International HIV/AIDS Alliance

Supporting Community Action on AIDS in Developing Countries

PATHWAYS TO PARTNERSHIPS

A TOOLKIT TO SUPPORT NGOs AND CBOs RESPONDING TO HIV/AIDS

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Work cards

Work card Business relations
Work card Donor relations
Work card Government relations
Work card Media relations
Work card NGO relations
Work card Religious organisations relations
Work card Blank example

The Alliance would like to learn more about NGOs' ideas, experiences and lessons learned in building partnerships. We would welcome any information about how facilitators and NGO support providers have used the "Pathways to Partnerships" toolkit, as well as suggestions for improving upon it. Please send comments to:

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INTRODUCTION

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Summary of Introduction

"Pathways to Partnerships" is a practical toolkit for organisations and trainers who support NGOs and community groups responding to HIV/AIDS in developing countries. It can be used flexibly, with one or more NGOs, and as part of technical support visits or training workshops.

"Pathways to Partnerships" is a resource that can help NGOs and community groups to strengthen their work by building strategic partnerships with people and organisations from other sectors, such as government, business, and the media.

"Pathways to Partnerships" is based upon the practical experiences and participatory training approaches of the International HIV/AIDS Alliance.

1 2 3

1 What is the International HIV/AIDS Alliance?

The International HIV/AIDS Alliance (the Alliance) is an international non-governmental organisation that supports communities in developing countries to make a significant contribution to HIV prevention, AIDS care and support to children affected by the epidemic. Since its establishement in 1993, the Alliance has provided financial and technical support to NGOs and CBOs from more than 40 countries. In addition, the Alliance promotes good practice in community responses to HIV/AIDS more broadly through evaluation, operations research, the development of training materials and tools, as well as policy and advocacy activities.

2 Why was this toolkit developed?

From its practical experiences, the Alliance has seen how NGOs can build strong and lasting action on HIV/AIDS by working with other people and organisations in a strategic way. The Alliance and its partners in developing countries became convinced of the importance of building partnerships, and developed an NGO training programme in this area.

“Pathways to Partnerships” is the first in a series of toolkits, covering topics in which the Alliance has experience. By distributing this toolkit widely and monitoring its use, the Alliance aims to:

- ✔ **Build practical skills** among NGOs/CBOs by using participatory activities and sharing experiences.
- ✔ **Provide a training resource** for NGO support programmes, training organisations and individual trainers.
- ✔ **Continue learning** about how NGOs/CBOs can build successful partnerships.

3 How was this toolkit developed?

The development of this toolkit has benefited from the **experiences, materials and ideas of many organisations in many countries.**

The original participatory tools were developed by the Alliance in collaboration with the Philippines HIV/AIDS NGO Support Program. They were then adapted and further developed with COMUNIDEC in Ecuador. During this process, inputs were given by other organisations, including Alliance Lanka (Sri Lanka), the Thailand Business Coalition on AIDS, Proyecto Acción en SIDA de Centro América, and the Latin American Council of AIDS Service Organisations.

1 Brainstorming donor partners in the Philippines
(See Activity 1 in Work card: Donor relations)

2 Debating what vocabulary to use in Ecuador
(See Section 3.4 Using the right language)

3 Developing external relations messages at the World AIDS Conference in Vancouver
(See Section 3.5 Getting the message across)

4 Role-playing media interviews in Sri Lanka
(See Activity 1 in Work card: Media relations)

Once drawn together as a draft toolkit, "Pathways to Partnerships" was extensively field tested. Test sites included Zimbabwe (in collaboration with Pact and the Project Support Group), Mexico (with Colectivo Sol, Ave de México, Frenpavih, Red Mexicana and other local NGOs) and Brazil (with Pela Vidda, groups of people living with HIV/AIDS and the Ministry of Health). Sections of the toolkit were also used in workshops with Alliance partner NGOs in India, and during skills building workshops for NGOs at the 1996 and 1998 World AIDS Conferences.

4 How was this toolkit funded?

The Alliance's work on building partnerships has been supported by a **range of international donors**, including GlaxoSmithKline, The Howard Gilman Foundation, Levi's Strauss Ltd, the Ministry of Health (Brazil) and the United States Agency for International Development.

Special thanks are given to the United Kingdom's Department for International Development, which has supported the development of this toolkit.

5 Who is this toolkit for?

"Pathways to Partnerships" is for **people and organisations that support NGOs and community groups responding to HIV/AIDS in developing countries**. This includes NGO support programmes, training institutions and individual trainers. It is important that people who use this resource already have some basic facilitation skills. However, they do not need extensive experience in building partnerships – as notes for facilitators appear throughout the toolkit.

The toolkit is suitable for use with NGOs and community groups with varied levels of experience in building partnerships. However, it is particularly appropriate for those with little experience in this area.

6 How can this toolkit be used?

This toolkit is designed to be used flexibly by facilitators – to fit in with each NGO's priorities and work schedule. In practice, some NGOs may want to work through most of the activities systematically, as part of a single workshop or retreat. Others may decide to work through one activity at a time over several months, or to select activities according to their specific needs.

Facilitators can work through the toolkit with an individual NGO or a group of NGOs. It can be used to make a plan for building partnerships, to build specific skills, and/or to share experiences.

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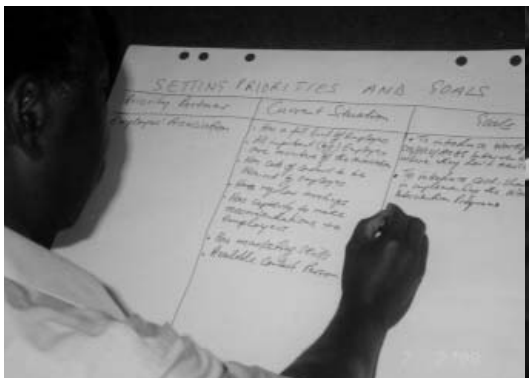

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7 What is in this toolkit?

After this Introduction, the toolkit is divided into four sections:

Section 1: What is building partnerships?
Section 2: Developing a partnerships plan
Section 3: Building effective partnerships
Section 4: Monitoring and sharing lessons about partnerships

It also includes work cards on building partnerships with specific kinds of organisations, namely:

Businesses	Media
Donors	Religious organisations
Governments	Other NGOs

A blank example work card is included, which can be used to plan for building partnerships with other kinds of organisations not identified here.

Together the four sections and the work cards cover:

- ✔ **Basic concepts of building partnerships.**
- ✔ **Key planning steps involved.**
- ✔ **Experiences of other NGOs.**
- ✔ **Participatory activities.**
- ✔ **Useful questions to think about.**
- ✔ **Tips for working with specific partners.**

8 How can each section be used?

Section 1 of the toolkit provides a **general introduction to building partnerships** – covering the key concepts and introducing some important issues for NGOs involved in HIV/AIDS to consider.

Each point in Section 1 includes an **explanation and one or more "quick activities"**. These activities are designed to be used as familiarisation exercises – to encourage participants to be interested in the subject, to share their own experiences, and to come to agreement on key terms and issues. They can be used by facilitators during an initial technical support visit or at the beginning of a workshop. Each "quick activity" should take only about 10 minutes – as the subjects are covered in much more detail later on in the toolkit.

Section 2 of "Pathways to Partnerships" covers the **key steps for developing a partnerships plan**. **Section 3** covers **how to build strong and effective relationships with partners**.

5 Setting goals at the World AIDS Conference in Geneva
(See Section 2.4 Planning Step Four: Prioritising goals for building partnerships)

6 Mapping out the external environment in Mexico
(See Section 2.3 Planning Step Three: Identifying opportunities and challenges)

7 Brainstorming the benefits and constraints of partnerships in Zimbabwe
(See Section 3.2 Thinking about pros and cons)

8 Deciding what steps to take in planning partnerships in Brazil
(See Section 2.1 Planning Step One: Making a planning framework)

Both Section 2 and Section 3 are divided into stages. Each stage includes:

Introduction → Example → Activity

Facilitators can read through the introduction and example for each stage and use them as the basis for a group discussion with participants – to introduce important ideas and see how they have been "put into action" by other NGOs. The facilitator can then work through the activity with participants. Each activity includes:

Aim → Instructions → Questions for discussion → Facilitators' notes

Depending on the number of participants and their experience in this area, each activity will take about two hours. Facilitators can help to make sure that NGOs use this time in a balanced way – to consider new concepts, discuss issues, and complete the tasks at hand.

At the end of Section 2 and Section 3 there are **blank samples** of the drawings and grids featured in the activities. These can be used by facilitators – either as models for copying onto large pieces of paper, or to photocopy for participants to fill in.

Section 4 presents ideas about **how NGOs can monitor their experiences in building partnerships**, and share their lessons with others. It does not include any activities – as it suggests that NGOs should incorporate building partnerships into their organisations' overall monitoring plans.

9 How can the work cards be used?

The work cards relate to **building partnerships with specific groups** – businesses, donors, governments, media, religious organisations and other NGOs.

Each work card contains:

Introduction → Tips and helpful hints → Activities → Case study

The work cards can be used in several ways. Facilitators can work through all or just a selection of them – depending on the partners identified by participants. This can be done during technical support visits, or sessions of a workshop.

Facilitators can modify the work cards to meet the specific needs of NGOs. For example, if an NGO has identified family planning NGOs as a priority partner, the trainer could adapt the "Other NGOs" work card to that specific partner.

Also, facilitators can help NGOs to make their own work cards for different partners – by using the blank example work card as a model.

In addition to using the work cards, facilitators may like to arrange for participants to meet different partners first hand. They could invite a potential partner – such as a local government official – to come and share his or her views with participants. Alternatively, participants could go on a "field trip" – for example, visiting a local radio station to practice interview techniques.

10 What materials are needed?

For most of the activities in this toolkit, facilitators will need:

✔ **Sheets of blank paper and marker pens –**
to draw or write down the participants' ideas and suggestions.

✔ **Sticky tape or blue tac –**
to put the sheets of paper on a wall, so that all participants can see and think about their ideas.

Most of all, both facilitators and participants will need creativity and a sense of fun. For example, they can act out scenarios dramatically, wear costumes, give prizes, draw pictures, and move around the room to carry out different activities.

The following additional resources can be found in the front pocket of this toolkit:

- ***A Facilitators' Guide to Participatory Workshops with NGOs/CBOs Responding to HIV/AIDS*** which provides some ideas that will be useful for facilitating the type of workshop described in this toolkit. These ideas include how to prepare for a participatory workshop and how to prepare and facilitate particpatory activities.

- ***100 Ways to Energise Group: Games to Use in Workshops, Meetings and the Community*** which documents 100 energisers for use during participatory technical support activities.

- A CD-ROM of other related Alliance resources/toolkits.

All Alliance publications can be downloaded from the Alliance website: **www.aidsalliance.org**

SECTION 1 WHAT IS BUILDING PARTNERSHIPS?

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Summary of Section 1

Building partnerships is about working with others to achieve what we cannot achieve on our own. It involves working together for a common purpose for mutual benefit. Building partnerships and carrying out community programmes are different kinds of NGO activities, but they both support an organisation's overall mission.

Most NGOs already have experience in building partnerships. This toolkit aims to help NGOs to reach out to others in a more planned and strategic way. Through building partnerships strategically, NGOs can gain many kinds of support and resources from different people, groups and organisations. In this way, they can increase the overall impact of their work.

Instructions for how to use Section 1 can be found in the "Introduction" to this toolkit under "8: How can each section be used?"

1.1 What is building partnerships?

Building partnerships is about working with others to achieve what we cannot achieve on our own.

A partnership is a special kind of relationship, in which people or organisations combine their resources to carry out a specific set of activities. Partners work together for a common purpose, and for mutual benefit. Different people and organisations have a wide range of resources to offer each other.

NGOs use different words to refer to building partnerships. For example, some talk about "external relations" or "strategic alliances". It is important that, when NGOs start to use this toolkit, they define for themselves the key words that they commonly use.

Building partnerships is about relationships that are in-depth, involve a few carefully selected targets, and have specific, practical goals. It is different from "public relations" or "networking" – where activities are likely to be less in-depth, involve many more targets, and be for the general purposes of information-sharing and solidarity. Although building partnerships and "public relations" are different, they can both help an NGO and their HIV/AIDS work with communities.

Almost all NGOs already have experience in building partnerships – even if they do not realise it. The purpose of this toolkit is to help NGOs to reach out to others skillfully and in a planned way, so that they know why they want to enter into partnerships and what benefits they hope to gain.

1.1 QUICK ACTIVITY

Ask participants to identify the key words that they use when talking about building partnerships, and to make a statement or a drawing that expresses the meaning of each word.

1.2 Who can partnerships be built with?

In practice, building partnerships is different for every NGO and community group – depending on their needs, priorities and projects. However, it may include working with:

- ✔ LOCAL GOVERNMENT DEPARTMENTS
- ✔ COMMUNITY RADIO STATIONS
- ✔ FARMERS' LEADERS
- ✔ TRADITIONAL LEADERS
- ✔ ROTARY CLUBS
- ✔ FACTORY OWNERS
- ✔ PRIESTS, MULLAHS OR MONKS
- ✔ LOCAL PHILANTHROPISTS
- ✔ ADVOCACY NGOS
- ✔ UNITED NATIONS BODIES
- ✔ PRESIDENTS
- ✔ SOCIAL WORKERS
- ✔ YOUTH GROUPS
- ✔ LOCAL COUNCILLORS
- ✔ POLICE
- ✔ TRADITIONAL HEALERS
- ✔ NATIONAL AIDS PROGRAMMES
- ✔ LAWYERS
- ✔ MIDWIVES GROUPS
- ✔ NEWSPAPERS
- ✔ HUMAN RIGHTS GROUPS
- ✔ FOUNDATIONS
- ✔ WOMEN'S CLUBS
- ✔ BUSINESS LEADERS
- ✔ CIVIL SERVANTS
- ✔ INTERNATIONAL DONORS
- ✔ INFLUENTIAL INDIVIDUALS
- ✔ ARTS GROUPS
- ✔ HEALTH PROFESSIONALS
- ✔ ACADEMICS
- ✔ CHURCHES, MOSQUES OR TEMPLES
- ✔ POLITICIANS

1.2 QUICK ACTIVITY

Ask participants to "brainstorm" and name all of the potential partners in responding to HIV/AIDS in their local area.

1.3 What benefits can partnerships bring for NGOs?

By building partnerships, an NGO can widen and sustain the impact of its work.

By building partnerships, an NGO can gain the wide variety of resources that it needs to carry out its work well. For HIV/AIDS efforts, different people, groups and organisations can offer many different kinds of valuable support. These include:

- ✔ **Access to people and places**
- ✔ **Good ideas**
- ✔ **A helping hand**
- ✔ **Knowledge and skills**
- ✔ **Practical support**
- ✔ **Influence**
- ✔ **"In kind" support**
- ✔ **Money**
- ✔ **Political support**
- ✔ **Lessons learned**

Gaining these resources can help an NGO and the community it works with, as well as the wider response to HIV/AIDS. The benefits can include:

- ✔ **A wider response – with different types of organisations and sectors becoming involved.**
- ✔ **A more co-ordinated response – including a better referral system among different organisations.**
- ✔ **A larger response – with innovative community efforts being "scaled up" by larger institutions, such as government.**
- ✔ **Better support and policies for people living with HIV/AIDS.**
- ✔ **More financial and technical resources.**
- ✔ **Stronger services and increased access for vulnerable communities.**
- ✔ **Fewer political constraints.**
- ✔ **More effective and creative HIV/AIDS programmes – through the sharing of lessons and experiences.**

This is what building partnerships is all about. It means working with others to make the most of strengths and opportunities, and to address weaknesses and barriers, in responding to HIV/AIDS.

1.3 QUICK ACTIVITY

Ask participants to refer to their list of potential partners, and to name the kinds of resources that each partner could offer to HIV/AIDS work.

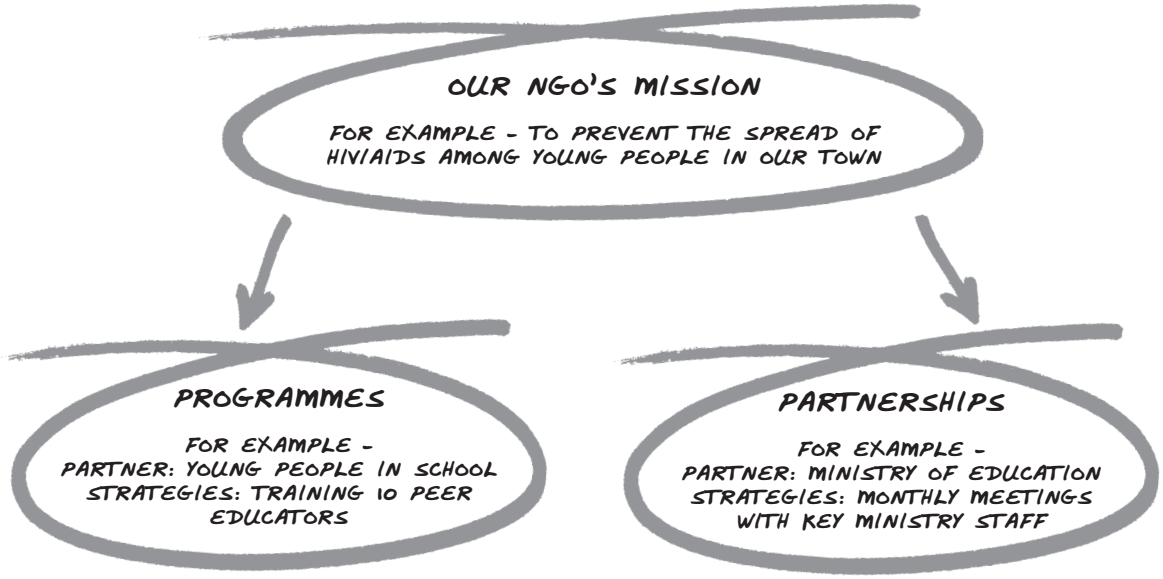
1.4 How do partnerships relate to programme work?

