



**YWCA-COMPASSIONATE AIDS RESPONSE AND EDUCATION (Y CARE)
PROJECT**

End of Project Report
(For the period: November 2007 – January 2009)



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Submitted on: April 2013

On November 15,2007 the Young Women's Christian Association of Nigeria received a US Dollar 3,500,000 PEPFAR funds Corporative Agreement award No.620-A-00-07-00259-00 from the United States Agency for International Development (USAID) for the implementation of the YCARE Project, as part of the PEPFAR HIV/AIDS prevention program in Nigeria.

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Young Women's Christian Association of Nigeria (YWCA)

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ACRONYMS

YWCA: Young Women's Christian Association of Nigeria

Y-CARE: YWCA Compassionate Aids Response and Education

CDU: Charles Drew University

USAID: United State Agency for International Development

HIV: Human Immune Virus

AIDS: Acquired Immune Deficiency Syndrome

CBO: Community Based Organization

FBO: Faith Based Organization

LMS: Leadership Management and Science

T&A report: Time & Attendance Report

PEPFAR: President's Emergency Plan for AIDS Relief

NA: Not Applicable

USG: United State Government

IR: Intermediate Result

Sub IR: Sub Intermediate Result

HEART: Helping Each Other Act Responsibly Together

STI: Sexually Transmitted Infection

FHI: Family Health International

EXECUTIVE SUMMARY

On November 15, 2007 the Young Women's Christian Association of Nigeria received a US Dollar 3,500,000 PEPFAR funds Corporative Agreement award No.620-A-00-07-00259-00 from the United States Agency for International Development (USAID) for the implementation of the YCARE Project, as part of the PEPFAR HIV/AIDS prevention program in Nigeria.

GOALS AND OBJECTIVES

The goal of the YCARE project was to prevent HIV/AIDS transmission and to strengthen the capacity of local Faith Based Organizations (FBOs) Community Based Organizations (CBOs) to provide sustainable HIV/AIDS services in their various communities of focus. To achieve this goal, the project focused on the following strategic objectives:

Objective 1: [Capacity Building] To strengthen the organizational capacity of the YWCA-Nigeria so that it can be more effective as a multiplier organization that strengthens the capacity of local community service organizations (CSOs) and faith-based organizations (FBOs) to combat HIV/AIDS in their communities.

Objective 2: [Small Grant Opportunity] To prevent HIV transmission among girls, women, and their partners through innovative CSO and FBO programs that provide outreach to the target populations in schools, marketplaces, and communities of worship.

Objective 3: [Peer Health Education] To improve the quality of life of HIV-infected individuals and their families through innovative CSO and FBO programs that train community volunteers and family members to provide home-based care and compassionate emotional support.

OVERVIEW OF THE PROJECT IMPLEMENTATION

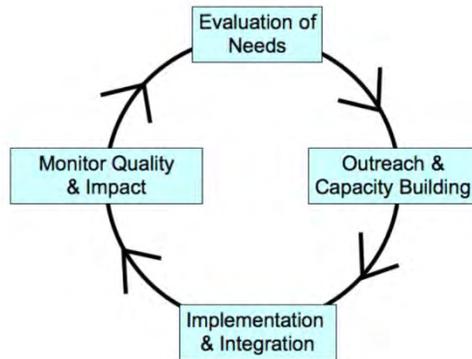
To assist Nigeria in ending its HIV/AIDS epidemic, the YWCA-Nigeria in collaboration with Charles R. Drew University of Medicine and Science, implemented the **Y Care** (YWCA **C**ompassionate **A**IDS **R**esponse and **E**ducation) program for girls, women, and their families.

Through **Y-Care** project, YWCA implemented activities aimed at strengthening its own administrative, financial, and organizational capacity, as well that of partner community services and faith-based organizations (CSOs and FBOs) so that they can more effectively program and implement activities that reduces the transmission of HIV/AIDS in a sustainable manner.

The project was targeted at four of Nigeria's six geopolitical zones (South West, South South, South East, and North Central), and focused primarily in five states (Lagos, Anambra, Rivers, Plateau, and Benue). **Y-Care** was designed to allow rapid scale of activities over time, and was envisaged to reach 42,450 people with HIV prevention interventions, and link 2,588 people to HIV/AIDS care.

In addition, through networking with other USG funded HIV programs, **Y-Care** will was structured to actively refer individuals to USG-sponsored HIV testing, treatment and care programs that complemented **Y-Care** activities in order to enhance service integration and ensured that people impacted by HIV received the care that they needed.

The Y-CARE technical approach is as depicted in the diagram below:



In order to successfully close-out the special award conditions imposed upon YWCA by USAID, as part of the award process, following observed weaknesses in YWCA's financial, management and organizational procedures during the initial assessment conducted by USAID, and to strengthen the organizational capacity of the YWCA-Nigeria so that it can be more effective as a multiplier organization that strengthens the capacity of local community service organizations (CSOs) and faith-based organizations (FBOs) to combat HIV/AIDS in their communities, YWCA received technical support from its sub-awardee (Drew Care International) as well as Leadership and Management Sciences(LMS). This support enabled YWCA of Nigeria develop a comprehensive Operational s manual which includes:

- Accounting and Financial Management policies and procedures
- Contract and Grants procedures
- Administrative Procedures

YWCA as part of this effort, procured and installed QuickBooks Software by the end of March 2008, audited its account both at the National Headquarters and in the three Y-CARE project focus states, generated payroll costs expenditure in its accounting system as well as duly approved time and attendance (T&A) reports.

