Supporting community action on AIDS in developing countries

NETWORK CAPACITY ANALYSIS

A toolkit for assessing and building capacities for high quality responses to HIV

Rapid assessment guide

Civil society organisation capacity analysis series

Building the organisational, HIV technical, and policy capacity of civil society organisations is key to planning and delivering high quality responses to HIV. The International HIV/AIDS Alliance (the Alliance) works with its civil society partners to ensure that they have the skills and strategies needed to make effective contributions to national HIV efforts as implementers and supporters of community-based action.

The Alliance has developed a series of toolkits to support the capacity analysis and capacity development of the following types of civil society organisation:

- **community-based organisations (CBOs)**
- **non-governmental organisations (NGOs)**
- **networks**
- **intermediaries (organisations that support CBOs, NGOs and networks).**

These toolkits provide structured approaches to the participatory identification of capacity building needs and planning of responses. They allow users to generate both quantitative and qualitative baselines which can be used to track progress in organisational development.

The Alliance also publishes a range of complementary materials on organisational development, technical HIV issues, and policy and advocacy which can be used to support capacity development efforts subsequent to analysis. To view these resources, please visit the Alliance website: **www.aidsalliance.org** and the NGO support website **www.ngosupport.net**

Frontiers Prevention Project
The Frontiers Prevention Project is a multi-country prevention-focused initiative which aims to slow the spread of HIV and support populations that are key to the epidemic in responding to the HIV related challenges they face. It focuses on low prevalence countries that are put at risk by growing epidemics, working specifically in Cambodia, Ecuador, India, Madagascar and Morocco.

Funded by the Bill and Melinda Gates Foundation, the project has made an important contribution to increasing knowledge of HIV and how to prevent it, improving access to and the quality of treatment for sexually transmitted infections, and the creation of community-based organisations and networks of people living with and affected by the virus.

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The Civil Society Development team at the Alliance secretariat commissioned this toolkit and it was produced by the Communications team.

The International HIV/AIDS Alliance has been working at the forefront of the civil society response to HIV since 1994. During this time we have witnessed many courageous efforts of community groups in over 40 countries worldwide to mitigate the impact of AIDS and slow the spread of HIV among the most marginalised and vulnerable in their community.

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To order Alliance publications, please go to **www.aidsalliance.org/publications** or email **publications@aidsalliance.org**

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Contents

1 Introduction

What is this toolkit?

The overall aim of this toolkit is to build the skills required by civil society networks to develop and strengthen their capacity. It can be used by networks to help identify their capacity building needs, plan technical support interventions, and monitor and evaluate the impact of capacity building. It provides a structured approach to generating both quantitative and qualitative information about the situation of the organisation at the time of analysis. The resulting outcomes can also be used to track progress when developing capacity.

Why was this toolkit developed?

Civil society networks play a vital role in supporting and developing key services required to respond to the HIV epidemic.

Those networks that represent communities key to the dynamics of HIV transmission are particularly important, specifically in their involvement in decision making and programming around HIV. These communities commonly experience high levels of stigma and discrimination, are routinely denied services, and are disproportionately infected with and affected by HIV. The Alliance uses the term 'key populations' to refer collectively to sex workers, gay and other men who have sex with men, and injecting drug users because these groups are significant for two reasons. They are key to patterns of HIV transmission and to preventing and mitigating the impact of HIV and AIDS. It is anticipated that this toolkit will be of particular use to these networks of key populations.

Networks are traditionally supported by donors and NGO support organisations through a mix of restricted project-based funding, advocacy and profile-raising opportunities. Such support often allows only limited opportunities for networks to develop their own institutional capacity. This is partly due to a limited understanding of the structures, systems and resources that are important if networks are to meet their objectives in a sustainable manner.

The intention of this toolkit is to contribute to a better understanding of what makes for successful, well functioning networks, and to the development of methodologies for analysing and building their capacity.

How can this toolkit be used?

This toolkit is the third in a series of civil society focused capacity analysis toolkits produced by the Alliance with the support of USAID and The Bill and Melinda Gates Foundation. The first two toolkits are specific to community-based organisations (CBOs), and to non-governmental organisations (NGOs). They are available to order and download from: **www.aidsalliance.org/publications.**

In order to respond to the different needs and situations of networks, this network capacity analysis toolkit has been produced as two separate publications. The first is a detailed **workshop facilitation guide** and the second a **rapid assessment guide**. As a general rule, the workshop facilitation guide can be used, where resources and aspiration allow, to structure, deliver and report on a two to three day workshop. Alternatively, the rapid guide can be used to plan, steer, and collect outcomes of a meeting or teleconference where, due to specific needs or limited resources, the aim is to do a more rapid capacity analysis.