Partnerships complement an NGO's programmes. Through developing programmes, NGOs can respond directly to specific local needs and priorities for action. Through building partnerships, NGOs can improve the overall environment for responding to HIV/AIDS in a community or a country.

Although different, programmes and partnerships support the same organisational mission or goal. For this reason, an NGO should include building partnerships within its overall strategic plan.

Example: An NGO working with young people

An NGO wants to prevent the spread of HIV/AIDS among young people in its town. Through one of its programmes, the NGO works directly with young people in school, so that they have the help and information that they need to reduce their risk of HIV infection. Through one of its partnerships, the NGO works with key people in the Ministry of Education, so that they might support sexual health education in schools. The NGO's partnership is helping to improve the overall environment in which NGOs work and in which young people protect themselves from HIV.



Reference: Adapted from "Solidarity and Sustainability Workshop", COMUNIDEC and the Alliance, Ecuador, May 1997.

1.4 QUICK ACTIVITY

Ask participants to look at one of their NGO's existing programmes, and discuss what partnerships might help their work in this area.

1.5 What HIV/AIDS issues affect partnerships?

The sensitivities and complexities of HIV/AIDS can pose a special challenge to NGOs as they build partnerships. For example, a potential partner may be scared of the epidemic, or be reluctant to be associated with issues of sexuality and sexual health. This can make it difficult to engage partners and to get them involved.

Partnerships and HIV/AIDS

HIV/AIDS issues to consider when building partnerships include:

- ✔ **Personal attitudes and beliefs.**
  Partners may not feel able to talk openly about HIV/AIDS.
- ✔ **Institutional practices, policies, or beliefs.**
  Partners will uphold institutional policies – unless they are convinced otherwise.
- ✔ **The visibility of HIV/AIDS in a community.**
  If it is not visible, partners may not believe that it exists. If it is visible, they may want to cover it up.
- ✔ **Maintaining confidentiality.**
  Partners may want to know or tell others about the HIV status of specific individuals.
- ✔ **Language and jargon.**
  Partners may not be familiar with specialised words used to describe HIV/AIDS work.
- ✔ **Scandals and scare stories.**
  Partners may not believe an NGO's accurate information about HIV/AIDS.
- ✔ **Competing priorities.**
  Partners might be more interested in addressing other social issues, or responding to a recent crisis.
- ✔ **Subject fatigue.**
  Partners might not want to hear any more about HIV/AIDS.

Reference: Adapted from "NGO Skills Building Session", the Alliance, World AIDS Conference, Vancouver, July 1996.

1.5 QUICK ACTIVITY

Ask participants to discuss which of these HIV/AIDS issues they have encountered in working with various partners, and to share strategies for addressing them.

1.6 What NGO issues affect partnerships?

The views that others have of NGOs can also make it difficult to build partnerships. Partners may not know what NGOs are or understand their positive role. For example, a businessperson may think that NGOs lack credibility, or a donor may receive requests from many different NGOs – making it hard to distinguish one from the other.

Partnerships and NGOs

NGO issues to consider when building partnerships include:

- ✔ **Negative images of NGOs.**
  Partners may think that NGOs can not be trusted to get results, or that they will create problems by calling attention to difficult issues.
- ✔ **Perceptions about an NGO's resources.**
  Partners may under-estimate, or over-estimate, what an NGO can do.
- ✔ **An NGO's reputation.**
  Partners may seek out only the most prominent NGOs, or avoid ones that are thought of as too "vocal".
- ✔ **Balance with other areas of the NGO's work.**
  Partnerships can consume much time, and take away from energy spent on programme activities.
- ✔ **Competition among NGOs.**
  Partnerships can create an atmosphere of tension or mistrust among other NGOs.

Reference: Adapted from "NGO Skills Building Session", the Alliance, World AIDS Conference, Vancouver, July 1996.

1.6 QUICK ACTIVITY

Ask participants to discuss the specific NGO issues that they have encountered while building partnerships, and to explain how they have addressed them.

1.7 What does building partnerships mean in practice?

Example: OCAFI, the Philippines

Here is an example of what building partnerships has meant for one NGO. The Olongapo City AIDS Foundation (OCAFI) is an AIDS service organisation based on Luzon Island, the Philippines. It carries out HIV/AIDS prevention and care, including outreach among entertainment workers and people living with HIV/AIDS. To support this work, OCAFI has built partnerships with:

- ✔ **The mayor**, through monthly meetings between the mayor and people living with HIV/AIDS.
- ✔ **Council leaders**, by raising their awareness about the social effects of HIV/AIDS.
- ✔ **Local government**, by collaborating on anti-discrimination policies for people living with HIV/AIDS.
- ✔ **Local businesses**, by working with a local casino to raise funds for HIV/AIDS activities.
- ✔ **Religious organisations**, by collaborating to de-stigmatise HIV/AIDS, such as ringing all church bells on World AIDS Day.
- ✔ **The media**, by training journalists, and using free radio time to recruit volunteers.

OCAFI has learned many lessons about how to build successful partnerships. For example, as Jude Asunción says: "We learned how to work with local businesses – how to interest them and get them involved. Our approach was to look at them as part of our community. We talked to them about why they should care about AIDS and what they'd gain. After that, they were keen to help. Now, our plan is that our work will become completely sustainable on funds from local businesses."

The benefits that OCAFI has gained include:

- ✔ **A higher profile and increased respect** among a variety of organisations in the area.
- ✔ **Increased access to vulnerable communities**, for example, being able to carry out prevention activities with entertainment workers in casinos.
- ✔ **Increased human resources** through a larger group of volunteers.
- ✔ **"In-kind support",** for example, with local businesses donating banners for public rallies.
- ✔ **Financial support and greater potential for sustainability with local resources.**

1 OCAFI staff and volunteers relaxing after a training session.

2 OCAFI's outreach work with young women.

3 OCAFI staff and volunteers discuss a poster with local health officials.

4 OCAFI's bulletin board recording their programmes and partnerships work.

5 OCAFI receiving a grant from the Philippines HIV/AIDS NGO Support Program.

6 OCAFI collaborating with members of the local police.

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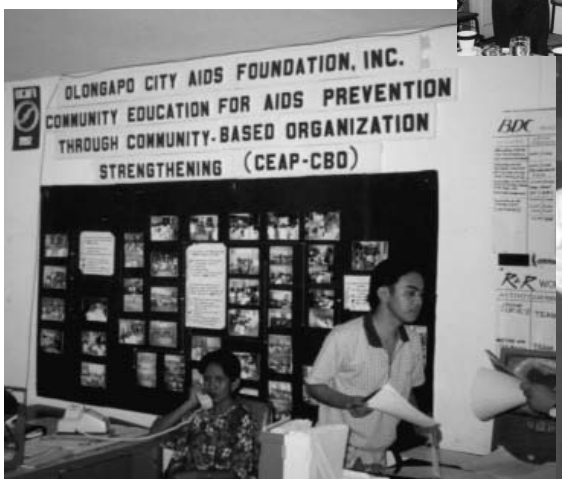

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Reference: Adapted from report on "Widening and Sustaining Impact", the Alliance, July 1997.

1.7 QUICK ACTIVITY

Ask participants to describe what a strong and effective response to HIV/AIDS in their area would look like – including what type of people and organisations would be involved.

SECTION 2 DEVELOPING A PARTNERSHIPS PLAN

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Summary of Section 2

An NGO can make a planning framework, which shows the steps that it will take to build partnerships. It is easier for an NGO to build partnerships when it has a clear idea of its mission, the priorities of communities, the opportunities and challenges for responding to HIV/AIDS, and the people and organisations that are involved. An NGO can draw a map, which shows its position in relation to this larger environment for HIV/AIDS work.

Every NGO has many challenges and opportunities, but few can address all of them at once. For this reason, it is important to set priorities, and identify two or three partners who can help reach specific goals. An NGO can then decide how best to approach its chosen partners. Good approaches are appropriate, realistic and feasible. People build successful partnerships. It is vital to choose the right team for reaching different partners.

Instructions for how to use Section 2 can be found in the "Introduction" to this toolkit under "8: How can each section be used?"

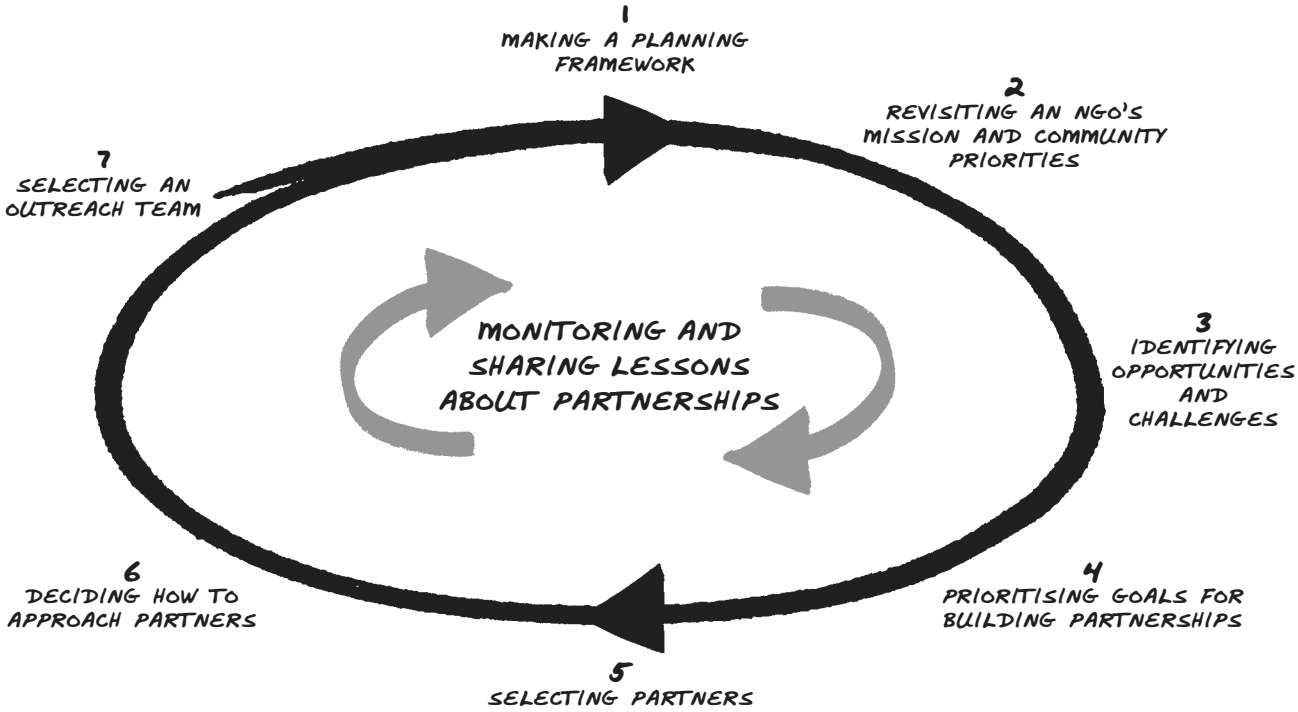
2.1 Planning Step One
Making a planning framework

By making a planning framework – which outlines the steps that it will take – an NGO can make sure that it builds partnerships effectively and strategically. This can help to make sure that working with others is as useful as possible for an NGO and action on HIV/AIDS, and that time and resources are put to best use.

Planning steps can be arranged in a number of different ways – according to the needs and usual planning processes of an NGO.

Example: NGOs and community groups, Zimbabwe

In a training workshop for NGOs involved in HIV/AIDS in Zimbabwe, participants used eight planning steps for building partnerships and chose to arrange them in a circle. Seven of the steps were placed in a clockwise order around the circle – to show that they are part of a process and that some need to come before others. For example, it was felt that overall goals needed to be set before specific partners were chosen. The eighth step – "monitoring and sharing lessons about building partnerships" – was placed in the centre of the circle – to show that it is an on-going process, with an NGO continuously reviewing and improving its work.



Reference: Adapted from "Building Partnerships Workshop", Pact, the Project Support Group and the Alliance, Zimbabwe, July 1998.

ACTIVITY

Aim:
To make a framework for an NGO plan for building partnerships

Instructions

1. Write the following eight planning steps down on separate pieces of card:
   - Making a planning framework
   - Revisiting an NGO's mission and community priorities
   - Identifying opportunities and challenges
   - Prioritising goals for building partnerships
   - Selecting partners
   - Deciding how to approach partners
   - Selecting an outreach team
   - Monitoring and sharing lessons about partnerships

   Also keep one card blank.
2. Divide participants into small groups. Shuffle the cards, and give each group one set. Ask each group to arrange the cards in the order and shape that makes the most sense to them. (See "NGOs and community groups" example). Ask them to use the blank card to add any step that they feel is missing.
3. Invite participants back into a larger group and review the results of the group work. Discuss what seems to be most appropriate and why.

Questions for discussion:

? Why is it important to have a planning framework for partnerships work?

? How difficult or easy was it to put the steps in order? Was it obvious which ones should come before others?

? How are these planning steps for building partnerships different or similar to planning steps for programme work?

Facilitators' notes:

! If participants do not agree with the planning steps suggested, encourage them to develop – and then put in order – steps that reflect the approaches that they are used to. However, please note that this toolkit follows the order of the steps outlined in the "NGOs and community groups" example.

! Try to limit the number of planning steps to no more than eight – to avoid the planning process becoming too complicated

! Encourage participants to develop whatever shape they find most useful for the framework. For example, they may prefer a simple straight line, or a "staircase" with the steps building upwards.

! Encourage participants to explain their reasons for placing steps in a certain order. This will help them to think more strategically about why they do things in a certain way.

2.2 Planning Step Two
Revisiting an NGO's mission and community priorities

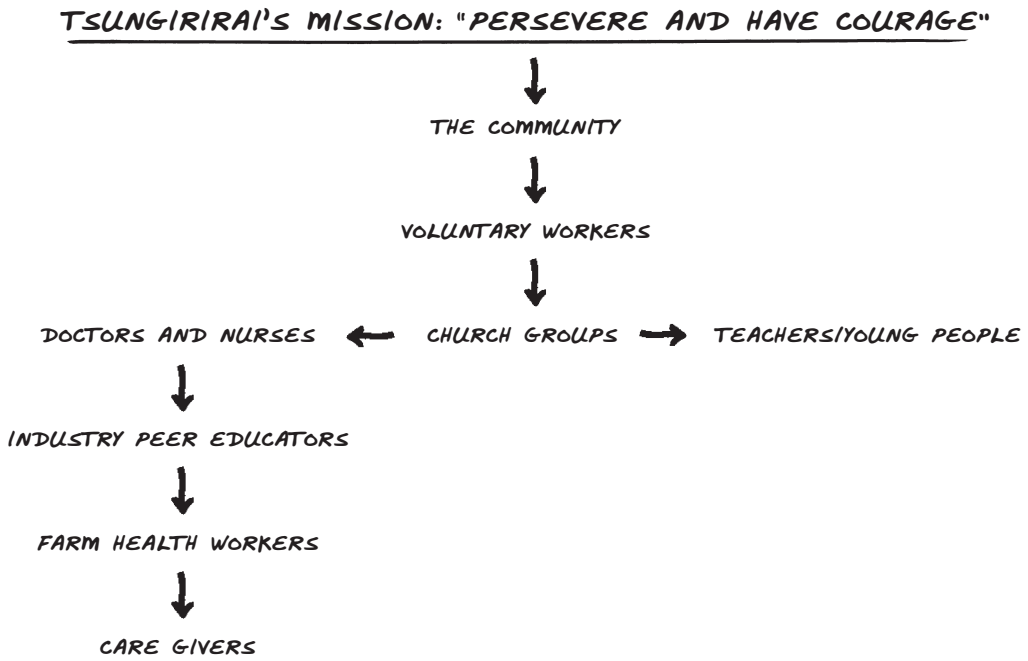
By looking again at its organisational mission and the priorities of the community it works with, an NGO can build partnerships that are helpful and relevant to its work. By doing this, the NGO does not get caught up in trying to do too much, or in doing something that will only be of small benefit.

A mission is an organisation's overall goal – communicating what direction it is going in, and what it wants to achieve. Community priorities are the most important needs within a community that the NGO is responding to.

Example: Tsungirirai, Zimbabwe

During a workshop in Zimbabwe, Tsungirirai, an NGO involved in HIV/AIDS prevention and care, shared its organisational mission: "TSUNGIRIRAI PROMOTES ITS MOTTO "PERSEVERE AND HAVE COURAGE" TO PEOPLE EXPERIENCING A LIFE-THREATENING ILLNESS. IT PROVIDES COUNSELLING AND SUPPORT TO THOSE WHO ARE EXPERIENCING PROBLEMS AND DIFFICULTIES. IT SEEKS TO STRENGTHEN ITS COMMUNITY'S AWARENESS AND ACTION BY PROVIDING HIV/AIDS PREVENTION PROGRAMMES."

