



2012

**ASSESSMENT OF CAPACITY BUILDING  
NEEDS OF NGOs IN GEORGIA**



UNICEF CO & BEMONI PUBLIC UNION  
***UNICEF-EU HIT-A Project***

The assessment was developed within the framework of the Project “**Strengthening Capacity of NSA for HIV Testing and Counseling of Most-at-risk Adolescents and Young People**” undertaken with the financial support of the European Commission

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## INTRODUCTION

This report presents information on training and technical assistance needs of the NGOs working with Most-at risk adolescents (MARA) in Georgia, gathered by UNICEF Georgia CO and its National partner NGO, Bemoni Public Union (BPU) during the four months assessment in Tbilisi (the capital) and 4 urban centers (Rustavi, Telavi, Zugdidi and Batumi) of Georgia.

UNICEF Georgia CO and BPU undertook the training and technical assistance needs assessment of the NGO sector as part its EU-funded three-year Project entitled “Strengthening Capacity of NSA for HIV Testing and Counseling of Most-at-risk Adolescents and Young People”. The project is implementing in five countries: Azerbaijan, Belarus, Georgia, Moldova and Ukraine. The **overall objective** of the proposed action is to increase access to and uptake of confidential, anonymous, and free HIV testing and counseling services among adolescents and young people within most-at-risk populations and to build effective linkages with HIV prevention, treatment, and care services. Specific Objectives are: **Specific Objective 1:** Improve capacity of NSA to scale-up HIV T&C services for at-risk young people and adolescents. **Specific Objective 2:** Strengthen country and regional partnerships between NSA and state/health social systems and exchange of knowledge and experience

NSA play a critical role in advocating for improved access to quality services for MARA and young people, and HIV testing and counseling offers a vital entry point for the access and uptake of such services. Within this context, this action will provide a package of targeted capacity building activities to NSA specifically aimed at enhancing their capacity to 1) design, deliver, and monitor appropriate youth-friendly testing and counseling interventions/services that target most-at risk adolescents and are linked to broader prevention, treatment, and care services; 2) advocate for the promotion of appropriate testing and counselling services for adolescents in order to effectively influence policy and legislation; and 3) coordinate and network with other NSA and state-actors in order to facilitate the exchange of ideas, best-practices, and lessons learned through targeted networking opportunities.

The findings and recommendations in this document aim to provide the needed knowledge and information for drawing up and designing capacity building plans and training activities that better respond to the local NSA needs and requirements and that would contribute to increasing the capacities and broadening the knowledge of NGOs and civil society organizations to better contribute to increasing access to and uptake of confidential, anonymous, and free HIV testing and counseling services among adolescents and young people within most-at-risk populations in the country.

The report is presented in three parts. The first part describes the needs assessment process. The second part discusses the assessment findings in different organizational capacity areas of the sector. The last part of the report presents conclusions and recommendations for addressing the most urgent capacity development needs of the sector.

## I. ASSESMENT METHODOLOGY & PROCESS

### **1. Assessment Purpose**

Project partners developed and conducted the training and technical assistance needs assessment in order to design an intervention strategy that would appropriately meet the needs of the NGO sector. Therefore, the **main purpose of this assessment** was to gain an understanding of the nature and the effectiveness of the HIV T&C services currently targeting adolescents, especially those most-at-risk, measure the NGO sector's technical and organizational capacities, identify constraints, and utilize this information to guide BPU's design of its training and technical assistance program for the NSAs.

Another objective of this assessment is that assessment results will enable Project partners to select 5 NSAs and develop capacity building plans with each NSA that are clearly tailored to their technical and management needs and gaps. The proposed capacity-building activities will strengthen the technical and management skills of the selected NSAs in the five project sites in Georgia, enabling them to effectively identify and reach MARA with an integrated package of HIV T&C services that are linked to appropriate, youth-friendly prevention, treatment, care, and support services.