What do the toolkits cover?

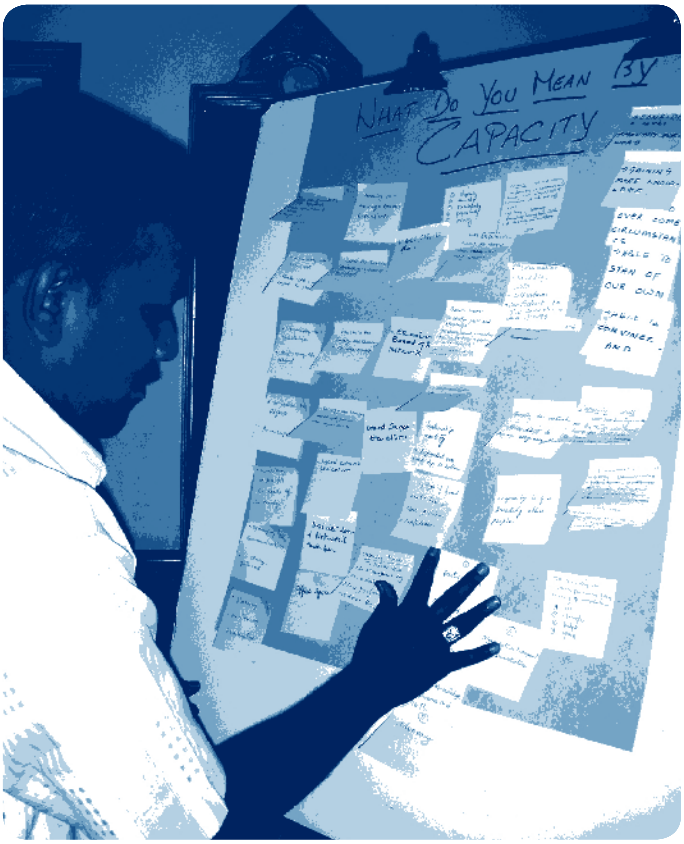
Capacity can be seen as a function of many different factors: individual capabilities, ways of organising, cultural norms and physical assets all combine to enable a network to work towards its mission. The toolkits emphasise the value of a variety of factors contributing to capacity and identify six key areas that are particularly important to civil society networks engaged in HIV programming and policy work:

A Involvement and accountability
B Leadership
C Knowledge and skills
D Internal communication
E Advocacy, policy and external communication
F Management and finance

For the majority of networks, working in specific geographical areas or with specific key populations, all six areas of capacity will complement and reinforce each other, and together combine to enhance the sustainability, quality, integrity and impact of activities.

2 Which toolkit is the best for my network?

Rapid assessment guide	Workshop facilitation guide
➔ Can be used by all networks to understand what they are able to do well and what they need to do better.	➔ Can be used by all networks to understand what they are able to do well and what they need to do better.
➔ For use by new, local level and/or informal networks. It does not require high literacy levels.	➔ For use by new and established networks. It requires facilitation either by an internal staff member or by an external facilitator.
➔ Can be used during a meeting with a group from the network. The meeting would last approximately four hours.	➔ Involves an initial planning meeting followed by a workshop lasting roughly two to three days.
➔ Can also be used as a questionnaire for network leaders, staff, members, and others outside the network as appropriate. The questionnaire can be completed by one person interviewing another (face-to-face or over the telephone), or by an individual themselves.	➔ Uses a cross section of staff from within the network to work through group exercises and then score each capacity area. Additionally, there is a selection of validation tools with external stakeholders using interview formats to validate results and gain a different perspective on the network.
➔ Has guidance notes to help networks through the process.	➔ Has detailed notes on conducting the group exercises, how to facilitate the workshop and how to conduct the external interviews.



3 Using the toolkit

There are six subjects in this toolkit, called ‘areas of capacity’ (see page 12). Each area of capacity begins with an open-ended question, followed by more detailed questions. Participants are asked to give their network a score based on the listed indicators. At the end of each area of capacity there are two discussion questions to help the network plan improvements in any weak areas and find out what resources are needed.