It then shared its community priorities, and communicated the link between those priorities and their mission by means of a diagram:



Reference: Adapted from "Building Partnerships Workshop", Pact, the Project Support Group and the Alliance, Zimbabwe, July 1998

ACTIVITY

Aim:

To review an NGO's mission and what it wants to achieve with communities, and to "brainstorm" the potential benefits of partnerships

Instructions:

1. Ask each NGO to write one brief statement that sums up its mission.
2. Ask each NGO to write down what it sees as the HIV/AIDS-related priorities within its community.
3. Ask NGOs to draw a picture of their mission and how it relates to their work with their community. (See Tsungirirai example).
4. Discuss how building partnerships might strengthen an NGO's work with communities, and help it to achieve its mission.

Questions for discussion:

? How does an NGO use a mission statement?

? What type of image does a mission statement create about an NGO? Is it a strong and positive image? Will it encourage others to want to form partnerships?

? How does having clear priorities for its community work help an NGO to build successful partnerships?

Facilitators' notes:

! If an NGO has not prepared a mission statement already, it can simply write a statement, which reflects what the organisation wants to achieve.

! Encourage participants to keep their mission statements brief, and to use clear and simple language.

! Ask NGOs if they would be happy to use their mission statements when communicating with different partners. For example, could they be used with a donor, journalist or government representative?

! Encourage participants to think creatively about how other people and organisations could assist an NGO, and what types of benefits building partnerships could bring.

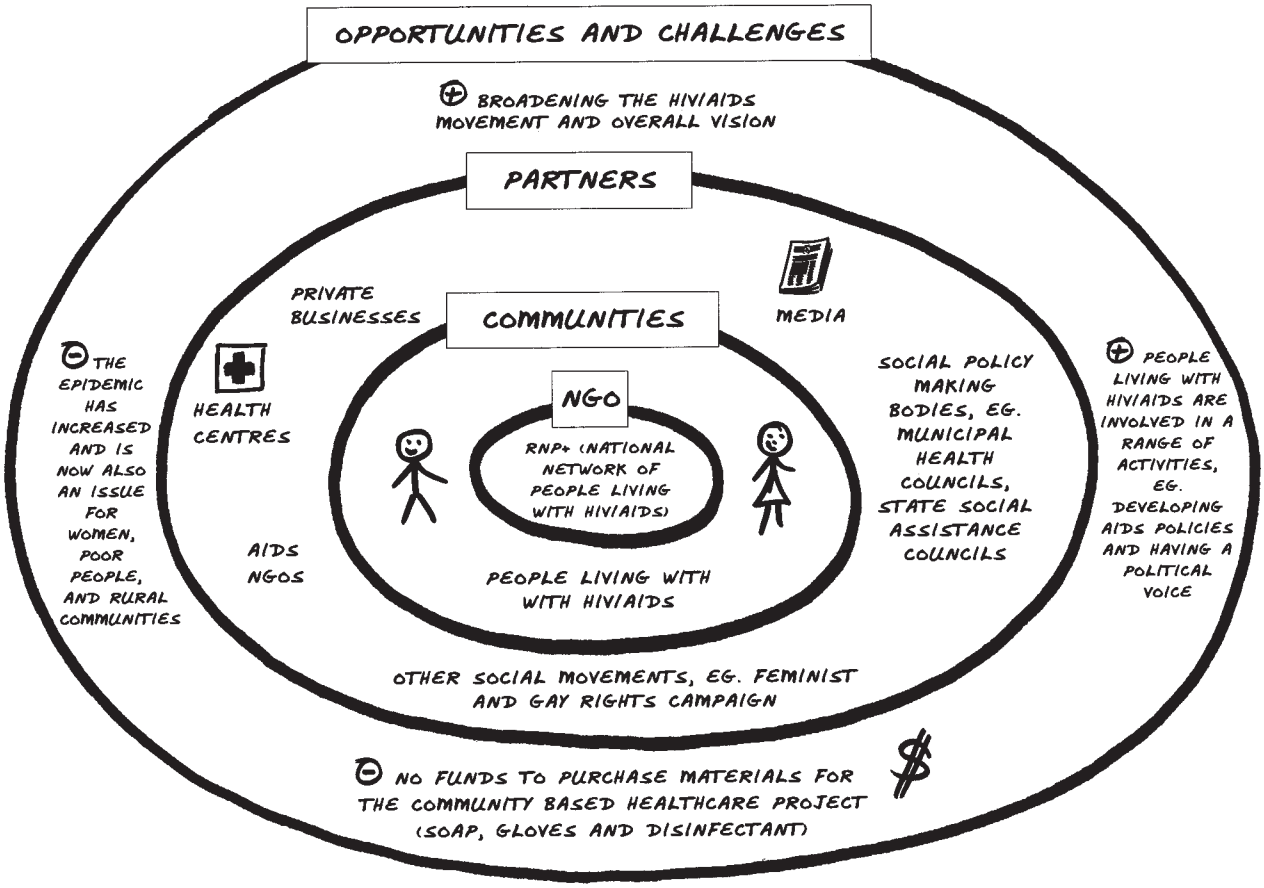
2.3 Planning Step Three
Identifying opportunities and challenges

Having reviewed its mission and community priorities, an NGO can look at its position in relation to the broader context of HIV/AIDS work.

One way to do this is by drawing a partnerships map that shows the larger opportunities and challenges which shape the response to HIV/AIDS in a given area, and how different people and organisations influence it. On its map, an NGO can include both existing and potential partners.

Example: RNP+, Brazil

During a training workshop, RNP+, the national network of people living with HIV/AIDS, mapped out their partnerships environment. They started by writing and drawing their own NGO and then their community (men and women living with HIV/AIDS). They then mapped out the opportunities and challenges that they faced – putting a "⊕" by opportunities (such as broadening the HIV/AIDS movement) and a "⊖" by challenges (such as problems with funding). Finally, they added potential partners (such as private businesses and the media)



Reference: Adapted from "External Relations and Sustainability Workshop", Pela Vidda, Ministry of Health and the Alliance, Brazil, November 1998.

ACTIVITY

Aim:

To identify the opportunities and challenges that affect an NGO's work, and the partners that influence them

Instructions:

1. Ask participants to draw a diagram of four circles, with a small circle in the centre, and three circles around it, each one larger than the last. [See RNP+ example and blank sample at the end of Section 2].
2. In the centre circle, ask them to write or draw the name of their NGO.
3. In the second circle, ask them to write or draw the communities their NGO works with in its HIV/AIDS programme.
4. In the outside circle, ask them to write or draw the opportunities and challenges which influence their NGO's HIV/AIDS work.
5. In the empty third circle, ask them to write or draw the partners, or people and organisations, that could help the NGO to address the opportunities and challenges.

Questions for discussion:

? What does the map show about the number of people and organisations that influence the NGO's work?

? Which challenges most affect the communities the NGO works with? Why have these challenges arisen? What people and organisations influence them?

? Which partners has the NGO worked with before?

Facilitators' notes:

! Encourage participants to draw their partnerships map imaginatively. For example, they might draw a picture of a Mosque, Temple or Church to represent a religious organisation. This makes it more fun and interesting.

! Emphasise the difference between the communities an NGO works with in its programmes (in the second circle) and the groups it works with in its partnerships (in the third circle). It is vital that participants are clear about this difference.

! Encourage participants to be imaginative about partners – not just mapping conventional ones (such as donors and government), but others as well (such as lawyers and nightclub owners).

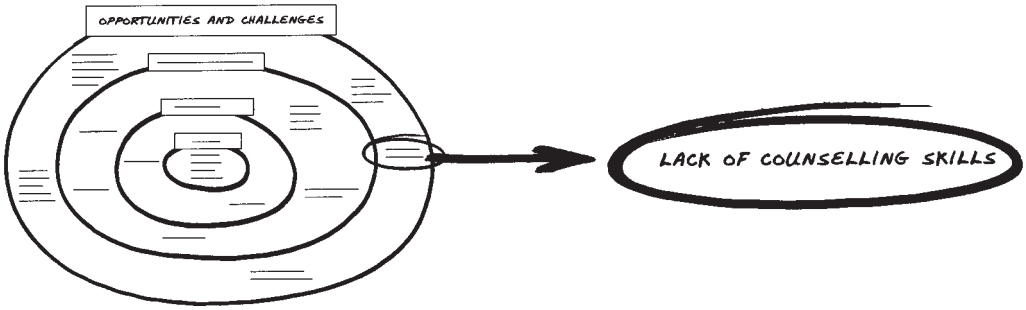
2.4 Planning Step Four
Prioritising goals for building partnerships

Every NGO encounters many challenges and opportunities, but, with limited time and resources, few can address them all at once. For this reason, it is important that an NGO:

- ✔ Selects one or two challenges or opportunities that it wants to address.
- ✔ Considers why it wants to address them.
- ✔ Says what it wants to do about them.

To do this, an NGO can start by prioritising its challenges and opportunities on its partnerships map. Then, an NGO can set specific goals for building partnerships. This gives direction to an NGO's efforts in this area. It also provides a standard for measuring the success of an NGO's partnerships – which it can use to review its work and make plans for the future.

Example: Murambinda, Zimbabwe



Murambinda is an NGO providing care for people living with HIV/AIDS in a rural area. "LACK OF COUNSELLING SKILLS" is one challenge that they identified on their partnerships map. They decided that this challenge was an important one that they could address, with help from others. They reasoned that, as HIV/AIDS increased in Zimbabwe, there would be greater need for counselling skills at every level. Also, the other challenges on their map seemed too large to tackle in the short term.

Murambinda decided that their goal for building partnerships would be:

"TO LOCATE AND WORK WITH PARTNERS THAT COULD PROVIDE COUNSELLING TRAINING FOR MURAMBINDA STAFF AND VOLUNTEERS".

Reference: "Building Partnerships Workshop", Pact, the Project Support Group and the Alliance, Zimbabwe, July 1998.

ACTIVITY

Aim:
To set goals for building partnerships

Instructions:

1. Ask each NGO to look at the challenges and opportunities drawn or written in the outer circle on its partnerships map.
2. Decide which one or two of these challenges and opportunities are most important in terms of their impact on the NGO's work on HIV/AIDS.
3. Circle these opportunities and challenges on the map, and discuss why they are the priorities.
4. Ask participants to develop a simple sentence, describing their NGO's goal for addressing the priority challenges or opportunities. This statement is its goal for building partnerships. (See Murambinda example).

Questions for discussion:

? What criteria does the NGO use for deciding what is a priority challenge or opportunity? Does everyone agree on what has been decided?

? How will the NGO address priority challenges and opportunities? How will these efforts help it to achieve its mission? And how will it benefit the communities with whom the NGO works?

? Are the goals that the NGO has set clear and understood by everyone in the organisation?

? Are the goals that the NGO has set realistic?

Facilitators' notes:

! Encourage participants to look at both opportunities and challenges, to discuss their pros and cons, and to consider the balance between them.

! Encourage participants to identify the opportunities and challenges that will make the most significant positive impact on their work.

! If an NGO identifies a very large challenge or opportunity, they may find it helpful to set a large long-term goal, and then divide it into more modest short-term goals.

2.5 Planning Step Five
Selecting partners

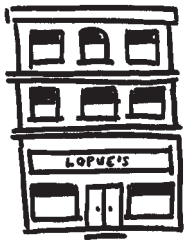
Having chosen its goals for building partnerships, an NGO can decide which people and organisations to work with to reach those goals. It can also make an assessment of its current relationship with chosen partners and decide what it wants to do with them.

It can be useful to note this information in a simple diagram. In filling out the diagram, NGOs can consider a wide range of activities that could be carried out with each partner, and choose those that are appropriate. An NGO will be more likely to succeed with its chosen partner if its activities are modest and well thought-out, as opposed to over ambitious and complex.

Example: HOPE Foundation, the Philippines

HOPE is an NGO involved in HIV/AIDS prevention in Bacolod City. During a workshop, it identified Lopue's – a large local shop – as a priority for building partnerships. It hoped that, by working with Lopue's, it could achieve its goal of GAINING MORE BUSINESS SECTOR INVOLVEMENT IN HIV/AIDS. HOPE had not worked with the shop before, and recognised that there was little interest in HIV/AIDS. However, it also knew that Lopue's wanted to raise its profile – among other businesses and in the community. Through the partnership, HOPE wanted to gain Lopue's support for an HIV/AIDS campaign in the city and access to the shop's workforce.

OUR GOAL FOR BUILDING PARTNERSHIPS: TO INCREASE LOCAL RESOURCES AND SUPPORT FOR HIV/AIDS WORK BY GAINING MORE BUSINESS SECTOR INVOLVEMENT.

PRIORITY PARTNER	CURRENT SITUATION WITH OUR PARTNER	WHAT WE WANT TO DO WITH OUR PARTNER
LOPUE'S DEPARTMENT STORE 	✔ LOPUE'S HAS LOW HIV/AIDS AWARENESS OR INTEREST. ✔ IT SEES ITSELF AS A CARING PART OF THE COMMUNITY. ✔ IT IS LOCATED IN A STRATEGIC PART OF THE CITY AND HAS THOUSANDS OF EMPLOYEES. ✔ IT IS SEEN AS A BUSINESS LEADER, BUT NEEDS TO RAISE ITS PROFILE - DUE TO COMPETITION FROM OTHER NEW COMPANIES.	✔ TO GAIN LOPUE'S SUPPORT FOR A CITY-WIDE HIV/AIDS CAMPAIGN. ✔ TO DEVELOP LOPUE'S SHOPS AS HIV/AIDS INFORMATION SITES. ✔ TO GAIN ACCESS TO LOPUE'S STAFF AND MANAGEMENT FOR HIV/AIDS PROJECTS.

Reference: Adapted from "External Relations Skills Building Workshop", PHANSuP and the Alliance, the Philippines, October 1995.

ACTIVITY

Aim:

To decide who an NGO wants to build partnerships with, and what it wants to do with them

Instructions:

1. Refer back to the participants' partnerships maps, and re-cap on the challenges and opportunities, and the goals that have been set.
2. Ask participants to decide on one or two partners (drawn or written in the third circle of their maps) that will be priorities for achieving their goals. Highlight them on the maps – for example by putting a star by them.
3. Draw a grid with three vertical columns headed "Priority partner", "Current situation with our partner" and "What we want to do with our partner". [See HOPE Foundation example and blank sample at the end of Section 2].
4. Ask participants to list their chosen partners in the left-hand column under "Priority partner."
5. Discuss the relationship between the NGO and each partner. Ask participants to note down the key points in the second column under "Current situation with our partner".
6. Decide what the NGO wants to achieve by working with each priority partner in the future. Ask participants to note this down in the third column under "What we want to do with our partner".

Questions for discussion:

? Why are the NGO's chosen partners the most effective ones for addressing its goals for building partnerships?

? What have been the strengths of the NGO's relationships with each partner in the past? What have been the weaknesses?

? Is what the NGO wants to do realistic – given its existing skills and resources? Are there easier activities that would be just as effective?

? How does what the NGO wants to do with each partner differ? For example, are some activities more formal or more ambitious? Do they suit the partner in question?

Facilitators' notes:

! Encourage participants to specifically base their decisions about partners on the goals for building partnerships that they have already set.

! Support each NGO to be as specific as possible about its chosen partners – naming particular people or organisations rather than whole sectors.

! Encourage NGOs to be honest about their current relationship with the partner – identifying problems, as well as strengths. Help them to think through the consequences of this.

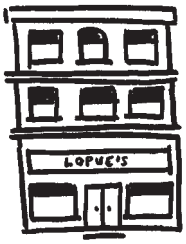
2.6 Planning Step Six
Deciding how to approach partners

Having decided its goals for building partnerships and what it wants to do with each partner, an NGO can consider how it will approach each partner. It is usually up to an NGO to take the lead in making contact with partners. Thinking beforehand about the best way to do this can help to ensure that both the NGO and its partner make a good first impression.

The way in which an approach is made should be appropriate to the position and interests of the potential partner, and to the capacity of the NGO. It is important to be clear about what an NGO is requesting from its partner, and what it brings to the partnership.

Example: HOPE Foundation, the Philippines

To continue with the example from Planning Step Five, HOPE Foundation had chosen Lopue's, a large local shop, as a priority partner in order to GAIN MORE LOCAL BUSINESS INVOLVEMENT IN HIV/AIDS. Next, HOPE decided to send an introductory letter to Lopue's Director, with a brochure about the NGO and a fact sheet about HIV/AIDS. They had also identified that Lopue's was interested in raising its profile in the community. After sending the letter, HOPE scheduled a meeting with Lopue's to present a concept for an employee-sponsored public event to launch a city-wide HIV/AIDS campaign.

