

**MEMORANDUM OF UNDERSTANDING  
BETWEEN**

**Johns Hopkins University, on behalf of its Bloomberg School of Public Health  
and  
CARICOM Secretariat/Pan Caribbean Partnership Against HIV/AIDS (PANCAP)**

This Memorandum of Understanding ("MOU"), effective on Oct. 14, 2016 ("Effective Date"), is entered into by and between Johns Hopkins University on behalf of its Bloomberg School of Public Health ("JHU" or "JHSPH"), having an address at 615 N. Wolfe Street, Baltimore, Maryland 21205, and the **CARICOM Secretariat** acting through **Pan Caribbean Partnership Against HIV/AIDS (PANCAP)** ("CARICOM Secretariat/PANCAP"), having its principal address at Turkeyen, Greater Georgetown Guyana.

**RECITALS**

**WHEREAS**, JHSPH wishes to work with CARICOM Secretariat/PANCAP to conduct research, education and/or training which are of mutual interest and benefit to JHSPH and CARICOM Secretariat/PANCAP and Knowledge for Health (K4Health Project) (the "Project")

**WHEREAS**, the research, training and education activities will further JHSPH's instructional, scholarship and research objectives in a manner consistent with its status as a non-profit, tax-exempt, educational institution;

**WHEREAS**, the Project managed by the Johns Hopkins Center for Communication Programs, in partnership with Management Sciences for Health (MSH), IntraHealth and FHI360 uses a systematic process to connect health workers and others to knowledge that they need to act effectively, whether this is in the realm of direct service, policy, advocacy or research;

**WHEREAS**, CARICOM Secretariat/PANCAP seeks to harness the resources of governmental and non-governmental organizations and donors in order to achieve a synergistic and effective response to the AIDS epidemic in the region and the the K4Health project received funding from USAID Eastern and Southern Caribbean (USAID/ESC) Mission to support the strengthening of knowledge management systems within CARICOM Secretariat/PANCAP with the aim of improving the HIV response at regional and national levels;

**WHEREAS**, the K4Health Project has conducted a scoping visit to understand the context, knowledge needs, gaps, networks, key stakeholders and resources and has used findings from the scoping mission to develop a workplan and budget;

**WHEREAS**, both Participants agree to integrate project activities to global recommendations to meet the vision of an AIDS-free generation: the 90-90-90 goals

and the revised World Health Organization (WHO) treatment guidelines “test and START”; and the Participants agree to explore together all regulatory issues pertinent to commencing a cooperative program prior to commencing such a program.

**NOW, THEREFORE**, in consideration of the following mutual promises, covenants, and conditions and any sums to be contributed, the participants hereto have reached the following understanding:

### **Article 1: Purpose and Objectives**

- 1.1 This MOU is entered into to work to support the strengthening of knowledge management systems within CARICOM Secretariat/PANCAP with the aim of improving the HIV response at regional and national levels collaboratively with the K4 Health Project.
- 1.2 The activities to be undertaken under this MOU include those general activities as indicated herein.

### **Article 2: Duration**

This MOU describes the general scope of project activities where the participants, contingent upon availability of funds, will collaborate from May 21, 2016 through January 31, 2018. The Project Scope approved by USAID ESC and guiding this MOU is included as Appendix I.

### **Article 3: JHSPH Activities**

- 3.1 The following activities will be completed in collaboration with CARICOM Secretariat/PANCAP but will ultimately be led by JHSPH. JHSPH, in collaboration with CARICOM Secretariat/PANCAP, will determine the Scope of Work (SOW) pursuant to this MOU.
- 3.2 Subject to the availability of funds, JHSPH will perform the following broad activities:
  - 3.2.1 Together with CARICOM Secretariat/PANCAP, develop and implement a system for knowledge capture and synthesis.
  - 3.2.2 Collaborate with CARICOM Secretariat/PANCAP to design and implement a series of knowledge exchange events and an on-line knowledge exchange platform.
  - 3.2.3 Provide capacity strengthening through in-person and virtual technical assistance and through the short term placement of a Knowledge Management Advisor and the recruitment and placement of a full-time Knowledge Management

Advisor/Project Coordinator and a Communications/Content Specialist (at the PANCAP Coordinating Unit).

#### **Article 4: K4Health Activities**

**Activities.** K4Health will collaborate with CARICOM Secretariat/PANCAP to use a systematic process in implementing the Project activities.

##### **4.1 Needs Assessment:**

K4Health has conducted scoping visits to understand the context, knowledge needs, gaps, networks, key stakeholders, and resources. To complement the initial scoping visits, throughout the life of the project, K4Health will continuously assess and identify potential barriers and facilitators to Knowledge Management activities.

##### **4.2 Design Strategy:**

Based on the findings of the needs assessment K4Health will work with CARICOM Secretariat/PANCAP to design a strategy based on the following key areas:

- (a) Identify and prioritize the types of knowledge and the collaboration and coordination activities that meet the needs of PANCAP's key audiences.
- (b) Establish systems to collect, synthesize, and share relevant knowledge in a meaningful way to meet audience needs.
- (c) Foster collaboration and coordination and strengthening knowledge exchange at the country and regional levels.

##### **4.3 Create and Iterate:**

K4Health will leverage core competencies to provide state-of-the-art knowledge capture and synthesis, knowledge curation, collaboration and coordination, and capacity strengthening.

##### **4.3 a - Knowledge capture and synthesis**

Working with PANCAP members, K4Health will identify primary audiences, determine objectives, and prioritize the most important knowledge for capture and synthesis.