### **2. Approach and Methodology**

The first step taken was defining what kind of organizations should be identified. Project team collected a list of all the following organizations:

1. Existing capacity of HIV prevention, treatment, care and support to MARA and potential to further strengthen capacity
2. No experience to date of working with MARA, but with demonstrated capacity of working on HIV prevention, treatment, care and support with adults at-risk of HIV and future potential to work with MARA
3. No experience to date of working with MARA, but with demonstrated capacity of providing services to adolescents/young people and future potential to work with MARA

The next step was developing an interview questionnaire as the survey tool for the assessment process. Capacity Assessment Tool developed by UNICEF<sup>1</sup> had been adapted by BPU Expert Team, translated into Georgian and pre-tested. The assessment tool consists of two questionnaires: Questionnaire 1. Background Information (annex 1) and Questionnaire 2. NSA Capacity Assessment Tool (annex 2).

Project partners gathered all available information about the NSAs in selected cities through meetings with NGO umbrella organizations, international organizations, and other institutions, and from the various directories and publications currently available from these organizations. Also, the electronic database of youth service organizations in Georgia (e-service), developed by the Ministry of Sports and Youth with financial and technical support of the UNICEF CO had been used.

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<sup>1</sup> UNICEF Capacity assessment tools for organizations working with most at-risk adolescents, October 2008

BPU identified youth and HIV service providers in Tbilisi, Batumi, Zugdidi, Rustavi and Telavi. An assessment directory of 62 NGOs had been prepared. Project team visited these organizations in order to meet the representatives of the identified NSAs. Meetings were held with 15 organizations in Batumi, 12 organizations in Zugdidi, 5 organizations in Rustavi, 10 organizations in Telavi, 20 organizations in Tbilisi and Questionnaire 1 was filled in. Usually BPU team interviewed the Executive Director or Chairperson of the organization, with a few exceptions when they delegated the meeting to staff members. The Questionnaire 2 had been sent to these organizations via e-mail and feedback was received from them. Although 62 NGOs were met and invited to participate in the process, total of 33 organizations (7 NGOs from Batumi, 8 NGOs from Zugdidi, 4 NGOs from Telavi, 4 NGOs from Rustavi and 10 NGOs from Tbilisi) were interviewed by the questionnaire 2, as some of NGOs chose not to participate.

## II. MAIN FINDINGS

### *Length of Service*

Information has been collected concerning the length of time the assessed NGOs have been in service. The following table provides a summarized view of the length of time the NGOs have been in service; the time has been grouped into three levels as shown hereunder.

N of years of service	N of NGOs	%
Between 1 and 5	11	33%
Between 5 and 10	15	46%
More than 10	7	21%

### *Organizational structure*

Majority of the organizations have indicated that they have a board. Most NGOs are managed by an executive director who is appointed and supervised by the board. The executive director is supported by technical and support staff. Most of them are small, with the total number of staff being, in the majority of cases, less than 20 permanent staff.

Written managerial procedures are often absent in NGOs. In many small organizations, there are no clear job descriptions for each staff, and functional structures are not differentiated. The Majority of NGOs does not have a set human resource policy that is written and distributed to staff. In addition, when the organization grows to the level where the functional structure is no more adequate, a higher level of structure could be needed to be in place. The response received to matters concerning organizational structure is that there is a need for organizational development assistance.

### *Technical capacity*

The findings suggest that none of the 33 participating organizations has good existing capacity for HIV prevention, treatment, care and support to MARA; 7 thereof have limited existing capacity for HIV prevention, treatment, care and support to MARA and potential to further strengthen capacity; 10 have no experience to date of working with MARA, but have demonstrated capacity to work with HIV prevention, treatment, care and support for adults at-risk of HIV and future potential to work with MARA; and 16 have no experience to date of working with MARA, but have

demonstrated capacity to provide services to adolescents/youth and future potential to work with MARA.

Training of staff is not planned but is assigned ad-hoc according to what is offered to the NGO on short notice, and among all the training they were offered, very few were requested by the staff themselves.

Through this assessment, it can be fairly stated that there is need for capacity building, and there are many gaps to be filled, but on a whole, the possibilities for expansion of MARA services have been shown. However, organizations are dependent on donor funds, which are limited, so they cannot always meet the existing needs and fulfill the expectations of their clients. They are interested in scaling up their services to deal with and meet the needs of MARA but for that they need financial and technical support, and training.

### ***Volunteer Management***

The study revealed that NGOs don't rely much on volunteers to implement activities and aren't active in recruiting new ones even those with no staff structure or few volunteers. Few NGOs, mainly those working in urban contexts, whose programs appeal to youth and university graduates, are utilizing these potentials and skills.

