

## Communities/beneficiaries focus group discussion guide



### USAID Documentation of HIV and AIDS Best Practices

#### Focus Group Discussion Guide (FGD): Communities/Beneficiaries

***Introduce the purpose of the FGD, and get verbal consent. Assure FGD members that the information they shall share will be treated anonymously.***

#### **Effectiveness**

1. What is the purpose or aim of the project ? (goal, objectives)
2. How were you involved in the establishment of the project /programme? conceptualisation, consultations, needs assessment, prioritization of needs, relevance of needs, usefulness, timeliness of project/programme, planning)
3. What do you think are the benefits of this project/programme for you as women / men /young people and your communities?
4. How do you view this project/programme? (is this YOURS, ownership with you, imposed, or donor driven, or neutrally accepted because you don't have a choice)
5. How do the services/activities of the project/programme cater for the needs of different age-groups, sexes, and social classes within your community?
6. How does the project/programme take into cognisance gender dynamics in your community? (probe for composition of structures, participation and beneficiaries – girls, boys, women & men and benefits)
7. How has access to the services/activities of the project/programme been influenced by the economic or political trends in your community?
8. How are the project/programme implementers working with you to determine project/programme needs in order to meet your needs?
9. How are you participating in the implementation of the project/programme and in checking that the project/programme is progressing well (monitoring and evaluation processes)?
10. How do you share your feedback or feelings about the services/activities you are receiving, with the project/programme implementers? How often?
12. How does your community contribute towards the services/activities that this project/programme offers? (*cash, kind, other support, e.g. advice and networking*)
13. Describe the process that takes place when community members want to access the services /activities provided by the project/programme. (*probe should be specific to the BP you are documenting , this will measure how implementers are 'doing things' e.g. are human rights being adhered to etc.*)
14. What factors hinder your community members from accessing the services, or engaging in the activities that this project/programme is offering?
15. What would you like to be done in this project/programme, for it to be of greater benefit to your community?

**Cost Effectiveness**

16. Are services provided in a timely manner?
17. Is there an increase in the number of people in this community whose lives have been changed as a result of benefiting from the programme?
18. Is there a positive life story that you can share with us?
19. Is the service provided, cost effective? How can it be improved?
20. Do you find that the project has adequate personnel providing the service? (*numbers and skills.*)

**Relevance**

21. What are the views of your traditional and religious leaders on this project/programme? (*project was introduced to traditional systems, consensus sought, part of consultative process, commitment and support offered by traditional systems*)
22. Are all the services provided, necessary? Which ones are not?

**Ethical Soundness**

23. Are your rights and those of others respected in this programme? Explain. 24. In your opinion, is there a fair distribution of services between men and women, rich and poor, married and unmarried, adults and children ?
25. Is there transparency in the operations of this organisation?
26. Do you feel that the organisation and its staff are accountable to beneficiaries
27. Are people treated with respect, and are their opinions listened to by programme staff?

**Innovation**

28. In your opinion, is this programme creative and innovative, different from other projects?
29. Can you share with us a story that demonstrated this innovation?

**Sustainability**

30. Do you think this programme should continue in the absence of donor support? Why? (*has there been skills transfer in the community, is community contributing to the programme in cash or kind?*)
31. Is the programme well known in the community?
32. What are some of the challenges you faced in this programme and how have yourselves and the NGOs addressed these challenges?

**THANK YOU FOR YOUR TIME, SUPPORT AND PATIENCE**

## Key informant interview guide



### USAID Documentation of HIV and AIDS Best Practices

#### Interview Guide: Key Informants

#### EFFECTIVENESS

1. What is the purpose or aim of the project/programme?
2. How does the aim or goal of the project/programme relate or fit into the national HIV and AIDS strategic plan?
3. What are the strategies for achieving the goal? (Probe for implementation plans, services rendered and defined target groups – geographic and demographic catchments)
4. How are the services of the project/programme, accessed by beneficiaries? (Probe for clarity on community outreach plan or disbursement / distribution plan,)
5. What systems are in place to ensure effective implementation? (Probe financial, programming, procurement, human resource allocation, equipment, staff development, skills transfer and project sustainability)
6. How does the approach of the project/programme integrate with other programmes i.e. inclusion of other services, multitasking? (Probe to see whether or not the programme is vertical and assess multiplier effect- does one stone kill many birds?)
7. How were the priorities of the project/programme determined? (Probe for information on needs assessments, community and other stakeholder involvement, project addressing urgent needs of community)
8. How is the community involved in the project/programme? (Probe participation in planning, monitoring, implementation and evaluation and for information on mechanisms put in place to solicit feedback from community groups – probe for other ways that community contributes to the project, assess project acceptability – social, political, cultural and religious)
9. How does the project/programme take into cognisance gender dynamics at community level (probe for composition of structures, participation and beneficiaries)
10. How is the project/programme monitored? (Ask for monitoring tools if any and frequency e.g. coverage, reporting forms, tally sheets, monitoring committees, quality assurance or quality bench marks)
11. How is the project/programme evaluated? (Measurement of impact – probe for knowledge of main indicators and baseline information, frequency of conducting evaluations)
12. Who are the implementers of the project/programme? (Probe for information on sectoral expertise amongst staff, volunteers, out sourcing as necessary, adequacy of staff, roles and responsibility)

