

**AIDSTAR-Two Project Trip Report – Washington DC & Central Asia Republics (CAR). Tajikistan, Kyrgyzstan and Kazakhstan**     **Sept 20 – October 4, 2013**

Printed April 2013

5 key words:

DC  
CAR  
Tajikistan  
Kyrgyzstan  
Kazakhstan

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## AIDSTAR-Two Project Trip Report Template

### **1. Scope of Work:** Central Asian Republics AIDSTAR-Two Training of the Trainers: NGO Capacity Building Guides

Destination and Client(s)/ Partner(s)	Washington DC & Central Asia Republics (CAR). Tajikistan, Kyrgyzstan and Kazakhstan. USAID Missions, Quality Health Project and Dialogue Project,
Traveler(s) Name, Role	Elden Chamberlain, Team Leader
Date of travel on Trip	20 Sept - 4 October 2013
Purpose of trip	Roll out of Capacity Guides and report back on assessment findings in CAR and final report back and discussion in DC in meetings and at AIDSTAR Two close out events
Objectives/Activities/ Deliverables	Conduct meetings in Dushanbe, Bishkek & Almaty with USAID/Quality Health/Dialogue/others to discuss capacity assessment project/findings and to introduce the capacity developers guides series and potential use in the region  Debrief with AIDSTAR- Two staff on CAR project
Background/Context, if appropriate.	Final activity of 3 phase CAR capacity assessment project. – Assessment, Guide production and workshops, Guide Roll out and project completion/debrief

### **2. Major Trip Accomplishments:** Should include the major programmatic goals realized, relevant metrics, and stories of impact from the trip.

Meetings held in Dushanbe, Bishkek, Almaty for CAR assessment project. Positive feedback from local USAID missions, and Quality and Dialogue staff on the work completed and usefulness of both the assessment findings and the guides.

Debriefed in DC on the full technical support cycle offered in CAR and this last TDY and participated in the AIDSTAR-Two close out event, discussing experiences in local capacity building with key populations CSOs

### **3. Next steps:** Key actions to continue and/or complete work from trip.

Description of task	Responsible staff	Due date
NA Project complete and AIDSTAR Two finishing		

### **4. Contacts:** List key individuals contacted during your trip, including the contacts' organization, all contact information, and brief notes on interactions with the person.

Name	Contact info	Home organization	Notes
See attached participants' lists			

### **5. Description of Relevant Documents / Addendums:** Give the document's file name, a brief description of the relevant document's value to other staff, as well as the document's location in eRooms or the MSH network.

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### **AIDSTAR-Two Project Trip Report Template**

Examples could include finalized products and/or formal presentations, TraiNet Participant List, Participant Contact sheet, and Meeting/Workshop Participant Evaluation form are examples of relevant documents.

<b>File name</b>	<b>Description of file</b>	<b>Location of file</b>
Agenda for ToT		attached
See attached PPT presentations made in CAR		attached

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**AIDSTAR Two**  
**Central Asian Capacity Project**  
**Introduction to the Capacity Developers Guides**

Agenda

- Overview of whole project
- Key Findings from the Capacity Assessment Project
- The Guides

Introduction, Purpose and Structure of the Guides

Advocacy

- Summary of recent workshops and use of Guide
- Guide Content
- Discussion on how guide can be used / integrated into current programming

Partnerships

- Summary of recent workshops and use of Guide
- Guide Content
- Discussion on how guide can be used / integrated into current programming

Business Planning

- Summary of recent workshops and use of Guide
- Guide Content
- Discussion on how guide can be used / integrated into current programming

Involving the Community

Human Resource Management

Governance

Best Practice for Prevention – PWID, MSM, SW

- Guide Content
- Discussion on how guide can be used / integrated into current programming

- Next Steps for the use of Guides use and distribution
- Conclusion



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## **Central Asian NGO Capacity Project:**

# **Assessment Findings and Development of the “Capacity Builders Guides”**

**Dushanbe, Tajikistan  
September 23, 2013**



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# AGENDA

- Overview of whole project
- Key Findings from the Capacity Assessment Project

## The Guides

Introduction, Purpose and Structure of the Guides

### Advocacy

- Summary of recent workshops and use of Guide
- Guide Content
- Discussion on how guide can be used / integrated into current programming

### Partnerships

- Summary of recent workshops and use of Guide
- Guide Content
- Discussion on how guide can be used / integrated into current programming



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# AGENDA

## Business Planning

- Summary of recent workshops and use of Guide
- Guide Content
- Discussion on how guide can be used / integrated into current programming

## Involving the Community

## Human Resource Management

## Governance

## Best Practice for Prevention – PWID, MSM, SW

- Guide Content
  - Discussion on how guide can be used / integrated into current programming
- Next Steps for the use of Guides use and distribution



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# Overview of Project

## Autumn 2012

- Mid term review/evaluation of Dialogue Project
  - Key Recommendations included need for Capacity Assessments of NGOs involved in Dialogue

## Spring 2013

- Capacity Assessment of HIV NGOs in CAR
  - Key Recommendations included need for Regional Strategy Development
  - Need for support in key capacity areas

## Summer 2013

- Capacity Support
  - Development of 7 Capacity Builders Guides
  - Introduction of Priority Guides of Advocacy, Partnerships and Business Planning through NGO capacity workshops



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# Key Findings from the Capacity Assessment Project



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# Key Message - NGOs

HIV related NGOs across the region are in a precarious position and many will fail / falter unless action is taken to avert this

NGOs in the main, are not financially/programmatically sustainable – they currently all rely on 1 or 2 International donors for whom they deliver projects, meaning that:

Many NGOs “follow the money” rather than having clear strategic priorities that dictates their operation.

Fosters a “project” based mentality in NGOs so that they don’t (can’t) think strategically about their role nor take a “whole of organisation’ approach to their operations



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# Key Message - NGOs

BUT

Despite the precarious situation that NGOs are in, they are all dedicated, hard working professionals, trying to make a difference in their communities and having an impact on HIV in their countries

Therefore

The role of PEPFAR and its implementers is to **Release the Potential of NGOs** by taking a holistic approach to capacity building, move from project based support to a whole of NGO approach



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# Key Message - Donors

The PEPFAR strategy concentrates on three strategic priorities.

**The second priority is systematic strengthening of the capacities of institutions, organizations, and individuals to more effectively plan, deliver, and monitor quality services for key populations.**

A paradigm shift in thinking is needed about what capacity building is / entails. Capacity development is more than running skills building workshops, but this assessment found that overwhelmingly capacity building has been reduced to specific skills building activities to NGOs in order that they can effectively deliver projects on behalf of donors.

Little investment has been made in developing the overall capacity of organisations in order that they can grow and function beyond the needs of any particular donor.



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## What We Did

- Travelled to 3 countries, 9 different cities/regions
- Met with 49 NGOs & 200 Staff/Volunteers
- 8 Workshops with approx 160 participants
- 3 Country Stakeholder meetings with approx 30 participants
- Developed 3 Draft Country Reports
- Developed 1 Regional Strategy



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## 6 Phase Process

### Country Stakeholder Meeting

- Inform them of process

- Seek guidance on key capacity issues from their perspective

- Views on organisations attending and additional NGOs to include

### Individual NGO Meetings

- Introduction to ourselves and process

- find out about the organisations and their main issues

- Develop a “feel” for the organisation and their potential capacity needs

- Develop a basic profile of each NGO based on 8 criteria



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## 6 Phase Process

### Capacity Priorities workshop

- Introduce key concepts of capacity building

- Self assessment exercises of using indicators of capacity

- Determine strengths, weaknesses and priorities

Data from self assessment exercises entered into spreadsheets and consolidated with other workshops (country and then regionally)



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## 6 Phase Process

Triangulation of data, findings from workshop, NGO meetings and Stakeholder meetings to develop country issues/recommendations.

Triangulation of country level findings/recommendations to determine regional issues and key recommendations



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## Capacity Areas Explored

- Partnerships, referral systems and coordination:
  - Different types of relationships
  - Formal and informal referral systems
- HIV/AIDS technical capacity of key and front-line staff and the ability of the organization to access and develop new methods and approaches



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## Capacity Areas Explored

- Organizational strengths:
  - Governance, strategy and structure
  - Human resources and administration
  - Program management, M&E and reporting
  - Financial management and sustainability



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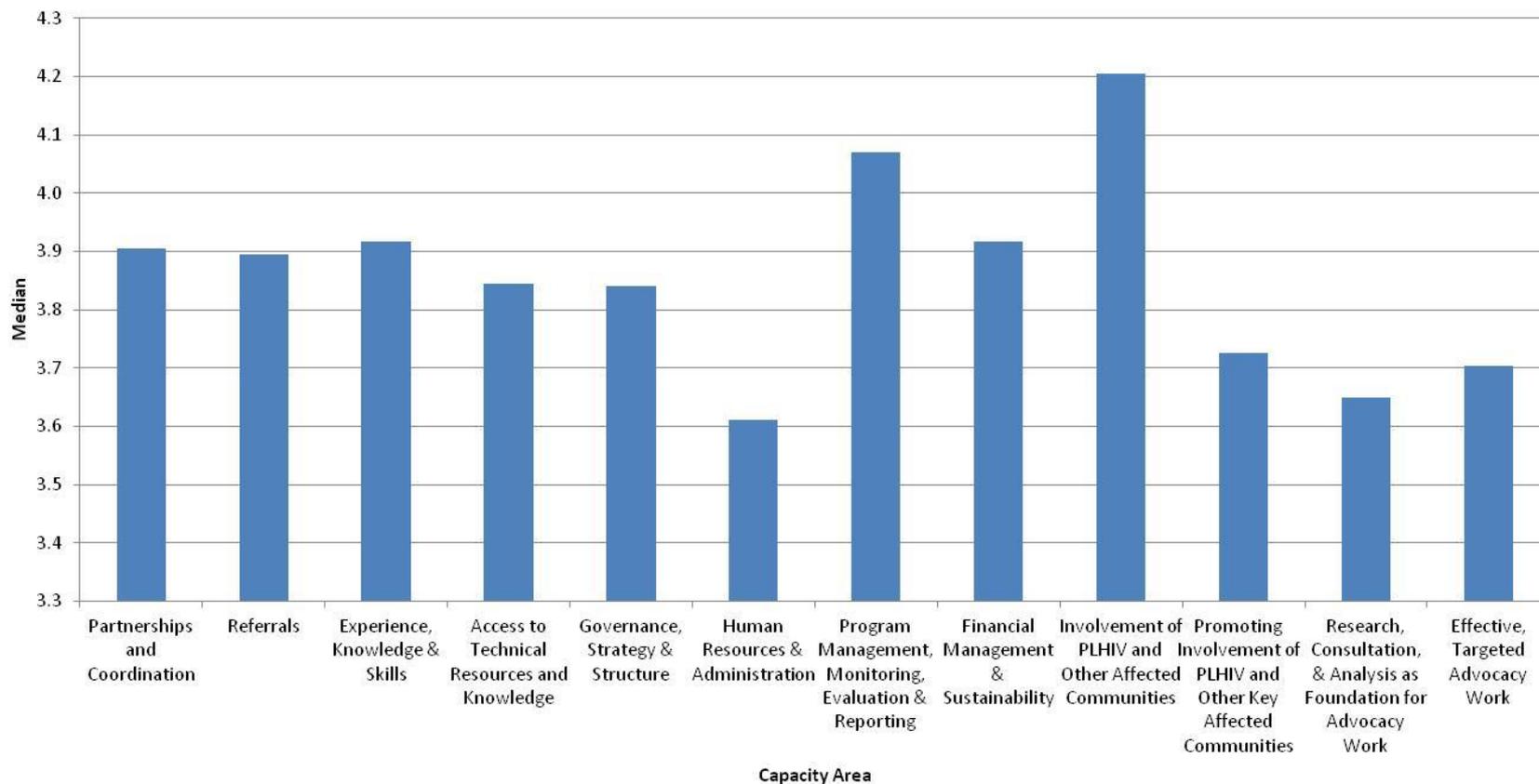
## Capacity Areas Explored

- The promotion of participation of people living with HIV and other affected communities:
- Involvement in evidence and consultation-based advocacy:
  - Exploring effective advocacy activities

# Regional Findings / Country Comparisons

- There are significant unmet capacity needs across all 3 countries
- A mean score of 4-5 was considered “good capacity”
- A mean score under 4 was considered “needs significant improvement”
- Most capacity areas across the region scored under 4.

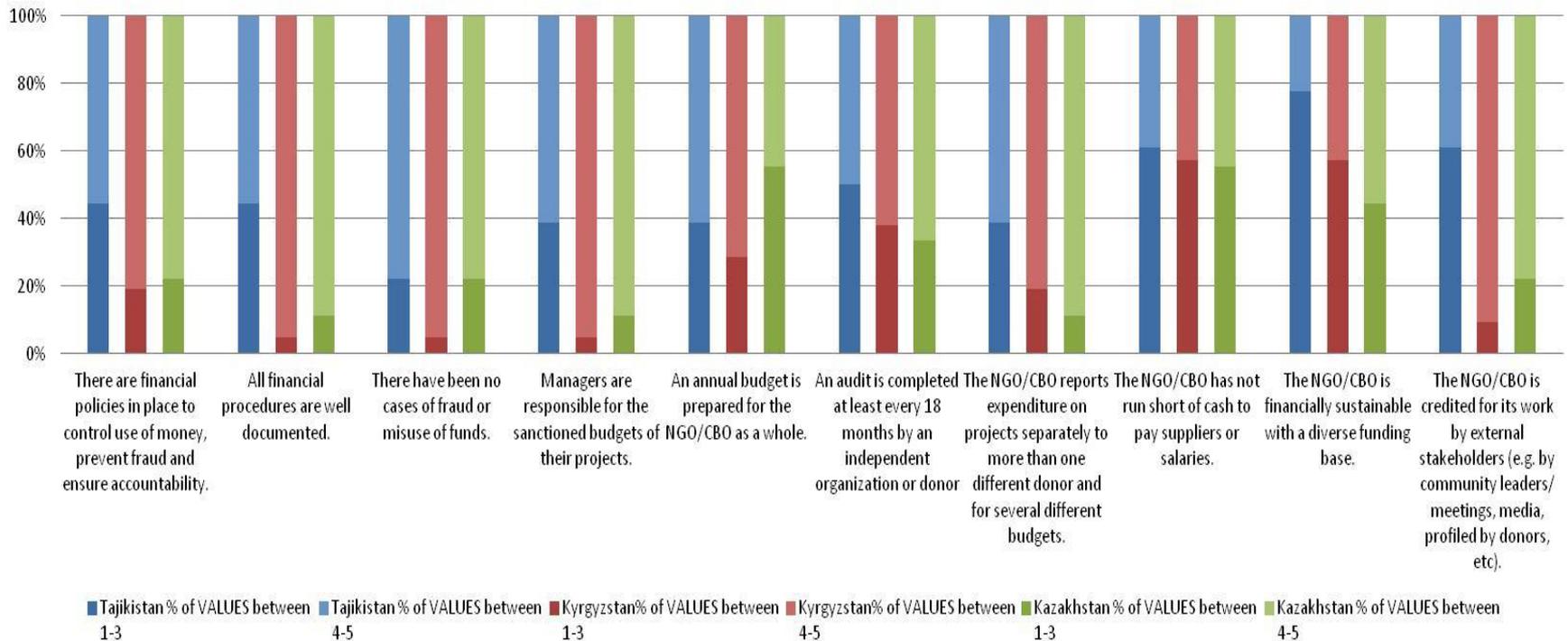
### Mean Scores for All Countries



- Involvement of PLHIV & Key Populations was the strongest area of Capacity
  - Most NGOs had significant cadres of PLHIV & KP involved – but generally only as volunteers/outreach workers.
  - Most organisations felt as though they ‘came from the community’ – organisations were founded by a mixture of PLHIV/KP members & medical/health personnel

- Organisations have program management capacity & financial systems
  - NGOs need to have robust program management and finance systems to meet donor requirements and this is reflected in the scoring
  - Robust finance systems precluded sustainability and resource mobilisation
  - Program management better described as “project” management as NGOs approach to management is on a project/donor by project/donor basis rather than an organisational approach.

## Indicator Value Distribution for All Countries Organization Strengths/Financial Management & Sustainability

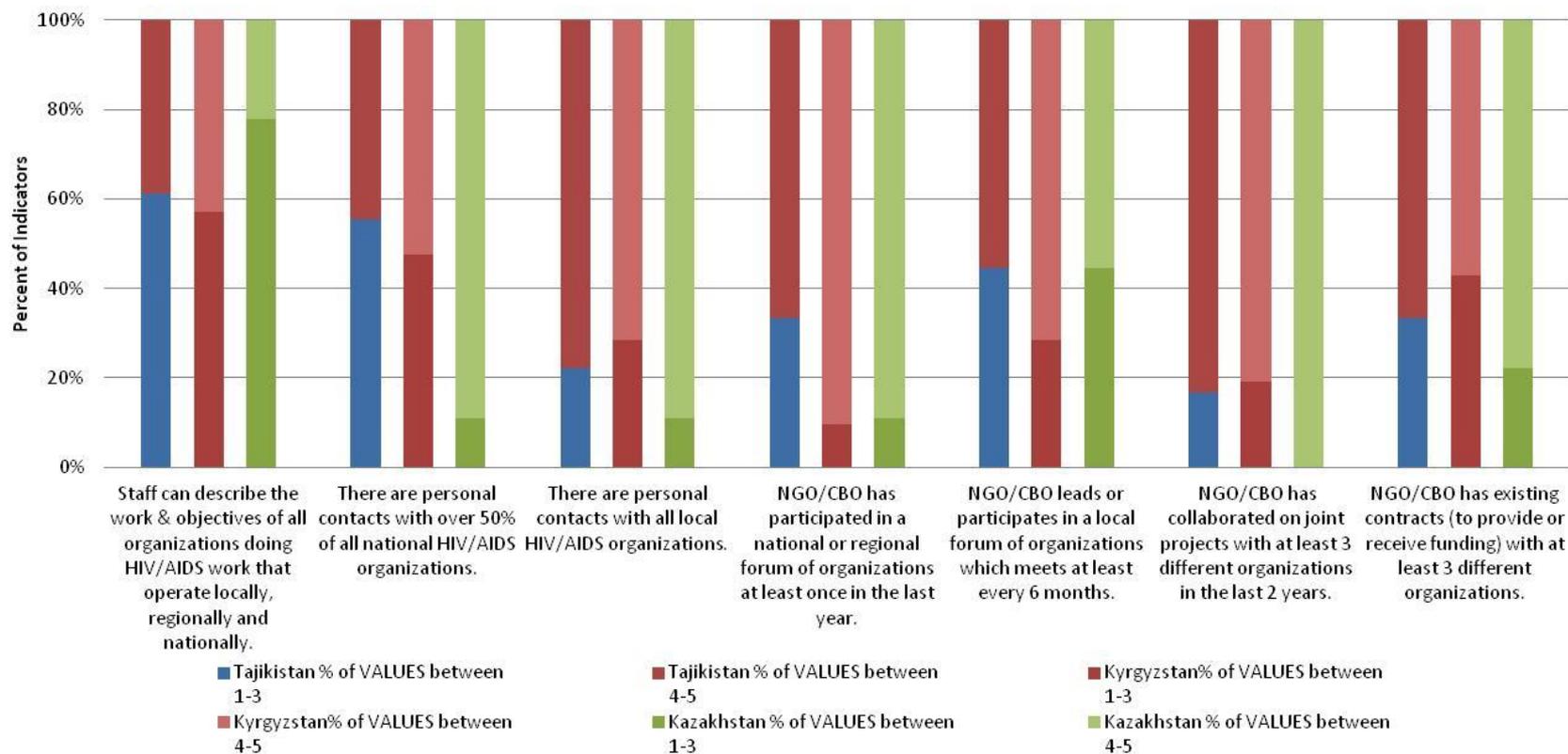


- **Advocacy is a significant issue for Capacity Building**

- Organisations mainly conducted advocacy as the local level
- Organisations tended to rely on donors and international agencies to conduct national level advocacy
- Organisations rarely coordinated/collaborated for advocacy actions.
- Advocacy capacity is strongly related to partnership capacity

- NGOs don't know who are potential partners
  - NGOs are working together, but primarily in the (local)referral area
  - NGOs are not thinking strategically about other organisations that that could be allies/support their work
  - This affects their ability to advocate effectively

## Indicator Value Distribution for All Countries Partnerships/Partnerships & Coordination



# Regional Recommendations

- Resource Mobilisation and Sustainability support, particularly thinking beyond relying on international donors – including developing entrepreneurial revenue raising strategies is a priority for all NGOs

# Regional Recommendations

- Strengthening Partnerships and Coordination by promoting and developing strategic alliances at both the Country and Regional Levels is critical
- Develop Advocacy efforts to ensure local/community ownership and increasing the role and visibility of the NGO sector is a priority

# TAJIKISTAN FINDINGS

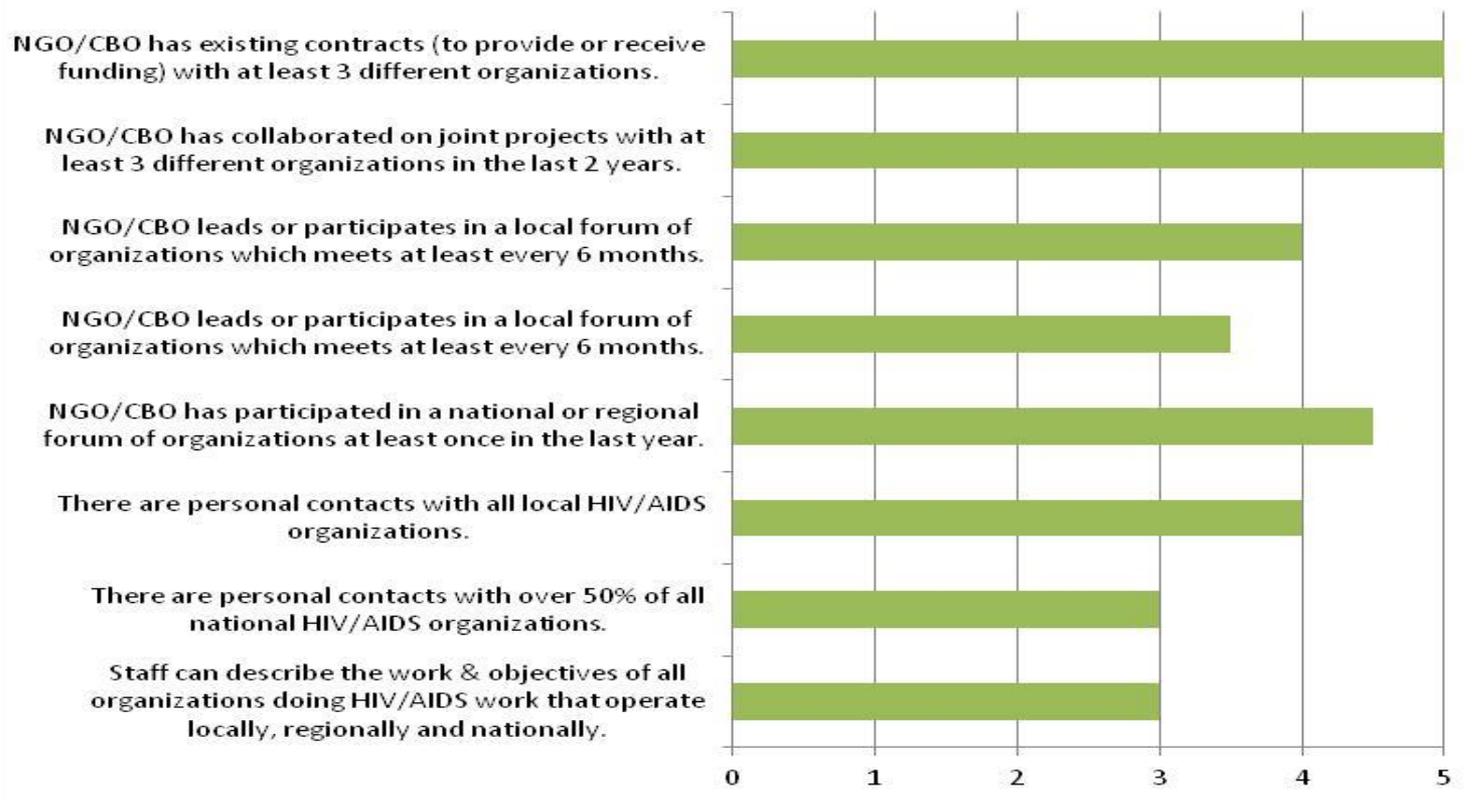
- Of the 3 countries, NGOs in Tajikistan were the most “passive”, felt they were totally reliant on international donors and felt there was little hope of any support/recognition from local government.
- As a result they are at serious risk of failure

# Partnership & Coordination

- Most of the NGOs explored partnerships only in relation to service referrals.
- The feeling of disempowerment is common among the Tajik when it comes to relationships with high level governmental structures and officials, international organizations, or donors. The relationship with the Ministry of Health was described rather in terms of moral support “they meet us halfway, they’ve been working for many years”, but the particulars of the relationship boiled down to referrals for medical services not on any substantial support or collaboration.