##### **4.3 b - Knowledge exchange**

K4Health will work with PANCAP and the PANCAP Coordinating Unit (PCU) to identify the most appropriate and cost-efficient platforms to convene members for collaboration and knowledge exchange events, both face to face and on-line.

##### **4.3 c - Capacity strengthening**

K4Health will second a Knowledge Management Advisor to the PCU to provide project start up support and to work with the PCU team to begin establishing Knowledge Management processes.

K4Health will work with the PCU to identify and hire a Project Coordinator for Knowledge Management who will be recruited from and based in Georgetown, Guyana. This individual will work closely on a day-to-day basis with the PCU team and lead the implementation of the Knowledge Management workplan.

K4Health will work with the PCU to identify and hire a short-term communication/content curation specialists, based in Guyana, who will assist in the collection and synthesis of best practices and the development of materials.

K4Health will also work closely with the PCU staff (PCU's Clerk/stenographer and Documentation Assistant) as well as the CARICOM Secretariat based Webmaster.

#### **Article 5: K4Health Project Staff Support at CARICOM Secretariat/PANCAP Offices**

5.1 Through approved USAID funds provided for the project, K4Health will support the following staffing structure:

1. The short-term support of a current JHSPH K4Health employee;
2. The employment of a full-time Knowledge Management Advisor/Project Coordinator for a period of 18 months;
3. The employment of a full-time Communications/Content Specialist for a period of 18 months.

5.2 K4Health and CARICOM Secretariat/PANCAP will collaboratively recruit and select the two full-time employees referred to in clauses 5.1.2 and 5.1.3 above.

5.3 The employee assignment, for the two full-time employees referred to in clauses 5.1.2 and 5.1.3 above, will be for 18 months to work under the USAID project and to be hired in accordance with applicable laws and regulations to be handled by separate agreement. Detailed Scopes of Work/Job Descriptions are included in **Appendix II**.

5.4 Supervision of the staff, to be further detailed in separate agreement pursuant to 5.3 above, will be shared between the Director of CARICOM Secretariat/PANCAP Coordinating Unit and the K4Health Field Director or her designate. Both the Director of CARICOM Secretariat/PANCAP Coordinating Unit and the K4Health Field Director or her designate will establish a routine check-in schedule to review the summary of support staff activities and support staff performance.

## **Article 6: Funding**

- 6.1 JHSPH and CARICOM Secretariat/PANCAP agree that this MOU does not commit them to any specific project activities, to make specific levels of financial or personnel support, or to provide specific laboratory or office space for programs, except as provided herein. A participant will conduct the work and provide support based on the availability of resources and in accordance with its own rules and policies and those of its sponsor(s), if applicable. Notwithstanding the foregoing, the participants agree to use reasonable efforts to obtain and/or direct funds and other resources to support the Project.
- 6.2 Contingent on the prior approval of each participant, JHSPH and CARICOM Secretariat/PANCAP may submit joint proposals for research funding to appropriate sources both within and outside the United States. Only authorized officials for each participant may execute awards to conduct joint research projects.
- 6.3 Any research funding obtained will be subject to separate supplemental written annexes describing the specific collaborative project to be conducted to fulfill the goal of this MOU. The supplemental annexes will be subject to the terms of this MOU and will be incorporated into this MOU. The supplemental agreements will address the scope of work; the respective roles, contributions and obligations of each participant to the project; the administration, coordination and implementation of the project; ownership and rights of each participant to use intellectual property that is developed in the course of the collaboration; licensing and patent rights; disposition of research results; duties of confidentiality; publication rights, and other matters agreed to by the participants in the event that they differ from those terms as defined in this MOU.

## **Article 7: Future Work**

- 7.1 Other activities which may result from this Project may include exchanging researchers, preferably post graduates and post doctorates, sharing scientific publications, technical information brochures and magazines, developing and conducting joint seminars, workshops, symposia and courses in other health related disciplines and conducting joint research in areas of mutual interest.
- 7.2 Any supplemental agreements to exchange or share personnel will be approved and conducted in accordance with the policies of each participant and will address qualifications and selection of the participating scientists and will require the visiting participant to comply with the regulations and policies of the host participant, among other relevant topics.

- 7.3 Neither participant will incur any expenses or make any commitments until funding is confirmed in writing by an authorized representative of each participant.

### **Article 8: Communications**

The participants will communicate and consult with one another on the progress of the Project, and prepare a report summarizing their activities for distribution.

### **Article 9: Confidentiality**

- 9.1 Confidential Information. "Confidential Information" means all non-public information that is marked as "Confidential Information" and which is disclosed by one participant to the other, including software, inventions (whether patentable or not), algorithms, diagrams, drawings, processes, reagents, research, product or strategic plans or collaborations or partnerships, financial information, business models, and information relating to corporate finance and governance.
- 9.2 Use. The participants covenant and agree that, with respect to the Confidential Information, it will not (except as permitted by this Article 9 or with the prior written consent of the disclosing participant): (i) disclose Confidential Information to any person other than its employees, counsel, auditors and consultants who, in each case, have a need to know and are bound by obligations of confidentiality; or (ii) use Confidential Information in any manner not expressly permitted by this MOU or (iii) use Confidential Information for the benefit of a third participant not approved by the disclosing participant. The receiving participant will keep in confidence and prevent the acquisition, disclosure, use or misappropriation by any person or persons of the Confidential Information, *provided, however*, that the receiving participant will not be liable for disclosure of any such information that is disclosed as permitted by this Article 9 or with the prior written consent of the disclosing participant.
- 9.3 Degree of Care. The receiving participant will use the same care to avoid disclosure, publication or dissemination of Confidential Information as it uses with its own similar confidential information, *provided* that the participant will use at least reasonable care.
- 9.4 Exclusions. Confidential Information will not include any information disclosed that the receiving participant can demonstrate (i) previously was in its possession, as shown by its pre-existing records, without violation of any obligation of confidentiality; (ii) was received from a third participant without violation of any obligation of confidentiality; (iii) was publicly known and made generally available prior to such disclosure; (iv) becomes publicly known and made generally available, through no action or inaction of the receiving participant, after such disclosure; or (v) was independently developed without use of any Confidential Information by employees or consultants of the recipient who had no access to such information.

