



WORKING TOGETHER FOR
AN AIDS-FREE FUTURE
FOR GIRLS & WOMEN

Empowering Africa's Daughters

*Lessons from the DREAMS
Innovation Challenge*



Photo: Lambert Coleman / Hans Lucas

Determined

Resilient

Empowered

AIDS-Free

Mentored

Safe



JSI RESEARCH & TRAINING INSTITUTE, INC.



Transformative Impact and Lessons Learned

*Shombi Ellis, Regional Director, Southern Africa, DREAMS
Innovation Challenge Funds Manager, JSI*

Determined

Resilient

Empowered

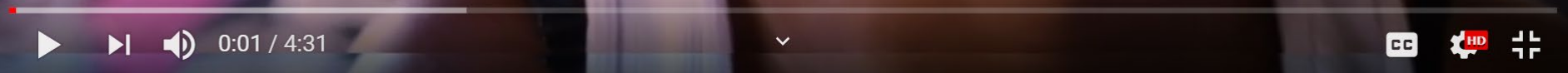
AIDS-Free

Mentored

Safe



DREAMS Fulfilled



<http://bit.ly/DREAMSfulfilled>

About the Challenge

➤ Partnership led by PEPFAR to accelerate progress toward **zero new HIV infections** among **adolescent girls & young women (AGYW)**

➤ Piloted **46 innovations** with the potential to **catalyze effectiveness** of the DREAMS initiative in 6 areas of focus