A *new*, experienced, and skilled Finance Director was hired and trained with the Finance Assistant in accounting procedures and computerized accounting system; Fixed assets register was developed and maintained; and the use of finance tracking sheets to monitor its different branches finances was implemented.

By the end of six months from the award inception, USAID paid a monitoring visit to YWCA and was satisfied with progress made at closing-out the special conditions. In

a follow up monitoring visit by USAID in June, 2008 YWCA was adjudged to have satisfied the special award conditions requirements.

To prevent HIV transmission among girls, women, and their partners through innovative CSO and FBO programs that provide outreach to the target populations in schools, marketplaces, and communities of worship, YCARE established relationships with 6 secondary schools in Lagos, and engaged 5 CBOs as sub-grantees for the implementation of In-School and Out-of-School Youths HIV prevention activities.

The 5 sub grantees CSOs were trained on HIV Prevention, Data collection, Monitoring and Evaluation and Financial and Administrative management, while HIV prevention clubs called HEART-Club (Helping Each other Act Responsibly Together) were established in all the partner secondary schools.

Through these efforts, the project reached a total of 1,060 individuals with community outreach programs and activities that promote HIV/ AIDS prevention through abstinence and or being faithful; and a total of 130 individuals were trained as Peer Health Educators and Community mobilization.

However, the project was terminated by USAID/Nigeria as a result of identified material weaknesses in the management of the project.

PEPFAR/Project Indicator Summary Table

PREFAR/ PROJECT SPECIFIC INDICATORS	LIFE OF PROJECT TARGET	LIFE OF PROJECT ACHIEVEMENT
Numbers of individuals reached through community outreach that promotes HIV/ AIDS prevention through abstinence	51,600	960
Percentage of young women and men aged 15-24 who both correctly identify ways of preventing the sexual transmission of HIV and who reject major misconceptions about HIV transmission	N/A	0
Percentage of individuals exposed to abstinence outreach that have never had sex of 12 months post intervention.	N/A	0
Numbers of individuals reached through community outreach that promotes HIV/AIDS prevention through being faithful	35,300	0
Percentage of women and men aged 15-49 who have had sexual intercourse with more than one partner in the last 12 months	N/A	0
Number of individuals reached through community outreach that promotes HIV/ AIDS prevention through Abstinence and / or being faithful	86,000	1,060
Numbers of girls, women and their partners willing to do HIV screening test	N/A	0
Number of organizations provided with technical support	25	7
Numbers of individuals trained in HIV- related community mobilization for HIV prevention	350	130
Numbers of CSOs and FBOs receiving grants for HIV Prevention and Intervention	65	5

PROJECT FINANCIAL SUMMARY TABLE

<u>PERIOD</u>	<u>BUDGET</u>	<u>FUND RECEIVED</u>	<u>EXPENDITURE</u>
JAN-DEC 2008	\$500,000 (#59,500,000)	\$500,000 (#58,867,979)	\$496,618 (#58,501,653)
BANK INTEREST		\$2168 (255,421)	
1 ST JAN 2009 - 15 MARCH 2010	\$1,456,261 (#173,295,059)	\$306,034 (#45,476,979)	\$220,376 (#43,782,518)
<u>BANK</u> <u>INTEREST</u>	-	<u>\$2448 (363,813)</u>	-
TOTAL	\$1,956,261 (#232,795,059)	\$810,650 (#104,964,192)	\$716,994 (#102,284,171)

OVERVIEW AND BRIEF BACKGROUND OF YWCA - COMPASSIONATE AIDS RESPONSE AND EDUCATION (Y CARE) PROJECT.

On November 15, 2007 the Young Women's Christian Association of Nigeria (YWCA) received a US Dollar 3,500,000 Cooperative Agreement award No.620-A-00-07-00259-00 from the United States Agency for International Development (USAID) for the implementation of the YCARE Project, as part of the PEPFAR HIV/AIDS prevention program in Nigeria.

In order to support Nigeria in ending its HIV/AIDS epidemic, the YWCA-Nigeria through this funding from USAID/Nigeria collaborated with Charles R. Drew University of Medicine and Science California, USA to implement the YWCA *Compassionate AIDS Response and Education (Y-CARE)* program for girls, women, and their families. Through this project, YWCA implemented activities that focused on strengthening its own administrative, financial, and organizational capacity, as well that of partner community based organizations and faith-based organizations (CBOs and FBOs) so that they can more effectively combat HIV through innovative prevention and compassionate care programs.

The target areas for the activities implementation were in four of Nigeria's six geopolitical zones (South West, South South, South East, and North Central), and focused primarily in five states (Lagos, Anambra, Rivers, Plateau, and Benue). Y-Care was designed to allow rapid scale of activities over time and it was envisaged that through this project 42,450 people would be reached with HIV prevention programs and 2,588 would be enrolled into HIV Care. It was further envisaged that through networking with other USG funded HIV programs, Y-Care project would actively refer individuals to USG-sponsored HIV testing, treatment and care programs that complement Y--Care activities to enhance service integration and ensure that people impacted by HIV receive the care that they need and deserve.