3.1 How to use this toolkit during a meeting with a group from the network

➜ Preparation

You will need to:

- Invite five to ten participants. Make sure they are told when and where the meeting will be held and how long it will last. Make sure that the participants are knowledgeable about the network and representative of different kinds of members and levels within the network. Plan for meals, refreshments and a place to stay overnight as necessary. Decide who will pay for travel costs.
- Invite someone to lead the process by asking the questions and leading the discussions (this person will lead the process but not take part). This person can be called the facilitator.
- Invite someone to write down the scores, interesting points from the discussions and collect other relevant information into a brief report. This person should be a good listener and writer. He/she will not take part in scoring and discussions and so does not need to know the network well. This person can be called the documenter.

- Reserve a quiet space to hold the meeting. Make sure that the identities of the participants are protected if necessary.
- Complete the network organisational profile. The network leader should do this and make sure it is checked by at least one other senior network member or staff.
- Hold a meeting with the facilitator and documenter to make sure that they understand how the toolkit should be used, know what level of understanding to expect from the participants, and what should be included in the report. Share the network organisational profile with the facilitator and documenter. Agree the purpose of the meeting, who will finalise the action plans and how the information will be used and disseminated. The facilitator will need this information to give to the participants.
- Organise materials, resources and refreshments needed for the meeting.
- Make enough copies of the toolkit for the facilitator, documenter, and participants if you think they will want or need them.
- Invite a translator to the meeting if necessary.

➜ Facilitating the meeting

Step 1

Introduce yourself and ask everyone to share their names and their roles.

Step 2

Explain the purpose of the meeting. Explain that during the meeting the participants will be asked a lot of questions about the network. Encourage them to be honest in their answers so that the network can improve and be more effective in the future. Tell participants whether they will receive a copy of the report and why.

Step 3

Ask the participants to agree that everyone should stay until the end of the meeting without any interruptions. Distribute copies of the toolkit if you think this is necessary.

Step 4

Introduce the first area of capacity (involvement and accountability) with some basic definitions. Ask the open-ended question. Facilitate a brief discussion.

Step 5

Ask the first detailed question and read out the four indicators. Ask the participants to identify the indicator that describes them the best. Encourage an exchange of views before agreeing a final score. The documenter should write down the agreed scores and any points of disagreement. Repeat this for all the detailed questions.

Step 6
Ask the participants – "What should the network do to improve this area of capacity?" Write a list. Ask the participants to identify which actions might be more important than others. The documenter should record this ordered list.

Step 7
Ask the participants – "What resources are needed to implement these actions?" The documenter should record the answers.

Step 8
Repeat this process for the remaining five areas of capacity. Include some short breaks for a drink or ten minutes to stand up and stretch.

Step 9
Close the meeting by reminding participants about who will write and see the final report, how actions to improve capacity will be agreed, and who might be able to provide training or support to the network to improve their capacity. Thank the participants for their time and opinions.

➜ Tips for the facilitator and documenter

The facilitator needs to make sure that:

- everyone is involved in the discussions
- the discussions remain focused on the question
- there is an exchange of ideas rather than one person answering the question (use questions such as, "What do the rest of you think?")
- the participants are not frightened to be honest and give weak scores
- difficult terms are explained
- time is allowed for translation, if relevant.

The documenter needs to make sure that he or she:

- can hear the participants from where they are sitting
- has the resources to take notes – paper, pens, etc.
- only uses a computer to take notes if he or she has good computer and typing skills
- knows what information should be collected – scores, interesting discussion points or areas of disagreement, actions that are suggested to improve areas of capacity and the resources that are needed for these actions as well as a list of names and roles of participants, facilitator and documenter.

3.2 How to use this toolkit to interview individuals

This toolkit might be used as a questionnaire to interview individuals if the network leader and members are geographically dispersed and attending a meeting or workshop together is logistically too difficult or expensive. The questionnaires would be completed with support from an interviewer to overcome language difficulties and to facilitate the timely completion of the process successfully. The same interviewer should conduct all the interviews. Remember that the interviewer will need to spend a lot of time conducting the interviews, may need to travel large distances to reach interviewees, or spend a long time on the telephone. This process may not be cheaper than holding one meeting for everyone. It does not allow individuals to meet and talk to each other, which can be an important benefit of holding one meeting for everyone.