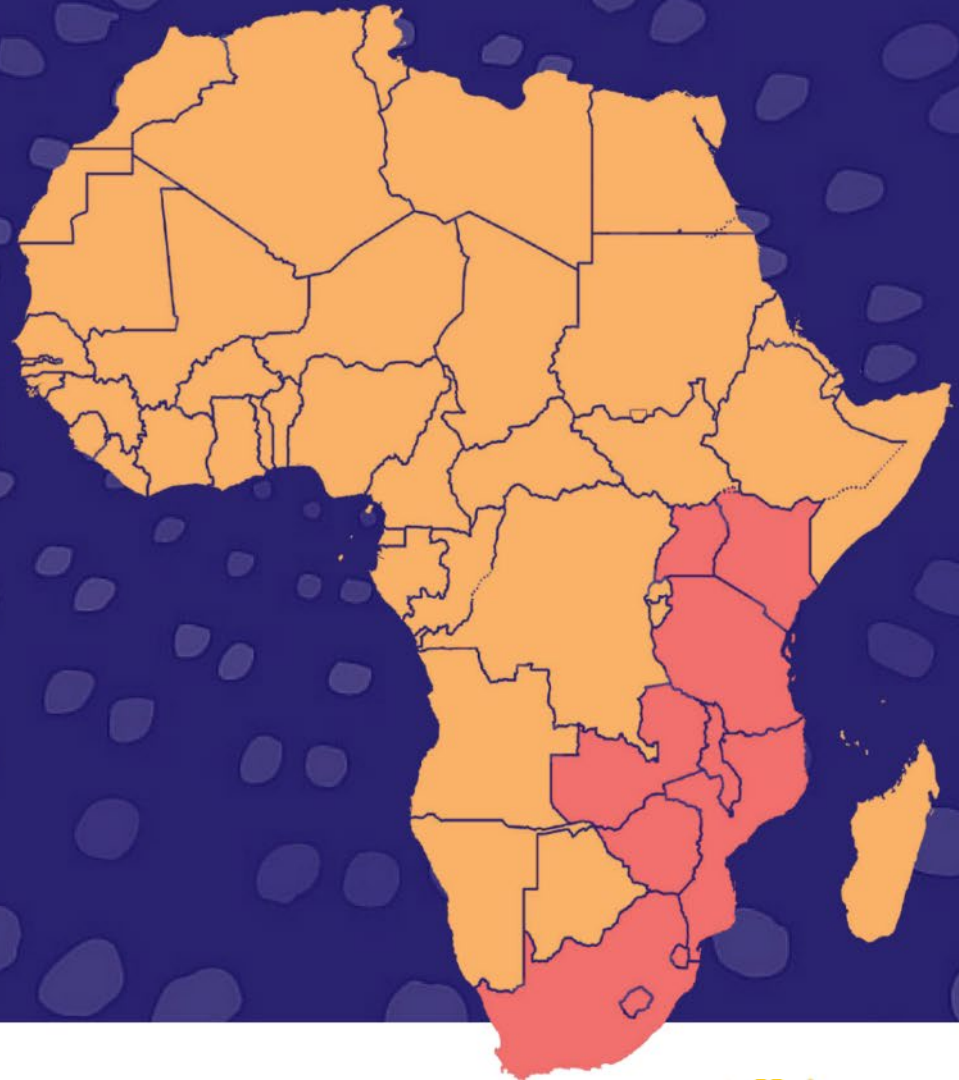


Photo: VSO/Adriane Ohanesian and USAID Office of HIV and AIDS

DREAMS Innovation Challenge Countries

10 DREAMS
COUNTRIES

Country	Projects
eSwatini	1
Kenya	13
Lesotho	1
Malawi	5
Mozambique	3
South Africa	7
Tanzania	6
Uganda	8
Zambia	6
Zimbabwe	3





DREAMS Innovation Challenge

Focus Areas (FAs)



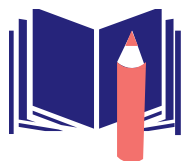
Strengthening Capacity of Communities for Service Delivery

- **5** grantees



Supporting Pre-Exposure Prophylaxis

- **4** grantees



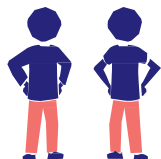
Keeping Girls in Secondary School

- **21** grantees



Providing a Post-Secondary School Bridge to Employment

- **9** grantees



Linking Men to Services

- **3** grantees



Applying Data to Increase Impact

- **4** grantees

A woman in traditional Zimbabwean attire, including a white beaded top and a patterned skirt, is smiling and balancing a large red bucket on her head. She is holding the handle of the bucket with her right hand. In the background, a large crowd of people is gathered in an open field, some sitting and some standing. A man in an orange shirt and red cap is visible on the right side of the crowd. The scene is set outdoors with hills in the distance.

FA 1: Strengthening Capacity of Communities for Service Delivery



A beneficiary of Culture Fund of Zimbabwe Trust's DREAMS-IC program during a festival that used art and performance to challenge cultural norms that inhibit access to sexual & reproductive health (SRH) services.



Photo: Lambert Coleman / Hans Lucas



“

“Before going to [peer education sessions on HIV-prevention and SRH], if my mum was saying something to me, I could have been very rebellious.”

- Irene, age 22, beneficiary of ICS Africa, Kenya



Culture Fund of Zimbabwe Trust



INNOVATION

- Deployed a **creative knowledge toolkit** to re-shape value systems on early marriage and sexual debut, and AGYW access to SRH information and services.
- Offered **BOMISO (Body, Mind and Soul)** sessions at in- and out-of-school clubs to educate AGYW about SRH/HIV, and build their confidence and ability to care for their health.
- Income generation via the arts.



RESULTS

- **6,476 AGYW** participated in **BOMISO** sessions.
- **8 community-based organizations** (CBOs) rolled out BOMISO sessions & field programming.
- **40,239 people** participated in creative knowledge toolkit dialogues, changing perceptions of AGYW access to SRH services.
- **200 young women** learned to create and sell crafts from found objects.



Culture Fund of Zimbabwe Trust

LESSONS



Go beyond superficially addressing norms and values to **challenge underlying causes of harmful attitudes** and upend retrogressive **cultural norms**.



Creative events such as social circus and giant puppet shows can **break barriers & taboos** and **provoke dialogue** on gender inequality.



Reduce friction by **working within a culture** to expose false elements and capitalize on aspects that are **empowering**.



FA 1: Strengthening Capacity of Communities for Service Delivery

Results



143 organizations/service delivery systems strengthened



341,619 female



155,795 male

community members mobilized



89,777 females



10,448 males

received HIV testing services
(HTS) & received their test
results



FA 2: Keeping Girls in Secondary School



Joy, 16, was selected by the girls at her school to become a peer educator. Brick by Brick taught Joy counseling skills and how to talk to her peers about sensitive issues such as HIV and gender-based violence (GBV).



“

“Before this program, the menstrual period could lead [girls] to absenteeism, even school dropout. I thank DREAMS to give us good messages. It has helped the girls to be determined, to be confident in what they are doing.”

