



A programme of
the Bristol-Myers
Squibb Company
and Foundation

update

SECURE THE FUTURE™

Ultimately, our **actions** will not be **measured** in dollars alone, but in the **sustainability** of the programs we support and in the enduring **empowerment** we provide to the **people, the communities** and the **countries** we seek to help.

— John L. McGoldrick, Executive Vice President, Bristol-Myers Squibb Company

April 2003 Volume 7

Secure the Future looks ahead

Secure the Future is currently engaged in consolidating the work of the past three years in order to ensure that it leaves a sustainable legacy at the end of its five year commitment to five countries in the Southern African region.

A number of priorities were identified at the Technical Advisory Committee meeting held in Durban, South Africa in September 2002. These included:

Community Outreach and Education Fund

- ✓ Replication and scaling up of successful programmes currently being funded.
- ✓ The establishment of a pilot programme for an NGO Management Institute to strengthen management and governance structures of HIV/AIDS service organizations.
- ✓ Prevention
- ✓ Care and support through piloting an approach to facilitate comprehensive treatment options

HIV/AIDS Research Institute

- ✓ Proactive steps to involve Lesotho, Swaziland and Namibia in research projects
- ✓ Identification of any remaining gaps in "Signature" programmes (PMTCT, PEP and TB) with subsequent solicitation of proposals
- ✓ Collaboration with the Community Outreach and Education Fund on care and support through piloting an approach to facilitate comprehensive treatment options

In the six months since the priorities were established, much work has been done. Secure the Future has engaged with governments, stakeholders and members of Secure the Future national secretariats on how these focus areas may be turned into action.

Replication and scaling up of successful programmes currently being funded

A number of programmes have been evaluated with the assistance of the Monitoring and Evaluation Unit, led by Yale School of Public Health. Of these, three have developed proposals and are in the process of being reviewed.

NGO Institute Pilot Programme

All sites are up and running and phase 1 activities are underway. Dr. Lillian Kimani is co-ordinating this critical task.

Prevention

This area has been well supported by the Community Outreach and Education Fund, the HIV Research Institute and many other donors. More proposals have been submitted and this focus area will also be strengthened in the broader replication and community treatment support programmes.

Community based treatment and management support programme

A concept has been developed and stakeholders are being engaged and consulted. Secure the Future has also called for collaborators on this signature programme.

This programme has:

- ✓ Ensured collaboration of the two arms of Secure the Future (BMS Foundation Community Outreach and Education Fund and BMS HIV Research Institute)
- ✓ Attracted programme proposals from Botswana, Lesotho, Namibia and Swaziland and South Africa (KwaZulu-Natal, Eastern Cape, North West and Gauteng provinces).
- ✓ Taken the lessons of a variety of projects funded in the first three years and focused them in a programme that highlights the role of community based activities to support clinical activities.



Technical Advisory Committee members attending the 9th TAC meeting held in Durban, South Africa in September 2002



Amadou Diarra, recently appointed General Manager, Bristol-Myers Squibb Company, Indonesia

Amadou Diarra accepts new challenges

Former Director of Secure the Future, Amadou Diarra, is now the General Manager of Bristol-Myers Squibb Company in Indonesia. He played a major role during the conceptualisation and inception of Secure the Future, and his contribution was immense.

Secure the Future will miss his attention to detail, enthusiasm and complete dedication to the programme and hopes that there will be other ways in which he can continue to contribute.

Working in partnership to make a difference and secure the future

Since its launch in 1999, Secure the Future has continued to uphold the spirit of partnership and promotion of collaboration with its stakeholders. It has committed to establishing strong partnerships with government, organisations and communities to find innovative, replicable and sustainable solutions to manage the impact of HIV/AIDS.

The Catholic Medical Mission Board has partnered with Secure the Future in a number of projects since the inception of the programme.

One of the greatest challenges in achieving this commitment was to understand and be responsive to the political and social dynamics of each of the five countries that Secure the Future is currently funding; South Africa, Swaziland, Namibia, Lesotho and Botswana.

Secure the Future operates under the following guiding principles:

- ✓ Public/private partnerships as embodied in government policy with regard to HIV/AIDS
- ✓ Compatible with and complementary to health care priorities
- ✓ Sensitivity to the local context
- ✓ Ethically unassailable
- ✓ Catalyst for expanded participation
- ✓ Promotes equity
- ✓ Driven by innovation and sustainability
- ✓ Governed co-operatively

It has managed to establish formidable partnerships with governments, universities, NGOs and CBOs, and faith-based organisations. It has also collaborated in a number of programmes initiated by government aimed at fighting the spread of HIV/AIDS and supporting women and children affected by or infected with the disease.