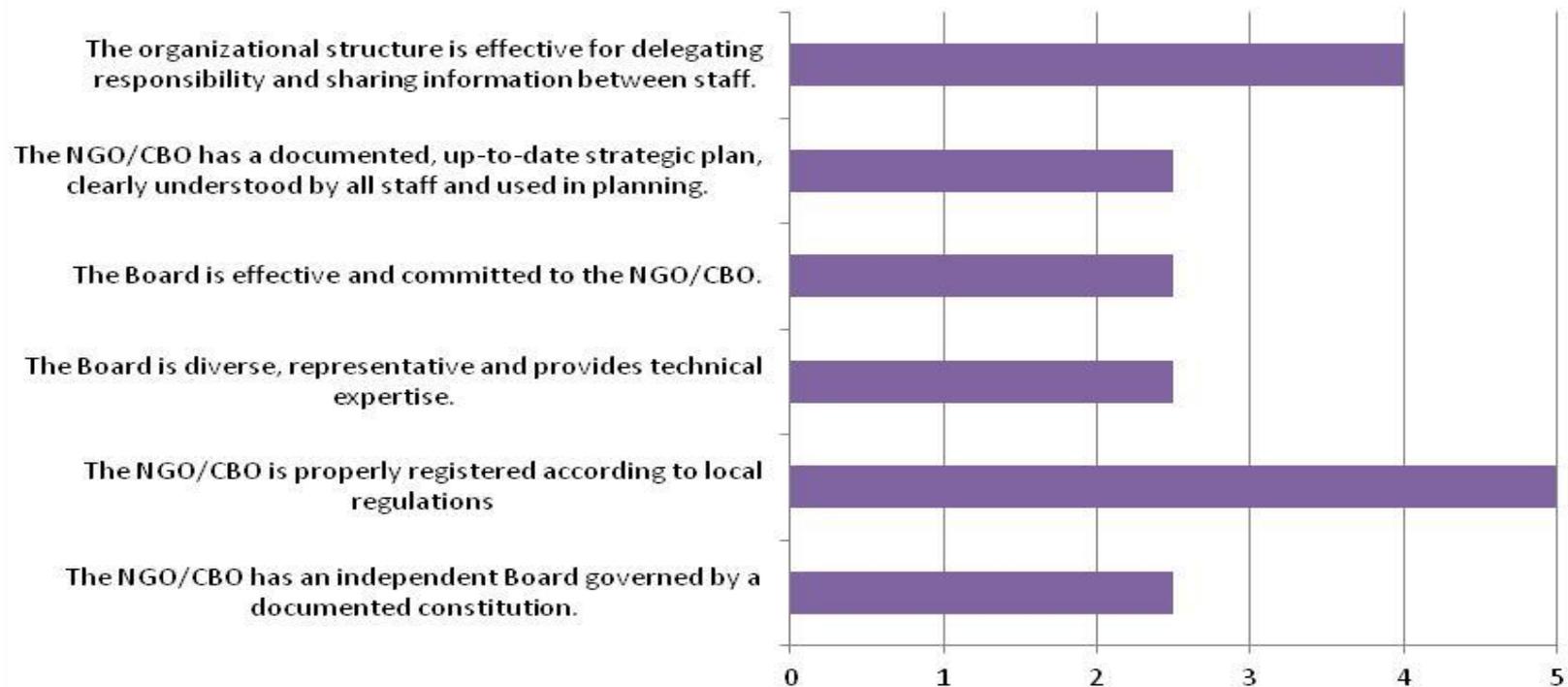
## Median Scores: Partnerships/Partnerships and Coordination



# Organisational Systems

- Most organizations not guided or supported by a functional board or another entity involved in the governance or strategic oversight of the organizations.
- In order to obtain official registration each Tajik NGO required to establish a founding board. With rare exceptions, although membership of this body has been strategically thought out to include representatives of key populations and other key stakeholders, founding boards do not become functional entities and do not play any significant role in the development and operations of their organizations.
- In most cases the founding boards contain one or more senior executives of the organization so the split of functions between the quasi-governing structure and the management is difficult to define and can lead to conflict of interest issues which are not adequately addressed through organizational procedures.

## Median Scores: Organization Strength/Governance, Strategy & Structure

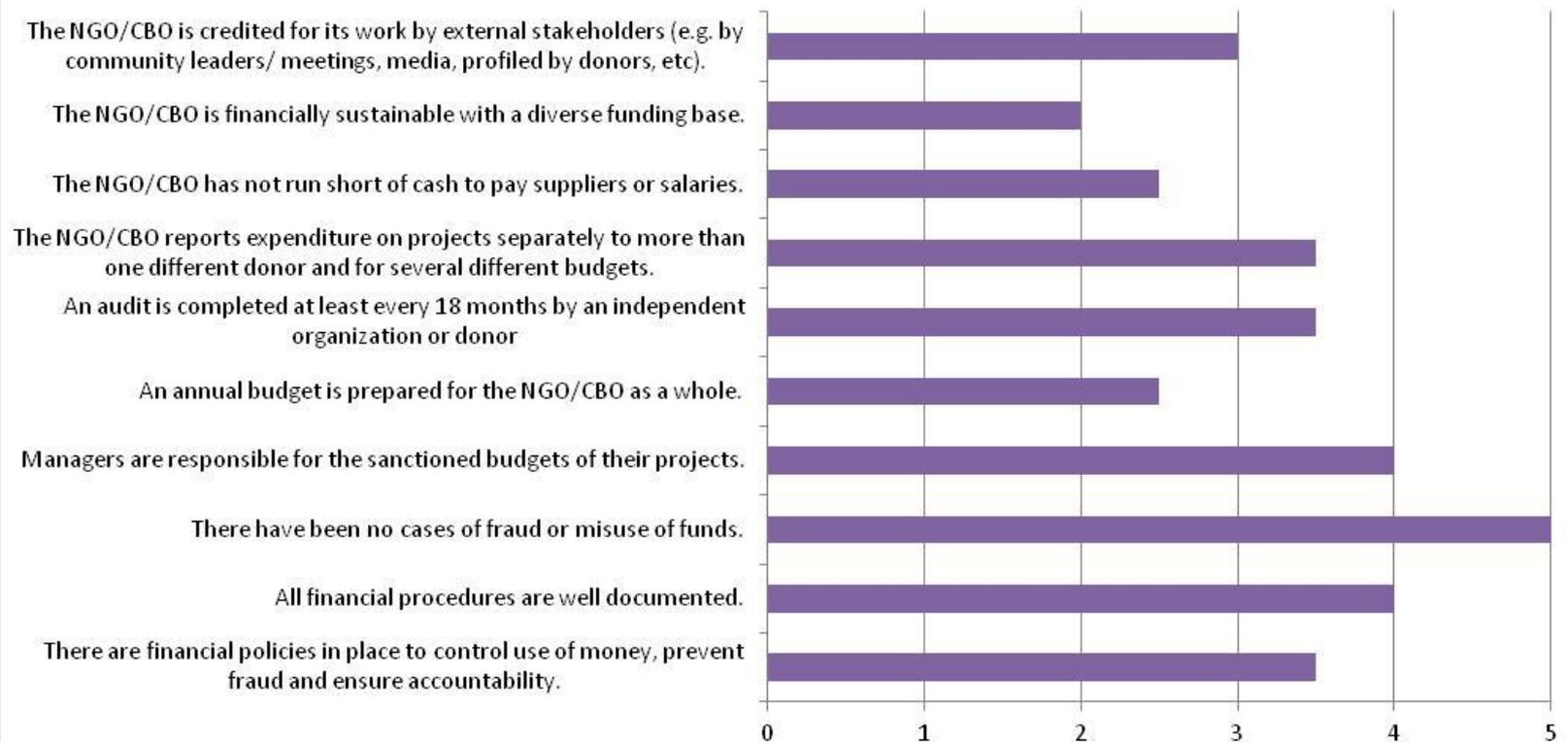


# Financial Management & Sustainability

“often it is more correct to describe the existing situation in terms of survivability rather than sustainability” (workshop participant, Kulob)



## Median Scores: Organization Strength/Financial Management & Sustainability



# Thinking Out of the Box - Shabaka Conference Center to fund pre- and post-release services for prisoners

- In 2009 a group of former prisoners in Khujand initiated the creation of Khayeti Nav. This NGO was created to provide support services to newly released and ex-prisoners. The support from Dialogue has come to an end.
- Khayeti Nav developed an income generating project that utilised their large office space as a conference center.
- The Executive Director, Abdukhaleg Abdrakhmanov, commented that “ with the reduction in funding and staff reductions the office was far too big for our needs so it made sense to try and see how we could generate income from the unused space.”
- As a result the Shabaka Center was developed.
- The Center has already generated enough income to retain 30% of the organization’s personnel

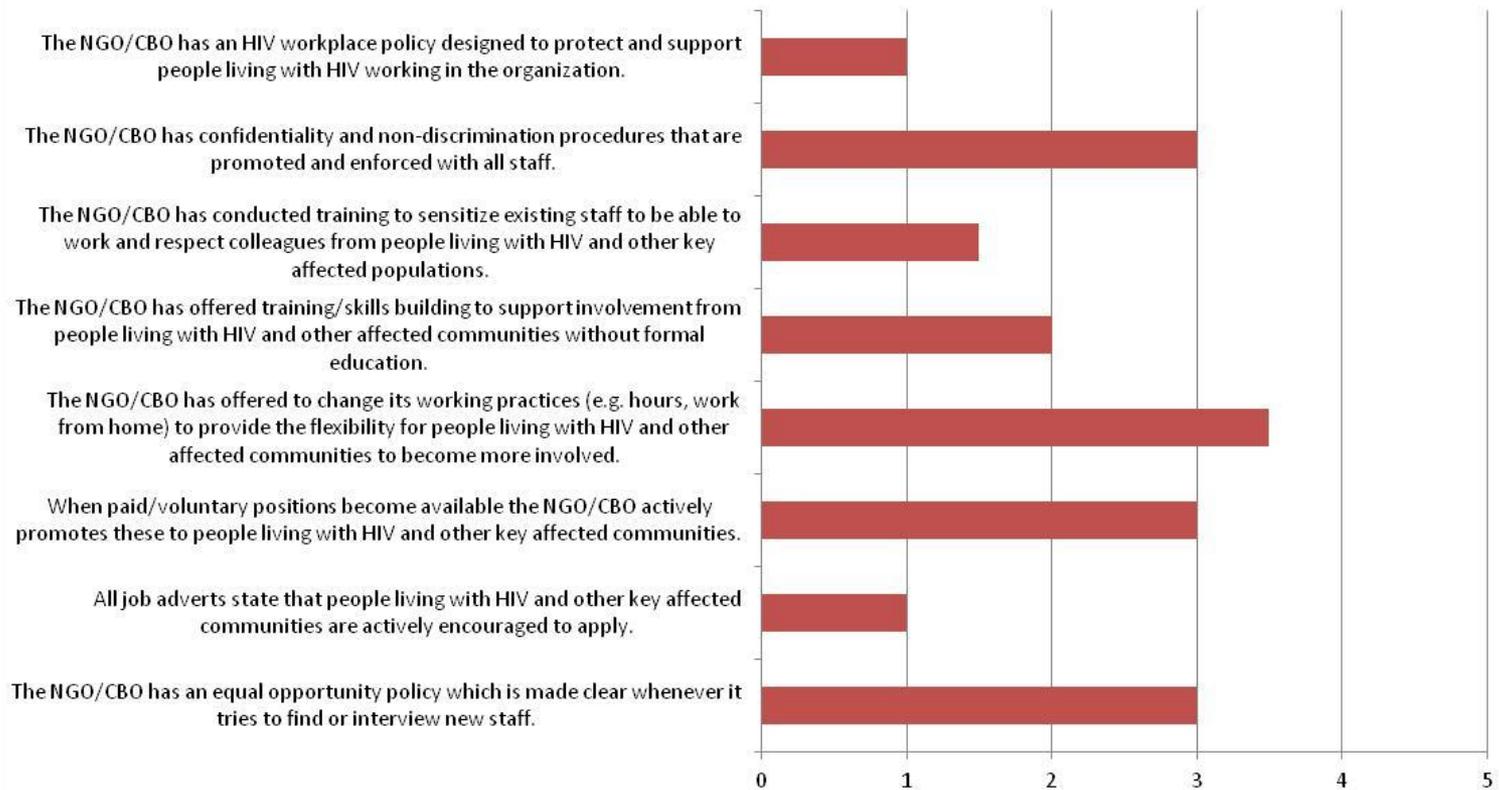


# Participation of PLHIV & Key Popns

- Apart from the rare cases of founding membership the involvement of PLHIV and other affected communities is restricted to front-line service delivery functions such as outreach work, low paid workers or volunteers.

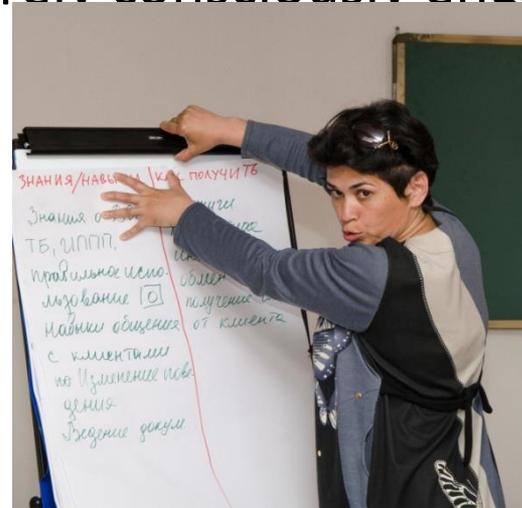


## Median Scores: Participation of PLHIV & Affected Populations/Promoting Involvement



# Advocacy

- There is no culture of working with or challenging the structures of power and NGOs are rarely consciously engaged in advocacy activities.
- International organizations are often expected to initiate advocacy activities.
- Collaborative forms of advocacy, although spontaneously practiced by organizations, are not defined in terms of advocacy.



## Median Scores: Advocacy/Research, Consultation & Analysis

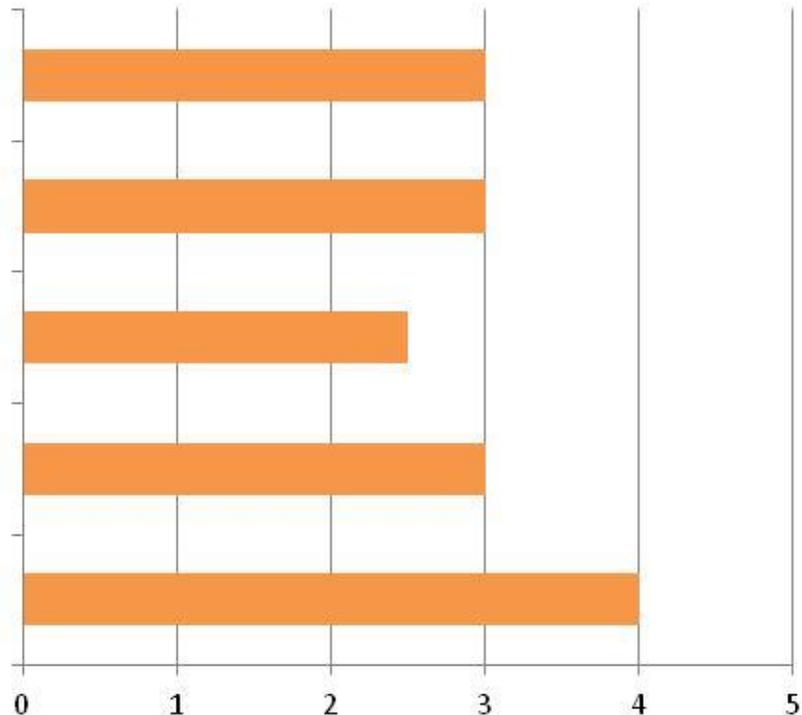
The NGO/CBO has conducted participatory consultations with communities and affected groups to identify how it should help them through its advocacy work.

The NGO/CBO has tried to find and network with other organizations to understand how it could collaborate or improve its advocacy campaign.

The NGO/CBO has analyzed research and presented evidence to make it relevant and effective for the institutions targeted.

The NGO/CBO has conducted research to find evidence (data, publications, what other influential institutions have said) to support its advocacy work.

The NGO/CBO has conducted at least one advocacy project to change the policy or practices of an institution.



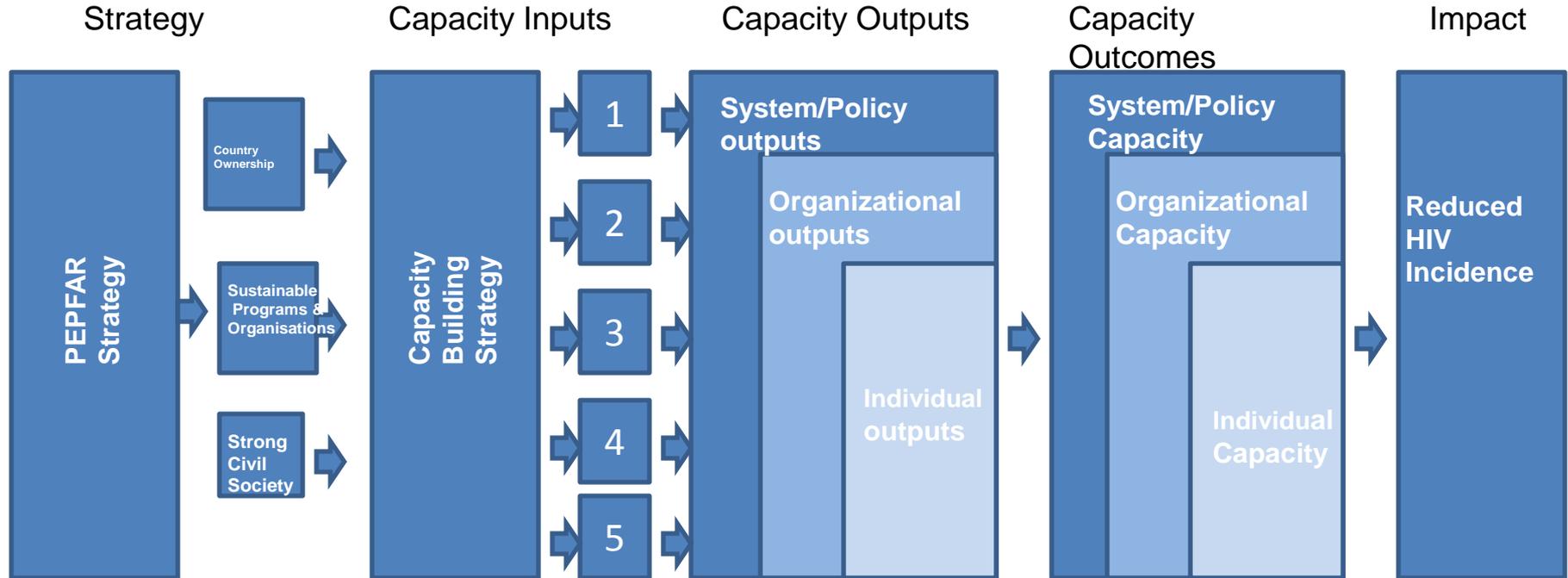
# Tajikistan Key Recommendations

- Support the development one or more coalitions or networks of NGO's working on HIV representing specific MARPs. The primary purposes would be to support the development of a joint advocacy agenda.
- Improved access to more advanced technical knowledge and skills in specific HIV related services and programs
- Resource Mobilization capacity is critical, include working with the civil society to develop fundraising strategies and coping mechanisms that could be utilized to offset the negative implications of funding interruptions.

# Tajikistan Key Recommendations

- Strategic thinking needs to be developed as the norm, it goes beyond developing a strategic plan, but requires organization to consider why they exist, who they serve and how decisions/policy decisions they make reflect community need.
- A greater understanding of GIPA needs to be developed to ensure that staff or volunteers from key populations can be considered for roles other than outreach workers.
- A leadership strategy needs to be developed to nurture and support key populations leaders
- An understanding of different governance structures and the need to separate governance from policy needs to be developed including transparency in decision making and conflict of interest issues.

# Capacity Development Framework



1=Partnerships, 2=Technical Skills, 3=Organizational Strengths, 4= Participation of PLHIV & other key populations, 5 = Advocacy

# Key Issues for the Strategy

## **Partnership & Coordination**

- Create new relationships between NGOs that move beyond referrals to enable joint programming, economies of scale, development of country/regional wide best practice standards and stronger advocacy

# Key Issues for the Strategy

## Technical Skills

- Provide knowledge/access to information about new HIV prevention practices and incorporating this into current programming

# Key Issues for the Strategy

## Organisation Systems

### Governance & Strategy

- Improve governance structures to enable clearer separation between governance and management and increase community participation in decision making
- Create long term strategic plans / vision for organizations and incorporate this into their work planning and programming

# Key Issues for the Strategy

## **Human Resources & Administration**

- Develop an understanding of role and function of volunteers and create systems to support volunteers within organizations
  - **Program Management**
- Move towards a whole of organization approach to project implementation

# Response to the Strategy

## **Finance & Sustainability**

- Develop resource mobilization skills, particularly looking beyond traditional donors, developing business plans/models and entrepreneurship

# Key Issues for the Strategy

## **Involvement of PLHIV and Key Populations**

- Increase understanding of GIPA to enable key populations to move beyond volunteer/outreach worker role in organizations
- Develop mechanisms that increases community participation in decision making

# Key Issues for the Strategy

## **Evidence based Advocacy**

- Increase understanding of advocacy and the role it plays in the HIV agenda
- Develop advocacy skills
- Develop advocacy strategies

# Response to the Strategy

## Activity 1

- **Develop Capacity building modules/manuals that NGOs can implement and adapt for their own use with support and guidance from Quality and Dialogue projects**

## Activity 2 Create Partnerships in Kazakhstan, Tajikistan and Kyrgyzstan.

- Hold national level meetings of the NGO HIV sector to;
  - Create stronger linkages and collaboration between organizations
  - Develop evidence based advocacy skills
  - Develop a national advocacy strategy
  - Discuss possibility of Partnership Platform
- **Addresses Systems recommendations**
  - Better Donor Coordination, working together to support NGOs advocacy agenda
  - Scale up interaction with governments to help them better understand NGO sector and the role it can play in the HIV response, create linkages to USAID governance and democracy program to ensure HIV NGOs are part of their activities
- **Addresses Organisational recommendations – Advocacy & Partnerships**

# Response to the Strategy

## Activity 3

- **Business plan development for sustainability**
  - Bring together Plus Center (Osh), Answer (Ust-Kamenogorsk), Shibuka business center (Khujand) to share experiences of developing business models, Develop skills in business planning, develop draftbusiness plans for their NGOs, develop skills to transfer this knowledge to others.
- Addresses Organisational recommendations of Resource Mobilisation

# Response to the Strategy

## Activity 4

### Support the development of the MSM package of services for Central Asia

- Hold regional meeting between MSM NGOs to:
- Review and adapt package of services into central asia
- Develop capacity needs plans on support needed to implement/incorporate package of services into programming
- Discuss framework for CA subregion for EECA MSM/HIV network
- 
- Addresses Systems recommendations:
- Shift away from project based capacity building methodology to a whole of organization approach
- Scale up interaction with governments to help them better understand NGO sector and the role it can play in the HIV response, create linkages to USAID governance and democracy program to ensure HIV NGOs are part of their activities
- Develop a culture of strategic thinking to enable critical assessment of programming and understanding impact on HIV epidemic
- 
- Addresses Organisational recommendations:
  - Technical Skills development
  - Partnership & Coordination
  - Advocacy

# Format of the Guides

- 1. Note to Capacity Developer

This is a brief “for the user of the guide” introduction that explains what it is

- 2. Overview

This is a definition/introduction to the organizational development topic. So, for example, define what the term Human Resources Management means, why it is important to the organization, etc. Then it will give a brief overview of the capacity development process for this topic.

# Format of the Guides

- 3. Capacity Development Units

Max Per Unit (3-4 units per guide)

- a. Topic name (these are the four topics under HRM, for example; each one will have its own unit)
- b. Objectives for this unit (what will the person know by the end of this unit?)
- c. Timing (how long will it take the facilitator and the participants to complete this unit?)
- d. Participants (who needs to be here from the organization?)
- e. Mode of unit delivery (is this a small working group led by a facilitator? Is it a one-on-one in the organization? Is it a workshop?)
- f. Resources needed (what does the facilitator need? What do the participants need?)
- g. Step-by-step facilitation guide (this is the main content area of each unit – this is usually one to two full pages)
- h. Supporting materials – any handouts? Worksheets?

# Format of the Guides

- 4. Annexes:

Any general resources that do not fall under specific unit will go here. So, for example, a glossary of terms; additional resources list (articles, web sites); and any other relevant, paper-based documents (such as brief self-assessments, checklists, etc.) that are more comprehensive and not specifically related to a unit.

# Format of the Guides

The Guides are not “stand alone” workshops, but rather are to be used as both a reference source and support to developing capacity building activities in each of the capacity areas

# Capacity Developers Guide to Advocacy

## Comments from the workshop

### **What was the most useful**

Key types of advocacy work

Developing an advocacy plan. Methods

Of course advocacy, and developing advocacy plan

Working on systematic and purposeful exploration of new partnerships

### **What could be improved**

Increase the number of days for such workshops to 6

More in depth analysis of the whole process is required from preparation to conducting and results

### **Guides**

All is great, with examples, and the language is accessible

Very useful for our work

The guides are composed with examples and are written in accessible language

# Capacity Developers Guide to Advocacy

## Guide Outline

- Note to the NGO
- Overview of Advocacy and the Epidemic
- Unit 1. Definitions of Advocacy, its Key Aims, and Levels of the Advocacy Process
- Unit 2. Planning and Implementing Advocacy Work
- Unit 3. Monitoring and Evaluation
- Conclusion
- Annex A: Resources

# Capacity Developers Guide to Advocacy

## **Unit 1. Definitions of Advocacy, its Key Aims, and Levels of the Advocacy Process**

**Learning Objectives :** Upon completing this unit, you will be able to: Define advocacy and understand its purpose. Understand the different levels of advocacy—local, national, and regional/international. Understand the importance of legitimacy and accountability when your organization takes on advocacy work.