9.5 Legal Processes. If the receiving participant is required by a valid order of a court of other governmental body or otherwise required by law to disclose Confidential Information, it will give the disclosing participant timely written notice of such requirement before disclosing any such information and will cooperate with disclosing participant to seek a protective order, confidential treatment or other appropriate measures requiring, amongst other things, that the information and/or documents so disclosed be used only for the purposes for which the order was issued and parts of the information and/or documents so disclosed be redacted to limit the extent of disclosure.

9.6 Return of Materials. Upon completion of this MOU and disclosing participant's request, recipient will return all papers, records or other documents, which have been made available. However, recipient may retain a copy of papers, records or other documents.

#### **Article 10: Publication, Publicity and Use of Name**

10.1 Each participant will have the right to publish and disseminate information derived from the performance of work under this MOU. Qualification for authorship will be in keeping with generally accepted criteria. The order of authorship will be a joint decision of the coauthors in any coauthored publication. Each author will have participated sufficiently in the work to take public responsibility for the content.

10.2 Neither participant will use directly or by implication the names of the other participant, nor any of the other participant's affiliates or contractors, nor any abbreviations thereof, or of any staff member, faculty member, student, or employee of the other participant in connection with any products, publicity, promotion, financing, advertising, or other public disclosure without the prior written permission of the other participant.

#### **Article 11: Intellectual Property**

With respect to any invention, discovery, copyrightable work, software or other intellectual property ("Intellectual Property") that is created or conceived of under this MOU or any supplemental agreement the participants execute, unless otherwise agreed to, all rights, title to and interests in any Intellectual Property that is created exclusively by the employees of one participant will be owned by that participant, and all rights, title to and interests in any Intellectual Property that is created jointly by employees of both participants will be jointly owned by the participants.

#### **Article 12: Withdrawal**

12.1 Either participant may withdraw from this MOU at any time by giving a minimum of sixty (60) days prior written notice. Unless otherwise agreed to by the participants,

any supplemental agreement that is in progress and not scheduled to end until after the effective date of withdrawal will be completed according to the terms of the supplemental agreement.

12.2 In the event that JHSPH does not obtain funding or resources, JHSPH has the right to immediately withdraw from this MOU.

### **Article 13: Notices**

Notices that are required to be given under this MOU will be addressed to the following individuals and sent by first-class mail, postage prepaid; in person, or by email with delivery confirmation. Notices will become effective on receipt.

For JHSPH: Technical Contact - Dr. Tara Sullivan, 111 Market Place, Suite 310 Baltimore, MD 21202 [tara.sullivan@jhu.edu](mailto:tara.sullivan@jhu.edu) 443-956-4400 with a copy to John Evermann, Sr. Contracts Associates, [jhura@jhu.edu](mailto:jhura@jhu.edu) .

For CARICOM Secretariat/PANCAP: - Mr. Dereck Springer, Director, PANCAP Coordinating Unit, CARICOM Secretariat, Turkeyen, Greater Georgetown, Guyana, [dereck.springer@caricom.org](mailto:dereck.springer@caricom.org)

### **Article 14: Liability**

It is understood and agreed that neither participant to this MOU will be liable for any negligent or wrongful acts, either of commission or omission, chargeable to the other unless such liability is imposed by law, and that this MOU will not be construed as seeking to either enlarge or diminish any obligation or duty owed by one participant against the other or against third participants.

### **Article 15: General**

15.1 Until such time that the participants agree to permanent public relations protocols, they agree to issue joint announcements regarding this MOU and specific projects.

15.2 Each participant agrees to subscribe to the principle of equal opportunity and will not discriminate on the basis of race, sex, age, ethnicity, religion, or national origin in the administration of this MOU and the selection of persons who participate in exchanges.

15.3 In the event that a dispute arises under this MOU, the participants agree to make a good faith effort to resolve any differences amicably.

15.4 The participants are and will remain independent contractors and nothing herein will be construed to create a partnership, agency, joint venture, or teaming agreement between the two organizations.



16.5 This MOU will not be assignable by either participant, in whole or in part, without the prior written consent of the other participant.

17.6 This MOU contains the entire agreement between the participants and no statements, promises or inducements made by either participant or agent of either participant that are not contained in this written MOU will be validas between the Participants; and this MOU may not be enlarged, modified or altered except in writing, signed by the participants.

**IN WITNESS WHEREOF** the respective participants hereto have executed this MOU by **their duly authorized officers** on the date appearing below their signatures.