Secure the Future understands partnership building as a process which involves three critical elements:

- ✓ Communication
- ✓ Co-ordination
- ✓ Collaboration

"We believe that the funding of projects should not be once off but an ongoing interactive process between the grantor and the grantee. Funders should go beyond monetary transactions and become an active partner, learning and supporting."

"We continuously provide support to our grantees in areas such as monitoring and evaluation, good governance, and project and finance management. Recently, Secure the Future, in partnership with PriceWaterhouseCoopers, produced a pocket guide on financial management. The objective of the pocket guide is to assist NGOs and CBOs in implementing effective financial systems" said Mr John Damonti, Bristol-Myers Squibb Foundation President.

The guide has been widely distributed to more than three hundred NGOs and CBOs mostly working in the HIV/AIDS field.



Bristol-Myers Squibb Foundation NGO Institute is piloted

Bristol-Myers Squibb Foundation in consultation with its partners and stakeholders conceptualised a legacy programme to sustain contributions made by Secure the Future.

"It was felt that there should be some form of a sustainable initiative that will ensure that NGOs and CBOs in the field of HIV/AIDS continue the fight against the spread of the disease. The establishment of a virtual NGO Institute to build management capacity of NGOs and CBOs in the field of HIV/AIDS was identified as a necessity", said Dr Lillian Kimani, Co-ordinator of the BMSF NGO Institute.

Secure the Future recognises the critical role NGOs and CBOs continue to play in addressing the impact of HIV/AIDS in this region as well as other parts of the world. Their capacity needs to be enhanced so they continue to find lasting solutions to tackle the challenges of HIV/AIDS.

In its interaction with applicants and grant recipients over the past three years, the Foundation observed that there was a need to build the capacity of NGOs and CBOs in the HIV/AIDS sector and amongst government officials overseeing NGO activity. This observation was supported by a study conducted by the Centre for African Family Studies entitled A Situational Analysis of NGO Governance and Leadership in Eastern, Southern, Central and Western Africa.

The concept of the legacy program was deliberated with stakeholders in Lesotho, Botswana, Namibia, South Africa and Swaziland. Formal introduction letters were sent to all the Ministers of Health in the respective countries to request endorsement of the initiative and guidance with regard to existing policies on capacity building of NGOs and CBOs.

The first consultative workshop was held in Johannesburg to develop a framework for the pilot program for the establishment of the NGO Institute and explore the most effective and appropriate approach to roll out the program. Participants included Secure the Future grantees, experts in training, representatives from tertiary and research institutions, communications and management consultants, monitoring and evaluation experts, NGO/CBO managers and government representatives.

This process was followed by extensive in-country dialogues to further consult with grassroots organisations. Each country was requested to present a pilot proposal on country-specific needs with regard to capacity building of NGOs and CBOs.

The pilot phase was launched in January 2003 and will be implemented through to April 2004. Each country is represented by a consortium including NGO umbrella bodies, educational and training institutions, NGOs and CBOs and overseen by STF. Three programme review meetings are planned for June 2003, November 2003 and April 2004.

Secure the Future hosts a monitoring and evaluation workshop in Swaziland for in country consortium 25 - 27 February 2003



The importance of monitoring and evaluation

Monitoring and evaluation is much more than just an assessment at the end of a project. It is an integral part of implementation and continuous management of project progress.

Secure the Future has, in partnership with Yale University in the United States, implemented effective monitoring and evaluation systems to assist grantees in assessing the achievement of project objectives.

Three independent evaluators were contracted to evaluate Community Outreach and Education Fund grant recipients. To date, twenty one projects have been evaluated.

Monitoring and evaluation training workshops are conducted for all the newly funded and current grantees. These workshops provide interactive platforms between the

facilitator, grantee and Secure the Future representatives. They have both academic and practical components. Grantees bring their own project strategies, review operational activities and develop monitoring and evaluation plans with the assistance of the facilitator. At the end of the workshop, each grantee is armed with an operational plan which will assist in ensuring:

- ✍ That planned results are achieved
- ✍ Consistency in project implementation
- ✍ Improved accountability
- ✍ Capacity building of project co-ordinators

Monitoring and evaluation has also been extended to assist country consortiums in developing plans to monitor and evaluate progress and impact during the pilot phase of the NGO Institute.



Grantees Learning and Sharing Conference 2002

Secure the Future hosted its second annual Grantees Learning and Sharing Conference in Kempton Park, Johannesburg from November 25 - 27, 2002. The theme of the conference was Capacity Building for Effective and Sustainable Programming in HIV/AIDS.

More than 150 participants from South Africa, Botswana, Lesotho, Namibia, Swaziland, West Africa and the United States of America attended the conference. Enthusiastic delegates included government officials, Secure the Future and SACBC grant recipients, HIV/AIDS service organisations and development agencies.