#### ETHICAL SOUNDNESS

13. How does the project/programme ensure inclusion of vulnerable groups? (probe for value statement on how interests of young people, women, CSWs, LGBTI, people living with disabilities and PLHIV are taken care of)

14. What policies are in place to ensure that the project/programme upholds and respects human rights? (probe for policy or consideration of confidentiality, informed consent and safety issues)
15. What policies are in place to ensure continuity of services? (probe for systematic weaning or phase out strategies, skills transfer)
16. What policies are in place to ensure equitable distribution of services? (Do those with greatest need access the service?)
17. How is the project/programme audited and who does the auditing? (probe for transparency i.e. project allowing for both internal and external programme and financial audits, frequency of audits)

#### **REPLICABILITY**

18. What do you think is the most unique aspect of this project/programme?
19. Ask for any other additional information deemed relevant but not covered in the questions
20. What are some of the success stories that can be shared?
21. What are some of the challenges of the project/programme?
22. What are some of the lessons learnt? And how have these learning points been used to strengthen the project/programme?
23. What plans are in place to scale up the project/programme? (to reach more beneficiaries or to have more impact on currently reached beneficiaries)

#### **SUSTAINABILITY**

24. How is the vision of the project/programme aligned with current trends? (national and regional trends, epidemic, economic, developmental - political correctness- MDGs, Universal access etc)
25. What is the funding pattern of donors? (basket funding, % of funding from local sources and donors,)

#### **INNOVATIVENESS**

26. How does the strategy of the project/programme ensure financial sustainability? (probe for information on fundraising strategies, user fee, community initiatives)
27. What do you see as the future of the project/programme?

**THANK YOU FOR YOUR TIME, SUPPORT AND PATIENCE**

## Programme implementers interview guide



### USAID Documentation of HIV and AIDS Best Practices among Member States

#### Interview Guide: Programme implementers

*After adequate introduction and explanation of purpose of exercise, point out that the interview may take up to one hour. There may be need to have some documents handy to clarify issues during or after the interview.*

#### EFFECTIVENESS

1. What is the purpose or aim of the project/programme?
2. How does the goal (aim) of the project/programme relate to, or fit into, the National HIV and AIDS strategic plan?
3. What are the strategies for achieving the goal? (Probe for implementation plans, services rendered and defined target groups – geographic and demographic catchments)
4. How do beneficiaries access the services of the project/programme? (Probe for clarity on community outreach plan or disbursement / distribution plan)
5. What systems are in place to ensure effective implementation? (Probe financial, programming, procurement, human resource allocation, equipment, staff development, skills transfer and project sustainability)
6. How does the approach of the project/programme integrate with other programmes i.e. inclusion of other services, multitasking? (To see whether programme is vertical, assess multiplier effect – ‘does one stone kill many birds?’)
7. How were the priorities of the project/programme determined? (Probe for information on needs assessments, community and other stakeholder involvement, project addressing urgent needs of community?)
8. How is the community involved in the project/programme? (Participation in planning, monitoring, implementation and evaluation – probe for information on mechanisms put in place to solicit feedback from community groups – probe for other ways in which community contributes to the project, assess project acceptability – social, political, cultural and religious)
9. How does the project/programme take into cognisance gender dynamics at community level? (Probe for composition of structures, participation and beneficiaries)
10. How is the project/programme monitored? (Ask for monitoring tools, if any, and frequency e.g. coverage, reporting forms, tally sheets, monitoring committees, quality assurance mechanisms or quality bench marks)
11. How is the project/programme evaluated? (Measurement of impact – probe for knowledge of main indicators and baseline information, frequency of evaluations)
12. How is monitoring and evaluation data used? (frequency of use for project review, timeous dissemination to relevant stake holders?)
13. Who are the implementers of the project/programme? (sectoral expertise amongst staff, volunteers, skills outsourcing, adequacy of staff roles and responsibility)

