



END OF PROJECT REPORT

K4HEALTH EASTERN AND SOUTHERN
CARIBBEAN FIELD SUPPORT (2016 - 2019)



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K4Health Eastern and Southern Caribbean
Field Support (2016 - 2019)

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INTRODUCTION

Since its founding in 2001, the Pan Caribbean Partnership Against HIV and AIDS (PANCAP) has brought together governments, regional civil society organizations, regional institutions and organizations, bilateral and multilateral agencies, and contributing donor partners to jointly respond to the HIV epidemic in the Caribbean. In carrying out this role, PANCAP also serves as a knowledge hub to support its members to improve the regional and national HIV response.

More recently, PANCAP has focused on finding solutions for reaching UNAIDS' 90-90-90 targets and implementing the World Health Organization's "Treat All" guidelines released in 2015. PANCAP members were conducting much of their work in parallel, and each country has experienced varying levels of success in achieving its objectives. Countries achieved higher impact through learning from best practices of their neighbors and PANCAP's systematic approach to coordination.

All of this is taking place in an environment with reduced international funding for HIV, calls for country ownership of programs, and a global vision of an AIDS-Free Generation. Donors and development partners have begun an engagement with national responses to develop transition plans that will result in increased domestic allocations and greater country ownership of the response. In this context, it is even more critical for PANCAP to continue to provide strong coordination and foster collaboration to maintain the gains partners have achieved around common priorities and goals.

As outlined in its Regional Development Cooperation Strategy (RDCS, 2015-2019), the U.S. Agency for International

Development/Eastern and Southern Caribbean (USAID/ESC) Mission is striving for "safer, more prosperous Caribbean communities" by increasing epidemic control of HIV and AIDS among key populations. To achieve this objective, USAID/ESC, with funding from the President's Emergency Plan for AIDS Relief (PEPFAR), is investing in knowledge management as a valuable approach to strengthen strategic collaboration and systematic learning across the region, and ultimately improve regional health outcomes.

Knowledge management is the intentional and ongoing process of generating new knowledge, capturing and organizing existing knowledge, and adapting that knowledge to meet different audiences' needs, so that it is accessible and usable for the intended audience(s).

Since 2008, USAID's Knowledge for Health (K4Health) Project has helped global health professionals – from community health workers to physicians and from program managers to policy makers – connect to the high-quality scientific evidence and programmatic experience they need to do their jobs effectively. K4Health is the flagship knowledge management project of the USAID Bureau for Global Health, Office of Population and Reproductive Health, led by the Johns Hopkins Center for Communication Programs (CCP) in partnership with FHI 360, IntraHealth International, and Management Sciences for Health. The project draws on more than 40 years of collaborative knowledge management

work between USAID and CCP to strengthen family planning and related global health work around the world.

Through a shared vision, PEPFAR and USAID/ESC hoped to accelerate the scale-up of Treat All across the Caribbean and to achieve UNAIDS' 90-90-90 targets. From 2016 - 2019, USAID/ESC engaged K4Health in partnership with PANCAP to more methodically and strategically facilitate collaboration and knowledge-sharing among Caribbean countries in order to develop solutions that would support the region's collective effort to tackle the HIV epidemic. This is particularly important as countries work toward identifying effective and efficient solutions in the context of reduced donor funding.

The PANCAP-K4Health partnership applied knowledge management strategies to support PANCAP to achieve its mandate as a regional coordinating body through the following objectives:

- **Improve capacity** of the PANCAP Coordinating Unit (PCU) to demonstrate PANCAP's relevance and value in contributing to the regional HIV response by supporting better collaboration among PANCAP members around Treat All guidelines and implementation.
- **Enhance knowledge generation, sharing, and learning** among PANCAP members around the implementation of Treat All.

This report highlights results from this successful partnership and shows how these achievements supported USAID's regional goals that are aligned to the Caribbean Regional Strategic Framework on HIV and AIDS. PANCAP will continue the work after the K4Health project ends in September 2019 by keeping in place the structures set up during the PANCAP-K4Health partnership and maintain the knowledge management activities with continued funding from USAID.