The focus of the conference was on building leadership, governance and management capacity among AIDS service organisations. Participants deliberated on the most effective approaches to developing and implementing programmes. They also explored ways of accessing more funding, how to effectively manage these funds and to measure and document work done.

The guest speaker included Delani Mthembu, National Development Agency's Chief Executive Officer in South Africa, who gave a keynote address on integrating HIV/AIDS into the development agenda of countries. Ian Strachan, General Manager of Bristol-Myers Squibb Company South Africa delivered a speech on the role of Secure the Future and other projects initiated by the company. Robert Mbugua from PriceWaterhouseCoopers, one of the authors of the Secure the Future NGO Financial Management Pocket Guide, gave a presentation on project and finance management.

The skills building session consisted of presentations on communications, monitoring and evaluation, and organisational development and governance.

"The Grantees Learning and Sharing Conference is one of the many forums that Secure the Future employs to achieve its commitment of promoting and encouraging the sharing of experiences and lessons learnt", said Phangisile Mtshali, Director: Bristol-Myers Squibb Foundation, Community Outreach and Education Fund, Secure the Future.

Scripture Union Lesotho reaches out

Scripture Union Lesotho is a Christian Interdenominational organisation focusing on evangelism, discipleship and training in schools and colleges. The HIV/AIDS component of the organisation provides children, young people and parents with advice and skills to assist them in dealing with HIV/AIDS and other social related challenges. This component is funded by Secure the Future™

The primary objective of Scripture Union is to provide life skills training and encourage youth to pledge and support abstinence. It provides life skills training to youth in fifty schools situated in the most rural areas of Lesotho.

"To date, Scripture Union's outreach programme has provided life skills training to more than six thousand school

children in 35 primary schools and 15 high schools", said Joseph Morenammele, National Director. The organisation offers training aimed at empowering young people in high schools to choose sound values and healthy attitudes for themselves and helping children between ages eleven and fourteen to prepare for their teenage years with confidence.

Scripture Union has formed partnerships with teachers in the targeted schools to ensure that they continue providing support to children to encourage practical implementation of the skills acquired.

The programme is planning to expand to reach youth who are not attending school and local communities.



To date Scripture Union Lesotho has provided training to over 6 000 children in 35 primary and 15 high schools

Caritas – Parish Nurse Programme

Caritas is a unique programme in Swaziland and Africa aimed at integrating the practice of faith with the science of nursing. It links nurses with churches to focus on health related issues and to provide an holistic approach in the healing and caring process of a terminally ill patient.

The objective of the Parish Nurse Programme is to challenge the health care system, including the nursing profession, to provide whole person care - encompassing spiritualism and science - and to promote abstinence and faithfulness.

This approach offers patients a holistic health approach which combines physical and spiritual dimensions. Currently, it has 31 registered nurses serving eleven parishes within the Catholic diocese and four non-

Catholic churches in Swaziland.

Through funding received from Secure the Future, the programme has been involved in a number of interventions which resulted in an increase in voluntary HIV/AIDS testing and more people disclosing their status. The programme is also engaged in assisting its members to plan and implement income generating activities such as Vaseline making. "We are currently in the process of finalising the draft HIV/AIDS policy for the churches which will focus on prevention, abstinence and faithfulness, counselling, care for the dying and spiritual support," said Thandiwe Dlamini, Program Co-ordinator. A training manual has been developed and will be used interdenominationally.

BOTSWANA-BAYLOR CHILDREN'S CLINICAL CENTRE OF EXCELLENCE

The Botswana-Baylor Children's Clinical Centre of Excellence, a state of the art health professional training and research facility, will open in June this year at the Princess Marina Hospital in Gaborone, Botswana.

The Botswana Ministry of Health, Baylor College of Medicine in the USA, The Children's Centre at the University of Texas and the Princess Marina Hospital in Gaborone will be major players in the development and running of this new centre.

The Government of Botswana has provided physical and human resources – the centre is built on government land and most staff will be government employees. Major running costs for the centre will be paid by the government, with the exception of laboratory tests involving trials.

A grant of \$5.5 million for the construction of the centre is a further commitment by Secure the Future to assisting those infected with and affected by the HIV virus in southern Africa. The Botswana-Baylor Clinical Centre of Excellence will serve as a legacy of Secure the Future long after the programme has officially ended.

"Not only will the centre enhance the training needs of all health care workers in Botswana and other southern African countries, but it will also serve as a model for the multidisciplinary care of HIV infected and affected infants and children. The paediatric HIV and family care model clinics – presently serving more than 350 patients – will move to the centre from the overcrowded infectious diseases clinic at the Princess Marina Hospital where it is currently accommodated," said Professor Gabriel Anabwani, Head of

Paediatrics at the Princess Marina Hospital.

