

Christian Children's Fund



“COMMUNITY SERVICES TO VULNERABLE GROUPS”

FINAL PERFORMANCE REPORT

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Component II “HIV/AIDS NGO Capacity Building in Belarus”

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I. PROJECT GOAL AND OBJECTIVES

The “**HIV/AIDS NGO Capacity Building in Belarus**” was aimed at reducing the transmission of HIV within Belarus by strengthening the capacity of local NGOs and community groups to deliver effective HIV/AIDS services that target high-risk populations, as well as educate the general public.

This project was designed to complement the implementation of the Global Fund grant to Belarus. The overall goal of the project was consistent with the results framework of the USAID Assistance Strategy for Belarus and SO 2.1, “**Increased citizen participation in democratic practices**”. The project particularly enhanced the achievement of IR 2.1.1. “**Increased effectiveness of democratically-oriented NGOs**”.

The project had three main objectives:

- To strengthen the organizational and managerial capacity of Belarusian NGOs/CSOs working in HIV/AIDS sector to deliver effective and sustainable community managed HIV/AIDS services.
- To improve the technical capacity of Belarusian NGOs/CSOs to deliver HIV prevention and care interventions effectively.
- To enhance the networking capacity of Belarusian NGOs and CSOs, working on HIV/AIDS, inter-and-cross sector relationships and cooperation.

The combination of the three components that were implemented simultaneously supported the development of NGOs/CSOs in the country providing HIV/AIDS related services. The project’s activities involved NGOs at all levels, ensuring that those with more capacity and skills shared their knowledge with smaller and less-developed groups. A particular challenge in Belarus is the lack of access to up-to-date and relevant information about HIV/AIDS services. This was addressed by CCF-facilitated information bulletin “Vmeste” and web-site “Together against AIDS” as well as through a series of CCF sub-grantees’ publications.

The project ensured that its activities were complementary with the work of the Global Fund in Belarus, which started implementation prior to “HIV/AIDS NGO Capacity Building in Belarus”. NGOs that were involved in the Global Fund were active participants of CCF-facilitated interventions.

The leading role CCF played in the Belarusian AIDS Network helped to develop a flexible approach to capacity building and ensured that the specific needs of HIV/AIDS NGOs’ staff, volunteers and managers were met.

CCF provided AIDS-service NGOs with **comprehensive capacity building and technical assistance**. CCF institutionalized an approach based on the value of equal opportunities for project participants and target groups’ maximum involvement in management and service provision.

Table 1: The main capacity building interventions within the project

HIV/AIDS Methodology	Organizational Development & Management	Networking
Trainings of trainers with HIV/AIDS Trainers Team	“NGO basics”	“Networking and Public Relations”
“General HIV/AIDS Education”	“Project design and proposal writing”	“Effective meetings, negotiations and presentations”
“Sexually Transmitted Infections as a co-risk factor for HIV/AIDS”	“Project management”	“Building strategic partnerships with stakeholders”
“Substance Abuse as a co-risk factor for HIV/AIDS”	“Managing volunteers”	“Development of NGO Information materials”
“Life after diagnosis. Care and support for PLWHA”	“Managing conflicts”	In-country experience exchange visits
“Participatory needs assessment tools for the effective design of an HIV/AIDS project”	“Facilitation of group meetings”	Study tours to neighboring countries (Ukraine, Lithuania, Russian Federation)
	“Managing human resources”	Theme meetings of NGO professionals on managing HR and leadership; on HIV/AIDS counseling; on NGO advocacy
“Comprehensive HIV/AIDS prevention programming”	“Team building”	BAN Information Bulletin “Vmeste”
	“Time management”	BAN web-site “Together against AIDS”
“Counseling skills for care and support interventions”	“Prevention of professional burnout”	Round Tables of BAN Steering Committee
	“Leadership”	BAN General Meetings
“M&E of HIV/AIDS educational programs”	“Monitoring and Evaluation”	BAN public awareness campaigns (“words of support to PLWHA”, “national AIDS candlelight memorial”)
“Outreach work with vulnerable groups”	“Strategic planning”	BAN Task Force meetings on the National Targets of Universal Access to HIV/AIDS Prevention, Treatment and Care Services;
“Participatory needs assessment in HIV/AIDS programs”	“Appreciative Inquiry: approach organizational assessment and planning through positive visioning”	BAN Task Force meetings on the “Road Map”;
	“Financial management”	BAN Task Force meetings the country report on UNGAS, etc
“Design, implementation and evaluation of youth events on HIV/AIDS”	“Effective NGO governance”	Information and referral directory on HIV/AIDS services in Belarus
	“Local fundraising”	First National Conference of Belarusian HIV/AIDS NGOs
First National Forum of HIV/AIDS trainers in Belarus	“Social and economic effect of NGO activity”	
Cross-cutting activity – micro-grants to Belarusian AIDS-service NGOs		

II. PROJECT OUTPUTS

- CCF involved more than **100** HIV/AIDS NGOs/CSOs in different project interventions including micro-grants, trainings, experience exchange / study visits, forums, round tables and informational measures.
- A National trainer's team on HIV/AIDS has been created and supported through the project
- Over **100** trainings on HIV/AIDS issues and **45 trainings** on NGO organizational development were conducted by CCF for Belarusian AIDS-service NGOs/CSOs.
- About **\$200,000** was awarded to Belarusian NGOs through **18** micro-grants to support **64** new services to **23,980** representatives of vulnerable groups (i.e. IDU, STWs, MSM, youth, and women).
- More than **70,000** people were reached through public awareness campaigns provided by CCF sub-grantees.
- **Seven** experience exchange visits/study tours were held in Belarus and with neighboring countries (Ukraine, Lithuania, and Russian Federation).
- **Six** issues of BAN Information Bulletin "Vmeste" (*Together*) were published. Information on the web-site "Together against AIDS" was regularly updated, the number of registered web-site visits increased from 0 to **5,000** over 3 years.
- **First National Forum of HIV/AIDS Trainers** and **First National Forum of HIV/AIDS NGOs** were conducted within the framework of the project.
- **Belorussian AIDS Network** was formalized and became recognized joint voice of AIDS-service NGOs in Belarus

CCF assistance helped new NGOs to build appropriate organizational structures and management

"...At the early stage of its development the Community faces the different challenges. To successfully overcome these difficulties we need to have adherence to the common mission, broad scale of programs and flexible management. It would be impossible for us to foster mission, good management and programs without ongoing capacity building we get from CCF-Belarus." –

Elena Grigorieva
Chairperson, Belarusian Community of PLWHA

- The first in Belarus **information and referral resource** about HIV/AIDS services available in the country has been developed and opened for NGOs and other organizations working in the sector.

III. PROJECT OUTCOMES AND IMPACT

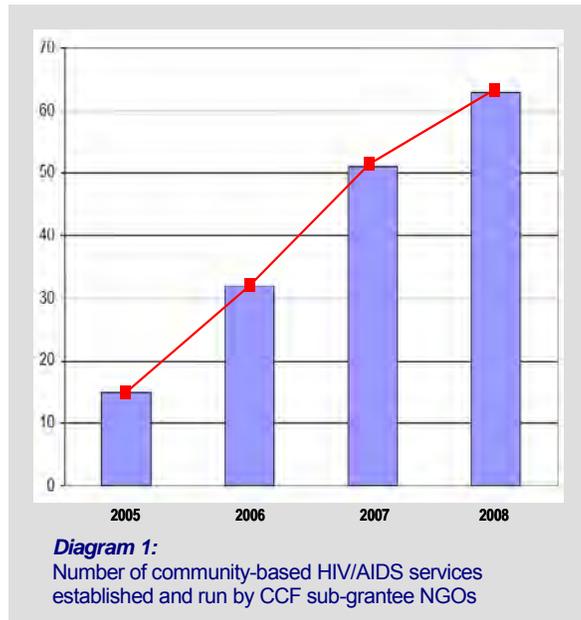
CCF's comprehensive approach to capacity building of AIDS-service NGOs helped to enhance their role in the social sphere and HIV/AIDS response in Belarus. NGOs enrolled in the project demonstrated impressive progress in fostering best managerial, participatory and democratic practices in their organizational culture. On-going monitoring and participatory annual evaluation

showed significant improvements in NGO governance (**73% of NGOs**), operational and strategic planning (**73% NGOs**), financial management (**100% NGOs**), HR and M&E (**87%**).

CCF awarded \$ **201 733.32** to Belarusian NGOs through **18** micro-grants to support their services to vulnerable groups. These micro-grants supported **64 community-based services** (for more details, please, see PMP) for difficult to reach groups or settings were established and run by CCF sub-grantee NGOs.

Among them were:

- ⓧ Informal education on HIV/AIDS for young people from urban and rural areas;
- ⓧ Interactive theatrical performances for institutionalized children and youth addressing HIV/AIDS and healthy life style issues;
- ⓧ An educational mini-van for rural youth providing HIV/AIDS information and training;
- ⓧ Services for HIV-positive pregnant women, such as women club, pre-natal counseling and psychological support;
- ⓧ Home-based palliative care for HIV-positive children and their family members.



Through these newly established services, CCF sub-grantees reached more than **25,000** beneficiaries including such categories as people living with HIV, injection drug users and their relatives, young people, women, men having sex with men, and sex trade workers. In addition to the most vulnerable groups HIV/AIDS specialists of state-sponsored clinics were covered with capacity building workshops.

The **National HIV/AIDS Trainers Team** was formed, trained and operating doing multiplication and step-down workshops on HIV/AIDS methodology. The team's educational and community mobilization activities covered **26** local communities all over Belarus. More than **1,500** NGO specialists, activists and volunteers were trained on HIV/AIDS issues.