Duration of the Unit: Four hours.

## **Unit 2. Planning and Implementing Advocacy Work**

**Learning Objectives** Upon completion of this unit, you will be able to: 1. Select an issue that your organization may want to address through advocacy. 2. Understand how to set advocacy goals and objectives and the activities that will help achieve them. 3. Identify the decision-makers your campaign will influence. 4. Analyze the risks associated with advocacy. 5. Develop a budget for your advocacy campaign. 6. Begin to develop a written advocacy plan for your organization.

Duration of the Unit: Two to three months.

## **Unit 3. Monitoring and Evaluation**

**Learning Objectives Upon completing this unit, you will be able to:**

1. Understand the purpose of monitoring and evaluation in the context of an advocacy campaign
2. Choose indicators and milestones for your own advocacy work
3. Understand that advocacy is a dynamic process and that your objectives may change over the course of time

Duration of the unit: One to two months, to develop a monitoring and evaluation plan.

# Example of Activity from Advocacy Guide

As you begin, one important question to ask yourself is, “Is the community we work with involved in this advocacy plan and implementation?” Use Table 2, provided below, and fill in each box with a ‘yes’ or ‘no’ response.

	Is your community informed?	Have they been consulted?	Are they involved in the process?
Planning			
Implementation			
Monitoring			
Evaluation			
Follow up			
Possible new Advocacy actions			

# Review the Advocacy Guide

- Look through the Guide
  - What is 1 or 2 things that stand out for you?
  - How can you see the guide supporting your programming
  - One example of how you would use the Guide?
  - One NGO in particular that you think would benefit from the Guide?

# Capacity Developers Guide to Partnerships & Coordination for HIV Organizations

## Guide Outline

Table of Contents

Note to the NGO

Overview of Partnership and Coordination

Unit 1. Partners and Partnerships in the HIV Response

Unit 2. Specific Examples of Various Types of Partnerships

Unit 3. Features of Successful Partnerships

Unit 4. Partnership Building Mechanics: The Partnership Strategy

Annex A: Additional Reading

# Capacity Developers Guide to Partnerships & Coordination for HIV Organizations

- **Unit 1. Partners and Partnerships in the HIV Response**
- **Learning Objectives**
- Upon completing this unit you will understand the types of partnerships most common in the HIV and AIDS field.
- Duration of the Unit: One Week
- **Unit Content**
- This unit explores three different types of partnerships most common in the HIV and AIDS field. It should help you understand the nature of your existing partnerships, as well as start thinking about possible areas where partnering with others could be beneficial for your organization and its mission. While working through the unit, please consider the following:
- What categories your current partners fall into?
- Are there gaps or challenges in each of your current partnership, which you would like to improve or resolve?
- What are the challenges?
- What are some of the possible means of improving your collaboration with others?

# Capacity Developers Guide to Partnerships & Coordination for HIV Organizations

- **Unit 2. Specific Examples of Various Types of Partnerships**
- **Learning Objective**
- Upon completion of this unit, you will be able to analyze your organization's current partnerships, understand ways to strengthen those partnerships, and develop ideas for new partnerships that will positively impact your organization's work.
- Duration of Unit: One Week
- **Unit Content**
- The below spreadsheet illustrates the variety of partnerships that can be useful to NGOs working on HIV in the context of a concentrated epidemic. The first column lists a range of possible partners, the second one briefly describes some of their possible functions in a partnership, and the last column outlines some of the possible expectations an NGO may have from such partnerships.

# Capacity Developers Guide to Partnerships & Coordination for HIV Organizations

- **Unit 3. Features of Successful Partnerships**
- **Learning Objective**
- Upon completing this unit you will understand the key features of a successful partnership and how to ensure that your partnerships incorporate these features.
- Duration of Unit: One week
- **Unit Content**
- The unit includes important considerations that need to be taken into account in any partnership development efforts.
- 
- **Unit 4. Partnership Building Mechanics: The Partnership Strategy**
- Learning Objective
- Upon completing this unit you will understand how to develop a partnership strategy for you organization.
- Duration of Unit: One month (to develop the Partnership Strategy)
- **Unit Content**
- This unit considers the specific mechanisms and steps required to improve existing or build new partnerships. As you go through the principles and steps think which of them you could apply to your existing relationships. Which would be useful in building partnerships you would like to develop? Please decide on at least one specific improvement in the existing partnerships and one new partnership you would be willing to develop, and draw a simple work plan containing the steps to be taken, people that would need to be involved, their functions and areas of responsibility, issues that you would be discussing with your partners, arguments you would use in order to convince them into the partnership, and benefits that your organization and your partners would gain from the new relationship.

# Activity from Guide to Partnerships & Coordination for HIV Organizations

Use this table to assess your own partnerships

1. SITUATION ASSESSMENT AND CHOICE OF PARTNERSHIP TYPE	<ul style="list-style-type: none"><li>• research into the problem (data analysis, expert consultations), presenting a big picture of partnership (selecting partnership type and duration)</li></ul>
2. DEFINING PARTNERS	<ul style="list-style-type: none"><li>• defining potential partners and their motivation for coordinated action</li></ul>
3. BUILDING COORDINATED ACTIONS	<ul style="list-style-type: none"><li>• establishing the partnership management framework and mechanisms for day-to-day coordinated actions</li></ul>
4. PLANNING AND IMPLEMENTATION	<ul style="list-style-type: none"><li>• planning joint effort for partners/entering into memorandum/partnership agreements and implementation of the said plans/documents разработка</li></ul>
5. ASSESSMENT OF PARTNERSHIP'S RESULTS	<ul style="list-style-type: none"><li>• assessment of the objective fulfillment and coordinated actions; partnership revision (attracting new partners or expulsion of previous ones)</li></ul>
6. CONTINUATION OR TERMINATION	<ul style="list-style-type: none"><li>• finalizing review of the partnering effort; in case of long-term partnership – establishment of structures and generation of mechanisms to ensure consistency and to proceed with cooperation</li></ul>

# Review the Partnership Guide

- Look through the Guide
  - What is 1 or 2 things that stand out for you?
  - How can you see the guide supporting your programming
  - One example of how you would use the Guide?
  - One NGO in particular that you think would benefit from the Guide?

# Capacity Developers Guide to Business Planning

## Outcomes of Workshop

- A **day care center** for children of women living with HIV in Osh which is also open to paying customers.
- A **Printing Press** in Bishkek aimed at servicing all of the INGOs/GFTAM/USAID, who come to Bishkek to run meetings.
- A **Mobile Clinic** for sex workers Chuy Oblast that have no access to family planning and reproductive health services, but open to all women who could pay for some of the services to keep the mobile clinic operational.
- Revamping the **Khujand Business Center** to a higher professional level of services and facilities in order to attract international clientele to contract their services. The revenue raised will go to providing first aid kits for drug users and to re-equip and restart the carpentry workshop that closed due to end of project funding from the Dialogue Project.
- Building a **Conference and Training Center** in Osh to provide both training space for rehabilitation programs with drug users, as well as space to be rented for meetings. A catering service will also be created to provide food for those attending meetings.
- In Ust-Kamenogorsk, breeding high quality, **Organic Cows** for sale to breeders and using this opportunity to training ex-prisoners with the skills to care for and breed these high quality animals. Income from the sales of milk and milk by-products will be used to expand the half-way house and the re-integration program for ex-prisoners.

# Capacity Developers Guide to Business Planning

## Guide Outline

Note to the NGO

Overview of Business Planning

Unit 1. The Vision and Mission for the Organization

Unit 2. The New Business Opportunity

Unit 3. The Market for the Business Opportunity

Unit 4. The Business Plan Team and Required Resources

Unit 5. Projections of Social Returns

Annex A: Worksheets

Annex B: Glossary of Terms

# Capacity Developers Guide to Business Planning

- **Unit 1. The Vision and Mission for the Organization**

- ***Learning Objectives***

- Upon completing this unit, you will be able to:
- Establish a mission, or purpose, for your organization.
- Create a clear vision for your organization.
- Explain how this vision will contribute to your mission or purpose.
- Duration of the Unit: 4 hours

- 

- This unit provides you with the opportunity to share with your funders the mission, or purpose, of your organization, as well as the vision — and the way in which both will contribute to the health, welfare, and economic standing of the people and communities that your organization serves.

- 

- **Unit 2. The New Business Opportunity**

- 

- ***Learning Objectives***

- Upon completion of this unit, you will be able to:
- Generate, test, adapt, and articulate at least one solid business idea that will help you meet the mission and vision of your organization.
- Identify the competitive positioning of your new business opportunities; that is, the probability that your business opportunities can be successfully launched in a competitive market.
- Draft a "business pitch" to potential funders.
- Duration of the Unit: 4 hours

- 

- During this unit, you will conceive, test, adapt, and articulate business ideas that will lead to the creation or expansion of your organization. You will be introduced to the Strategic Mapping Exercise to help you generate breakthrough business idea ideas to improve the quality of life of your clients and community members.

# Capacity Developers Guide to Business Planning

- **Unit 3. The Market for the Business Opportunity**

- ***Learning Objectives***

- Upon completing this unit, you will be able to:
- Conduct a study that provides you with critical information about your target market.
- Use informational and promotional techniques to increase demand for a new product or service.
- Develop a marketing plan for the promotion of a new product or service.
- This unit will help you design a simple instrument to assist you in studying your market and demonstrate to your funder that the product or service you have chosen meets the needs of your clients and community — your target population — and that you will be able to effectively market the product or service.
- Duration of the Unit: About one week's time
- 
- During this unit, you will look critically at the market. You will study your market to determine whether the new product or service is truly needed by your clients and members of the community. You will also identify ways in which the proposed new product or service should be adapted or modified to gain broader use.

- **Unit 4. The Business Plan Team and Required Resources**

- ***Learning Objectives***

- Upon completing this unit, you will be able to:
- Identify all of the activities that need to be carried out to develop and introduce your new product or service.
- Establish a team of individuals capable of filling these roles.
- Draft a scope of work for each member of your launch team.
- Create a work plan showing the activities and timeline for the launch of your new product or service.
- Understand basic financial terms.
- Develop a budget detailing the financial requirements for developing, launching, and marketing a new product or service.
- 
- Now it is time to shift from an inspired group of colleagues to a functional business team. This unit of your business plan gives you the opportunity to show your funder or investor that you have an exceptional business team — a team that will work together to successfully launch your new product or service both effectively and efficiently and ensure that it will provide the greatest possible benefit to the people you serve.

# Capacity Developers Guide to Business Planning

- **Unit 5. Projections of Social Returns**
- *Learning Objectives*
- Upon completing this unit, you will be able to:
- Develop indicators to measure the anticipated improvements in the target population that can be attributed to a new product or service.
- Prepare a plan for collecting data that will demonstrate the level of success of a new product or service.
- Duration of the Unit: 4 hours
- 
- This unit equips you with what you need to show your funder or investor that your idea will make a measurable improvement in the lives of your target population.

# Review the Business Planning Guide

- Look through the Guide
  - What is 1 or 2 things that stand out for you?
  - How can you see the guide supporting your programming
  - One example of how you would use the Guide?
  - One NGO in particular that you think would benefit from the Guide?

# Capacity Developers Guide to Quality Service Delivery for Key Populations

## Guide Outline

NOTE TO THE NGO

### **I. SEX WORKERS**

OVERVIEW OF SEX WORKERS AND HIV PREVENTION

UNIT 1: PREVENTION PROGRAMS FOR SEX WORKERS

UNIT 2: ISSUES TO BE CONSIDERED BEFORE DESIGNING AND IMPLEMENTING PROGRAMS FOR SEX WORKERS

UNIT 3: HIV PREVENTION SERVICES FOR SEX WORKERS

Unit 4: OTHER HEALTH-RELATED NEEDS OF SEX WORKERS

ANNEX 1: SUMMARY OF THE PARTICIPATORY COMMUNITY ASSESSMENT (PCA)

METHODOLOGY ANNEX 2: CHECK LIST TO FOR THE DESIGN/ADAPTATION OF BASIC TRAINING CURRICULA FOR YOUR PEER-LED OUTREACH PROGRAM

SEX WORKER REFERENCES

# Capacity Developers Guide to Quality Service Delivery for Key Populations

## Guide Outline

OVERVIEW OF PWID AND HIV PREVENTION

UNIT 1: HIV PREVENTION FOR PWID

UNIT 2: PWID PARTICIPATION IN EFFECTIVE PROGRAM DEVELOPMENT

UNIT 3: PRIORITY INTERVENTIONS FOR PWID

UNIT 4: HIV PREVENTION PROGRAMMING FOR FEMALE PWID

UNIT 5: WHAT IS NEW IN HIV PREVENTION FOR PWID?

PWID REFERENCES

# Capacity Developers Guide to Quality Service Delivery for Key Populations

## Guide Outline

MEN WHO HAVE SEX WITH MEN (MSM)

OVERVIEW OF MSM AND HIV PREVENTION

UNIT 1: WHY PREVENTION PROGRAMS FOR MSM ARE NECESSARY

UNIT 2: WHAT ARE HIV PROGRAMMING BEST PRACTICES FOR MSM?

UNIT 3: COMBINATION APPROACHES TO PREVENTION

UNIT 4: HIV PREVENTION AND MSM LIVING WITH HIV  
MSM REFERENCES

# Capacity Developers Guide to Quality Service Delivery for Key Populations

- **UNIT 1: Why Prevention Programs for MSM are Necessary**
- Learning objectives: • Explain why MSM HIV prevention programs are important and necessary • Explain why investing in MSM HIV Prevention Programs impacts on the whole epidemic
- Duration of the unit: 4 hours
- Target audience: Everyone in the NGO
  
- **UNIT 2: What are HIV Programming Best Practices for MSM?**
- Learning objectives: • Describe the key components of HIV Best Practice Programming for MSM • Describe the key international organizations and documents that have defined best practice for MSM HIV prevention programming.
- Duration of the Unit: 4 hours
- Target audience: Everyone in the NGO
  
- **UNIT 3: Combination Approaches to Prevention**
- Learning objectives: • Describe what a combination approach to prevention means • Describe the elements of a combination approach • Review your own programming to determine how to incorporate combination approaches into your prevention programming
- Duration of the unit: 4 hours
- Target audience: Everyone in the NGO

# Capacity Developers Guide to Quality Service Delivery for Key Populations

- **UNIT 4: HIV Prevention and MSM Living with HIV**
- Learning objectives: • Describe the specific prevention issues facing MSM living with HIV • Develop core principles for MSM Living with HIV prevention programming
- Duration of the unit: 2 hours
- Target audience: Everyone in the NGO
- Unit content: Unit 4 builds on the work of the previous units by looking at the role that MSM living with HIV play in a combination approach to prevention. This unit is adapted from the Asia Pacific Coalition on Male Sexual Health 2012 Policy Paper, “More than the Virus: HIV Prevention and Men who have Sex with Men Living with HIV”.
- **Questions to answer**
- • What role do MSM+ currently play in your prevention programs?
- • How can you incorporate a “shared responsibility” approach into your programming?
- • Are +MSM in your community open about their status? Do they face discrimination from other MSM?
- • What are some of the challenges MSM+ in your community face in accessing services?

# Review the Quality Service Provision Guide

- Look through the Guide
  - What is 1 or 2 things that stand out for you?
  - How can you see the guide supporting your programming
  - One example of how you would use the Guide?
  - One NGO in particular that you think would benefit from the Guide?

# Capacity Developers Guide to Human Resource Management

## Guide Outline

- Table of Contents Note to the NGO
- Overview of Human Resources and Human Resource Management
- Unit 1. Putting HR Policy into Practice
- Unit 2. Components of Human Resource Management
- Unit 3. Effective Volunteer Management to Strengthen Your Organization
- Unit 4. Workplace Safety
- Conclusion
- 
- Annex A1: Sample Job Description, Director of Human Resource Management
- Annex A2: Sample Job Description: Peer Educator
- Annex B: Recruitment Action Checklist
- Annex C: Guidelines for Supervising Staff
- Annex D: Sample HR Policies on the Management of Volunteers
- Annex E: Workplace Safety Policy Checklist

# Capacity Developers Guide to Human Resource Management

- **Unit 1. Putting HR Policy into Practice.**
- Learning Objectives: Upon completing this unit, you will be able to:
- Explain HR policy essentials
- Describe the components of an effective Employee Handbook
- Describe six steps to effectively implement HR policies
- **Unit 2. Components of Human Resource Management**
- Learning Objectives: Upon completion of this unit, you will be able to:
- 1. Describe the key components of an effective HRM system
- 2. Explain the process of staff recruitment, orientation, supervision and performance management
- **Unit 3. Effective Volunteer Management to Strengthen Your Organization**
- **Learning Objectives**
- 1. Understand the benefits of volunteers and some of the factors that encourage people to become volunteers
- 2. Craft sample HR policies and practices that will guide the effective management, optimal utilization and appreciation of volunteers

# Capacity Developers Guide to Human Resource Management

- **Unit 4. Workplace Safety**
- Learning Objectives Upon completing this unit, you will be able to:
  - 1. Describe workplace safety goals, policies and procedures
  - 2. Explain the core elements of workplace safety program especially in the context of HIV and AIDS

# Activity Example from Guide to Human Resource Management

Develop your own Volunteer Management Policy based on the following example

- **Sample policies on the management of volunteers**
- 1. The volunteer coordinator has primary responsibility for planning the effective distribution of volunteers within the organization, for assisting staff to identify creative volunteer roles, recruiting suitable volunteers, and for tracking and evaluating the contributions of volunteers to the program. 2. Volunteers are recruited based on their interest in a specific program or activity of the organization, and they are selected because of their suitability to perform necessary tasks without discrimination in terms of gender, age, ethnicity, or other condition.
- 3. Volunteers are placed in positions that correspond with their interests and capabilities, and to the requirements of the position. No position will be assigned to an unqualified or uninterested volunteer.
- 4. Volunteers receive general orientation on the mission and purpose of the organization, and specific orientation on the roles and functions of the position they will occupy.
- 5. Volunteers do not earn a salary or other benefits like regular paid staff of the organization.
- 6. Volunteers receive specific on-the-job training to perform their volunteer assignments.
- 7. Each volunteer is assigned a supervisor who will offer guidance and support, including setting suitable tasks and providing feedback on performance.

# Review the Human Resources Guide

- Look through the Guide
  - What is 1 or 2 things that stand out for you?
  - How can you see the guide supporting your programming
  - One example of how you would use the Guide?
  - One NGO in particular that you think would benefit from the Guide?

# Capacity Developers Guide to Strengthening the Involvement of People Living with HIV and others from Affected Communities within HIV and AIDS Organizations

## Guide Outline

- Note to the NGO Overview of the Greater Involvement of People Living with HIV
- Unit 1. The GIPA Principle and Living with HIV Unit 2. Creating Career Pathways
- Unit 3. Strengthening Community Leadership
- Unit 4. Conclusion
- Annex A: Resources
- Annex B: Self-Assessment Checklist: Meaningful Involvement of PLHIV and Affected Communities

# Capacity Developers Guide to Strengthening the Involvement of People Living with HIV and others from Affected Communities within HIV and AIDS Organizations

- **Unit 1. The GIPA Principle and Living with HIV**
- **Learning Objectives** This unit will explore the GIPA principle, what it is like to live with HIV, and score how your organization implements GIPA, and—if necessary—develop a simple action plan to improve that implementation.
- **Unit 2. Creating Career Pathways within your HIV NGO**
- **Learning Objectives**
- This capacity development unit is the second of three focused on aspects of the greater and more meaningful involvement of PLHIV and others affected by HIV within your organization. This unit will specifically explore GIPA from an individual perspective by looking at how career pathways for PLHIV and others affected by HIV are currently being implemented within your organization, and how they could be improved and expanded in the future.
- **Unit 3. Strengthening Community Leadership**
- **Learning Objectives**
- This unit focuses on aspects of the greater and more meaningful involvement of PLHIV and others affected by HIV within your organization. This unit will specifically explore GIPA from the perspective of your organization working in partnership with community-based individuals and/or groups, networks and organizations to strengthen community leadership by PLHIV and others affected by HIV.

# Activity Example from Guide to Strengthening the Involvement of People Living with HIV and others from Affected Communities within HIV and AIDS Organizations

Complete the following table for your own NGO

Category	Total number	Number & % known to be living with HIV	Number & % <sup>9</sup> known to be affected by HIV
Board/steering committee			
Management			
Project/frontline staff			
Support staff e.g. admin, finance.			
Volunteers			
TOTALS			

# Review the GIPA Guide

- Look through the Guide
  - What is 1 or 2 things that stand out for you?
  - How can you see the guide supporting your programming
  - One example of how you would use the Guide?
  - One NGO in particular that you think would benefit from the Guide?

# Capacity Developers Guide to Governance

Being Completed this week

# Next Steps for the Distribution of the Guides and their use

## Distribution

### USAID & Implementing Partners:

Print Copies available in Russian and English

USB Sticks with PDF versions available

Will be uploaded to an appropriate website

NGOs?

Others

## Use

What should the next steps be in using the guides?





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## **Central Asian NGO Capacity Project:**

# **Assessment Findings and Development of the “Capacity Builders Guides”**

**Bishkek, Kyrgyzstan  
September 26, 2013**



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# AGENDA

- Overview of whole project
- Key Findings from the Capacity Assessment Project

## The Guides

Introduction, Purpose and Structure of the Guides

### Advocacy

- Summary of recent workshops and use of Guide
- Guide Content
- Discussion on how guide can be used / integrated into current programming

### Partnerships

- Summary of recent workshops and use of Guide
- Guide Content
- Discussion on how guide can be used / integrated into current programming



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# AGENDA

## Business Planning

- Summary of recent workshops and use of Guide
- Guide Content
- Discussion on how guide can be used / integrated into current programming

## Involving the Community

## Human Resource Management

## Governance

## Best Practice for Prevention – PWID, MSM, SW

- Guide Content
  - Discussion on how guide can be used / integrated into current programming
- 
- Next Steps for the use of Guides use and distribution



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# Overview of Project

## Autumn 2012

- Mid term review/evaluation of Dialogue Project
  - Key Recommendations included need for Capacity Assessments of NGOs involved in Dialogue

## Spring 2013

- Capacity Assessment of HIV NGOs in CAR
  - Key Recommendations included need for Regional Strategy Development
  - Need for support in key capacity areas

## Summer 2013

- Capacity Support
  - Development of 7 Capacity Builders Guides
  - Introduction of Priority Guides of Advocacy, Partnerships and Business Planning through NGO capacity workshops



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# Key Findings from the Capacity Assessment Project



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# Key Message - NGOs

HIV related NGOs across the region are in a precarious position and many will fail / falter unless action is taken to avert this

NGOs in the main, are not financially/programmatically sustainable – they currently all rely on 1 or 2 International donors for whom they deliver projects, meaning that:

Many NGOs “follow the money” rather than having clear strategic priorities that dictates their operation.

Fosters a “project” based mentality in NGOs so that they don’t (can’t) think strategically about their role nor take a “whole of organisation’ approach to their operations



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# Key Message - NGOs

BUT

Despite the precarious situation that NGOs are in, they are all dedicated, hard working professionals, trying to make a difference in their communities and having an impact on HIV in their countries

Therefore

The role of PEPFAR and its implementers is to **Release the Potential of NGOs** by taking a holistic approach to capacity building, move from project based support to a whole of NGO approach



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# Key Message - Donors

The PEPFAR strategy concentrates on three strategic priorities.

**The second priority is systematic strengthening of the capacities of institutions, organizations, and individuals to more effectively plan, deliver, and monitor quality services for key populations.**

A paradigm shift in thinking is needed about what capacity building is / entails. Capacity development is more than running skills building workshops, but this assessment found that overwhelmingly capacity building has been reduced to specific skills building activities to NGOs in order that they can effectively deliver projects on behalf of donors.

Little investment has been made in developing the overall capacity of organisations in order that they can grow and function beyond the needs of any particular donor.



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## What We Did

- Travelled to 3 countries, 9 different cities/regions
- Met with 49 NGOs & 200 Staff/Volunteers
- 8 Workshops with approx 160 participants
- 3 Country Stakeholder meetings with approx 30 participants
- Developed 3 Draft Country Reports
- Developed 1 Regional Strategy



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## 6 Phase Process

### Country Stakeholder Meeting

Inform them of process

Seek guidance on key capacity issues from their perspective

Views on organisations attending and additional NGOs to include

### Individual NGO Meetings

Introduction to ourselves and process

find out about the organisations and their main issues

Develop a “feel” for the organisation and their potential capacity needs

Develop a basic profile of each NGO based on 8 criteria



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## 6 Phase Process

### Capacity Priorities workshop

- Introduce key concepts of capacity building

- Self assessment exercises of using indicators of capacity

- Determine strengths, weaknesses and priorities

Data from self assessment exercises entered into spreadsheets and consolidated with other workshops (country and then regionally)



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## 6 Phase Process

Triangulation of data, findings from workshop, NGO meetings and Stakeholder meetings to develop country issues/recommendations.

