

4.2: Recommendations

The following recommendations are presented according to the seven objectives/tasks of the study which sought to establish the effectiveness of the TAIP programs in meeting the capacity building needs of partners and those of families affected by HIV/AIDS.

4.2.1: In-depth TAIP program analysis/review of cluster 3

The first objective/task of the evaluation was to carry out an in-depth analysis of the TAIP program focusing on cluster 3. Based on the findings and conclusions the following recommendations are made:

Home Based Care

- The program should be promoted given the opportunity it provides the church to penetrate the community. However it needs strengthening by facilitating the GSTs with home based care kits which are badly needed by the PLWHAs.
- The GSTs should be economically empowered by providing them with income generating projects such as livestock and other viable projects that would motivate them to settle in the community and work without expecting from TAIP any financial support towards lunch or salary. Such projects should be able to increase incomes at household level.
- In addition to individual projects, TAIP should strengthen group projects such as sustainable agriculture from which income could be generated to provide support to the PLWHAs. Such support should aim at meeting material needs such as beddings, clothing, mosquito nets etc, which may not be part of the home based care kit.
- TAIP should review its approach from merely providing training and field support to include providing financial and material support to meet the needs of PLWHAs especially those in critical conditions.
- TAIP should facilitate access to information to the GSTs as regards potential partners who can give financial, technical and material support. This would reduce over dependence on TAIP which is currently seen by many partners as the only source of support.

Child counselling program

- Strengthen the program by including in the advocacy component to take care of the protection of the OVC rights.
- TAIP should consider providing more tangible support to children. Such support can be made by way of empowering families having these children with income generating activities.

Family Life Education

- TAIP should review the program design in such a way as to target the men. The design could include the adoption of methods that can capture their attention such as use of videos, films and music and drama.

Resource Mobilization

- The training program should be reviewed to expose the partners to all forms of resource mobilization including e-fundraising. The e-fundraising would enable the partners to regularly surf on the internet for potential donor.

Organizational Development

- In addition to providing training and field support, TAIP should strengthen the training program by providing technical support in developing among others the partners' systems and procedures, finance management policies and programs guidelines.

Sustainable Agriculture

- TAIP should promote the sustainable agricultural program by providing an opportunity for all the groups to implement it. The process of implementation should however be gradual over a period of time to allow capturing of lessons.
- TAIP should strengthen the required expertise in the community in areas of agriculture. Possibilities of working with the agricultural extension workers at sub-county levels should be explored. These could provide initial and refresher trainings as well as additional technical support.

4.2.2: The efficacy of the current program design approaches/models in responding to the HIV/AIDS

The second objective/task of the evaluation was to assess the efficacy of the current program design approaches/models in responding to the HIV/AIDS. Based on the findings and conclusions the following recommendations are made:

Multiple Church Capacity Building Model

- The trained GST should be economically empowered by providing them with income generating activities from which they can generate income to support their work. In addition, such teams should be facilitated by appropriate transport such as bicycles ⁷which should be owned by the team/church.
- The capacity of the churches/GSTs should be strengthened in areas of resources mobilization. Such a capacity building programs should involve training in both local and external resource mobilization, proposal writing and increasing access to information on potential sources of support.
- The church should emphasis the Christian values such as commitment and integrity in a way that would promote retention of the trained members for a specified period of time serving the church. The church should explore the possibility of signing an agreement with the persons to be trained.
- TAIP should review its training approach to the GST and this should include preparing training content/materials in the local languages. The training sessions should also be as much as possible conducted in the local languages especially to the groups that have difficulties with English.

⁷ They are already owned by them!!

- TAIP should **set minimum standards**⁸ of education for the participants of the training sessions. Such standards should be strongly emphasized during selection of the participants.

Locally Managed Cascade Training Model

- TAIP should continue to strengthen the capacity of the 16 GSTs. The strengthening should involve training in monitoring and mentoring, as well as building capacity in resource mobilization so as to enhance capacity to monitor the activities.

Models of Learning

- This model should be promoted to other intervention areas of TAIP such as children's rights, Family life education and other areas where the community requires general sensitization such as hygiene, sanitation etc as long as these areas are in line with the TAIP strategic plan.
- TAIP should empower such communities where this model is implemented to mobilize resources which could be used both to acquire such gadgets as well as maintaining them. The empowerment should include training in resources mobilization and proposal writing, and provision of information on potential sources of support as well as linking them to such partners.

4.2.3: The impact of the TAIP programs on the community

The third objective/task of the evaluation was to assess the impact of the TAIP programs on the community. Based on the findings and conclusions the following recommendations are made:

Home based Care

- TAIP should review its home based care program with a view of strengthening the component of improving the living conditions of the PLWHAs. This should involve adopting sustainable strategies such as provision of IGAs and food security programs.
- TAIP should consider providing home based care kits to the PLWHAs, but this should be done only to those in critical conditions.

Child Counselling

- TAIP should review the child counselling program with a view of strengthening the component for developing a positive attitude to living. This should among others involve holding children's seminars *on life skills* which should cover aspects of assertiveness, self confidence etc.
- TAIP should enhance the sensitization of parents and guardians on the importance of children's counselling programs. This should be done with a view of garnering local support for the program.
- TAIP in conjunction with the local partners and stakeholders should lobby the local authorities to tighten the restrictions children attending video halls.