CCF trainings established HIV/AIDS course for patients of Mogilev STI Clinic

“Such interactive trainings help vulnerable groups to analyze and discuss their problems, modify their behavior patterns. In our medical institutions such programs are normally not provided. This is why creating a team of trainers serves to expand spectrum of HIV/AIDS prevention services in community”

**Larisa Kryukova,
Trainer of HIV/AIDS National Team**

Impact evaluation of HIV/AIDS workshops demonstrated significant influence of these educational events on NGO service delivery. Thus, **100%** of NGOs reported improvement of their community-based HIV/AIDS services. In addition, **41%** reached new target groups and **41%** expanded HIV/AIDS programs in new geographic regions.

The First National Forum of Trainers working on HIV/AIDS in Belarus provided a opportunity for networking and experience sharing for more than 50 trainers representing 30 HIV/AIDS service organizations from all over Belarus. CCF's **HIV/AIDS Trainer's Team** played the leading role in the Forum's planning and implementation. Besides enhancing their training skills the participants elaborated the **Code of Ethical and Professional Standards** for HIV/AIDS education that will become a common platform for further improvement of quality of HIV/AIDS education and service delivery.

CCF encouraged and supported the **Belarusian AIDS Network** in getting its official registration. Despite financial obstacles and an unfriendly NGO environment, the Belarusian AIDS Network received its official registration as a legal entity (**Association of Non-Profit Organizations "BelSetSPID"**) on Month, Day Year. Official registration was an important pre-condition for BAN sustainability and opened new opportunities for advocacy, fundraising, and better management. For example, BAN/CCF advocacy initiatives ensured broadened civil society participation in design of national policy and strategic documents. This resulted in Council of Ministers approval of CSOs' policy-level recommendations to what specific document(s).

Belarusian AIDS Network increased recognition of HIV/AIDS CSOs' role by government authorities in Belarus

"The Network has proven its capability to facilitate mutually beneficial dialog between civil society and governmental sector. The Network achieved an increased recognition of CSOs' role by the government. It happened because of tangible contribution made by the AIDS-service CSOs to implementation of the Global Fund project and to elaboration of country strategic documents in HIV/AIDS (the National Targets of Universal Access to HIV/AIDS services, the "Road Map" and the UNGASS report). I personally believe that the Network will enhance engagement of new civil society groups into national measures on HIV/AIDS."

Lidia Meleshko,
Director, National AIDS Prevention Center

BAN increased its role as a joint voice of AIDS Service NGOs and influenced changes in national strategic documents like *National Targets of Universal Access to Prevention Treatment and Care* for 2007-2010 – country strategic document on HIV/AIDS and *"Road Map"* (needs assessment and action plan to implement National Targets), and country report on UNGASS.

BAN/CCF successfully advocated for the interests of Belarusian civil society organizations during a series of working meetings with Ministry of Health (MoH),

National AIDS Prevention Center, and the Global Fund project. This resulted in inclusion of two crucial priorities for the Belarusian civil society - 1) capacity building of CSOs and 2) elaboration of social contracting system in Belarus - in the country's Global Fund proposal for 2010-2015.

CCF-Belarus assisted the Belarusian AIDS Network to ensure sustainability after completion of this award. The joint CCF-BAN efforts were focused on three main priorities: Participatory Strategic Planning with NGO-members, institutional fundraising and private fundraising. By the final stage of the project BAN elaborated its strategic plan, which is agreed with all NGO-members and creates a framework for its progressive development for the period of 2009 to 2011. BAN elaborated solid project proposals that were included in the joint country-level proposals to the 8th Round of Applications to the Global Fund to Fight AIDS, Tuberculosis and Malaria and Rolling Continuation Channel (the Global Fund mechanism for innovative projects). A separate project proposal on advocacy was developed and submitted for the European Commission grant competition.

Successful private fundraising events were also conducted by BAN, including a fundraising campaign at the international cultural event “Slaviansky Bazar” (summer, 2008, Vitrebsk city) and the charitable event “Artists helping HIV-positive children”.

At the national and international levels BAN is an **active member of multidisciplinary and multinational fora** to impact HIV/AIDS policy making process. In particular, BAN participates in **i)** Country Coordination Mechanism, **ii)** National Consultative Committee on monitoring and evaluation of HIV/AIDS, **iii)** UN Forum on HIV/AIDS in Belarus, **iv)** Coordination Council on HIV/AIDS of CIS Countries (Regional Council).

On the community level, CCF influenced local policies and the process of setting an HIV/AIDS agenda. Four CCF-supported NGOs were included in the local **Interdisciplinary Coordination Committees on HIV/AIDS** in their towns. These Committees consist of specialists from state-sponsored institutions and are led by the local administration. For AIDS-service NGOs this forum is an opportunity to enhance cross-sectoral cooperation and impact on the decision making process. This is a unique case for Belarus, where NGOs have very limited (if any) opportunities to influence or participate in decision making with local authorities and state institutions. Thus, the inclusion of these NGOs in the Committees could be considered as a significant success for the project and the NGO community.

The Information Bulletin “Vmeste” and regularly updated web-site “Together against AIDS” created a common information and communication arena and contributed to information and experience exchange among AIDS-service NGOs. At least 200 Belarusian HIV/AIDS NGOs, agencies and state-sponsored services received regularly distributed BAN Bulletin *Vmeste!* The estimated number of readers (NGO members, representatives of vulnerable groups, stakeholders) reached by each issue was 2,000 people. And there were over 400 downloads of the each electronic version of the bulletin from the “Together against AIDS” website (www.belaid.net). Information on “Together against AIDS” was regularly updated and the number of registered web-site visits increased from ## to 5,000 over # years.

The CCF-Belarus sub-grantee “*Belarusian Association of UNESCO Clubs*” produced a comprehensive information and referral resource on HIV/AIDS services available in Belarus. This new and unique Belarus resource contains data about 276 HIV/AIDS organizations and services in all regions of Belarus. It is available for every stakeholder in hardcopy and CD versions or on the web.

IV. LESSONS LEARNED

✍ A comprehensive training program that covers all core programmatic and managerial issues significantly impacts and positively influences programs and management of participating NGOs. 83% of project-targeted NGOs improved their management, service provision and networking capacity. Moreover, sustainable results could be achieved if participation in training is not limited to leadership but involves mid-level managers, key staff and volunteers.

- ✍ Micro-grants projects financed by CCF were a necessary condition for HIV/AIDS NGOs to implement change strategies in their communities. This not only provided NGOs with resources to establish new community-based HIV/AIDS services, but also encouraged them to institutionalize new practices in program management, planning and evaluation learned at CCF trainings.
- ✍ The National trainer's team gained significant experience not only in HIV/AIDS training delivery but also developed some additional transferable skills such as participatory needs assessment, action planning, M&E, facilitation of the meeting, agenda development. This "bouquet" of the different knowledge, skills and practical experience made CCF trainers an invaluable resource for further mobilization of community resources.
- ✍ The Belarusian AIDS Network played a crucial supportive role in the project's implementation. As an independent but powerful force, BAN was an intermediary between the project team and the whole community of HIV/AIDS NGOs, providing CCF with knowledge of the AIDS-service NGOs needs, and reinforcement to CCF development interventions.
- ✍ There is a great number of information resources produced within the framework of the project by CCF and its grantees. These include 1) the bulletin "Vmeste"; 2) the web-site "Together against AIDS"; 3) Information and referral resource on HIV/AIDS services in Belarus; and 4) more than 15 publications and electronic resources of CCF grantees. This helped in documentation of HIV/AIDS NGOs work, dissemination of the results to the broader population and in promoting better public image of HIV/AIDS NGOs.

V. BUDGET

SF-272 (this report is will be submitted under separate cover by CCF's Headquarters).

HIV/AIDS NGO Capacity Building in Belarus

BASELINE AND PERFORMANCE TARGETS*

Report covers the whole 3-year time period of the project implementation

Indicator	Definition & Unit of Measure	Baseline		Planned Targets	Achieved Targets	Planned Targets	Achieved Targets	Achieved Targets	Achieved Targets
		Year	Value	2006	2006	2007	2007	2008	2006-2008
Objective 1									
1.1. Number and ratio of organizations participating in the project with improved governance	Number of organizations involved in CCF HIV project reporting regular functioning of governing body in place and ratio of such organizations to total number of the organizations involved in CCF HIV project	Jan 2006	5	45%	60%	60%	73%	73%	73%
1.2. Number and ratio of organizations participating in the project with improved multi-level (strategic and operational) planning	Number of organizations involved in CCF HIV project demonstrating functioning strategic and operational plans in place and ratio of such organizations to total number of the organizations involved in CCF HIV project	Jan 2006	6	55%	67%	65%	73%	80%	80%
1.3. Number and ratio of organizations participating in the project with improved program/ project management	Number of organizations involved in CCF HIV project demonstrating program and project implementation plans, project staffing, and reporting system in place and ratio of such organizations to total number of the organizations involved in CCF HIV project	Jan 2006	8	60%	80%	70%	100%	93%	93%
1.4. Number and ratio of organizations participating in the project with improved HR management	Number of organizations involved in CCF HIV project demonstrating functioning HR policies/ procedures in place and ratio of such organizations to total number of the organizations involved in CCF HIV project	Jan 2006	8	60%	80%	70%	87%	93%	93%

1.5. Number and ratio of organizations participating in the project with improved financial management	Number of organizations involved in CCF HIV project demonstrating accurate financial management and accounting/reporting systems and ratio of such organizations to total number of the organizations involved in CCF HIV project	Jan 2006	9	70%	67%	80%	100%	93%	93%
1.6. Number and ratio of organizations participating in the project with improved M&E system	Number of organizations involved in CCF HIV project demonstrating functioning M&E plans/ procedures in place and ratio of such organizations to total number of the organizations involved in CCF HIV project	Jan 2006	2	40%	87%	55%	87%	87%	87%