Triangulation of country level findings/recommendations to determine regional issues and key recommendations



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## Capacity Areas Explored

- Partnerships, referral systems and coordination:
  - Different types of relationships
  - Formal and informal referral systems
- HIV/AIDS technical capacity of key and front-line staff and the ability of the organization to access and develop new methods and approaches



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## Capacity Areas Explored

- Organizational strengths:
  - Governance, strategy and structure
  - Human resources and administration
  - Program management, M&E and reporting
  - Financial management and sustainability



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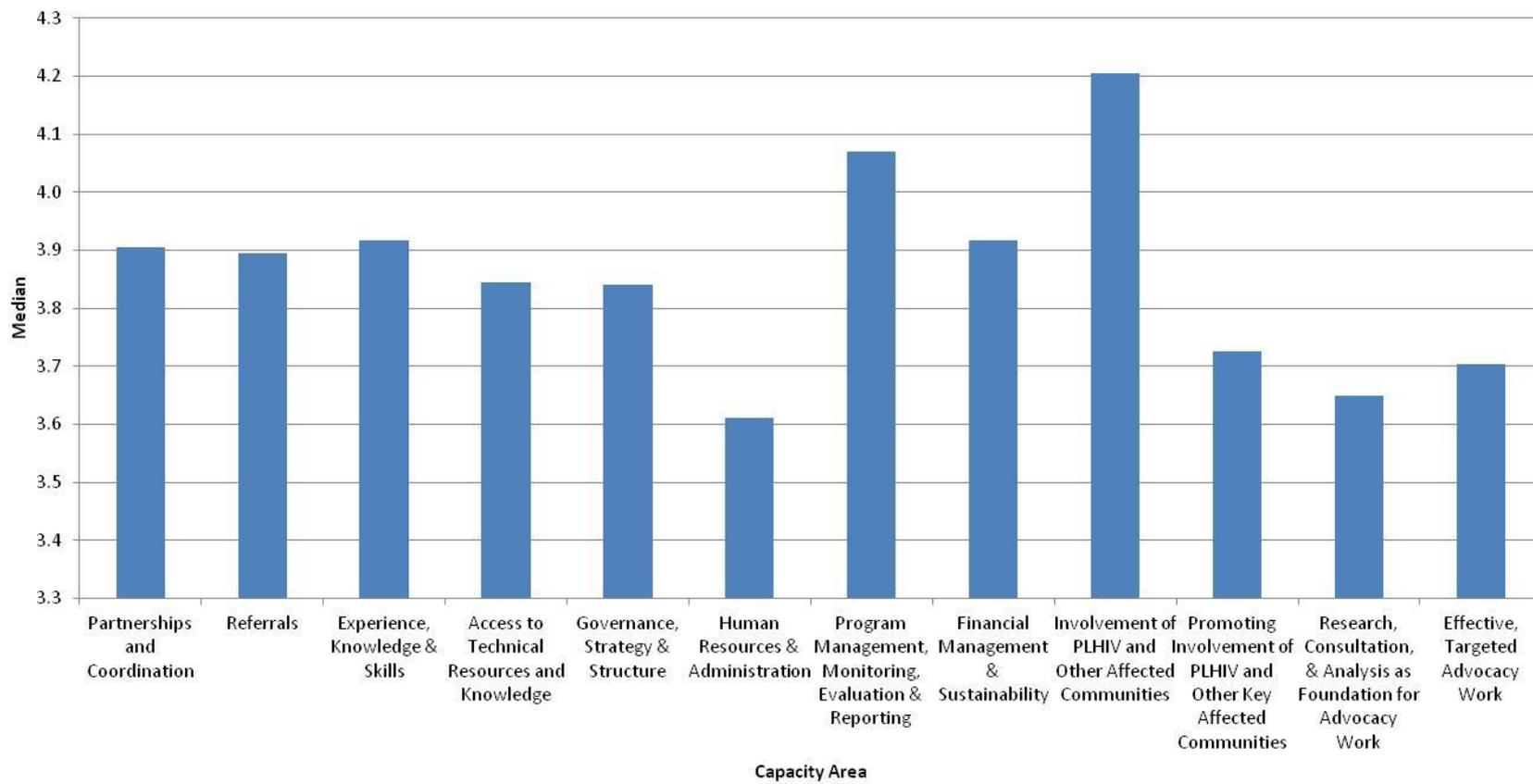
## Capacity Areas Explored

- The promotion of participation of people living with HIV and other affected communities:
- Involvement in evidence and consultation-based advocacy:
  - Exploring effective advocacy activities

# Regional Findings / Country Comparisons

- There are significant unmet capacity needs across all 3 countries
- A mean score of 4-5 was considered “good capacity”
- A mean score under 4 was considered “needs significant improvement”
- Most capacity areas across the region scored under 4.

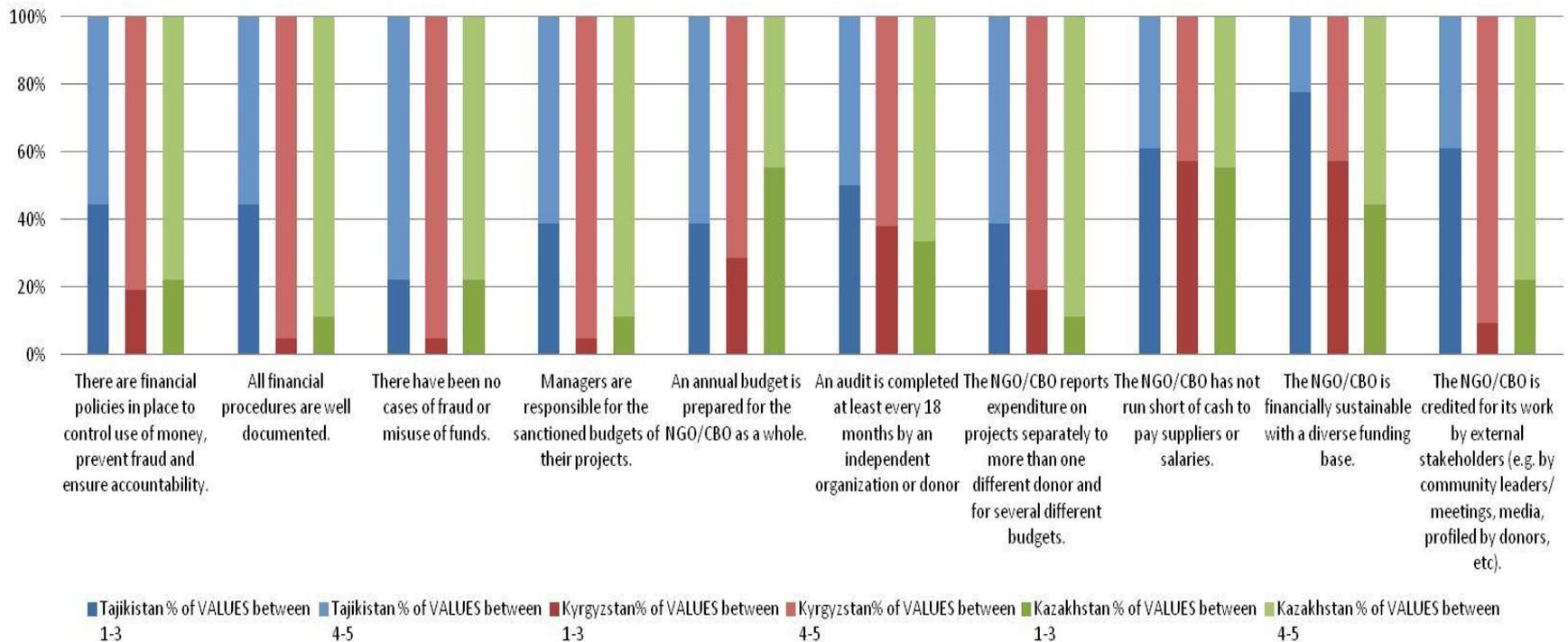
## Mean Scores for All Countries



- Involvement of PLHIV & Key Populations was the strongest area of Capacity
  - Most NGOs had significant cadres of PLHIV & KP involved – but generally only as volunteers/outreach workers.
  - Most organisations felt as though they ‘came from the community’ – organisations were founded by a mixture of PLHIV/KP members & medical/health personnel

- Organisations have program management capacity & financial systems
  - NGOs need to have robust program management and finance systems to meet donor requirements and this is reflected in the scoring
  - Robust finance systems precluded sustainability and resource mobilisation
  - Program management better described as “project” management as NGOs approach to management is on a project/donor by project/donor basis rather than an organisational approach.

## Indicator Value Distribution for All Countries Organization Strengths/Financial Management & Sustainability

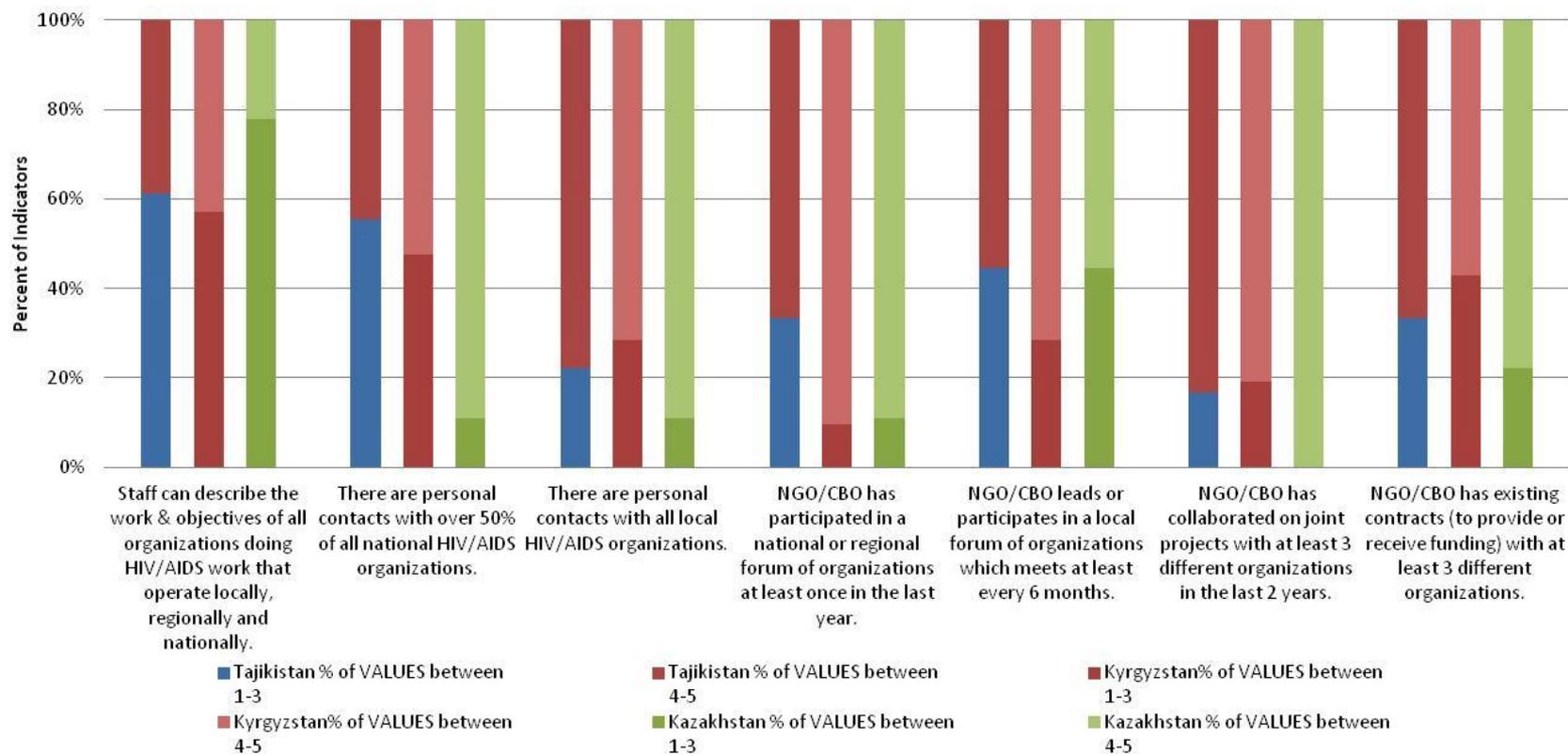


- **Advocacy is a significant issue for Capacity Building**

- Organisations mainly conducted advocacy as the local level
- Organisations tended to rely on donors and international agencies to conduct national level advocacy
- Organisations rarely coordinated/collaborated for advocacy actions.
- Advocacy capacity is strongly related to partnership capacity

- NGOs don't know who are potential partners
  - NGOs are working together, but primarily in the (local)referral area
  - NGOs are not thinking strategically about other organisations that that could be allies/support their work
  - This affects their ability to advocate effectively

## Indicator Value Distribution for All Countries Partnerships/Partnerships & Coordination



# Regional Recommendations

- Resource Mobilisation and Sustainability support, particularly thinking beyond relying on international donors – including developing entrepreneurial revenue raising strategies is a priority for all NGOs

# Regional Recommendations

- Strengthening Partnerships and Coordination by promoting and developing strategic alliances at both the Country and Regional Levels is critical
- Develop Advocacy efforts to ensure local/community ownership and increasing the role and visibility of the NGO sector is a priority

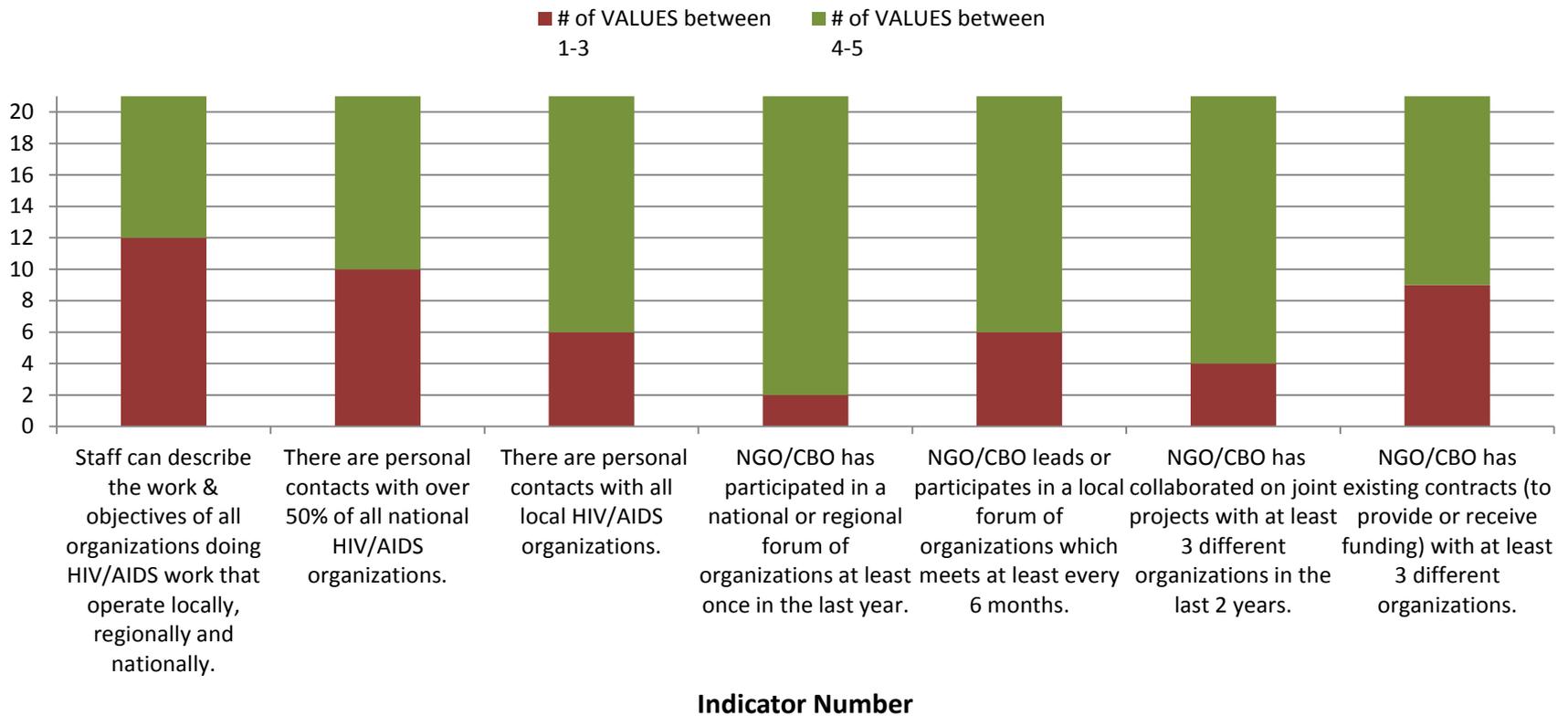
# Kyrgyzstan Findings

- 21 NGOs
  - 15 in Bishkek, 6 in Osh
  - Oldest established 1996, youngest est 2010
  - 6 of 21 only one funding source
  - 3 with small funding from government
  - 2 with some self-generated funding

# Partnership & Coordination

- With other NGOs
  - Mostly based on personal individual contacts
- With government
  - Mostly health & some law enforcement (PUD & SW)
  - Lack of formal mechanisms for collaboration
- With international
  - Mostly donor relationship
  - ‘The one who pays the fiddler, orders the music’
- Referral systems generally strong.

## Indicator Value Distribution Partnerships - Partnerships and Coordination

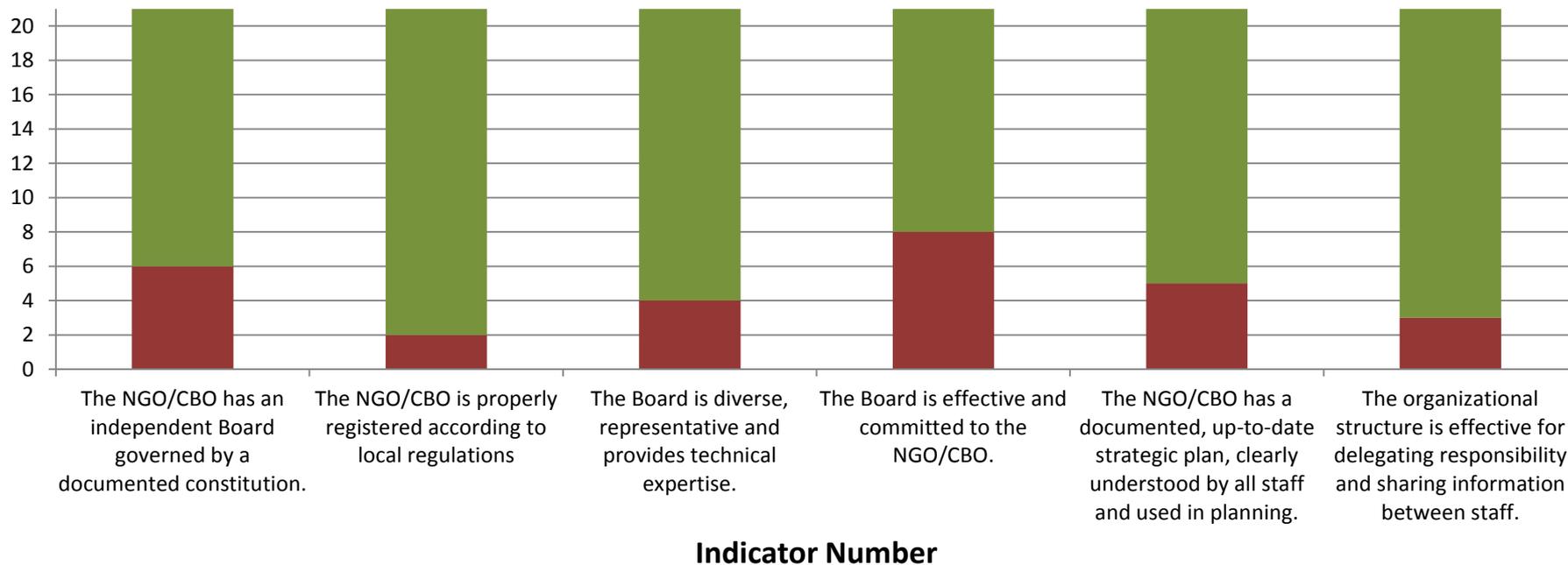


# Organisational Systems

- 19 of 21 NGOs legally registered
- 15 have 'boards', but most not functional
  - 8/21 believe not effective
  - Staff members
  - minimal direction or decision-making provided
- High scoring for having strategic plan
  - However most not funded/implemented
  - NGO project focused

## Indicator Value Distribution Organization Strengths - Governance

■ # of VALUES between 1-3      ■ # of VALUES between 4-5



# Financial Management & Sustainability

- High scoring for financial systems
  - Provided by donors/projects
- Sustainability
  - Primary income is donors
  - Reported weak proposal development
  - Reported weak fundraising abilities
  - English language barrier for proposals.

# Social Entrepreneurship Plus Centre - Osh

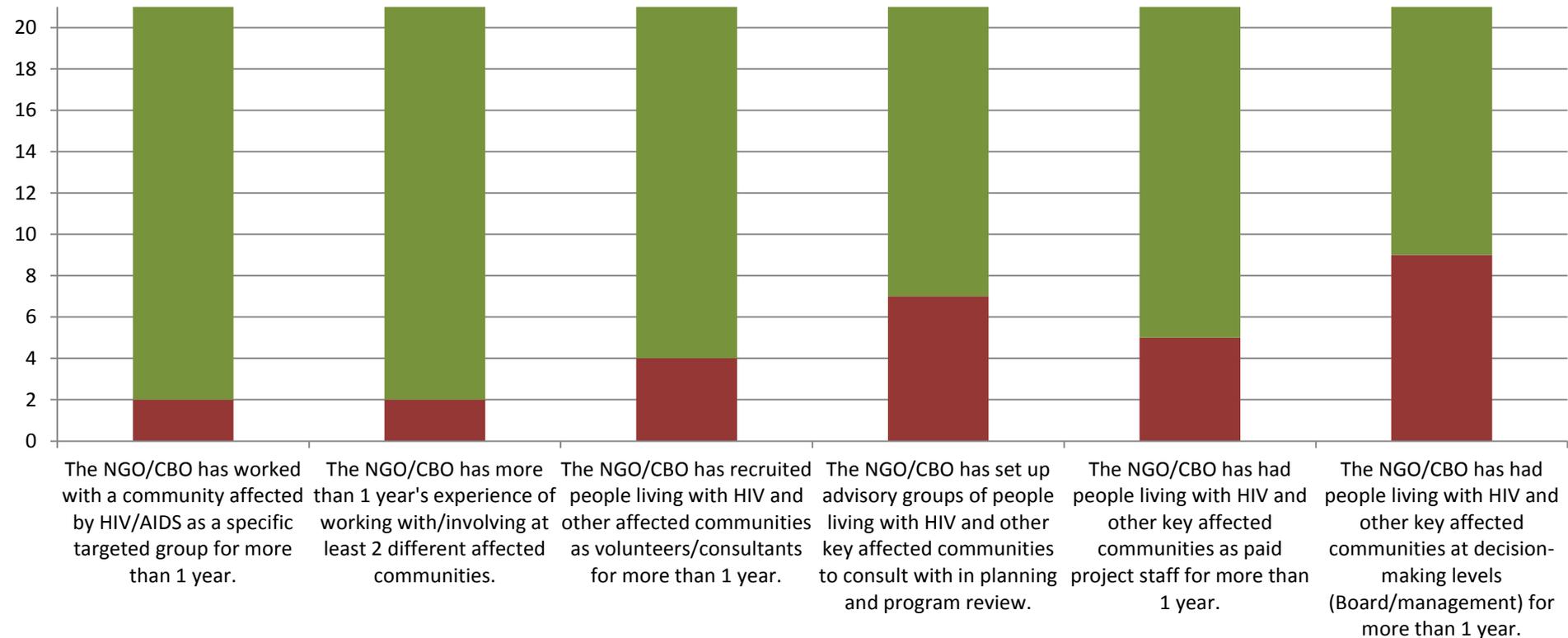


# Participation of PLHIV & Key Pops

- Good community connections, but
  - Low involvement in decision-making
  - Mainly only outreach workers
- Apart from the rare cases of founding membership the involvement of PLHIV and other affected communities is restricted to front-line service delivery functions such as outreach work, which they perform as low paid workers or volunteers.

