

# NATIONAL COORDINATING COALITION INC.

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## ADVOCACY PLAN

SUBMITTED BY: VOLUNTEER YOUTH CORPS INC.

PREPARED BY: GCSL TEAM



# NCC Advocacy Plan



**USAID**  
FROM THE AMERICAN PEOPLE

GUYANA CIVIL SOCIETY  
LEADERSHIP (GCSL) PROJECT





# NATIONAL COORDINATING COALITION ADVOCACY PLAN

**A guide towards creating positive change for the  
National Coordinating Coalition**

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## Acronyms

GCSL	Guyana Civil Society Leadership
NCC	National Coordinating Coalition Inc.
VYC	Volunteer Youth Corps. Inc.
NGO	Non-Governmental Organization
CSO	Civil Society Organization

## Introduction

Through a three (3) year Cooperative Agreement with the United States Agency for International Development (USAID), the Guyana Civil Society Leadership (GCSL) Project is tasked with strengthening the National Coordinating Coalition Inc. (NCC), a registered not-for-profit group that currently comprises twenty (20) leading NGOs in Guyana that are focused on reducing the impact of HIV/AIDS/STIs along with other health and social issues affecting the development of Guyana. The GCSL Project commenced in June 2015 where after the NCC governance structure was finalised and it was registered as a legal entity on November 6, 2015.

The GCSL award falls under USAID's HIV/AIDS Strategic Objective, "Public Health Response to HIV/AIDS Strengthened", and is aimed at improving the coordination of civil society's response to the epidemic. The project's objectives are:

1. To strengthen the network of civil society organizations (CSOs) for greater impact and sustainability of the national HIV response.
2. To increase the capacity of the NCC to advocate more effectively for critical issues.
3. To promote an enabling environment for civil society to remain a significant part of the national HIV response.

The NCC is a network of NGOs that came together in 1999 under USAID Guyana HIV/AIDS Youth Project with the responsibility for oversight and monitoring of the project's response. The Coalition, formerly referred to as the National Coordinating Committee, comprised NGO-led management staff. Over time, the Coalition evolved from a core group of six (6) NGOs to twenty (20) plus NGOs receiving funding under the USAID/PEPFAR initiative. Currently, nine (9) members are grant recipients under the USAID/PEPFAR program and have sub-awards with the Advancing Partners and Communities (APC) Guyana. Nevertheless, the NCC has gradually expanded its scope beyond HIV/AIDS and attracted NGOs addressing varied issues such as suicide, crime reduction, prison reform, youth empowerment and education development.

The following list of NGOs comprise the current membership of the NCC: Artistes In Direct Support, Lifeline Counselling Services, Youth Challenge Guyana, Guyana Trans United (GTU), Society Against Sexual Orientation Discrimination (SASOD), Linden Care Foundation, Hope for All, Hope Foundation, Comforting Hearts, Family Awareness Consciousness and Togetherness(FACT), United Bricklayers, Express Guyana, For the Children's Sake Foundation, Guyana Responsible Parenthood Association (GRPA), Guyana Sex Work Coalition, Merundoi Incorporated, Monique's Caring Hands, Practical Christianity Ministries and Rainbow House.

The process of developing and finalizing the Advocacy Plan started with an Advocacy Plan Development Workshop which was held on 25-26 January 2016. This was facilitated by APC Guyana, an affiliate of John Snow Inc. Research and Training Institute a public health consultancy firm.

This plan was also informed by research which examined the laws and practices that affect equitable access to healthcare for key populations (men who have sex with men, transgender persons and sex workers). Attention was also given to civil society's inclusion in the national decision making process, increased funding for HIV in the national budget, transparency and accountability at the Global Fund level, national standards/guidelines for the implementation of HIV/AIDS services, formalisation of partnerships with the private sector, and tax concessions for NGOs. Following the Legal Literacy and Advocacy Platform Workshop held on 29<sup>th</sup> September 2016 where the NCC membership was apprised of the issues to be addressed under the advocacy platform, the following working groups were formed:

- i. Key Populations.
- ii. NGO Taxation Reform;
- iii. Government Engagement;
- iv. Private Sector Collaboration;
- v. NGO Inclusion in the Global Fund HIV Funding Mechanism; and

The success of this advocacy plan is to be measured principally by the resourcefulness and productivity of each working group whose tasks and responsibilities are clearly outlined under each respective goal. Although this is an advocacy plan for the NCC, the role of the project implementing unit is also delineated primarily for avoidance of confusion. It is believed that this advocacy plan would be better served if the mutually exclusive but convergent remit of the major parties who have a vested interest in this plan are clearly defined thereby eschewing the potential for future complications.



