

RTI International/AIDS Projects Management Group/APCOM

Management of Effective Programs addressing HIV Prevention, Treatment, Care and Support for Gay Men and other MSM and transgender people

Program overview

Table of Contents

Abbreviations.....	3
Preface.....	4
The change we hope to bring about by delivering this training.....	4
View of the participants.....	5
Sectors Benefiting from this Training.....	5
Narrative Account of the Program.....	7
Course Outline and Course Time Frames.....	9
Diagramming the program.....	11
Module 1 Context Building	
Overview.....	12
Learning Outcomes.....	12
Module Outline and Time Frames.....	12
Module 2 Engaging MSM and TGs in Health Programming	
Overview.....	13
Learning Outcomes.....	13
Module Outline and Time Frames.....	13
Module 3 Environments and interventions supporting HIV/sexual health MSM and TG programs	
Overview.....	15
Learning Outcomes.....	15
Module Outline and Time Frames.....	15
Module 4 Documentation, monitoring and evaluation	
Overview.....	16
Learning Outcomes.....	16
Module Outline and Time Frames.....	16
Module 5 Program Management	
Overview.....	18
Learning Outcomes.....	18
Module Outline and Time Frames.....	18

Abbreviations

MSM	Men who have Sex with Men
TG/TGs	Transgender / Transgenders
LGBT	Lesbian, Gay, Bisexual and Transgender
MARPs	Most At Risk Populations
PLHIV	People Living with HIV/AIDS
GIPA	Greater Involvement of People with HIV and AIDS
MoPH	Thai Ministry of Public Health
BMA	Bangkok Municipal Administration
NAPHA	National Antiretroviral Program for People Living with HIV and AIDS
TNP+	Thai Network of People Living with HIV and AIDS
CDC	US Centers for Disease Control
USAID	United States Agency for International Development
FHI	Family Health International
HIV	Human Immunodeficiency Virus
AIDS	Acquired Immune Deficiency Syndrome
STI	Sexually Transmitted Infections
ARV	Antiretroviral medications
IDU	Injecting Drug Users
CBOs	Community Based Organizations
NGO	Non-Government Organization
VCT	Voluntary Counseling and Testing
CCM	Country Coordinating Mechanism
NAC	National AIDS Committee

Preface

Now more than ever, effective, expert HIV management and health policy leadership for gay men, MSM and TGs are essential as countries with concentrated epidemics grapple with rising rates of HIV infection among these populations. The UNAIDS Deputy Executive Director, Paul De Lay recently highlighted the urgency of expert leadership announcing that countries must “recalibrate their HIV programming to respond to the needs of those most at risk” and ensure that MSM policy and programming is “based on local epidemiological and social realities.” (Medical News Today, 21 May 2009).

Management of Effective Programs addressing HIV Prevention, Treatment, Care and Support for Gay Men and other MSM, and Transgender People is a dynamic, interactive training program designed and delivered by senior international expert peer trainers from across the globe. Based upon best-practice adult education principles and methods, it draws on the latest research, policy and strategy related to HIV prevention, treatment, care and support among gay men, MSM and transgender people to deliver training at the cutting edge of new thinking and innovation. The training aims to impart practical, sustainable knowledge and skills to program managers, frontline service managers and health policy professionals that can enhance their leadership capacity and improve programming and service delivery. It is designed to be particularly relevant for funders, national AIDS program staff, Global Fund project managers, policy makers, frontline managers and advocates.

The change we hope to see

As a result of participating in this training we hope that participants will be better able to advocate for and support their MSM and TG HIV-related programs. They will be better able to lead with sensitivity and respect for the range of public health partners, including community CBOs and NGOs that are essential for effective programming. We aim to create a change that allows participants to better conceptualize and talk about MSM and TG issues and consider these for HIV program management. We aim to foster improved capacity for application of the skills and methods introduced during the program.

- Participants will have a deeper understanding of data and evidence relating to HIV prevention and care among MSM and TG; they will have an increased understanding data in their own countries and regions, and be able to use that data to drive and support policy development, program planning and review.