## Indicator Value Distribution Participation - Level of Involvement

■ # of VALUES between 1-3      
 ■ # of VALUES between 4-5



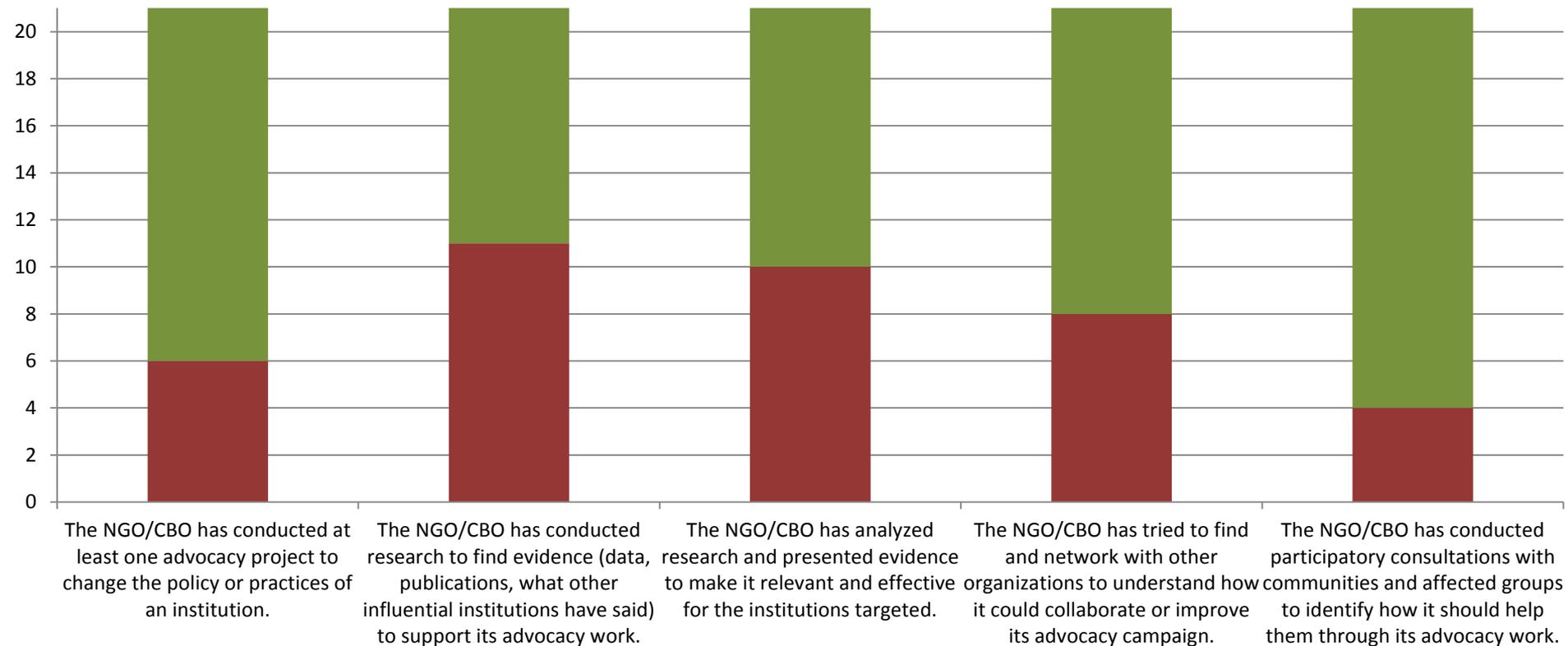
**Indicator Number**

# Advocacy

- NGOs provided some good examples, but...
- NGOs self-scored as weakest capacity area
  - Lack of knowledge & skills.

## Indicator Value Distribution Advocacy - Research & Consultation

■ # of VALUES between 1-3     
 ■ # of VALUES between 4-5

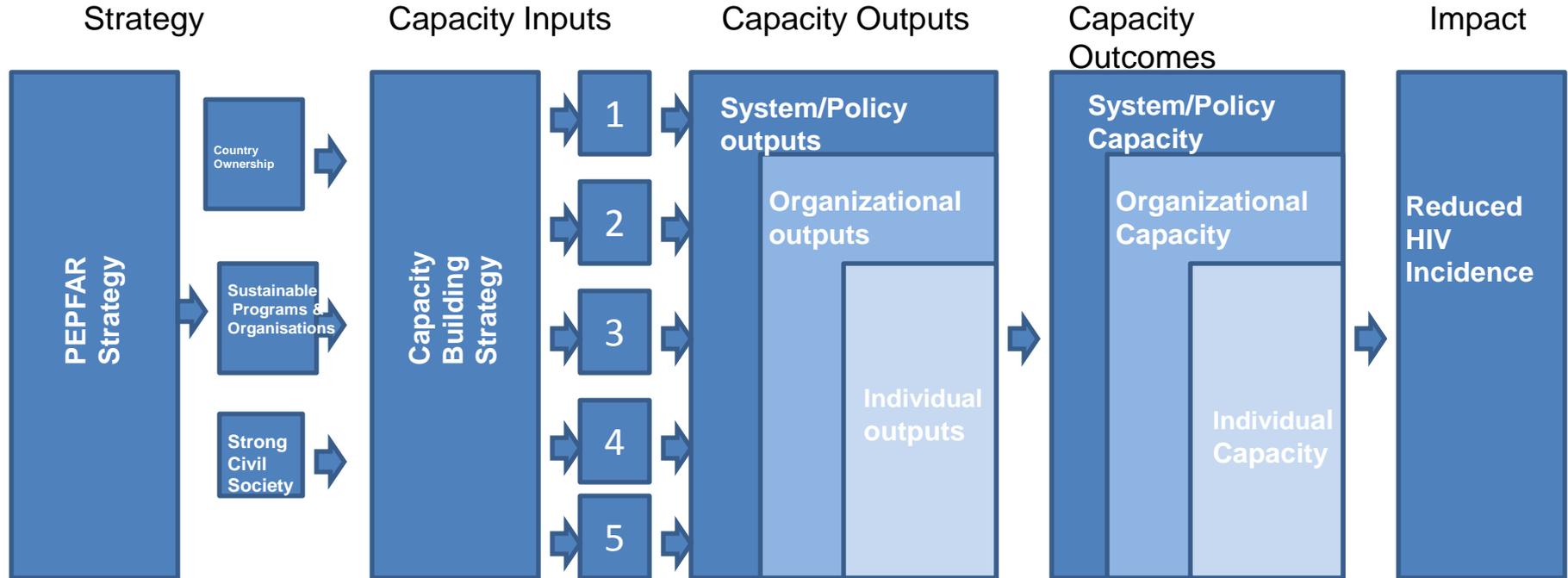


**Indicator Number**

# Recommendations

- Technical Skills
  - Update prevention knowledge
- Partnerships
  - Support collaborations/coordination and network development
- Organisations
  - Sustainability and Resource Mobilisation support
  - Better understanding of volunteerism
- Advocacy
  - Encourage joint activities
  - Build skills & experience

# Capacity Development Framework



1=Partnerships, 2=Technical Skills, 3=Organizational Strengths, 4= Participation of PLHIV & other key populations, 5 = Advocacy

# Key Issues for the Strategy

## **Partnership & Coordination**

- Create new relationships between NGOs that move beyond referrals to enable joint programming, economies of scale, development of country/regional wide best practice standards and stronger advocacy

# Key Issues for the Strategy

## Technical Skills

- Provide knowledge/access to information about new HIV prevention practices and incorporating this into current programming

# Key Issues for the Strategy

## Organisation Systems

### Governance & Strategy

- Improve governance structures to enable clearer separation between governance and management and increase community participation in decision making
- Create long term strategic plans / vision for organizations and incorporate this into their work planning and programming

# Key Issues for the Strategy

## **Human Resources & Administration**

- Develop an understanding of role and function of volunteers and create systems to support volunteers within organizations
  - **Program Management**
- Move towards a whole of organization approach to project implementation

# Response to the Strategy

## **Finance & Sustainability**

- Develop resource mobilization skills, particularly looking beyond traditional donors, developing business plans/models and entrepreneurship

# Key Issues for the Strategy

## **Involvement of PLHIV and Key Populations**

- Increase understanding of GIPA to enable key populations to move beyond volunteer/outreach worker role in organizations
- Develop mechanisms that increases community participation in decision making

# Key Issues for the Strategy

## **Evidence based Advocacy**

- Increase understanding of advocacy and the role it plays in the HIV agenda
- Develop advocacy skills
- Develop advocacy strategies

# Response to the Strategy

## Activity 1

- **Develop Capacity building modules/manuals that NGOs can implement and adapt for their own use with support and guidance from Quality and Dialogue projects**

## Activity 2 Create Partnerships in Kazakhstan, Tajikistan and Kyrgyzstan.

- Hold national level meetings of the NGO HIV sector to;
  - Create stronger linkages and collaboration between organizations
  - Develop evidence based advocacy skills
  - Develop a national advocacy strategy
  - Discuss possibility of Partnership Platform
- **Addresses Systems recommendations**
  - Better Donor Coordination, working together to support NGOs advocacy agenda
  - Scale up interaction with governments to help them better understand NGO sector and the role it can play in the HIV response, create linkages to USAID governance and democracy program to ensure HIV NGOs are part of their activities
- **Addresses Organisational recommendations – Advocacy & Partnerships**

# Response to the Strategy

## Activity 3

- **Business plan development for sustainability**
  - Bring together Plus Center (Osh), Answer (Ust-Kamenogorsk), Shibuka business center (Khujand) to share experiences of developing business models, Develop skills in business planning, develop draftbusiness plans for their NGOs, develop skills to transfer this knowledge to others.
- Addresses Organisational recommendations of Resource Mobilisation

# Response to the Strategy

## Activity 4

### Support the development of the MSM package of services for Central Asia

- Hold regional meeting between MSM NGOs to:
- Review and adapt package of services into central asia
- Develop capacity needs plans on support needed to implement/incorporate package of services into programming
- Discuss framework for CA subregion for EECA MSM/HIV network
- 
- Addresses Systems recommendations:
- Shift away from project based capacity building methodology to a whole of organization approach
- Scale up interaction with governments to help them better understand NGO sector and the role it can play in the HIV response, create linkages to USAID governance and democracy program to ensure HIV NGOs are part of their activities
- Develop a culture of strategic thinking to enable critical assessment of programming and understanding impact on HIV epidemic
- 
- Addresses Organisational recommendations:
  - Technical Skills development
  - Partnership & Coordination
  - Advocacy

# Format of the Guides

- 1. Note to Capacity Developer

This is a brief “for the user of the guide” introduction that explains what it is

- 2. Overview

This is a definition/introduction to the organizational development topic. So, for example, define what the term Human Resources Management means, why it is important to the organization, etc. Then it will give a brief overview of the capacity development process for this topic.

# Format of the Guides

- 3. Capacity Development Units

Max Per Unit (3-4 units per guide)

- a. Topic name (these are the four topics under HRM, for example; each one will have its own unit)
- b. Objectives for this unit (what will the person know by the end of this unit?)
- c. Timing (how long will it take the facilitator and the participants to complete this unit?)
- d. Participants (who needs to be here from the organization?)
- e. Mode of unit delivery (is this a small working group led by a facilitator? Is it a one-on-one in the organization? Is it a workshop?)
- f. Resources needed (what does the facilitator need? What do the participants need?)
- g. Step-by-step facilitation guide (this is the main content area of each unit – this is usually one to two full pages)
- h. Supporting materials – any handouts? Worksheets?

# Format of the Guides

- 4. Annexes:

Any general resources that do not fall under specific unit will go here. So, for example, a glossary of terms; additional resources list (articles, web sites); and any other relevant, paper-based documents (such as brief self-assessments, checklists, etc.) that are more comprehensive and not specifically related to a unit.

# Format of the Guides

The Guides are not “stand alone” workshops, but rather are to be used as both a reference source and support to developing capacity building activities in each of the capacity areas

# Capacity Developers Guide to Advocacy

## Comments from the workshop

### **What was the most useful**

Key types of advocacy work

Developing an advocacy plan. Methods

Of course advocacy, and developing advocacy plan

Working on systematic and purposeful exploration of new partnerships

### **What could be improved**

Increase the number of days for such workshops to 6

More in depth analysis of the whole process is required from preparation to conducting and results

### **Guides**

All is great, with examples, and the language is accessible

Very useful for our work

The guides are composed with examples and are written in accessible language

# Capacity Developers Guide to Advocacy

## Guide Outline

- Note to the NGO
- Overview of Advocacy and the Epidemic
- Unit 1. Definitions of Advocacy, its Key Aims, and Levels of the Advocacy Process
- Unit 2. Planning and Implementing Advocacy Work
- Unit 3. Monitoring and Evaluation
- Conclusion
- Annex A: Resources

# Capacity Developers Guide to Advocacy

## **Unit 1. Definitions of Advocacy, its Key Aims, and Levels of the Advocacy Process**

**Learning Objectives :** Upon completing this unit, you will be able to: Define advocacy and understand its purpose. Understand the different levels of advocacy—local, national, and regional/international. Understand the importance of legitimacy and accountability when your organization takes on advocacy work.

Duration of the Unit: Four hours.

## **Unit 2. Planning and Implementing Advocacy Work**

**Learning Objectives** Upon completion of this unit, you will be able to: 1. Select an issue that your organization may want to address through advocacy. 2. Understand how to set advocacy goals and objectives and the activities that will help achieve them. 3. Identify the decision-makers your campaign will influence. 4. Analyze the risks associated with advocacy. 5. Develop a budget for your advocacy campaign. 6. Begin to develop a written advocacy plan for your organization.

Duration of the Unit: Two to three months.

## **Unit 3. Monitoring and Evaluation**

**Learning Objectives Upon completing this unit, you will be able to:**

1. Understand the purpose of monitoring and evaluation in the context of an advocacy campaign
2. Choose indicators and milestones for your own advocacy work
3. Understand that advocacy is a dynamic process and that your objectives may change over the course of time

Duration of the unit: One to two months, to develop a monitoring and evaluation plan.

# Example of Activity from Advocacy Guide

As you begin, one important question to ask yourself is, “Is the community we work with involved in this advocacy plan and implementation?” Use Table 2, provided below, and fill in each box with a ‘yes’ or ‘no’ response.

	Is your community informed?	Have they been consulted?	Are they involved in the process?
Planning			
Implementation			
Monitoring			
Evaluation			
Follow up			
Possible new Advocacy actions			

# Review the Advocacy Guide

- Look through the Guide
  - What is 1 or 2 things that stand out for you?
  - How can you see the guide supporting your programming
  - One example of how you would use the Guide?
  - One NGO in particular that you think would benefit from the Guide?

# Capacity Developers Guide to Partnerships & Coordination for HIV Organizations

## Guide Outline

Table of Contents

Note to the NGO

Overview of Partnership and Coordination

Unit 1. Partners and Partnerships in the HIV Response

Unit 2. Specific Examples of Various Types of Partnerships

Unit 3. Features of Successful Partnerships

Unit 4. Partnership Building Mechanics: The Partnership Strategy

Annex A: Additional Reading

# Capacity Developers Guide to Partnerships & Coordination for HIV Organizations

- **Unit 1. Partners and Partnerships in the HIV Response**
- **Learning Objectives**
- Upon completing this unit you will understand the types of partnerships most common in the HIV and AIDS field.
- Duration of the Unit: One Week
- **Unit Content**
- This unit explores three different types of partnerships most common in the HIV and AIDS field. It should help you understand the nature of your existing partnerships, as well as start thinking about possible areas where partnering with others could be beneficial for your organization and its mission. While working through the unit, please consider the following:
- What categories your current partners fall into?
- Are there gaps or challenges in each of your current partnership, which you would like to improve or resolve?
- What are the challenges?
- What are some of the possible means of improving your collaboration with others?

# Capacity Developers Guide to Partnerships & Coordination for HIV Organizations

- **Unit 2. Specific Examples of Various Types of Partnerships**
- **Learning Objective**
- Upon completion of this unit, you will be able to analyze your organization's current partnerships, understand ways to strengthen those partnerships, and develop ideas for new partnerships that will positively impact your organization's work.
- Duration of Unit: One Week
- **Unit Content**
- The below spreadsheet illustrates the variety of partnerships that can be useful to NGOs working on HIV in the context of a concentrated epidemic. The first column lists a range of possible partners, the second one briefly describes some of their possible functions in a partnership, and the last column outlines some of the possible expectations an NGO may have from such partnerships.

# Capacity Developers Guide to Partnerships & Coordination for HIV Organizations

- **Unit 3. Features of Successful Partnerships**
- **Learning Objective**
- Upon completing this unit you will understand the key features of a successful partnership and how to ensure that your partnerships incorporate these features.
- Duration of Unit: One week
- **Unit Content**
- The unit includes important considerations that need to be taken into account in any partnership development efforts.
- 
- **Unit 4. Partnership Building Mechanics: The Partnership Strategy**
- Learning Objective
- Upon completing this unit you will understand how to develop a partnership strategy for you organization.
- Duration of Unit: One month (to develop the Partnership Strategy)
- **Unit Content**
- This unit considers the specific mechanisms and steps required to improve existing or build new partnerships. As you go through the principles and steps think which of them you could apply to your existing relationships. Which would be useful in building partnerships you would like to develop? Please decide on at least one specific improvement in the existing partnerships and one new partnership you would be willing to develop, and draw a simple work plan containing the steps to be taken, people that would need to be involved, their functions and areas of responsibility, issues that you would be discussing with your partners, arguments you would use in order to convince them into the partnership, and benefits that your organization and your partners would gain from the new relationship.

# Activity from Guide to Partnerships & Coordination for HIV Organizations

Use this table to assess your own partnerships

1. SITUATION ASSESSMENT AND CHOICE OF PARTNERSHIP TYPE	<ul style="list-style-type: none"><li>• research into the problem (data analysis, expert consultations), presenting a big picture of partnership (selecting partnership type and duration)</li></ul>
2. DEFINING PARTNERS	<ul style="list-style-type: none"><li>• defining potential partners and their motivation for coordinated action</li></ul>
3. BUILDING COORDINATED ACTIONS	<ul style="list-style-type: none"><li>• establishing the partnership management framework and mechanisms for day-to-day coordinated actions</li></ul>
4. PLANNING AND IMPLEMENTATION	<ul style="list-style-type: none"><li>• planning joint effort for partners/entering into memorandum/partnership agreements and implementation of the said plans/documents разработка</li></ul>
5. ASSESSMENT OF PARTNERHSIP'S RESULTS	<ul style="list-style-type: none"><li>• assessment of the objective fulfillment and coordinated actions; partnership revision (attracting new partners or expulsion of previous ones)</li></ul>
6. CONTINUATION OR TERMINATION	<ul style="list-style-type: none"><li>• finalizing review of the partnering effort; in case of long-term partnership – establishment of structures and generation of mechanisms to ensure consistency and to proceed with cooperation</li></ul>

# Review the Partnership Guide

- Look through the Guide
  - What is 1 or 2 things that stand out for you?
  - How can you see the guide supporting your programming
  - One example of how you would use the Guide?
  - One NGO in particular that you think would benefit from the Guide?

# Capacity Developers Guide to Business Planning

## Outcomes of Workshop

- A **day care center** for children of women living with HIV in Osh which is also open to paying customers.
- A **Printing Press** in Bishkek aimed at servicing all of the INGOs/GFTAM/USAID, who come to Bishkek to run meetings.
- A **Mobile Clinic** for sex workers Chuy Oblast that have no access to family planning and reproductive health services, but open to all women who could pay for some of the services to keep the mobile clinic operational.
- Revamping the **Khujand Business Center** to a higher professional level of services and facilities in order to attract international clientele to contract their services. The revenue raised will go to providing first aid kits for drug users and to re-equip and restart the carpentry workshop that closed due to end of project funding from the Dialogue Project.
- Building a **Conference and Training Center** in Osh to provide both training space for rehabilitation programs with drug users, as well as space to be rented for meetings. A catering service will also be created to provide food for those attending meetings.
- In Ust-Kamenogorsk, breeding high quality, **Organic Cows** for sale to breeders and using this opportunity to training ex-prisoners with the skills to care for and breed these high quality animals. Income from the sales of milk and milk by-products will be used to expand the half-way house and the re-integration program for ex-prisoners.

# Capacity Developers Guide to Business Planning

## Guide Outline

Note to the NGO

Overview of Business Planning

Unit 1. The Vision and Mission for the Organization

Unit 2. The New Business Opportunity

Unit 3. The Market for the Business Opportunity

Unit 4. The Business Plan Team and Required Resources

Unit 5. Projections of Social Returns

Annex A: Worksheets

Annex B: Glossary of Terms

# Capacity Developers Guide to Business Planning

- **Unit 1. The Vision and Mission for the Organization**

- ***Learning Objectives***

- Upon completing this unit, you will be able to:
- Establish a mission, or purpose, for your organization.
- Create a clear vision for your organization.
- Explain how this vision will contribute to your mission or purpose.
- Duration of the Unit: 4 hours

- 

- This unit provides you with the opportunity to share with your funders the mission, or purpose, of your organization, as well as the vision — and the way in which both will contribute to the health, welfare, and economic standing of the people and communities that your organization serves.

- 

- **Unit 2. The New Business Opportunity**

- 

- ***Learning Objectives***

- Upon completion of this unit, you will be able to:
- Generate, test, adapt, and articulate at least one solid business idea that will help you meet the mission and vision of your organization.
- Identify the competitive positioning of your new business opportunities; that is, the probability that your business opportunities can be successfully launched in a competitive market.
- Draft a "business pitch" to potential funders.
- Duration of the Unit: 4 hours

- 

- During this unit, you will conceive, test, adapt, and articulate business ideas that will lead to the creation or expansion of your organization. You will be introduced to the Strategic Mapping Exercise to help you generate breakthrough business idea ideas to improve the quality of life of your clients and community members.

# Capacity Developers Guide to Business Planning

- **Unit 3. The Market for the Business Opportunity**

- ***Learning Objectives***

- Upon completing this unit, you will be able to:
- Conduct a study that provides you with critical information about your target market.
- Use informational and promotional techniques to increase demand for a new product or service.
- Develop a marketing plan for the promotion of a new product or service.
- This unit will help you design a simple instrument to assist you in studying your market and demonstrate to your funder that the product or service you have chosen meets the needs of your clients and community — your target population — and that you will be able to effectively market the product or service.
- Duration of the Unit: About one week's time
- 
- During this unit, you will look critically at the market. You will study your market to determine whether the new product or service is truly needed by your clients and members of the community. You will also identify ways in which the proposed new product or service should be adapted or modified to gain broader use.

- **Unit 4. The Business Plan Team and Required Resources**

- ***Learning Objectives***

- Upon completing this unit, you will be able to:
- Identify all of the activities that need to be carried out to develop and introduce your new product or service.
- Establish a team of individuals capable of filling these roles.
- Draft a scope of work for each member of your launch team.
- Create a work plan showing the activities and timeline for the launch of your new product or service.
- Understand basic financial terms.
- Develop a budget detailing the financial requirements for developing, launching, and marketing a new product or service.
- 
- Now it is time to shift from an inspired group of colleagues to a functional business team. This unit of your business plan gives you the opportunity to show your funder or investor that you have an exceptional business team — a team that will work together to successfully launch your new product or service both effectively and efficiently and ensure that it will provide the greatest possible benefit to the people you serve.

# Capacity Developers Guide to Business Planning

- **Unit 5. Projections of Social Returns**
- *Learning Objectives*
- Upon completing this unit, you will be able to:
- Develop indicators to measure the anticipated improvements in the target population that can be attributed to a new product or service.
- Prepare a plan for collecting data that will demonstrate the level of success of a new product or service.
- Duration of the Unit: 4 hours
- 
- This unit equips you with what you need to show your funder or investor that your idea will make a measurable improvement in the lives of your target population.

# Review the Business Planning Guide

- Look through the Guide
  - What is 1 or 2 things that stand out for you?
  - How can you see the guide supporting your programming
  - One example of how you would use the Guide?
  - One NGO in particular that you think would benefit from the Guide?

# Capacity Developers Guide to Quality Service Delivery for Key Populations

## Guide Outline

NOTE TO THE NGO

### **I. SEX WORKERS**

OVERVIEW OF SEX WORKERS AND HIV PREVENTION

UNIT 1: PREVENTION PROGRAMS FOR SEX WORKERS

UNIT 2: ISSUES TO BE CONSIDERED BEFORE DESIGNING AND IMPLEMENTING PROGRAMS FOR SEX WORKERS

UNIT 3: HIV PREVENTION SERVICES FOR SEX WORKERS

Unit 4: OTHER HEALTH-RELATED NEEDS OF SEX WORKERS

ANNEX 1: SUMMARY OF THE PARTICIPATORY COMMUNITY ASSESSMENT (PCA)

METHODOLOGY ANNEX 2: CHECK LIST TO FOR THE DESIGN/ADAPTATION OF BASIC TRAINING CURRICULA FOR YOUR PEER-LED OUTREACH PROGRAM

SEX WORKER REFERENCES

# Capacity Developers Guide to Quality Service Delivery for Key Populations

## Guide Outline

OVERVIEW OF PWID AND HIV PREVENTION

UNIT 1: HIV PREVENTION FOR PWID

UNIT 2: PWID PARTICIPATION IN EFFECTIVE PROGRAM DEVELOPMENT

UNIT 3: PRIORITY INTERVENTIONS FOR PWID

UNIT 4: HIV PREVENTION PROGRAMMING FOR FEMALE PWID

UNIT 5: WHAT IS NEW IN HIV PREVENTION FOR PWID?

PWID REFERENCES

# Capacity Developers Guide to Quality Service Delivery for Key Populations

## Guide Outline

MEN WHO HAVE SEX WITH MEN (MSM)

OVERVIEW OF MSM AND HIV PREVENTION

UNIT 1: WHY PREVENTION PROGRAMS FOR MSM ARE NECESSARY

UNIT 2: WHAT ARE HIV PROGRAMMING BEST PRACTICES FOR MSM?