## Advocacy Mandate

### Definition of Advocacy

Advocacy originates from *advocare*, ‘call to one’s aid’ or to speak out on behalf of someone, as a legal counsellor. Conceptually, advocacy fits into a range of activities that include organizing, lobbying and campaigning.

Organizing is a broad-based activity designed to ensure that the views represented in advocacy come from those who are actually affected by the issue. Lobbying derives from the Latin word

*loggia*, a room where one would meet directly with decision makers to engage in (often private) quality discussions and debate. Compared to organizing, lobbying takes a more targeted approach and reaches out to fewer people. On the other end of the spectrum, the Latin origin for campaigning is *campus*, the wider battlefield. An advocacy campaign publicly promotes an agenda, involving platforms where a wide audience can hear the advocate’s message.<sup>1</sup>

### Why an Advocacy Plan?

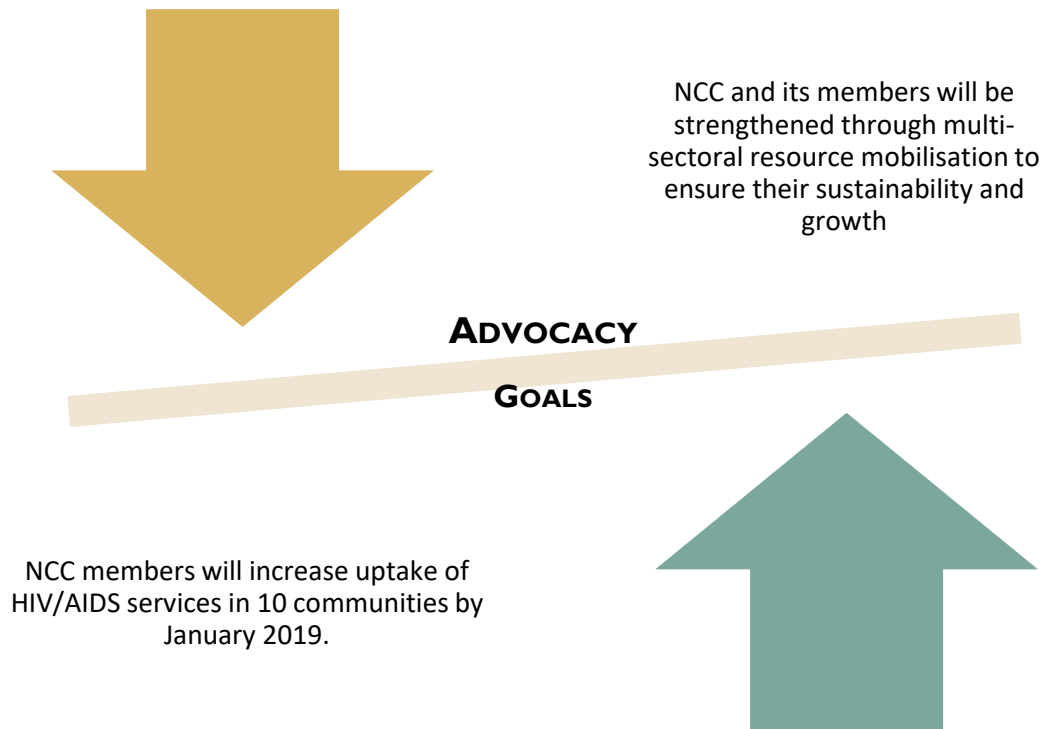
This advocacy plan is hinged around two planks: identification of funding frameworks and non-discriminatory access to quality HIV/AIDS services. Through GCSL facilitated training, it is anticipated that the constituent members of the NCC will be capable of advocating for the following goals:

- NCC Sustainability – in the current fluid financing climate, NGOs are finding it difficult to source monetary contributions or bankroll their programmatic priorities; a glaring example is the steady decline of USAID/PEPFAR funding for HIV/AIDS-related programming.
- Non-Discriminatory Access to HIV/AIDS Services – Guyana has committed to implement the National HIV/AIDS Guidelines and Policies, which includes the equal and non-discriminatory access to public healthcare services for those who are afflicted with or vulnerable to the disease. There is also a Patients’ Charter/Bill of Rights which assures the rights of patients to be treated in a dignified and humane manner. However, uptake of HIV/AIDS services by the potential client population and especially key populations (men who have sex with men, transgender persons and female sex workers) in Guyana is negatively impacted by pervasive and entrenched stigma and discrimination, both at the community, facility and national level.

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<sup>1</sup> Based on input from Alison Marshall, UK National Committee, and Jyothi Kanics, PFP Geneva. UNICEF’s Advocacy Toolkit pg. 2

The following are the two (2) advocacy goals of this plan:







# NCC SUSTAINABILITY

MULTI-SECTORAL RESOURCE MOBILIZATION

## **Advocacy Goal I- NCC Sustainability: NCC and its members will be strengthened through multi-sectoral resource mobilization to ensure their sustainability and growth**

### **Background**

NGOs in Guyana are effective at raising critical issues and bringing awareness of important causes into the public consciousness. However dissent and complaints are insufficient to maintain and propel civil society's efforts to achieve the desired social change. With the decrease in donor funding, NGOs are worried about their daily existence, especially paying rent and recurring costs, maintenance of equipment and other devices. These expenses are crucial to ensuring the survival of NGOs, without which they would be unable to implement their projects. Not so long ago, NGOs received funding from international donors which covered even the basic minutiae. The arrival of the lean years, which unfortunately caught many NGOs unawares, has focused minds on the avenues available to generate revenue and seek diverse funding mechanisms that will see civil society present itself as a viable entity that is able to sustain its philanthropic activities and provide it with the flexibility to implement its programmes without being undermined by external agendas.

Nowhere is this phenomenon more evident than with the decline in funding for HIV/AIDS services by international partners. At the height of the HIV/AIDS prevalence rate in Guyana in the 1990s, CSOs were mobilized to combat this disease. They were supported in this quest by USAID/PEPFAR funding which contributed significantly to the decline in the rate in the general population from 7 % to 1.1% in 2011.<sup>2</sup> As USAID/PEPFAR financing was significantly scaled back the Government of Guyana, which has declared that the HIV/AIDS epidemic is a national priority, is now expected to fill the gaps to ensure that the successes gained in the fight are not unravelled.

Due to the unreliability of external funding and shifting priorities, the NCC members must commit their efforts to regaining control of their financial autonomy. This will entail addressing the NGO-State relationship in Guyana which can exist on a spectrum: from conflicting and competitive to collaborative, depending on whether the parties' goals and methodologies align. It is incumbent that civil society evaluates its access to the policy space and determines whether it is capable of influencing policy dialogues, strategic planning and country programmes. Further, public-private partnerships must be used as a means to improving the legal and institutional funding regime for civil society in Guyana. The benefits to be derived from such joint ventures include *inter alia* equitable, efficient and accessible public services, improved institutional and management capacity, and of course manifest sustainability.

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<sup>2</sup> UNAIDS Estimates, cited from HIVISION 2020 Guyana National HIV Strategic Plan 2013-2020 pg. 16