- Joy, Brick by Brick, Uganda



Photo: Lambert Coleman / Hans Lucas



World Education, Inc./Bantwana Initiative - eSwatini, Tanzania, Zimbabwe *Samukeliso Busika (eSwatini)*



INNOVATION

- Developed **early warning system** and **Protect our Youth (POY)** clubs to build vulnerable AGYW's **protective and social assets** to remain in school.
- Provided **non-formal education** (NFE), mentoring, protective and social assets, and early childhood stimulation skills to **out-of-school teen mothers**.



RESULTS

- **1,402** in-school AGYW reached through POY clubs.
- **322** out-of-school girls reached with NFE (155 Swaziland General Certificate of Education; 119 Junior Certificate; 48 primary school).
- **79%** who sat for national exams passed one or more.



World Education, Inc./Bantwana Initiative - eSwatini, Tanzania, Zimbabwe *Samukeliso Busika (eSwatini)*

LESSONS



Mentor program was “**the change agent,**” providing **soft & direct support** to retain girls in their education pathway.



Reaching girls once they are out of the formal education system is challenging, expensive, and hard to do at scale. **Designating funds to retain girls in school is wise.**



FA 2: Keeping Girls in Secondary School

Results



98% school
retention rate



34,946 girls
provided with access
to menstrual hygiene
products & services



136,477 learners
reached in secondary
school or equivalent



103,045 females



33,432 males

FA 3: Linking Men to Services



Rose from Afya Mzuri's outreach team asks Jeff to join an insaka where he can learn about health and HIV-prevention methods.



“

“Because of
DREAMS, I now know
my HIV status and
different HIV-
prevention
methods.”

- Ronald, age 22, Zambia, Afya
Mzuri



Photo: Lambert Coleman / Hans Lucas



Afya Mzuri, Zambia Gershom Kapaula



INNOVATION

- Used the **cultural tradition of *insakas***, or meeting places
 - Weekly dialogues for men ages 18+ to break the silence about sexuality, gender, and HIV transmission.
- Invited men through **TV & radio advertising, outreach workers, and counselors** to *insakas* at 30 bars in 5 zones throughout Lusaka.
- Gave men HIV-prevention **education, testing, and referrals** to services like voluntary medical male circumcision (VMMC).



RESULTS

- **3,037** men attended *insakas*.
- **79%** of men viewed GBV as less acceptable after participating.
- **763** men completed referrals for HTS and VMMC.
- **354,519** condoms delivered through outreach workers and bar owners.
- **27 of the 30** bars instituted workplace wellness and HIV policies to sustain the activity.



Afya Mzuri, Zambia Gershom Kapaula

LESSONS



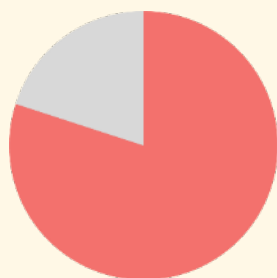
Bars and taverns can be allies in the fight against HIV and AIDS and harmful gender norms, but owners may be hesitant to participate if they are not given **opportunities to ask questions** and have **their concerns addressed**.



Men-only dialogues can **shift long-held attitudes** that women are to blame for HIV and GBV.



FA 3: Linking Men to Services Results



80% of males demonstrated
comprehensive knowledge on HIV



10,448 males
received HIV testing &
received their test
results



805 males
underwent VMMC



FA 4: Supporting Pre-Exposure Prophylaxis (PrEP)

Mercy started using PrEP after meeting a peer educator. “I recommend PrEP to some of my friends who are at risk, and one of them is taking it.”



Photo: Lambert Coleman / Hans Lucas



“

“I know about PrEP from a friend who got infected [with HIV]. She wanted me to stay negative. I call her my ‘PrEP champion’.”

- Beryl, age 22, Kenya, Bar Hostess
Empowerment and Support Programme



Bar Hostess Empowerment & Support Programme – Kenya



INNOVATION

- Used **radio shows, social media, musical events, celebrities, peer educators, and champions** to create & sustain demand for PrEP among high-risk AGYW.
- Linked **AGYW to clinical services** at youth-friendly drop-in centers for HTS & PrEP, SRH, GBV.
- Conducted **peer-led support groups** for PrEP continuation.
- Added **economic empowerment** component.



RESULTS

- **20,583** AGYW reached with PrEP information via community mobilization activities.
- **17,947** AGYW reached with HTS.
 - Of whom, 113 were initiated on treatment
- **4,957** AGYW provided with PrEP.
- **60%** actively continuing PrEP.