UNIT 3: COMBINATION APPROACHES TO PREVENTION

UNIT 4: HIV PREVENTION AND MSM LIVING WITH HIV  
MSM REFERENCES

# Capacity Developers Guide to Quality Service Delivery for Key Populations

- **UNIT 1: Why Prevention Programs for MSM are Necessary**
- Learning objectives: • Explain why MSM HIV prevention programs are important and necessary • Explain why investing in MSM HIV Prevention Programs impacts on the whole epidemic
- Duration of the unit: 4 hours
- Target audience: Everyone in the NGO
  
- **UNIT 2: What are HIV Programming Best Practices for MSM?**
- Learning objectives: • Describe the key components of HIV Best Practice Programming for MSM • Describe the key international organizations and documents that have defined best practice for MSM HIV prevention programming.
- Duration of the Unit: 4 hours
- Target audience: Everyone in the NGO
  
- **UNIT 3: Combination Approaches to Prevention**
- Learning objectives: • Describe what a combination approach to prevention means • Describe the elements of a combination approach • Review your own programming to determine how to incorporate combination approaches into your prevention programming
- Duration of the unit: 4 hours
- Target audience: Everyone in the NGO

# Capacity Developers Guide to Quality Service Delivery for Key Populations

- **UNIT 4: HIV Prevention and MSM Living with HIV**
- Learning objectives: • Describe the specific prevention issues facing MSM living with HIV • Develop core principles for MSM Living with HIV prevention programming
- Duration of the unit: 2 hours
- Target audience: Everyone in the NGO
- Unit content: Unit 4 builds on the work of the previous units by looking at the role that MSM living with HIV play in a combination approach to prevention. This unit is adapted from the Asia Pacific Coalition on Male Sexual Health 2012 Policy Paper, “More than the Virus: HIV Prevention and Men who have Sex with Men Living with HIV”.
- **Questions to answer**
  - What role do MSM+ currently play in your prevention programs?
  - How can you incorporate a “shared responsibility” approach into your programming?
  - Are +MSM in your community open about their status? Do they face discrimination from other MSM?
  - What are some of the challenges MSM+ in your community face in accessing services?

# Review the Quality Service Provision Guide

- Look through the Guide
  - What is 1 or 2 things that stand out for you?
  - How can you see the guide supporting your programming
  - One example of how you would use the Guide?
  - One NGO in particular that you think would benefit from the Guide?

# Capacity Developers Guide to Human Resource Management

## Guide Outline

- Table of Contents Note to the NGO
- Overview of Human Resources and Human Resource Management
- Unit 1. Putting HR Policy into Practice
- Unit 2. Components of Human Resource Management
- Unit 3. Effective Volunteer Management to Strengthen Your Organization
- Unit 4. Workplace Safety
- Conclusion
- 
- Annex A1: Sample Job Description, Director of Human Resource Management
- Annex A2: Sample Job Description: Peer Educator
- Annex B: Recruitment Action Checklist
- Annex C: Guidelines for Supervising Staff
- Annex D: Sample HR Policies on the Management of Volunteers
- Annex E: Workplace Safety Policy Checklist

# Capacity Developers Guide to Human Resource Management

- **Unit 1. Putting HR Policy into Practice.**
- Learning Objectives: Upon completing this unit, you will be able to:
- Explain HR policy essentials
- Describe the components of an effective Employee Handbook
- Describe six steps to effectively implement HR policies
- **Unit 2. Components of Human Resource Management**
- Learning Objectives: Upon completion of this unit, you will be able to:
- 1. Describe the key components of an effective HRM system
- 2. Explain the process of staff recruitment, orientation, supervision and performance management
- **Unit 3. Effective Volunteer Management to Strengthen Your Organization**
- **Learning Objectives**
- 1. Understand the benefits of volunteers and some of the factors that encourage people to become volunteers
- 2. Craft sample HR policies and practices that will guide the effective management, optimal utilization and appreciation of volunteers

# Capacity Developers Guide to Human Resource Management

- **Unit 4. Workplace Safety**
- Learning Objectives Upon completing this unit, you will be able to:
  - 1. Describe workplace safety goals, policies and procedures
  - 2. Explain the core elements of workplace safety program especially in the context of HIV and AIDS

# Activity Example from Guide to Human Resource Management

Develop your own Volunteer Management Policy based on the following example

- **Sample policies on the management of volunteers**
- 1. The volunteer coordinator has primary responsibility for planning the effective distribution of volunteers within the organization, for assisting staff to identify creative volunteer roles, recruiting suitable volunteers, and for tracking and evaluating the contributions of volunteers to the program. 2. Volunteers are recruited based on their interest in a specific program or activity of the organization, and they are selected because of their suitability to perform necessary tasks without discrimination in terms of gender, age, ethnicity, or other condition.
- 3. Volunteers are placed in positions that correspond with their interests and capabilities, and to the requirements of the position. No position will be assigned to an unqualified or uninterested volunteer.
- 4. Volunteers receive general orientation on the mission and purpose of the organization, and specific orientation on the roles and functions of the position they will occupy.
- 5. Volunteers do not earn a salary or other benefits like regular paid staff of the organization.
- 6. Volunteers receive specific on-the-job training to perform their volunteer assignments.
- 7. Each volunteer is assigned a supervisor who will offer guidance and support, including setting suitable tasks and providing feedback on performance.

# Review the Human Resources Guide

- Look through the Guide
  - What is 1 or 2 things that stand out for you?
  - How can you see the guide supporting your programming
  - One example of how you would use the Guide?
  - One NGO in particular that you think would benefit from the Guide?

# Capacity Developers Guide to Strengthening the Involvement of People Living with HIV and others from Affected Communities within HIV and AIDS Organizations

## Guide Outline

- Note to the NGO Overview of the Greater Involvement of People Living with HIV
- Unit 1. The GIPA Principle and Living with HIV Unit 2. Creating Career Pathways
- Unit 3. Strengthening Community Leadership
- Unit 4. Conclusion
- Annex A: Resources
- Annex B: Self-Assessment Checklist: Meaningful Involvement of PLHIV and Affected Communities

# Capacity Developers Guide to Strengthening the Involvement of People Living with HIV and others from Affected Communities within HIV and AIDS Organizations

- **Unit 1. The GIPA Principle and Living with HIV**
- **Learning Objectives** This unit will explore the GIPA principle, what it is like to live with HIV, and score how your organization implements GIPA, and—if necessary—develop a simple action plan to improve that implementation.
- **Unit 2. Creating Career Pathways within your HIV NGO**
- **Learning Objectives**
- This capacity development unit is the second of three focused on aspects of the greater and more meaningful involvement of PLHIV and others affected by HIV within your organization. This unit will specifically explore GIPA from an individual perspective by looking at how career pathways for PLHIV and others affected by HIV are currently being implemented within your organization, and how they could be improved and expanded in the future.
- **Unit 3. Strengthening Community Leadership**
- **Learning Objectives**
- This unit focuses on aspects of the greater and more meaningful involvement of PLHIV and others affected by HIV within your organization. This unit will specifically explore GIPA from the perspective of your organization working in partnership with community-based individuals and/or groups, networks and organizations to strengthen community leadership by PLHIV and others affected by HIV.

# Activity Example from Guide to Strengthening the Involvement of People Living with HIV and others from Affected Communities within HIV and AIDS Organizations

Complete the following table for your own NGO

Category	Total number	Number & % known to be living with HIV	Number & % <sup>9</sup> known to be affected by HIV
Board/steering committee			
Management			
Project/frontline staff			
Support staff e.g. admin, finance.			
Volunteers			
TOTALS			

# Review the GIPA Guide

- Look through the Guide
  - What is 1 or 2 things that stand out for you?
  - How can you see the guide supporting your programming
  - One example of how you would use the Guide?
  - One NGO in particular that you think would benefit from the Guide?

# Capacity Developers Guide to Governance

Being Completed this week

# Next Steps for the Distribution of the Guides and their use

## Distribution

### USAID & Implementing Partners:

Print Copies available in Russian and English

USB Sticks with PDF versions available

Will be uploaded to an appropriate website

NGOs?

Others

## Use

What should the next steps be in using the guides?

# **AIDSTAR Two Capacity Assessment and Guides dissemination meeting**

**Bishkek**

**September 26 2013**

## **Attendees**

1. Aisha Zhorobekova, USAID Kyrgyzstan
2. Chynara Kamarli, USAID Kyrgyzstan
3. Arman Dairov, USAID CAR
4. Danielle Parsons, APMG consultant
5. Chinara Seitalieva, Quality Project, KG
6. Bermet Imanberdieva, Quality Project, KG
7. Larisa Ozeryansky, Peace Corps Volunteer, KG



**USAID**  
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**AIDSTAR-Two**  
capacity for impact

## Central Asian NGO Capacity Project:

# Assessment Findings and Development of the “Capacity Builders Guides”

**Almaty, Kazakhstan**  
**September 30, 2013**



**USAID**  
FROM THE AMERICAN PEOPLE



**AIDSTAR-Two**  
capacity for impact

# AGENDA

- Overview of whole project
- Key Findings from the Capacity Assessment Project

## The Guides

Introduction, Purpose and Structure of the Guides

### Advocacy

- Summary of recent workshops and use of Guide
- Guide Content
- Discussion on how guide can be used / integrated into current programming

### Partnerships

- Summary of recent workshops and use of Guide
- Guide Content
- Discussion on how guide can be used / integrated into current programming



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**AIDSTAR-Two**  
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# AGENDA

## Business Planning

- Summary of recent workshops and use of Guide
- Guide Content
- Discussion on how guide can be used / integrated into current programming

## Involving the Community

## Human Resource Management

## Governance

## Best Practice for Prevention – PWID, MSM, SW

- Guide Content
  - Discussion on how guide can be used / integrated into current programming
- 
- Next Steps for the use of Guides use and distribution



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# Overview of Project

## Autumn 2012

- Mid term review/evaluation of Dialogue Project
  - Key Recommendations included need for Capacity Assessments of NGOs involved in Dialogue

## Spring 2013

- Capacity Assessment of HIV NGOs in CAR
  - Key Recommendations included need for Regional Strategy Development
  - Need for support in key capacity areas

## Summer 2013

- Capacity Support
  - Development of 7 Capacity Builders Guides
  - Introduction of Priority Guides of Advocacy, Partnerships and Business Planning through NGO capacity workshops



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# Key Findings from the Capacity Assessment Project



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# Key Message - NGOs

HIV related NGOs across the region are in a precarious position and many will fail / falter unless action is taken to avert this

NGOs in the main, are not financially/programmatically sustainable – they currently all rely on 1 or 2 International donors for whom they deliver projects, meaning that:

Many NGOs “follow the money” rather than having clear strategic priorities that dictates their operation.

Fosters a “project” based mentality in NGOs so that they don’t (can’t) think strategically about their role nor take a “whole of organisation’ approach to their operations



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# Key Message - NGOs

BUT

Despite the precarious situation that NGOs are in, they are all dedicated, hard working professionals, trying to make a difference in their communities and having an impact on HIV in their countries

Therefore

The role of PEPFAR and its implementers is to **Release the Potential of NGOs** by taking a holistic approach to capacity building, move from project based support to a whole of NGO approach



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# Key Message - Donors

The PEPFAR strategy concentrates on three strategic priorities.

**The second priority is systematic strengthening of the capacities of institutions, organizations, and individuals to more effectively plan, deliver, and monitor quality services for key populations.**

A paradigm shift in thinking is needed about what capacity building is / entails. Capacity development is more than running skills building workshops, but this assessment found that overwhelmingly capacity building has been reduced to specific skills building activities to NGOs in order that they can effectively deliver projects on behalf of donors.

Little investment has been made in developing the overall capacity of organisations in order that they can grow and function beyond the needs of any particular donor.



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## What We Did

- Travelled to 3 countries, 9 different cities/regions
- Met with 49 NGOs & 200 Staff/Volunteers
- 8 Workshops with approx 160 participants
- 3 Country Stakeholder meetings with approx 30 participants
- Developed 3 Draft Country Reports
- Developed 1 Regional Strategy



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## 6 Phase Process

### Country Stakeholder Meeting

- Inform them of process

- Seek guidance on key capacity issues from their perspective

- Views on organisations attending and additional NGOs to include

### Individual NGO Meetings

- Introduction to ourselves and process

- find out about the organisations and their main issues

- Develop a “feel” for the organisation and their potential capacity needs

- Develop a basic profile of each NGO based on 8 criteria



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## 6 Phase Process

### Capacity Priorities workshop

- Introduce key concepts of capacity building

- Self assessment exercises of using indicators of capacity

- Determine strengths, weaknesses and priorities

Data from self assessment exercises entered into spreadsheets and consolidated with other workshops (country and then regionally)



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## 6 Phase Process

Triangulation of data, findings from workshop, NGO meetings and Stakeholder meetings to develop country issues/recommendations.

Triangulation of country level findings/recommendations to determine regional issues and key recommendations



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## Capacity Areas Explored

- Partnerships, referral systems and coordination:
  - Different types of relationships
  - Formal and informal referral systems
- HIV/AIDS technical capacity of key and front-line staff and the ability of the organization to access and develop new methods and approaches



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## Capacity Areas Explored

- Organizational strengths:
  - Governance, strategy and structure
  - Human resources and administration
  - Program management, M&E and reporting
  - Financial management and sustainability



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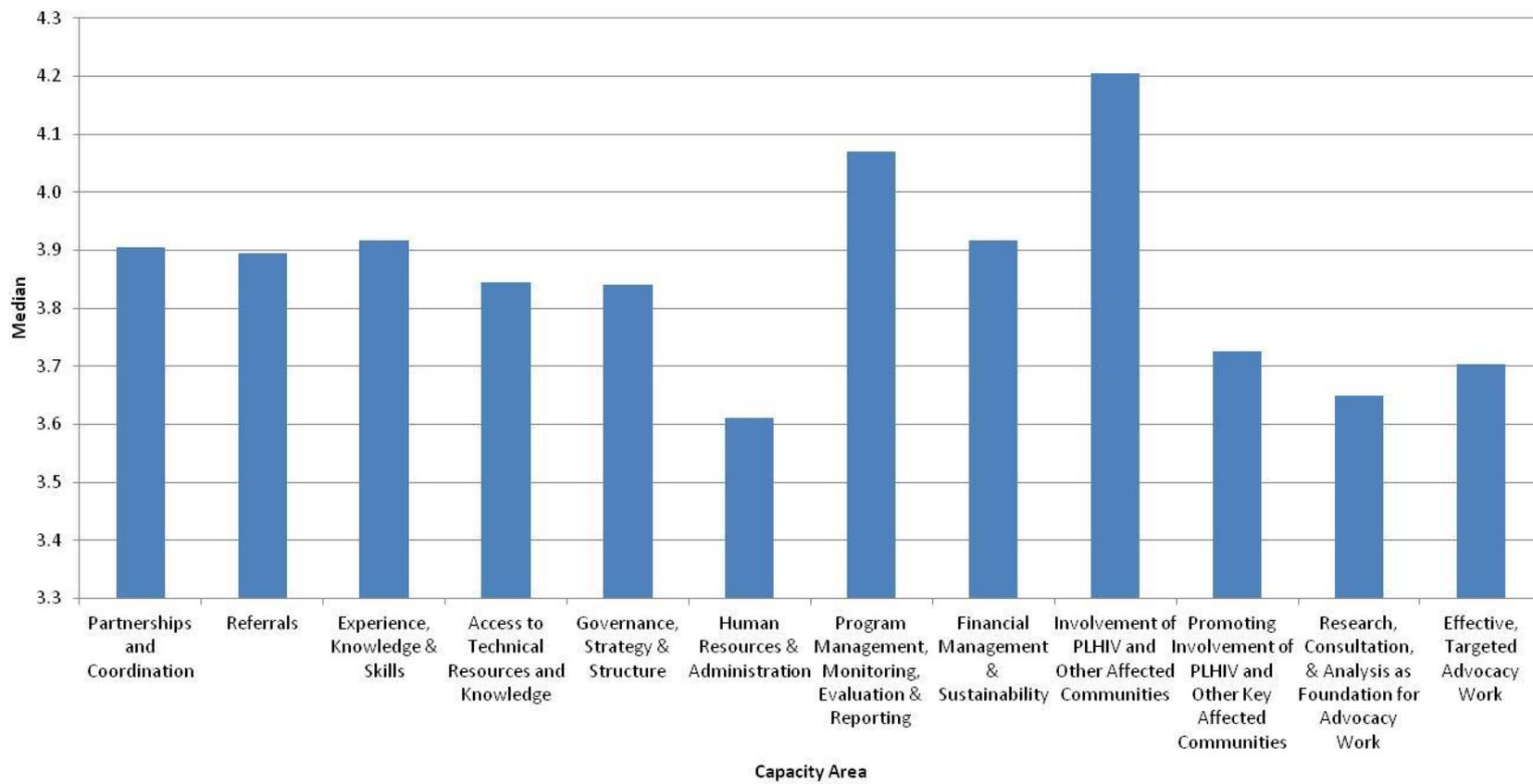
## Capacity Areas Explored

- The promotion of participation of people living with HIV and other affected communities:
- Involvement in evidence and consultation-based advocacy:
  - Exploring effective advocacy activities

# Regional Findings / Country Comparisons

- There are significant unmet capacity needs across all 3 countries
- A mean score of 4-5 was considered “good capacity”
- A mean score under 4 was considered “needs significant improvement”
- Most capacity areas across the region scored under 4.

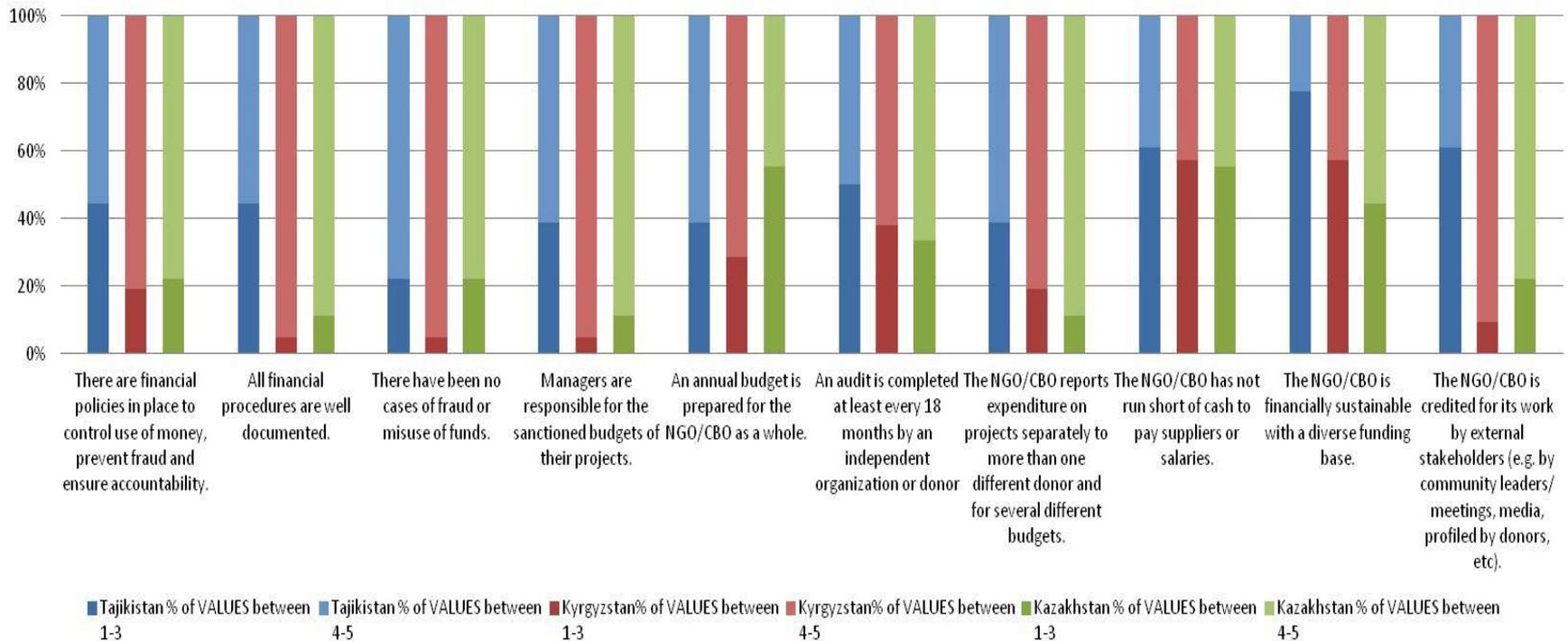
## Mean Scores for All Countries



- Involvement of PLHIV & Key Populations was the strongest area of Capacity
  - Most NGOs had significant cadres of PLHIV & KP involved – but generally only as volunteers/outreach workers.
  - Most organisations felt as though they ‘came from the community’ – organisations were founded by a mixture of PLHIV/KP members & medical/health personnel

- Organisations have program management capacity & financial systems
  - NGOs need to have robust program management and finance systems to meet donor requirements and this is reflected in the scoring
  - Robust finance systems precluded sustainability and resource mobilisation
  - Program management better described as “project” management as NGOs approach to management is on a project/donor by project/donor basis rather than an organisational approach.

## Indicator Value Distribution for All Countries Organization Strengths/Financial Management & Sustainability

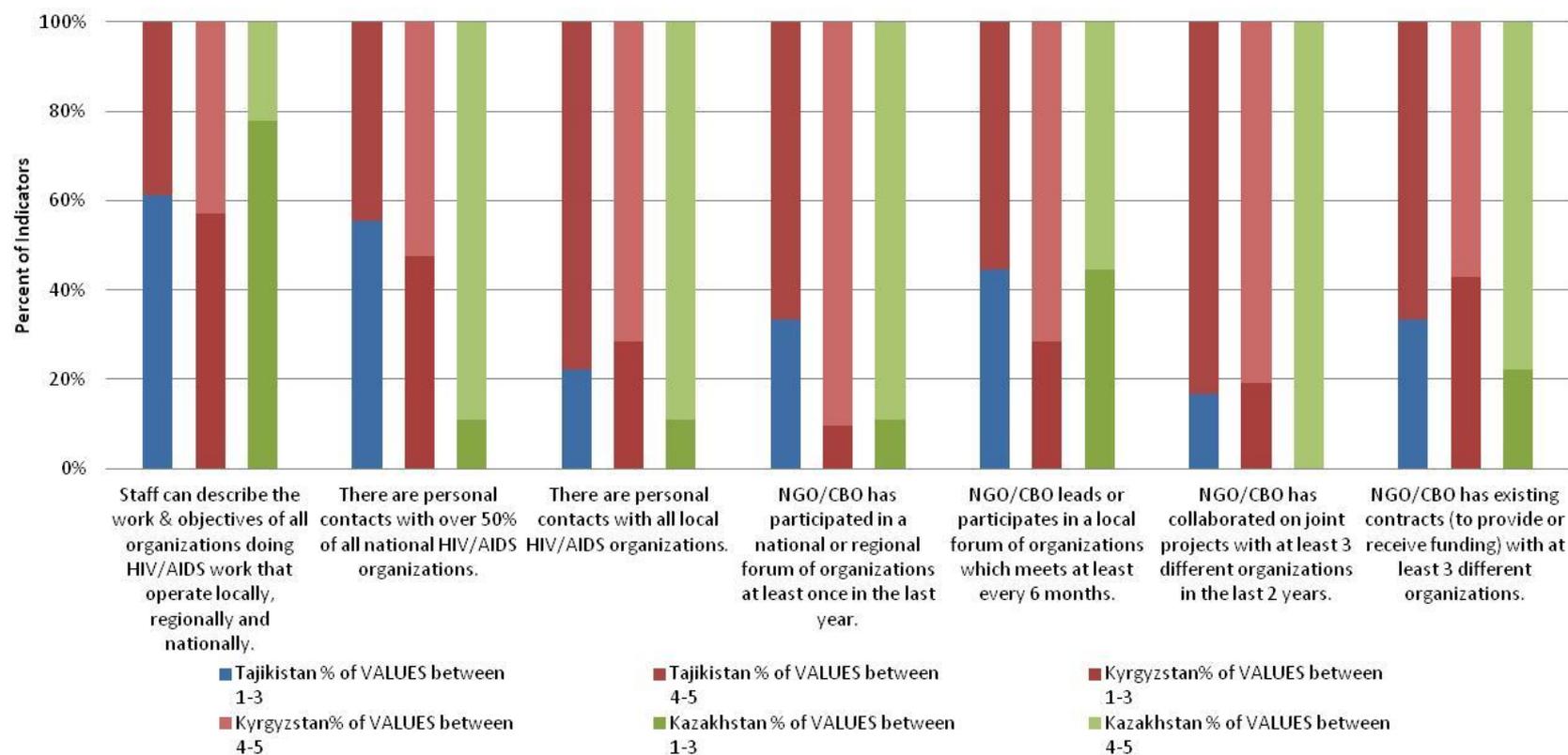


- Advocacy is a significant issue for Capacity Building

- Organisations mainly conducted advocacy as the local level
- Organisations tended to rely on donors and international agencies to conduct national level advocacy
- Organisations rarely coordinated/collaborated for advocacy actions.
- Advocacy capacity is strongly related to partnership capacity

- NGOs don't know who are potential partners
  - NGOs are working together, but primarily in the (local)referral area
  - NGOs are not thinking strategically about other organisations that that could be allies/support their work
  - This affects their ability to advocate effectively

## Indicator Value Distribution for All Countries Partnerships/Partnerships & Coordination



# Regional Recommendations

- Resource Mobilisation and Sustainability support, particularly thinking beyond relying on international donors – including developing entrepreneurial revenue raising strategies is a priority for all NGOs