Objective 2

2.1. Number of NGOs' established HIV/AIDS services as a result of capacity building and micro-grants programs	Number and type of HIV/AIDS services based on the clients' needs and reported by organizations as being delivered.	Jan 2006	12	12	20	15	43	43	64services / 42 types
2.2. Number of geographic regions/districts, covered by HIV/AIDS services provided by organizations participating in the project	Number and names of geographic regions/districts, where NGO HIV/AIDS services are available for direct beneficiaries.	Jan 2006	12	15	15	20	26	26	39
2.3. Number of direct beneficiaries (IDU, PLWHA, STW, MSM, youth, women), reached through HIV/AIDS services provided by NGOs	Total number of people including youth, women, IDU, PLWHAs, STW, MSM benefited from HIV/AIDS services provided by NGOs as a result of capacity building and micro-grants program	Jan 2006	17910	18500	21700	20000	22155	22155	23980

Objective 3

3.1. Number of organizations participating in the project that have established working contacts with GOs.	Number of organizations reporting improvements in cross-sector networking and proven established working contacts with governmental organizations including governmental media (meetings, discussions, consultations, participation in governmental commissions or decision making bodies, regular information exchange, etc.).	Jan 2006	9	13	15	18	20	20	29
3.2. of organizations participating in the project that have established NGO-NGO joint initiatives.	Number of organizations reporting improvements in intra-sector networking and proven established NGO-NGO joint initiatives (regular information exchange, joint projects, participation in associations/partnerships).	Jan 2006	8	12	15	18	28	28	35
3.3. Number of organizations that initiated joint activities on behalf of BAN	Number of organizations reporting their activities in joint initiatives on behalf of BAN.	Jan 2006	n/a	5	11	8	19	19	25
3.4. Number of BAN members	Number of organizations, which are members of Belarusian Aids Network	Jan 2006	13		15		15	15	15
3.5. BAN Development and Sustainability Plan.	Development and Sustainability Plan elaborated and agreed by BAN as a common framework for functioning and cooperation of its members. Plan will include necessary regulations and working procedures as well.	Jan 2006	n/a	1	0	1	1	1	1
3.6. Number of experience exchange visits	Number of in-country and international experience exchange visits of participating in the project NGOs.	Jan 2006	1	3	3	8	5	5	10
3.7. Number of organizations that have participated in experience exchange events	Number of organizations participating in the project, were involved in in-country or international experience exchange practices.	Jan 2006	6	10	13	16	20	20	35

3.8. Number of follow-up replication activities made by NGOs as a result of experience exchange visit	Number of replication activities made by project targeted NGOs as a follow-up of experience exchange visits.	Jan 2006	n/a	8	5	16	9	9	17
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* See comments to PMP Table in additional attachment “Final Comments to PMP of HIV Project”

Comments to PMP of HIV Project

Report covers the whole 3-year time period of the project implementation

15 NGOs were identified to be monitored and evaluated through focus groups and group interviews to assess the progress of HIV Project. The NGOs were:

1. Belarusian Association of UNESCO Clubs
2. Fialta Youth educational center, Minsk
3. Focus Group, Minsk
4. YMCA, Lida (Grodno oblast)
5. Amrita, Minsk
6. YMCA, national
7. Belarusian Children's Hospice, Minsk
8. Duhovnost, Gomel
9. Vstrecha, Minsk
10. Alternativa, Svetlogorsk (Gomel oblast)
11. Crossroads, Vitebsk
12. Community Development Projects, Gomel
13. Mothers Against Drugs, Minsk
14. Mothers Against Drugs, Pinsk (Brest oblast)
15. Belarusian Community of PLWH

Targeted NGOs' progress was measured within the framework of 3 objectives and 17 indicators of the project, and the results were, where possible, extrapolated to the general situation with the HIV/AIDS NGOs.

Objective 1. *To strengthen the organizational and managerial capacity of Belarusian NGOs/CSOs working in HIV/AIDS sector to deliver effective and sustainable community managed HIV/AIDS services.*

To increase the organizational capacity of NGOs in the three-year period CCF trained 110 representatives of 60 NGOs and assisted HIV/AIDS NGOs with other types of training/workshop follow-up interventions. The results are demonstrated in the comments to Indicators of Objective 1.

Indicator 1.1. Number and ratio of organizations participating in the project with improved governance

The indicator measures NGOs which have a regularly functioning governing body.

During all three years of the Project implementation CCF paid a lot of attention to the development of governing bodies and democratic practices in NGOs.

The most prominent progress in this field was demonstrated by Mothers Against Drugs-Pinsk, National YMCA, Fialta Youth educational center-Minsk, and Belarusian Community of PLWH. The NGOs practiced rotation of their Board members, produced written procedures of decision-making process, used different ways of decision-making by mail/phone voting, introduced on-going educational system of Board members, thus raising the proficiency of the Boards and making governance more transparent and open.

As Leader of Mothers Against Drugs-Pinsk, Irina Lukyanovich, stated: “We have 7 people on the Board. It is a lively, eager-to-work team. Board members understand each other and the Board Chair well, and are committed to the NGO. Thanks to CCF educational courses NGO Board has got new people who are prepared to become effective leaders of the NGO. I myself have become one of the most effective leaders of the NGO though I don’t have higher education but I managed to compensate it at trainings on management”.

Total for the indicator is 73%

Indicator 1.2. Number and ratio of organizations participating in the project with improved multi-level (strategic and operational) planning.

The indicator measures NGOs which practice regular planning of their activities at the strategic, as well as at the operational level.

The most prominent achievement in this indicator is the awareness and emerging culture in NGOs of the significance of strategic planning and strategic thinking.

Operational planning was also improved due to NGOs constant involvement into small grants’ implementation when they had to plan well and regularly.

Strategic plans till 2010-2011 were developed by Focus Group-Minsk, national YMCA, national Mothers Against Drugs, and Belarusian Community of PLWH. Strategic plans were developed with active involvement of local and regional branches of national NGOs.

Added value was produced by Belarusian AIDS Network which also made Strategic Plan for the association that currently unites 10 NGOs.

As Leader of Belarusian Community of PLWH, Elena Grigoryeva, stated: “Our strategic planning retreat became the event of the year and made all active member of the NGO committed to the NGO’s mission and priorities, as well as gave incredible impact to all members who started to realize their initiatives with full understanding of and responsibility for what they are doing”.

Total for the indicator is 80%

Indicator 1.3. Number and ratio of organizations participating in the project with improved program/ project management.

While NGOs had financial support of their projects by CCF they demonstrated high level of program/project management. With the reduction of financial support from CCF most NGOs managed to find financing of their projects by other donors and are still showing the high level of management. Only two targeted NGOs failed to get new project financing – they are Crossroads-Vitebsk and Amrita-Minsk. Having no money for high office rent obligatory in accordance with the State new regulations on rent, they had to leave their previous offices, and meanwhile conduct idle activities. Thus, 100% level achieved in 2007 has decreased to 93% in the course of CCF project phase-out.

Total for the indicator is 93%

Indicator 1.4. Number and ratio of organizations participating in the project with improved HR management.

The indicator measures NGOs which practice the use of HR policies and procedures.

93% of targeted NGOs practice HR policies and procedures in their everyday operations. They have contracts signed with the project teams, job responsibilities for the key positions are available in written form, and constant exchange of information within the NGOs is going through internal bulletins and email networks.

YMCA developed a system of standards for volunteers involved in HIV/AIDS prevention activities.

As Program Manager of YMCA, Olga Sviderskaya, stated: “Thanks to CCF trainings on M&E, Project management, and HR development our NGO developed standards for volunteers at our regional educational centers. We showed these standards to the World YMCA and they highly appreciated what we had done. They recommended publishing the standards in YMCA Best Practices Edition”.

Total for the indicator is 93%

Indicator 1.5. Number and ratio of organizations participating in the project with improved financial management.

The indicator measures NGOs which practice accurate financial management and accounting/reporting systems/procedures.

93 % of NGOs comparing with 100% in Year 2 still practice accurate financial management and accounting/reporting systems/procedures. This includes budgeting, raising additional funds, keeping accountant as a staff, using two signatures (NGO/project leader and accountant), and keeping all financial papers according to the requirements of laws and regulations of the country and of the donors. NGOs started using diversification of funding sources (Mothers Against Drugs, UNESCO, Hospice) involving local business and state financing or other types of resources for programming and for organizational activities.

Lower level of indicator is demonstrated due to the situation when some NGOs perform not more than what is required formally because without financial support from donors, lack of office space and human resources (students) their activities (e.g. Crossroads-Vitebsk) are practically stopped.

Total for the indicator is 93%

Indicator 1.6. Number and ratio of organizations participating in the project with improved M&E system

The indicator measures NGOs which practice M&E plan/procedures in their everyday activities.

Guidance by CCF of NGOs-grantees in monitoring, evaluation, and reporting, as well as close contacts with NGOs-partners, maintained high level of responsibility among NGOs towards outputs, outcomes, and impacts of their activities. All the targeted NGOs' activities were well monitored and evaluated, and within the projects all NGOs developed M&E plans and procedures to measure the results. Experienced NGOs, like national YMCA, Belarusian Children's Hospice, Vstrecha, UNESCO Clubs, demonstrated high level of M&E procedures, while developing NGOs, like Belarusian Community of PLWH, Amrita, Mothers Against Drugs, and some others improved their M&E practices application in their everyday activities. M&E component was reported by all the respondents during the three years of CCF project as one of the most challenging and useful.