Bar Hostess Empowerment & Support Programme – Kenya

LESSONS



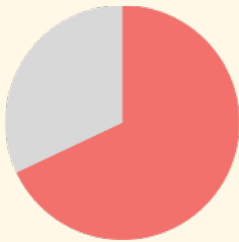
To optimize PrEP uptake and continuation, **emphasize youth-friendly outreach and services.**



Engage AGYW in support groups to overcome barriers to PrEP continuation and adherence.



FA 4: Supporting Pre-Exposure Prophylaxis *Results*



68% demonstrated
comprehensive
knowledge on HIV
& AIDS



9,742 AGYW



192 ABYM

newly enrolled on PrEP

FA 5: Providing a Bridge to Employment



In the city of Beira, Mozambique, Business in a Box, implemented by IdeiaLab through the DREAMS Innovation Challenge, increased girls' economic security through self-employment.





“

“I enrolled in the food and beverages training provided by ACWICT. I loved that we were being taught... how a lady can take care of herself and meet her own needs. After three months of training, I got a job at a restaurant.”

- Praxidies, age 23, The African Centre for Women, Information and Communications Technology, Kenya



Save the Children – Malawi

Esther Gama



INNOVATION

- Built transferable **life skills** (positive identity, HIV prevention), **entrepreneurship** and **employability skills** (communication, job searching), and **hard skills** (carpentry, farming, welding, etc.).
- Provided **start-up cash** for businesses and tools.
- Implemented **norm-change interventions** for spouses, parents/guardians, community leaders, and community members.



RESULTS

- **3,222** AGYW completed workforce development.
- **2,090 (65%)** of whom obtained new or better employment.
- **549** providers were trained to better serve vulnerable AGYW.



Save the Children – Malawi

Esther Gama

LESSONS



Link girls with other partners to create **demand for HIV testing** and prevention services.



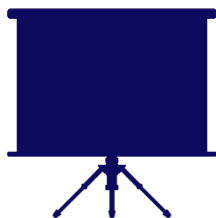
Capitalize on girls' **pre-existing skills**.



Find innovative ways to elicit **support from spouses**, such as business capital and labor contributions.



FA 5: Providing a Bridge to Employment *Results*



31,070 AGYW
completed workforce
development training



16,813 AGYW placed
in **new or improved
employment**

FA 6: Applying Data to Increase Impact



Ushahidi combined open data on HIV and AIDS with direct feedback from constituents in Kenya, Tanzania, and Uganda to show decision-makers which activities worked.



“

“When I found out my HIV status, I was surprised and very upset... A few months later, I was introduced to Premise and joined its WhatsApp group and found other people my age who were facing the same struggles. In the group, we shared our experiences and supported each other. The project has encouraged us to be more confident.”

- Evelyne, 21, Kenya, Premise Data Corporation



Photo: Lambert Coleman / Hans Lucas



AidData, College of William & Mary

– Zambia, *Emilie Efronson*



INNOVATION

- Partnered with Zambia's National HIV/AIDS/STI/TB Council (NAC) on its management information system (MIS) upgrade **covering all 116 districts**.
- Equipped government and implementing partners with information to allocate resources and deliver HIV-prevention and treatment services to vulnerable AGYW.



RESULTS

- Reached **1,176** NAC MIS users including **918** reporting stakeholders across **366** organizations.
- Integrated **2** data sources (DHS; DHIS2) for a holistic picture of prevention and treatment efforts.
- Trained **29** master trainers who then trained **116** district AIDS coordination advisors on the NAC MIS system.



AidData, College of William & Mary

– Zambia, *Emilie Efronson*

LESSONS



Responding to **stakeholders' needs and demands** is **critical** to ensure health information system **buy-in and use**.



Partnerships built on **clear expectations**, roles, and responsibilities, and **mutual trust** are key to ensure **long-term sustainability** of health system improvements.