# Regional Recommendations

- Strengthening Partnerships and Coordination by promoting and developing strategic alliances at both the Country and Regional Levels is critical
- Develop Advocacy efforts to ensure local/community ownership and increasing the role and visibility of the NGO sector is a priority

# Kazakhstan Findings

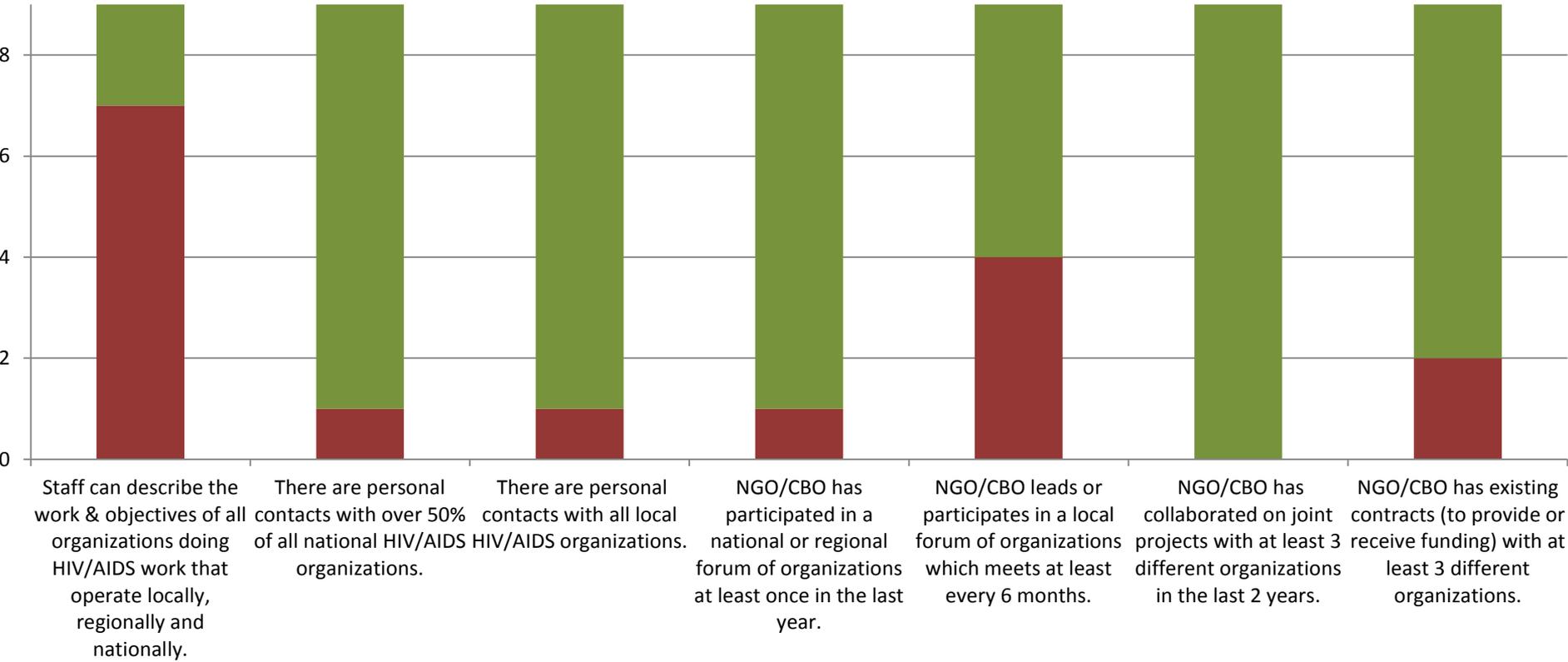
- 10 NGOs
  - 2 in Ust-Kamenogorsk, 5 in Karaganda, 3 in Almaty
  - Oldest established 1994, youngest est 2008
  - 8 of 10 had more than one funding source
  - 2 with social procurement funding from government

# Partnership & Coordination

- With other NGOs
  - Variable, ‘sometimes unfriendly competition’
- With government
  - Some MoUs, ‘on paper only’
  - ‘the government is ashamed of our issues’
- With international
  - Mostly donor relationship
  - ‘the donors are leaving’
- Referral systems generally strong.

### Indicator Value Distribution Partnerships - Partnerships and Coordination

■ # of VALUES between 1-3      ■ # of VALUES between 4-5



# Technical Skills & Knowledge

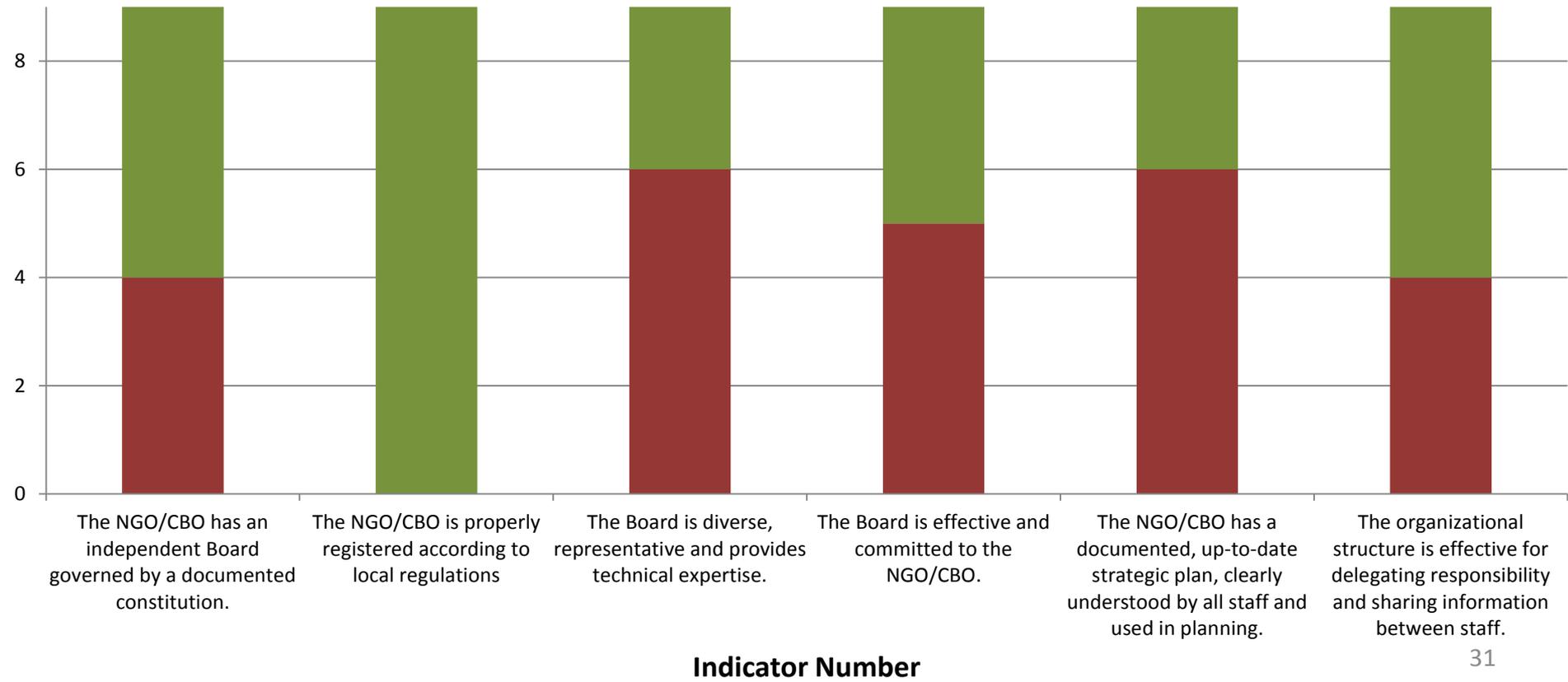
- Self reported as high
- Identified skills development needs include
  - Sustainability
  - Developing business plans
  - Local fundraising
  - Strategic planning
- Big issue
  - Professionalization of Social Workers

# Organisational Systems

- All 10 NGOs legally registered
- Governing Boards
  - We believe only one has a functioning Board
  - Only 3 NGOs said Board diverse, representative...
- 4 of 10 with strategic plan
  - NGOs project focused

## Indicator Value Distribution Organization Strengths - Governance

■ # of VALUES between 1-3      
 ■ # of VALUES between 4-5

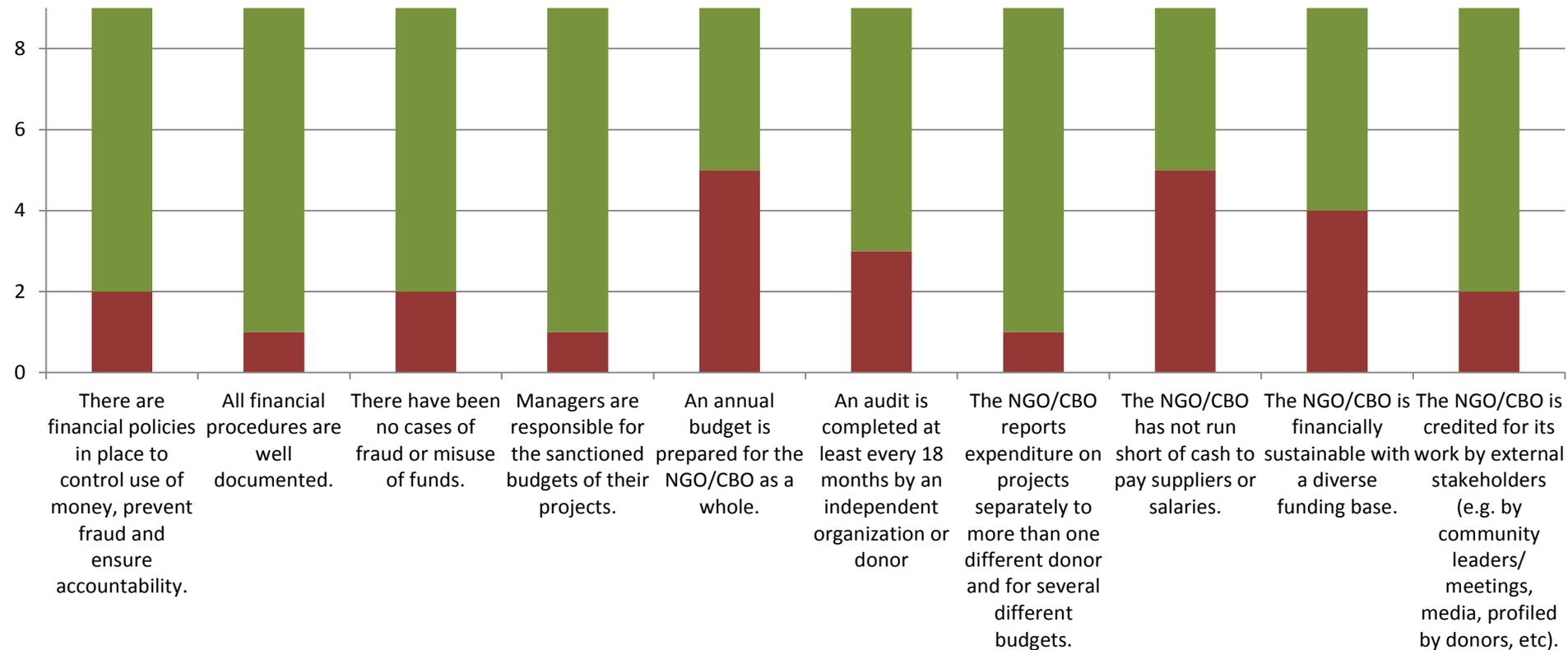


# Financial Management & Sustainability

- High scoring for financial systems
  - Provided by donors/projects
- Sustainability
  - Primary income donors
  - Reported problems with social procurement funding
  - Some limited small scale local fundraising – potential
  - Only 5 NGOs said financially sustainable.

## Indicator Value Distribution Organization Strengths - Financial Mgt & Sustainability

■ # of VALUES between 1-3     
 ■ # of VALUES between 4-5



**Indicator Number**

# A good initiative

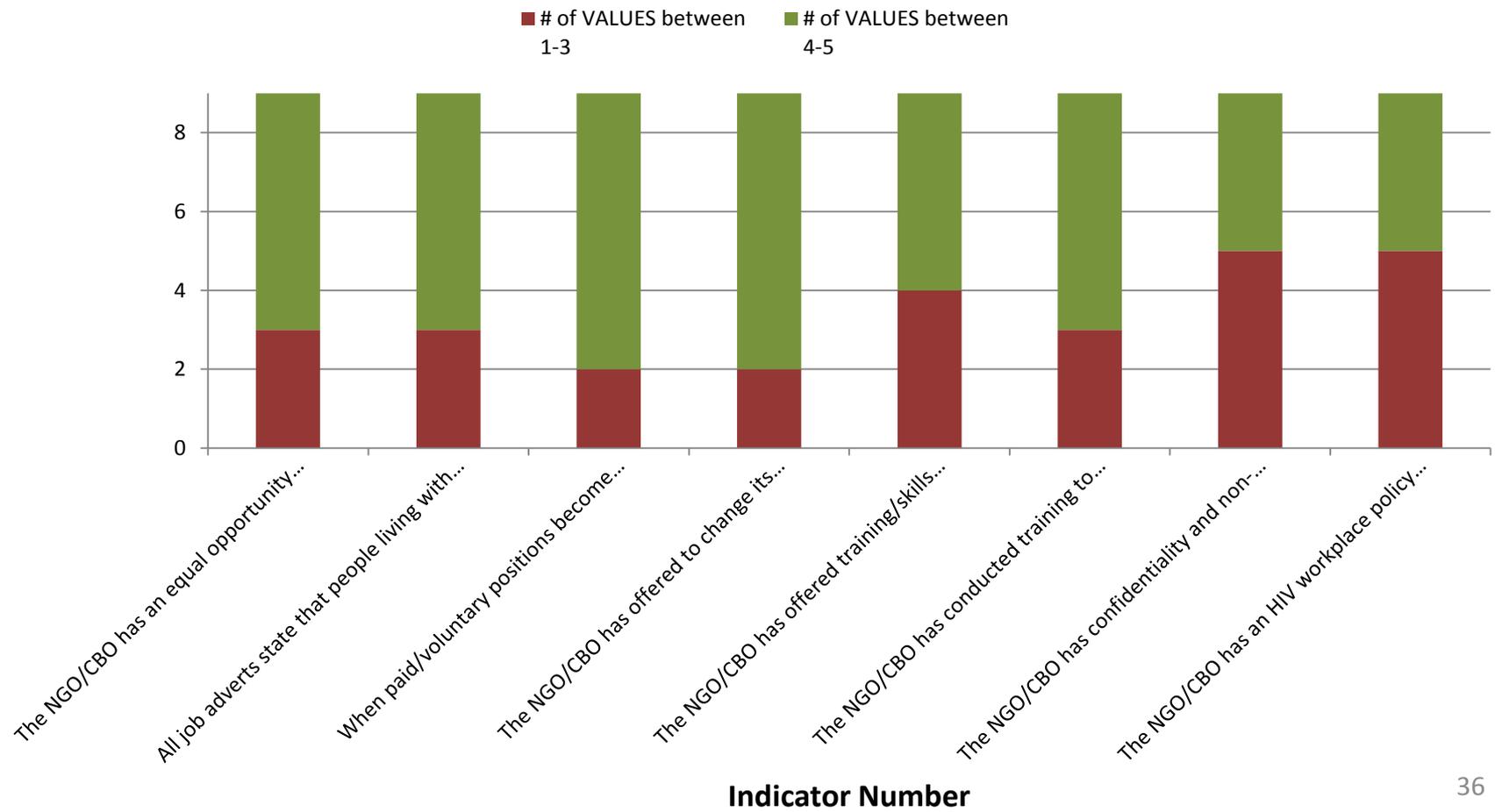
## Half-way house in Ust-Kamenogorsk



# Participation of PLHIV & Key Pops

- Many in decision-making levels come from their communities
- PLHIV network initiatives excellent start
- Stigma & discrimination major barrier
  - ‘you earned HIV yourself, why are you asking for treatment’
- But involvement not built into NGOs.

## Indicator Value Distribution Participation - Promotion of Involvement

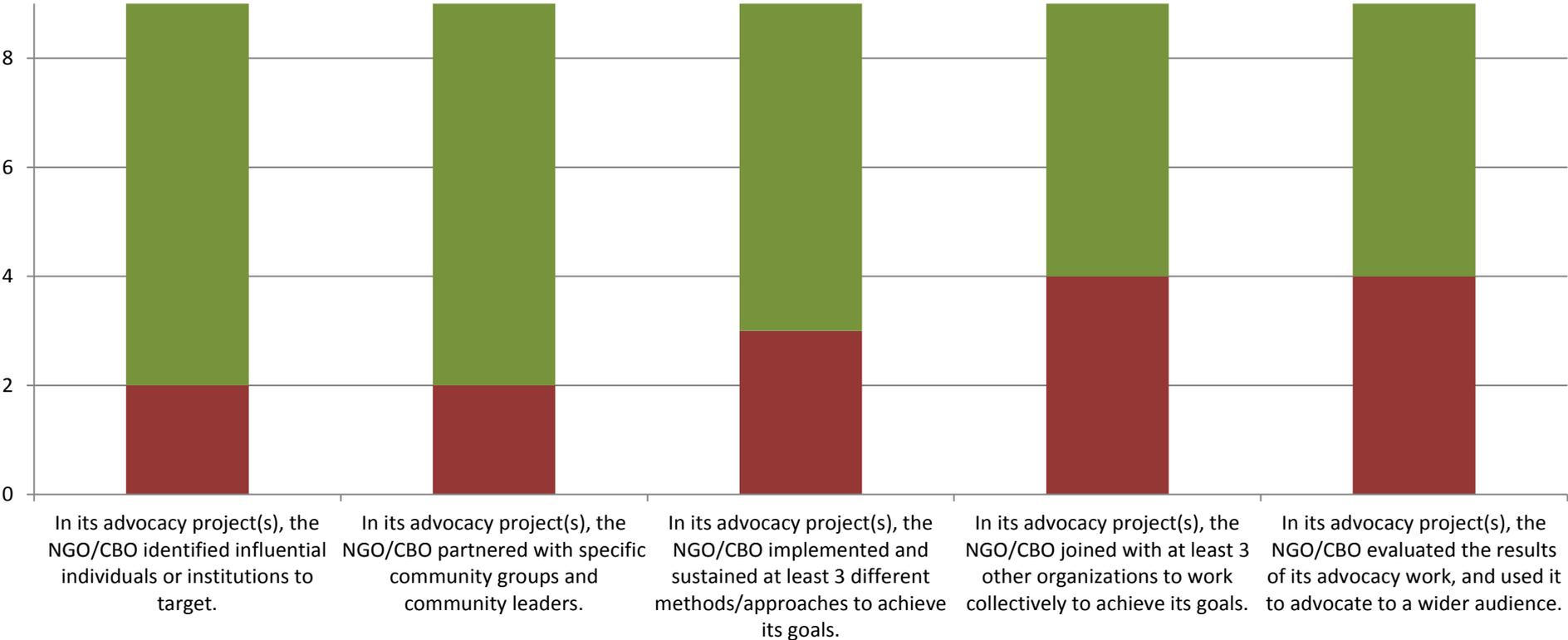


# Advocacy

- Provided some good examples, but...
- Workshop NGOs voted as weak capacity area
  - ‘we need more skills to do large scale advocacy’
  - Linked to partnerships

## Indicator Value Distribution Advocacy - Effective, Targeted Advocacy

■ # of VALUES between 1-3      
 ■ # of VALUES between 4-5



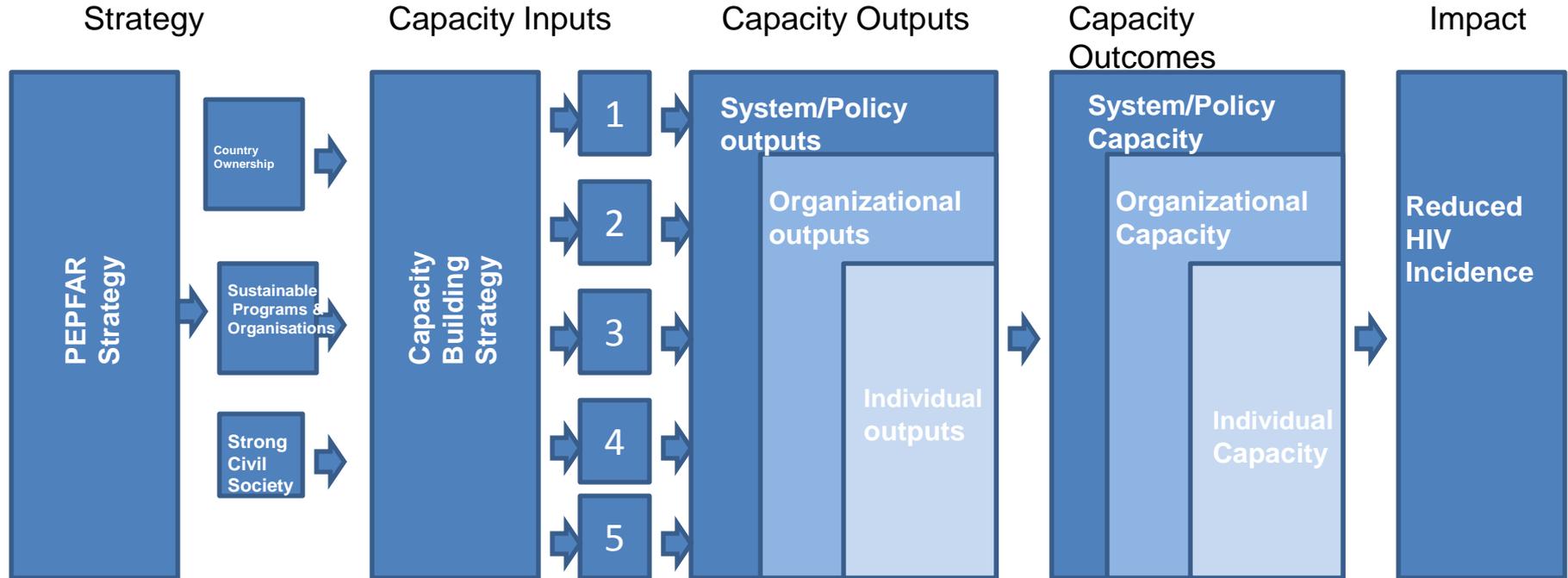
**Indicator Number**

# Recommendations

- Development in-progress but.....
- Partnerships
  - Support collaborations/coordination
  - Support building links with government
  - Support network development
- Skills development
  - Strategic planning (thinking)
  - Latest HIV developments

- Organisations
  - Sustainability!!!!!!
- Involving communities
  - Institutionalize, challenge S&D
- Advocacy
  - Encourage joint activities
  - Build skills & experience
  - Explore new social media technologies

# Capacity Development Framework



1=Partnerships, 2=Technical Skills, 3=Organizational Strengths, 4= Participation of PLHIV & other key populations, 5 = Advocacy

# Key Issues for the Strategy

## **Partnership & Coordination**

- Create new relationships between NGOs that move beyond referrals to enable joint programming, economies of scale, development of country/regional wide best practice standards and stronger advocacy

# Key Issues for the Strategy

## Technical Skills

- Provide knowledge/access to information about new HIV prevention practices and incorporating this into current programming

# Key Issues for the Strategy

## Organisation Systems

### Governance & Strategy

- Improve governance structures to enable clearer separation between governance and management and increase community participation in decision making
- Create long term strategic plans / vision for organizations and incorporate this into their work planning and programming

# Key Issues for the Strategy

## **Human Resources & Administration**

- Develop an understanding of role and function of volunteers and create systems to support volunteers within organizations
  - **Program Management**
- Move towards a whole of organization approach to project implementation

# Response to the Strategy

## **Finance & Sustainability**

- Develop resource mobilization skills, particularly looking beyond traditional donors, developing business plans/models and entrepreneurship

# Key Issues for the Strategy

## **Involvement of PLHIV and Key Populations**

- Increase understanding of GIPA to enable key populations to move beyond volunteer/outreach worker role in organizations
- Develop mechanisms that increases community participation in decision making

# Key Issues for the Strategy

## **Evidence based Advocacy**

- Increase understanding of advocacy and the role it plays in the HIV agenda
- Develop advocacy skills
- Develop advocacy strategies

# Response to the Strategy

## Activity 1

- **Develop Capacity building modules/manuals that NGOs can implement and adapt for their own use with support and guidance from Quality and Dialogue projects**

## Activity 2 Create Partnerships in Kazakhstan, Tajikistan and Kyrgyzstan.

- Hold national level meetings of the NGO HIV sector to;
  - Create stronger linkages and collaboration between organizations
  - Develop evidence based advocacy skills
  - Develop a national advocacy strategy
  - Discuss possibility of Partnership Platform
- **Addresses Systems recommendations**
  - Better Donor Coordination, working together to support NGOs advocacy agenda
  - Scale up interaction with governments to help them better understand NGO sector and the role it can play in the HIV response, create linkages to USAID governance and democracy program to ensure HIV NGOs are part of their activities
- **Addresses Organisational recommendations – Advocacy & Partnerships**

# Response to the Strategy

## Activity 3

- **Business plan development for sustainability**
  - Bring together Plus Center (Osh), Answer (Ust-Kamenogorsk), Shibuka business center (Khujand) to share experiences of developing business models, Develop skills in business planning, develop draftbusiness plans for their NGOs, develop skills to transfer this knowledge to others.
- Addresses Organisational recommendations of Resource Mobilisation

# Response to the Strategy

## Activity 4

### Support the development of the MSM package of services for Central Asia

- Hold regional meeting between MSM NGOs to:
- Review and adapt package of services into central asia
- Develop capacity needs plans on support needed to implement/incorporate package of services into programming
- Discuss framework for CA subregion for EECA MSM/HIV network
- 
- Addresses Systems recommendations:
- Shift away from project based capacity building methodology to a whole of organization approach
- Scale up interaction with governments to help them better understand NGO sector and the role it can play in the HIV response, create linkages to USAID governance and democracy program to ensure HIV NGOs are part of their activities
- Develop a culture of strategic thinking to enable critical assessment of programming and understanding impact on HIV epidemic
- 
- Addresses Organisational recommendations:
  - Technical Skills development
  - Partnership & Coordination
  - Advocacy

# Format of the Guides

- 1. Note to Capacity Developer

This is a brief “for the user of the guide” introduction that explains what it is

- 2. Overview

This is a definition/introduction to the organizational development topic. So, for example, define what the term Human Resources Management means, why it is important to the organization, etc. Then it will give a brief overview of the capacity development process for this topic.