The YWCA-Nigeria is the oldest and largest female-focused volunteer organization in Nigeria. It was founded in Nigeria over a century ago and currently has over 42,000 volunteers throughout 127 local branches in 26 states. To support the YWCA-Nigeria in this endeavor, we have partnered with Charles R. Drew University of Medicine and Science, a historically African American medical school that has worked in Nigeria for nearly 15 years and has extensive experience in strengthening the capacity of indigenous governmental and nongovernmental organizations for HIV prevention, care, and treatment throughout sub-Saharan Africa. Contingent upon the ability to

improve the HIV prevention and service needs of Nigeria is the capacity of indigenous organizations (e.g., YWCA-Nigeria and partner CSOs and FBOs) to design, implement, monitor, evaluate, and expand delivery of HIV prevention and care services. Indigenous organizations are in the best position to provide culturally appropriate, relevant, and cost effective programs that can reduce the number of new HIV infections and give care and support to those impacted by HIV/AIDS. This partnership is specifically critical in that the need is most urgent for organizations devoted to the welfare of women and girls, as social and cultural factors make females more likely to contract HIV and to care for infected family members.

GOALS AND OBJECTIVES

The goal of the YCARE project was to prevent HIV/AIDS transmission and to strengthen the capacity of local Faith Based Organizations (FBOs) Community Based Organizations (CBOs) to provide sustainable HIV/AIDS services in their various communities of focus. To achieve this goal, the project focused on the following strategic objectives:

Objective 1: [Capacity Building] To strengthen the organizational capacity of the YWCA-Nigeria so that it can be more effective as a multiplier organization that strengthens the capacity of local community service organizations (CSOs) and faith-based organizations (FBOs) to combat HIV/AIDS in their communities.

Objective 2: [Small Grant Opportunity] To prevent HIV transmission among girls, women, and their partners through innovative CSO and FBO programs that provide outreach to the target populations in schools, marketplaces, and communities of worship.

Objective 3: [Peer Health Education] To improve the quality of life of HIV-infected individuals and their families through innovative CSO and FBO programs that train community volunteers and family members to provide home-based care and compassionate emotional support.

The Intermediate and Sub-intermediate Results (IR and Sub-IRs) of the project were:

IR.14.1 Increased use of Quality HIV/AIDS and TB Prevention Services and Intervention

SUB IR.14.1.1 Increased Abstinence practice amongst girls and boys

SUB IR.14.1.2 Increase Fidelity practice amongst women and their partners.

SUB IR.14.1.3 Increase HIV Prevention knowledge through Abstinence and Faithfulness outreach services.

SUB IR.14.1.4 Increase awareness on HIV testing and behavioral change amongst girls, women and their partners.

IR.14.4 Strengthened Public, Private and Community Enabling Environment

SUB IR.14.4.1 Strengthening the capacity of YWCA, CSO's and FBO's to promote HIV/AIDS Prevention through Abstinence and Faithfulness outreach services

SUB IR 14.4.2 Provide Small Grant Opportunity to CSO's and FBO's for Abstinence and Be Faithful HIV Strategies Intervention

The target populations for the project were girls, boys, women and men and the focus of the Y-Care activities was in four of the Nigeria's six geopolitical zones (South West, South East, and North Central), and focused primarily in four states (Lagos, Anambra, and Plateau). Y Care is designed to allow rapid scale of activities over time and is anticipated to reach (women, girls, boys and men) 16.364 people in prevention programs.

Y-Care Model

The *Y Care* Model is designed to maximize the ability of YWCA-Nigeria to create sustainable HIV prevention and care programs in partner CSO and FBO in communities throughout Nigeria.

There are four phases of the *Y Care* model:

- 1) Evaluation of Organizational and Community Needs,
- 2) Outreach to CSOs and FBOs and Capacity Building the YWCA and Partner CSOs and FBOs,
- 3) Implementation of Projects and Integration into Existing Networks, and
- 4) Monitoring the Projects' Quality and Impact. The cycle repeats with re-evaluation of community needs to allow for continued and ongoing improvement

PROJECT IMPLEMENTATION BY STRATEGIC OBJECTIVES

Objective 1: [Capacity Building]

The YCARE project was awarded by the USAID with the following special conditions:

- **Control Environment**

- Develop and maintain a detailed accounting and financial management manual. This manual should at a minimum, provide detailed policies and procedures for: revenue and expenditure accounting, payments, advances, cash and bank management, stock management, audit, fixed assets, payroll accounting, accounting system access and controls, financial transaction documentation and storage/backups, chart of accounts, financial reporting, budgeting and funds control.
- Adopt standard policies and procedures for procurement and grants and develop a detailed and written manual to cover key aspects of procurement and grants management. The manual should at a minimum, provide detailed policies and procedures for procurement and grant planning, competitive contracting, negotiation, award, administration and close out.
- Adopt standard policies and procedures for key aspects of operations. Develop a detailed and written manual to cover key aspects of: personnel, travels, property management, warehouse/store operations and emergency handling and safety procedures. The personnel manual should at a minimum cover position descriptions, recruitment, and supervision, compensation, and training, and performance evaluation, code of conduct, administration, termination, and HIV/AIDS policy.

- **Accounting Processes and Financial Reporting**

- Develop and implement a branch accounting system that will ensure that all the financial operations of branches are tracked, controlled, and consolidated at the national level, so that a complete and true financial position of the organization as a whole can be easily obtained. This may involve having branches or regional account personnel, who furnish periodic financial reports to the head office.
- Modify accounting system to support full project accounting and reporting, and allow for income and expenditures to be accounted and reported for each source of funds or for every sponsored project. This will require a modification to add project

accounting codes and account heads to the chart of accounts and; adjust accounting input collection documents.