### ***Management of the organization***

All non-governmental organizations have their own offices and equipment. They are registered according to the Georgian law for NGOs, have a statute. It must be mentioned that most of the organizations do have plans for improving and expanding their expertise and experience, but there is a lack of financial support, and there is in many cases a need for further investment in organizational development issues and staff, especially qualified staff.

### ***Finance and Budget***

All the assessed NGOs are donor dependent organizations; thus, they do not have their own source of funding. Without the financing from donor organizations they cannot provide any services and do not receive financial support from the government. Because of these restraints, the management of many organizations depends on the fluency and availability of donor funds to continue functioning and providing services to their target population. For this they need to strengthen their capacities in fundraising and proposal writing.

### ***Monitoring and record keeping***

The assessment reveals that organizations do have a monitoring and reporting form for their performance, both financial and situation reports. Some organizations also have long-term plans with goals, objectives, results and indicators. The organizations do not have their own system for impact monitoring and evaluation; however they have project indicators as imposed by the donor based on which they measure the impact of separated projects.

### III. CONCLUSION AND NEXT STEPS

The purpose of this needs assessment was to gain insights into what service providers need to better deliver HIV prevention and other HIV services to MARA in Georgia. The findings of the assessment reveal that they need a supportive environment and individual capacity building/enhancement. Different organizations have different standards, so needs for capacity building vary from organization to organization. However, the majority organizations involved in this assessment expressed the need for technical assistance such as with fundraising, outreach, help in building networks and collaborations with other organizations which offer services for HIV prevention treatment and support in the local area or in the country. Addressing all of the needs identified is beyond the scope of this project.

However, the identified needs do provide organizations with an opportunity to take action. In so doing, benefits would be gained not only for MARA but also for a range of other communities. The next steps for the Strengthening the Capacity of NSA partners will be the development of the training curriculum and resource package. The training curriculum will be designed to confirm the core competencies of the service providers and deepen their capacity to deliver HIV prevention services to MARA.

## ANNEXES

## Annex 1.

Questionnaire 1. Background Information			
<p><b>1. Name of organization</b></p> <p>----- ----- -----</p>		<p><b>2. Type of organization</b></p> <p>NGO <input type="checkbox"/> 1</p> <p>CBO <input type="checkbox"/> 2</p> <p>Private practice <input type="checkbox"/> 3</p> <p>Other <input type="checkbox"/> 8</p> <p><i>If other, please specify</i> ----- -----</p>	
<p><b>3. Date of establishment</b></p> <p>-----</p>			
<p><b>4. Category of organization</b></p>			
<p>Local <input type="checkbox"/> 1</p> <p>National <input type="checkbox"/> 2</p> <p>International <input type="checkbox"/> 3</p>		<p>Locations where the NSA works ----- ----- -----</p>	
<p><b>5. Contact details of the NSA</b></p>			
<p>Name of Chairperson/Director ----- -----</p>			
<p>Address ----- -----</p>			
<p>Telephone -----</p>			
<p>Fax -----</p>			



Is there access to:

Internet  Yes  No

E-mail  Yes  No If yes, please give address -----

Web-page  Yes  No If yes, please give address -----

## Annex 2.

### Questionnaire 2. NSA Capacity Assessment Tool

Name of organization

Person providing information (name, title, position)

#### 1. STAFFING

How many staff work for your organization? Please do not include ancillary staff (drivers, cleaners, receptionists etc)

	Full time paid		Part time paid		Volunteers	
	Male	Female	Male	Female	Male	Female
Manager/director						
Administrator						

Finance manager						
Other (specify)----- ---- ----- ----						
Gynecologist						
Infectionist						
Internist or general practitioner						
Addictologist						
Pediatrician						
Psychiatrist						
Other (specify)----- ---- ----- ----						
Nurses						
Lawyers						
Pedagogues						
Psychologists						
Social workers						
Outreach workers						
Peer educators						
Other (specify)----- ---- ----- ----						

## 2. SERVICES PROVIDED BY ORGANIZATION

### 2.1 How would you best describe the main work of your organization?

Services/activities	Please tick if	How long have you been providing these services?
---------------------	----------------	--