➜ Preparation

You will need to:

- Identify five to ten participants to be interviewed. Make sure they are told when and where the interview will be held and how long it will last. Make sure that the participants are knowledgeable about the network and representative of different kinds of members and levels within the network. Plan for refreshments and a place to stay overnight for the interviewer as necessary. Decide who will pay for travel costs of the interviewer or phone call charges.
- Invite someone to be the interviewer. The interviewer should facilitate the interview and write down the scores, interesting points from the discussions and collect other relevant information into a brief report. This person should be a good communicator, listener and writer.
- Reserve a quiet space to do the interview.
- Complete the network organisational profile. The network leader should do this and make sure it is checked by at least one other senior network or staff member.
- Hold a meeting with the interviewer to make sure he or she understands how the toolkit should be used, knows what level of understanding to expect from the participants, and what should be included in the report. Share the network organisational profile with the interviewer. Agree on the purpose of the interviews, who will finalise the action plans and how the information will be used and disseminated. The interviewer will need this information to explain to the interviewees. Agree on how the interviewer should present the information generated during the interview and how an overall score for each detailed question should be calculated. This can be done by either identifying the most common score given

across the interviews **or** by averaging the scores by adding up all the scores in one area of capacity and dividing this number by the number of detailed questions for the area of capacity.

- Make enough copies of the toolkit so that the interviewer can use one for each interview.
- Send copies of the toolkit to the interviewees in advance.

➜ Interviewing the individual

Step 1
Introduce yourself and confirm his or her name, role and contact details.

Step 2
Explain the purpose of the interview. Explain that during the interview they will be asked a lot of questions about the network. Encourage them to be honest in their answers so that the network can improve and be more effective in the future. Tell the interviewee whether they will receive a copy of the report and why.

Step 3
Ask the interviewee to agree to be available until the end of the meeting without any interruptions. Check that they have received a copy of the toolkit.

Step 4
Introduce the first area of capacity (involvement and accountability) with some basic definitions. Ask the open-ended question. Note the answer.

Step 5
Ask the first detailed question and read out the four indicators. Ask the interviewee to identify the indicator that best describes their impression of the network. Explain that if the answer to some questions is not known then these will be marked N/K for Not Known. The interviewer should write down the chosen indicator score and any interesting issues raised by the interviewee. Repeat this for all the detailed questions.

Step 6
Ask the interviewee – “What should the network do to improve this area of capacity?” Write a list. Ask the interviewee to identify which actions might be more important than others. Record this ordered list.

Step 7
Ask the interviewee – “What resources are needed to implement these actions?” Record the answers.

Step 8
Repeat this process for the remaining five areas of capacity. Include some short breaks.

Step 9
Close the interview by reminding the interviewee who will write and see the final report, how actions to improve capacity will be agreed, and who might be able to provide training or support to the network to improve their capacity. Thank the interviewee for their participation.

Step 10
Write the report by reviewing all the interviews, giving a score for each detailed question in each area of capacity, and summarising any interesting issues raised. Add a conclusion and any other relevant information such as a description of the process used and information about the interviewees.

3.3 How to use this toolkit as a questionnaire to be completed by individuals themselves

This toolkit might be used as a questionnaire to send out to individuals to complete on their own if literacy levels among potential participants are high, and if it is not possible for participants to come together for a meeting. This approach risks questions being misinterpreted and it will not be clear how well the participants have understood the questions before answering them. The approach is likely to provide scores but include limited extra information about why the scores were given.

➜ Preparation

You will need to:

- Identify five to ten participants to complete the questionnaire. Contact the participants and ask them if they would agree to complete the questionnaire in the time required. Make sure they are told how long it will take to fill in, when it should be completed by and who it should be returned to. Make sure that the participants are knowledgeable about the network and representative of different kinds of members and levels within the network.
- Decide who will pay for the postage or faxing costs to send and return the questionnaires.
- Decide who will have access to the information contained in the report and how it will be disseminated.
- Agree on who will read the questionnaires, analyse the information and write the report.
- Adapt the toolkit if you want the participants to write down any key points of interest about each area of capacity.
- Write a covering letter to be sent out with the toolkit. The covering letter should:
  - remind the participants of previous discussions and agreement to be a participant
  - state the purpose of the questionnaire and who

else will be completing the questionnaire
- explain who will see the information, write the report, and receive the report
- explain what to do to complete the questionnaire
- encourage the participants to be honest in their answers so that the network can improve and be more effective in the future
- explain that if they do not know the answer to any questions, then these questions should be marked N/K for Not Known
- detail who should be contacted if he or she has any questions or needs further explanation
- explain why the network organisational profile has been sent to them
- remind the participants when the questionnaire should be returned and to whom
- say who will be responsible for post, faxing or courier costs.