- Develop and implement an audit plan that covers the audit of branches spread across the 27 States of Nigeria.
- Complete the ongoing audit for 2006 accounting year and ensure freehold property (Land and building) are stated at their true value.

To meet this special award condition as well as achieve the objective of strengthening the organizational capacity of the YWCA –Nigeria so that it can be more effective as a multiplier organization that strengthens the capacity of local community service organizations (CSOs) and faith based organizations (FBOs) to combat HIV/AIDS in their communities; YWCA undertook the following activities and actions:

- Introduced the use of individual employee time and attendance reports for each payroll cycle, which was reviewed and approved by the respective supervisors of the employees. Supported all accounting entries for payroll expenditures with duly completed and approved time and attendance reports for each employee on the payroll.
- Improved the advance management system by ensuring that staff advances were promptly retired and cleared; ensured that all receivables from branches were promptly settled or written off the books when their recovery became doubtful.
- The accounting staffs were trained on computerized accounting systems; this training developed the capabilities of staff to be able to maintain a computerized accounting system for the association.
- Trained the accounting personnel on systems for tracking and integrating financial results of branches.
- Trained accounting staff in tracking, accounting and reporting program revenues and expenditures. This training covered procedures and techniques for tracking and allocating joint costs and cost share among benefiting projects.

Control Procedures

- Completed the fixed assets inventory and developed a detailed fixed assets register for the organization. The fixed assets register includes for each assets - date of purchase, description of assets, manufacturers serial number, and model number or

other identification number, acquisition cost, location and condition of fixed assets, ultimate disposition data, including date of disposal.

- Implemented the new accounting and financial management manual and trained Accounts department staff and other stakeholders on the new manual.
- Implement the new contracting/grants manual and train relevant staff and other stakeholders on the new manual.
- Implement the new operations manual and train relevant staff and other stakeholders on the new manual.

The priority focus of the project was to build the capacity of YWCA of Nigeria in order to effectively close out the special award conditions within the given timeline of six months from project inception as well as developing platform and structures within the organization that would enable it respond to the project objectives 1 and 3 above.

Through the support of the sub awardee (Drew Care International) and Leadership and Management Sciences (LMS), another USAID funded project, YWCA of Nigeria developed a comprehensive Operations manual which includes:

- Accounting and Financial Management policies and procedures
- Contract and Grants procedures
- Administrative procedures

YWCA also procured and installed QuickBooks Software, Audited its Account both at the National Headquarters and in the three YCARE project focus states, generated payroll costs expenditures in our accounting system as well as duly approved time and attendance (T&A) reports, new, experienced, and skilled Finance Director was hired and trained, with the Finance Assistant, in accounting procedures and computerized accounting system. Fixed assets register was developed and maintained, The YCARE Headquarter staffs were trained on the use of operations manuals, and the use of a finance tracking sheets to monitor YWCA's different branches finances was implemented.

As a result of all these undertakings, by the end of six months (May, 2008) from the inception of the award, USAID paid a monitoring visit to YWCA and was satisfied with the progress made at closing-out the special conditions and YWCA was given the go ahead to continue with the implementation of the YCARE project; and in a

follow-up monitoring visit by USAID in June, 2008, YWCA was adjudged to have satisfied the special award conditions requirements.

To strategically position YWCA to implement the YCARE project, YWCA embarked on internal Organizational development which included Infrastructural development at the headquarters and the target project site in Anambra state with that of Plateau and Rivers states planned for the ensuing year.(though this never happened as a result of the award termination). The improved infrastructure and amenities created enabling and conducive environment for the staff, and provided appropriate meeting rooms for CSOs.

There were staff recruitment and subsequent trainings which impacted positively on them as their capacities were further improved to enable them function better in their given roles, for example the Finance Director and assistant were trained on the use of QuickBooks and other financial compliance trainings as a result YWCA was able to utilize the software (QuickBooks) to develop a consolidated account which made YWCA perform better not only on the project but as an association.

Trainings were conducted on Prevention HIV services, monitoring and evaluation which assisted YWCA and its collaborating partners in data collection in the course of the YCARE project. This improved the quality of technical reports to USAID overtime.

The YWCA members/volunteers capacities were built through their participation in the development of the Operations manual and usage, and HIV/AIDS prevention trainings with technical support from Charles Drew University and Leadership, Management and Sustainability Program (LMS). This enabled members/volunteers of YWCA to become effective peer educators during the project.

PROJECT IMPLEMENTATION BY STRATEGIC OBJECTIVES

Objective 2: [Small Grant Opportunity] and Objective 3: [Peer Health Education]

To prevent HIV risk among girls, women and their partners through innovative CSOs and FBOs Programme that provide outreach to the target population in schools, market places and communities of worship YWCA implemented the following interventions and activities in line with the National HIV/AIDS Prevention Minimum Package:

PEER HEALTH EDUCATION:

YWCA developed a training curriculum and manual which was utilized in the course of the project, to train target Peer Health Educators drawn from partner schools and CSOs – **Schools Based Approach**

Curricular based

The team trained youths in two schools on HIV Prevention and life enhancing skills using Positive Living Project Manual. The topics covered in the curriculum included: Definition of HIV/AIDS; Mode of Transmission; Sexually Transmitted Infections; Abstinence; Sex is worth waiting for; Life Enhancing skills; Self Esteem, Refusal skills; Not me Not now, Decision Making, Myths and facts about Abstinence; and so on.