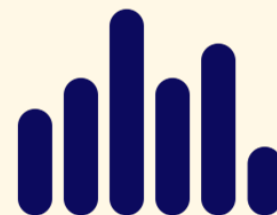


FA 6: Applying Data to Increase Impact *Results*



108,166

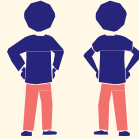
AGYW reached with
improved data platforms to
facilitate decision making



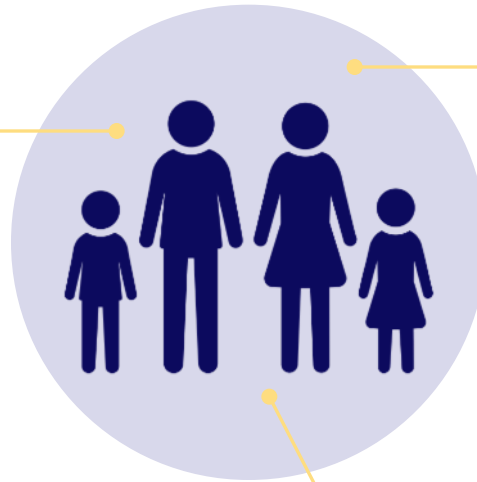
356

organizations/entities/
institutions provided with
improved data for decision
making

Impact Across All Focus Areas

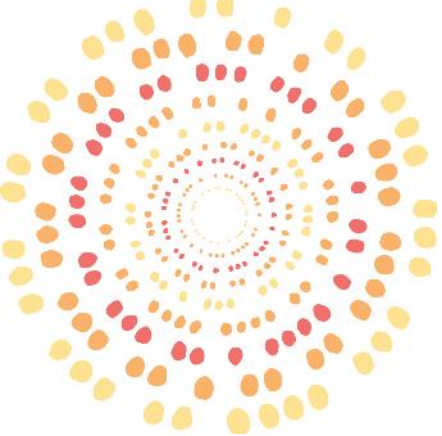


144,479 females &
13,538 males
reached with
standardized,
evidence-based
interventions to
promote adoption of
HIV-prevention
behaviors and services.



89,777 females &
10,448 males
received HTS and
received their test
results .

21,703 orphans, vulnerable children,
and families affected by HIV served
through DREAMS Innovation Challenge.



Gender-Equity Promotion & Sustainability



73% of participants **viewed GBV as less acceptable** after participating in or being exposed to USG programming.



52% of grantees **secured continued funding** for their DREAMS innovation or related work.

Overarching Lessons from the DREAMS Innovation Challenge



Provide standardized, **evidence-based curricula** designed for each group: faith leaders, parents, AGYW, adolescent boys and young men (ABYM).



Cultural events & edutainment engage young people, enhance girls' agency, are a platform for HIV services, and foster wider community social and behavior change.



Provide **male-friendly spaces** for ABYM to access information, services, and supplies (e.g., men's clinics, sport events, bars, or social spots).



Consider local sensitivities and **country policies** when engineering PrEP buy-in for AGYW.



Prevent **economic discrimination** on the basis of sex and sexual harassment in the workplace by engaging with **law and policy**.

Overarching Lessons from the DREAMS Innovation Challenge



Involve government structures at **all levels in project design** to ensure data platforms **fill gaps** versus duplicate efforts, and to **maximize future data use** in decision making.



Layer interventions to provide comprehensive services that **meet adolescent girls' diverse and fluid needs**.



Be flexible and ready to **adapt interventions** to increase likelihood of **successful outcomes**.



Involve **girls and young women in planning** to ensure **responsive programming**.



Align innovations with **current policy or institutional shifts** for uptake and adoption at scale.



Foster a **culture of innovation** and **connection** within and across sectors to **increase impact**.



**“A SOCIETY GROWS GREAT WHEN
PEOPLE PLANT TREES WHOSE SHADE
THEY KNOW THEY WILL NEVER SIT IN.”**

-UNKNOWN





WORKING TOGETHER FOR
AN AIDS-FREE FUTURE
FOR GIRLS & WOMEN

Empowering Africa's Daughters

*Lessons from the DREAMS
Innovation Challenge*



Photo: Lambert Coleman / Hans Lucas

Determined

Resilient

Empowered

AIDS-Free

Mentored

Safe



JSI RESEARCH & TRAINING INSTITUTE, INC.