- They will have a better understanding of MSM and TG HIV risk in terms of human rights, violence, youth and “patterns of vulnerability”. This includes a stronger understanding of how laws and legal policies hinder or enable better HIV programming for MSM and TGs. This will include an analysis of the particular characteristics and needs of sub-populations of MSM and TG relevant to the participants’ context.
- Participants will become familiar with the comprehensive package of HIV programs and services for MSM and TGs and be assisted in adapting it to their context. They will be provided with evidence for effective policy and program design.
- Participants will leave this training with new ideas about how to manage MSM and TG programs – both internal and external. They will better understand how to work with community partners who are implementing aspects of the program. They will understand the challenges and opportunities available when ‘managing up’ to sustain HIV programming to MSM and TGs. They will be better able to navigate bureaucratic processes.

View of the Participant

This curriculum has been developed with a particular view of the potential participants who are likely to benefit, the skills they bring with them and the learning they seek. Participants are viewed as having general skills in health, welfare, policy development and/or service management that is the foundation of their capacity to contribute to HIV programming for MSM and TGs. The curriculum assumes that many participants will be seeking:

- greater understanding of and sensitivity toward MSM and TG
- improved knowledge of HIV as it affects MSM and TGs in their respective jurisdictions
- detailed knowledge of comprehensive services for MSM and TG, their implementation, monitoring and evaluation
- greater sophistication in their ability to utilize international policy, strategy, research and information related to HIV programming among MSM and TG
- improved skills in the management of donor-related programs and services

Sectors benefiting from this training

This curriculum aims to be of value to **National and Provincial government officials** responsible for the funding and management of programs addressing HIV prevention and care among MSM and transgendered people. These participants will generally be health bureaucrats with a health or planning background and responsible for advising Government Ministers and others on

policy in the response to HIV. These participants will also be writing program policy and managing donor relationships and programs.

Staff and stakeholders in Global Fund programs, including the secretariat for Country Coordinating Mechanisms (CCMs), CCM members, management and implementation staff in Principal Recipient organizations. These individuals are crucial to the ways in which MSM and TG programs are developed, funded and implemented in-country and a capacity to consider the MSM and TG needs of their citizens is critical to the success of the HIV response.

Staff of international and national-nongovernment organizations managing programs addressing HIV prevention and care among MSM and TG will also benefit from participating. Frontline managers of HIV programs and health professionals managing HIV treatment and care services that need to target MSM and TG are also viewed as important participants. The training will also be relevant for country-level UN program managers and their staff, as they are often called upon to provide technical advice.

Course Outline

Introduction (afternoon/evening)		
Time	Timing	Session Title
3.00pm-4.20pm	80 mins	Welcome, Introduction <i>Exercise</i> Overview of training objectives and program
4.20pm-6.00pm	80 mins	Participant Situations and Aspirations
6.00pm-7.30pm	90 mins	Welcome Dinner

Module One – Context building

Day 1 (morning)		
Time	Timing	Session Title
9am-9.15am	15 mins	Overview of the day
9.15am-9.30am	15 mins	Terms and Definitions <i>Exercise</i>
9.30am-10.00am	30 mins	Review of epidemiology of HIV among MSM and TG
10.00am-10.30am	30 mins	Comprehensive Approach to HIV targeting MSM and TG
10.30am-11.00am	30 mins	Morning Tea
11.00am-1.00pm	120 mins	<i>Exercise</i> - Understanding the complexities of MSM, TG and HIV (MSM and TG sub-populations, context of risk/impact)
1.00pm-2.00pm	60 mins	LUNCH

Module Two: - Engaging MSM and TG in Health Programming

Day 1 (afternoon)		
Time	Timing	Session Title
2.00pm-2.30pm	30 mins	Defining HIV related needs of MSM and TG – introduction to the Continuum of Prevention to Care
2.30pm – 4.00pm	90 mins	Engaging MSM and TG in Health Programming
4.00pm-4.30pm	30 mins	Afternoon Tea and End of Day

Module Two – Engaging MSM and TG in Health Programming (continued)