Non Curricular Based

HEART CLUB was an HIV Prevention Outreach program established for youths to inform young people about reproductive health and rights issues specifically about HIV and AIDS, STIs, unwanted pregnancy and promotion of abstinence. It was designed to change prevailing social norms and individual sexual behavior. HEART club contributed to the national efforts of helping young people make informed decisions about their health, career and welfare in the society. The **HEART CLUB** reinforced positive behavioral change among young people through talk shows and short drama sketches to encourage young ones to obtain accurate information through reliable source than from their peers.

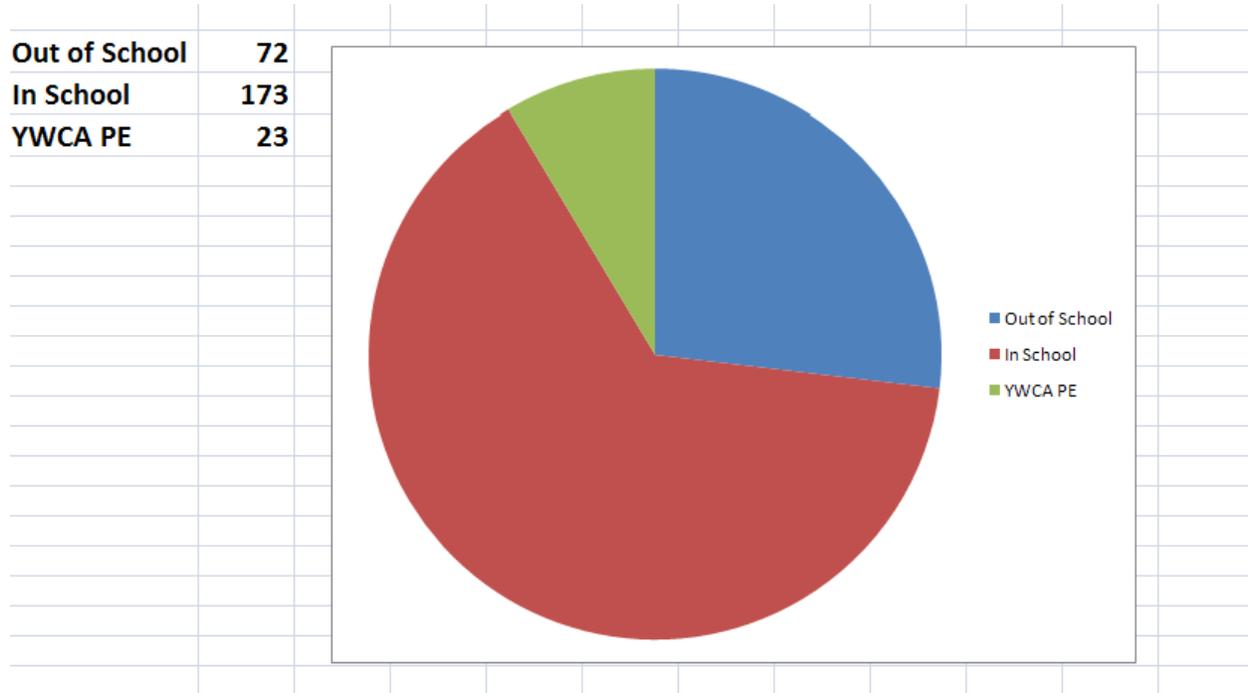
PEER EDUCATION PLUS MODEL

YWCA provided technical assistance to trained in-school Peer Educators to use drama to develop the educational component of the Abstinence Project through the use of Hope World Wide's (a USAID funded project) Picture Codes, and the Theatre Based Manual by FHI (USAID funded project) to develop short scenes, to provide reliable information to change knowledge, attitude or behavior of audience. The drama sketches were used to spread news, share history or educate people about events outside their communities.

YWCA SCHOOL INTERVENTION

YWCA of Nigeria provided culturally appropriate, relevant, and cost effective programs that helped to reduce the number of new HIV infections among young women. The Peer Education Programme built the capacity of participants to be effective Peer Educators in the Y-CARE project and equipped young unmarried women with HIV basic skills which enabled them to assist their peers make an informed decision concerning their sexual health and welfare.

A total of Two Hundred and Sixty Eight (268) in school and out of school Peer Educators were trained while the project lasted. This is disaggregated as follows: Out of school: 72; In school: 173 and YWCA PE: 23, this is shown in the Pie Chart below:



SUMMARY OF PEER HEALTH EDUCATORS TRAINED
BAR CHART WITH THE ABOVE DATA

GRANTS TO CBOS AND FBO

With support from our technical partners, YWCA developed a grant making manual in 2009, following approval of the manual by USAID, CSOs and FBOs were engaged following the procedures spelt out in the manual. The sub grantees selected were:

1. Quality life
2. Women and Children of Hope
3. Neighborhood Foundation
4. C.H.I.E.F
5. Youth Empowerment Foundation

The 5 sub-grantee CSOs were trained on HIV prevention, data collection, monitoring and evaluation and financial and administrative management. Grants were disbursed to the sub grantees and using these funds, they implemented HIV prevention activities targeted at in- and out -of -school youths in their various communities and reached target audience with prevention packages, and submitted reports as required.