## Vision of Change

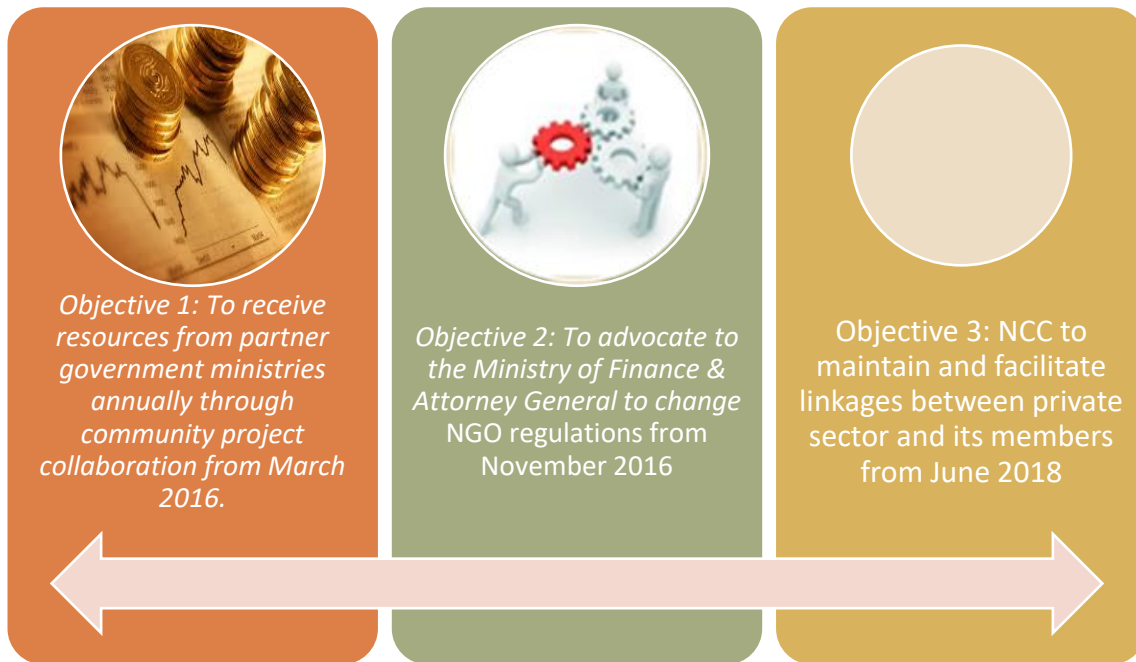
NGOs should not simply seek to move from one paymaster to another but to demand structural change to their regulatory environment which inhibits them from independently charting their own course and forces them to rely on third parties for project support, many times at steep costs to their core principles and values. Accordingly, this advocacy goal acknowledges that the NCC cannot (and should not) pin *all* of its hopes for funding on the Government and the Private Sector who themselves may lack innovative mechanisms for dispensing financing that adequately addresses the needs of civil society. Diversification of funding is encouraged as it would safeguard against any possible compromise of the NGOs' ability in holding the Government accountable to its obligations.

Therefore this goal will employ a multi-faceted approach through which there will be an examination of all sources of funding available to NGOs in Guyana. These efforts will include expending greater efforts to access Global Fund HIV resources, reform of a tax environment that stifles ingenuity when seeking to raise funds, exploring opportunities to benefit from public funding whether through grants, project implementation, sub-contracting of essential public services, and institutionalizing relationships with private sector partners.

Emphasis will be placed on the ability of NGOs to deliver services not provided by the Government because of incapacity or unwillingness; or not invested in by businesses due to unprofitability. NGOs are more *au fait* with the needs of a local community since they are closer to its residents and are able to instinctively react and adapt to problems as necessary. This highlights a unique attribute of civil society and is premised on a social arrangement where as part of undertaking activities that traditionally fall within the competence of the State, NGOs should be rewarded in return for transparency, accountability and monitoring of any disbursed public or private funds. In this regard, the NCC will cast its members as effective partners in tackling social problems and influencers of government policy. The end result is an enabling environment that encourages NGOs to acquire income through contracted services or consultations while still satisfying the needs of underserved populations.

Twinned to the identification of gaps in public services, goods, and functions, will be a concerted push to address the tax regulatory environment which offers no concessions to NGOs nor incentivizes them to incubate and execute business ideas that can operate as a separate income stream; with the total proceeds reinvested in the NGO to sustain the organization and its work. Unless the Government embraces the need for reform in this area, these ongoing tax consequences will continue to haunt NGOs as they will remain hampered in their ability to legitimately raise funds.

## Goal I: Objectives



## Strategy

In an effort to build relationships, explore opportunities for collaboration and align activities, the NCC will partner with several government ministries and sub-agencies including: Ministry of Public Health, Ministry of Finance, Office of the Presidential Advisor on Youth Empowerment (PAYE), National Community Development Council. The NCC will also seek out the private sector as allies, whose backing will be indispensable in championing the causes of the NCC members.