	<b>you provide this service</b>	Within last year	1 to 2 years	2 to 5 years	Six to 10 years	Over 10 years
General health services						
HIV prevention services						
HIV testing (HCT)						
Harm reduction services						
Palliative care						
Adolescent/youth friendly services						
Child-protection services						
Psycho-social support services						
Social services						
PLHIV support group						
IDU support group						
MSM support group						
Sex-worker support group						
Rehabilitation services						
Prevention and treatment of STIs						
Post-exposure prophylaxis (PEP)						
Legal services						
Human rights protection/stigma reduction						
Advocacy						
Healthy life-style promotion						
Reproductive health services						
Community/Public education						
Research						
Vocational/income generation skills						
Humanitarian (clothes/food)						
Other ( <i>specify</i> )----- -----						

-----						
Other (specify)----- ----- -----						
Other (specify)----- ----- -----						
Other (specify)----- ----- -----						

**2.2. Which of the following methods does your organization use to deliver services to clients?**

- Clinic based health services  1
- Hospital based health services  2
- Office based counseling services  3
- Mobile services  4
- Outreach services  5
- Peer education  6
- Shelter and placement  7
- Training  10
- Other  8

*If other, please specify* -----  
-----

**3. TYPE OF CLIENTS USING SERVICES**

**3.1. Does your service ONLY work with adolescents/ young people?**

**3.2. If yes, what are the main characteristics of the adolescents/youth who access your services?**

Yes 1  No 0

In school  1

	Out of school	<input type="checkbox"/> 2
	Living without parental care (with relatives)	<input type="checkbox"/> 3
	Living or working on the street	<input type="checkbox"/> 4
	Living in institutional care	<input type="checkbox"/> 5
	National minorities	<input type="checkbox"/> 6
	Displaced youth	<input type="checkbox"/> 7
	Rural youth	<input type="checkbox"/> 10
	Urban youth	<input type="checkbox"/> 11
	Substance users	<input type="checkbox"/> 12
	Injecting drug users	<input type="checkbox"/> 13
	Boys who have sex with men	<input type="checkbox"/> 14
	Adolescents who have been sexually exploited	<input type="checkbox"/> 15
	Transgendered/transsexual	<input type="checkbox"/> 16
	Living with HIV	<input type="checkbox"/> 17
	Other (specify)-----	<input type="checkbox"/> 8
	Don't know	<input type="checkbox"/> 9

### 3.3. If any adolescents/youth use your service, do most of them:

Come directly/self-refer without an appointment	<input type="checkbox"/> 1
Come directly with appointment	<input type="checkbox"/> 2
Referred by outreach workers	<input type="checkbox"/> 3
Referred by peer educators	<input type="checkbox"/> 4
Referred from school	<input type="checkbox"/> 5
Referred by youth projects/clubs	<input type="checkbox"/> 6
Referred by health services	<input type="checkbox"/> 7
Referred by social services	<input type="checkbox"/> 10

Referred by child protection services	<input type="checkbox"/> 11
Other	<input type="checkbox"/> 8
Don't know	<input type="checkbox"/> 9
<i>If other, please specify</i> ----- -----	

**3.4. If your service is not exclusively specifically designed for adolescents/young people, are there specific times when young people can access your services?**