Photo credit: Dhawren St. Bryce, ZwadeStudio

SNAPSHOT

Supporting the journey to self-reliance through knowledge management

306 RESOURCES

published on regional data and best practices

44 PERSONAL STORIES

shared about people living with HIV and AIDS

637 WEBINAR ATTENDEES

gained knowledge on HIV testing, treatment, and viral suppression

53 PUBLIC HEALTH PROFESSIONALS

trained in knowledge management for health

273 REGIONAL EVENT PARTICIPANTS

came together to learn, share, and collaborate

12 KNOWLEDGE MANAGEMENT CHAMPIONS

actively engaged in the regional working group

5,670 SOCIAL MEDIA AND NEWSLETTER SUBSCRIBERS

reached with regional news and updates

New
Strate.
In
Learn new and
innovative strategies
and methodologies for
engaging
Key com

20 COUNTRIES IMPACTED BY THE POWER OF KNOWLEDGE MANAGEMENT



ACTIVE PANCAP MEMBERS:

- Antigua and Barbuda
- The Bahamas
- Barbados
- Belize
- Bermuda
- British Virgin Islands
- Commonwealth of Dominica
- Cuba
- Dominican Republic
- Grenada
- Guyana
- Haiti
- Jamaica
- Montserrat
- Saint Lucia
- St. Kitts and Nevis
- St Vincent and the Grenadines
- Suriname
- Trinidad and Tobago
- Turks and Caicos Islands

Photo credit: Lorine Ghabranious/MSH, Courtesy of Photoshare

LEVERAGING KNOWLEDGE MANAGEMENT TO FOSTER PARTNERSHIPS TOWARDS A SUSTAINED HIV RESPONSE

The PANCAP-K4Health partnership brought together the two major stakeholder groups in the Caribbean's HIV response to collaborate and work in unity towards the achievement of global HIV targets.

National AIDS programs (NAPS) and civil society organizations (CSOs) both play a critical role in their individual country's HIV response. While national AIDS programs set the agenda and priorities, and can influence policy,

they cannot respond to the epidemic most efficiently if they do it alone—especially in a climate of reduced donor funding for the HIV response. Civil society organizations are able to reach the most vulnerable and hard-to-reach populations with services that are trusted and non-judgmental. They are also essential to a sustained HIV response and must be involved in HIV planning and implementation to hold their government counterparts accountable and identify challenges and solutions to the HIV epidemic. When national AIDS programs and civil society organizations collaborate, they are able to reach more people with testing and treatment, and provide a stigma-free environment for services, resulting in larger numbers of people living with viral suppression.

CSO Capacity Strengthening for the Caribbean HIV Response:

Since civil society organizations generally have limited resources and opportunities, the partnership made a deliberate effort to offer them a platform for voicing their challenges. Based on their expressed needs, the partnership built the organizational capacity of CSOs by providing them access to best practices for reaching the populations they serve. Through this intentional engagement, the partnership not only strengthened CSOs' relationship with NAP Managers but also helped them to become stronger, more adaptive, and more efficient in serving their clients.

From the start of the partnership, K4Health and PANCAP built on the relationships between NAP managers and civil society organizations, in conjunction with PANCAP's other regional activities. This nurturing ensured that both stakeholder groups learned from and shared experiences on implementing effective programming in the region's HIV response—communicating each player's value in reaching the global HIV targets and also building trust between them. The PANCAP-K4Health partnership deliberately applied this method throughout all components of the virtual and face-to-face learning and sharing events.

Through this approach, we enhanced communication and learning, deepened mutual accountability, and fostered closer working relationships.



Photo credit: Jennifer Santos, The Dominican Republic

South-to-South Learning Exchanges

The PANCAP-K4Health partnership used South-to-South Learning Exchanges to build these relationships—engaging representatives from the national AIDS program and the civil society organization to form country teams. The same effort was made to ensure that the country host team also comprised both national AIDS program and civil society organization representatives. These events allowed participants to share their experiences, learn from an effective program, and participate in sessions that purposefully fostered collaboration. Together, the teams created a shared vision for their HIV response and formulated a workplan to implement upon returning to their country. This provided a level playing field for the two groups to forge a mutually beneficial working relationship in order to achieve a sustained and harmonized HIV response, and to increase all populations’ access to vital HIV information and services.

Civil society organizations and NAP managers came together during three South-to-South Learning Exchanges hosted by PANCAP-K4Health to demonstrate how strong partnerships between national governments and civil society organizations can make notable impact in their national response. The learning exchanges were also essential in showcasing the important and substantial work of civil society organizations in the Caribbean’s HIV response and how these proven models can be adapted by participants in their country.