- Complete the network organisational profile. The network leader should do this and make sure it is checked by at least one other senior network or staff member.

Step 1
Send a copy of the toolkit and network organisational profile with a covering letter to each participant leaving plenty of time for it to arrive. The toolkit can be sent by post, fax, courier, email or by hand, as appropriate.

Step 2
Contact the participants to check that they have received the toolkit and covering letter and ask if they have any questions. Remind them when to return the questionnaire and to whom.

Step 3
Write the report by reviewing all the interviews, giving a score for each detailed question in each area of capacity, and summarising any interesting issues raised. Add a conclusion and any other relevant information such as a description of the process used and information about the interviewees. Attach the questionnaires as an annex to the report if required.

1. Name/title of the network

2. When established

When was the network set up?

When was the network legally registered (if relevant)?

3. Contact details of the network

4. Coverage of the network

Where is the network leadership based?

What geographical area does the network try to cover?

5. Network structure and membership

Who leads the network?

What are the main jobs/roles in the network?

How many full-time or part-time staff are there (paid or unpaid)?

How many members are there?

What is the membership criteria?

6. Overview of the network's activities

What is the focus of the different activities? Who does the network work with?

7. Key achievements and main challenges

What have been the network's key successes?

What have been the main problems or challenges?

8. Network resources

What financial and material support does the network receive from a) within the network b) outside the network?

9. Future plans

What are the immediate needs/priorities of the network?
If the network received more funding, how would it be used?

5 Areas of capacity

There are six subjects covered in this toolkit. They are called 'areas of capacity'.

A Involvement and accountability
B Leadership
C Knowledge and skills
D Internal communication
E Advocacy and external communication
F Management and finance

Each area of capacity begins by asking an open-ended question, followed by a number of more detailed questions. Participants are asked to give their network a capacity score based on the listed indicators – 1 being a weak area and 4 a strong area. At the end of each area of capacity there are two discussion questions to help the network plan for improvement and find out what resources are needed.

How to work through the area of capacity

1. Ask the open-ended question

How do you encourage the active involvement of network members and accountability to the members and other beneficiaries?

2. Ask the detailed question

	Question	Capacity score			
		1	2	3	4
1. Process for involvement	Does the network have consistent processes to gain the involvement of members in network activities?	Processes do not exist	Some processes are used but not consistently	Processes are consistently used	Processes are consistently used and documented

3. Choose the most relevant indicator and make a note of the score

4. When you have finished all the questions and scores, discuss the two planning questions and note recommendations

What actions should the network take to improve its capacity? (list in order of priority)
What resources are needed to implement these actions?

How do you encourage the active involvement of network members and accountability to the members and other beneficiaries?

Involvement means taking an active part in a group's processes and activities. There isn't a correct level of involvement for a member of a network; this will depend on many factors, including their amount of free time, skills, motivation, knowledge and confidence. The active involvement of a core group of members is important for most networks, which do not have many paid staff. Therefore, it is important for networks to encourage the involvement of their members.

Accountability means understanding who the network aims to support and being committed to serving their needs first, and in an honest and open way.

	Question	Capacity score			
		1	2	3	4
1. Process for involvement	Does the network have consistent processes to gain the involvement of members in network activities?	Processes do not exist	Some processes are used but not consistently	Processes are consistently used	Processes are consistently used and documented
2. Process for involvement is clearly explained	Does the network clearly explain processes for how members can be involved in network activities?	Processes for member involvement are not explained	Processes for member involvement are explained on request	Processes for member involvement are explained, but irregularly	Processes for member involvement are explained regularly
3. Obstacles to involvement	Has the network tried to overcome obstacles that might otherwise limit the involvement of members (e.g. literacy level, different languages, distance between members)?	The network does not understand the obstacles	The network understands the obstacles, but has not tried to overcome them	The network understands the obstacles, and has tried some, but not all, ways to overcome them	The network understands the obstacles, and has tried all ways to overcome them