Total for the indicator is 87%

Objective 2. *To improve the technical capacity of Belarusian NGOs/CSOs to deliver HIV prevention and care interventions effectively.*

Indicator 2.1. Number of NGOs' established HIV/AIDS services as a result of capacity building and micro-grants programs

The indicator measures services by number and type reported by NGOs as being delivered.

During the three years of the project implementation NGOs were delivering the total of **64 services and 42 types of services**. Included here are also 5 services that were created and provided by the Trainers' Team of Multipliers trained at CCF.

Indicator 2.2. Number of geographic regions/districts, covered by HIV/AIDS services provided by organizations participating in the project

The indicator measures geographic regions/districts by name and number, where services are provided.

Measurements of NGOs supported by CCF show that in the reported period they were operating in **39 regions**.

The table below shows Services (Indicator 2.1.), Beneficiaries, Geographic Regions (Indicator 2.2.), and NGOs that provided the services.

No	List of Services	Beneficiaries	Geographic Regions where Services are Provided	NGO
1	Information and referral resource on HIV/AIDS services and AIDS-service organizations in Belarus	AIDS-service organizations, specialists	Belarus	Belarusian Association of UNESCO Clubs
2	Referral of women of sex business to AIDS-service organizations	Women	Minsk, Brest, Gomel	Belarusian Association of UNESCO Clubs
3	Training course on HIV/AIDS prevention	Young people (peer educators)	Minsk	Fialta Youth educational center, Minsk
4	Training course on HIV/AIDS prevention	Young people (working youth and students technical colleges)	Minsk - 8 colleges	Fialta Youth educational center, Minsk
5	Peer education workshops on HIV/AIDS	Young people-orphans	Minsk, Minsk region (Zhodino) - boarding schools	Focus Group
6	Web-resource on HIV/AIDS	Young people living in boarding schools, specialists working with these people	Belarus	Focus Group
7	Information materials on HIV/AIDS prevention (leaflet, poster)	Young people living in boarding schools, specialists working with these people	Minsk, Minsk region (Zhodino) - boarding schools	Focus Group
8	Manual for boarding schools on HIV/AIDS prevention	Specialists working with young people living in boarding schools	Belarus	Focus Group
9	Training course on HIV/AIDS prevention	Young people (peer educators)	Minsk, Minsk region (Zhodino) - boarding schools	Focus Group

10	Information materials on HIV/AIDS prevention	Rural young people, young people from Lida, peers	Lida, Belitsa village, Berdovka village, Berezovka village, Ditva village, Dokudovo village, Dvorische village, Goldovo village, Gonchary village, Krinitza village, Krupovo village, Mazheikovo village, Minoyty village, Pervomaisk village, Peskovtsy village, Porechye village, Tarnovo village, Yedki village	YMCA-Lida
11	Public awareness activities of mobile informational mini-bus for young people in rural area of Lida rayon	Rural young people, young people from Lida, peers	Lida, Belitsa village, Berdovka village, Berezovka village, Ditva village, Dokudovo village, Dvorische village, Goldovo village, Gonchary village, Krinitza village, Krupovo village, Mazheikovo village, Minoyty village, Pervomaisk village, Peskovtsy village, Porechye village, Tarnovo village, Yedki village	YMCA-Lida
12	Peer education workshops on HIV/AIDS	Rural young people, young people from Lida, peers	Lida, Belitsa village, Berdovka village, Berezovka village, Ditva village, Dokudovo village, Dvorische village, Goldovo village, Gonchary village, Krinitza village, Krupovo village, Mazheikovo village, Minoyty village, Pervomaisk village, Peskovtsy village, Porechye village, Tarnovo village, Yedki village	YMCA-Lida

13	Healthy life style promotion campaign	General public	Lida, Belitsa village, Berdovka village, Berezovka village, Ditva village, Dokudovo village, Dvorische village, Goldovo village, Gonchary village, Krinitza village, Krupovo village, Mazheikovo village, Minoyty village, Pervomaisk village, Peskovtsy village, Porechye village, Tarnovo village, Yedki village	YMCA-Lida
14	Training course on HIV/AIDS prevention	Young people (peer educators)	Lida, Belitsa village, Berdovka village, Berezovka village, Ditva village, Dokudovo village, Dvorische village, Goldovo village, Gonchary village, Krinitza village, Krupovo village, Mazheikovo village, Minoyty village, Pervomaisk village, Peskovtsy village, Porechye village, Tarnovo village, Yedki village	YMCA-Lida
15	Training course on HIV/AIDS, drug-abuse and sexually transmitted infections (STI) prevention	Young people -students of technical colleges	Minsk, Soligorsk, Svetlogorsk	Amrita
16	Public events on HIV prevention by trained youth groups	Young people	Minsk, Soligorsk, Svetlogorsk	Amrita
17	Manual on HIV/AIDS prevention	Specialists working with students	Minsk, Soligorsk, Svetlogorsk	Amrita
18	Training course on HIV/AIDS prevention	Young people (peer educators)	Lida (Grodno region), Vitebsk, Molodechno (Minsk region), Volozhin (Minsk region), Brest, Minsk	YMCA national
19	Public events on HIV prevention by trained young people	Young people	Lida (Grodno region), Vitebsk, Molodechno (Minsk region), Volozhin (Minsk region), Brest, Minsk	YMCA national

20	Peer education workshops on HIV/AIDS	Young people	Lida (Grodno region), Vitebsk, Molodechno (Minsk region), Volozhin (Minsk region), Brest, Minsk	YMCA national
21	Video-reels on safe behavior	Young people	Lida (Grodno region), Vitebsk, Molodechno (Minsk region), Volozhin (Minsk region), Brest, Minsk	YMCA national
22	Training course (counseling skills, ethical principles in work with HIV-positive children and their parents; prevention of professional burn-out)	Health-care providers	Minsk	Belarusian Children's Hospice
23	Guidelines on professional burn-out	Health-care providers	Minsk	Belarusian Children's Hospice
24	Home-visiting (multidisciplinary team of specialists)	PLWH parents and children	Minsk	Belarusian Children's Hospice
25	Informational materials on HIV/AIDS and reproductive health	PLWH parents and children	Minsk	Belarusian Children's Hospice
26	Discussion clubs and workshops on HIV/AIDS and general health issues	School students	Minsk	Belarusian Children's Hospice
27	Psychological rehabilitation of PLWHA and IDUs in self-help groups	PLWHA and their family members	Minsk	Belarusian Children's Hospice
28	Individual counseling of PLWHA regarding medical issues	PLWHA	Minsk	Belarusian Children's Hospice
29	Individual counseling of PLWHA regarding medical issues	PLWHA and their family members	Minsk	Belarusian Children's Hospice
30	Informational support of PLWHA and their family members	PLWHA and their family members	Minsk	Belarusian Children's Hospice
31	Training course on HIV/AIDS prevention, safe behavior and child care for expectant mothers, including HIV-positive	Family members of PLWH	Gomel	Duhovnost
32	Hot-line counseling on HIV/AIDS and child care for expectant mothers, including HIV-positive	Family members of PLWH	Gomel	Duhovnost

33	Individual consultations on HIV/AIDS and child care for expectant mothers including HIV-positive	Family members of PLWH, women (expectant mothers including those with HIV)	Gomel	Duhovnost
34	Information materials for expectant mothers and specialist on the topic (library, video)	Expectant mothers and specialists of Maternity ward of Gomel regional hospital	Gomel	Duhovnost
35	Club of Young Families	Young people	Gomel	Duhovnost
36	Training course on HIV/AIDS prevention	MSM	Minsk, Grodno, Gomel, Vitebsk, Mogilev, Brest	Vstrecha
37	Regular information bulletin for (MSM) with educational materials on HIV/AIDS, community-based services and consultations of specialist	MSM, young people visiting clubs, PLWHA and their families	Minsk, Minsk Region, Grodno, Gomel, Vitebsk, Mogilev, Svetlogorsk, Brest, Zhlobin, Pinsk	Vstrecha
38	Rehabilitation center for IDUs/PLWH, socialization	IDUs/PLWH	Svetlogorsk	Alternativa, Svetlogorsk
39	Individual consultations	IDUs/PLWH	Svetlogorsk	Alternativa, Svetlogorsk
40	Developing addiction to ARVT	IDUs/PLWH	Svetlogorsk	Alternativa, Svetlogorsk
41	Peer education workshops on HIV/AIDS	Young people	Vitebsk	Crossroads
42	Contest and exhibition of arts related to HIV issues in local schools	Schoolchildren	Vitebsk	Crossroads
43	Methodological manual on HIV issues	NGOs, teachers, social workers	Vitebsk	Crossroads
44	Information dissemination for young people on HIV	Young people, public	Vitebsk	Crossroads

45	Web-site "Gomel-Info-AIDS"	Young people, general public	Gomel	Community Development projects
46	e-library of information material on HIV/AIDS and healthy life style	Young people, public	Gomel, Gomel region	CDProjects
47	on-line consultation of specialist on HIV-related issues	Young people, public	Gomel, Gomel region	CDProjects
48	information and referral data base of HIV/AIDS services in Gomel region	Young people, public	Gomel, Gomel region	CDProjects
49	Telephone hot-line service providing psychological assistance and prevention of HIV/AIDS for PLWHA and their family members, IDUs and co-depended	PLWHA and their family members, IDUs and co-depended	Gomel	Community Development projects
50	Telephone hot-line service providing psychological assistance and prevention of HIV/AIDS for PLWHA and their family members, IDUs and co-depended	PLWHA and their family members, IDUs and co-depended	Minsk	Mothers against drugs
51	Psychological rehabilitation of PLWHA and IDUs in self-help groups	PLWHA and their family members, IDUs and co-depended	Minsk	Mothers against drugs
52	Informational support of PLWHA and their family members	PLWHA and their family members	Minsk	Mothers against drugs
53	Methodological manual on dependencies "12 Steps Methodology"	PLWHA, IDU and their families/co-dependants	Minsk, Vitebsk, Brest, Orsha, Zhodino, Kobrin	Mothers against drugs
54	Telephone hot-line service providing psychological assistance and prevention of HIV	PLWHA and their family members, IDUs and co-depended	Pinsk	Mothers against drugs - Pinsk
55	Anonymous individual counseling	PLWHA and their family members, IDUs and co-depended	Pinsk	Mothers against drugs - Pinsk
56	Psychological rehabilitation in self-help groups	PLWHA and their family members, IDUs and co-depended	Pinsk	Mothers against drugs - Pinsk
57	Peer education workshops on HIV/AIDS	Youth	Pinsk	Mothers against drugs - Pinsk