**FOR JOHNS HOPKINS UNIVERSITY**

**FOR the CARICOM Secretariat**

**Name:** Alexandra Albinak Mckeown, MBA, JD

**Name:** Manorma Soeknandan, PhD

**Title:** Associate Vice Provost

**Title:** Deputy Secretary-General

**Signature:**  \_\_\_\_\_

**Signature:**  \_\_\_\_\_

**Date:** October 4, 2016

**Date:** 7.10.2016

## Appendix I: Project Scope of MOU Collaboration

### Applying Knowledge Management to Strengthen PANCAP's Coordination Role for the Regional HIV/AIDS Response

#### K4Health Workplan Narrative

##### I. Background.

**Pan Caribbean Partnership Against HIV/AIDS (PANCAP):** The Pan Caribbean Partnership Against HIV/AIDS (PANCAP) is a partnership of governmental and non-governmental bodies established in 2001 to facilitate a coordinated regional response to HIV/AIDS. It has a membership of 65 countries and organizations and is guided by a Caribbean Regional Strategic Framework (CRSF) on HIV and AIDS, which sets the parameters for collaboration between the PANCAP partners who work at all levels of the HIV/AIDS response. PANCAP serves as a knowledge hub to support its members to improve the HIV response at the regional and national levels. In an environment of reduced international funding for HIV, global calls to transition to country ownership, and the global move towards the vision of and AIDS Free Generation it is critical for PANCAP to continue to provide strong coordination and collaboration to maintain the gains it has achieved across all partners and around common priorities and goals.

**Knowledge for Health (K4Health):** The Knowledge for Health Project (K4Health) brings nearly 40 years of experience in applying knowledge management systems and practices to global health and development work. While primarily focused on family planning/reproductive health (FP/RH), K4Health has also worked in the field of HIV/AIDS, among other health areas. Through a systematic knowledge management approach, K4Health facilitates knowledge capture, synthesis, sharing, adaptation, and use of information. Our products and services include knowledge and audience needs assessments, collaborative Toolkits, eLearning courses, searchable databases of FP/RH and other literature, new media tactics like whiteboard animations, capacity strengthening, and local adaptation. Using emerging and appropriate information and communication technologies (ICTs), as well as social media and traditional print promotion and dissemination strategies, K4Health enables users to quickly and easily find the best and most up-to-date information.

**Achieving an AIDS Free Generation:** Two recommendations have been articulated to meet the vision of an AIDS-free generation: the 90-90-90 goals and the revised World Health Organization (WHO) treatment guidelines.

In 2014, the Joint United Nations Programme on HIV/AIDS (UNAIDS) released the 90-90-90 goals, which seek to achieve the following by 2020:

- 1) 90% of people who are infected with Human immunodeficiency virus (HIV) will know their status;

- 2) 90% of people diagnosed with HIV will receive sustained antiretroviral therapy (ART); and
- 3) 90% of people receiving ART will have viral suppression (UNAIDS, 2014).

Achieving these goals would ensure that at least 73% of people living with HIV (PLHIV) would reach viral suppression, which would significantly reduce transmission rates and halt the AIDS epidemic by 2030.

In 2015, the WHO released Guideline on When to Start Antiretroviral Therapy and on Pre-Exposure Prophylaxis for HIV. Previous guidelines recommended using a patient's CD4 count as an indicator to determine whether and when to initiate ART. The new

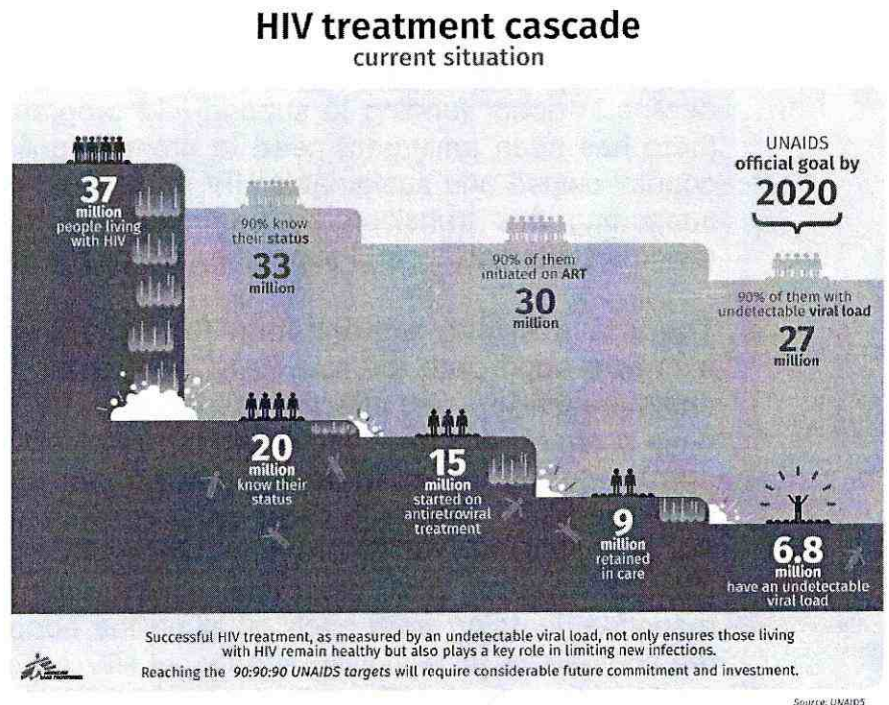
guidelines, known as "test and START" recommend that all people diagnosed with HIV start ART as soon as possible and maintain treatment throughout their lives

Scaling up "test and START" will require country health systems to take on more patients as well as ensure quality care and retention throughout the HIV care and treatment cascade. In the Caribbean, each country has its own unique health system as well as set of experiences with implementing previous WHO guideline recommendations. As such, countries are at different phases of preparedness to implement the "test and START" guidelines. This current context presents a set of opportunities and challenges, which can contribute to the learning and scale up of "test and START" and towards achieving the 90-90-90 targets within the Caribbean.