	Question	Capacity score			
		1	2	3	4
4. Relevant objectives and activities (change wording as appropriate)	Does the network regularly identify the needs of members (and other beneficiaries if relevant) to define the network's objectives and activities?	The needs of members (and other beneficiaries if relevant) have not been identified	The needs of members (and other beneficiaries if relevant) have been identified, but are not reflected in the network's objectives and activities	The needs of the members (and other beneficiaries if relevant) are occasionally identified, and partially reflected in the network's objectives and activities	The needs of members (and other beneficiaries if relevant) are regularly identified, and are reflected in the network's objectives and activities
5. Monitoring and evaluation (M&E)	Does your network monitor and evaluate activities for its donors and members (and other beneficiaries if relevant)?	No – the network does not monitor and evaluate its activities	The network does not systematically collect M&E data but tries to respond to requests as they arise	The network systematically monitors and evaluates its activities and shares this with its donors	The network systematically monitors and evaluates its activities to inform donors, management decisions, and members (and other beneficiaries if relevant)

What actions should the network take to improve its capacity? (list in order of priority)

What resources are needed to implement these actions?

How well does the network leadership manage the organisation?

The network leadership are those people that have been given the responsibility for ensuring the success of the network in line with its purpose. The leadership can mean the network leader and senior staff, or just the network leader, or the network leader and Board members, etc. You must decide.

Characteristics – ideal network leaders are patient, decisive, honest, knowledgeable, confident, determined, respectful of the opinions of others, able to accept when they are wrong, unbiased, positive thinking, modest and likeable.

Skills – ideal network leaders have strong skills for listening, writing, speaking, sharing information, asking for ideas, advocacy, decision-making, strategic and action planning, fundraising, conflict management (preventing and solving disputes) and motivation?

It is important for leaders to share some of their responsibilities and tasks (to delegate) so that they have time to focus on their most important tasks.

	Question	Capacity score			
		1	2	3	4
1. Leadership characteristics	Does the network leadership have all the ideal leadership characteristics (12 listed above)?	No, none of the ideal characteristics	Less than 4 characteristics	Less than 8 characteristics	Yes
2. Leadership skills	Does the leadership have all the skills of an ideal network leader (11 listed above)?	No, none of the ideal skills	Less than 4 skills	Less than 8 skills	Yes
3. Leadership training	Does the leadership train others to be able to lead tasks?	The leadership does not train others to lead tasks	The leadership has trained others, but the wrong people	The leadership has successfully trained others, but not enough people	The leadership has successfully trained a sufficient number of people to delegate all necessary tasks

	Question	Capacity score			
		1	2	3	4
4. Leadership delegate tasks	Does the leadership delegate tasks appropriately (the right tasks to the right people)?	Tasks are not delegated	Some tasks are delegated (but not always the right tasks to the right people)	Some tasks are delegated	All tasks that can be delegated are delegated appropriately
5. Work planning and budgeting	Does the leadership make sure that the network has an annual work plan and budget?	There is no annual work plan or budget	There is a list of activities that are dated and ordered, but with no budget	There is a list of activities that are dated, ordered for and budgeted	A written work plan exists, including who will implement the activities, when, and how, and how the activity will be monitored. The work plan is also budgeted

What actions should the network take to improve its capacity? (list in order of priority)

What resources are needed to implement these actions?

Note: Agree on who is included under 'leadership' before scoring the indicators.

How successfully does the network keep knowledge up to date and use the skills of its members?

The network needs people with different knowledge and skills for roles and responsibilities. With limited paid staff, the network needs to make sure that the knowledge and skills of its members are used, shared and kept up-to-date.

The network therefore needs to:

- know what knowledge and skills it needs
- know what knowledge and skills exist
- make sure that the existing knowledge and skills are used
- make sure that knowledge and skills gaps are addressed.