Refer to table I for activities and tactics.

## Advocacy Plan Monitoring Tool: Goal 1

Strategy	Indicators of Process	Targets	Indicators of Impact	Targets					
<b>Goal 1 – NCC and its members will be strengthened through multi-sectoral resource mobilization to ensure their sustainability and growth</b>									
<p>Strategy:</p> <p>In an effort to build relationships, explore opportunities for collaboration and align activities, the NCC will partner with several government ministries and sub-agencies including: Ministry of Public Health, Ministry of Finance, Office of the Presidential Advisor on Youth Empowerment (PAYE), National Community Development Council. The NCC will also seek out the private sector as allies, whose backing will be indispensable in championing the causes of the NCC members.</p>	<p><i>Objective 1: To receive resources from partner government ministries annually through community project collaboration from March 2016.</i></p> <p><i>Objective 2: To advocate to the Ministry of Finance &amp; Attorney General to change NGO regulations from November 2016</i></p> <p><i>Objective 3: NCC to maintain and facilitate linkages between private sector and its members from June 2018</i></p>								
	<b>NCC's Role</b>		<b>Oct 2016 - Sept 2017</b>		<b>Annual</b>				
			Q1	Q2	Q3	Q4	2017	2018	2019
	<i>NGO taxation reform working group</i>								
	Create policy briefs for the Minister of Finance and the Attorney General detailing reasons for change in the taxation regulatory environment		X	X	X	X		X	X
	Manage the advocacy activities to mobilise support for tax exemptions for charities along with tax deductions for their supporters (e.g. newspaper articles, talk shows, etc.)			X	X	X			
	<i>The working group responsible for NGO inclusion in the Global Fund HIV Funding Mechanism</i>								
	Advocate for strong civil society representation on the Country Coordinating Mechanism (CCM)		X						
	Mobilise and coordinate financial and other resources to assist NCC members to execute their programmatic areas of focus			X	X	X			
	<i>Government engagement working group</i>								
Advocate with government to honour its constitutional responsibility to have NGOs' participation in policy making, strategic planning and legislative amendments			X	X	X				

Explore greater opportunities for NGOs to receive government financing and public funding, whether through grants, joint project execution, delivery of social services			X	X			X	X
<i>Private sector collaboration working group</i>								
Garner support from the private sector (Georgetown Chamber of Commerce and Industry (GCCl), Private Sector Commission (PSC)) that will see NGOs receiving tax exemptions			X	X				
Institutionalize relationships with private sector partners to fund the services provided by NGOs			X	X			X	X
<b>GCSL's Role</b>								
Establish four (4) advocacy working groups to address issues on NGO taxation reform, government engagement, private sector collaboration and NGO inclusion in the Global Fund HIV Funding Mechanism	X							
Provide advocacy training in the following areas: legal literacy, legislative advocacy and influencing policy development, lobbying and engaging policy makers, preparing press releases and developing key messages and methods of measuring successes.		X	x				x	
Conceptualise and administer a platform for collaboration & partnerships (e.g. populated website, advocacy promotion ) geared towards supporting sustainability for the NCC and its members by September 2016	X						X	
Launch populated website that serves as a repository for extensive information about the activities of the NCC membership			x					
Create templates for advocacy issues (e.g. addressing tax code, NGO regulation, government collaboration, etc.)			x	x				

	Develop prototype to collect organisational information from NCC Members		x						
	Design a dossier for each NCC member that will catalogue their goals, activities, and accomplishments.		x						
	Maintain and coordinate an online collaborative working environment that will allow the working groups to communicate, ventilate ideas and develop strategies			x	x		x	x	x
	Create the campaign to gather support for tax exemptions for charities along with tax deductions for their supporters (e.g. cue cards, donated media, etc.)			x	x				
	Sign an MOU with the Georgetown Chamber of Commerce and Industry (GCCI) securing their support to lobby on behalf of the NCC for the necessary taxation reform.			x					
	Author one article per month promoting the work of NCC and its members to be circulated in the press and through social media			x	x		x	x	x

