



Mobilizing Resources to Ensure a Sustainable Response to HIV/AIDS

Case Study: New Beginnings/Chances for Life



Background

The Caribbean region has benefited from substantial donor support since the inception of the HIV epidemic. Funding to address the epidemic increased annually and peaked in 2001. That same year, the Pan Caribbean Partnership Against HIV and AIDS (PANCAP) was established and mobilized more than US\$1.5 billion for the region, mostly from bilateral support between national governments and international donors. Between 2006 and 2017, the availability of national resources to address HIV increased by 123.7%, whereas international resources decreased by 16%. In 2017, more than two-thirds of the funding for HIV in the Caribbean was from the United States President's Emergency Plan for AIDS Relief (PEPFAR) (57%) and the Global Fund to Fight AIDS, Tuberculosis and Malaria (8%).^[1]

As donor funds continue to decrease, creating concerns about the sustainability of the HIV response, PANCAP and donors have directed their advocacy efforts toward regional government agencies (e.g., ministries of finance and ministries of health) to ensure greater country ownership, which includes increasing national financing for their HIV response. To support this process, donors are working with governments to better understand their health and HIV financing needs through national health accounts and various costing analyses. They are also working collaboratively with ministries of health and other partners to conduct assessments using PEPFAR's Sustainability Indices and Dashboards tool to provide recommendations for a sustainable HIV response. Several countries in the region have already developed sustainability plans to facilitate a phased transition away from reliance on international resources toward ensuring sustainable resources within the region.

Civil society organizations (CSOs) have been key partners in national HIV responses. Their response has evolved from sensitization and peer education to clinical community-based service delivery that includes HIV testing and screening for sexually transmitted infections (STI), particularly for key populations, and support services for people living with HIV. More recently, several CSOs have commenced the delivery of antiretroviral therapy (ART) for key populations living with HIV and pre-exposure prophylaxis for key populations at high risk for HIV infection. Because CSOs offer a broad range of services for key populations, ensuring the continued support of these organizations is critical to the sustainability of the HIV response. At the national level, some countries have commenced sustainability discussions and planning and have established a variety of mechanisms, including a sustainability task force and social contracting - the process by which public funds are used to support nongovernment entities. Suriname has implemented social contracting and is exploring the development of a sustainability task force while Trinidad and Tobago is developing a transition plan.



The civil society organization, New Beginnings/Chances for Life located in Suriname, conducts outreach activities through delivering food for people who are homeless.

[1] Joint United Nations Programme on HIV/AIDS (UNAIDS). *Miles To Go—Closing Gaps, Breaking Barriers, Righting Injustices*. Geneva: UNAIDS; 2018. <http://www.unaids.org/en/resources/documents/2018/global-aids-update>

Many CSOs in the Caribbean have benefited from PEPFAR and other donor-funded support and are recognized for their work in reaching and serving key populations. The decrease in donor funding has directly affected CSOs, challenging them to embrace innovative ways to mobilize resources to sustain their response to HIV.

New Beginnings/Chances for Life is a CSO established in 2014 in Suriname, which has benefited from PEPFAR and Global Fund resources. Cognizant of the need to sustain their response to HIV, New Beginnings/Chances for Life has embraced several local income-generation initiatives to support administrative and operational costs and contribute to service delivery. Other CSOs in the region can learn from the experiences of New Beginnings/Chances for Life and adapt or implement strategies for mobilizing resources in similar contexts, particularly as the need to ensure sustainable HIV responses at the national level becomes more urgent.

New Beginnings/Chances for Life

Suriname has an HIV prevalence of 1.3%, with an estimated 4,800 persons living with the disease. HIV prevalence among key populations is significantly higher—3.3% for sex workers and 5.8% for men who have sex with men in 2017. In relation to the HIV testing and treatment cascade, 65% of people living with HIV know their status, 51% are on treatment, and 43% are virally suppressed.[2] To effectively deliver a comprehensive, multisectoral HIV response at the national level, CSOs are engaged in reaching key populations.

New Beginnings/Chances for Life is a CSO based in Paramaribo, Suriname. New Beginnings was a consultancy firm established in 2007 that provided training to health workers on strategies and approaches for working with key populations and reducing stigma and discrimination. With the need for service delivery to key populations, Chances for Life was established in 2014 and almost immediately merged with New Beginnings, which served as its main source of funding.