PRIORITY PARTNER	CURRENT SITUATION WITH OUR PARTNER	WHAT WE WANT TO DO WITH OUR PARTNER	HOW WE WILL APPROACH OUR PARTNER
LOPUE'S DEPARTMENT STORE 	✔ LOPUE'S HAS LOW HIV/AIDS AWARENESS OR INTEREST. ✔ IT SEES ITSELF AS A CARING PART OF THE COMMUNITY. ✔ IT IS LOCATED IN A STRATEGIC PART OF THE CITY AND HAS THOUSANDS OF EMPLOYEES. ✔ IT IS SEEN AS A BUSINESS LEADER, BUT NEEDS TO RAISE ITS PROFILE - DUE TO COMPETITION FROM NEW COMPANIES.	✔ TO GAIN LOPUE'S SUPPORT FOR A CITY-WIDE HIV/AIDS CAMPAIGN. ✔ TO DEVELOP LOPUE'S SHOPS AS HIV/AIDS INFORMATION SITES. ✔ TO GAIN ACCESS TO LOPUE'S STAFF AND MANAGEMENT FOR HIV/AIDS PROJECTS.	✔ SEND LETTER WITH HOPE BROCHURE AND HIV/AIDS FACT SHEET TO DIRECTOR. ✔ SCHEDULE A FOLLOW UP MEETING TO PRESENT CONCEPT FOR EMPLOYEE-SPONSORED EVENT TO LAUNCH A CITY-WIDE HIV/AIDS CAMPAIGN.

Reference: Adapted from "External Relations Skills Building Workshop", PHANSuP and the Alliance, the Philippines, October 1995.

ACTIVITY

Aim:

To identify the best way to approach an NGO's chosen partners

Instructions:

1. Ask each NGO to look at the grid that it made for choosing who to work with. Briefly review their current relationship with each partner, and what they want to achieve by working with them.
2. Ask participants to add a fourth vertical column to the grid, entitled "How we will approach our partner".
3. Discuss how best to approach each partner, and note down the key steps in the fourth column. (See HOPE Foundation example and blank sample at the end of Section 2).

Questions for discussion:

- ? What types of approaches can NGOs use to establish relationships with different partners?
- ? Are the suggested approaches well-suited to the capacity of the NGO?
- ? How does the way in which an NGO approaches its partner help it to achieve its goals for building partnerships?
- ? Do the suggested approaches motivate and involve the partner? What will be the likely responses from the partner to the NGO's actions?
- ? Does the NGO have an alternative approach if the suggested one does not work? For example, what happens if a partner does not agree with a proposal or does not want to meet with an NGO?

Facilitators' notes:

- ! Encourage participants to be as specific as possible about the approaches that the NGO will take – naming specific people and actions rather than general ideas.
- ! Help participants to be inventive about their approaches – to find ways that will be as creative, as well as quick, easy and effective, as possible.
- ! Help participants to think about the consequences of their approaches. For example, if they are successful, will they be able to cope with the follow-up?

2.7 Planning Step Seven
Selecting an outreach team

In making a plan for building partnerships, an NGO must also decide who in the organisation will be involved in carrying it out.

Although it may make sense for certain people to take the lead on building partnerships, everyone can make a contribution. Each individual has talents, interests, and a network of relationships to bring to this work. A key to success is choosing the right team for reaching different partners.

Example: Alliance Lanka, Sri Lanka

Alliance Lanka is an NGO support programme. At a training session, staff members assessed their personal and professional strengths and weaknesses in building partnerships. They then discussed ways in which they could contribute to the organisation's work in this area.

STAFF MEMBER	SELF-ASSESSMENT	POTENTIAL CONTRIBUTION TO BUILDING PARTNERSHIPS
ASELA (PROVINCIAL OFFICER)	✔ IS IN REGULAR CONTACT WITH A BROAD RANGE OF NGOS. ✔ NEEDS SUPPORT IN LINKING PROVINCIAL CONTACTS TO ALLIANCE LANKA'S NATIONAL WORK. ✔ IS VERY KEEN TO REPRESENT THE ORGANISATION.	✔ GET TO KNOW LOCAL JOURNALISTS AND DEVELOP ARTICLES. ✔ SHARE RESOURCES WITH OTHER NGOS IN THE PROVINCE. ✔ INVITE PARTICIPATION OF STATE REPRESENTATIVES, AND SHARE LESSONS WITH THEM.
SHANTI (PROGRAMME DIRECTOR)	✔ CAN COMMUNICATE A GOOD OVERVIEW OF PROGRAMMES. ✔ HAS A TECHNICAL BACKGROUND, BUT NOT SPECIFIC SKILLS IN BUILDING PARTNERSHIPS. ✔ HAS AN EXISTING NETWORK OF GOVERNMENT CONTACTS.	✔ ACTIVATE OTHER NGOS THROUGH CONTACTS WITH NATIONAL LEADERS. ✔ MOBILISE GOVERNMENT CONTACTS TO WORK ON HIV/AIDS. ✔ HELP TO DOCUMENT ALLIANCE LANKA'S LESSONS LEARNED.
KAMANEE (EXECUTIVE DIRECTOR)	✔ HAS EXTENSIVE CONTACTS AMONG DONORS AND GOVERNMENT BODIES. ✔ IS A STRONG, COMMITTED ADVOCATE. ✔ IS VERY BUSY, AND HAS OTHER PRIORITIES.	✔ PLAY THE LEAD ROLE IN DONOR RELATIONS. ✔ DEVELOP A PLAN TO SYSTEMATISE PARTNERSHIPS AND DOCUMENTATION. ✔ PREPARE A SLIDE SHOW ON ALLIANCE LANKA.

Reference: Adapted from "Staff Training Session", Alliance Lanka and the Alliance, Sri Lanka, July 1997.

ACTIVITY

Aim:

To think about how different people in an NGO can help to build partnerships, and to identify an outreach team

Instructions:

1. Draw a grid with three vertical columns entitled "Staff member", "Self assessment" and "Potential contribution to building partnerships."
2. Ask each participant to assess and discuss his or her personal and professional skills and interests in building partnerships.
3. Ask each staff member to write down the contributions that he or she can make in carrying out the NGO's plan for building partnerships. [See Alliance Lanka example and blank sample at the end of Section 2].
4. Ask the group to consider each participant's unique skills, talents and interests, and to select an outreach team for working with each partner.

Questions for discussion:

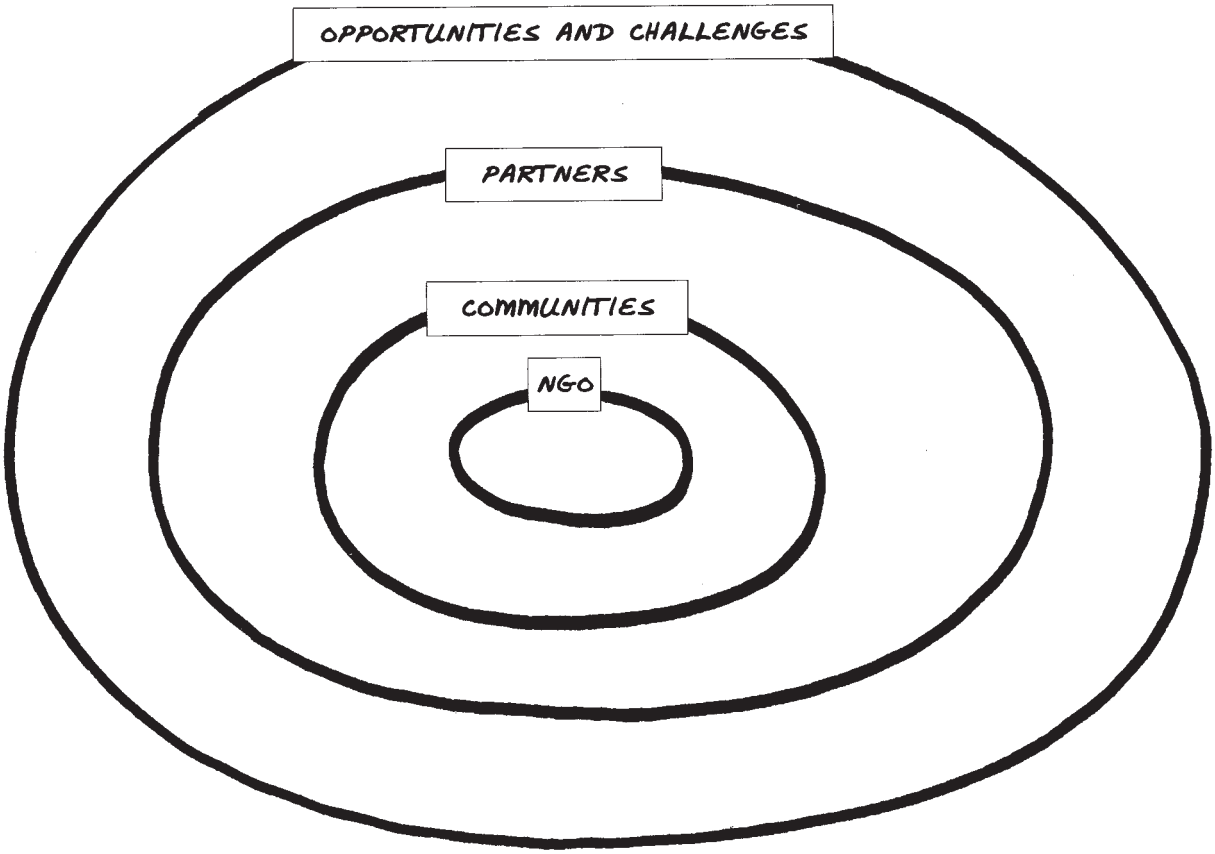
? What mix of skills and experiences are needed in a team for working with each partner?
? What can each individual on the team contribute?
? What help will the outreach team need from others in the NGO?
? What additional training might members of the outreach team need?

Facilitators' notes:

! Take care to create a supportive environment for this activity – so that participants can talk openly and honestly about their strengths and weaknesses.
! Support participants to look at a wide range of strengths – not just technical skills, but also personal (such as getting on well with different types of people). Remind participants that an outreach team does not have to be made up of "experts".
! Support the group to discuss why certain people are best suited to carry out certain tasks – as everyone should know and agree with the reasons why certain people were selected.
! Some people without much experience may want to develop their skills before taking on specific responsibilities. In this case, a "buddy" system may be useful – where someone with little experience works alongside someone with more experience and gradually builds up their skills.
! Encourage staff members to keep their self-assessments for future reference – to be used to monitor how their skills have grown over time.

Sample

Identifying opportunities and challenges (Section 2.3)



Sample

Selecting partners (Section 2.5)

OUR GOAL FOR BUILDING PARTNERSHIPS:		
PRIORITY PARTNER	CURRENT SITUATION WITH OUR PARTNER	WHAT WE WANT TO DO WITH OUR PARTNER
1		
2		
3		

Sample

Deciding how to approach partners (Section 2.6)

OUR GOAL FOR BUILDING PARTNERSHIPS:			
PRIORITY PARTNER	CURRENT SITUATION WITH OUR PARTNER	WHAT WE WANT TO DO WITH OUR PARTNER	HOW WE WILL APPROACH OUR PARTNER
1			
2			
3			

Sample

Selecting an outreach team (Section 2.7)

STAFF MEMBER	SELF-ASSESSMENT	POTENTIAL CONTRIBUTION TO BUILDING PARTNERSHIPS
1		
2		
3		

SECTION 3 BUILDING EFFECTIVE PARTNERSHIPS

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Summary of Section 3

Once an NGO has completed a plan for building partnerships, it must be prepared to actually carry it out and build strong and effective collaborations.

To start with, an NGO needs to get to know and understand it partners. To do this, an NGO can make a "partner analysis", looking at how the NGO and its partners view each other, the pros and cons of working with different partners, and the NGO's past relationship with others. This kind of analysis helps an NGO to think more clearly and deeply about its chosen partners, and approach them with understanding. It can also help an NGO to confirm that it has made good choices in its goals for partnerships and its priority partners.

Language is the most important basis for communicating effectively. Using the right language is vital for the success of partnerships. An NGO can compose messages about its organisation and HIV/AIDS – to convey important points, and connect quickly with partners.

The process of building partnerships does not always go smoothly. Therefore, it is important that an NGO finds positive ways to cope with problems and crises.

Instructions for how to use Section 3 can be found in the "Introduction" to this toolkit under "8: How can each section be used?"

3.1 Appreciating different perspectives

In order to build a strong and effective partnership, an NGO needs to get to know and understand its partner.

A first step in making a "partner analysis" is to think about how an NGO and its partners view each other. Partners may have negative or positive views about NGOs, or they may not know what NGOs do. Also, partners from different sectors might be more or less inclined to talk about HIV/AIDS or sexuality, or they might have set opinions on these topics. In exploring how an NGO and its partners view each other, an NGO can find ways to reduce misunderstanding, to accept differences, or to find a basis for mutual respect.

Example: NAZ Foundation (India) Trust, India

NAZ Foundation (India) Trust provides sexual health education and related support services to men and women. It also trains NGOs and other institutions, including schools, on how to carry out HIV/AIDS prevention and sexual health programmes. At a skills-building workshop on using documentation to build partnerships, two staff members acted out a role-play of a meeting between NAZ and a school headmistress. After the role-play, the group discussed how the representatives perceived each other, as depicted in the role-play:

HOW OUR PARTNER VIEWS OUR NGO
OUR PARTNER: HEADMISTRESS
OUR NGO: NAZ

- ✔ COMES WELL RECOMMENDED BY A FRIEND.
- ✔ SEEMS TO KNOW HOW TO TALK WITH YOUNG PEOPLE ABOUT SEXUALITY AND RELATED ISSUES.
- ✔ KNOWS ABOUT HIV/AIDS, BUT IS VERY FOCUSED ON THIS ISSUE.
- ✔ SPEAKS BOLDLY ABOUT ISSUES WHICH OTHERS FIND EMBARRASSING.
- ✔ MAY EXPOSE THE STUDENTS TO IDEAS THEY DO NOT NEED TO KNOW ABOUT.

HOW OUR NGO VIEWS OUR PARTNER
OUR NGO: NAZ
OUR PARTNER: HEADMISTRESS

- ✔ RESPECTED WITHIN THE COMMUNITY.
- ✔ DEDICATED TO HER WORK AND THE STUDENTS.
- ✔ NOT CLEAR ABOUT WHAT NAZ DOES.
- ✔ HAS MISCONCEPTIONS ABOUT HIV/AIDS WORK.
- ✔ FOCUSED ON WHAT PARENTS WOULD THINK.
- ✔ FEARFUL THAT CONDOMS WILL LEAD TO YOUNG PEOPLE HAVING MORE SEX.
- ✔ DENIES THAT YOUNG PEOPLE ARE SEXUALLY ACTIVE.

Reference: Adapted from "Documentation and Building Partnerships Workshop", NAZ Foundation (India) Trust and the Alliance, India, April 1998.

ACTIVITY

Aim:
To help an NGO to understand its partners

Instructions:

1. Ask participants to divide into small groups and to make up scenarios to illustrate how the NGO and its partner view one another. For example, it might be a scenario of a meeting between them, or a discussion programme on the television with both of them as guests.
2. Ask for volunteers from each group to role–play the scenarios to everyone.
3. Based on the scenarios, ask participants to name and discuss the qualities that their partners see in them, and that they see in their partners. [See the NAZ Foundation (India) Trust example and blank sample at the end of Section 3].

Questions for discussion:

? Why do our partners view the NGO as they do? Why does the NGO view its partners the way it does?

? Are the NGO's and the partner's views of each other accurate, or are they based upon emotion, stereotypes or lack of information?

? How can the NGO address misconceptions?

Facilitators' notes:

! Encourage each small group to be as detailed and "true to life" as possible when it makes a scenario, but not to "over-act" or exaggerate too much.

! Encourage participants to discuss the most effective ways to listen to partners – so that they are understanding and acknowledging their real perspectives, rather than judging them or jumping to conclusions.

! As an alternative, or in addition to this activity, an NGO can invite a partner to come to speak with the group. If an NGO chooses this strategy, it might be helpful to facilitate the meeting, so that the NGO and its partner can talk openly about their different perspectives, and find a basis for mutual respect. It might be helpful to use a format of informal questions and answers, rather than formal presentations – to try to build trust and collaboration.

3.2 Thinking about pros and cons

Even if it is clear to an NGO who its priority partners should be, it may still have some reservations about working with specific individuals or sectors. In reality, there are benefits and constraints to most relationships.

Understanding the pros and cons of partnerships is vital in helping an NGO to decide what is best for the organisation, and what it can realistically hope to achieve with different partners. It can help an NGO to enter a partnership with "open eyes" – just as aware of disadvantages as advantages.

Example: NGOs and community groups, Ecuador

At a training workshop, a group of local NGOs involved in HIV/AIDS work decided to focus on relations with the Catholic Church as a priority for building partnerships. Before developing specific, individual plans, the NGOs had a "brainstorm" about the pros and cons of working with that partner:

OUR PARTNER: THE CATHOLIC CHURCH

- ✔ BRINGS PEOPLE TOGETHER
- ✔ CAN CONVINCE PEOPLE
- ✔ FOCUSES ON THE FAMILY
- ✔ HAS POLITICAL INFLUENCE
- ✔ HAS ECONOMIC RESOURCES
- ✔ HAS A LASTING PRESENCE IN COMMUNITIES - SO HELPS SUSTAINABILITY
- ✔ INCLUDES SOME VERY PROGRESSIVE PEOPLE
- ✔ CARRIES OUT DOOR-TO-DOOR WORK IN COMMUNITIES

- ✘ IS VERY CONSERVATIVE
- ✘ HAS MANY MYTHS AND PREJUDICES ABOUT SEXUALITY
- ✘ SOMETIMES FOCUSES TOO STRONGLY ON THEORY, NOT ACTION
- ✘ CAN HAVE A PATERNALISTIC ATTITUDE
- ✘ INCLUDES SOME FANATICAL PEOPLE
- ✘ HAS LIMITED KNOWLEDGE ABOUT HIV/AIDS

Reference: Adapted from "Solidarity and Sustainability Workshop", COMUNIDEC and the Alliance, Ecuador, May 1997.