## **ETHICAL SOUNDNESS**

14. How does the project/programme ensure inclusion of vulnerable groups? (Probe for value statement on how interests of young people, women, CSWs, LGBTI, people living with disabilities and PLHIV are taken care of)
15. How are human rights upheld or respected during establishment and implementation of the project/programme? (Probe for policy, consideration of confidentiality, informed consent and safety issues)
16. How are continuity of services, support or care ensured after end of current funding cycle? (Probe for systematic phase-out strategies, skills transfer mechanisms)
17. How is equitable distribution of services ensured? (Those with greatest need access the service?)
18. How is the project/programme audited and who does the auditing? (Probe for transparency, both internal and external financial audits, frequency of audits)

## **COST EFFECTIVENESS**

19. How are the resources of the project/programme distributed? (Admin versus programme costs)
20. How is the service-cost measured within this project/programme? (Probe for methods of tracking inputs/outputs in relation to outcomes so as to enable calculation of cost per client)
21. To what extent are available resources adequate for supporting service delivery to the project/programme? (Probe for adequacy of human and financial resources, equipment and supplies)
22. What are the cost saving and cost reduction measures of the project/programme? (use of low cost, improvised substitutes, engaging volunteers for some of the services, does it have an increased financial burden on beneficiaries)
23. To what extent does cost sharing take place in the project/programme? (user fees, payment of some of the services like training, transport)
24. What is included in the minimum care package of the service/s provided by the project/programme? (compare with the standard care package policy for the country, procedure guides)
25. How timely is the delivery of services?

## **REPLICABILITY**

26. How are the activities and processes of the project/programme documented? (get copies of reports, case studies collected, documentaries, manuals, books etc)
27. What are some of the success stories that can be shared on the positive impact or influence of the project's services on beneficiaries?
28. What are some of the challenges of the project/programme?
29. What are some of the lessons learnt from this project/programme, and how have they been used to strengthen the project/programme?
30. What plans are in place to scale-up the project/programme? (eg more beneficiaries? more impact on currently reached beneficiaries?)

## **SUSTAINABILITY**

31. How is the vision of the project/programme aligned with current trends? (national and regional trends, epidemic, economic, developmental – political correctness-MDGs, Universal access etc)
32. How is the project/programme marketed to stakeholders? (assess for active education and awareness building amongst stakeholders, language and medium used, are you getting the expected responses?)
33. How does the strategy of the project/programme ensure financial sustainability? (probe for information on fundraising strategies, user fee, community initiatives)
34. What do you see as the future of the project/programme?

**INNOVATIVENESS**

35. What do you think is the most unique aspect of this project?
36. Ask for any other additional information deemed relevant but not covered in the questions above.
37. Share with us a success story that demonstrates the success of your programme.

**T H A N K Y O U F O R Y O U R T I M E , S U P P O R T A N D P A T I E N C E**

## Best practice score key



### USAID Documentation of HIV and AIDS Best Practices

Key Assessment Tool – Score Card
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Variable	Data Source	n/a	0	1	2	3	4
<b>1. EFFECTIVENESS</b>							
Goal/s is/are clearly articulated and well understood by beneficiaries and implementers. (1)	Lit. review						
Project/programme is in line with the National HIV and AIDS strategic plan. (1)	Lit. review / Interviews						
Strategies are in place and clearly articulate how the goal can be achieved supported by clear implementation plan. (1)	Lit. review/ Interviews						
Clear strategies are in place to evaluate impact of the project. (1)	Lit. review/ Interviews						
Project/programme has clear results as defined by implementers, beneficiaries and stakeholders and in line with original objectives. (1)	Lit. review/ Interviews						
Project/programme services/activities are clearly defined. (1)	Lit. review						
Project/programme has clear systems in place (financial, community outreach, distribution/disbursement, equipment). (1)	Lit. review/ Interviews						
Baseline/assessment/ground work was undertaken prior to project/programme commencement. (1)	Lit. review						
Project/programme has clearly defined targets. (1)	Lit. review						
Project/programme objectives are SMART. (0.5)	Lit. review						
Project/programme embraces an integrated approach (vs vertical). (2)	Lit. review/ Interviews						
There is sectoral expertise to manage and implement the project/programme. (1)	Interviews						
<i>1.2 Community Involvement (10/10 marks)</i>							
Project/Programme priorities are based on actual needs of the community – evidence of needs assessment done. (1)	Lit. review/ Interviews/ FGDs						
Community knows and understands the objectives of the project/programme. (1)	Interviews/ FGDs						
Community participated in the initiating/conceptualisation of the project/program, setting priorities. (1)	Lit. review/ Interviews/ FGDs						
Community participates in the project/programme planning, monitoring and	Lit. review/ Interviews/						