The key objectives of New Beginnings/Chances for Life are to:

 <p>Create an enabling environment where clients feel safe, respected, and empowered to identify and leverage opportunities available to them.</p>	<p>Provide health education and sexual and reproductive health services to their clients.</p> 
 <p>Address stigma and discrimination that negatively affects their clients.</p>	<p>Advocate for policy reforms that are inclusive of their clients' human rights.</p> 

New Beginnings/Chances for Life addresses HIV through the social determinations of health and HIV. The organization works primarily with key populations—men who have sex with men, transgender persons, male and female commercial sex workers, at-risk youth, migrants, substance users, people who are homeless, prisoners, and others.

Social determinants of health are conditions in the places where people live, learn, work, and play affect a wide range of health risks and outcomes.
- CDC

[2] Joint United Nations Programme on HIV/AIDS (UNAIDS). AIDSinfo. Geneva: UNAIDS; 2018. <http://aidsinfo.unaids.org/>. Accessed December 12, 2018.

Programs and Services Provided by New Beginnings/Chances for Life

DROP-IN CENTER

Serves as a safe space for clients to have a meal, shower, rest, and be engaged in educational sessions such as “tea with mom”—a conversation café on life skills and well-being. Kelly’s café serves transgender persons and sex workers and Latino café was established for migrants. The drop-in center is also the hub for programs that are differentiated based on specific focus and needs.

CLINICAL SERVICES

Provide HIV screening and counseling, sexual and reproductive health services, and support for adherence to antiretroviral therapy (ART) at the drop-in center clinic. Provide referrals and navigate clients who are diagnosed as HIV positive to the Ministry of Health clinic for management. Provide referrals for other support services such as housing and employment.

COMMUNITY SERVICE DELIVERY

Conduct regular outreach to communities in Paramaribo, towns on the coastal and border districts, and in gold mining camps in the interior regions. Conduct outreach to the most vulnerable populations, such as people who are homeless, substance users, and sex workers living in cemeteries and on the road.

VIOLENCE RESPONSE

Provide education and counseling on violence prevention—primary and secondary. Victims of violence are provided with clinical, psychosocial, and other support services including referral for legal assistance.

TRANS-SPECIFIC PROGRAMS

Provide HIV and sexually transmitted infection (STI) education and screening, economic support, and other forms of empowerment and referral as support services for transgender persons. Conduct weekly Kelly’s café to provide psychosocial support and empowerment to transgender persons and sex workers. Conduct practical skills-building sessions, such as craft making, which are integrated in Kelly’s café.

PRISON SUPPORT

Conduct monthly outreach to prisons in Paramaribo and educate prisoners on HIV and STIs. Provide counseling services and prepare prisoners for reintegration into society.

WORK MOTIVATION

Engage in activities that support the effective functioning of the organization. Activities include gardening, furniture and craft making, cleaning, and cooking. Clients are also trained as peer educators and navigators and are working full-time with the organization. Some clients choose to have their stipend or salary for their services deposited in the bank. They consider this a deliberate strategy to save. Other clients receive cash and have chosen to join the “piggy bank” with the organization.

JUANITA AUGUSTA RUDOLPHINA INITIATIVE

Address the needs of children of male and female sex workers by supporting their education in providing school uniforms, textbooks, other school supplies, hot meals, and transportation. The drop-in center also serves as a space where the children of sex workers are given extra school lessons to assist with homework and prepare for quizzes and exams.