## II. Activities.

### A. Assess Needs.

K4Health conducted scoping visits to understand the context, knowledge needs, gaps, networks, key stakeholders, and resources. To complement the initial scoping visits, throughout the life of the project, we will continuously assess and identify potential barriers and facilitators to KM activities.



*PANCAP scoping mission:* At the request of USAID/Eastern and Southern Caribbean (ESC) K4Health conducted a scoping mission in February 2016 aimed at understanding 1.) PANCAP's mandate; 2.) PANCAP's operational context; 3.) PANCAP and the PANCAP Coordinating Unit's (PCU) roles and responsibilities; and 4.) knowledge flows between PANCAP members and external audiences.

The following key findings emerged from the scoping mission:

- **The HIV and Public Health context in the Caribbean is changing:** With a decline in donor funding to support HIV programming over the past few years, there has been an urgent need to promote policies and practices that support country-owned and sustainable HIV responses. PANCAP can play a key role in supporting this transition by promoting the sharing of country experiences towards sustainability and supporting advocacy efforts for in-country ownership.
- **There is a strong appreciation for the regional HIV response:** PANCAP members appreciate the role PANCAP has played in promoting a collaborative and more efficient and effective response to HIV in the Caribbean. The members have a strong desire to maximize the productivity of the PANCAP partnership and to identify the best ways members can contribute to the knowledge and expertise base in order to continue to enhance the effectiveness of partnership. For the National AIDS Program Managers and Civil Society Organizations (CSOs) linked to ART programs, who are both key stakeholders in the HIV response, learning from each other on the adoption of WHO Guidelines within the contexts of their individual national HIV policies is of particular importance. Additionally, ensuring the inclusion of CSOs in the regional response was also a key message.

Establishing an evidence base to demonstrate relevance for a regional HIV response and advocate for the sustainability of the HIV response in the Caribbean is a priority for HIV stakeholders in the region.

## **B. Design Strategy.**

Based on the findings from the scoping visit and our experience, we will support PANCAP in its mandate using the following key strategies to maximize the partnership and scale up best practices as they relate to "test and START":

- Identifying and prioritizing the types of knowledge and the collaboration and coordination activities that meet the needs of PANCAP's key audiences.
- Establishing systems to collect, synthesize, and share relevant knowledge in a meaningful way to meet audience needs.

- Fostering collaboration and coordination and strengthening knowledge exchange at the country and regional levels.

These strategies will support PANCAP's mandate of coordination, build upon existing frameworks, leverage planned country readiness assessments to be conducted by Center for Disease Control (CDC) and Pan American Health Organization (PAHO), and complement the programs PANCAP will be implementing through PEPFAR and the Global Fund. The activities implemented within these strategies will also complement the Caribbean Regional PEPFAR program in its prioritization of the roll out of "test and START" guidelines at the regional, national, site and community levels.

### **C. Create and Iterate.**

K4Health will leverage our core competencies to provide state-of-the-art knowledge capture and synthesis, knowledge curation, collaboration and coordination, and capacity strengthening.

#### **1. Knowledge capture and synthesis**

Working with PANCAP members, we will identify primary audiences, determine objectives, and prioritize the most important knowledge for capture and synthesis. Based on the scoping visits, K4Health will initially prioritize working with the National AIDS Program Managers (NAP Managers) and Civil Society Organizations (CSOs) who play a key role in rolling out "test and START" within their countries. The K4Health team will work collaboratively with the PCU to ensure that the knowledge and evidence base collected from PANCAP members meets the following criteria:

- Demonstrates PANCAP's relevance and value in contributing to a regional response (i.e., coordinating and reducing duplication).
- Promotes national-level ownership and sustainability.
- Promotes stronger national responses to HIV and any policy changes.
- Advocates for the integration of HIV and other health areas.
- Promotes learning around "test and START" implementation

Illustrative topics include the following:

- Country experiences in shifting from external dependence to country ownership.
- Experiences globally and across the Caribbean in relation to the implementation of "test and START."

- Factors and promising approaches impacting retention across the treatment cascade
- Identification and documentation of service delivery models with demonstrated success toward 90-90-90 targets.
- Experiences in improving access of comprehensive service delivery for key populations (including youth).
- Identification and documentation of best practices and innovative models of care that reduce stigma and discrimination.

In addition, K4Health will work closely with the Caribbean Public Health Agency (CARPHA), the institution responsible for implementing the M&E Framework within the Caribbean Regional Strategic Framework (CRSF) 2014-2018, to synthesize and package collected data and support activities aimed at using data for decision-making, particularly in countries with well-established M&E systems. K4Health can use visual approaches, such as whiteboard videos, to make PANCAP's work more accessible to a wider audience and highlight partnership activities. We have been able to communicate complex concepts and data in a user-friendly way, as illustrated by our [data visualization on FP2020 progress](#).

## **2. Knowledge exchange**

K4Health will work with PANCAP and the PCU to identify the most appropriate and cost-efficient platforms to convene members for collaboration and knowledge exchange, not only at established face-to-face meetings, but also throughout the year and using a variety of engagement approaches. We will work with PANCAP to design and implement knowledge exchange events and/or develop engagement messages and approaches to maximize internal collaboration among members as well as outreach to key target audiences.