58	Training of volunteers to become consultants on the hot line	PLWHA, IDUs and their family members	Pinsk	Mothers against drugs - Pinsk
59	Informational support of PLWHA and their family members	PLWHA and their family members	Pinsk	Mothers against drugs - Pinsk
60	Trainings on HIV/AIDS Basics	MSM, young people, PLWHA and their families/friends	Mogilev, Vitebsk, Minsk, Slutsk, Volkovyssk, Zhodino, Svetlogorsk, Lida, Naroch, Bobruisk	Trainers' Team of Multipliers
61	Trainings on STI	MSM, young people, PLWHA and their families/friends	Mogilev, Vitebsk, Minsk	Trainers' Team of Multipliers
62	Trainings on counseling in HIV issues	PLWHA and their families/friends	Svetlogorsk, Bobruisk	Trainers' Team of Multipliers
63	Trainings on Living with HIV/AIDS	PLWHA and their families/friends	Pinsk, Vitebsk, Lida	Trainers' Team of Multipliers
64	Trainings on Drug Abuse	young people ,PLWHA and their families/friends	Molodechno, Zhodino, Zhlobin	Trainers' Team of Multipliers

Total: 64 services/ 42 types of services

Total: 39 regions are covered by the services

Indicator 2.3. Number of direct beneficiaries (IDU, PLWHA, STW, MSM, youth, women), reached through HIV/AIDS services provided by NGOs

Measurements of NGOs whose activities were supported by CCF sub-grants show that **23980** representatives of the target groups (*IDU, PLWHA, MSM, youth, women*) were covered with the focused services. At the same time NGOs trained 4430 specialists who worked with the projects' target groups.

11550 people were the general public covered by public awareness campaigns where different types of publication materials and shows were used. By the estimation of three years results 60000 people constituted the coverage of TV and radio stations where project NGOs' programs were broadcast. So the total of the general public covered by HIV/AIDS campaigns reached 71550 people.

Type of Beneficiaries	2006-2008
<i>covered by specific focused services of CCF grantees</i>	Number
Direct	
Youth	18630
Women	560
IDU and co-dependants	2100
PLWH and relatives/families	690
MSM	2000
Sub-Total:	23980
Indirect*	
Specialists and health care providers dealing with HIV/AIDS vulnerable groups, trained by CCF Trainers' Team	1580
Specialists and health care providers dealing with HIV/AIDS vulnerable groups, trained by CCF trained NGOs (multipliers)	2850
Sub-Total:	4430
Total direct and indirect:	28410
General public*	
General public including target groups covered by published materials and mass events	11550
General public including target groups covered by radio and TV	60000
Sub-Total:	71550
Total direct, indirect, and general public:	99960

* Number of indirect beneficiaries (specialists) and general public is not reported in the PMP table.

Objective 3. *To enhance the networking capacity of Belarusian NGOs and CSOs, working on HIV/AIDS, inter-and-cross sector relationships and cooperation*

Indicator 3.1. Number of NGOs participating in the project that have established working contacts with governmental organizations.

In the situation of tight government control in Belarus, it is very difficult for an NGO to carry out its work without first establishing good working relations with government agencies, which is critical for ensuring adequate quality of service delivery and its sustainability. All assessed NGOs proved their established contacts/cooperation with over 30 different state structures by getting letters of support for their project activities within CCF HIV project. Letters of support were given by educational institutions, including Presidential Academy of Management, schools and local departments of education, HIV/AIDS centers, hospitals, health departments and city committee, churches, social services. Activities of such NGOs as UNESCO clubs, Fialta-Minsk, Alternativa-Svetlogorsk, YMCA-Lida are officially included into the health and/or youth programs of local administrations or health-care bodies that support these activities from state resources. Good working contacts with governmental organizations were established at the First National Forum of HIV/AIDS NGOs.

Total for this indicator – 29.

Indicator 3.2. Number of organizations participating in the project that have established NGO-NGO joint initiatives.

In the course of the three years 35 NGOs managed to establish NGO-NGO joint initiatives. In addition to the usual forms of joint events, such as expert assistance to each other in educational events on HIV-related issues, solidarity campaigns, bulletin *Vmeste!*, strategic planning, and experience exchanges, two big events took place in the last year of the project which strongly increased the number and the capacity of NGOs in joint initiatives. The events were the First National Forum of HIV/AIDS Trainers and the First National Forum of HIV/AIDS NGOs.

So the total for this indicator is 35.

Indicator 3.3. Number of organizations that initiated joint activities on behalf of BAN (Belarusian AIDS Network).

In the three reported years 25 NGOs reported their activities in joint initiatives on behalf of BAN. The activities were BAN Steering Committee meetings, World AIDS Day Solidarity Campaigns with HIV-Positive People, Discussion of National Targets of Universal Access to Prevention, Treatment and Care, Development of “Road Map” – Belarus country strategic document on universal access to HIV/AIDS prevention, treatment and care, BAN Strategic Planning, BAN Task Force meetings on National Report at UNGASS. Among 25 NGOs were 10 full members of BAN and 15 partner NGOs.

Total for this indicator is 25

Indicator 3.4. Number of BAN members.

Belarusian AIDS Network (BAN) was officially registered on September 4, 2007 as Association of Non-Profit Organizations “BelSetAnti-SPID”. So from 15 NGOs cooperating as an informal network the Association got the official status and is composed of 10 HIV/AIDS NGOs:

1. "Alternative" (Svetlogorsk)
2. "Mothers Against Drugs" (national)
3. "Belarusian Association of UNESCO Clubs" (national)
4. Local Social Fund "Cooperation For Children's Future" (Minsk)
5. "Positive Movement" (national)
6. "Vstrecha" (national)
7. "Vitebsk Women's Club" (Vitebsk)
8. "Amrita" (Minsk)
9. "Uliyana"(Vitebsk)
10. "Belarusian Children's Hospice" (national)

The Association is operating in a close contact with another 5 NGOs that demonstrate the intention to officially join the Association. They are: Fialta (Minsk), YMCA (national), Real World (Svetlogorsk), Christian Social Service (national), Community Development Projects (Gomel)

Total for this indicator is 15

Indicator 3.5. BAN Development and Sustainability Plan.

In May 2008 the new Association developed its Strategic/Development and Sustainability Plan. The process of implementation is under way.

Total for this indicator is 1 (Plan available)

Indicator 3.6. Number of experience exchange visits.

The indicator measures in-country and international exchange visits by NGOs involved in HIV project.

In the reported three years **10** experience exchange visits were held on the basis of the following organizations and sites:

1. Mothers Against Drugs, Minsk
2. Alternativa, Svetlogorsk
3. Belarusian Association of UNESCO Clubs
4. Mothers Against Drugs, Pinsk
5. Fialta - Focus Group
6. Kiev and Belaya Tserkov, the Ukraine
7. Vilnius, Lithuania
8. Saint-Petersburg, Russia
9. First National Forum of HIV/AIDS Trainers
10. First National Forum of HIV/AIDS NGOs

Total for this indicator is 10

Indicator 3.7. Number of organizations that have participated in experience exchange events.

35 NGOs took part in the experience exchange events in the course of the project implementation:

No	NGO	From	Visit to
1	ACT	National	Forum of HIV NGOs
2	Alternativa	Svetlogorsk (Gomel oblast)	Ukraine, Saint-Petersburg, Forum of HIV NGOs, Belarusian Association of UNESCO Clubs
3	Amrita	Minsk	Forum of HIV trainers, Forum of HIV NGOs, Belarusian Association of UNESCO Clubs, Mothers Against Drugs
4	BAN	National	Saint-Petersburg, Forum of HIV NGOs
5	Belarusian Association of UNESCO Clubs	National	Lithuania, Amrita, Forum of HIV trainers, Saint-Petersburg, Forum of HIV NGOs, Mothers Against Drugs
6	Belarusian Children's Hospice	Minsk	Ukraine, Lithuania, Forum of HIV NGOs
7	Belarusian Community of PLWH	National	Forum of HIV trainers, Saint-Petersburg, Forum of HIV NGOs