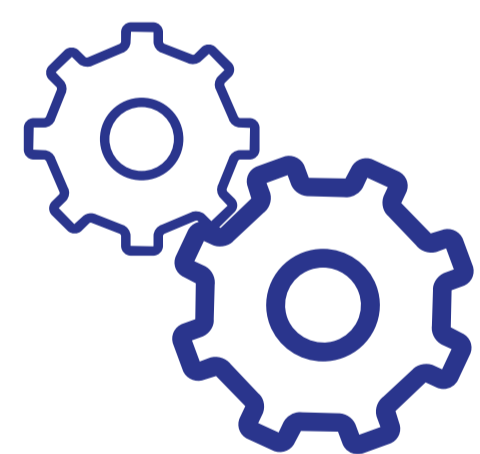
Toward Organizational Self-Sufficiency: How New Beginnings/Chances for Life Sought to Continue Their Services Through Strategic Planning for Resource Mobilization

New Beginnings/Chances for Life receives funding primarily from the U.S. Agency for International Development through the LINKAGES Project and from the Ministry of Health through The Global Fund to Fight AIDS, Tuberculosis and Malaria. With these resources, the organization has done important work in reaching the key populations in Paramaribo and rural communities in Suriname with HIV prevention, treatment, care, and support services. Funding from these projects, however, is limited to specific target populations and activities that are linked to indicators and targets. Further, resources are allocated to cover mainly programmatic costs associated with service delivery. Minimal support is provided for administrative and operational costs. In addition, clients of the organization include people who are homeless, prisoners, and substance users; however, because they are not considered key populations, they cannot benefit from these projects. To serve all of their clients and to adequately cover management and overhead costs, New Beginnings/Chances for Life engaged in strengthening its capacity to mobilize resources to bridge the financial gap created by funding restrictions.

New Beginnings/Chances for Life pursued sustainable solutions to enable them to continue reaching their clients with services in Suriname. The organization focused on institutionalizing resource mobilization within the organization, collaborating and establishing partnerships with the government and the private sector, and promoting their services.

Dedicated resource mobilization function in the organization

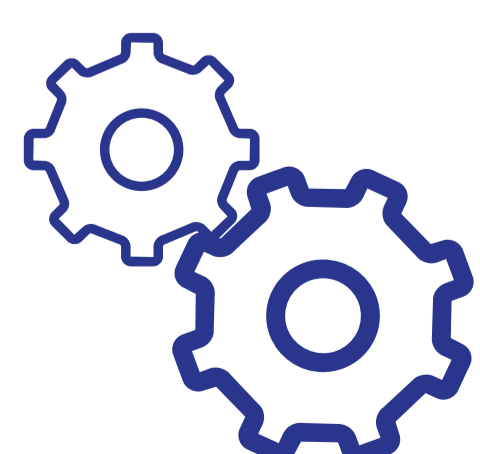
As the need for resources grew, a more structured and systematic approach to resource mobilization was required. New Beginnings/Chances for Life hired dedicated staff to lead procurement, resource mobilization, and private sector engagement. This resulted in a more systematic, organized, and active approach to resource mobilization. For example, the leadership of the organization meets with private sector agencies on a regular basis to conduct negotiations and provide feedback on program implementation. It also engaged an umbrella agency—the Suriname trade and industry association—to ensure buy-in at the highest level of the private sector. Overall, this new approach has contributed to better coordination of existing resources, greater efficiencies, and more importantly, increasing resources.



Recommendation for application: As CSOs think through sustainability of their responses, dedicated resource mobilization function and staff should be incorporated in the organizational structure. Staff with responsibility for resource mobilization should have competencies in engaging stakeholders such as the private sector and in proposal writing and negotiations. This is critical for coordination of existing resources and for identifying and leveraging non-traditional sources of funding including developing funding proposals.

Collaborate with the Ministry of Health

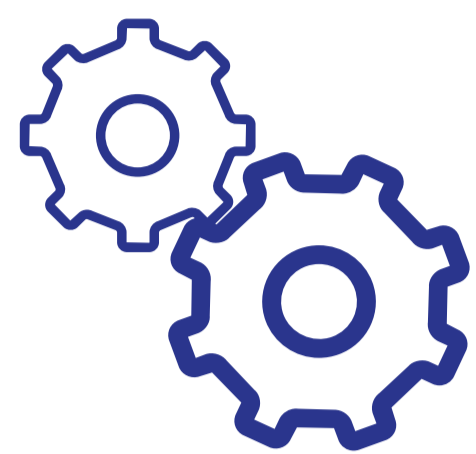
As New Beginnings/Chance for Life added programs; closer collaboration with the Ministry of Health facilitated this expansion and ensured that its response was integrated with the national response. New Beginnings/Chances for Life signed a memorandum of understanding with the Ministry of Health that enables undocumented migrant women to access specialized services within the's Lands Hospitaal in Paramaribo. The Ministry of Health also provides consumables and supplies for all clinical services provided by the organization, accepts all referrals, and provides services to patients referred from New Beginnings/Chances for Life. The organization acknowledges the ministry's role in strengthening the health sector. Respectful collaboration with the ministry was considered a key strategy to achieving sustainability of the organization's programs.