### Decision-Makers and Influencers

Decision-Makers	Importance of the Issue High/Medium/Low	Power to Create Change High/Medium/Low	Desired Behavioural Change/Actions	Influencers
Minister of Finance – Winston Jordan	High	High	2017 Budgetary inclusion for the National Coordinating Coalition	Presidential Advisor on Youth Empowerment – Mr. Aubrey Norton Director of Budget Planning Officer Minister of Health – Dr. George Norton
Minister of Public Health	High	High	2017 Budgetary inclusion for the National Coordinating Coalition	NAPS Director – Dr. Rhonda Moore Chief Medical Officer – Dr. Shamdeo Persaud
Ministry of the Presidency	High	High	2017 Budgetary inclusion for the National Coordinating Coalition and other assistance where necessary in terms of building for the NCC and its members, tax exemptions/rebates etc.	Minister of Culture, Youth & Sport – Min. Nicolette Henry Presidential Advisor of Youth – Mr. Aubrey Norton Head Political Division MOTP - Mr. Frederick McWilfred Chief Community Development Officer - Mr. Eugene Gilbert Her Excellency Sandra Granger
Director of NAPS	Medium	Medium	Providing the technical assistance in terms of the local HIV funding road mapping and also to determined areas of mutual cooperation	Behavioural Change Communication Officer
Civil Society	Medium	Medium	To be enlisted as part of the NCC umbrella	National Coordinating Coalition Inc. Guyana Equality Forum Guyana Business Coalition for Health Awareness
Members of Communities where NGOs operate	Medium	Medium	Community ownership and buy-in for the work of the NGOs	Broadcast/Print, Online Media RDCs, NDCs and CDCs Civil Society Community Leaders (informal leaders with influence over their



				communities e.g. religious leaders)
Programme and Station Managers from the Media Houses	High	High	Ensuring there are at least three (3) mins airing of GCSL advocacy materials	GCSL Team (GCSL Advocacy & Communication Plans)
Media (Public Awareness)	High	High	To ensure that GCSL advocacy materials are broadcast.	Radio, Television, Press, New Media (Online)

### Opposition and Obstacles

Potential Resistors	Potential Impact High/Medium/Low	Mitigation or Reduction Strategies
Other NGOs (GEF)	Medium	Finding a common ground to facilitate a collective funding approach from the Government
Some community members	Medium	Using the media to publicize the positive work of the NGOs
Guyana Business Coalition for Health Awareness	Medium	Finding opportunities for partnership and collaboration to facilitate a collective funding approach from the Government, as well as partnering with private sector entities
Other NGOs outside of the NCC	Medium	Finding opportunities for partnership and collaboration to facilitate a collective funding approach from the Government
Cabinet Members	Low	Using the media to spread public knowledge on the GCSL Project and NCC in keeping with objective 2 of the programme.

### Partners

Potential Partners	Level of Influence High/Medium/Low	Position of the Matter	Anticipated Roles of Partners
Presidential Advisor on Youth Empowerment – Mr. Aubrey Norton	High	Sympathetic to the advocacy cause once programme activities are aligned to national development goals	Facilitate discussions and present proposals, on behalf of the NCC, with the Minister of Finance
Department of Youth, Sports & Culture – Min. Nicolette Henry	High	Sympathetic to the advocacy cause once programme activities are aligned to national development goals	To inform the President on technical advice and civil society (NCC)

NCC	High	Advocates and implementers	Building on the strengths of the NGOs; Expanding the NCC
Media (Broadcast, Print)	High	Sympathetic to the advocacy cause once properly informed	Stakeholder buy-in; understanding mission and goal (Broadcast/Print, Online Media)
NAPS Director	High	Sees the relevance of civil society; to assist in defining the NGOs role in the National HIV response	Conduit to Minister of Public Health
Private Sector Organizations (Guyana Chamber of Commerce Inc., Private Sector Commission)	High	Sees value in a united approach to achieving legislative change	To join with the NGO community in lobbying the government for clear and detailed legislation governing civil society and its supporters
Community Ambassadors	High	Sympathetic to the advocacy cause once properly informed	To be a familiar face championing the NGO's cause at the community and multi-sectoral levels
News Editors/Reporters	High	Sympathetic to the advocacy cause one properly informed	To ensure that communication material from the unit is published/broadcasted
Other NGOs	Medium	To be determined	Joint advocacy on critical issues and execution of activities
Guyana Business Coalition for Health Awareness	Medium	To be determined	Joint advocacy on critical issues and execution of activities; strengthen position to secure funding