8	Belarusian Red Cross	National	Forum of HIV trainers, Forum of HIV NGOs
9	Belarusian Women's League	Vitebsk oblast	Ukraine, Forum of HIV trainers
10	Community Development Projects	Gomel	Forum of HIV trainers
11	Cooperation for Children's Future	Minsk	Forum of HIV NGOs
12	Crossroads	Vitebsk	Lithuania, Forum of HIV trainers
13	Doverie/Mothers against Drugs	Orsha (Vitebsk oblast)	Ukraine, Belarusian Association of UNESCO Clubs, Alternativa
14	Duhovnost	Gomel	Ukraine
15	Fialta Youth educational center	Minsk	Lithuania, Amrita, Forum of HIV trainers, Saint-Petersburg, Forum of HIV NGOs
16	Focus Group	Minsk	Lithuania, Fialta, Forum of HIV trainers
17	Golubye Berega	Mogilev	Belarusian Association of UNESCO Clubs
18	Mercy Club	Minsk	Forum of HIV trainers, Forum of HIV NGOs, Alternativa, Mothers Against Drugs
19	Mogilev Women's Center for Support and Self-Education	Mogilev	Forum of HIV trainers, Forum of HIV NGOs
20	Mothers Against Drugs	Minsk	Saint-Petersburg, Forum of HIV NGOs, Belarusian Association of UNESCO Clubs
21	Mothers Against Drugs	Pinsk (Brest oblast)	Ukraine, Lithuania, Forum of HIV trainers, Saint-Petersburg
22	Mothers Against Drugs – Svetlogorsk	Svetlogorsk	Forum of HIV NGOs
23	Penitentiary Health	National	Forum of HIV NGOs
24	Positive Movement	National	Forum of HIV trainers, Forum of HIV NGOs
25	Pradslava UNESCO Club	Vitebsk	Forum of HIV NGOs
26	Real World	Svetlogorsk	Mothers Against Drugs
27	SOS-Kinderdorf	National	Forum of HIV trainers

28	Uliana	Vitebsk	Saint-Petersburg, Forum of HIV NGOs, Mothers Against Drugs
29	Vitebsk Women's Club	Vitebsk	Forum of HIV NGOs
30	Vstrecha	Minsk	Lithuania, Forum of HIV trainers, Forum of HIV NGOs, Alternativa
31	Women's League "For Survival"	Gomel	Forum of HIV NGOs
32	YMCA	Lida (Grodno oblast)	Lithuania
33	YMCA	National	Forum of HIV trainers, Forum of HIV NGOs
34	YWCA	National	Forum of HIV trainers
35	Zemlyachestvo	Svetlogorsk	Belarusian Association of UNESCO Clubs, Alternativa

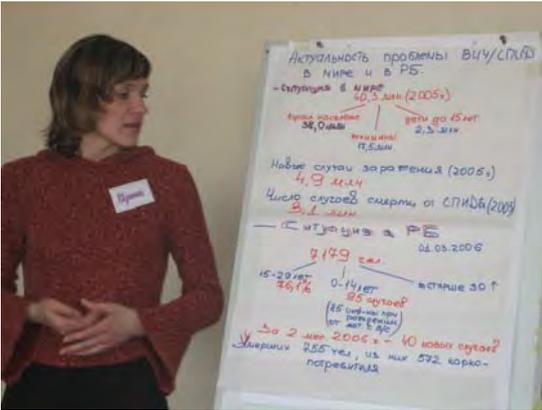
Total for this indicator is 35

Indicator 3.8. Number of follow-up replication activities made by NGOs as a result of experience exchange visit.

In the course of the three years of the project the targeted NGOs made 17 replication activities as a result of the 10 experience exchange events. The replication activities had the form of the reports of the participants to the members and volunteers of their NGOs, techniques copied during the exchanges and adapted to the local context that were introduced to NGOs' practices, and drafts of joint cross-country projects.

Total for this indicator is 17

Shift happens - CCF HIV/AIDS project facilitated stakeholders' sustainable transformations on personal, organizational and community levels



Irina Klimashenok at the one of the first trainings by the National trainers team on HIV/AIDS



Exchange of experience at the study tour to Lithuania



Knowledge transfer at "Mothers Against Drugs" NGO



At the Round Table meeting at Local Coordination Committee on HIV/AIDS

"HIV/AIDS NGO Capacity Building in Belarus"

More than 100 Belarusian HIV/AIDS CSOs benefited from the project **"HIV/AIDS NGO Capacity Building in Belarus"**. Diverse needs of a large number of stakeholders were met by multiple interventions of CCF-Belarus designed to facilitate positive changes in personal knowledge, organizational cultures and community processes.

CCF project encouraged establishment of more than 50 new community-based HIV/AIDS services run by NGOs. It is also created a springboard for new leaders, capable to sustain these changes in their communities.

The story of *Irina Klimashenok*, director of Pinsk branch NGO **"Mothers Against Drugs"** is the only one of many, but a vivid example of how strong motivation and potential resulted in enormous personal leadership and professional growth.

This shift happened because of Irina was capable to improve knowledge, skills and experience by active and comprehensive participation in CCF-facilitated activities including trainings, sub-grants, National team of HIV/AIDS trainers, study tours and theme meetings of NGO professionals.

Irina Klimashenok, director of Pinsk branch NGO "Mothers Against Drugs" –

"The most essential thing I appreciate about CCF is that because of its support we have become a successful group. Now we have necessary knowledge and skills to do things impossible for us even a year before. Everything CCF taught us we share within the whole organization and even among our stakeholders in the community. We have created NGO's Board of 8 active and committed people, they meet regularly to plan our operations. I delegate many responsibilities to a strong group of new leaders grown in the NGO. We became a well-managed organization, which is locally recognized for its programs and reputation" –

From the very beginning of CCF project Irina became a part of newly formed team of national trainers on HIV/AIDS. This helped her to transfer her experience and knowledge in HIV/AIDS programming to junior NGOs and community-based groups all over Belarus.

Irina Klimashenok immediately applied knowledge and skills she obtained at CCF training to the practice of her NGO **"Mothers against drugs"**, Pinsk. Thus, after the training on Strategic Planning the group made strategic planning exercise and designed necessary documents without additional CCF assistance.

The impact this leader made on a broader community level created a crucial advantage for her NGO, which was recognized by the authorities and invited into **Interdisciplinary Coordination Committee on HIV/AIDS** in Pinsk. In Belarus such committees consist of specialists of state-sponsored institutions, some NGOs and are headed by local administration. For community-based NGO Mothers Against Drugs this forum now is an opportunity to enhance cross-sectoral cooperation and to impact a decision making process on local level.

CCF APPROACH TO HIV/AIDS NGOs CAPACITY BUILDING

After a three years of implementing "HIV/AIDS NGO Capacity Building" project CCF summarized approach and documented methodology, which led to achieving exciting results and opened perspective opportunities for the future initiatives.

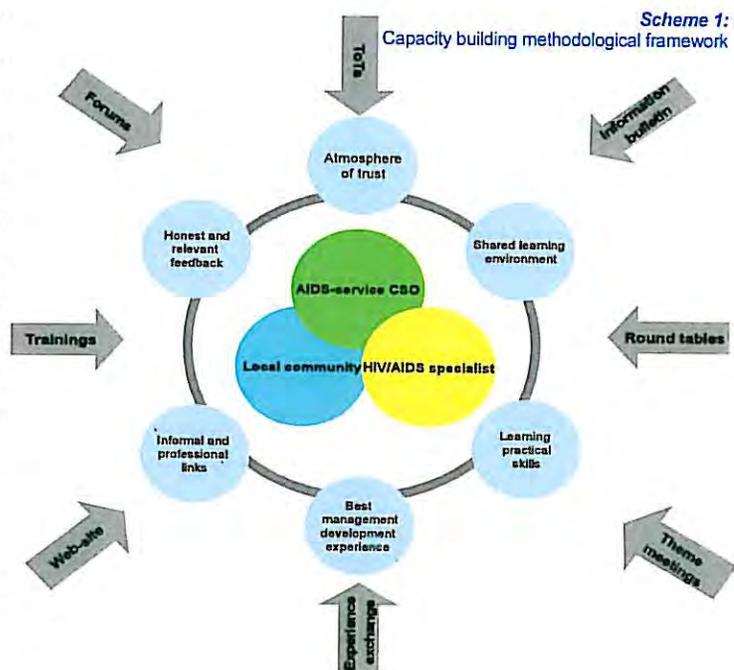


The general outlines of CCF facilitated capacity building are the following:

- ⇒ Sensitivity to HIV/AIDS NGOs' needs in **organizational** and **programmatic** development;
- ⇒ Equal opportunities for everybody to participate in program activities;
- ⇒ Balance of theoretical knowledge, practical skills and exchange of best experience;
- ⇒ The process of capacity building combined new discoveries and challenges for NGOs' and community leaders of making difference;
- ⇒ The result was appearance of change strategies for leaders, organizations and communities involved in capacity building.

The approach to implement this capacity building project was designed in accordance with common standards for development projects that should be result-oriented and needs-driven. In practice, it means that every single project intervention was justified by needs assessment data and coherent with an overall purpose of the project. The project was an open system for inputs of CCF partner organizations and communities, received through their feedback.

Trainings on NGO management and HIV/AIDS programming were balanced in



number and in coverage of different parties: managers, program specialists, and community activists. Trainings were done to reinforce each other and to build NGO competencies in two main areas: organizational and programmatic.

The course of **Trainings of Trainers (ToT)** was done as an advanced capacity building activity for the group of National HIV/AIDS Trainers. International and local experts with different backgrounds were invited to hold ToTs. This introduced the National Trainers' Team with a great palette of teaching techniques and improved their professional skills significantly.

National-level forums of HIV/AIDS practitioners, trainers and AIDS-service NGOs were, probably, the brightest events of the project. It is expected that CCF started a tradition of annual open forums, where stakeholders can discuss HIV/AIDS issues, exchange ideas and formulate joint decisions.

Series of **experience exchange visits** conducted in-country and internationally (Ukraine, Lithuania, Russia) promoted a good practice of mutual methodological support among AIDS-service NGOs through sharing/replication best practices in HIV/AIDS programming.

Theme Informational Meetings became informal discussion clubs for NGOs specialist with different specializations: consultants, leaders, PR specialists, etc. In shared learning environment they discussed there real life cases to find solutions in difficult working situations.