“Since my return from the Dominican Republic [south-to-south learning exchange], I have shared the lessons learned with my management team and staff and we have incorporated the ‘family support’ component into our trans-specific support groups, which was learned from the TRANSSA visit. And we have strengthened the sexual health education component due to the fact that I could clearly observe that knowledge about trans persons facilitated resilience against social stigma and discrimination.”

—Tania Kambel-Codrington, Chief Executive Officer, Foundation Chances for Life, Suriname

"You got to see the actual system in action. Most times when you go to an exchange they just sort of tell you about it, but the fact that we could actually go and visit the St Ann's location and see the lab and walk through the process and meet their team and really see how their collaboration and efforts play a huge part in each other's success. That was one of the most compelling parts of the whole experience...I wish that more exchanges like that were possible."

—Civil society organization representative, SASH Bahamas

In Jamaica, participants learned how a civil society organization (Jamaica AIDS Support for Life[JASL]) successfully coordinated and collaborated with the government to deliver comprehensive HIV services, including the delivery of antiretroviral therapy services to key and vulnerable populations.

In the Dominican Republic, a local private social interest institution (Centro de Orientación e Investigación Integral) demonstrated to participants how, like JASL, it intentionally worked hand-in-hand with the Ministry of Public Health and Social Assistance and other in-country partners to reach key populations with prevention, ART, and support services, including pre-exposure prophylaxis (PrEP), an additional HIV prevention strategy.

In The Bahamas, participants experienced first-hand how the Ministry of Health and a number of local civil society organizations are collaborating to scale up HIV prevention, care, and treatment services. The learning exchange emphasized how essential it is for the two groups to partner to achieve a sustained and harmonized HIV response, particularly the role of civil society in accessing and providing clients with PrEP services.

Photo credit: Nickosha DeNobrega, PANCAP Coordinating Unit





Photo credit: Dhawren St. Bryce, ZwadeStudio

Face-to-Face Knowledge Sharing Events

The face-to-face events provided the space for NAP managers and CSO representatives to share their country and community implementation experiences, highlight successful models and implementation challenges in HIV testing, and discuss how to reach and treat key populations. These events also provided a platform for continued networking and relationship-building among participants.

Over the course of its partnership, PANCAP and K4Health hosted five face-to-face knowledge sharing events to facilitate learning between representatives of civil society organizations and NAP managers. For each of the events, the PANCAP-K4Health partnership set an intentional agenda focused on participatory approaches that would foster collaboration, sharing and learning among participants. These events were especially useful for breaking down barriers between two groups that were not accustomed to working so closely together. The partnership strived to create a welcoming, engaging, empathetic environment in which participants could be themselves, and feel comfortable conversing and sharing openly with each other. These gatherings gave civil society organizations a platform for their voices to be heard and valued.

"I'm now more aware of the role CSOs can play. I thought that I was aware before, but I realized that I didn't understand the true potential of CSOs. I have started engaging CSOs more than I did before. For example, at rapid testing meetings I am now inviting CSOs whereas before, this would not have been the case. This is working really well because CSOs have a lot of questions and need clarification and it provides the opportunity to address these, keep us focused, and hold us accountable."

—Dr. Dale Babb, Clinical Medical Officer, Ministry of Health and Wellness, Barbados

AMPLIFYING LOCAL KNOWLEDGE TO CREATE LOCAL SOLUTIONS

While there is existing global evidence on how to fight the HIV/AIDS epidemic, one of the major challenges for the Caribbean is learning how to apply global solutions to its unique regional context. The PANCAP-K4Health partnership recognizes that the most efficient and effective way to do this is to harness and prioritize strategies that have already been proven to work in the Caribbean and to share them in a succinct, easily digestible way so that the knowledge can be used and adapted for countries across the region. While the Caribbean consists of many smaller islands and countries, they have many similarities—including their HIV epidemiology. This means that if the implementation of an HIV intervention is successful in one Caribbean country, it can easily be adapted and can work well in another country. By fostering the development of successful programmatic ideas by regional experts and cultivating an environment where PANCAP member states can share,

adapt, and apply those ideas in their respective countries, the partnership was able to elevate best practices and amplify positive outcomes across the region. Adapting and applying treatment models that have already demonstrated positive impact improves efficiency and increases the likelihood of rapid scale-up since this approach reduces the time and effort taken to develop a new solution. The development and implementation of local solutions are also important for increasing country and regional ownership and ensuring the sustainability of the response beyond the life of the K4Health project. By enhancing regional specialized expertise in both knowledge management and HIV programming through the introduction of systematic and strategic approaches, the partnership ensured that Caribbean countries were equipped with essential knowledge and skills and developed the confidence to continue their response independently.