evaluation. (1)	FGDs							
Community participates in the project/programme implementation as volunteers or paid staff. (1)	Lit. review/ Interviews/ FGDs							
There is a sense of ownership of the project/program, among communities. Community feels the project and its outcomes belong to them. (1)	Lit. review/ Interviews/ FGDs/ Observation							
Community contributes in cash or in kind towards project/programme activities. (1)	Lit. review/ Interviews/ FGDs							
There is gender sensitivity in community participation. (both men and women are involved equally). (0.5)	Interviews / FGDs Observation							
Community is satisfied with the project/programme services. (both men and women) (2)	Interviews / FGDs/ Observation							
<b>1.3 Monitoring and Evaluation (M&amp;E) (3/5marks)</b>								
Systematic methods of tracking inputs and outputs are in place. (0.5)	Lit. review/ Interviews							
Key stakeholders, including the community, participated in the development of the project/programme indicators. (0.5)	Lit. review/ Interviews/ FGDs							
Project/programme activities are periodically monitored and evaluated including coverage. (0.25)	Lit. review/ Interviews							
Quality assurance/quality benchmarks are in place and followed. (0.5)	Lit. review/ Interviews							
Participatory monitoring and evaluation methods are being used that include the community. (0.25)	Lit. review/ Interviews/ FGDs							
M & E (impact, assessments, outputs) data are analysed periodically. (0.25)	Lit. review/ Interviews							
Results of impact evaluations are used to make meaningful adjustments to the project/programme. (0.25)	Interviews							

Variable	Data Source	n/a	0	1	2	3	4
<b>2. ETHICAL SOUNDNESS</b>							
Confidentiality, as a principle, is upheld in interactions with project/programme service beneficiaries. (1)	Lit. review/ Interviews/ FGDs						
The interests of vulnerable groups (LGBTI, people living with disabilities, CSWs), are respected and protected. (1)	Interviews/ FGDs						
Project/ programme does not directly or indirectly violate human rights. (1)	Interviews/ FGDs						
Project/programme has a Value Statement for protection of interests of various vulnerable groups. (1)	Lit. review/ Interviews/ FGDs						
Project/programme always embraces the concept of informed consent when dealing with	Lit. review/ Interviews/						

Variable	Data Source	n/a	0	1	2	3	4
human beings as participants. (1)	FGDs						
There is evidence of equitable distribution of project/programme resources (finances, geographic distribution, sex). (0.5)	Lit. review/ Interviews/ FGDs						
The autonomy of clients is protected and respected during project/programme roll-out. (1)	Lit. review/ Interviews/ Observations						
There is an ethical standard ("do no harm" principle) embedded in the project/programme / policies. (1)	Lit. review						
There is a minimum service provision package (clearly defined, access irrespective of colour, creed, sex, religion, political affiliation). (0.5)	Lit. review/ Interviews						
The project/programme is transparent (allows for external and internal programmatic and financial audits). (1)	Lit. review/ Interviews						
<b>3. COST EFFECTIVENESS</b>							
Distribution of project/programme resources is cost effective (administration versus programming) and is proportionate to available resources. (1)	Lit. review/ Interviews						
There is evidence of increased number of community members whose quality of lives have improved by the project/programme resources and services. (1)	Lit. review/ Interviews						
There is evidence to enable calculation of 'cost per client' measure. (cost known) (1)	Lit. review/ Interviews						
A standard package is provided at a reasonable cost. (cost known) (2)	Lit. review/ Interviews						
Services are delivered in a timely manner. (0.5)	Interviews/ FGDs						
There is adequate human resources for project/programme activities (skills and numbers). (0.5)	Interviews						
The strategy used by the project/programme has resulted in a multiplier effects (cost - benefit). (1)	Lit. review/ Interviews/ FGDs						
The project/programme has introduced cost saving / reduction systems. (1)	Interviews/ FGDs						
<b>4. RELEVANCE</b>							
The project/ programme is socially and culturally acceptable. (1)	Interviews / FGDs						
The project/programme takes cognisance of specific contexts (literacy, messaging, lifestyle, economic, political, approach, environmental factors, risk groups and areas). (1)	Interviews / FGDs						
Project/ programme does not conflict with the religious norms of the community and has support from political and traditional leadership. (1)	Interviews / FGDs						
Beneficiaries perceive the project/programme as relevant and timely in addressing their most urgent needs. (1)	Interviews / FGDs						
Project/ programme is in line with demographic,	Interviews /						

