

LEARNING THROUGH PRACTICE

Integrating HIV/AIDS into
NGO Programmes:
a guide

This booklet is aimed at the following people and organisations:

- ⑥ funders,
- ⑥ non-governmental organisations (NGOs),
- ⑥ people involved with capacity building within organisations,
- ⑥ training organisations, and
- ⑥ HIV/AIDS organisations.

This publication is intended to support HIV/AIDS activities and can be copied and distributed as required. Distribution for remuneration is not permitted.

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OPENING LETTER

The impact of HIV/AIDS on South Africa is impossible to ignore. It's becoming increasingly clear that HIV/AIDS is not just a health issue. Instead, it affects every aspect of community life and is having a significant impact on the development of the country.

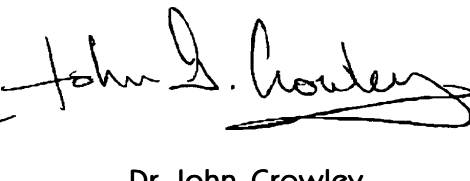

Because non-governmental organisations (NGOs) play such an important role in shaping our communities, the National Department of Health, Chief Directorate: HIV/AIDS, STIs and TB, in conjunction with the USAID-funded POLICY Project, undertook a project aimed at developing organisations that didn't have HIV/AIDS work as their focus. We also wanted to reach NGOs that would benefit from capacity building.

The rationale behind this approach is simple. The more NGOs involved in tackling every aspect of the AIDS epidemic, the better. And, the more efficient the organisations involved in fighting the disease are, the greater the chance for them to make a difference.

The POLICY Project In-Country Small Grant Programme (usually simply referred to as the Small Grant Programme or SGP) was very successful and has provided us with valuable lessons and insights into some of the difficulties small organisations face when applying for funding or meeting funding criteria.

With this in mind, we decided to record our experiences – and those of the organisations involved – and share what we have learnt with you. Not surprisingly, there were some teething problems, but then few projects exist without having to face the occasional challenge! The highlights, however, were innumerable and we trust that this booklet will give you a sense of what we have achieved – and will help you if you want to undertake a similar project.

Lastly, we would like to thank all the NGOs with whom we have worked. We admire your continued energy and passion in combating HIV/AIDS in your communities.



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Acronyms that you'll find in this book

NGOs	Non-governmental organisations
USAID	United States Agency for International Development
HIV	Human Immunodeficiency Virus
AIDS	Acquired Immune Deficiency Syndrome
STIs	Sexually Transmitted Infections
SGP	Small Grant Programme
PLWHAs	People Living With HIV/AIDS
MTCT	Mother-to-Child-Transmission
ARV	Antiretrovirals
TB	Tuberculosis
DOTS	Directly Observed Treatment, Short-course
CBOs	Community Based Organisations
WC-NACOSA	Western Cape Networking AIDS Community of South Africa

“The vision which fuelled our struggle for freedom, the deployment of energies and resources, the unity and commitment to common goals – all these are needed if we are to bring AIDS under control. Future generations will judge us on the adequacy of our response.” – Nelson Mandela, former South African State President.

FOREWORD

Why was the booklet developed?

This booklet was written for a number of reasons.

For starters, there are thousands of NGOs which have been established to address various social problems, and there’s no doubt that HIV/AIDS is top of the list. But, as pressing as the epidemic may be, you don’t want new organisations to be launched in response to the crisis. Instead, it’s far more cost-effective and efficient for existing organisations to integrate HIV/AIDS work into their programmes and use their well-established networks to help tackle the disease.

But, shifting focus can be difficult for NGOs and this booklet provides them with a sound body of knowledge about HIV/AIDS and describes how to go about the process of incorporating it into their work.

Secondly, we would like the booklet to serve as a resource tool. Funding for NGOs does exist, but organisations are often at a loss as to how to go about applying for it. We set out to explain to NGOs how to apply for funding and provide the tools to ensure that their organisations have the necessary infrastructure to run effectively and be sustainable once they’ve received donor money.