Round Table Discussions were conducted together with Belarusian AIDS Network in form of regular meetings of NGOs – members of BAN. Some Round Tables were done by CCF grantees at the final stage of their projects to present their achievements to key stakeholders.

Information bulletin "Vmeste" and web-site "Together Against AIDS" provided ongoing information support to all project activities and popularized Belarusian AIDS Network as a valuable resource and coordination force for NGO activity in HIV/AIDS in Belarus.

This three-year experience of joint work with a multifarious community of HIV/AIDS NGOs in Belarus brought a lot to their integration on the challenging way of achieving the common goals in the future.



“HIV/AIDS NGO Capacity Building in Belarus”

Overview of CCF awarded sub-grants

The general list:

1. NGO “Belarusian Children’s Hospice” (2 projects)
2. NGO “Focus Group”
3. NGO “Amrita”
4. NGO “Belarusian Association of UNESCO Clubs”
5. NGO “Young Men Christian Association”
6. NGO “Dyhovnost”
7. Lida NGO “Young Men Christian Association”
8. Youth NGO “Youth educational center “Fialta”
9. NGO “Alternative”
10. NGO “Social Projects”
11. NGO “Pinsk branch of Republican NGO “Mothers against drugs”
12. NGO “Republican NGO “Mothers against drugs”
13. Republican Youth NGO “Vstrecha”
14. Local Charitable Foundation “Zemliachestvo”
15. “Youth educational center “Crossroads”
16. Republican Youth NGO “Vstrecha”
17. Belarusian AIDS Network

The total amount: \$ 201 733.32

NGO name (as in the approval)	Project name	Address, phone, e-mail	NGO director	Amount	Project duration
1. NGO “Belarusian Children’s Hospice”	Children and HIV/AIDS	100A Berezovaya roscha str., 223053 Borovliany, Minsk reion, Belarus; phone: +37517 505-27-46, fax: 505-27-45; e-mail: hospicepall@mail.belpak.by	Anna Gorchakova	15 000 \$	February, 2007 – December, 2007
<p>Description:</p> <p>The goal of the project is to improve quality of life of children living with HIV and their parents through home visiting and provision of home-based care and support. Within the framework of this project awareness building activities among average children will be undertaken to avoid stigma and discrimination towards children living with HIV from their peers. Awareness and education level of HIV-positive children’ mothers on HIV/AIDS issues, risks for children and methods of care of HIV positive children will be increased. Health care providers will be trained on ethical principles and counseling skills of working with children living with HIV and their parents in health care services.</p> <p>The project will strengthen NGO’s capacity in providing care and support services for children living with HIV and achieve the following major results:</p> <ul style="list-style-type: none"> - Mobile group providing home-based services for children living with HIV and their parents will be formed and its work will be organized; - Series of informational leaflets/ bulletins will be published and distributed among HIV positive mothers, those who have a child and among women who are planning to be a mother. The design and content of informational materials will be made in cooperation with specialists of Children City Clinic. - Informational materials on HIV/AIDS issues, risk factors and rights and needs of children with HIV will be published and distributed among average children and young people. - Two trainings will be conducted for health care workers on ethical principles and counseling skills of working with children with HIV and their parents. <p>The project will provide regular support to more than forty (40) children with HIV and their mothers. Twenty (20) health care specialists will benefit from NGO educational courses and more than 200 average children will reached through public awareness campaign in schools.</p>					
2. NGO “Focus Group”	Fashion for Health	Partizanski ave. 2-4B-529, Minsk, Belarus; phone/fax: +375172983933 (2534898), e-mail: focus_group@mail.ru	Andrei Levko	15 000 \$	February, 2007 – February, 2008

Description:

The goal of the project is to promote healthy life style and safer behavior patterns among students of boarding schools in Minsk and Minsk district. Information materials and skills building seminars will be offered to orphaned children to enhance their life skills and help them to avoid risk of HIV/AIDS.

The project will improve NGO capacity in delivering services as well as involve in HIV/AIDS prevention activities hard-to-reach target group (orphans in boarding school).

The main project expected results are:

- Knowledge of 500 students of boarding schools on HIV/AIDS risks and prevention methods will be improved through dissemination of information materials, conducting seminars and topical action.
- Safer behavior patterns and basic life skills, including communication, decision making and responsibility will be formed among no less than 120 young people through topical interactive theater performances and discussions in debate club.
- Students of Minsk Universities will be involved in the project to enhance peer-to-peer component of HIV/AIDS prevention activities for orphaned children.
- Project approach, methodology and key learning will be summarized and described in the manual, which will be distributed among specialists of boarding schools in Minsk and Minsk region. The electronic version of this resource will be also published at the web-site: www.belinternat.org to increase its availability for higher number of specialists working with orphans.

The project will use multiple approaches to bring about behavior change in youth. Thus, combination of information, educational and interactive learning activities/techniques will provide stronger impact on target groups and create sustainable effect.

3. NGO "Amrita"	Youth against AIDS	Frunze 5-103, Minsk, Belarus; phone: +375 29 705 98 35 (mob), +375 17 216-01-75	Marina Voronich	14 999 \$	March, 2007 – December, 2007
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Description:

The goal of the project is to promote healthy life style and safe behavior patterns among students, living in dormitories in Minsk, Soligorsk, Svetlogorsk.

Within the project awareness campaign and seminars on "General HIV/AIDS education", "Substance abuse as co-risk factor for HIV", and "Sexually transmitted infections as co-risk factor for HIV" will be conducted in targeted dormitories.

The group of students will be trained as volunteers and social mobilizes to facilitate youth activities on HIV/AIDS: topical actions on World AIDS Day and International Candlelight Memorial will be designed and implemented by volunteers and students.

At the final stage of the project methodological manual will be published and shared as a case model among specialists and practitioners.

The project will strengthen NGO's capacity in HIV/AIDS prevention services for students and help to achieve the following major results:

- About **six hundred (600)** students will be actively involved in project activities through seminars on different aspects of HIV/AIDS and topical actions.
- **Twenty (20)** students will be trained to form a core volunteer group in each of targeted dormitories. At least two topical actions will be conducted in each of targeted communities by students and volunteers involved in the project.
- Project methodology and experience will be documented and published in a form of methodological manual. The manual will be shared among the specialists and practitioners (at least 10 educational entities) for replication of HIV/AIDS prevention activities among students.

4. NGO “Belarusian Association of UNESCO Clubs”	Informational reference book of Belarusian AIDS service organizations	10-607 Platonova str., Minsk, Belarus; phone: (+37517)294 00 23, fax: 294 09 73; e-mail: d-subtselny@tut.by , belau@user.unibel.by	Dmitry Subtselny	14 900 \$ 5 793 .82\$	March, 2007 – December, 2007
<p>Description: The goal of the project is to improve public access to HIV/AIDS prevention, care and support through information and referral system of Belarusian AIDS service organizations.</p> <p>Within the framework of the project information about existing HIV/AIDS services will be gathered and systemized. Information reference book and electronic data base of AIDS-service NGOs and state sponsored services will be designed and published. The copies will be distributed among NGOs, specialists, state entities. Series of Round Tables will be conducted to present a new informational resource and train stakeholders its utilization.</p> <p>Informational reference book will provide AIDS-service organizations with a generic picture of existing services and improve coordination among them. Authentic and objective information presented in the referral book will increase awareness of vulnerable groups and general public about existing HIV/AIDS prevention, care and support services. This will also increase availability of HIV/AIDS services. The project will also offer practitioners and specialists an opportunity to identify gaps in required services or exclusion of some categories of vulnerable groups.</p> <p>As a result of the project 1000 hard and 1000 electronic copies of information reference book will be distributed among AIDS-service organizations and stakeholders in Belarus.</p>					
5. NGO “Young Men Christian Association”	Young people do HIV/AIDS prevention: education and information dissemination	ul. Pobedy 40, 231300 Lida, Belarus; phone: +375 17 241 40 11; e-mail: ecodomik@tut.by	Alexander Drachuk	14 982,50 \$	February, 2007 – February, 2008
<p>Description: The goal of the project is to improve awareness regarding healthy life style of young people in Lida, Vitebsk, Molodechno, Volozhin, Vitebsk and Brest and to promote safer behavior patterns through public awareness campaign and peer-to-peer workshops.</p> <p>Within the project intensive educational and awareness building activities, including peer-to-peer workshops will be organized for about 800 young people in 5 cities. Beyond the general HIV/AIDS issues young people will be informed about HIV/AIDS services existing in their communities.</p> <p>The project will strengthen NGO’s capacity providing HIV/AIDS prevention services for students and achieve the following results:</p> <ul style="list-style-type: none"> - Two methodological handbooks will be published to equip peer-educators implementing workshops for school students. One handbook will cover the topic “HIV/AIDS and substance abuse prevention among young people”. The other one will be on “Applying peer-education methodology in HIV/AIDS prevention”. 500 copies of both handbooks will be published in total. - 75 peer-educators will be trained to carry out informational and educational activities on HIV/AIDS in schools. Series of experience exchange workshops will be organized for peer-educators from different communities to enhance their work by sharing the best practices. - Informational leaflets and video reel will be created and used on the public awareness activities and seminars making a stronger impact on the target audience. 					