Capacity Strengthening:

Enabling Partners to Lead HIV-Prevention for Adolescent Girls and Young Women

Wamuyu Manyara

Regional Director, East Africa, DREAMS
Innovation Challenge Funds Manager, JSI

Determined

Resilient

Empowered

AIDS-Free

Mentored

Safe

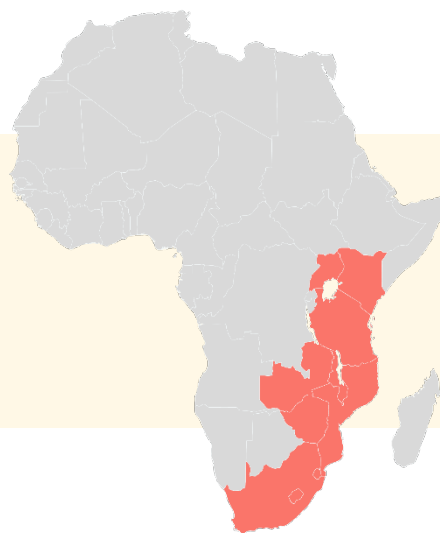


JSI RESEARCH & TRAINING INSTITUTE, INC.

Diversity of JSI Partners

46 prime partners across **10** countries

- 37 third-tier partners (73% indigenous African organizations)



50% indigenous African organizations (23)



13% faith-based (6)



37% new to PEPFAR funding as primes (17)



11% working in 2 or more countries (5)



21% led by women (10)

JSI Role as Funds Manager



Grants Management

- **Reviewed/negotiated grant/budget**
- Conducted pre-award assessment
- Prepared/signed contract in line with pre-award
- Monitored finance & program progress



Monitoring & Evaluation

- Established baseline
- **Jointly agreed to performance indicators & monitor**
- Flagged, reported, and adapted to challenges/success
- Disseminated evidence to partners & beyond



Capacity Strengthening

- Conducted pre-award assessment
- Tailored organization capacity assessment (OCA)
- Structured plan to address gaps co-identified
- Delivered range of CS interventions

Holistic Capacity Strengthening Model



JSI's Approach

- **Early engagement**
- **Two-pronged approach**
 - Training & TA for all grantees (46)
 - Tailored support to a sub-set of grantees (25)
- **Participatory assessment process (OCA)**
- **Customization & iteration of support**
 - On-site coaching
 - Distance learning through webinars
 - Demand-driven training series



Organizational Capacity Assessment Domains



- Governance
- Administration
- Human Resources
- Financial Management
- Organizational Management
- Program Management & Project Implementation

Photo: SAYWHAT

JSI Innovation for Tracking Capacity Changes



OCA tool established baseline measures in institutional functioning across 6 domains.

OCA TA plans, jointly developed and owned by grantees, set priorities, goals, and action steps.



The “OCAmeter” enabled JSI to support continuous monitoring of progress in institutional functioning.

In-country teams used **standardized site visit checklists** to track progress and assess how new policies and procedures were being operationalized.

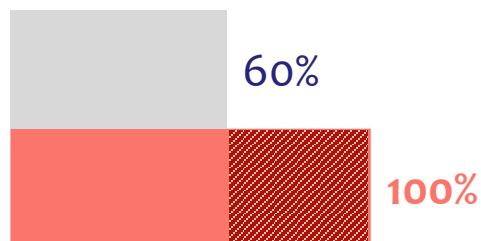


Capacity Strengthening: *Illustrative Results*

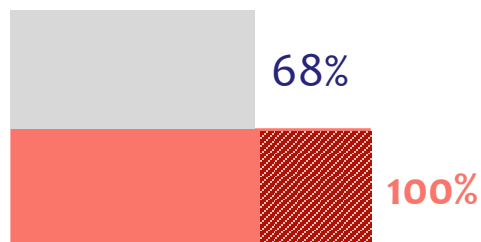
■ Baseline ■ End of Project ■ Improvement