ACTIVITY

Aim:

To consider the benefits and constraints of working with a partner

Instructions:

1. Ask participants to select a partner that their NGO wants to work with.
2. Discuss and list the positive and negative experiences – or pros and cons – that working with this partner can bring. (See NGOs and community groups example and blank sample at the end of Section 3).
3. Discuss the balance between pros and cons, and what an NGO can do to make the most of the pros and to cope with the cons.

Questions for discussion:

? What is the best and the worst thing about the partner?

? How might working with this partner affect the NGO's relationships with other individuals and organisations?

? How might working with this partner affect the NGO's programmes and relationships with the community?

? Despite the constraints, does the NGO want to continue to build this relationship?

Facilitators' notes:

! Encourage participants to base their views of pros and cons on specific, real life experiences of working with partners, not on stereotypes.

! Where possible, encourage participants to be specific. If they give broad generalisations, ask them for more detailed explanations.

! Pay attention to the balance between pros and cons. If participants can only list a large number of cons, encourage them to think more positively and broadly about pros.

! Participants may find it useful to "rank" the items on each list. For example, they could put the biggest pro at the top of the pros list. This can help them to decide which pros and cons are most important.

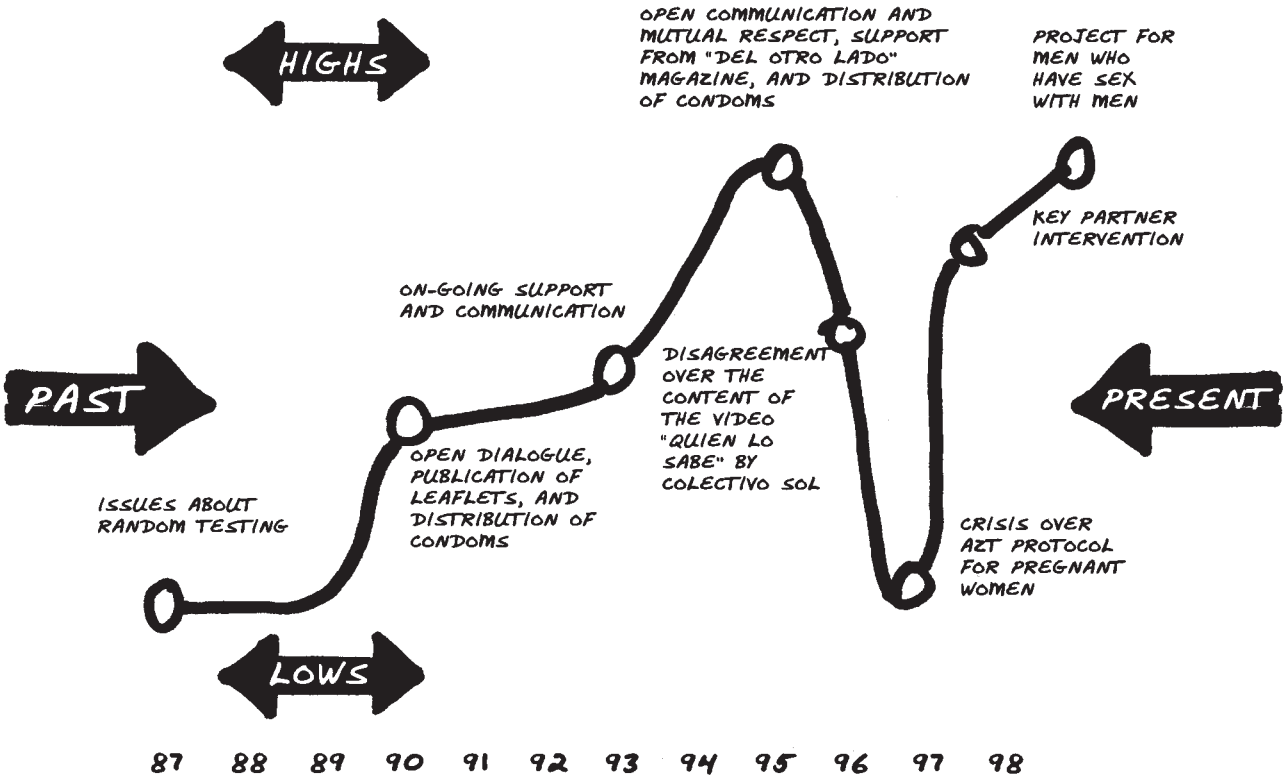
3.3 Understanding the ups and downs

During relationships with different partners, almost all NGOs experience times when the relationship goes well, and times when it does not.

Mapping out a partnership's ups and downs – or high points and low points – can help to identify strengths and weaknesses in a relationship. This can be particularly useful if an NGO is in a difficult period in a partnership – for example if there is a crisis, or if an NGO is unsure whether to continue to invest time and energy with a partner. This activity can also help an NGO monitor its partnerships – to see how the partnership has progressed from a starting point, and to see what lessons have been learned along the way.

Example: Colectivo Sol and CONASIDA, Mexico

During a workshop, Colectivo Sol, a local NGO involved in HIV/AIDS, shared the ups and downs of their relationship with CONASIDA, the National AIDS Programme. They did this by drawing a time-line. For example, they mapped a period of open communication and mutual respect as a high point, while a crisis over AZT protocol for pregnant women appeared as a low point. They then used the time-line to assess how the relationship had developed as a whole, and to see what the balance had been between ups and downs.



Reference: Adapted from "External Relations Workshop", the Alliance, Mexico, August 1998.

ACTIVITY

Aim:

To make a time-line which shows the ups and downs of an NGO's relationship with a partner

Instructions:

1. Ask participants to make a time-line of a relationship with a priority partner – drawing the ups and downs that the two have shared. For example, a successful collaboration may appear as a peak, while a disagreement may be a trough. [See Colectivo Sol and CONASIDA example and blank sample at the end of Section 3].
2. Discuss the time-line, and ask participants to describe why the high points and low points happened, and what was learned from them.

Questions for discussion:

? When and how have the NGO and its partner worked well together or worked against each other?

? What does the pattern of highs and lows show about the relationship? Are there more highs than lows? Were there extreme highs and extreme lows, or a reasonably straight path?

? Were the ups and downs mainly due to external factors, or internal reasons within the partnership?

? Based on the NGO's past history with its partner, is it likely to reach its future goals for the new partnership?

Facilitators' notes:

! Ask different participants to describe why the ups and downs of the relationship happened. Try to find points of consensus within the group.

! It may help to suggest some possible reasons for highs and lows. These might include: friendly/tense relations; frequent/infrequent communication; strong/weak communication; or working together/working at odds with each other.

! An NGO may have difficulty assessing a relationship in a balanced way. Some NGOs may focus too much on hopes, while others may focus too much on fears. Try to use the time-line to respond constructively to this. For example, if an NGO speaks only of downs – yet the time-line shows several highs – encourage them to discuss why their fears are so strong.

3.4 Using the right language

Language is the most important basis for communicating with others. The language that people use tells others who they are, what they do, and what they care about. Language has power – to make people feel good or bad, to bring people together or keep them apart.

People involved in HIV/AIDS speak many languages, and some use terminology, or special groups of words, to communicate with each other. While this can deepen understanding about specific aspects of HIV/AIDS, it can also keep other people at a distance. HIV/AIDS affects all sectors of society, and so it is important that different groups find a common language, as a basis for joint action.

Example: NGOs and community groups, Sri Lanka

At a training workshop, NGOs and community groups expressed that they were unsure about what language to use – about HIV/AIDS, NGOs and development – when documenting their work and communicating with partners. Therefore, they carried out a "language brainstorm" exercise – in both Singhala (the local language) and English – to explore how comfortable they felt about using certain words and terms when speaking with their partners. They considered issues such as whether the words were understandable and technically correct, and if they would help to communicate a positive image of NGOs and HIV/AIDS work.

HAPPY TO USE	NOT SURE	NOT HAPPY TO USE
• PEOPLE LIVING WITH HIV/AIDS	• TOP DOWN	• PROSTITUTE
• SUSTAINABILITY	• HIGH RISK GROUP	• PROTEASE INHIBITOR
• PARTICIPATION	• NGO	• CONTAGIOUS
• LESSONS LEARNED	• CBO	• FAILURE
• SAFER SEX	• BOTTOM UP	• ASO
• HIV POSITIVE	• VICTIM	• SAFE SEX
• EMPOWERMENT	• HOMOSEXUAL	• AIDS POSITIVE

Reference: Adapted from "Documentation Workshop", Alliance Lanka and the Alliance, Sri Lanka, July 1997.

ACTIVITY

Aim:

To explore different words that are used about HIV/AIDS – to help to find a common language for working with others

Instructions:

1. Make a set of approximately 30 small cards. Write one word related to HIV/AIDS or NGOs on each card.
2. Prepare a large sheet of paper with three columns: the first with a smiling face and "Happy to use"; the second with a neutral face and "Not sure"; and the third with a frowning face and "Not happy to use." [See NGOs and community groups example and blank sample at the end of Section 3].
3. Hand the cards out, so that each participant has several. Ask them to place each of their words under the face that reflects their reaction to using them when communicating with partners.
4. Within the large group, discuss why certain words were put in certain places. If participants are not happy with the position of a card, ask the group to come to an agreement on where to move it.

Questions for discussion:

? What might be the consequences of using language that a partner finds inappropriate, or does not understand?

? Does the NGO need to change some of the words that it uses in its daily communication? Why?

? Are there simpler alternatives to some of the jargon?

Facilitators' notes:

! This activity can be done in whatever language is most appropriate for participants. It may be useful to use both the everyday local language and the "official" language (such as English, French or Spanish).

! Try to come up with a broad variety of words. Include special words, colloquial terms or slang that might be heard from a wide variety of people.

! Encourage participants to discuss the effects of language, rather than to simply judge whether words are right or wrong.

3.5 Getting the message across

Messages help an NGO to communicate effectively with its partners. These are forceful statements, which help an NGO to connect quickly with its partners, in a way that they can appreciate and remember. An NGO can include these messages in brochures and other materials about the organisation. They can also be used as a reminder of points to be made when meeting with partners, making presentations, or giving media interviews.

Good messages reflect the NGO's identity as an organisation, as well as its strengths, experience and expertise. All the people in an NGO should agree with the organisation's messages, support them and use them.

Powerful messages are:

- ✔ Short
- ✔ Simple
- ✔ Positive
- ✔ Accurate
- ✔ Consistent
- ✔ Action-orientated

Example: Pinoy Plus, the Philippines

Pinoy Plus is a self-help group for people living with HIV/AIDS based in Manila. During a training workshop, they drafted messages to present a positive image of their group and to fight discrimination:

1. (MESSAGE ABOUT HIV/AIDS, AND WHY IT IS IMPORTANT)...

   HIV/AIDS IS A REALITY, AND IT AFFECTS INDIVIDUALS, COMMUNITIES AND OUR COUNTRY. HIV/AIDS IN THE PHILIPPINES IS NOT ONLY A HEALTH PROBLEM, BUT ALSO A SOCIO-ECONOMIC PROBLEM.

2. (MESSAGE ABOUT WHAT THE NGO DOES OR STANDS FOR)...

   PINOY PLUS IS THE ONLY SELF-HELP GROUP FOR PEOPLE LIVING WITH HIV/AIDS IN THE PHILIPPINES. WE ARE PART OF THE WORLD-WIDE EFFORT TO PREVENT THE SPREAD OF HIV AND TO CARE FOR PEOPLE THAT ARE AFFECTED.

3. (MESSAGE ABOUT HOW OTHER PEOPLE CAN WORK WITH THE NGO)...

   WE ARE NOT THE PROBLEM, BUT PART OF THE SOLUTION. EVERYONE HAS A ROLE TO PLAY IN SUPPORTING PEOPLE LIVING WITH HIV/AIDS AND IN A NATIONAL HIV/AIDS PROGRAMME.

Reference: Adapted from "External Relations Skills Building Workshop", PHANSuP and the Alliance, the Philippines, October 1995.

ACTIVITY

Aim:

To make messages that an NGO can use to reach out to and motivate different partners

Instructions:

1. Ask participants to divide into three small groups. Ask each group to make a brief message about one of these topics:
   - HIV/AIDS, and why it is important.
   - What the NGO does or stands for.
   - How other people can work with the NGO.

   [See Pinoy Plus example and blank sample at the end of Section 3].
2. Come back together as a large group. Discuss the messages and encourage participants to continue to work on them – to develop a "package" of messages that complement each other and that everyone agrees with.

Questions for discussion:

? Does each message make a specific point? Do the messages complement each other and reflect the NGO's strengths and uniqueness?

? Can the NGO support the messages with further information and examples?

? What is the tone of the messages? Is it too forceful, or not forceful enough?

? Can these general messages be tailored to different partners? For example, could they be adapted for a business or media partner?

Facilitators' notes:

! Powerful messages are hard to make. Encourage participants to keep working on their messages and to review them regularly – to make sure that they are still accurate and appropriate for current partners.

! Encourage participants to work as a team – helping to improve each other's work rather than criticising it.

! Pay attention to the tone of the messages, and how different partners might hear them. The right tone is as important as the right words.

! This activity is designed to make general messages that everyone in the NGO can agree upon and use with a variety of audiences. It may also be useful for the group to practice adapting the messages to specific partners.

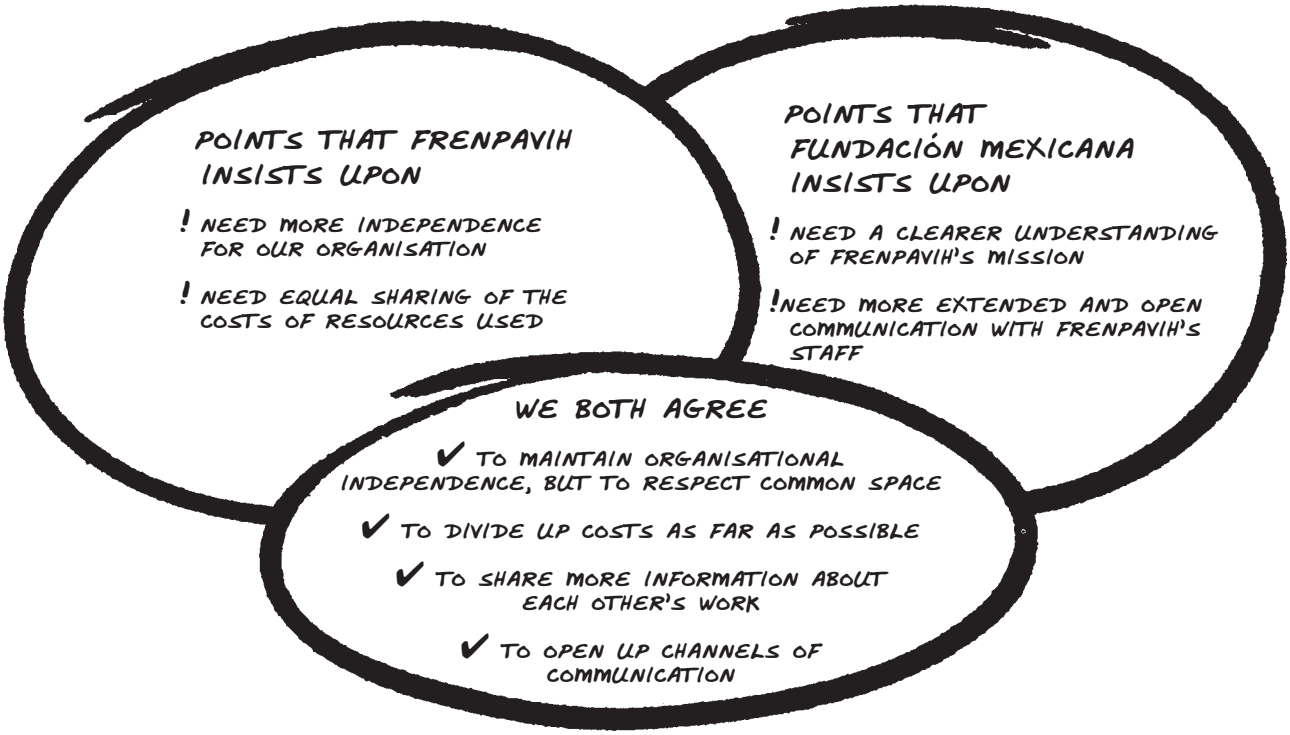
3.6 Responding to crises

The process of building partnerships does not always go smoothly. Therefore, it is important that an NGO finds positive ways to cope with problems and crises.

Some differences of opinion or values make it difficult for an NGO to work with a partner. Through on-going communication with a partner, an NGO can often, but not always, find a way to overcome these obstacles. Even if an NGO decides not to continue with the partnership, it can at least understand what the differences are about and base its decision upon facts.