Recommendation for application: Strong and respectful relationships between CSOs and the Ministry of Health to explore opportunities for support and collaboration will contribute to a more sustainable response to HIV. CSOs should clearly define the support needed from the Ministry of Health that moves beyond the provision of medical consumables and supplies and explore support that will lead to a sustainable organization.

Prioritize sustainability in the program design

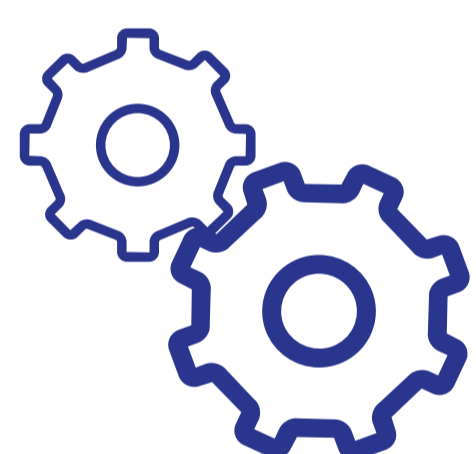
From the outset, New Beginnings/Chances for Life relied on donor resources to deliver services to key populations and prioritized income generation as a strategy for mobilizing and sustaining its operational and other costs, including bridging service delivery gaps. Initially, the organization focused on economic empowerment of its clients through the work motivation program, albeit on a small scale. The program was successful and became a key strategy for sustainability, creating a win-win situation for clients as well as the organization.



Recommendation for application: CSOs receiving funds from donors should have a clear goal with regard to sustainability and understand their role in achieving it. This should be clearly defined and articulated in a sustainability strategy with benchmarks and its implementation monitored.

Identify organizational strengths and creating a niche to mobilize resources

New Beginnings/Chances for Life understood that it had a comparative advantage to deliver HIV and STI and other services to key populations and specialized knowledge and experience in this area. Armed with this information, staff set out to strengthen the capacity of other international technical agencies who did not have the same knowledge and experience. They trained staff members of other organizations, developed a curriculum, and served as training consultants for several stakeholders, including the Ministry of Health, other CSOs, and the private sector. They also provided training to health care staff and CSO representatives on strategies for reaching key populations, conducting outreach work, and delivering services in a non-judgmental and non-discriminatory way. They trained employees of the private sector on how to create an enabling environment and devise strategies and actions to reduce stigma and discrimination in the workplace. The fees earned from these services were then invested in HIV service delivery.

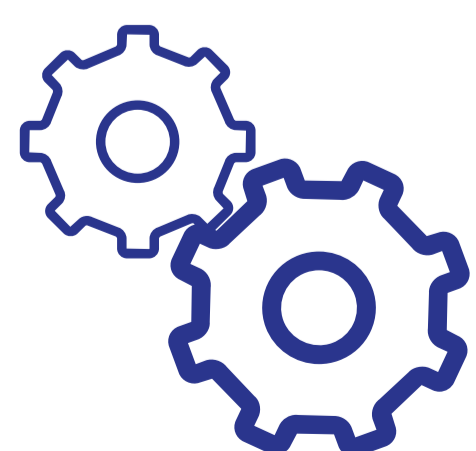


Recommendation for application: CSOs that understand their context, strengths, and added value will enable the organization to create a niche for a steady and reliable source of income. For example, several CSOs in the region have advanced knowledge and skills in the use of social media and online tools for HIV messaging and reaching their communities. This is an area where CSOs can serve as a technical resource for other CSOs, the Ministry of Health, and the private sector.