Photo credit: Dhawren St. Bryce, ZwadeStudio

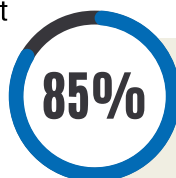
Establishing a Caribbean-led Working Group

After conducting an assessment to understand the needs of PANCAP members and ensure the sustainability of knowledge management efforts, the partnership determined that establishing a knowledge management working group would be an important approach for generating local solutions. The working group would assist PANCAP to meet its information needs in relation to 90-90-90, Test and Start, and other thematic areas, while building a cadre of knowledge management experts in the region to contribute to self-reliance. The first PANCAP Knowledge Management Working Group (PKMWG) meeting was held in September 2017 and brought together regional members from civil society organizations and governments. The working group's mission is to increase the skills and appreciation for and coordinate and sustain knowledge management in the region. The working group provides a space for members to share regional experiences and determine thematic priorities for knowledge sharing. It has also allowed members to hone their knowledge management expertise by taking on leadership positions during knowledge exchange events. PKMWG members played a substantial role in planning the agenda and facilitating most sessions during the two-day knowledge sharing events in 2018 and 2019, as well as planning and hosting a series of webinars.

Hosting Webinars to Harness Local Knowledge

Over the life of the project, the partnership organized 33 webinars—attended by 637 participants—focused on successful treatment models and implementation challenges to achieving 90-90-90. During these webinars, the

partnership invited regional experts to present on technical issues and share civil society implementation practices drawn from the Caribbean. These practices were aimed at highlighting local knowledge and sharing successful local implementation experiences on topics related to HIV testing, treatment, and viral suppression. The partnership collaborated with regional and global partners such as USAID and WHO/PAHO to share global evidence and experiences applicable to the region.



of survey respondents reported that the PANCAP webinars were "useful" or "very useful" in their work, demonstrating the high impact that local knowledge had on stakeholders.

Documenting and Disseminating Local Treatment Models

The PANCAP-K4Health partnership engaged with several regional partners with experience on implementing successful treatment models to document applicable lessons learned so that other national programs could adapt these models within their own countries. The partnership harnessed this local knowledge and codified it into short documents providing guidance and outlining strategic areas for consideration when adapting the model within different countries based on context.

Barbados "Treat All" Knowledge Suite: The partnership used the Barbados successful Treat All Model to develop a suite of resources to offer national AIDS program managers, clinicians and other technical experts a roadmap for implementing an effective "Treat All" program. The suite consists of three

products: a case study, an animated video, and a practical “roadmap” tool. More than half of the respondents of the end of project survey had used the “Treat All” Knowledge Suite in their work in the region’s HIV response.

JASL Case Study: In collaboration with JASL, the partnership documented and shared a case study of the organization’s community ART delivery model. The case study describes key components of the model’s multidisciplinary approach, factors that facilitated the successful implementation of the model, and lessons learned that could be beneficial to CSOs that are transitioning to ART service delivery and NAP managers working collaboratively with CSOs to support community delivery.

Guyana Case Study: The partnership documented Guyana’s clinical mentoring and supportive supervision program as an important technical and programmatic intervention that can impact the achievement of Treat All. The case study discusses the lessons learned and offers recommendations that can be applied to

other Caribbean countries to strengthen their HIV treatment programs and advance progress towards the 90-90-90 targets, Treat All, and ending AIDS. We also developed a step-by-step tool outlining the process and key elements of a clinical mentoring and supportive supervision program.

Suriname Case Study: PANCAP-K4Health documented the New Beginnings/ Chances for Life experiences and lessons learned in designing and implementing diverse resource mobilization strategies for sustaining their response as a CSO. The case study also provides recommendations for other CSOs on how to apply similar strategies to their responses.