# Format of the Guides

- 3. Capacity Development Units

Max Per Unit (3-4 units per guide)

- a. Topic name (these are the four topics under HRM, for example; each one will have its own unit)
- b. Objectives for this unit (what will the person know by the end of this unit?)
- c. Timing (how long will it take the facilitator and the participants to complete this unit?)
- d. Participants (who needs to be here from the organization?)
- e. Mode of unit delivery (is this a small working group led by a facilitator? Is it a one-on-one in the organization? Is it a workshop?)
- f. Resources needed (what does the facilitator need? What do the participants need?)
- g. Step-by-step facilitation guide (this is the main content area of each unit – this is usually one to two full pages)
- h. Supporting materials – any handouts? Worksheets?

# Format of the Guides

- 4. Annexes:

Any general resources that do not fall under specific unit will go here. So, for example, a glossary of terms; additional resources list (articles, web sites); and any other relevant, paper-based documents (such as brief self-assessments, checklists, etc.) that are more comprehensive and not specifically related to a unit.

# Format of the Guides

The Guides are not “stand alone” workshops, but rather are to be used as both a reference source and support to developing capacity building activities in each of the capacity areas

# Capacity Developers Guide to Advocacy

## Comments from the workshop

### **One thing you've learnt in the workshop:**

- Common planning yields bigger result than individual planning
- Advocacy is cheap, but it is essential
- Good reinforcement of knowledge and experience on advocacy and partnership
- Advocacy goal should be clear and achievable
- Never stop, keep pressing on

### **One thing to improve in the workshop:**

- Hot lunch
- Separating people by levels of their knowledge
- Nothing to improve

### **One comment about the guides:**

- Will be useful in our work
- Guides are useful and informative. Correct the mistakes
- Written in good and plain language.
- There are unnecessary examples of other countries in the guides.

# Capacity Developers Guide to Advocacy

## Guide Outline

- Note to the NGO
- Overview of Advocacy and the Epidemic
- Unit 1. Definitions of Advocacy, its Key Aims, and Levels of the Advocacy Process
- Unit 2. Planning and Implementing Advocacy Work
- Unit 3. Monitoring and Evaluation
- Conclusion
- Annex A: Resources

# Capacity Developers Guide to Advocacy

## **Unit 1. Definitions of Advocacy, its Key Aims, and Levels of the Advocacy Process**

**Learning Objectives :** Upon completing this unit, you will be able to: Define advocacy and understand its purpose. Understand the different levels of advocacy—local, national, and regional/international. Understand the importance of legitimacy and accountability when your organization takes on advocacy work.

Duration of the Unit: Four hours.

## **Unit 2. Planning and Implementing Advocacy Work**

**Learning Objectives** Upon completion of this unit, you will be able to: 1. Select an issue that your organization may want to address through advocacy. 2. Understand how to set advocacy goals and objectives and the activities that will help achieve them. 3. Identify the decision-makers your campaign will influence. 4. Analyze the risks associated with advocacy. 5. Develop a budget for your advocacy campaign. 6. Begin to develop a written advocacy plan for your organization.

Duration of the Unit: Two to three months.

## **Unit 3. Monitoring and Evaluation**

**Learning Objectives Upon completing this unit, you will be able to:**

1. Understand the purpose of monitoring and evaluation in the context of an advocacy campaign
2. Choose indicators and milestones for your own advocacy work
3. Understand that advocacy is a dynamic process and that your objectives may change over the course of time

Duration of the unit: One to two months, to develop a monitoring and evaluation plan.

# Example of Activity from Advocacy Guide

As you begin, one important question to ask yourself is, “Is the community we work with involved in this advocacy plan and implementation?” Use Table 2, provided below, and fill in each box with a ‘yes’ or ‘no’ response.

	Is your community informed?	Have they been consulted?	Are they involved in the process?
Planning			
Implementation			
Monitoring			
Evaluation			
Follow up			
Possible new Advocacy actions			

# Review the Advocacy Guide

- Look through the Guide
  - What is 1 or 2 things that stand out for you?
  - How can you see the guide supporting your programming
  - One example of how you would use the Guide?
  - One NGO in particular that you think would benefit from the Guide?

# Capacity Developers Guide to Partnerships & Coordination for HIV Organizations

## Guide Outline

Table of Contents

Note to the NGO

Overview of Partnership and Coordination

Unit 1. Partners and Partnerships in the HIV Response

Unit 2. Specific Examples of Various Types of Partnerships

Unit 3. Features of Successful Partnerships

Unit 4. Partnership Building Mechanics: The Partnership Strategy

Annex A: Additional Reading

# Capacity Developers Guide to Partnerships & Coordination for HIV Organizations

- **Unit 1. Partners and Partnerships in the HIV Response**
- **Learning Objectives**
- Upon completing this unit you will understand the types of partnerships most common in the HIV and AIDS field.
- Duration of the Unit: One Week
- **Unit Content**
- This unit explores three different types of partnerships most common in the HIV and AIDS field. It should help you understand the nature of your existing partnerships, as well as start thinking about possible areas where partnering with others could be beneficial for your organization and its mission. While working through the unit, please consider the following:
- What categories your current partners fall into?
- Are there gaps or challenges in each of your current partnership, which you would like to improve or resolve?
- What are the challenges?
- What are some of the possible means of improving your collaboration with others?

# Capacity Developers Guide to Partnerships & Coordination for HIV Organizations

- **Unit 2. Specific Examples of Various Types of Partnerships**
- **Learning Objective**
- Upon completion of this unit, you will be able to analyze your organization's current partnerships, understand ways to strengthen those partnerships, and develop ideas for new partnerships that will positively impact your organization's work.
- Duration of Unit: One Week
- **Unit Content**
- The below spreadsheet illustrates the variety of partnerships that can be useful to NGOs working on HIV in the context of a concentrated epidemic. The first column lists a range of possible partners, the second one briefly describes some of their possible functions in a partnership, and the last column outlines some of the possible expectations an NGO may have from such partnerships.

# Capacity Developers Guide to Partnerships & Coordination for HIV Organizations

- **Unit 3. Features of Successful Partnerships**
- **Learning Objective**
- Upon completing this unit you will understand the key features of a successful partnership and how to ensure that your partnerships incorporate these features.
- Duration of Unit: One week
- **Unit Content**
- The unit includes important considerations that need to be taken into account in any partnership development efforts.
- 
- **Unit 4. Partnership Building Mechanics: The Partnership Strategy**
- Learning Objective
- Upon completing this unit you will understand how to develop a partnership strategy for you organization.
- Duration of Unit: One month (to develop the Partnership Strategy)
- **Unit Content**
- This unit considers the specific mechanisms and steps required to improve existing or build new partnerships. As you go through the principles and steps think which of them you could apply to your existing relationships. Which would be useful in building partnerships you would like to develop? Please decide on at least one specific improvement in the existing partnerships and one new partnership you would be willing to develop, and draw a simple work plan containing the steps to be taken, people that would need to be involved, their functions and areas of responsibility, issues that you would be discussing with your partners, arguments you would use in order to convince them into the partnership, and benefits that your organization and your partners would gain from the new relationship.

# Activity from Guide to Partnerships & Coordination for HIV Organizations

Use this table to assess your own partnerships

1. SITUATION ASSESSMENT AND CHOICE OF PARTNERSHIP TYPE	<ul style="list-style-type: none"><li>• research into the problem (data analysis, expert consultations), presenting a big picture of partnership (selecting partnership type and duration)</li></ul>
2. DEFINING PARTNERS	<ul style="list-style-type: none"><li>• defining potential partners and their motivation for coordinated action</li></ul>
3. BUILDING COORDINATED ACTIONS	<ul style="list-style-type: none"><li>• establishing the partnership management framework and mechanisms for day-to-day coordinated actions</li></ul>
4. PLANNING AND IMPLEMENTATION	<ul style="list-style-type: none"><li>• planning joint effort for partners/entering into memorandum/partnership agreements and implementation of the said plans/documents разработка</li></ul>
5. ASSESSMENT OF PARTNERSHIP'S RESULTS	<ul style="list-style-type: none"><li>• assessment of the objective fulfillment and coordinated actions; partnership revision (attracting new partners or expulsion of previous ones)</li></ul>
6. CONTINUATION OR TERMINATION	<ul style="list-style-type: none"><li>• finalizing review of the partnering effort; in case of long-term partnership – establishment of structures and generation of mechanisms to ensure consistency and to proceed with cooperation</li></ul>

# Review the Partnership Guide

- Look through the Guide
  - What is 1 or 2 things that stand out for you?
  - How can you see the guide supporting your programming
  - One example of how you would use the Guide?
  - One NGO in particular that you think would benefit from the Guide?

# Capacity Developers Guide to Business Planning

## Outcomes of Workshop

- A **day care center** for children of women living with HIV in Osh which is also open to paying customers.
- A **Printing Press** in Bishkek aimed at servicing all of the INGOs/GFTAM/USAID, who come to Bishkek to run meetings.
- A **Mobile Clinic** for sex workers Chuy Oblast that have no access to family planning and reproductive health services, but open to all women who could pay for some of the services to keep the mobile clinic operational.
- Revamping the **Khujand Business Center** to a higher professional level of services and facilities in order to attract international clientele to contract their services. The revenue raised will go to providing first aid kits for drug users and to re-equip and restart the carpentry workshop that closed due to end of project funding from the Dialogue Project.
- Building a **Conference and Training Center** in Osh to provide both training space for rehabilitation programs with drug users, as well as space to be rented for meetings. A catering service will also be created to provide food for those attending meetings.
- In Ust-Kamenogorsk, breeding high quality, **Organic Cows** for sale to breeders and using this opportunity to training ex-prisoners with the skills to care for and breed these high quality animals. Income from the sales of milk and milk by-products will be used to expand the half-way house and the re-integration program for ex-prisoners.

# Capacity Developers Guide to Business Planning

## Guide Outline

Note to the NGO

Overview of Business Planning

Unit 1. The Vision and Mission for the Organization

Unit 2. The New Business Opportunity

Unit 3. The Market for the Business Opportunity

Unit 4. The Business Plan Team and Required Resources

Unit 5. Projections of Social Returns

Annex A: Worksheets

Annex B: Glossary of Terms

# Capacity Developers Guide to Business Planning

- **Unit 1. The Vision and Mission for the Organization**

- ***Learning Objectives***

- Upon completing this unit, you will be able to:
- Establish a mission, or purpose, for your organization.
- Create a clear vision for your organization.
- Explain how this vision will contribute to your mission or purpose.
- Duration of the Unit: 4 hours

- This unit provides you with the opportunity to share with your funders the mission, or purpose, of your organization, as well as the vision — and the way in which both will contribute to the health, welfare, and economic standing of the people and communities that your organization serves.

- **Unit 2. The New Business Opportunity**

- ***Learning Objectives***

- Upon completion of this unit, you will be able to:
- Generate, test, adapt, and articulate at least one solid business idea that will help you meet the mission and vision of your organization.
- Identify the competitive positioning of your new business opportunities; that is, the probability that your business opportunities can be successfully launched in a competitive market.
- Draft a "business pitch" to potential funders.
- Duration of the Unit: 4 hours

- During this unit, you will conceive, test, adapt, and articulate business ideas that will lead to the creation or expansion of your organization. You will be introduced to the Strategic Mapping Exercise to help you generate breakthrough business idea ideas to improve the quality of life of your clients and community members.

# Capacity Developers Guide to Business Planning

- **Unit 3. The Market for the Business Opportunity**

- ***Learning Objectives***

- Upon completing this unit, you will be able to:
- Conduct a study that provides you with critical information about your target market.
- Use informational and promotional techniques to increase demand for a new product or service.
- Develop a marketing plan for the promotion of a new product or service.
- This unit will help you design a simple instrument to assist you in studying your market and demonstrate to your funder that the product or service you have chosen meets the needs of your clients and community — your target population — and that you will be able to effectively market the product or service.
- Duration of the Unit: About one week's time
- 
- During this unit, you will look critically at the market. You will study your market to determine whether the new product or service is truly needed by your clients and members of the community. You will also identify ways in which the proposed new product or service should be adapted or modified to gain broader use.
- 

- **Unit 4. The Business Plan Team and Required Resources**

- 

- ***Learning Objectives***

- Upon completing this unit, you will be able to:
- Identify all of the activities that need to be carried out to develop and introduce your new product or service.
- Establish a team of individuals capable of filling these roles.
- Draft a scope of work for each member of your launch team.
- Create a work plan showing the activities and timeline for the launch of your new product or service.
- Understand basic financial terms.
- Develop a budget detailing the financial requirements for developing, launching, and marketing a new product or service.
- 
- Now it is time to shift from an inspired group of colleagues to a functional business team. This unit of your business plan gives you the opportunity to show your funder or investor that you have an exceptional business team — a team that will work together to successfully launch your new product or service both effectively and efficiently and ensure that it will provide the greatest possible benefit to the people you serve.

# Capacity Developers Guide to Business Planning

- **Unit 5. Projections of Social Returns**
- *Learning Objectives*
- Upon completing this unit, you will be able to:
- Develop indicators to measure the anticipated improvements in the target population that can be attributed to a new product or service.
- Prepare a plan for collecting data that will demonstrate the level of success of a new product or service.
- Duration of the Unit: 4 hours
- 
- This unit equips you with what you need to show your funder or investor that your idea will make a measurable improvement in the lives of your target population.

# Review the Business Planning Guide

- Look through the Guide
  - What is 1 or 2 things that stand out for you?
  - How can you see the guide supporting your programming
  - One example of how you would use the Guide?
  - One NGO in particular that you think would benefit from the Guide?

# Capacity Developers Guide to Quality Service Delivery for Key Populations

## Guide Outline

NOTE TO THE NGO

### **I. SEX WORKERS**

OVERVIEW OF SEX WORKERS AND HIV PREVENTION

UNIT 1: PREVENTION PROGRAMS FOR SEX WORKERS

UNIT 2: ISSUES TO BE CONSIDERED BEFORE DESIGNING AND IMPLEMENTING PROGRAMS FOR SEX WORKERS

UNIT 3: HIV PREVENTION SERVICES FOR SEX WORKERS

Unit 4: OTHER HEALTH-RELATED NEEDS OF SEX WORKERS

ANNEX 1: SUMMARY OF THE PARTICIPATORY COMMUNITY ASSESSMENT (PCA)

METHODOLOGY ANNEX 2: CHECK LIST TO FOR THE DESIGN/ADAPTATION OF BASIC TRAINING CURRICULA FOR YOUR PEER-LED OUTREACH PROGRAM

SEX WORKER REFERENCES

# Capacity Developers Guide to Quality Service Delivery for Key Populations

## Guide Outline

OVERVIEW OF PWID AND HIV PREVENTION

UNIT 1: HIV PREVENTION FOR PWID

UNIT 2: PWID PARTICIPATION IN EFFECTIVE PROGRAM DEVELOPMENT

UNIT 3: PRIORITY INTERVENTIONS FOR PWID

UNIT 4: HIV PREVENTION PROGRAMMING FOR FEMALE PWID

UNIT 5: WHAT IS NEW IN HIV PREVENTION FOR PWID?

PWID REFERENCES

# Capacity Developers Guide to Quality Service Delivery for Key Populations

## Guide Outline

MEN WHO HAVE SEX WITH MEN (MSM)

OVERVIEW OF MSM AND HIV PREVENTION

UNIT 1: WHY PREVENTION PROGRAMS FOR MSM ARE NECESSARY

UNIT 2: WHAT ARE HIV PROGRAMMING BEST PRACTICES FOR MSM?

UNIT 3: COMBINATION APPROACHES TO PREVENTION

UNIT 4: HIV PREVENTION AND MSM LIVING WITH HIV  
MSM REFERENCES

# Capacity Developers Guide to Quality Service Delivery for Key Populations

- **UNIT 1: Why Prevention Programs for MSM are Necessary**
- Learning objectives: • Explain why MSM HIV prevention programs are important and necessary • Explain why investing in MSM HIV Prevention Programs impacts on the whole epidemic
- Duration of the unit: 4 hours
- Target audience: Everyone in the NGO
  
- **UNIT 2: What are HIV Programming Best Practices for MSM?**
- Learning objectives: • Describe the key components of HIV Best Practice Programming for MSM • Describe the key international organizations and documents that have defined best practice for MSM HIV prevention programming.
- Duration of the Unit: 4 hours
- Target audience: Everyone in the NGO
  
- **UNIT 3: Combination Approaches to Prevention**
- Learning objectives: • Describe what a combination approach to prevention means • Describe the elements of a combination approach • Review your own programming to determine how to incorporate combination approaches into your prevention programming
- Duration of the unit: 4 hours
- Target audience: Everyone in the NGO

# Capacity Developers Guide to Quality Service Delivery for Key Populations

- **UNIT 4: HIV Prevention and MSM Living with HIV**
- Learning objectives: • Describe the specific prevention issues facing MSM living with HIV • Develop core principles for MSM Living with HIV prevention programming
- Duration of the unit: 2 hours
- Target audience: Everyone in the NGO
- Unit content: Unit 4 builds on the work of the previous units by looking at the role that MSM living with HIV play in a combination approach to prevention. This unit is adapted from the Asia Pacific Coalition on Male Sexual Health 2012 Policy Paper, “More than the Virus: HIV Prevention and Men who have Sex with Men Living with HIV”.
  
- **Questions to answer**
- • What role do MSM+ currently play in your prevention programs?
- • How can you incorporate a “shared responsibility” approach into your programming?
- • Are +MSM in your community open about their status? Do they face discrimination from other MSM?
- • What are some of the challenges MSM+ in your community face in accessing services?

# Review the Quality Service Provision Guide

- Look through the Guide
  - What is 1 or 2 things that stand out for you?
  - How can you see the guide supporting your programming
  - One example of how you would use the Guide?
  - One NGO in particular that you think would benefit from the Guide?

# Capacity Developers Guide to Human Resource Management

## Guide Outline

- Table of Contents Note to the NGO
- Overview of Human Resources and Human Resource Management
- Unit 1. Putting HR Policy into Practice
- Unit 2. Components of Human Resource Management
- Unit 3. Effective Volunteer Management to Strengthen Your Organization
- Unit 4. Workplace Safety
- Conclusion
- 
- Annex A1: Sample Job Description, Director of Human Resource Management
- Annex A2: Sample Job Description: Peer Educator
- Annex B: Recruitment Action Checklist
- Annex C: Guidelines for Supervising Staff
- Annex D: Sample HR Policies on the Management of Volunteers
- Annex E: Workplace Safety Policy Checklist

# Capacity Developers Guide to Human Resource Management

- **Unit 1. Putting HR Policy into Practice.**
- Learning Objectives: Upon completing this unit, you will be able to:
- Explain HR policy essentials
- Describe the components of an effective Employee Handbook
- Describe six steps to effectively implement HR policies
- **Unit 2. Components of Human Resource Management**
- Learning Objectives: Upon completion of this unit, you will be able to:
- 1. Describe the key components of an effective HRM system
- 2. Explain the process of staff recruitment, orientation, supervision and performance management
- **Unit 3. Effective Volunteer Management to Strengthen Your Organization**
- **Learning Objectives**
- 1. Understand the benefits of volunteers and some of the factors that encourage people to become volunteers
- 2. Craft sample HR policies and practices that will guide the effective management, optimal utilization and appreciation of volunteers

# Capacity Developers Guide to Human Resource Management

- **Unit 4. Workplace Safety**
- Learning Objectives Upon completing this unit, you will be able to:
  - 1. Describe workplace safety goals, policies and procedures
  - 2. Explain the core elements of workplace safety program especially in the context of HIV and AIDS

# Activity Example from Guide to Human Resource Management

Develop your own Volunteer Management Policy based on the following example

- **Sample policies on the management of volunteers**
- 1. The volunteer coordinator has primary responsibility for planning the effective distribution of volunteers within the organization, for assisting staff to identify creative volunteer roles, recruiting suitable volunteers, and for tracking and evaluating the contributions of volunteers to the program. 2. Volunteers are recruited based on their interest in a specific program or activity of the organization, and they are selected because of their suitability to perform necessary tasks without discrimination in terms of gender, age, ethnicity, or other condition.
- 3. Volunteers are placed in positions that correspond with their interests and capabilities, and to the requirements of the position. No position will be assigned to an unqualified or uninterested volunteer.
- 4. Volunteers receive general orientation on the mission and purpose of the organization, and specific orientation on the roles and functions of the position they will occupy.
- 5. Volunteers do not earn a salary or other benefits like regular paid staff of the organization.
- 6. Volunteers receive specific on-the-job training to perform their volunteer assignments.
- 7. Each volunteer is assigned a supervisor who will offer guidance and support, including setting suitable tasks and providing feedback on performance.

# Review the Human Resources Guide

- Look through the Guide
  - What is 1 or 2 things that stand out for you?
  - How can you see the guide supporting your programming
  - One example of how you would use the Guide?
  - One NGO in particular that you think would benefit from the Guide?

# Capacity Developers Guide to Strengthening the Involvement of People Living with HIV and others from Affected Communities within HIV and AIDS Organizations

## Guide Outline

- Note to the NGO Overview of the Greater Involvement of People Living with HIV
- Unit 1. The GIPA Principle and Living with HIV Unit 2. Creating Career Pathways
- Unit 3. Strengthening Community Leadership
- Unit 4. Conclusion
- Annex A: Resources
- Annex B: Self-Assessment Checklist: Meaningful Involvement of PLHIV and Affected Communities

# Capacity Developers Guide to Strengthening the Involvement of People Living with HIV and others from Affected Communities within HIV and AIDS Organizations

- **Unit 1. The GIPA Principle and Living with HIV**
- **Learning Objectives** This unit will explore the GIPA principle, what it is like to live with HIV, and score how your organization implements GIPA, and—if necessary—develop a simple action plan to improve that implementation.
- **Unit 2. Creating Career Pathways within your HIV NGO**
- **Learning Objectives**
- This capacity development unit is the second of three focused on aspects of the greater and more meaningful involvement of PLHIV and others affected by HIV within your organization. This unit will specifically explore GIPA from an individual perspective by looking at how career pathways for PLHIV and others affected by HIV are currently being implemented within your organization, and how they could be improved and expanded in the future.
- **Unit 3. Strengthening Community Leadership**
- **Learning Objectives**
- This unit focuses on aspects of the greater and more meaningful involvement of PLHIV and others affected by HIV within your organization. This unit will specifically explore GIPA from the perspective of your organization working in partnership with community-based individuals and/or groups, networks and organizations to strengthen community leadership by PLHIV and others affected by HIV.

# Activity Example from Guide to Strengthening the Involvement of People Living with HIV and others from Affected Communities within HIV and AIDS Organizations

Complete the following table for your own NGO

Category	Total number	Number & % known to be living with HIV	Number & % <sup>9</sup> known to be affected by HIV
Board/steering committee			
Management			
Project/frontline staff			
Support staff e.g. admin, finance.			
Volunteers			
TOTALS			

# Review the GIPA Guide

- Look through the Guide
  - What is 1 or 2 things that stand out for you?
  - How can you see the guide supporting your programming
  - One example of how you would use the Guide?
  - One NGO in particular that you think would benefit from the Guide?

# Capacity Developers Guide to Governance

Being Completed this week

# Next Steps for the Distribution of the Guides and their use

## Distribution

### USAID & Implementing Partners:

Print Copies available in Russian and English

USB Sticks with PDF versions available

Will be uploaded to an appropriate website

NGOs?

Others

## Use

What should the next steps be in using the guides?

**Training of Trainers**  
**Almaty, Kazakhstan**  
**30 September 2013**

1. Harriett Destler – USAID Interim HEO Director, CC'ed
2. Kulshrova Maya - ICAP
3. Mingazova Irina - ICAP
4. Imambakieva Elmira - USAID Dialogue Project (HIV/TB)
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6. Bakhtiyar Babamuradov - USAID Quality Health Care Project
7. Tom Mohr - USAID Quality Health Care Project
8. Kudussova Yelena - USAID Quality Health Care Project
9. Moisseyeva Marina - USAID Quality Health Care Project