

INTERNATIONAL DEVELOPMENT/HEALTHCARE

Botswana's Epidemic

Organization

ACHAP African Comprehensive HIV AIDS Partnership (ACHAP) is a collaboration between the Government of Botswana, the Bill & Melinda Gates Foundation, Merck Pharmaceuticals and The Merck Company Foundation, working in partnership with Harvard University, Bristol-Myers Squibb, the CDC, and the United Nations. ACHAP is dedicated to supporting Botswana's national response to HIV/AIDS through development, implementation, management and evaluation of healthcare programs.

The Need

In Africa, where over 45 million people carry the human immunodeficiency virus (HIV), the small nation Botswana bears some 300,000 HIV sufferers: that is, nearly one-third of the adult population—by some measures the highest rate in the world. Someone dies there of AIDS every 10 minutes. To combat the problem, the government of Botswana budgeted \$100 million in 2003 to buy drugs, and fund clinics and testing centers throughout its borders. Much of this funding came from ACHAP, a collaboration between the Government of Botswana, the Bill & Melinda Gates Foundation, Merck Pharmaceuticals and The Merck Company Foundation, working in partnership with Harvard University, Bristol-Myers Squibb, the CDC, and the United Nations.

One of the key challenges to managing the HIV/AIDS pandemic is the role of leadership and securing the buy-in of Botswana's government to a leadership model. Despite leadership being identified as a core component

of management and governance, it had not been cited as a specific skill needed to help the nation win the war against AIDS. To achieve behavior change at individual, community and organizational levels, it was important that the government focus on developing leaders with the requisite skills as part of the implementation process of the National Strategic Framework (NSF). ACHAP was engaged by the government to address this challenge and came to Palatine Group to design a leadership training program, work with grantees in development of proposals to secure international funding for HIV/AIDS healthcare, development of a leadership competency model, and consultancy in program and project implementation.

The Customized Solution

With ACHAP partners, Palatine Group conducted interviews, assessments and field visits to develop a strategy for leadership and project management training for ACHAP. Palatine Group determined with ACHAP that the program's strength would lie in private sector management in synergy with government-led strategy, planning and implementation. ACHAP had been able to identify and leverage resources, technical expertise, management consultations, organizational management and training programs to build human resource capacity. A key component of the effort would be the development of an HIV/AIDS leadership model at the individual, community and institutional level to be integrated into Botswana's NSF and to develop competencies which reflect good governance and prudent resource usage. Palatine Group conducted initial workshops with key partners, and developed key instruments and training. These included:

- Project Management training to 75 individuals at NACA, key sectors, and NGO's
- Project Management training of 30 District and Sector AIDS Coordinators (IDM)
- Project proposal writing training to 255 individuals from local communities, NGOs and grantee organizations.

Impact:

Workshop participants included Christian abstinence programs, day care centers for AIDS orphans and umbrella organizations. Via initial workshops with key partners, Palatine was able to define the necessary instruments and training for continued practice. Palatine also provided Project Management training to individuals in key non-government Organizations (NGO's), and to District and Sector AIDS Coordinators (IDM); as well as Training in Program Design and Monitoring and Evaluation to 30 key individuals in the private and public sector.

On both national and local level, Botswana is better managing its own projects, and providing its population with very badly needed medical help. As a follow-up, Palatine is now planning the second phase of the project, which will include capturing lessons learned from Botswana's experience, and disseminating these stories and case studies throughout Africa – to address health issues across the continent.

Botswana is the 'proof of concept' country," said Director of Health and Human Services (HHS) for the BOTUSA Project, Dr Peter Kilmarx, in the Washington Times. "If we can show success here, there is hope we can show success in other countries. What we learned here is the importance of leadership. That is the main thing that can and should be replicated."

About Palatine Group

Founded in 1976, Palatine Group is a leader in Project Leadership and Project Management simulations and technology-based learning solutions. For 30 years, Palatine has helped its clients accelerate their organization's performance, providing measurable results, along with increased profits. Palatine has trained over 50,000 managers, and is the first private company to launch computer-based business and project management simulations.