	Question	Capacity score			
		1	2	3	4
1. Improving knowledge	Does the network encourage all staff and members to improve their knowledge?	No mechanisms for improving knowledge exist	Some leaflets and information is made available but not shared across the network. Occasional requests are made to share knowledge within the network	Knowledge is regularly accessed from a few external sources and distributed to members on request. Sharing knowledge within the network is encouraged	Knowledge is regularly accessed through a variety of external and internal sources and is actively distributed to members
2. Human rights and HIV	What do the network staff and members understand about the relationship between people's rights, legal protection, and HIV?	The network staff and members have no understanding	The network staff and members understand that people living with HIV are often discriminated against and have rights that should be protected	The network staff and members understand how abuses of human rights can make people more vulnerable to discrimination and risk of infection, but do not know how to use rights in its work	The network staff and members actively use explanations of the law and people's rights to help inform, defend or protect vulnerable people, or to advocate to others, e.g. the police

	Question	Capacity score: 1	2	3	4
3. Using skills	How does the network make sure that it uses the skills of its members?	No mechanisms are in place to make sure that members' skills are used	Skills are only used when members offer their services at the time of current need	Skills of most members are known, and are occasionally used	Member's skills of the members are determined when they join and regularly afterwards, and are used wherever possible
4. Skills training	How does the network improve the skills of its staff and key members?	No skills training is provided	Very occasional informal training is provided by one network staff or member to another when the need arises	Frequent informal training is provided by one network staff or member to another when the need arises	Training activities are organised to address skills gaps that have been identified in advance

What actions should the network take to improve its capacity? (list in order of priority)

What resources are needed to implement these actions?

How well does the network organise internal communication and overcome the main challenges?

Internal communication is very important for a network to co-ordinate activities and resources, monitor and evaluate its work, build mutual support between members, and share knowledge and experiences. There are many challenges for internal communication as network members are often spread out across a big area and have poor access to post, telephones, fax, computers and email. Sometimes network members speak different languages.

	Question	Capacity score			
		1	2	3	4
1. Internal communication procedures	Does the network use documented internal communication procedures that say what should be communicated, when, how and to whom?	No, procedures do not exist	Informal procedures exist but are not documented	Informal procedures exist that are documented but are not implemented consistently	Yes, documented procedures exist and are implemented consistently
2. Communication resources	Which communications resources do the network members have access to?	No resources exist	All members have access to post, and public telephone	All members have access to post, and a private telephone (landline or cell), or a local group of network members share access to these resources	All members have access to post, private telephone (landline or cell), computer for email/internet access, or are members of a local group that share access to these resources
3. Access to office equipment	Does the network leadership have its own office, meeting space and equipment?	No office or equipment	Access to private telephone and public fax and computer services (including internet access), no office space	Regular access to private office and equipment (including computer, printer and internal/email access) which is shared with another organisation or individual	Own office and equipment (computer, printer and internal/email access)

	Question	Capacity score			
		1	2	3	4
4. Translation	How does your network cope with members speaking different languages?	No efforts are made to solve the problem	Members are encouraged to communicate locally and across distance with members that speak the same language	The network translates important internal information into local languages	The network translates important internal information into local languages, translates information from local languages to be used by others. Translation is provided during annual meetings

What actions should the network take to improve its capacity? (list in order of priority)

What resources are needed to implement these actions?

Is the network's advocacy work is well planned and implemented, and external communication implemented in a professional way?

Advocacy is a process of influencing people in positions of power (be they individuals, groups or institutions – 'targets') to bring about change in policies, laws and practices. Advocacy can improve access to services, reduce stigma and discrimination, allow network members to protect themselves from exposure to HIV infection, and more. Advocating on your own behalf means that you can be sure that the issues important to you are included in the messages (what you say to share your views) but there may be other organisations or individuals who can help you to achieve your aims ('allies').

External communication includes representing the network and exchanging information, knowledge and experience with those outside the network. Representing the network means speaking or acting on behalf of the network leadership, staff and members. Representation should be as professional as possible.

	Question	Capacity score			
		1	2	3	4
1. Deciding what advocacy to do	How does the network decide which advocacy issues are the most important and realistic to address?	The network does not do any advocacy	The network leadership and members react to issues as they arise in the way they choose	The network uses processes and procedures to decide whether to address issues as they arise	The network uses processes and procedures to decide whether to address issues as they arise and identify future issues to address
2. Planning advocacy	Does the network plan its advocacy work?	Advocacy work is not planned	Advocacy activities are identified and agreed, but responsibilities, timelines and budgets are not planned in detail	Advocacy activities, targets, messages and allies are identified and agreed, but responsibilities, timelines and budgets are not planned in detail	Advocacy activities, targets, messages and allies are identified and agreed, including details of responsibilities, timelines and budgets
3. Monitoring and evaluating advocacy work	Does the network monitor and evaluate its advocacy work?	No monitoring or evaluation	The success of the advocacy work is only identified if the end goal is achieved	The successes and failures of the advocacy work is identified at different stages	The successes and failures of the advocacy work is identified at different stages and used to strengthen future actions