Day 2		
Time	Timing	Session Title
9am-9.30am	30 mins	Introduction to the Day and Check-in <i>Exercise</i>
9.30am-11.30am	120 mins	Creating an environment that reduces MSM and TG HIV transmission
11.30am-12.00pm	30 mins	Morning Tea
12.00pm – 1.00pm	60 mins	Creating an environment that reduces MSM and TG HIV transmission (cont)
1.00pm-2.00pm	60 mins	LUNCH

2.00-3.15pm	75 mins	Delivering HIV treatment, care and support
3.15pm-3.45pm	30 mins	Afternoon Tea Break
3.45pm-5.00pm	75 mins	Programme Implementation - models of service delivery
5.00pm-5.15pm	15 mins	End of the Day <i>Exercise</i>

Module Three – Environments and interventions that support HIV and sexual health programs for MSM and TG

Day 3		
Time	Timing	Session Title
9am-9.15am	15 mins	Introduction to the Day and Check-in <i>Exercise</i>
9.15am-9.30am	15 mins	Session 0: Introduction
9:30am-10.30pm	60 mins	Session 1: Environments of risk, vulnerability and impact
10.30am – 11.00am	30 mins	Morning Tea
11.00am-12.00pm	60 mins	Small group report back
12.00pm-1.00pm	60 mins	Session 2: Elements of the enabling environment
1:00pm – 2:00pm	60 mins	LUNCH
2:00pm– 3:30pm	90 mins	Session 3: Laws and policies
3:30pm – 4:00pm	30 mins	Afternoon tea
4:00pm-5.15pm	75 mins	Session 4: Human rights and social justice frameworks

Module Four – Strategic information

Day 4		
Time	Timing	Session Title
9.00am-9.30am	30 mins	Introduction to the Day and Check-In <i>Exercise</i>
9.30am-11.00am	90 mins	Overview of research, policy, strategy and M&E
11.00am-11.30am	30 mins	Morning Tea
11.30am-1.00pm	90 mins	Clinic 1 – What do you know and how do you know it? (research, epidemiology and other data clinic)
1.00pm-2.00pm	60 mins	LUNCH
2.00pm-3.30pm	90 mins	Clinic 2 – How do you advocate for, drive and protect MSM and TG programs? (policy and strategy clinic)
3.30pm-4.00pm	30 mins	Afternoon Tea
4.00pm-5.30pm	90 mins	Clinic 3 – How do you know it is working? (M&E frameworks clinic)

Module five – Program Management

Day 5		
Time	Timing	Session Title
9am-9.30am	30 mins	Introduction to the Day and Check-In <i>Exercise</i>
9.30am-11.00am	90 mins	Managing the MSM and TG program I Building and maintaining sustainable relationships between program managers and MSM/TG NGOs and CBOs and with affected communities and populations
11.00am-11.30am	30 mins	Morning Tea
11.30am-1.00pm	90 mins	Managing the MSM and TG program II Costing program elements Setting and maintaining standards Reach and coverage - Getting enough services and programs to enough people often enough
1.00pm-2.00pm		LUNCH and final session/evaluation

Training Modules



Module 1 Context Building



Module 2 MSM and TG Programming



Module 3 Enabling Environments



Module 4 Strategic Information



Module 5 Managing Programs



Module 1

Context Building

Overview

The morning of Day 1 (Monday) begins with the module **Context Building** introducing

- (a) common terms and definitions used in MSM and TG programming
- (b) the Comprehensive Package of Programs and Services for MSM and TG and
- (c) exercise exploring complexities in understanding and HIV programming for MSM and TG.

Learning Outcomes

At the end of this module participants will understand

- the language used in MSM and TG programming
- elements of the Comprehensive Package of Programs and Services for MSM and TG
- the use they can make of these terms and the Comprehensive Package in their work.

Participants will also have a deeper understanding of the complexities of programming for MSM and TG including

- the differences between identity and behavior,
- environments of risk and vulnerability
- how marginalization, poverty, lower education and harassment by police and other social forces impact upon HIV prevention and care among MSM and TG.