ABSTINENCE AND BEING FAITHFUL PROGRAM

YWCA in collaboration with its technical partners developed an HIV prevention manual consistent with the YCARE projects minimum package requirements. The manual was pilot -tested and deployed for use in the 5 partner's program in Lagos state.

Community Needs Assessments had been conducted for all 5 partner CBOs/NGOs in Lagos state and the outcome informed necessary modifications to the manuals and its implementation process.

Training of the Trainers was also conducted on the use of the manual and its implementation process.

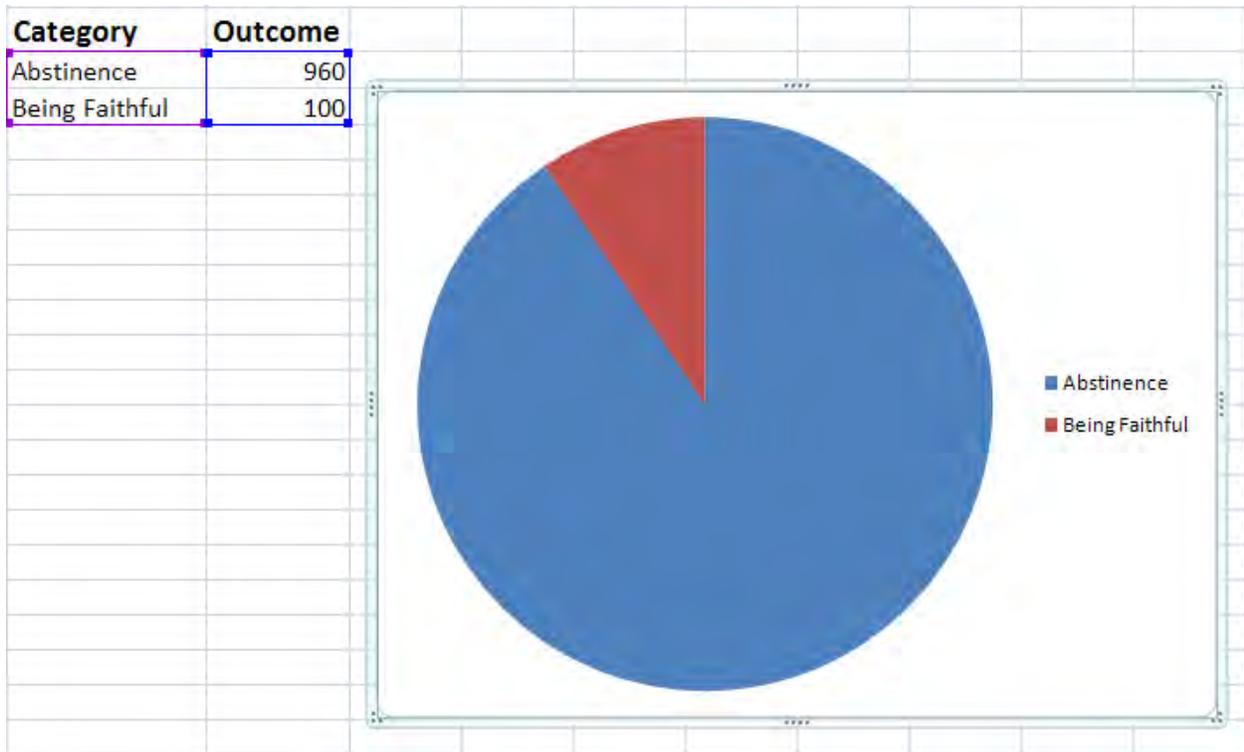
YWCA also worked closely with some religious groups, markets, schools and organizations to conduct outreaches and health education in the areas of HIV prevention. Beneficiaries were reached with behavioral risk / encounter forms and thereafter with prevention packages, this in turn played a crucial role in assisting YWCA reach the target population. YWCA undertook several advocacy visits to community gatekeepers, chiefs, school leadership, and these afforded it the opportunity of communicating and getting to the grass-root.

YWCA partnered with the following schools in Lagos state and established HIV prevention club called HEART (Helping Each other Act Responsibly Together), in each of the schools. They used drama and songs to convey HIV prevention messages among their peers (in-school youth program):

- Merit medal Secondary School, Igando;
- Okeaffa secondary school, Isolo ;
- Cherubim and Seraphim College, Surulere;
- OHNS Secondary School;
- YWCA vocational school, Lagos;
- Gracious College, Igando;
- Zodiac Secondary School, Igando; and
- MIC Royals Schools.

As a result of these efforts and the direct implementation of community HIV prevention programmes by YWCA as well as efforts by its partners in the implementation of in-school and out-of-school youths HIV prevention programs,

A total of one thousand, sixty individuals (1,060) were reached with activities that prevent HIV through abstinence and being faithful, nine hundred and sixty (960) were specifically for abstinence. This is further summarized by the Pie Chart below:



SUMMARY OF INDIVIDUALS REACHED WITH HIV PREVENTION ACTIVITIES USING ABSTINENCE AND BEING FAITHFUL PROGRAM.