Yes 1    No 0    Don't know 9

**4. RECORD KEEPING**

**4.1. Do you ask clients for their name when they register to use your service?**

Yes 1    No 0    Don't know 9

**4.2. If no, do you have an anonymous coding system (Unique Identifier Code) for clients?**

Yes 1    No 0    Don't know 9

**4.3. Do you keep client records?**

Yes 1    No 0    Don't know 9

**4.4. If yes, how are records kept?**

Register  1

Computer records  2

Both  3

Other, please specify -----  
-----  
-----

**4.5. Do you have a protocol on data protection?**

Yes 1    No 0    Don't know 9

**4.6. Does your organization collect written information on the following?**

Age of client	<input type="checkbox"/> Yes 1	<input type="checkbox"/> No 0	<input type="checkbox"/> Don't know 9
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Sex of client	<input type="checkbox"/> Yes 1	<input type="checkbox"/> No 0	<input type="checkbox"/> Don't know 9
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Services provided to clients	<input type="checkbox"/> Yes 1	<input type="checkbox"/> No 0	<input type="checkbox"/> Don't know 9
<b>4.7. Does your organization produce annual statistics on number of:</b>	<b>4.8. If yes, please state:</b>		
New clients using services <input type="checkbox"/> Yes 1 <input type="checkbox"/> No 0 <input type="checkbox"/> Don't know 9	Number of new clients reached in 2011 ----- -----		
Repeat clients using services <input type="checkbox"/> Yes 1 <input type="checkbox"/> No 0 <input type="checkbox"/> Don't know 9	Number of repeat clients reached in 2011 ----- -----		
	Number of new clients reached in 2012 ----- -----		
	Number of repeat clients reached in 2012 ----- -----		
<b>5. STAFF TRAINING</b>			
<b>5.1. Does your organization have a staff training plan?</b>	<b>5.2. Has your organization ever conducted a training needs assessment?</b>		
<input type="checkbox"/> Yes 1 <input type="checkbox"/> No 0	<input type="checkbox"/> Yes 1 <input type="checkbox"/> No 0		
<b>5.3. Please identify what training you have received by area (tick each area) and any areas you would like to receive future training in?</b>			
Types of training	Received training by type		Need training
	Workshop	On-job training	Yes
HIV modes of transmission			
Voluntary counseling and testing for HIV			
Peer education			
Outreach			
Sexual and gender based violence			
Working with injecting drug users			

Working with sex workers			
Working with MSM			
Working with people living with HIV			
Human rights of most at-risk populations (IDUs, MSM, SW)			
Human rights of people living with HIV			
Behavior change communication			
Gender programming			
Psychosocial issues			
Child protection issues			
Adolescent, health and development			
Communicating and counseling adolescents			
HIV among adolescents			
STIs among adolescents			
Substance use among adolescents			
Training of trainers (ToT)			
Organizational strategic planning			
Management			
Finance and budgeting			
Fund raising/resource mobilization			
Advocacy and lobbying			
Other, please specify ----- -----			

## 6. SUPPLIES

### 6.1. Does the organization always have regular supplies of:

HIV prevention information       Yes 1     No 0     Don't know 9

HIV treatment information       Yes 1     No 0     Don't know 9



Condoms  Yes 1  No 0  Don't know 9

Medicines  Yes 1  No 0  Don't know 9

HIV prevention supplies  Yes 1  No 0  Don't know 9

Other shortages (please specify) -----  
-----  
-----

## 7. FINANCING AND BUDGET

### 7.1. Please state the funding source for the work of your organization:

	Whole	Partial	None
Government state	<input type="checkbox"/> 2	<input type="checkbox"/> 1	<input type="checkbox"/> 0
Government municipality	<input type="checkbox"/> 2	<input type="checkbox"/> 1	<input type="checkbox"/> 0
Global Fund to fight AIDS, TB and Malaria	<input type="checkbox"/> 2	<input type="checkbox"/> 1	<input type="checkbox"/> 0
UN agency	<input type="checkbox"/> 2	<input type="checkbox"/> 1	<input type="checkbox"/> 0
Bilateral agency	<input type="checkbox"/> 2	<input type="checkbox"/> 1	<input type="checkbox"/> 0
International NGO	<input type="checkbox"/> 2	<input type="checkbox"/> 1	<input type="checkbox"/> 0
Local NGO/charitable organization	<input type="checkbox"/> 2	<input type="checkbox"/> 1	<input type="checkbox"/> 0
Private sector	<input type="checkbox"/> 2	<input type="checkbox"/> 1	<input type="checkbox"/> 0
Other	<input type="checkbox"/> 2	<input type="checkbox"/> 1	<input type="checkbox"/> 0
If other, please specify ----- ----- -----			

### 7.2. Please state approximate annual budget for your organization:

No independent budget  0

Less than US\$ 5,000  1

US\$ 5,000 to 9,999  2

US\$ 10,000 to 19,999  3

US\$ 20,000 to 49,999  4

- US\$ 50,000 to 99,999  5
- US\$ 100,000 to 199,999  6
- Over US\$ 200,000  7
- Don't know  9