Financial Management

Finance Manual

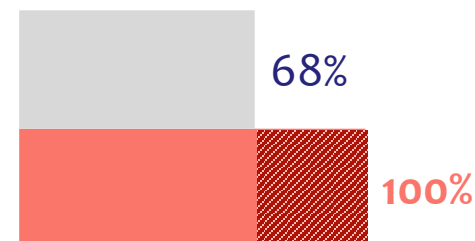


Internal Controls

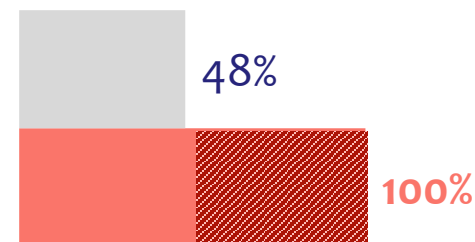


Human Resources Management

Personnel manual



Job descriptions

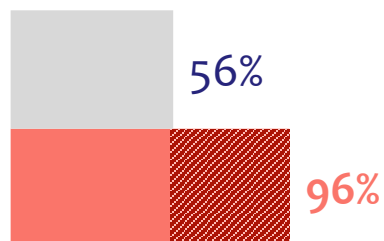


Capacity Strengthening: *Illustrative Results*

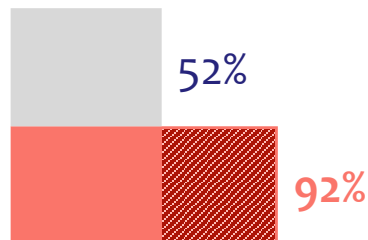
■ Baseline ■ End of Project ■ Improvement

Organizational Management

Strategic Plan

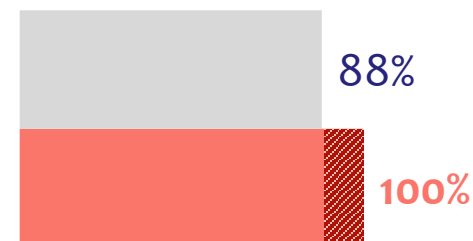


Resource Mobilization
Plan

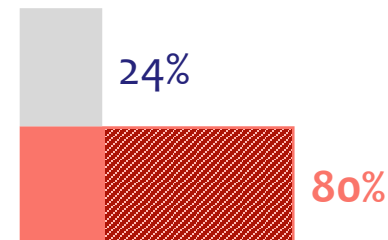


Governance

Legal Registration



Leadership &
Succession Plan



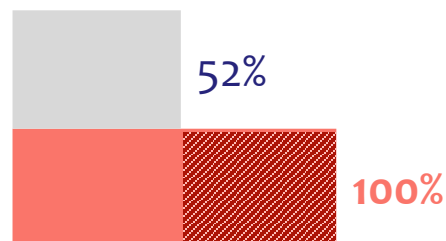
Capacity Strengthening: *Illustrative Results*

■ Baseline ■ End of Project ■ Improvement

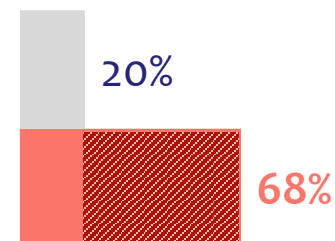
Administration

Project Management

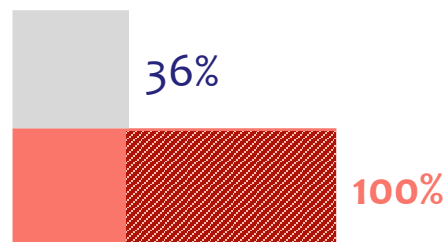
Procurement policy



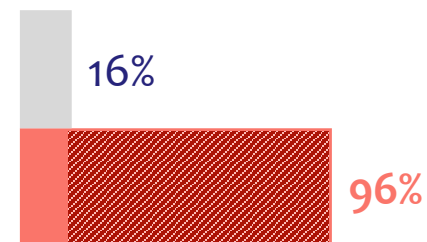
AGYW Engagement Strategy



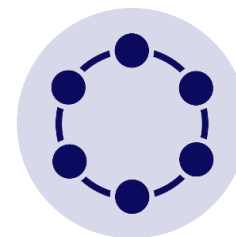
Travel policy



Gender Policy



Changes Realized



Strengthened Capacity

- **New policies to meet USG compliance standards**
 - Timekeeping
 - Travel policy
- **Improved practices**
 - Full documentation for procurement
 - Robust data management systems
- **Ability to leverage results and systems to attract funding**
 - Resource Mobilization plan
 - Communication strategy

Improved Performance

- **Consistency in internal operations**
- **Met targets**
 - 87% of partners met or exceeded at least one target
- **Additional funding for sustainability**
- **Stronger relationships with government stakeholders**

Grantee Feedback



Photo: ICS Africa

‘It is through the DREAMS Innovation Challenge project that we became most visible and strong in these programming areas...’