BAR CHART WITH THE ABOVE DATA

PROJECT IMPLEMENTATION CHALLENGES

The overall project implementation challenges were as follows:

- **Funding:** During the course of the first year there was a missing gap which was in the area of provision not being made in the budget to cover the last Four months of the year and this delayed work for months before it was sorted out through submission of a Supplementary budget. Suffice it to also say that after the signing of the award document in November 2007 funds were not released until January 2008, as a result of delays in the finalization of the required year-1 work plan by YWCA and its technical partners.
- **Charles Drew University:** Charles Drew University's role in the project was not clearly understood by YWCA of Nigeria and after takeoff of the programs, the University had its sub-agreement with YWCA modified a number of times. There was also the incident of Drew International which was an arm of the sub-grantee and the Interface of both legal entities was not understood by YWCA, and these all impacted on the project implementation.
- **YWCA's internal challenges** which included the Project team leadership and management style which was far from being enabling impacted negatively on the smooth implementation of the project and delivery of anticipated results. This was also a major factor that led to the eventual termination of the project for cause, by USAID/Nigeria
- There was a 1 year challenge of an 8 months work plan which later was changed and YWCA lost time during the alignment.
- Disapproval of the engaged sub-grantees by USAID/Nigeria as a result of YWCA's non-compliance with the required sub-grant policies and procedures, was a huge setback on the project meeting its set targets.

LESSONS LEARNED

- Staff capacity was enhanced through various trainings they benefited from as already highlighted in this report.
- Staffing: While the project lasted there was a measure of turnover of staff which also impacted positively on the overall outcome of the Project
- YWCA of Nigeria by handling the project has gained a wealth of experience, the whole process impacted on our Organization positively as our internal control improved, YWCA had the opportunity of reaching out largely to the communities with lifesaving messages and new networks were established.
- YCARE provided avenue for YWCA of Nigeria to develop an operations manual which ab-initio it didn't have and this has enabled the organization to operate better and in a more organized manner. A good example is the fact that due process is followed in procurements as against what obtained before where YWCA will just ask vendors to supply items without ensuring that due process was adhered to.
- The project though if continued was supposed to be done in three more states aside Lagos however because it short lived only in Lagos, with the NACA HIV prevention package which took effect early 2008, YWCA was able to reach One thousand and sixty individuals
- Regardless of the disapproval of the FIVE CSOs which YWCA engaged to further the cause of the project, it is worthy of mention that the CSOs were impacted positively, they were trained and this has enabled three of them to attract some other funds.
- YWCA learnt the generally accepted practice of project management
- YWCA had the opportunity of working with more international agencies while on this project
- YWCA staff and volunteers participated in a lot of trainings which impact cannot be over emphasized
- YWCA through YCARE impacted on the lives of the target audience by trainings conducted e.g. Focus group discussion, Peer Educators /CSOs Training
- YWCA became a brand for HIV Prevention in the communities and schools reached

The project was gender focused providing equal opportunities for both males and females to be reached, it provided opportunities where women's leadership skills were developed and young women and girls through behavioral change activities and HIV prevention were taught to practice safe sex, negotiate safe sex and abstinence. YWCA as a gender responsive organization through YCARE provided equal training opportunities to both males and females where appropriate.

Suffice you to mention that in the area of HIV prevention, the project explored all areas of gender focus in terms of how HIV affects men and women, boys and girls and not focus on the feminine side of HIV only. Equal opportunities were provided for staff at recruitment

SUCCESS STORIES

In spite of the challenges and the internal issues which eventually led to the closure of the project in August 2009, the project recorded some successes which are highlighted below:

As a result of the capacity of YWCA of Nigeria which was built during the course of YCARE's implementation, though the project has been closed, YWCA has been funded by IPAS Nigeria to conduct Reproductive health and Rights Community sensitization and Prevention of Maternal Mortality due to unwanted pregnancies in Lagos, Anambra and Rivers States in the last Two years.

One other remarkable success story is the fact that some of our members of staff who worked on the project has since used experience they garnered to secure employment with other Organizations. Examples are Mr Ugoji Nwaeke the then Finance Assistance who is presently with Pro-Health, Ngozi Orame the then Monitoring and Evaluation Officer has moved on to other projects too as her skills were largely improved while on the project.

YWCA of Nigeria as an entity has used that experience to attract other donors. The project also impacted on the lives on the in-school- students under the HEART-Club as Cherubim and Seraphim College has continued to be a HIV-prevention vanguard club even after the closure of the project as members have continued to generate drama and songs with HIV prevention messages as a means of raising awareness among their peers.

Some YWCA members who also benefited from the project now have their various non-governmental organizations impacting and making change in their different communities.

APPRECIATION AND ACKNOWLEDGMENT

YWCA of Nigeria remains ever grateful for the rare opportunity given it to be one of the first indigenous organizations in Nigeria to receive a direct grant from USAID. It is on YWCA of Nigeria's record that USAID through the PEPFAR fund, turned around YWCA for good, some of the lessons YWCA learned will continue to guide the association in its activities and governance.

We sincerely thank all the churches, schools, markets and every individual who in one way or the other contributed to the experiences garnered by YWCA during the life of the Y-CARE Project, YWCA of Nigeria remains grateful.