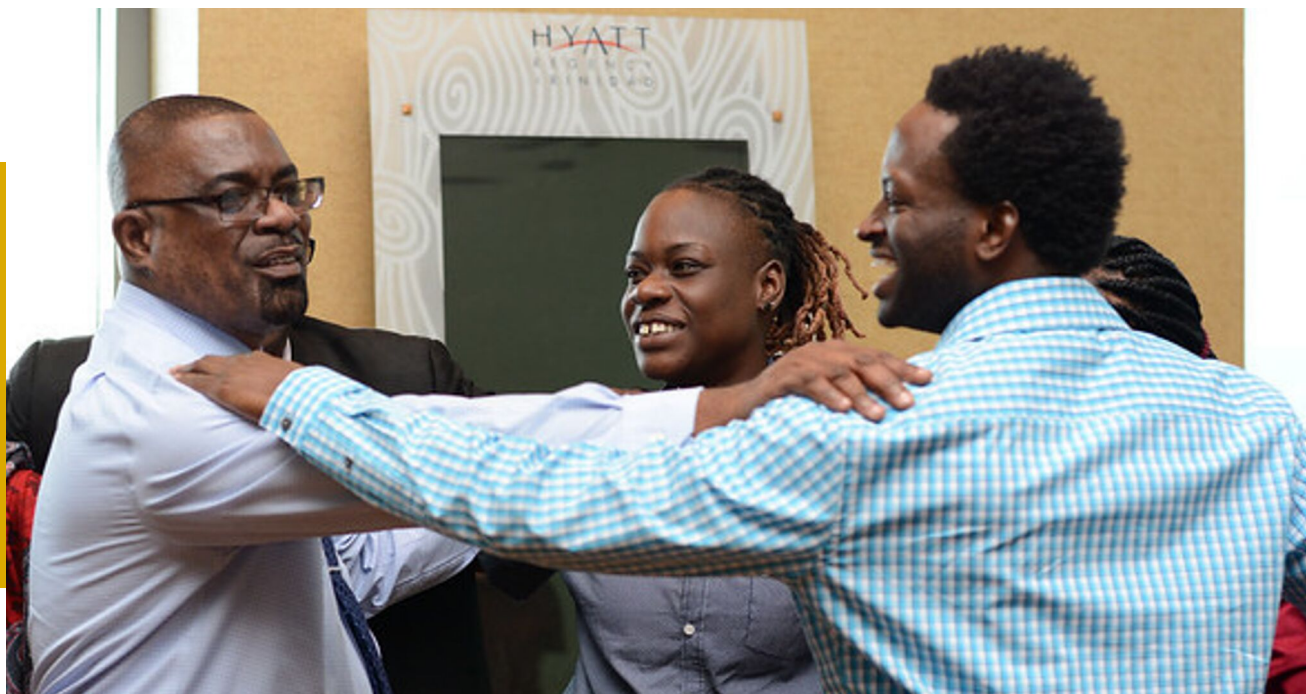


Photo credit: Dhawren St. Bryce, ZwadeStudio

Exchanging Local Knowledge During Face-to-Face Events

The regional knowledge sharing events and South-to-South Learning Exchanges also played an integral role in amplifying local solutions and ensuring technical sustainability for the HIV response.

On one hand, these events provided a space to dive deep into best practices in HIV programming and to focus on successful experiences from fellow PANCAP members through conversation cafés, panel discussions, and storytelling, which participants could adapt in their countries.



Spotlight: Delores, Executive Director of Groots in Trinidad and Tobago, saw and heard from residents staying at a transition home for key populations during the South-to-South Learning Exchange in the Dominican Republic. She also learned about a similar shelter in Suriname from a fellow trip participant, and thought: Why can't Groots do the same? Inspired by the positive impact that these shelters had created in other parts of the Caribbean, she decided to open her own transition home for key populations living in her country.

On the other hand, the participatory events provided an opportunity to gain practical expertise, including communications, social and behavior change communication, and advocacy skills. A case in point is the Knowledge Synthesis and Best Practices Workshop, where the PANCAP Coordinating Unit facilitated a session on how National AIDS Program Managers can most effectively use policy briefs to advocate for shifts in policy, which are important for creating long-term, systemic change.



Spotlight: Dr. Francis Martin, Senior Medical Officer in the Ministry of Health in Grenada, attended the policy brief session and used the knowledge he gained to develop an advocacy brief for improving HIV programs in Grenada and presented it to the Management and Policy team at the Ministry of Health. The brief was well-received, and the team agreed to allocate a budget to support the work. Since then, Dr. Martin has also developed and received cabinet approval for a policy for PrEP as a preventative intervention for the people of Grenada.