The knowledge exchange events will focus on program areas/topics prioritized by PANCAP members (e.g., experiences in piloting “test and START” at the national, facility and community levels; successful practices in achieving retention across the treatment cascade; or promoting access to comprehensive HIV services among key populations).

### **Knowledge exchange events among PANCAP members**

K4Health will work with PANCAP to determine the ideal type, format, and frequency of knowledge that members would like to share between meetings to encourage coordination and useful and actionable exchange, which will serve to promote faster scale-up of best practices across the region. We will focus on the PCU and the Priority Areas Coordinating Committee (PACC) because of their key roles in coordinating CRSF implementation and process management. Based on the desired outcomes and key audiences, K4Health will work with PANCAP members and the PCU to test out a

number of virtual knowledge exchange platforms to promote collaboration and consensus-building between face-to-face meetings (e.g., virtual communities of practice, e-newsletters, or virtual meetings).

### **Knowledge exchange events between National AIDS Program Managers and CBO staff**

K4Health will work with PANCAP to design and implement a variety of face-to-face and virtual events to allow NAP Managers and CSO staff to routinely exchange knowledge and build working relationships at the national and regional levels. These events will promote networking, collaboration, knowledge exchange, and increased synergies among key stakeholders implementing national-level HIV programs.

Opportunities for face-to-face and on-line knowledge exchange and collaboration that K4Health can implement with PANCAP are outlined below. When possible, K4Health will leverage existing meetings that PANCAP and other regional bodies (e.g. PAHO, UNAIDS) currently organize within the region.

- **Share Fair:** A participatory event focused on a single topic or field that promotes learning from participants' experiences to improve their work. Participants are given the opportunities to share experiences and learn new skills and techniques. K4Health can conduct at least one Share Fair, or incorporate components of the Share Fair approach into existing PANCAP meetings.
- **Trainings:** K4Health will provide training in a number of KM areas to strengthen skills in knowledge seeking, creation, synthesis, sharing, adaptation, and use. Throughout the life of the project, we can work closely with key audiences within PANCAP to strengthen their capacity in various KM tools and approaches using face-to-face approaches or webinars.

The trainings and other face-to-face knowledge exchange events will be implemented concurrent to the development of the on-line work space with the aim of supportive positive knowledge exchange behaviors and promoting the value of sharing in-country experiences with "test and START" using an on-line KM platform.

- **On-line platform:** To complement face-to-face interactions, K4Health will work with the PCU and the CARICOM Secretariat Webmaster to establish a collaborative on-line KM platform where key PANCAP internal audiences (NAP Managers, key CSO players, WHO, PAHO and UNAIDS staff) will share best practices and experiences in implementing "test and START". In order to ensure the on-line platform best serves the existing capacities and needs of PANCAP's key audiences, K4Health would use a phased approach, outlined below.

**Phase One:** K4Health will develop a short on-line survey which will be shared with key audiences of the workspace to understand the current resources used to obtain information about HIV and their levels of preference for each. Using the

results of this survey, K4Health will work with the PCU to identify a platform that would serve as an on-line KM platform. This space would be used as an initial repository and would inform the architecture of a more permanent on-line KM platform.

**Phase Two:** K4Health will work with the PCU and PANCAP members to identify and gather relevant, “test and START” resources for the on-line KM platform. During this process, K4Health will also review and gather resources related to supporting individuals’ retention throughout the treatment cascade and at every level of the socio-ecological framework (structural, facility/clinical, community and individual). At this stage, it will also be important to develop guidance documents, which articulate the types of information that will be included within the platform and the process through which documents will be identified and uploaded. K4Health will also work with PCU staff to define and roll out approaches that will drive traffic to the on-line platform. This may include the existing NAP Managers newsletter or the “In the News Today” email circulated by the PCU.

**Phase Three:** During the third phase, K4Health will work with the PCU to identify an appropriate IT Vendor who will develop a longer-term on-line platform that could be managed by the PCU beyond the life of the project. This phase will continue throughout the life of the project with regular updates of best practices and lessons learned as countries evolve in their implementation of “test and START”.

### ***3. Capacity strengthening***

As part of our approach, K4Health offers one-on-one mentoring, provides in-person technical assistance, and facilitates knowledge exchanges. Capacity strengthening is a theme woven through all K4Health activities. K4Health will also identify a number of regional Knowledge Management Champions to receive on-going capacity strengthening following any training. KM Champions may come from NAP Managers, CSO organizations or any other PANCAP partners.

To support on-going capacity strengthening, K4Health proposes the following staffing structure for the project:

In the short-term, K4Health will second a KM Advisor to the PCU to provide project start up support and to work with the PCU team to begin establishing KM processes. The seconded staff will also provide support in recruiting and on-boarding a Project Coordinator.

K4Health will work with the PCU to identify and hire a Project Coordinator for Knowledge Management who will be recruited from and based in Georgetown, Guyana. This individual will work closely on a day-to-day basis with the PCU team and lead the implementation of the KM workplan.



Supporting the Project Coordinator for KM will be short-term communication/content curation specialists, based in Guyana, who will assist in the collection and synthesis of best practices and the development of materials. K4Health will also work closely with the PCU staff (PCU's Clerk/stenographer and Documentation Assistant) as well as the CARICOM based Webmaster. The Project Coordinator will also liaise with the K4Health team based in Baltimore.