The Baylor College of Medicine under the leadership of the Botswana government will serve a co-ordinating function for the centre. The centre will be headed by a Director, with the rank of Professor, appointed by Baylor College of Medicine.

Through its existing Secure the Future funded activities, Baylor will provide training to health professionals at the centre. Training will include HIV/AIDS care and treatment as well as clinical research. Existing Secure the Future funded training programmes such as the Physicians Exchange Programme and the HIV/AIDS Nursing Education Curriculum will provide a platform for the training of physicians and nurses respectively.



Children at the Princess Marina Hospital are set to benefit from the Botswana-Baylor Children's Clinical Centre of Excellence

Nursing Curriculum benefits SADC and West Africa

In the fight against the HIV/AIDS pandemic, comprehensive training of medical personnel, especially nurses at the primary health care level, is paramount. Many nurses in the developing world lack formal education or training regarding HIV/AIDS. Members of the Baylor International Pediatric AIDS Initiative (BIPAI) conducted an initial needs assessment in Africa in June 1999 and recognised the need to develop a curriculum on HIV/AIDS that could be rolled out in schools of nursing throughout Africa.

In 1999, a comprehensive 22-chapter HIV curriculum was developed by BIPAI in collaboration with African colleagues and with financial support from the Bristol-Myers Squibb Secure the Future initiative.

The curriculum includes chapters that cover the global epidemiology of HIV, pathophysiology and diagnosis of HIV, clinical manifestations, opportunistic infections and antiretroviral therapy. Also covered are HIV counseling principles and skills, primary care of HIV infected persons, HIV prevention and control, perinatal transmission, standard precautions, and post exposure prophylaxis.

The first edition of the curriculum was translated into French, Romanian, and Spanish, and was distributed in 47 countries worldwide. It has been updated and the second edition was published in January 2003. Collaboration between the SADC Aids Network of Nurses and Midwives (SANNAM), UNAIDS, and the Baylor International Pediatric AIDS Initiative (BIPAI) has led to the implementation and

dissemination of the curriculum throughout the SADC region beginning in February 2002.

As of February 2003, thirteen train-the-trainer workshops, based on the curriculum, have been held for nurses from Namibia, Lesotho, Malawi, Swaziland, Tanzania, Mozambique, Mauritius, Seychelles, Botswana, Zambia, Angola, the DRC, South Africa and Zimbabwe. Participants were identified by each national nursing association. Four-day workshops, presented by local educators and Baylor College of Medicine faculty, included didactic presentations, interactive sessions on values clarification, counseling, HIV education, readiness to begin antiretroviral therapy, and grant writing. The goal of the programme is to build capacity from within the SADC region for ongoing HIV/AIDS education for nurses.

To date, nine of the fourteen countries have successfully submitted seed funding grant applications to BIPAI for ongoing training of nurses. These programs will continue to provide HIV education overseen by each in-country nursing association.

In April 2003, Train-the-Trainer workshops for Mali, Burkina Faso, Senegal and Côte d'Ivoire were launched by Secure the Future, West Africa.

The nursing curriculum implementation was presented at the XIV International AIDS Conference in Barcelona, Spain, in July 2002.

Study set to provide innovative guidelines for TB diagnosis

The smear-negative tuberculosis (SNTB) study, the first G F Jooste Hospital based investigator-initiated study, is set to provide an essential service to clinicians struggling with TB diagnosis in HIV positive patients in a resource constrained setting. Investigators at the study site in Manenberg, Cape Town, are due to complete the six-month follow up of 150 HIV-infected adult participants with symptoms suggesting TB but displaying negative sputum smears.

An increased incidence of smear-negative pulmonary TB has been noted in several African countries with high seroprevalence. In HIV infected patients, clinical features of TB are atypical – extrapulmonary TB has become more common. Ultimately this means that with limited information and resources to diagnose smear-negative TB, there are critical consequences of misdiagnosis.

At a community level, under-diagnosis means that an infectious reservoir of TB will be created. For the patient, it means that there is increased mortality and an increase in in-patient hospital costs. Over-diagnosis places a burden on

treatment costs and unnecessary exposure to tuberculostatic drugs.

The SNTB study seeks to simplify the diagnosis of extrapulmonary TB by proposing an algorithm that incorporates various tests such as biopsies and TB cultures. Once an empirical evaluation is completed using the algorithm, patients are started on TB therapy and are examined periodically for response to the treatment regime. It is hoped that follow up data will show that the algorithm does in fact function as an effective model for diagnosis of smear negative TB.

Globally, it is estimated that approximately one third of the world population is latently infected with mycobacterium tuberculosis. With over eight million new cases of active tuberculosis each year, the WHO estimates that globally 1.9 million people die each year from the disease, making it the second most common infectious cause of death after HIV infection. HIV related TB death is growing rapidly and at least 22% of all TB deaths occur in HIV infected persons.