Module One – Context building

Day 1 (morning)		
Time	Timing	Session Title
9am-9.15am	15 mins	Overview of the day
9.15am-9.30am	15 mins	Terms and Definitions <i>Exercise</i>
9.30am-10.00am	30 mins	Review of epidemiology of HIV among MSM and TG
10.00am-10.30am	30 mins	Comprehensive Approach to HIV targeting MSM/TG
10.30am-11.00am	30 mins	Morning Tea
11.00am-1.00pm	120 mins	<i>Exercise</i> - Understanding the complexities of MSM, TG and HIV (Who, how and where they are)
1.00pm-2.00pm	60 mins	LUNCH



Module 2 MSM and TG Programming

Overview

Day 1 continues with an introductory session to managing programs for MSM and TG entitled **Engaging MSM and TG in Health Programming**. The session includes

- The HIV Prevention to Care Continuum is used to describe and define health related needs of MSM and TG and the public health partners that can help to achieve the goals across this continuum
- The day concludes with afternoon tea and an end of the day *Exercise* during the tea break.

Day 2 (Tuesday) continues the module **Engaging MSM and TG in Health Programming**. The day begins with

- Introduction to the Day and a Check-In *Exercise*
- A session on approaches and models for engaging MSM and TG in health programming that includes how MSM and TG access or the conditions by which they will access services
- Assisting MSM and TG prevention HIV including a presentation of the range of HIV prevention interventions used in MSM and TG programming
- Treatment, care and support imperatives for MSM and TG
- Implications for the design and management of programs and services.

Learning Outcomes

At the end of the module participants will have:

- a deeper understanding of services which attract and ensure follow-up by MSM and TG
- the dynamics of health decision-making and the impacts of this decision-making on HIV transmission and prevention practices
- some practice answers to local issues and barriers in local contexts of the participants.

Module Two: - Engaging MSM and TG in Health Programming

Day 1 (afternoon)		
Time	Timing	Session Title
2.00pm-2.30pm	30 mins	Defining HIV related needs of MSM and TG – introduction to the Continuum of Prevention to Care
2.30pm – 4.00pm	90 mins	Engaging MSM and TG in Health Programming
4.00pm-4.30pm	30 mins	Afternoon Tea and End of Day

Module Two – Engaging MSM and TG in Health Programming (continued)

Day 2		
Time	Timing	Session Title
9am-9.30am	30 mins	Introduction to the Day and Check-in <i>Exercise</i>
9.30am-11.30am	120 mins	Helping MSM and TG avoid HIV transmission
11.30am-12.00pm	30 mins	Morning Tea
12.00pm – 1.00pm	60 mins	Helping MSM and TG avoid HIV transmission
1.00pm-2.00pm	60 mins	LUNCH
2.00-3.15pm	75 mins	Delivering HIV treatment, care and support (including a 15 minute tea break)
3.15pm-3.45pm	30 mins	Afternoon Tea Break
3.45pm-5.00pm	75 mins	Programme Implementation – models of service delivery
5.00pm-5.15pm	15 mins	End of the Day <i>Exercise</i>



Module 3 Enabling Environments

Overview

Day 3 (Wednesday) introduces the module **Environments and interventions that support HIV and sexual health programs for MSM and TG**. The module includes:

- Introduction to the Day and Check-In *Exercise*.
- A session on mapping environments of HIV risk, vulnerability and impact for MSM and TG
- A session setting out the elements of enabling environments and supportive interventions.
- Laws and policies that shape HIV programming and how these impact on prevention and care outcomes.
- Relevance of human rights and social justice frameworks for HIV prevention and care among MSM and TG.

Learning Outcomes

At the end of the day participants will

- Understand the affect that the environment that people live in has on people at risk of and affected by HIV
- understand stigma and discrimination and their impact on MSM and TG
- be familiar with the elements of supportive legal and policy environments
- identify strategies they can employ to improve the enabling environment for HIV prevention and care among MSM and TG in their context
- be familiar with key documents that can assist in applying a human rights and social justice framework to strengthening the enabling environment

The day will support the development of skills in advocating for changes to laws and policies that impact on HIV prevention and care among MSM and TG. This will include arguments related to public health, social justice and human rights. Having practical strategies for working within existing legal and policy frameworks is a key learning outcome of this module.