# NON-DISCRIMINATORY ACCESS TO HIV/AIDS SERVICES

## **Advocacy Goal 2 – Non-Discriminatory Access to HIV/AIDS Services: NCC members will increase uptake of HIV/AIDS services in ten (10) communities by January 2019.**

### Background

While the national programme has made significant progress in the reduction of HIV/AIDS in the general population in the last three (3) decades, key populations - which include men who have sex with men (MSM), female sex workers (FSWs) and transgender individuals - continue to be disproportionately affected. The 2014 Biological, Behavioural, Surveillance Survey (BBSS) showed a prevalence rate among FSWs of 5.5%, MSM 4.9% and TG 8.4%. “It is noted that key populations are not being adequately reached with services, and that insufficient frameworks, policies and regulations are contributing to the marginalization of those at greater risk of HIV infection”.<sup>3</sup>

### Vision of Change

In achieving the goal of non-discriminatory access to HIV/AIDS services for key populations, NCC members will frame the discussion by acknowledging that apart from key populations, there are other vulnerable and marginalized groups that suffer intolerable care at healthcare facilities in Guyana. By applying the Patients’ Charter/Bill of Rights to the potential patient population, ensures community support for the implementation of the National HIV/AIDS Guidelines and Policies. Instead of focusing on just one group, this goal acknowledges that many face barriers to accessing quality HIV/AIDS services whether in the form of aloof or inconsiderate medical practitioners, unavailability of information about sexual and reproductive health, or breach of privacy and confidentiality. This does not mean that the issues of stigma and discrimination would be lost in the conversation of how to improve the uptake of services by MSM, FSW and transgender individuals; rather the collection of data, monitoring of services and the messaging will directly cater to the needs of this group.

The NCC members will hold forth with healthcare professionals about their responsibility under the myriad protocols, code of ethics and policies that govern interfacing with the HIV/AIDS patient population and especially those representing key populations. The results of this engagement should be twofold: visibility within healthcare institutions of the medical profession’s dedication to the Patients’ Bill of Rights along with a measurable increase in the targeted communities accessing HIV/AIDS services. The data collection tools will be fashioned in a format that allows for general information to be recorded therein but can nevertheless be used to extract data relating specifically to key populations.

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<sup>3</sup> Addressing Stigma and Gender-based Violence to Improve HIV Service Delivery to Key Populations: Findings from a Rapid Assessment, Advancing Partners & Communities and International Center for Research on Women, August 2014, pg. 2  
UNAIDS Estimates, cited from HIVISION 2020 Guyana National HIV Strategic Plan 2013-2020 pg. 16

## Goal 2: Objectives



### Strategy

There will be a multi-layered approach that will institutionalise collaborations and partnerships with the National Aids Programme Secretariat, Ministry of Public Health.

Refer to table I for activities and tactics.

### Advocacy Plan Monitoring Tool: Goal 2

Strategy	Indicators of Process	Targets				Indicators of Impact	Targets		
<b>Goal 2: NCC members will increase uptake of HIV/AIDS services in 10 communities by January 2019</b>									
Strategy:									
<i>Objective 1: NCC and its members will use community advocacy for improved services by January 2018</i>									
There will be a multi-layered approach that will institutionalise collaborations and partnerships with the National Aids Programme Secretariat, Ministry of Public Health.	<b>NCC's Role</b>	<b>Oct 2016 - Sept 2017</b>					<b>Annual</b>		
		Q1	Q2	Q3	Q4		2017	2018	2019
	Work with members to distribute patients' bill of rights to be displayed prominently in health centres	x	x	x	x			x	x
	Utilise the media to support the community advocacy and accountability efforts through constant sensitisation messages on the need for health professionals to adhere to the patient bill of rights			x	x		x	x	x
	Empower communities to advocate for Improved health services <i>(by highlighting standard of care expected by the MoPH)</i>			x	x		x	x	x
	Support community members to be advocates for improved health services using the patients' bill of rights			x	x		x	x	x
	Utilize suggestion boxes at health facilities to collect client feedback		x	x	x				
	Standardise approach to collecting feedback form suggestion boxes <i>(once per month)</i>			x	x				