Promote services and programs

The community is unaware of the services that New Beginnings/Chances for Life could offer because it did not have a plan to promote and create demand for their services. For example, brush cutting and landscaping services are currently limited to family members of clients. Community members who had heard of the organization paid for services as a way of contributing to the organization's work. The organization has since recognized that not promoting its services was a missed opportunity for resource mobilization. An organization must be able to create as well as meet the demand for services, and adequate skilled human resources and equipment are essential for doing so.

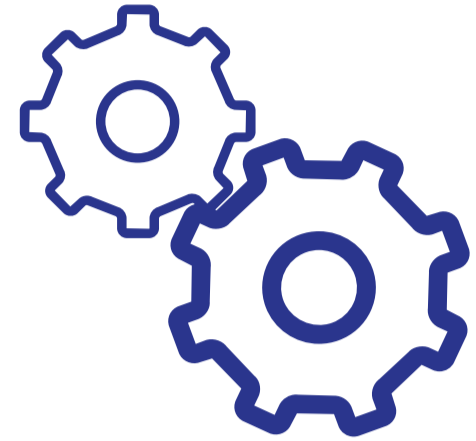
Similarly, the organization does not have a communication plan to create demand for the consultancy services. This resulted in the slow uptake of its services initially; however, demand grew over time as more organizations became aware of the services it offered. New Beginnings/Chances for Life is now unable to meet the demand for its consultancy services because it has only one main trainer, who also serves as the executive director and is actively engaged in service delivery.



Recommendation for application: CSOs should explore opportunities for providing services for fees. To promote their services and create demand, they should create a communication plan targeting potential clients and ensure that they have sufficient resources to meet the demand.

Leverage all opportunities for resource mobilization

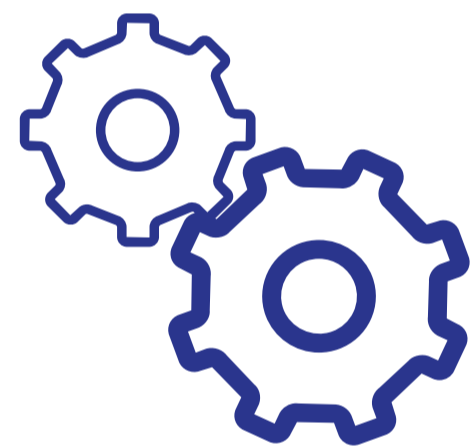
New Beginnings/Chances for Life acknowledges that consistent and systematic resource mobilization is necessary to ensure sustainability of the HIV response. Resource mobilization is not limited to financial resources, but efforts should be made to also leverage resources that are critical to the effective functioning of the organization, such as the monitoring and evaluation expertise from the Ministry of Health. There is no single strategy to achieving sustainability, but a variety of initiatives, such as the work motivation program, can be expanded to generate more income. The organization must consistently explore new opportunities for sustainability.



Recommendation for application: CSOs should continue to explore every avenue and leverage resources from multiple sources to ensure that their programs are sustainable.

Engage the private sector

New Beginnings/Chances for Life has engaged the private sector using two mechanisms—training private-sector employees and offering discounted prices for dry goods and food products. This effort to engage the private sector has evolved over time to a more structured approach to ensure quarterly meetings and engagement with the Suriname Trade and Industry association. New Beginnings/Chances for Life expects the private sector to be fully apprised on the impact of their contributions and investments through open communication, transparency, and accountability.



Recommendation for application: CSOs should develop a structured approach for engaging the private sector at the highest level, such as the Chamber of Commerce. It is important to strategically target the private sector, depending on programming needs. For example, New Beginnings/Chances for Life targeted owners of supermarkets to contribute dry goods. Mechanisms should be developed to provide feedback to the private sector on the impact of their investment and to demonstrate transparency and accountability.

The lessons that New Beginnings/Chances for Life learned during its efforts to mobilize resources to ensure funding stability to their organization can be adapted by other CSOs in the region to address funding gaps in their responses to HIV. These recommendations can help facilitate the institutionalization of resource mobilization for sustainability. The USAID Local Solutions Project should use the New Beginnings/Chances for Life programming as a model for advocating sustainability of CSOs, particularly those that work with key populations. PANCAP could advocate with national governments to use this good practice as a model for sustainability of CSOs' response to HIV.

**For additional information, visit the PANCAP website:
www.pancap.org
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