Module Three – Environments and interventions

Day 3		
Time	Timing	Session Title
9am-9.15am	15 mins	Introduction to the Day and Check-in <i>Exercise</i>
9.15am-9.30am	15 mins	Introduction
9:30am-10.30pm	60 mins	Session 1: Environments of risk, vulnerability and impact
10.30am – 11.00am	30 mins	Morning Tea
11.00am-12.00pm	60 mins	Small group report back
12.00pm-1.00pm	60 mins	Session 2: Elements of the enabling environment
1:00pm – 2:00pm	60 mins	LUNCH
2:00pm– 3:30pm	90 mins	Session 3: Laws and policies
3:30pm – 4:00pm	30 mins	Afternoon tea
4:00pm-5.15pm	75 mins	Session 4: Human rights and social justice frameworks



Module 4 Strategic Information

Overview

Day 4 introduces the module **Strategic Information**. In this module, the facilitators set a practical challenge for participants to develop policy advice to a senior manager/Government Minister in their jurisdiction and then provide an overview of the key research, policy, strategy and M&E frameworks that exist to support the development of that policy advice. What follows are three 'clinics' that provide intensive, practical training in the reading and application of research, epidemiology and other data, policy and strategy as well as M&E analysis to support the –development of high quality policy advice in support of HIV-related MSM and TG programming. The day includes:

- Introduction to the Day and the Check-In *Exercise*.
- Clinic 1: What do you know and how do you know it? (Research, Epidemiology, Data Clinic)
- Clinic 2: How do you advocate for, drive and protect MSM and TG services and programs? (Policy and Strategy Clinic)
- Clinic 3: How do you know it's working? (M&E Clinic)

Learning Outcomes

At the end of Day 4 participants will have produced written policy advice, using and analyzing available evidence from a range of sources. They will have developed the capacity to:

- Assess evidence (research, epidemiological reports, articles and submissions) and use evidence to mount a case in support of MSM and TG programming
- Easily use international policy, strategy and other documents and use arguments in these documents to support a case for MSM and TG programming
- Identify challenges in the management of donor funded programs, including M&E, and have some solutions to these challenges.

Module Four: Strategic Information

Day 4		
Time	Timing	Session Title
9.00am-9.30am	30 mins	Introduction to the Day and Check-In <i>Exercise</i>
9.30am-11.00am	90 mins	Overview of research, policy, strategy and M&E
11.00am-11.30am	30 mins	Morning Tea
11.30am-1.00pm	90 mins	Clinic 1 – What do you know and how do you know it? (research, epidemiology and other data clinic)
1.00pm-2.00pm	60 mins	LUNCH
2.00pm-3.30pm	90 mins	Clinic 2 – How do you advocate for, drive and protect MSM and TG programs? (policy and strategy clinic)
3.30pm-4.00pm	30 mins	Afternoon Tea
4.00pm-5.30pm	90 mins	Clinic 3 – How do you know it's working? (M&E frameworks clinic)



Module 5 Management

Overview

Day 5 (Friday) introduced the module **Management** and the day begins with an Introduction to the Day and a Check-in *Exercise*. Day 5 integrates the previous four days of training in to thinking about good overall management practices that help to support and sustain HIV programming in MSM and TG.

Learning Outcomes

At the end of this module participants will understand

- How to manage implementing partners for the MSM/TG program – particularly MSM/TG NGOS and CBOs
- How to set and maintain service standards for the program
- The essential elements of workforce development to support the program
- Costing and financial management of MSM/TG programs
- How concepts of reach and coverage relate to MSM/TG programming
- How to manage 'up' to government/donors, and 'down' to program staff/implementing agencies

Module 5 – Program Management

Day 5		
Time	Timing	Session Title
9am-9.30am	30 mins	Introduction to the Day and Check-In <i>Exercise</i>
9.30am-11.00am	90 mins	Managing the MSM/TG program I Building and maintaining sustainable relationships between program managers and MSM/TG NGOs and CBOs and with affected communities and populations
11.00am-11.30am	30 mins	Morning Tea
11.30am-1.00pm	90 mins	Managing the MSM/TG program II Costing program elements Setting and maintaining service standards Workforce development Reach and coverage - Getting enough services and programs to enough people often enough
1.00pm-2.00pm		LUNCH and final session/evaluation