing procedures for data filing, data analysis methodologies, and management reporting
- Set up systems for timely reporting of information for donor quarterly reports and monthly donor management meetings
- Assist management in developing effective strategic planning outcomes assessment techniques
- Facilitate the implementation of organizational effectiveness interventions
- Provide coaching to organizational leaders, senior management, and executives on organizational growth.
- Develop and facilitate a training workshop on communication and fundraising for management and staff; support project staff to identify potential external and internal donors
- Confer with management to gain knowledge of specific work situations requiring employees to better understand changes in policies, procedures, regulations, and technologies and to manage the change

- Create a leadership development program to ensure all leaders and potential leaders have the necessary skills to succeed
- Complete other management and partner reports in a timely manner
- Support BOCAIP staff in grant writing to secure funding to support the organizational capacity building efforts at the local level; conduct proposal writing workshops for representatives of each BOCAIP center

EXPECTED OUTCOMES OF THE VOLUNTEER ASSIGNMENT

Deliverables:

- Action Plan describing specific activities with specific timeframes and outcomes (and anticipated needed resources stated for each activity) 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
- Organizational strategy that aligns with key initiatives through the use of organizational effectiveness interventions.
- Final report
- Needs assessment of each placement site including an analysis of staff education and training needs

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