Thirdly, we wanted to share the POLICY Project’s experience of the Small Grant Programme and record what we have achieved over the last couple of years. We’ve spent time reflecting on the strengths and weaknesses of this programme and hope that other organisations, planning to implement something similar, will be able to learn from our experiences.

Who is it aimed at?

We hope to reach a number of different target groups with this booklet. These include:

- ① funders,
- ① non-governmental organisations (NGOs),
- ① people involved with capacity building within organisations,
- ① training organisations, and
- ① HIV/AIDS organisations.

Finding your way around

We've divided this booklet into two parts to make it easier for you to find your way around.

Part I describes our thinking behind the project – what we were hoping to achieve with the SGP and how we went about achieving our goals and objectives.

Part II deals with the more practical aspects of running such a project and includes examples of the invitations we sent out, the application forms we used and some of our checklists for monitoring the NGOs that participated in the Small Grant Programme. We hope that you'll be able to use these templates in your work and that you won't have to spend time (and money) designing a set of your own.

Parts I and II have been further divided into sections to make it easier for you to find your way around the booklet. Here's an outline of the contents so that you know what to expect:



"We must not forget that every person who is infected is a fellow [human being], with human rights and human needs. Nobody must deceive themselves by thinking that they can protect themselves by erecting barriers between us and infected people. In the brutal world of AIDS there is no 'we' and no 'other'. In order to reach out, we must change our thinking – if not for ourselves, then for our children." – Kofi A. Annan, United Nations Secretary-General.

PART 1 - THEORY

SECTION 1: Setting the Scene -

What you need to know about HIV/AIDS 7

We've included some basic HIV/AIDS facts to put this work into a context.

SECTION 2: The Capacity Building Programme 17

This section describes the aims and objectives of the Small Grant Programme and includes information on how we selected the participants. We've included tips on how to draw up a comprehensive invitation to ensure the targeted participants come to your workshop. We've also included a planning checklist to help ensure you've covered all the bases when you organise a workshop.

SECTION 3: Capacity Building Workshops 21

Here we describe the content of each workshop and the resources we used. There's also a description of the tools you can make use of for effective workshop facilitation. We've also added something on trouble-shooting and have provided you with insight into how our facilitators handle some of the common problems that arise in workshops.

SECTION 4: The Small Grant Funding Process 31

This section concentrates on the funding process. In it we outline the application and selection process and include a description of the organisations that were selected for the SGP. We describe some of the problems we encountered and the lessons we learnt.

SECTION 5: Site Visits 37

This section of the booklet is devoted to site visits – a very important part of any project that aims to develop the capacity of NGOs. The focus of these visits was to monitor NGO administration, establish how well HIV/AIDS had been integrated into the NGO's work and get a clear picture of the organisation's capacity, together with its strengths and weaknesses. We've included comments from people who went on the site visits and outline the importance of such visits. We've also included feedback from the organisations about how they regard site visits and outline the challenges they face.

SECTION 6: Case Histories - Stories from the Frontline 41

Organisations tell their stories and report on how they spent their grant money.

SECTION 7: Mentoring 45

Mentoring plays a crucial role in ensuring organisations get the best out of this type of project. In this section we examine the need for mentoring and give readers a good understanding of what mentoring involves. We've included an interview with the person responsible for establishing the mentoring programme which includes her insights after working in this field for a number of years.

SECTION 8: Useful References 49

A who's who of valuable contacts we make use of on a regular basis.

SECTION 9: Conclusion 53

PART II - PRACTICE

Background In Folder at Back

It was important to have a workshop manual or teaching tool at every workshop. For each session we developed a workbook which included a table of contents, a background document, the objectives of the workshop, the workshop programme, a list of the facilitators and their contact details, as well as a copy of all the slides used in the workshop. Additional relevant reading material was also provided.

Forms In Folder at Back

We are hoping you'll be able to learn from our experience and use the prototype forms that we have developed. You'll find a range of forms that we used during the SGP. These include an invitation, seed grant application, site visit form, checklists used by mentors to help them evaluate each organisation and a final report.

"I think schools really know more about AIDS now. Gail says if it wasn't for me, no AIDS child would be allowed in the schools. I think children with HIV also need to learn and look after themselves." – NKosi Johnson, child activist.