Example: FRENPAVIH and Fundación Mexicana, Mexico

FRENPAVIH and Fundación Mexicana – two NGOs involved in HIV/AIDS responses – had been sharing the same office space and staff for six months, when a conflict arose between them. FRENPAVIH sensed that Fundación Mexicana was overtaking the space and resources, while Fundación Mexicana did not have a clear understanding of FRENPAVIH's work, and felt that its communications with them were too limited. FRENPAVIH and Fundación Mexicana shared this situation with other NGOs during a workshop. They stated the points that each of them insisted upon and re-negotiated their arrangements. Each took steps to become more independent and strengthen their relationship. They explained this through a diagram showing their individual points of view and their areas of agreement:



Reference: Adapted from "External Relations Workshop", the Alliance, Mexico, August 1998.

ACTIVITY

Aim:

To think what to do if a partner has different goals for a relationship, and to negotiate common ground

Instructions:

1. Ask participants to think of a scenario where their NGO has experienced a difficult situation with a partner.
2. Ask participants to draw two circles side by side. Within one, write down the points that the NGO must insist upon. Within the other, write down the points that the partner must insist upon. [See FRENPAVIH and Fundación Mexicana example and blank sample at the end of Section 3].
3. Draw a circle linking the two circles. Within it, ask participants to note some points of agreement between the NGO and the partner.
4. Discuss whether the NGO and its partner have a good enough basis for building a relationship.

Questions for discussion:

? Did the NGO start off with unrealistic goals for the partnership, and expect too much?
? Is the NGO considering its partner's point of view?
? Do the points of agreement provide a good enough basis for continuing the partnership? Or are they too limiting?

Facilitators' notes:

! Encourage an open and analytical approach to this exercise. Support participants to take a positive and active approach to the obstacles they identify – rather than feel dispirited and negative.
! If the crisis situation is severe, support participants to decide what is best for the NGO – whether to carry on with the partnership, finish it, or look for alternative ways to address differences. Respect their perspectives, but also encourage them to look positively and creatively at all angles before taking their final decision.

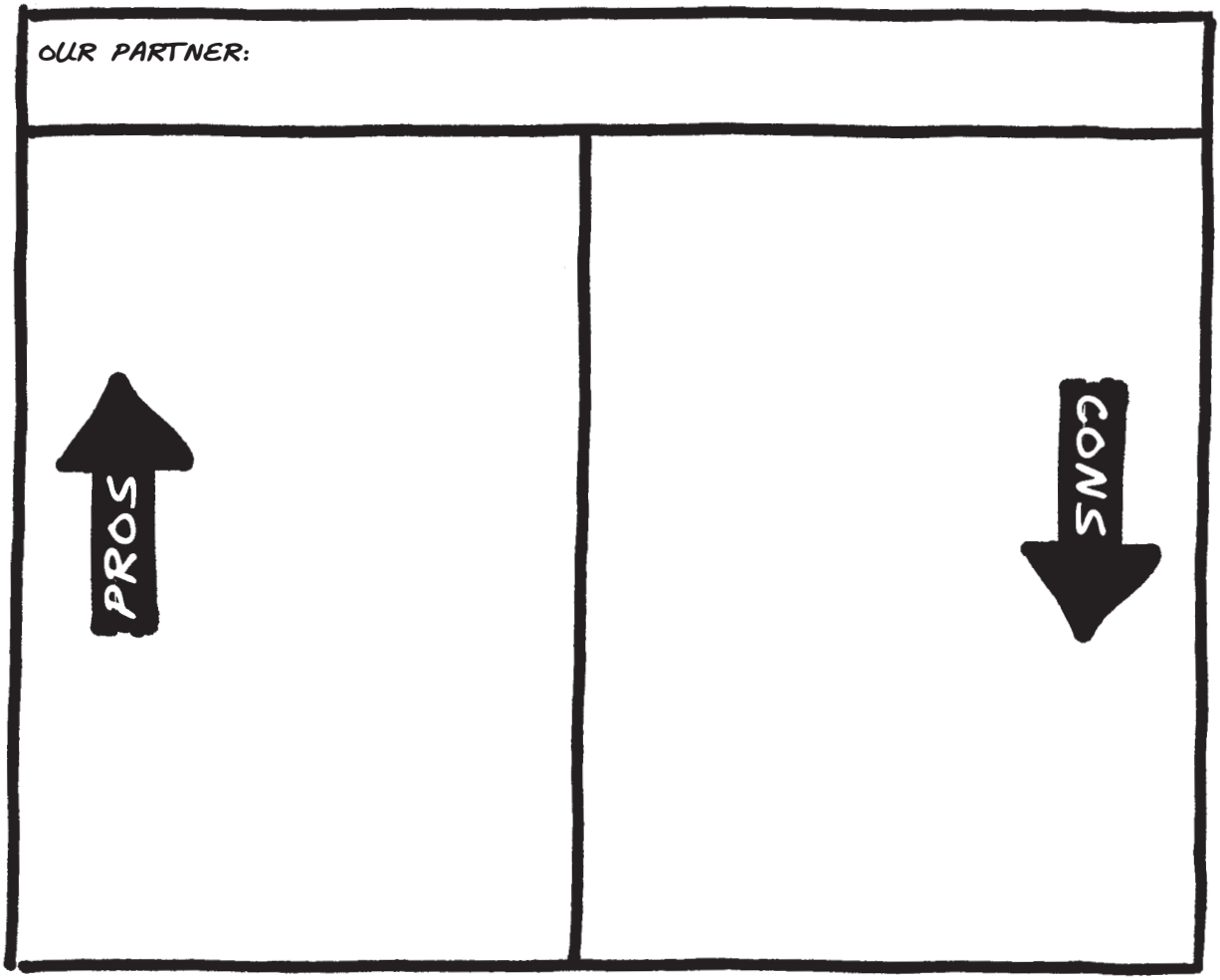
Sample

Appreciating different perspectives (Section 3.1)

HOW OUR PARTNER VIEWS OUR NGO OUR PARTNER: OUR NGO:	HOW OUR NGO VIEWS OUR PARTNER OUR NGO: OUR PARTNER:

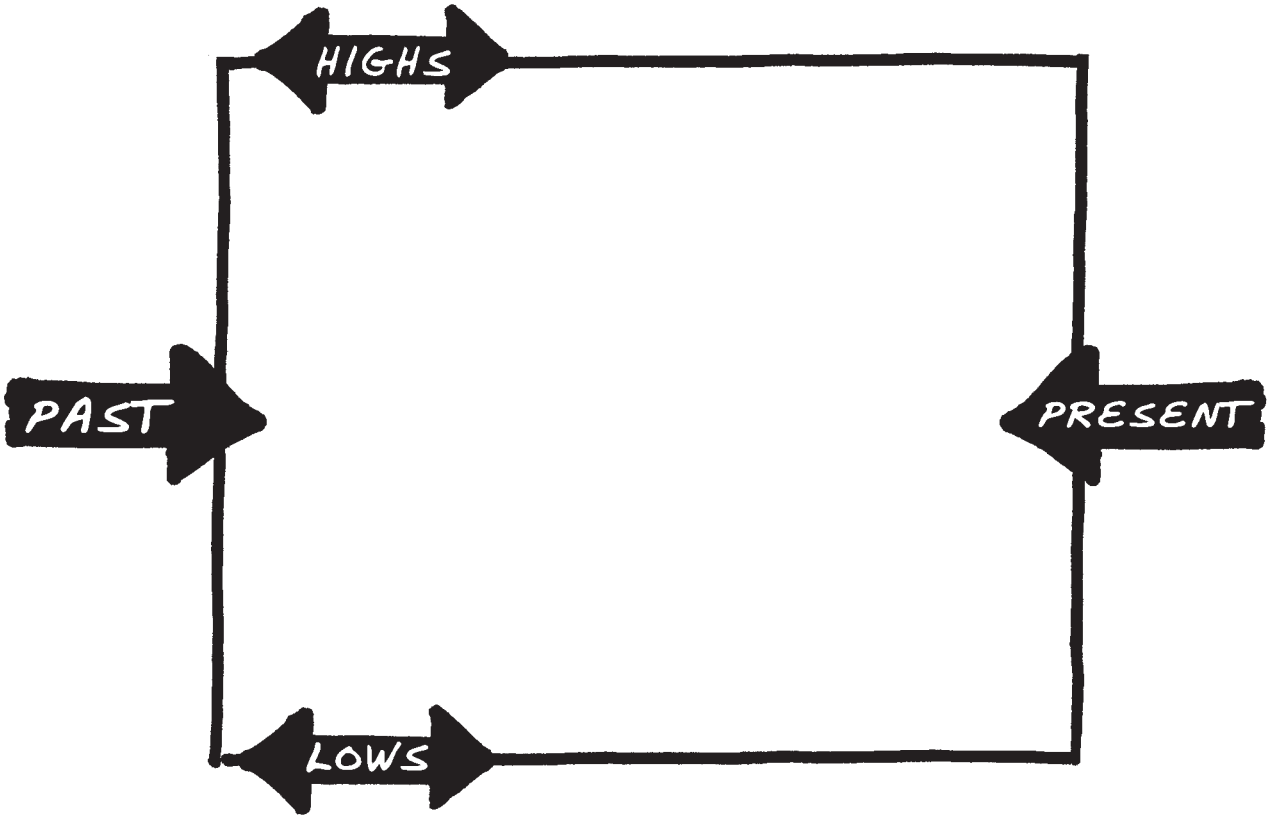
Sample

Thinking about pros and cons (Section 3.2)



Sample

Understanding the ups and downs (Section 3.3)



Sample

Using the right language (Section 3.4)

HAPPY TO USE	NOT SURE	NOT HAPPY TO USE

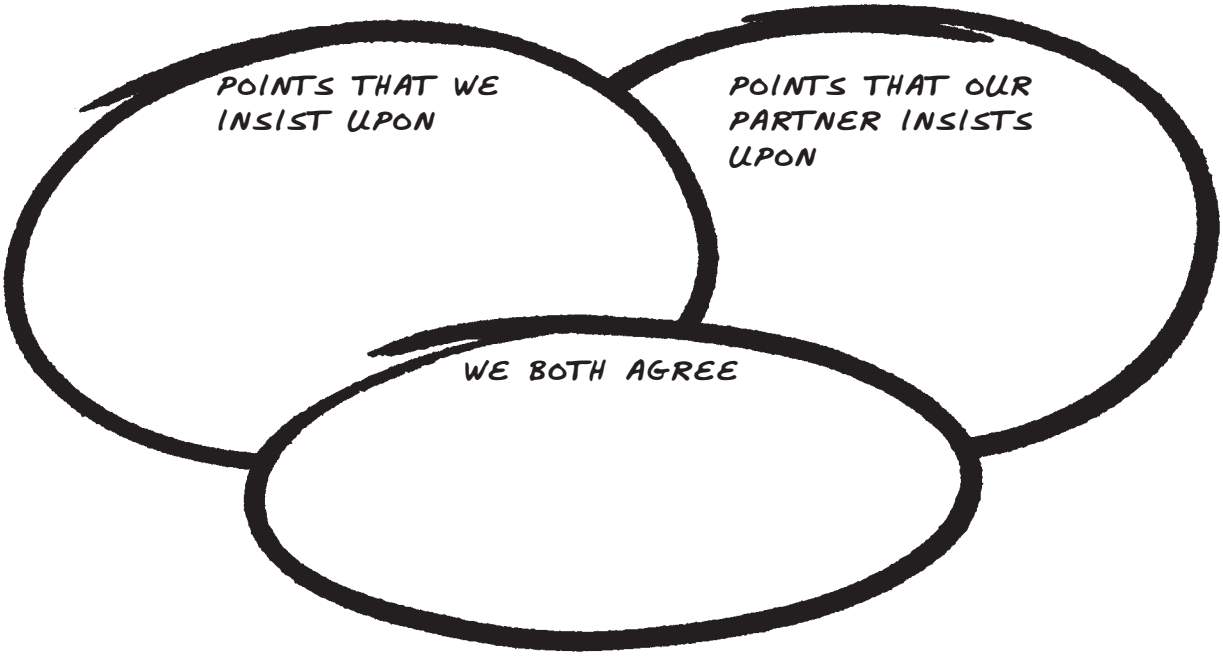
Sample

Getting the message across (Section 3.5)

1. (MESSAGE ABOUT HIV/AIDS, AND WHY IT IS IMPORTANT)...
2. (MESSAGE ABOUT WHAT THE NGO DOES OR STANDS FOR)...
3. (MESSAGE ABOUT HOW OTHER PEOPLE CAN WORK WITH THE NGO)...

Sample

Responding to crises (Section 3.6)



SECTION 4 MONITORING AND SHARING LESSONS ABOUT PARTNERSHIPS

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Summary of Section 4

Building partnerships is a learning process. Therefore, it is important that an NGO records its efforts, reviews how partnerships have made a difference, and tells others about the successes and difficulties that it encountered along the way.

NGOs should include their partnerships work within their overall monitoring and evaluation strategies – so that they develop a system that is appropriate for their needs.

Instructions for how to use Section 4 can be found in the "Introduction" to this toolkit under "8: How can each section be used?"

4.1 Monitoring and sharing lessons about partnerships

Building partnerships is a learning process. For this reason, it is important that an NGO:

✔ Records and monitors its efforts to build partnerships.

This involves noting what went well, and what did not. With this information, an NGO can look at progress in meeting goals for building partnerships, and gain a better understanding of each partner's needs, interests and priorities. This record also becomes part of the NGO's "memory", which others in the organisation can rely on to continue building successful partnerships.

An NGO can decide whether to collect quantitative information (such as data, facts and figures), qualitative information (such as people's feelings and views), or both. This will depend upon the needs of the NGO and their donors.

An NGO might also want to assess specific aspects about partnerships – such as how the amount of resources (time, energy or money) put in compared with the resources gained.

✔ Reviews and evaluates how building partnerships has made a difference.

From time to time, an NGO can review how its efforts to build partnerships have benefited the organisation, its programmes, communities, and the overall response to HIV/AIDS in its area or country. Partners will also want to discuss how the partnership has made a difference to them.

A review helps an NGO to build upon its successes and learn from its mistakes in building partnerships. Approaches and activities that did not work can be avoided in the future. An NGO can change its goals for building partnerships, select different partners, or change how it approaches existing partners – in order to strengthen its work in this area.

This activity can be carried out in a time-frame that suits the NGO. For example, if an NGO has an organisational review and re-planning every year, partnerships work can be incorporated into it.

✔ Tells others about the successes and difficulties that it encountered along the way.

NGOs can learn from each other's experiences, gaining new ideas and avoiding unsuccessful approaches that have been tried already. Other people and organisations will also want to know how building partnerships can make a difference. Also, telling others about the benefits of partnerships can lead to new opportunities for collaboration.

In terms of developing a monitoring plan for partnerships work, facilitators should encourage participants to include this area within the overall monitoring and evaluation plans for their NGOs. This will help to ensure that they use methods that are familiar and useful for them, and that meet the requirements of their specific donors. It will also help to strengthen the links between programme work and partnerships work.

As it makes a monitoring plan, an NGO can decide what kind of information it would like to record about building partnerships, as well as how and when it will review and tell others about the benefits, experiences and lessons learned. Some ideas about how to do this are presented in the table below.

MAKING A RECORD BY:	ASSESSING THE BENEFITS THROUGH INDICATORS SUCH AS:	REVIEWING PROGRESS AND SHARING LESSONS WITH OTHERS BY:
✔ CLIPPING NEWSPAPER ARTICLES	✔ MORE SERVICES FOR PEOPLE	✔ HOLDING PERIODIC REVIEW AND RE-PLANNING WITH OTHERS
✔ KEEPING A DIARY	✔ BETTER QUALITY OF SERVICES	✔ WRITING AN ARTICLE FOR A JOURNAL
✔ TAKING PHOTOS	✔ CONTINUATION OF PROGRAMMES AND SERVICES	✔ HOSTING A WORKSHOP TO SHARE LESSONS
✔ MAKING A LOG BOOK	✔ BETTER QUALITY OF LIFE FOR PEOPLE LIVING WITH HIV/AIDS	✔ ORGANISING A PUBLIC MEETING
✔ TAKING NOTES AT MEETINGS	✔ MORE REFERRALS FROM OTHER ORGANISATIONS	✔ MAKING A NEWSLETTER
✔ WRITING A SUMMARY REPORT OF EVENTS	✔ LESS DISCRIMINATION	✔ ISSUING A PRESS RELEASE
✔ MAKING A FILE OF PRESENTATIONS MADE TO PARTNERS	✔ LESS STIGMA	✔ MAKING A VIDEO
✔ MARKING IMPORTANT EVENTS ON A YEARLY CALENDAR	✔ BETTER MEDIA COVERAGE	✔ HOLDING MONTHLY UPDATE MEETINGS
✔ RECORDING INTERVIEWS WITH PEOPLE INVOLVED	✔ MORE AWARENESS	✔ MAKING PRESENTATIONS AT CONFERENCES OR SEMINARS
✔ MAKING A SUMMARY OF RESULTS	✔ MORE DIALOGUE	
✔ WRITING UP LESSONS LEARNED	✔ MORE PEOPLE INVOLVED	
	✔ MORE RESOURCES AVAILABLE TO THE ORGANISATION	

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DFID Department for International Development

BUSINESS RELATIONS WORK CARD

NGOs can work with businesses to:

- ✔ **Improve the quality and impact of their projects.**
  Company employees have skills to offer NGOs in many areas, including management, public relations and marketing.
- ✔ **Bring new information to communities and consumers.**
  Companies know how to communicate with different audiences. They have the means to spread information and messages widely.
- ✔ **Provide social leadership on HIV/AIDS.**
  Corporate leaders can influence their peers and leaders in other sectors. Through business relations, NGOs can participate in wider dialogue about how best to respond to HIV/AIDS.
- ✔ **Gain financial resources for HIV/AIDS work.**

Businesses can work with NGOs to:

- ✔ **Take care of the health and welfare of employees and community members.**
  It makes good business sense to protect the health of trained workers, and workers appreciate the company's concern. Some companies also want to maintain good community relations. NGOs can help them offer HIV/AIDS programmes to employees and community members
- ✔ **Contribute to society.**
  By working with NGOs, companies can contribute to the welfare of the society in which they work.
- ✔ **Improve their public image.**
  A positive public image is vital to a business. By supporting a social cause, they can enhance their image with their peers, customers, employees and decision-makers.