⁸ These are emphasized but the GSTs ignore

- TAIP should strengthen families having the target children with income generating activities so as to increase incomes at household level. From such income the basic requirements such as scholastic materials, uniforms and lunch at school would be purchased.

Family Life Education

- TAIP should strengthen the family life education program by putting emphasis on the family planning component through sensitization of the couples on the appropriate family planning methods. Efforts should be made to outsource resourceful people from the government institutions like health centers to provide a boost to the efforts of the GSTs.
- TAIP should promote exchange visits among the different GSTs and communities for exposure purposes on families having all facilities that fit a model family.
- TAIP should strengthen families by providing them with IGAs as a way of increasing their incomes from which they can support the requirements of model families such as improving sanitation, nutrition and health.

4.2.4: The impact of the TAIP programs on the church/body of Christ

The fourth objective/task of the evaluation was to assess the impact of the TAIP programs on the church/body of Christ. Based on the findings and conclusions the following recommendations are made:

Resource Mobilization

- TAIP should strengthen the resource mobilization training program by conducting refresher trainings as well as increasing the partners' access to information on potential donors.
- TAIP should strengthen the existing IGAs in churches by providing seed money which should be done in instalments. Where there are no IGAs, TAIP should facilitate exposure/exchange visits within and outside TAIP with a view of encouraging such churches to set IGAs.

Organizational Development

- TAIP should strengthen this program by widening and deepening the scope of capacity and this should among others involve strengthening the current systems and procedures, facilitating the churches to develop long term plans and elaborate systems and procedures.

4.2.5: The progress and implications of transition from a "support only organization", to a "support plus organization"

The fifth objective/task of the evaluation was to assess the progress and implications of transition from a "support only organization", to a "support plus organization". Based on the findings and conclusions the following recommendations are made:

- TAIP should increase its technical and financial support to partners especially in areas of training in resource mobilisation and proposal writing as well as providing actual financial support. The provision of financial support should be an interim measure, while the priority being on technical

capacity through training and increasing access to information on sources of support including funding.

- As part of enhancing the groups' resource mobilisation capacity, TAIP should enhance its support in areas of income generating projects at household level. The capacity at household level would be reflected at the increased resources at the group level.
- TAIP should strengthen the groups in areas of finance management especially in ensuring that there exists adequate internal controls that would not only build donors' confidence but will ensure effective and efficient management of funds and other resources.
- TAIP should strengthen its resource mobilisation strategy to ensure that there are sufficient resources that can be channelled on to the groups as planned and in time.

4.2.6: The effectiveness of the existing TAIP partnerships in contributing towards its goal

The sixth objective/task of the evaluation was to assess the effectiveness of the existing TAIP partnerships in contributing towards its goal. Based on the findings and conclusions the following recommendations are made:

- TAIP should strengthen its partnership by seeking for more partners that would provide technical support and from which it will be able to learn best practices.
- TAIP should review its partnership strategy and come up with an elaborate one that should state clear modalities of partnerships including partnership agreements.

4.2.7: The capacity of TAIP to effectively implement HIV/AIDS program

The seventh objective/task of the evaluation was to assess the capacity of TAIP to effectively implement HIV/AIDS programs. Based on the findings and conclusions the following recommendations are made:

Governance:

- In the appointment of the board members, TAIP should consider local people preferably from Jinja and those with less commitment personal commitment.

Management

- TAIP should recruit both a program manager and finance and administrative manager to provide a lead in both program and finance and administrative matters respectively. The finance and administrative manager would also handle the human resource issues. The recruitment of such staff would relieve the Director of the heavy workload to enable him concentrate on policy and strategic issues.
- TAIP, on top of its job descriptions to staff, should further provide access to these documents/manuals to the staff so as to enable them know their contextual roles, responsibilities and obligations. Such manuals should among others include the finance, human resource manuals, procurement policy and the equipment and vehicle control policy.

- TAIP should strengthen its monitoring and evaluation system to improve on the system of collection, analysis, storage and dissemination of information. Critical in this area is the development of a comprehensive monitoring and evaluation framework.

Human Resources

- TAIP should recruit a program manager who should provide supervisory support to the program staff
- TAIP should review its human resource policy to include structured and competitive salaries and benefits. The review process should consider recruitment of a staff that would provide guidance on human resource issues.

Services Delivery

- TAIP should review its resource mobilization strategy with a view of establishing a stable source of income which could enable retention of key staff in low donor funding periods. Such resource mobilization mechanisms could include engaging or investing in income generating projects and engagement in consultancies during times of low donor funding. Such a policy would promote staff retention as well as enrichment of their skills.

Partnership/External Relations

- TAIP should review its modalities of partnership and external relations. This should include formalizing such partnership by signing a memorandum of understanding with each partner such as UCAN and CCNET.
- TAIP should consider increasing the facilitation of the GSTs in a sustainable manner which could include providing income generating activities to them as a motivation to work.
- TAIP should consider establishment of a close partnership with the district technical departments such as health, agriculture etc who could provide technical support to the GSTs on the ground.

Sustainability

- TAIP should design a phase out strategy to guide its partnership with the churches. Such a strategy should include among others the length/period of partnership and process of phasing out. Such a strategy should be shared with the churches at the inception of any partnership.
- TAIP should review its resource mobilization strategy with a view of diversifying the resource base which should include promoting membership contributions as well as annual subscriptions from registered partners.
- TAIP should consider initiating income generation projects and sale of professional services to generate income that could contribute towards meeting some of the operational expenses.