#### **D. Mobilize and Monitor.**

Once we have created and tested initial versions of KM systems, methods, and tools, we will continue to mobilize partners to implement KM activities and will monitor our progress, adapting activities as necessary. Throughout the process, we will make sure all partners understand their roles and responsibilities and ensure that they are up-to-date on successes as well as challenges. K4Health will routinely review progress toward targets to quantify what has been done, who has been reached, and who has acted on the appropriate knowledge. This periodic data collection, stemming from monitoring activities, will be used to make mid-course adjustments as necessary.

#### **E. Evaluate and Evolve.**

Our aim is to collect baseline and endline data to demonstrate PANCAP's critical coordination and collaboration role in mounting regional- and national-level responses to HIV/AIDS.

## Appendix II: Job Descriptions

### KNOWLEDGE MANAGEMENT ADVISOR/PROJECT COORDINATOR

**Position title:** Knowledge Management Advisor/Project Coordinator

**Reports to:** Knowledge for Health Field Director

**Project:** Knowledge for Health, Caribbean Field Project

**Location:** Georgetown, Guyana (with regional travel)

**Duration:** July 1, 2016 – February 28, 2018

#### **Summary:**

The Johns Hopkins Center for Communication Programs (CCP) works to inspire healthy behaviors worldwide utilizing social and behavior change communication, knowledge management, research and evaluation, and capacity building.

A central principle of CCP's work in knowledge management (KM) is to capture, synthesize, and disseminate health information so that it is easy to find and use by policy makers, program managers, and health service providers. CCP leads the Knowledge for Health (K4Health) Project, a USAID funded health knowledge management project. With funding support from USAID East and Southern Caribbean, the K4Health project will work with the Pan Caribbean Partnership Against HIV and AIDS (PANCAP) to implement a knowledge management project aimed at supporting PANCAP's mandate of coordination to scale up the new WHO "test and START" guidelines within the region. The Knowledge Management Advisor/Project Coordinator will be based at the Pan Caribbean Partnership Against HIV and AIDS (PANCAP) Coordinating Unit (PCU) in Georgetown, Guyana.

The KM Advisor/Project Coordinator will provide overall program oversight and technical knowledge management guidance and advice on the effective implementation of the project's activities. The KM Advisor/Project Coordinator will work collaboratively with the PCU team in Guyana and the K4Health team in Baltimore to implement the program's activities. The ideal candidate should be detail-oriented, able to prioritize and take on challenging initiatives, be organized and feel comfortable working in diverse environments. Other core qualities include a strong understanding of HIV programming in the Caribbean and knowledge management techniques, strong work ethic, resourcefulness, inquisitive inquiry, and an ability to work well with a diverse group of colleagues in interdisciplinary teams. This particular position requires strong writing and editing skills in addition to experience with project management techniques.

#### **Key duties and responsibilities include**

##### **Program Management:**

- Lead the management and timely implementation of the K4Health approved workplan.

- Work closely with the PANCAP Coordinating Unit team to ensure integration of workplan activities within existing PANCAP and CARICOM systems.
- Conduct routine check-ins with the PCU Director to ensure program is achieving desired impact and to identify and make adjustments to the workplan based on changing context.
- Attend relevant PANCAP meetings as agreed upon with PCU Director.
- Maintain strong working relationships with key PANCAP counterparts and the donor.
- Identify opportunities for collaboration and project complementarity with other HIV programs and stakeholders in the region.
- Lead the development of accurate and timely donor reports, with inputs from relevant stakeholders.

#### **Supervision:**

- Directly supervise one staff, Content/Communications Specialist.

#### **Technical Implementation of the Workplan:**

- Lead efforts to establish a system to collect, synthesize, and share relevant knowledge in a meaningful way to meet PANCAP's member's needs
- Communicate directly with partners, professional networks, and communities of practice to identify audience information needs in areas relevant to the project
- Design and help implement knowledge exchange strategy and events and/or develop messages and approaches to maximize internal collaboration among members as well as outreach to key target audiences
- Identify and prioritize collaboration and coordination activities to help meet the needs of PANCAP's key audiences as it relates to the adoption and use of 2015 WHO Guidelines on When to Start Antiretroviral Therapy and on Pre-Exposure Prophylaxis for HIV.
  - Collaborate with the PCU staff to design and implement knowledge exchange events, using knowledge management principles, to foster collaboration and coordination at country and regional levels.
  - Work with the K4Health team and PCU to establish an on-line Knowledge Management platform.
- Promote adoption of Knowledge Management tools and approaches within the PCU and among PANCAP member states, partners, for example, using after-action reviews after major meetings or retreats
- Lead activities to strengthen capacity to develop and maintain internal knowledge management platforms at the PANCAP Coordinating Unit (PCU).
- Work closely with the K4Health Communication Specialist to develop fact sheets, case studies, success stories, and webinars, and disseminate them.
- Promote the project activities by reporting on accomplishments, writing success stories for the website, and publishing on social media, blogs, and other platforms.