Monitor services for the adherence to guidelines <i>(from client feedback)</i>		X	X	X			X	X
Provide community feedback on issues to be worked on based on information collected from suggestion boxes <i>( use free media and feedback sessions at the health facilities)</i>		X	X	X				
Compile information from community feedback and utilize to advocate for improved health services across the board			X	X			X	X
Utilise messages and methodologies to support their continued community interventions <i>( activity linked to NCC ongoing work as documented in their strategic plan)</i>						X	X	X
Develop communication materials needed for the display of patients' bill of rights and social media sensitization			X	X				
Collaborate with SASOD on issues affecting key populations.		X	X	X		X	X	X
<b>GCSL's Role</b>								
Establish Key Populations Working Group	X							
Provide advocacy training in the following areas: legal literacy, legislative advocacy and influencing policy development, lobbying and engaging policy makers, preparing press releases	X		X					

and developing key messages and methods of measuring successes.								
Create a format for collection of community feedback to suggestion box			x	x				
Gather baseline data on uptake of health services from health centres	x							
Map out communities with the highest HIV disease burden as well as where stigma and discrimination is prevalent.	x				NCC and its membership are equipped with the skills and know-how to advocate effectively at the community level for improved health services	x		
Produce communication materials needed for the display of patients' bill of rights and social media sensitization	x							
Train NCC members on monitoring methods needed for collection and reporting of community feedback		x			Evidence of improved access to health services for the key populations		x	
Provide data collection systems and ensure accurate population of the system		x	x	x				
Assist with the analysis of feedback collected from suggestion boxes		x	x	x				
Launch populated website that will include stigma and discrimination incidence reporting form developed by APC/SASOD			x					
Produce 60-sec PSAs promoting community action for non-discriminatory access to HIV services to be aired as follows: a. 13 paid slots per week on 3 radio stations and 5 television stations;				x				



	b. 13 free slots per month on 3 radio stations and 5 television stations.								
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### Decision-Makers and Influencers

Decision-Makers	Importance of the Issue High/Medium/Low	Power to Create Change High/Medium/Low	Desired Behavioural Change/Actions	Influencers
Minister of Public Health – Dr. George Norton	High	High	High	NAPS Director – Dr. Rhonda Moore Chief Medical Officer – Dr. Shamdeo Persaud Regional Health Officers Doctors, Medex, Staff Nurses and Midwives
NAPS Director – Dr. Shanti Singh	High	High	High	Member NGOs Media
Ministry of the Presidency	High	High	High	Minister of Culture, Youth & Sport – Min. Nicolette Henry Presidential Advisor of Youth – Mr. Aubrey Norton Head Political Division MOTP - Mr. Frederick McWilfred Chief Community Development Officer - Mr. Eugene Gilbert Her Excellency Sandra Granger
Civil Society	Medium	Medium	Medium	National Coordinating Coalition Inc. Guyana Equality Forum Guyana Business Coalition for Health Awareness
Media (Public Awareness)	High	High	High	Radio, Television, Press, New Media (Online)

### Opposition and Obstacles

Potential Resistors	Potential Impact High/Medium/Low	Mitigation or Reduction Strategies
Other NGOs	Medium	Finding a common ground to facilitate a collective funding approach from the Government
Cabinet Members	Low	Using the media to spread public knowledge on the GCSL Project and NCC in keeping with objective 2 of the program.

## Partners

Potential Partners	Level of Influence High/Medium/Low	Position of the Matter	Anticipated Roles of Partners
Department of Youth, Sports & Culture – Min. Nicolette Henry	High	TBD	To inform the President on technical advice and civil society (NCC)
NCC/GEF	High	TBD	Building on the strengths of the NGOs; Expanding the NCC/GEF
Media (Broadcast, Print)	High	Sympathetic to the advocacy cause one properly informed	Stakeholder buy-in; understanding mission and goal
NAPS Director	High	TBD	Conduit to Minister of Public Health