6. NGO “Dyhovnost”	A well-educated mother will have a happy child	Kirova 55-206, 246050 Gomel, Belarus; phone: (+375) 232773517, 296483595, e-mail: ikorbut@tut.by	Elena Dedkova	14 302 \$	April, 2007 – April, 2008
<p>Description: The goal of the project is to form healthy behavior skills among 200 pregnant women, including those with HIV. Educational and skills-building activities will be particularly focused at forming of mother’s behavior and skills to ensure better child care and avoid risk of HIV. Target group of the project is: 200 pregnant women, including those with HIV from Gomel and Gomel region. The NGO will reach them thanks to close collaboration with Maternity ward of Gomel regional hospital, where key project’s activities will take place. The project will strengthen NGO’s capacity in HIV/AIDS prevention care and support among pregnant women, and achieve the following major results:</p> <ul style="list-style-type: none"> - 60% of 200 women (married couples), including those with HIV, will improve and apply skills of safer behavior, HIV/AIDS prevention, and care of themselves and new-born child; - 20 health care providers and 12 NGO specialists will be trained on counseling of women with HIV; - 3 types of methodological handbooks (* on pre-natal care, * post-natal care, and * on socio-psychological adoption of people with HIV) will be provided to community-based services dealing with maternity and child issues. - Women with HIV will have the access to a socio-psychological assistance in form of hot-line service and individual consultations. This activity will be enhanced by peer-to-peer support socializing activities in Club of Young Parents. <p>The project methodology includes training courses on pre-natal care for mainstream women and those with HIV, individual sessions and consultations for women with HIV, dissemination of information materials and handouts, telephone hot line, and parents’ club.</p>					
7. Lida NGO “Young Men Christian Association”	“Mobile informational service on HIV/AIDS”	Nevskogo str, parking building room #4, 231300 Lida, Belarus; Phone: (+375) 1561 57490, 29 6387181 e-mail: ymcalida@tut.by	I. Karavas	8 269 \$	March, 2007 – March, 2008
<p>Description: The goal of the project is to raise awareness regarding HIV/AIDS, risks of using drugs, and healthy life style among hard-to-reach youth in rural districts of Lida region. Project’s HIV/AIDS prevention activities will focus rural population and involve more than 1000 children and young people. The project will strengthen NGO’s capacity in HIV/AIDS prevention among children and young people, and achieve the following major results:</p> <ul style="list-style-type: none"> - New innovative type of HIV/AIDS service in form of informational mini-bus will be established and function to reach youth in rural areas. - Intensive public awareness campaign will be conducted in targeted rural communities. Various information materials, including leaflets, posters, badges etc will be distributed among children and young people. - A series of peer-to-peer workshops will be conducted to improve knowledge and skills of young people in prevention of HIV/AIDS and using drugs. This activity will complement and reinforce the impact of public awareness campaign. - Students of 18 rural schools will be involved in interactive and learning activities on healthy life style and saver behavior. <p>The project will use multiple approaches to bring about behavior change in youth. Thus, combination of information, educational and interactive learning activities will provide stronger impact on target groups and create sustainable effect.</p>					

8. Youth NGO “Youth educational center “Fialta”	“Fashion for Health”	Myasnikova 35, 220030 Minsk, Belarus; phone: (+37517) 2227873, e-mail: fialta.city@gmail.com	A. Butkevich	13 282 \$	March, 2007 – March, 2008
<p>Description: The goal of the project is decrease of risk of HIV/AIDS for young people (students) through promotion of safer and responsible behavior patterns. The project will stimulate development of HIV/AIDS programs for students in Minsk. The total number of beneficiaries reached through project activities estimated as 2000 people. The core idea of the project is to train groups of peer-educators in 8 technical colleges and further conduct cascade of multiplication peer-to-peer workshops on HIV/AIDS, safer behavior and healthy life style. At the final stage project experience and methodology will be described as a model in a manual. The manual will be presented and distributed among specialists on youth issues in state entities and among NGOs to encourage them using some HIV/AIDS prevention techniques dealing with young people. As project methodology consists of multiple activities and considers young people as active : trainings of peer-educators, information actions, photo exhibition, music performance and healthy life style party, implementation of educative sessions by multipliers and development of CD-manual. The organization has a long-lasting partnership with Youth department of Moscow district of Minsk administration and plans to implement the project with their involvement.</p>					
9. NGO “Alternative”	Re-socialization of HIV-infected drug-abused	Polevaya str. 12, 247400 Svetlogorsk, Belarus; Phone: (+3752342) 26952, e-mail: altern70@mail.ru	Alexander Hodanovich	14 900 \$	March, 2007 – September, 2007
<p>Description: The goal of the project is re-socialization of injection drug users with HIV/AIDS through the program socio-psychological rehabilitation. The project will improve the system of community-based HIV/AIDS services in Svetlogorsk by creating an adequate state drug rehabilitation center. Within the project NGO’s capacity in delivering services for PLWHA and IDU will be enhanced. And it will achieve the following results: - Social and psychological rehabilitation at the center will help 15-30 PLWHA and IDU to form primary motivation to reject of drug-using. They will learn the principles of safer behavior, establish social contacts and get support from peers. A special emphasis of rehabilitation program at this center will be made on adherence to ARV therapy; - The Rehabilitation center will be renovated and equipped with necessary facilities to improve clients’ life conditions and ensure adequate rehabilitation process. The comprehensive program of care and support services in the rehabilitation center will include: individual and group consultations of IDUs and their parents, group work and labor rehabilitation, consultations of specialist and peer-to-peer support.</p>					
10. NGO “Social Projects”	“Gomel-Info-AIDS”	Contact info: 9 Knizhnaya str., Gomel, Belarus; phone: +375 232 57 12 48, e-mail: comdevpro@server.by	Irina Kekuh	5,975.00	June, 2006 – December, 2006

Description: The project provides young people of Gomel region with better access to information on community-based HIV/AIDS prevention, care and support services. This will be done through creation and function of complex information and referral system. As project results, information web-site “GomelInfoAIDS” and telephone information and referral service will be created and function.					
11. NGO “Pinsk branch of Republican NGO “Mothers against drugs”	“Anonymous helpline “With open heart”	3-70 Tsentralnaya str., 225710 Pinsk, Brest region, Belarus phone: +375 165 33 64 77,	Irina Klimashenok	6,000 \$	July, 2006 – February, 2007
Description: The project will improve HIV/AIDS prevention and care and support services for drug users (IDU) and people living with HIV/AIDS (PLWHA) in Pinsk (Brest region).					
12. NGO “Belarusian Children’s Hospice”	“Establishment of self-help group of people living with HIV/AIDS (PLWHA)”	100A Berezovaya roscha str., 223053 Borovliany, Minsk reion, Belarus phone: +375 17 5052746; e-mail: hospicepall@mail.belpak.by	Anna Gorchakova	6,000 \$	May, 2006 – November, 2006
Description: The project increases social integration and activism of people living with HIV/AIDS (PLWHA) by creation of self-help group. Not less than 20 people will be integrated within the self-help group in Minsk City Infection Clinic.					
13. NGO “Republican NGO “Mothers against drugs”	“Tough love”	p/b 214, 200005 Minsk, Belarus; phone: +375 17 293 07 59, e-mail: mothersaginstdrugs@tut.by	Elena Pisarenko	5,988 \$	June, 2006 – December, 2006
Description: The project improves psychological and emotional state of family members of people living with HIV/AIDS (PLWHA) and drug users (DU) by means integrating self-help groups and providing with consultations of psychological and social service professionals.					

14. “Republican Youth NGO “Vstrecha”	“Information handbook”	p/b 139, 200050 Minsk, Belarus; phone/fax: +375 17 288 36 08 e-mail: info@vstrecha.by	Oleg Eremin	5,500 \$	September, 2006 – August, 2007
<p>Description: The project will improve the access to information about HIV/AIDS, sexual-transmitted diseases, safe sexual behavior, and HIV/AIDS-related services available for vulnerable groups for men having sex with men (MSM) through publishing of topical handbook.</p>					
15. “Local Charitable Foundation “Zemliachestvo”	“First step”	2-35 Druzhiba str., 247434 Svetlogorsk, Gomel region, Belarus phone: +375 296 56 73 99; e-mail: zemlyachestvo@mail.ru	Vladimir Reva	5,992 \$	June, 2006 – November, 2006
<p>Description: The project helps to involve more people living with HIV/AIDS, including women in care and support programs and self-help groups’ activities through creation of topical information bulletin which will provide organizations with overview of best experience and practices in self-help group creation and management and promote this service among vulnerable groups. Besides, a social advertisement documentary about people living with HIV/AIDS will be filmed and broadcasted on a local TV.</p>					
16. “Youth educational center “Crossroads”	“Youth movement against AIDS”	p/b 79, 210015 Vitebsk, Belarus; phone/fax: +375 297 12 40 07 e-mail: rostan@tut.by	Tatiana Plisynova	5,850 \$	September, 2006 – March, 2007
<p>Description: The project improves HIV/AIDS-related knowledge of school students through prevention activities, public information campaigns and creative actions. Wide-area HIV/AIDS prevention campaign, which includes information and creative actions will be organized in the schools.</p>					
17. Republican Youth NGO “Vstrecha”	Informational-educational magazine	p/b 139, 200050 Minsk, Belarus; phone/fax: +375 17 288 36 08 e-mail: info@vstrecha.by	Oleg Eremin	4,000 \$	May, 2008 – September, 2008

Description:
 The goal of the project is to improve the access to information about HIV/AIDS, sexual-transmitted diseases, safe sexual behavior, and HIV/AIDS-related services available for vulnerable groups for men having sex with men (MSM) through publishing of topical information magazine. This issue will be distributed among MSM in throughout Belarus as a response to urgent demand articulated by this target group during the needs assessment. At the present the project team is gathering information for the publication.

18. Belarusian AIDS Network	Partnership		Oleg Eremin	25,000 \$	August, 2008 – February, 2008
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Description:
 The goal of the project is to improve conditions for HIV/AIDS CSOs in Belarus and foster closer cooperation of governmental and civil society sectors. This should enhance CSOs' capacity and increase role in national measures on HIV/AIDS. The National Forum of Belarusian HIV/AIDS organizations is a one of the key event of the project.