## 8. GOVERNANCE

**8.1. Do you have internal rules for the organization?**

- Yes 1
- No 0
- Don't know 9

**8.2. If yes, do you have?**

- Rules/principles written down  1
- Rules exist, but not widely approved  2
- Rules accepted and approved by all the members of the organization  3
- Other  8
- Please specify -----  
-----  
-----

**8.3. Do you have a committee/board that governs your work?**

- Yes 1  No 0  Don't know 9

- Committee/Board established, but never meets  1
- Committee/Board meets once a year  2
- Committee/Board meets quarterly  3
- Other  8

Please specify-----  
-----  
-----

## 9. MANAGEMENT

**9.1 Does your organization have a**

**9.2 Does your organization have norms**

statute?	and standards governing service delivery?
<input type="checkbox"/> Yes 1 <input type="checkbox"/> No 0 <input type="checkbox"/> Don't know 9	<input type="checkbox"/> Yes 1 <input type="checkbox"/> No 0 <input type="checkbox"/> Don't know 9
<b>9.3 Is there an Operation Plan for the work of your organization?</b>	<b>9.4 Is there an Annual Report for the work of your organization in 2011?</b>
<input type="checkbox"/> Yes 1 <input type="checkbox"/> No 0 <input type="checkbox"/> Don't know 9  If yes, what time period does the Operation Plan cover? ----- ----- -----	<input type="checkbox"/> Yes 1 <input type="checkbox"/> No 0 <input type="checkbox"/> Don't know 9  If no, has your organization ever produced an Annual Report?  <input type="checkbox"/> Yes 1 <input type="checkbox"/> No 0 <input type="checkbox"/> Don't know 9
<b>9.5 Does your organization have its own office?</b>	<b>9.6 Does your organization have its own equipment?</b>
<input type="checkbox"/> Yes 1 <input type="checkbox"/> No 0	<input type="checkbox"/> Yes 1 <input type="checkbox"/> No 0
<b>10. VOLUNTEERS</b>	
<b>10.1 Does your organization involve volunteers who have different areas of responsibility?</b>	<b>10.2 If yes, how many volunteers does your organization work with?</b>
<input type="checkbox"/> Yes 1 <input type="checkbox"/> No 0 <input type="checkbox"/> Don't know 9	One <input type="checkbox"/> 1 Two to four <input type="checkbox"/> 2 Five to nine <input type="checkbox"/> 3 Ten to fourteen <input type="checkbox"/> 4 Fifteen to 19 <input type="checkbox"/> 5 Twenty plus <input type="checkbox"/> 6 Don't know <input type="checkbox"/> 8
<b>10.3 Are volunteers involved in decision making within your organization?</b>	<b>10.4 Do you provide training for volunteers?</b>
<input type="checkbox"/> Yes 1 <input type="checkbox"/> No 0 <input type="checkbox"/> Don't know 9	<input type="checkbox"/> Yes 1 <input type="checkbox"/> No 0 <input type="checkbox"/> Don't know 9
<b>11. FINANCE AND BUDGET</b>	
<b>11.1 Does your organization have a bank account to hold its</b>	<b>11.2 Does your organization prepare, monitor and review the budget?</b>

<b>funds?</b>	
<input type="checkbox"/> Yes 1 <input type="checkbox"/> No 0 <input type="checkbox"/> Don't know 9	<input type="checkbox"/> Yes 1 <input type="checkbox"/> No 0 <input type="checkbox"/> Don't know 9
<b>11.3 Has your organization ever written a project proposal for funding?</b>	<b>11.4 How many successful proposals (resulted in funding) have you prepared?</b>
<input type="checkbox"/> Yes 1 <input type="checkbox"/> No 0 <input type="checkbox"/> Don't know 9	None <input type="checkbox"/> 0 One <input type="checkbox"/> 1 Two to four <input type="checkbox"/> 2 Five or more <input type="checkbox"/> 3  Please give the year of the last successful proposal you received funding for ----- -----
<b>11.5 Do you provide financial reports to donors?</b>	<b>11.6 Does your organization have an M&amp;E system and collect data on an on-going basis?</b>
<input type="checkbox"/> Yes 1 <input type="checkbox"/> No 0 <input type="checkbox"/> Don't know 9	<input type="checkbox"/> Yes 1 <input type="checkbox"/> No 0 <input type="checkbox"/> Don't know 9

THANK YOU COOPERATION