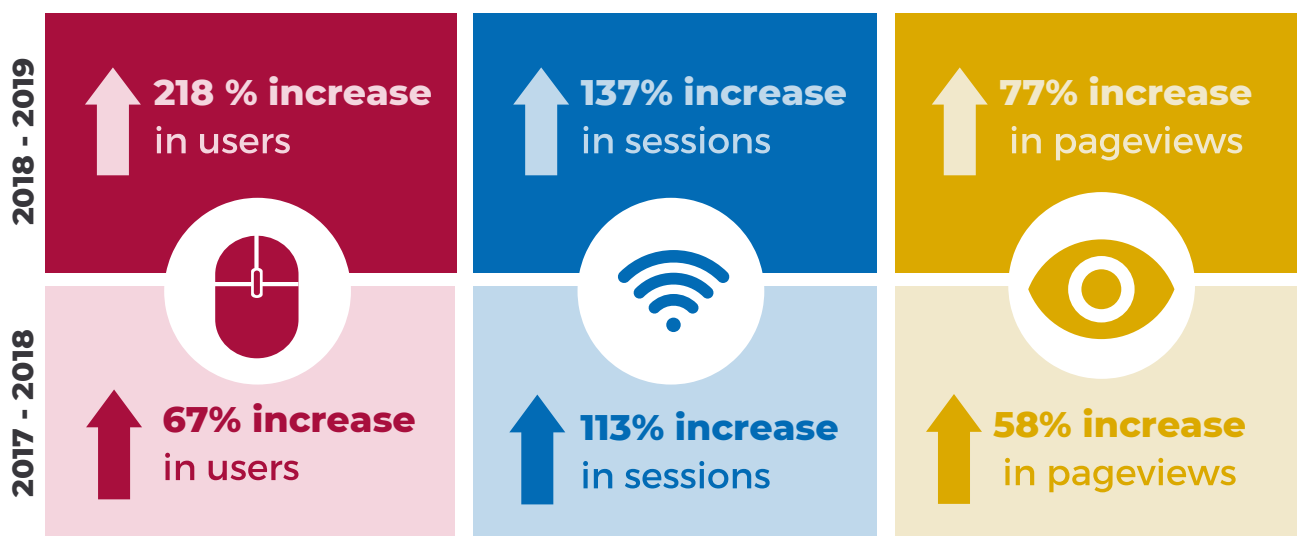
By gaining access to new ideas, approaches, tools, and skills through working group meetings and participatory regional events, HIV program implementers like Delores and Dr. Martin are now driving the agenda in their countries.

DEMONSTRATING THE VALUE OF A COORDINATED REGIONAL RESPONSE

A central objective of the PANCAP-K4Health partnership was to demonstrate PANCAP's relevance and value to the region as a coordinating body. As a first step to achieving this objective, the PANCAP Coordinating Unit and K4Health worked together to elevate PANCAP's visibility in the region by developing an Integrated Marketing and Communications Strategic Program. The plan involved launching an electronic newsletter, creating social media accounts, redesigning the PANCAP website, and sending out press releases, among other communications activities. Not only did these avenues provide an outlet for sharing local knowledge, data, and other important events and updates related to HIV services, treatment,

and prevention, but they also expanded PANCAP's reach. At the time of this report, the PANCAP Coordinating Unit has reached 900 newsletter subscribers and 5,000 social media followers. **According to the End of Project survey, nearly 64% of respondents go to the PANCAP website at least once monthly** to retrieve information related to the Caribbean's HIV response to assist them in their work. Thanks to these strategic communication efforts, key stakeholders are more aware of PANCAP's work, and PANCAP members themselves are engaging more actively in collaborative discussions, thereby evolving a culture of sharing, learning, and adapting in the Caribbean.

Stronger reach and engagement with redesigned pancap.org



ACHIEVING A CULTURE OF SHARING, LEARNING, AND ADAPTING

“The PANCAP partnership recognizes the value of knowledge management in the region, the work of this project and the importance of integrating knowledge management in regional and partner events. These efforts fostered a greater appreciation of PANCAP’s central position in responding to the HIV epidemic in the region and the inclusiveness of its approach, as evidenced by the robust engagement of civil society partners, people living with HIV, other key and affected populations, and non-traditional partners such as faith leaders and parliamentarians.”