5 Areas of capacity E: Advocacy and external communication

	Question	Capacity score			
		1	2	3	4
4. Leadership representing the network	How effective is the leadership when representing the network?	No skills or experience at representing network	Leadership is sometimes professional and has some skills but no experience	Leadership have skills and some experience	Leadership have effective skills and experience in communication and representation
5. Members representing the network	How effective are the members when they represent the network?	No skills or experience at representing network	Members are sometimes professional and has some skills but no experience	Members have skills and some experience	Members have effective skills and experience in communication and representation
6. Confidentiality	Is confidentiality respected, including personal information, photographs and opinions of network members?	Confidentiality issues are not understood	Confidentiality issues are understood but not respected	Confidentiality issues are understood but not always respected	Confidentiality issues are always understood and respected

What actions should the network take to improve its capacity? (list in order of priority)

What resources are needed to implement these actions?

Is the network well organised and is money accounted for?

It is important for the network to be well managed so that it can achieve as much as possible with its time and resources. This means that activities must be monitored and clearly linked to achieving the goals of the network, and money needs to be well allocated and accounted for.

	Question	Capacity score			
		1	2	3	4
1. Registration	Is the network legally registered?	No steps have been taken to register	Registration is not possible for our network membership	Registration is possible, and the network has started the process of registration	Yes
2. Governing committee/board	Do you have a committee/board that meets and makes decisions that guide your network's development?	There is no committee or board	The committee/board exists but it never meets	The committee/board meets occasionally but rarely agrees on any decisions	The committee/board meets regularly (at least twice a year), with useful guidance and decisions made for the network
3. Governing committee/board documentation	Does the network governing committee/ board have a document explaining its responsibilities and how it should be managed?	There is no committee or board	Some guidance is documented and some is verbally agreed	A document exists but is not used to guide the actions of the governing committee/board	A document exists which is used to guide the actions of the governing committee/board
4. Activities linked to goals and objectives	Do you have agreed goals and objectives which guide the network's activities?	Goals and objectives have not been developed	Goals and objectives exist, but are not used to guide activities	Goals and objectives exist, but are only occasionally used to guide activities	Goals and objectives exists and all activities are linked to them

	Question	Capacity score			
		1	2	3	4
5. Job descriptions and monitoring (jobs do not mean paid staff positions but rather distinct roles that are given to individuals to fulfil)	Do you have documented job descriptions and an organisational structure that is used to monitor and improve the work of individuals?	There are no job descriptions or organisational structure	Titles for jobs exist but roles and responsibilities are not documented	Job descriptions are documented and an organisational structure exists to show management and reporting responsibilities	Job descriptions and organisational structure are documented. Job descriptions are used to monitor the effectiveness of individuals and improve their work
6. Up-to-date accounts	Does your network keep accounts of money that can be presented on demand?	No accounts are kept	Records are kept of money received and spent but not compared	Accounts are kept up to date and statements are prepared and available at the end of the year.	Accounts are kept up to date and statements are prepared and available four times a year, or on demand
7. Budgets and cash flow planning	Does your network prepare, monitor and review a budget?	Budgets are not prepared	Budgets are prepared by the leadership to decide how much money to spend on the network's cost and activities	Budgets are prepared annually and presented to the committee/board or representative group of members for approval	Budgets are prepared and approved, and compared to accounts of money spent at least every 6 months to check that the network has enough money
What actions should the network take to improve its capacity? (list in order of priority)					
What are the resources needed to implement these actions?					

A global partnership:
International HIV/AIDS Alliance
Supporting community action on AIDS in developing countries

Civil society organisation capacity analysis series

The Alliance has developed a series of toolkits to support the capacity analysis and capacity development of the following types of civil society organisation:

- **community-based organisations (CBOs)**
- **non-governmental organisations (NGOs)**
- **networks**
- **intermediaries (organisations that support CBOs, NGOs and networks).**

The Alliance also publishes a range of complementary materials on organisational development, technical HIV issues, and policy and advocacy which can be used to support capacity development efforts subsequent to analysis. To view these resources, please visit the Alliance website: **www.aidsalliance.org** and the NGO support website **www.ngosupport.net**

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