– ICS Africa (Kenya & Tanzania)

Bar Hostess Empowerment & Support Programme (BHESP) Kenya

Peninah Mwangi, Executive Director

- *Before DREAMS*
 - One clinic with peer educators
 - Limited reach (sex worker focus)
 - Informal organizational systems e.g. office lease
 - 100% community-based board
 - Outdated strategic plan



Photo: BHESP

Bar Hostess Empowerment & Support Programme (BHESP) Kenya:

Peninah Mwangi, Executive Director

- *DREAMS Capacity Strengthening*
 - OCA process
 - Updated strategic plan (including PrEP)
 - Developed/updated manual & processes (e.g. USD account)
 - Increased government engagement



Photo: BHESP

Bar Hostess Empowerment & Support Programme (BHESP), Kenya:

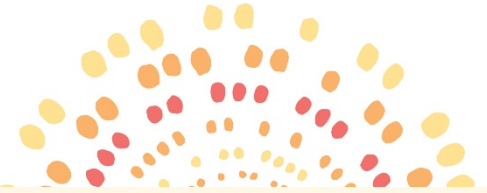
Peninah Mwangi, Executive Director

- *Looking to the future*
 - New funding = new clinics & increased reach
 - Diversified funding & interventions
 - Research
 - Adding economic strengthening
 - Respected government partner
 - BHESP model cited in national guidelines
 - 60% of Nairobi county PrEP clients served by BHESP



Photo: BHESP

Programmatic Achievements



98% of beneficiaries

enrolled in school retention programs remained in school throughout the life of the project (SCH_RET)



Over 23,300 AGYW

participated in programs designed to increase access to productive economic resources (95% of overall target, GNRD-2).



Over 21,700 OVC

and their families provided with services designed to keep girls and boys in school and provide access to HIV education and services. (150% of overall target, OVC_SERV).



Example: Culture Fund of Zimbabwe Trust

Financial Systems Upgrade



Administration & Organizational Systems



Program Management & Project Implementation Gaps



Support through JSI TA

- CFR 200 training and compliance
- Master budget support
- Enhanced risk assessment tools & process

- Operational procedures review
- Filing system design
- Resource mobilization plan
- Communications strategy
- Branding manual
- Child protection

- SOP development
- Standards & guidelines
- M&E protocols
- Working with AGYW

Enhanced Capacity

- ✓ Organization familiar with CFR 200 accounting principles
- ✓ Master budget in place
- ✓ Risk assessment tools cascaded to partner CBOs

- ✓ Finance procedures manuals up to date as reviewed in Q4 2018
- ✓ All staff signed the child protection manuals – flow down to partners of all projects

- ✓ Procedure manuals up to date & SOPs developed and operational

Challenges

- **Varied understanding** of JSI Funds Manager role among grantees, PEPFAR country teams, and DREAMS core partners.
- **Uneven grantee experience** with PEPFAR and/or national technical guidelines for HIV response and gender equity programming.
- **Unexpected mandate** to support the needs of an additional 37 third-tier partners with indirect connection to JSI.



Photo: Ushahidi

Challenges

- Supporting grantees across **multiple geographic locations** and virtual spaces when JSI model of support was country-based.
- Reality of competing priorities with the need to ensure compliance, strengthening institutions, and implementing innovations ALL in a **two-year project timeframe**.



Photo: Ushahidi

Recommendations



More start up time needed, especially for newer/new to USG



Allow time for in-country **alignment** and **coordination**



Start with an “**end game**” in mind for successful innovation

Reflections



Organizations can be catalyzed in a short time frame to better define and pursue their **strategy** and goals.



Continuous, intense **capacity-strengthening** efforts yield **sustainable** changes and results.



Improved **organizational functioning** and **ability** to deliver results must be considered **together**.

Final Thoughts

'The experience with DREAMS made us attractive, heightened our visibility, made us trustworthy with resources because ... organizational capacity assessment & strengthening from JSI result[ed] into good systems in place...'

– Constantine Obuya, CEO, The Africa Centre for Women in ICT (ACWICT)

Photo: ACWICT



WORKING TOGETHER FOR
AN AIDS-FREE FUTURE
FOR GIRLS & WOMEN

Empowering Africa's Daughters

*Lessons from the DREAMS
Innovation Challenge*



Photo: Lambert Coleman / Hans Lucas

Determined

Resilient

Empowered

AIDS-Free

Mentored

Safe



JSI RESEARCH & TRAINING INSTITUTE, INC.