Variable	Data Source	n/a	0	1	2	3	4
social, political, and economic trends. (1)	FGDs						
Gender dynamics are addressed by the project/programme. (2)	Interviews / FGDs						
The project is appreciated by vulnerable groups. (1)	Interviews / FGDs						
The project/programme is perceived as valuable and credible by the community. (1)	Interviews / FGDs						
<b>5. REPLICABILITY</b>							
Project/programme can be replicated in similar contexts. (1)	Lit. review / Interviews						
Project/programme sets an example for other similar programmes. (1)	Interviews						
Project/ programme is adaptable in different contexts and at any level using local resources. (1)	Interviews / Observations						
Project/programme is replicable in part or in totality. (1)	Lit. reviews/ Interviews						
Project/programme exhibits evidence of proper documentation in terms of goals, processes, evaluation, cost and resources. (1)	Interviews / Observations						
Project can be scaled-up to reach more beneficiaries. (1)	Interviews / Observations						
Project can be scaled-up to improve quality of service (1)	Interviews / Observations						
<b>6. INNOVATIVENESS</b>							
Project/programme is unique (different methodology from other organisations). (1)	Lit. review/ Interviews/ FGDs/Obs						
Project/programme has a new way of reaching beneficiaries. (1)	Interviews/ FGDs						
Utilisation of available resources is done in a creative manner. (0.5)	Interviews/ FGDs/ Observations						
Strategy of implementation, used by programme implementers, is innovative. (1)	Interviews						
Project/programme concept is new to the community (as perceived by the community). (1)	Interviews/ FGDs						
Project/programme is contributing to the base of knowledge. (1)	Lit. review/ Interviews						
Project/programme approach and systems are scientifically/economically sound and safe. (1)	Lit. review						
<b>7. SUSTAINABILITY</b>							
<i>7.1 Programme sustainability (6.0/10marks)</i>							
Project/ programme is supported by beneficiaries, community ownership, contributions in cash and kind. (1)	Lit. review/ FGDs/ Interviews						
Community expresses that programme will continue without donor support. (1.5)	FGDs						
Skills transfer takes place in relation to the project/programme. (0.5)	Lit. review/ Interviews						
Project/programme vision is in line with the development patterns of HIV and AIDS and national trends (social, economic and cultural.	Lit. review/ Interviews/ FGDs						

Variable	Data Source	n/a	0	1	2	3	4
(1)							
Project/programme vision is in line with national trends (social, economic and cultural) (1)	Lit. review/ Interviews						
Planning and implementation takes into account the issue of sustainability. (sustainability plan) (1)	Lit. review/ Interviews						
<i>7.2 Financial sustainability (6/7marks)</i>							
Project/programme implementers are aware of potential donors (local and international). (0.5)	Interviews						
There is existence of a positive attitude and willingness to achieve sustainability. (1)	Interviews/ Observations						
Project/programme has the ability to access diversified resources to contribute to its services/activities. (fundraising plan in place) (1)	Interviews						
Cost sharing mechanisms are built into service delivery where appropriate. (2)	Lit. review/ Interviews						
Percentage of financial support comes from the community, organisation has had stable funding over time. (1.5)	Lit. review						
<i>7.3 Marketing and Awareness Building (3/3 marks)</i>							
Project/programme are actively marketed to stakeholders and funders. (1)	Lit. review/ Interviews						
Project/programme actively educates and builds awareness amongst stakeholders about its own services/ activities. (1)	Lit. review/ Interviews						
Appropriate language is being used in information, education and implementation programmes. (1)	Lit. review/ FGDs						
TOTAL							

KEY:

- 4 Excellent
- 3 Very good
- 2 Good
- 1 Just satisfactory
- 0 Need urgent attention
- n/a not applicable to the project

Total score above 80% is truly a best practice

Total score from 65% – 79% is a best practice that needs minor improvements in certain areas

Total score from 50% - 64% is a good practice because of specific areas – it may not be a total package. It can be documented but it needs major improvements for it to qualify as a best practice

Total score below 40% - 50% is not yet a best practice but has potential to become a best practice

Any score below 40% is not a best practice and should not be documented