Points to consider: Building a business relationship

- ➜ Plan out your relationship – starting with simple steps so that you can get to know each other.
- ➜ Build the relationship up gradually. Do not expect instant results.
- ➜ Keep their motivation high – by developing attractive, exciting initiatives.
- ➜ Mark the achievements of the partnership, and celebrate them together.
- ➜ Review your progress regularly, to remind both partners of the end goals.

TIPS AND HELPFUL HINTS

- Don't think of businesses as just sources of funds. They can offer far more in terms of in-kind support, skills and influence.
- Use language that they understand, not NGO jargon.
- Use your existing business contacts. Business people listen to other business people.
- Recognise that businesses have different reasons for getting involved in HIV/AIDS. Play on those motivations.
- Remember that businesses exist to make money. They are not charities.
- Research your company – find out what issues and projects it has supported in the past. Then propose activities and approaches that suit its interests.
- Back up your arguments with relevant, up-to-date facts and statistics.
- Get support from top management for initiatives and projects.
- Highlight the potential public relations benefits for the company.
- Don't be confrontational. Deal with disagreements diplomatically.
- Start with a modest collaboration. Then become more ambitious.
- Acknowledge a sponsor's support in all reports and presentations.

Dos and don'ts: Setting up a workplace programme

- Propose activities that are feasible.
- Identify the concrete outcomes of the proposed activities.
- Get commitment and support from both top and middle management.
- Suggest setting up an HIV/AIDS committee in the company, including both management and staff.
- Work with the personnel and training staff to develop HIV/AIDS programmes that are long-term and sustainable.
- Don't over-commit. If you cannot support all of the activities, refer the company to another NGO or service provider.
- Develop joint policies in relation to appropriate national laws and policies.
- Use examples of other companies' policies to help guide this process.
- Help the company to develop its policy in advance and not in reaction to a situation.
- Make sure that the policy is put down in writing.
- Communicate the policy to all staff.

ACTIVITIES

Activity 1:

Aim: To develop skills for convincing businesses to respond to HIV/AIDS.

Instructions:

1. Using a role-play, ask participants to practice persuading a personnel manager – who is not interested in HIV/AIDS and is very busy – to develop an HIV/AIDS plan for his or her company.
2. Discuss the role-play. What approaches and arguments worked best?

Activity 2:

Aim: To understand the rationale for partnerships with businesses.

Instructions:

1. Read out the following case study:

   THE THAILAND BUSINESS COALITION ON AIDS COMMEMORATED WORLD AIDS DAY BY HOLDING A CHILDREN'S DRAWING COMPETITION ENTITLED "LIVING TOGETHER POSITIVELY WITH HIV/AIDS". CHILDREN OF STAFF FROM COMPANIES WERE ASKED TO DRAW A PICTURE OF WHAT THEY FELT LIVING POSITIVELY WITH SOMEONE INFECTED WITH HIV MEANT. INITIALLY, THE CONTEST INVOLVED COMPANIES THAT WERE MEMBERS OF THE COALITION, BUT THEN WAS EXPANDED AS PART OF THE CITY OF BANGKOK'S WORLD AIDS DAY ACTIVITIES. SPONSORSHIP FROM COMPANIES ALLOWED THE CHILDREN WHO PARTICIPATED TO RECEIVE A GIFT AND THE WINNERS RECEIVED EDUCATIONAL SCHOLARSHIPS. THE WINNING PICTURES WERE MADE INTO GREETING CARDS AND SOLD TO COMPANIES.

2. Ask participants to identify the rationale behind the project. For example, what were the roles of the partners? What resources did each contribute? What benefits did they gain?

Activity 3:

Aim: To build basic skills in helping companies to develop workplace HIV/AIDS prevention programmes.

Instructions:

1. Read out the following scenario:

   A SMALL, PROSPEROUS COMPANY MAKES TRUCK ENGINE PARTS. IT IS LOCATED IN A SMALL TOWN, NOT FAR FROM A LARGER CITY. THERE ARE 45 EMPLOYEES, INCLUDING MALE AND FEMALE FACTORY WORKERS, TRAVELLING SALESMEN, DELIVERYMEN, STOCKROOM BOYS, AN ACCOUNTANT, SECRETARIES, AND OTHERS.

2. Ask participants to discuss how they would assist the company to start to develop and implement an HIV/AIDS prevention programme for its staff.

CASE STUDY

Example: PSKP, Bangladesh

What is PSKP?

PSKP is a reproductive health NGO working in Dhaka. It runs a programme among workers in garment factories, including outreach work about STDs and HIV/AIDS, a night clinic, and the training of peer educators.

What did they do with their business partner?

PSKP identified the owners and management of the garment factories as a priority partner. Their activities included:

- Formally consulting them at all stages of the programme.
- Carrying out informal activities to build a relationship, for example holding a picnic for them.
- Raising their awareness about HIV/AIDS, from both a personal and a management perspective.
- Publicly acknowledging their positive support at all opportunities.

What did they gain?

By working with the factory owners and management, PSKP gained:

- Access to the workers. For example, the factory owners allowed each worker to spend one and a half hours per week with the programme.
- A venue in which to work. For example, the management assigned PSKP a room within the factory.
- A positive environment in which to work.
- Practical support to improve the quality of life of the workers. For example, improvements in the sanitation facilities in the factory.

What did they learn?

PSKP learned that it was vital to:

- Involve and mobilise local business leaders from the very beginning of their work on HIV/AIDS.
- Maintain a positive and enthusiastic approach – treating the business partner as a friend rather than an enemy.
- View things from the business partner's perspective.
- Start with a broad, non-confrontational approach, for example, addressing issues such as personal hygiene first, and then progressing on to HIV/AIDS as the relationship developed.

DONOR RELATIONS WORK CARD

NGOs can work with donors to:

- ✔ **Gain technical and financial support.**
  NGOs can ask donors for funding for on-going or planned programmes. Many donors will also offer technical support, such as training workshops.
- ✔ **Share lessons learned.**
  Donors can support NGOs to participate in networking activities, exchange visits, and conferences. In these ways, NGOs can share their experiences, and find information about new innovations and "good practice" in HIV/AIDS.
- ✔ **Broaden their perspective and impact.**
  Donor agencies promote discussion about HIV-related policies and programmes at many different levels. They can introduce NGOs to regional and international organisations and networks.

Donors can work with NGOs to:

- ✔ **Learn about community perspectives and priorities.**
  NGOs can tell donors about communities and HIV/AIDS, successful programmes and approaches. This can provide valuable input into policy debates.
- ✔ **Support grass roots initiatives.**
  Local and international NGOs offer donors the means to respond to community needs.
- ✔ **Advocate for change.**
  There may be sensitive situations where donors can work with NGOs to advocate for changes in policy and practice.

Points to consider: Donor policies

- ➜ Donor policies follow the priorities of their governing bodies or governments. An NGO may not agree with every aspect of the policies of a donor, but may feel that it could benefit from the donor's support for some activities. Each NGO must decide whether or not it wants to work with a donor, and for what reasons.
- ➜ Donors will want the activities that it supports to contribute to the expected outcomes of their overall programmes.
- ➜ Donors will want to know how their money has been spent. Some donors ask for very detailed and complete information. Each NGO must decide whether or not it can meet a donor's reporting requirements.

TIPS AND HELPFUL HINTS

- ! Learn about potential donors. Know their policies, structures, areas of support and priorities.
- ! Understand each donor's funding cycle and process.
- ! Keep donors up to date on your organisation and programmes.
- ! Always acknowledge your donors in presentations, reports and communications.

Dos and don'ts: Getting support from a donor

1 Proposal Development

- ➜ Prepare your proposal using their required format.
- ➜ Develop proposals that are suitable for the donor in terms of priorities, activities and budget.
- ➜ Establish personal contact with people responsible for the areas you are interested in, and let them know you will be submitting a proposal.
- ➜ Tell other partners of the donor about the proposed programme, and seek their support.
- ➜ Submit the proposal on time and, if possible, follow up with an appointment.
- ➜ Check regularly on the progress of the proposal, but not too often.
- ➜ Take the donor's concerns and questions seriously, and answer them.
- ➜ Be available to submit supporting documentation and paperwork.

2 Project implementation and extension

- ➜ Involve the donor in major programme decisions.
- ➜ Introduce them to the people and partners of the programme and encourage them to visit your activities.
- ➜ Carefully collect and document the progress and impact of the programme, your experiences and lessons learned.
- ➜ Be honest about your achievements and the challenges that have arisen.
- ➜ Welcome external evaluation. Consider it as an opportunity to strengthen existing partnerships and build new ones.
- ➜ Use the reporting format required by the donor and ensure that reports are submitted on time.
- ➜ Send copies of any media coverage of the project to your donor, along with new public relations materials (eg. an annual report or leaflet).

ACTIVITIES

Activity 1:

Aim: To clarify the advantages and disadvantages of working with donors, and to identify different donors and what support they can offer.

Instructions:

1. Place a large piece of paper in 4 different places in the room. Write one of "Advantages of donor relations", "Disadvantages of donor relations", "Donors that we know", and "Support that donors can offer" on top of each piece.
2. Divide the participants into four small groups. Ask each group to spend 5 minutes listing their thoughts on one of the pieces of paper. Then, ask them to go to the next piece of paper and add to the list. Do this until each group has been to each piece of paper.
3. Gather everyone back together, and display all of the pieces of paper. Discuss what can be learned from the lists.

Activity 2:

Aim: To practice skills in presenting a programme to a donor.

Instructions:

1. Ask participants to carry out a role-play of one of these scenarios:
   - A donor representative visits a programme activity.
   - An NGO makes a formal presentation of a programme proposal to a donor.
2. Discuss the role-play. For example: Did the NGO make a good impression? Were its strengths and achievements communicated? What seemed to be the donor's interests and priorities?

Activity 3:

Aim: To practice communication skills with donors.

Instructions:

1. Ask participants to make a list of 3 policy recommendations that they would like a donor to make on their behalf to national policy-makers.
2. Ask participants what information about HIV/AIDS and the communities they work with would support their recommendations, and to write these down as concise policy statements.

CASE STUDY

Example: YRG Care, India

What is YRG Care?

The YRG Care Centre in Chennai offers care and support for people living with HIV/AIDS, as well as prevention work with young people. Their services include both in-patient and out-patient care, home visits, nutritional advice, and counselling.

What did they do with their donor partner?

YRG Care identified the Ford Foundation as their priority partner. Their activities included:

- Providing them with examples of the quality of their work.
- Providing technical support to other NGOs supported by the donor.
- Demonstrating the sustainability of the organisation.

What did they gain?

By working with the Ford Foundation, YRG Care gained:

- Resources to pilot a training programme – based on small group discussions – on HIV/AIDS and sexuality in schools and colleges.
- Support in establishing a model of good practice for working with young people on HIV/AIDS, which has since been implemented in other parts of India.
- Widespread recognition for their work.

What did they learn?

YRG Care learned that it was vital to:

- Establish an open dialogue with the donor from the beginning of the project about the type of support required.
- Update the donor regularly on the project's development – to give them a sense of the variety and depth of their work.
- Recognise that relationships with existing donors can open doors to links with other potential donors.
- Receive support from only one donor for each specific project – to ensure manageable objectives.

GOVERNMENT RELATIONS WORK CARD

NGOs can work with governments to:

- ✔ **Change policies and laws.**
  NGOs can bring politicians, activists and community members together, to convince government officials to develop or revise HIV-related laws and policies.
- ✔ **Bring innovative programmes to communities.**
  NGOs can share interesting programmes with government representatives and ask them to support the role of NGOs in delivering programmes and services to different communities.
- ✔ **Provide leadership to the public.**
  NGOs can ask government officials to give leadership on HIV/AIDS – by calling attention to the epidemic, and supporting responses.

Governments can work with NGOs to:

- ✔ **Reach marginalised and vulnerable communities.**
  NGOs often work with hard to reach populations that governments are unable to contact through their own channels.
- ✔ **Respond quickly to the changing epidemic and needs of communities.**
  NGOs are not restricted by bureaucratic systems and can respond more quickly to emerging priorities.
- ✔ **Scale up successful pilot programmes.**
  Governments can apply approaches and strategies developed locally by NGOs to improve public programmes and services at regional or national levels.

Points to Consider: NGO – government relations

- ➜ Many government officials support NGO activities – as they can see that government and NGOs can work together for mutual benefit. On the other hand, some officials may regard NGOs with suspicion – especially as NGOs can call attention to social problems and often work with communities that some officials regard as unworthy, disruptive or illegal.
- ➜ It is important to consider the motivations that government officials have in working together with NGOs, and what the potential benefits and constraints are.

TIPS AND HELPFUL HINTS

- Understand how relevant government systems work.
- Find allies within government that are supportive of your work.
- Identify key officials who are in a position to make decisions and take action.
- Identify and understand the motivations and constraints of your allies.
- Don't take a confrontational approach. Find areas of mutual interest.
- Know which issues government officials can and can not get involved in.
- Ensure good communication flow between you and your contacts.
- Invite government officials to visit your programmes and involve them where appropriate.

Dos and don'ts: Writing to the government

- Keep your correspondence brief and to the point.
- Use officials' correct titles. Do not use informal names unless you are absolutely sure that it is appropriate.
- Use an approach and language that will be appropriate for the reader. For example, is NGO jargon suitable?
- Do not put anything in writing that could damage future relationships. For example, do not criticise one official for the sake of building a relationship with another.
- Include clear contact details, including, if possible, your home telephone number.
- Be polite, but specific. If you want action by the official, clearly explain what it is that you want them to do and why.

ACTIVITIES

Activity 1:

Aim: To develop strategies for working with government.

Instructions:

1. Ask participants to think of one of the following goals for working with government:
   - To incorporate HIV/AIDS into the national school curriculum.
   - To improve the quality of condoms issued by the Department of Health.
2. Discuss what strategies an NGO could use to achieve the goal.

Activity 2:

Aim: To identify key contacts in government.

Instructions:

1. Ask participants to think of a key challenge to their HIV/AIDS work and to make a diagram of their allies and key contacts in local and national government that could influence the challenge. Use the following table as an example.

ISSUE: HARASSMENT OF WOMEN WHO ARE SEX WORKERS.

	MINISTRY	KEY GOVERNMENT CONTACT	OTHER GOVERNMENT SUPPORTERS
LOCAL GOVERNMENT	LABOUR	MR T - REGIONAL EMPLOYMENT DIRECTOR	MRS S - SUPERVISOR FOR CITY ZONE 9
NATIONAL GOVERNMENT	LABOUR	PAOLO G - FIRST ASSISTANT TO THE MINISTER OF LABOUR	MRS M - MEMBER OF PARLIAMENT

2. Discuss what has been learned from compiling the table.

Activity 3:

Aim: To develop planning skills for working with the government.

Instructions:

1. Ask participants to make an agenda for an NGO-government meeting on an important issue (for example inheritance rights for women whose husbands have died of AIDS, or lack of availability of free condoms for unmarried men and women).
2. Develop a list of participants and speakers, objectives for the meeting, topics for discussion, documentation plan, and ideas for sharing results.

CASE STUDY

Example: HOPE Foundation, the Philippines

What is the HOPE Foundation?

HOPE is a local NGO based in Bacolod City. Their programme focuses on developing a local "AIDS Council" involving different sectors. These include local government bodies – such as the City Government, Provincial Health Office and City Health Office.

What did they do with their government partners?

HOPE identified their local government bodies as priority partners. Their activities included:

- Carrying out one-to-one visits – to build relationships, and to develop their individual HIV/AIDS strategies.
- Involving them in the "AIDS Council" – enabling them to participate in strategic planning for the City's response to HIV/AIDS, and to share ideas with others – such as the Red Cross and civic clubs.
- Providing them with access to HIV/AIDS training – in areas such as gender.

What did they gain?

By working with their local government bodies, HOPE gained:

- Financial support – such as funding for HOPE's telephone counselling service from the City Government.
- Endorsement and political support for a broader response to HIV/AIDS within the City.
- An improved referral system – enabling HOPE to refer community members, including people living with HIV/AIDS, to government services.

What did they learn?