APPENDICES

- **Appendix I: Summary of Project Targets and Achievements**

PEPFAR/Project Indicators	Life of Project Target	Life of Project Achievement	REMARKS
Numbers of individuals reached through community outreach that promotes HIV/ AIDS prevention through abstinence	51,750	960	<p>This target could not be met owing to the late start- up of the project, its in ability to expand to other states beyond Lagos and the eventual termination of the project.</p> <p>Due to the new minimum prevention package and prevention programme approach, the original target of 51, 750 had to be reviewed downwards.</p>
Percentage of young women and men aged 15-24 who both correctly identify ways of preventing the sexual transmission of HIV and who reject major misconceptions about HIV transmission	N/A	0	This indicator was to be assessed through plan evaluation as part of the project performance assessment, this was not done however as a result of the termination of the project
Percentage of individuals exposed to abstinence out-reaches that have never had sex 12 months post-intervention	N/A	0	This indicator was to be assessed through plan evaluation as part of the project performance assessment, this was not done however as a result of the termination of the project
Numbers of individuals reached through community outreach that promotes HIV/AIDS prevention through being faithful	35,300	0	<p>This target could not be met owing to the late start- up of the project, it's in ability to expand to other states beyond Lagos and the eventual termination of the project.</p> <p>Due to the new minimum prevention package and prevention programme approach, the original target 35,300 had to be reviewed downwards.</p>
Percentage of women and men aged 15-49 who have had sexual intercourse with more than one partner in the last 12 months	N/A	0	This indicator was to be assessed through plan evaluation as part of the project performance assessment, this was not done however as a result of the termination of the project

Number of individuals reached through community outreach that promotes HIV/ AIDS prevention through Abstinence and / or being faithful	86,250	1,060	<p>This target could not be met owing to the late start- up of the project, its in ability to expand to other states beyond Lagos and the eventual termination of the project.</p> <p>Due to the new minimum prevention package and prevention programme approach, the original target 86,250 had to be reviewed downwards.</p>
Numbers of girls, women and their partners willing to do HIV screening test	N/A	0	This indicator was to be monitored as a performance check on the linkages between the YCARE project and other HIV care providers but this was not done as a result of the challenges the project faced and eventual termination of the project.
Number of organizations provided with technical support	25	13	The total target for this indicator was to be reached in all the four YWCA focus state but because the project could not expand its activities beyond Lagos, the numbers of organizations reached were limited to Lagos State.
Numbers of individuals trained in HIV- related community mobilization for HIV prevention	350	148	The total target for this indicator was to be reached in all the four YWCA focus state but because the project could not expand its activities beyond Lagos, the numbers of organizations reached were limited to Lagos State.
Numbers of CSOs and FBOs receiving grants for HIV Prevention and Intervention	65	5	<p>This target could not be met owing to the challenges and the eventual termination of the project.</p> <p>The total target for this indicator was to be reached in all the four YWCA focus state but because the project could not expand its activities beyond Lagos, the numbers of organizations reached were limited to Lagos State. The target on this indicator for Lagos state alone for the life of the project was 25.</p>

Appendix 2: YWCA Award Termination Letter



USAID | NIGERIA

FROM THE AMERICAN PEOPLE

November 5, 2009

Hwongchung Majak
Interim National President
Young Women's Christian Association (YWCA) of Nigeria
8 Moloney Street
Lagos, Nigeria
Phone: 01-263-0950
Email: ywca_nigeria@yahoo.com

Reference: (1) Cooperative Agreement Number 620-A-00-07-00259-00, Y-CARE Project
(2) Your Letter – "Request for YWCA to Withdraw from Cooperative Agreement No. 620-A-00-07-00259-00"

Subject: Notice of Termination of Y-CARE Cooperative Agreement

Dear Mrs. Hwongchung Majak:

I have reviewed your request for YWCA to "withdraw" from the Y-CARE Cooperative Agreement and hereby inform YWCA of Nigeria that USAID/Nigeria agrees to terminate the subject cooperative agreement effective December 1, 2009. USAID shall not be responsible for, nor will any costs be reimbursed, that are incurred subsequent to this termination date.

This termination is in accordance with Section A.9.2 "Special Conditions" and Standard Provisions Part I – Mandatory Standard Provisions for Non-U.S. Nongovernmental Recipients, Number 5 entitled "Termination and Suspension (October 1998)" of the cooperative agreement. Your request is in accordance to 22 CFR 226.61a which states that an award may be terminated in whole or in part upon the recipient sending to USAID written notification setting forth the reasons for such termination, the effective date, and, in the case of partial termination, the portion to be terminated.

YWCA will have from now until the termination date to effect formal closeout of all activities under this award. Refer to the attached specific closeout instructions.

If you have any questions pertaining to this matter, please contact Acquisition and Assistance Specialist Sam Nwanokwu at snwanokwu@usaid.gov or the telephone number 09-4619300.

Please acknowledge receipt of this letter by signing below and return the signed page back to me by November 9, 2009.

Sincerely,

Michael Glees
Agreement Officer

Office of Acquisition and Assistance
U.S. Agency for International Development
7-9, Mambilla Street
off Aso Drive, Maitama
P.M.B. 519, Garki, Abuja

Tel: +234-9-4619300
Fax +234-9-4619400
www.usaid.gov/ng

Attachment:

Closeout Instructions Letter

Cc: Charles Brooks, USAID/Nigeria Controller
Siana Tackett, HIV/AIDS & TB Team Leader
McPaul Okoye, AOTR
Sussie Metu, YWCA National General Secretary

APPENDIX 3: NATIONAL PRESIDENT SIGNATURE PAGE

A handwritten signature in blue ink, appearing to be 'H. Majak', is positioned above the printed name.

**MRS. HWONGCHUN MAJAK
NATIONAL PRESIDENT
YWCA OF NIGERIA**