## **Qualifications:**

- Experience applying principles and approaches of project management
- 8-12 years of project management, knowledge management, or related experience with a public or private organization, development partner (USAID preferred), or NGO.
- Good understanding of PANCAP and HIV care and treatment in the Caribbean region
- Demonstrated communication, presentation, and interpersonal skills
- Experience leading live, virtual or blended trainings
- Professional writing and editorial skills using
- Demonstrated ability to manage difficult and complex issues with diplomacy and tact
- Willingness and ability to be flexible, to work independently, and to shift gears swiftly depending on changing priorities and deadlines
- Culturally sensitive; experience working in multicultural settings
- Able to travel internationally as needed
- French or Spanish language skills a plus

Interested candidates should submit their cover letter and CV no later than July 15, 2016 by email to attention of Operations Director – K4Health Project at [heather.finn@jhu.edu](mailto:heather.finn@jhu.edu). (Only applicants who are short-listed will be contacted). The selected candidate, while based at CARICOM-PANCAP, will not have any contractual relationship with CARICOM-PANCAP and will be directly responsible for the payment of all taxes and National Insurance due on their earnings in fulfillment of their obligations as citizens of Guyana.

## **COMMUNICATIONS SPECIALIST**

**Position title:** Communications Specialist

**Reports to:** Knowledge Management Advisor/Project Coordinator

**Project:** Knowledge for Health, Caribbean Field Project

**Location:** Georgetown, Guyana (with regional travel)

**Duration:** July 1, 2016 – February 28, 2018

### **Summary:**

The Johns Hopkins Center for Communication Programs (CCP) works to inspire healthy behaviors worldwide utilizing social and behavior change communication, knowledge management, research and evaluation, and capacity building. A central principle of CCP's work in knowledge management (KM) is to capture, synthesize, and disseminate health information so that it is easy to find and use by policy makers, program managers, and health service providers. CCP leads the Knowledge for Health (K4Health) Project, a USAID funded health knowledge management project. With funding support from USAID East and Southern Caribbean, the K4Health project will work with the Pan Caribbean Partnership Against HIV and AIDS (PANCAP) to implement a knowledge management project aimed at supporting PANCAP's mandate of coordination to scale up the new WHO "test and START" guidelines within the region. The Communication Specialist will be based at the Pan Caribbean Partnership Against HIV and AIDS (PANCAP) Coordinating Unit (PCU) in Georgetown, Guyana.

The Communications Specialist will support the K4Health's Caribbean Field Project and be based at the Pan Caribbean Partnership Against HIV and AIDS (PANCAP) Coordinating Unit in Georgetown, Guyana. The Communications Specialist will play a leading role in setting up systems to capture and synthesize and developing content on existing knowledge in the region as it relates to successful implementation of the WHO "test and START" guidelines.

The ideal candidate should have strong documentation, writing and editing skills, be detail-oriented, able to prioritize and take on challenging initiatives, be organized and feel comfortable working in diverse environments. Other core qualities include a strong work ethic, resourcefulness, inquisitive inquiry, and a strategic ability to work well with a diverse group of colleagues in interdisciplinary teams.

## **Essential duties and responsibilities include**

- Collaborate with the Project Coordinator, PCU Director and PANCAP members to determinate key audiences, ideal types, formats, and frequencies of knowledge sharing tools that PANCAP members would like to use as a way to promote faster scale-up of best practices across the region.
- Communicate directly with PANCAP partners, professional networks, and communities of practice to identify audience information needs in areas relevant to the project
- Lead documentation efforts as it relates to efforts to adopt the 2015 *WHO Guidelines on When to Start Antiretroviral Therapy and on Pre-Exposure Prophylaxis for HIV* (including collection and synthesis of best practices and the development of materials)
- Lead the development and packaging of information in easily digestible formats such as brochures, policy briefs, articles, news releases, factsheets, newsletter articles, fact sheets, case studies, success stories, graphs, case studies, stories, testimonies, photographs, and webinars
- Lead the dissemination of knowledge products
- Work closely with the K4Health KM Coordinator as well as the K4Health team based in Baltimore.
- Collaborate with the PANCAP Coordinating Unit (Clerk/Stenographer and Documentation Assistant) as well as the CARICOM based Webmaster
- Develop and carry out activities to drive audiences to project products and services
- Coordinate with staff at CCP and K4Health who conduct dissemination, PR, and KM for other projects
- Provide workshop and meeting support including: establishing, amending and following up on schedules and timelines, task and meeting management, action planning, developing presentations, establishing a monitoring system, and tracking progress on outputs.

## **Qualifications:**

- Minimum of a bachelor degree in mass communication, journalism, public health or a related field. Postgraduate training or graduate degree in public health, knowledge management, information and communication technology, graphic design, and/or development communication preferred.

- Three years of experience applying principles and approaches of communications of and related experience with a public or private organization or NGO.
- Ability to interpret graphs, tables, and technical reports and package key information and conclusions in easy-to-understand formats, including data visualization.
- Writing, communication, presentation, editorial, and interpersonal skills
- Good understanding of PANCAP and HIV care and treatment in the Caribbean region
- Experience leading live, virtual or blended trainings
- Demonstrated ability to manage difficult and complex issues with diplomacy and tact
- Willingness and ability to be flexible, to work independently, and to shift gears swiftly depending on changing priorities and deadlines
- Culturally sensitive; experience working in multicultural settings
- Strong technical skills with MS Office Suite
- Experience with social media, blogging, newsletters, e-bulletins, and other online communications platforms
- Experience with traditional outreach, including press contacts, media requests, mailings and meetings/conferences
- Able to travel internationally as needed
- French or Spanish language skills a plus

Interested candidates should submit their cover letter and CV no later than July 15, 2016 by email to attention of Operations Director – K4Health Project at [heather.finn@jhu.edu](mailto:heather.finn@jhu.edu) (Only applicants who are short-listed will be contacted).

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