HOPE learned that it was vital to:

- Recognise and respect that local government bodies have specific systems and ways of working.
- Involve government in a multi-sectoral initiative – to help them to understand the different needs and priorities of other groups, and to contribute to – rather than "dictate" – a local response to HIV/AIDS.
- Have a positive approach to government relations – which offers support and strengthening, rather than confrontation.

MEDIA RELATIONS WORK CARD

NGOs can work with the media to:

- ✔ **Raise the profile of HIV/AIDS.**
  NGOs can increase media coverage about HIV/AIDS and its broader social causes. NGOs and the media can capture people's attention, and inspire positive action.
- ✔ **Communicate messages to the public.**
  NGOs can communicate accurate messages about HIV/AIDS through the media, making vital information available to many people.
- ✔ **Expose problems and controversies.**
  NGOs can use the media to expose limitations of the response to HIV/AIDS. The media can influence people to act responsibly, for example by helping people who have been legally wronged by bringing their stories to light.

Media can work with NGOs to:

- ✔ **Report with accuracy on issues relating to the epidemic.**
  NGOs can be a resource for reporters who want "expert" knowledge and opinion on HIV/AIDS.
- ✔ **Tell stories of human interest.**
  Media professionals can use NGOs as first-hand witnesses to the growing epidemic.
- ✔ **Influence opinion on social issues.**
  NGOs are often seen as a voice of opposition against people in power or of support for particular communities.

Points to consider: Media communications

Media professionals want to tell the public what is really happening with respect to an event and issue, but must tell a story in a limited space of text or time. To do this, they will:

- ➜ Use simple data, which sums up the size of an issue, event or trend.
- ➜ Ask questions, to search for the larger story behind an issue or event.
- ➜ Use simple messages, to communicate larger concepts and approaches.
- ➜ Condense and arrange people's responses, in ways that highlight controversies among them.
- ➜ Use quotations, to present different people's perspectives.

TIPS AND HELPFUL HINTS

- ! Look for positive opportunities to focus media attention on HIV/AIDS – such as newsworthy events.
- ! Establish and maintain relationships with media contacts. Keep them informed about your NGO's activities and community events.
- ! Prepare media information packs about HIV-related news stories and your organisation.
- ! Have a media spokesperson for your organisation.
- ! Be positive and helpful in your media relations. If you cannot provide a journalist with what they want, try to direct them to someone else who can.

Dos and don'ts: Media interviews

- ➜ Ask for questions from reporters beforehand, and prepare answers.
- ➜ Gather relevant facts and figures.
- ➜ Stop when you have said what you wanted to say.
- ➜ Say only what you want to appear in the media, and no more.
- ➜ Do not say anything "off the record".
- ➜ Deliver your organisation's messages.
- ➜ Use simple language, not jargon.
- ➜ Use real life examples rather than theories.
- ➜ Ask for clarification on questions you do not understand.
- ➜ Correct reporters if they misinterpret what you have said.
- ➜ Keep your temper.
- ➜ Protect the confidentiality of people living with HIV/AIDS.

ACTIVITIES

Activity 1:

Aim: To practice skills in carrying out media interviews.

Instructions:

1. Ask for two volunteers – one to role-play a television journalist, the other an NGO spokesperson. Carry out a role-play of the NGO spokesperson being interviewed on "live" television about their HIV/AIDS work.
2. Discuss how the NGO spokesperson did. For example: Did they communicate strong messages about their NGO? Were they persuasive?

Activity 2:

Aim: To develop ways to respond to negative media coverage.

Instructions:

1. Read out this newspaper clipping (which is based upon a real article):

   THE CABINET HAS DIRECTED THE MINISTRY FOR HEALTH TO STUDY THE POSSIBILITY OF ESTABLISHING A "SETTLEMENT" FOR THOSE SUFFERING FROM AIDS. THIS IS AIMED AT CONFINING AIDS PATIENTS TO A PARTICULAR PLACE, SIMILAR TO MANY LEPROSY VICTIMS... OTHER PROPOSALS TO CHECK THE SPREAD OF THE KILLER DISEASE ARE TO:
   • STUDY THE POSSIBILITY OF IMPOSING THE MOST SEVERE PUNISHMENT - CANING AND A PRISON TERM - ON THOSE INVOLVED IN BRINGING IN FOREIGN PROSTITUTES SUFFERING FROM AIDS.
   • HAVE PROVISIONS IN "THE INFECTIOUS DISEASES ACT" TO DISCLOSE THE IDENTITY OF AIDS VICTIMS.

2. Ask participants to make a plan for responding to the article by using the media.

Activity 3:

Purpose: To explore how personal statements can add interest to media work.

Instructions:

1. Ask participants to collect three brief statements about the current HIV/AIDS situation in their community, for example from:
   • A community member
   • A medical "expert"
   • An NGO leader.
2. Discuss how these statements might be included in media work. For example: Could you quote them in interviews? Could you use them in a press release?

CASE STUDY

Example: Rural Friends, Sri Lanka

What is Rural Friends?

Rural Friends is an NGO based in Matara District. It brings together a large number of small community groups that work in rural areas and are interested in social and health issues.

What did they do with their media partner?

Rural Friends identified the media as a priority partner. Their activities included:

- Producing a regular radio programme for people living in rural areas. It covered a broad range of issues, including sexual health and HIV/AIDS.
- Building up a "listeners group" to accompany the programme, and holding training sessions and group meetings with the members.

What did they gain?

By working with the media, Rural Friends gained:

- Access to people in rural communities – enabling them to communicate HIV/AIDS prevention messages to thousands of "hard to reach" people.
- A higher profile for their NGO among local leaders.
- Technical skills in writing and producing radio programmes – which they can share with other NGOs and community groups.

What did they learn?

Rural Friends learned that:

- The media found HIV/AIDS issues more attractive if they were combined with other, more general social and health issues.
- The radio coverage was extremely useful, but involved the NGO in a lot of preparatory and follow-up work. For example, they had to write all of the scripts and respond to the demands for information from listeners.
- Working with the media enabled the NGO to mobilise broad communities and raise HIV/AIDS awareness. This helped to complement – but not take the place of – their in-depth prevention work with specific groups.

NGO RELATIONS WORK CARD

NGOs can work with other NGOs and community groups to:

- ✔ **Bring communities together.**
  Communities can respond to HIV/AIDS when they can share experiences, identify common problems and possible solutions, and plan together.
- ✔ **Make a wider range of services available to communities.**
  Through a co-ordinated network of NGOs, community members can locate a wide range of services. Each NGO can focus on the kind of work that it does best, and use the expertise of other NGOs for specific needs.
- ✔ **Share knowledge and skills, and build consensus.**
  NGOs can share their experiences in assisting communities. They can build agreement, about what approaches work best, and what services are most useful. They can teach each other skills to carry out successful efforts.
- ✔ **Convey each community's story of HIV/AIDS to different audiences.**
  NGOs see first-hand the life experiences of community members. NGOs can relate these experiences of HIV/AIDS, so that the wider society may gain more understanding about them.
- ✔ **Influence the programmes and policies of others.**
  NGOs can give good information about local situations, make recommendations about what policies will help, and support carrying them out. They can ensure that people in power listen to communities, and respond in the right ways.

Points to consider: Working in partnership with other NGOs

For all NGOs, it is useful to think about the pros and cons of partnerships with other NGOs. The type of questions that NGOs can ask themselves include:

- ➜ What will our programmes gain from the partnership? For example, what practical resources, lessons or ideas?
- ➜ What will our organisation gain from the partnership? For example, what profile, influence or political power?
- ➜ What can we give to the partnership? For example, what skills, experiences and time?
- ➜ What are the disadvantages of the partnership? For example, do we risk our political neutrality or independence?

TIPS AND HELPFUL HINTS

- ! Remember that much can be achieved through informal relationships among NGOs. It is not always necessary to form or join a formal, structured network.
- ! View other NGOs as potential allies rather than as competitors.
- ! Keep other NGOs informed about what you are doing.
- ! Respect each other's areas of interest.
- ! Be open and clear in your actions with other NGOs.
- ! Share skills and resources with other NGOs wherever possible.

Do's and don'ts: Building NGO networks

Do...

- ➜ Define your network's goals and ensure that they are realistic.
- ➜ Develop a basic constitution – or legal framework – that explains how decisions can be made.
- ➜ Develop criteria for membership, use them openly, and advertise your network appropriately.
- ➜ Make a name, logo, and message that sums up your work.
- ➜ Meet regularly, as appropriate.
- ➜ Make and distribute meeting notes, particularly of decisions that are made.
- ➜ Make a strategic plan, carry out concrete activities and monitor your progress.

Don't...

- ➜ Duplicate the work of others, or form a network that is not needed.
- ➜ Make unrealistic, or too many goals.
- ➜ Interfere with the work of individual NGOs.
- ➜ Let a few NGOs dominate, or let the network serve the purposes of one NGO.
- ➜ Expect complete consensus among all members.
- ➜ Work in isolation from other networks, sectors and the public.

ACTIVITIES

Activity 1:

Aim: To clarify the advantages and disadvantages of working with other NGOs.

Instructions:

1. Divide the group into two. Ask one group to prepare a list of advantages of working with other NGOs. Ask the other group to prepare a list of disadvantages.
2. Role-play a debate. Position the two groups on different sides of the room, with a chairperson in the centre. Let each group make a point, and then give the other team a chance to respond.
3. Discuss what important issues were raised during the role-play.

Activity 2:

Aim: To start to develop a referral system with other NGOs.

Instructions:

1. Ask participants to make a list of the support services that the community the NGO works with might want (for example, STD treatment, supplies of condoms, counselling).
2. Next to each service that they have listed, ask participants to write the name of other NGOs that could help to provide those or similar services in the area.
3. Ask participants the names and contact information for all of the organisations on their list. These are the potential members of their NGO referral system.

Activity 3:

Aim: To develop strategies for reaching consensus among NGOs.

Instructions:

1. Ask participants to role-play 3 members of an NGO network preparing to brief the Minister of Health about condom supplies for rural communities.
   - Member 1 is from a volunteer AIDS group and says that all condoms should be distributed free, but only through their workers.
   - Member 2 is from a family planning NGO and says that condoms should be given free, but only to their married clients.
   - Member 3 is from an international social marketing company and says that a modest cost should be charged for condoms, and that all possible distribution systems should be used.
2. Discuss the positions and areas of flexibility of the members. Try to develop a consensus statement – of about 3 sentences – to present to the Minister.

CASE STUDY

Example: Fundación Eudes, Ecuador

What is Fundación Eudes?

Eudes works in Quito and runs a hostel for people living with HIV/AIDS. It provides care and support, such as psychological support and dietary advice. When Eudes gained the premises for the hostel, they faced considerable hostility from members of the local community, who protested against having an "AIDS house" in their neighbourhood.

What did they do with their NGO partners?

Eudes identified other NGOs as a priority partner. Their activities included:

- Bringing together NGOs from all over Ecuador, working in HIV/AIDS, development, reproductive health, human rights and women's issues for a health fair for the local community. This aimed to provide information on a variety of health issues, particularly sexual health and HIV/AIDS, and to challenge discrimination around these issues.

What did they gain?

By working with other NGOs, Eudes gained:

- The signing of an agreement with the local community, recognising the need to work together to raise awareness of HIV/AIDS and to de-stigmatise the issue.
- The opportunity to give HIV/AIDS a face in the local community.
- The moral support to be able to challenge ignorance about HIV/AIDS, and practical lessons about how other NGOs had fought discrimination.

What did they learn?

Eudes learned that:

- NGOs have the power to challenge discrimination and change attitudes when they work in collaboration.
- Working in partnership with other NGOs can provide invaluable support – both psychological and practical. It can help to confront issues openly and challenge prejudice.
- Despite having different missions and priorities, NGOs can find common ground.

RELIGIOUS ORGANISATIONS RELATIONS

WORK CARD

NGOs can work with religious organisations to:

- ✔ **Mobilise social action on HIV/AIDS.**
  Many religious representatives live and work in communities. Others reach large groups through Mosques, Temples, Synagogues, Churches, and other places of worship.
- ✔ **Carry out care and support activities.**
  Many people living with HIV/AIDS rely upon spirituality and religious institutions as a source of strength.
- ✔ **Promote safer sexual practices and other behaviours.**
  Religious leaders can encourage people to care for themselves and others. Some may be able to encourage followers to adopt safer sex behaviours. NGOs can encourage religious leaders to reconsider beliefs that are harmful to people's welfare.
- ✔ **Influence social attitudes.**
  Most religions promote tolerance and human compassion. Religious leaders can speak out against discrimination of vulnerable communities and people living with HIV/AIDS.

Religious organisations can work with NGOs to:

- ✔ **Fulfill their commitment to helping those in need.**
  NGOs can help religious institutions to learn about important social challenges, and effective ways to respond and support communities.
- ✔ **Increase awareness about HIV/AIDS amongst their followers.**
  NGOs can help religious institutions to support community members to take care of themselves, and take action on HIV/AIDS.
- ✔ **Access resources and services.**
  NGOs can provide religious groups with materials, such as leaflets, and services, such as counselling.

Points to consider: What are religious organisations?

NGOs interested in working with religious organisations may develop partnerships with:

- ➜ Individual religious leaders – both local and national.
- ➜ Networks of religious NGOs.
- ➜ Informal local groups – such as community prayer groups.
- ➜ International religious bodies.
- ➜ Individuals who are motivated by their religious beliefs.

TIPS AND HELPFUL HINTS

- Try to understand and respect others' beliefs, and work within that context.
- Keep your goals for change realistic.
- Do not be judgmental. Focus on the issues that relate to HIV/AIDS.
- Seek out creative thinkers in the religious group, and ask for their support.
- Wherever possible, carry out simple, positive joint activities to build relationships of trust.
- Ask for support from other influential individuals, such as government officials or social leaders, that also have relationships with the religious organisation.
- Take key representatives of the religious organisation to see your programme activities and talk with community members.

Dos and don'ts: Reconsidering a belief or text

Sometimes, a religious belief, text or tradition can make it difficult to carry out an effective response to HIV/AIDS. In this situation, an NGO can:

- Document how the beliefs are harmful to people in the context of HIV/AIDS.
- Work very diplomatically and in partnership with a religious organisation to develop a positive alternative.
- Develop a clear statement about the modification and its rationale.
- Assist key religious representatives in disseminating information to people about the modified belief or interpretation.
- Document how the modified belief is helping people to stay safe from HIV or improving the quality of life for people living with HIV/AIDS.

ACTIVITIES

Activity 1:

Aim: To gain an understanding of the structure and influences of a religious organisation.

Instructions:

1. Ask participants to draw a picture that represents the structure of a religious organisation in their local community or country. For example, show who is involved and at what level, and who makes decisions.
2. For each organisation, discuss the social and political factors that might influence the way they respond to HIV/AIDS.

Activity 2:

Aim: To practice skills in communicating with religious leaders

Instructions:

1. Ask for two volunteers – one to role-play a religious leader, the other an NGO representative. Carry out a role-play of the NGO asking the religious leader to discuss care and compassion for people living with HIV/AIDS in a talk that they have planned with community members.
2. Discuss how the NGO spokesperson did. For example, did they use the appropriate arguments or approaches?

Activity 3:

Aim: To develop a strategy to address religious beliefs that prevent safer behaviours and practices.

Instructions:

1. Ask participants to make a list of 3 religious beliefs upheld in their community that influence the way that people behave (for example, that it is important to show compassion for other people, that condoms are not acceptable, that everyone should be treated equally, or that homosexuality is immoral).
2. Discuss the positive and negative aspects of these beliefs in the context of HIV/AIDS work. If the belief poses a barrier to safer practices, what strategy could be used to address this problem?

CASE STUDY

Example: Jamra, Senegal

What is Jamra?

Jamra is a Muslim NGO based in Dakar. It works on HIV/AIDS prevention projects, and encourages the involvement of religious leaders in responding to HIV/AIDS in Senegal.

What did they do with their religious partner?

Jamra and Sida-Service (a Catholic organisation) identified religious leaders as a priority partner. Their activities included:

- Organising a conference with religious leaders from Muslim and Catholic groups, as well as government Ministers, NGOs and other organisations to look at issues around providing care and support for people living with HIV/AIDS.
- Providing religious leaders with up-to-date information about HIV/AIDS and emphasising the social and spiritual aspects of the epidemic.

What did they gain?

By working with religious organisations, Jamra gained:

- Increased awareness among religious leaders of their potential role in responding to the challenges of HIV/AIDS.
- Increased tolerance and support by religious organisations in HIV/AIDS work, particularly with vulnerable groups.
- More open discussion of HIV prevention issues within the media.
- Reinforcement of partnerships amongst NGOs, opinion leaders, and the government.

What did they learn?

Jamra learned that it was vital to:

- Invest time with religious organisations to find out more about their work and to understand their religious perspective.
- Agree on a shared vision of how to respond effectively to HIV/AIDS.
- Clearly define roles and responsibilities at the beginning of the partnership with religious organisations.

WORK CARD

NGOs can work with ..... to:

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Points to consider: .....

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TIPS AND HELPFUL HINTS

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Dos and don’ts: .....

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ACTIVITIES

Activity 1:

Aim:

Instructions:

Activity 2:

Aim:

Instructions:

Activity 3:

Aim:

Instructions:

CASE STUDY

Example:

What is .....?

What did they do with their partner?

What did they gain?

What did they learn?