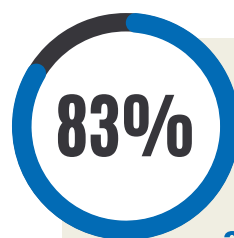
--Dereck Springer, Director of PANCAP

As PANCAP’s reach expanded across the region, increasing numbers of key implementers have recognized this regional mechanism as a valuable and trust-worthy resource. As PANCAP’s members increased their use of these collaborative platforms and activities, including the learning exchanges, share fairs, and working group meetings, they honed their knowledge management skills, they implemented approaches that promote strategic sharing, learning, and adapting, and they realized the positive impact in their own work and in their countries’ responses.

Building Individual Capacity in Knowledge Management

To promote a sustained culture of knowledge management, the PANCAP-K4Health partnership invested in strengthening the skills and technical knowledge of PANCAP members. To do this, the partnership organized hands-on sessions introducing practical knowledge management tools and techniques. In addition, the partnership applied a “learning-by-doing” approach to planning the knowledge exchange

events by inviting participants with specific expertise to facilitate sessions. Participants observed knowledge management approaches in real time during these events and were exposed to new ways of learning that enabled them to replicate the techniques in their own work.



**Of survey respondents
now describe themselves
as having a good or great
understanding and appreciation
for the role of knowledge
management and sharing in the
Caribbean’s HIV response.**



Photo credit: Dhawren St. Bryce, ZwadeStudio

One learning-by-doing skill-building activity that PANCAP members found particularly useful was developing a conference abstract. Participating teams were paired together for peer-to-peer learning, given a template and guidelines, and invited to attend virtual sessions on how to write a good abstract and create a conference poster. Participants were coached using a “learning-by-doing” approach to complete an abstract poster, which they would present at a PANCAP event. This guidance in documenting program activities and writing conference abstracts strengthened regional program implementers’ ability to effectively communicate and share their program successes with stakeholders in the Caribbean and globally. The capacity to identify and share best practices also allowed others to learn from their programs and harness country-appropriate solutions for reaching UNAIDS’ 90-90-90 targets and implementing WHO’s Treat All guidelines.

"This exercise [an abstract capacity building activity] was truly beneficial, especially for someone who has never had to submit an abstract before. As a CSO leader, I am now confident that I may be able to submit a quality abstract to conferences in the future and have the confidence to do so. The team was very hands on and responsive, and even continued to offer feedback days after submission to ensure that the final abstract was of the highest possible quality."

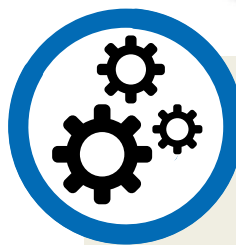
**— Michael Rapley,
Director, Equals,
Barbados**



Photo credit: Dhawren St. Bryce, ZwadeStudio

Building Enthusiasm to Apply New Tools and Techniques

Once implementers saw the value of knowledge management tools and techniques first-hand, they became passionate advocates for this style of work and sought to identify new opportunities for themselves as well as their colleagues back home to learn and grow from it.



According to the End of Project survey, knowledge cafés, storytelling, and panel conversations are the knowledge management methods being used most in individual respondent's work and meetings.

Spotlight: Dr. Cleophas D'Auvergne, Project Coordinator for an HIV/TB Elimination Project based within the Organisation of Eastern Caribbean States (OECS) in Saint Lucia, attended a skills-building session at the Collaborating and Learning Towards Treat All Share Fair where he was exposed to new tools for communicating information and data on his project in easily accessible and digestible formats. Recognizing the value of developing digital communication skills, Dr. D'Auvergne invited the PANCAP-K4Health partnership to facilitate a two-day skills-building workshop for HIV/TB Elimination Project staff, as well as staff from the Ministry of Health and several civil society organizations in Saint Lucia, further expanding the acquisition and transfer of skills to communicate pertinent regional HIV information. By the end of the workshop, participants finalized several products, including flyers for awareness days such as World AIDS Day, a graphical presentation for Trans Awareness Week, and a fact sheet for 90-90 data in the OECS.

Building Demand for Knowledge Management

As the PANCAP-K4Health partnership progressed, so did appreciation and understanding of the role that knowledge management plays in the Caribbean's HIV response. The demand for PANCAP-K4Health staff to facilitate and lead learning and sharing sessions outside of the project activities grew year after year, as other regional implementers and bodies experienced the value and power of knowledge management approaches. For example, in the final year of the partnership, a PANCAP project funded through The Global Fund requested PANCAP-K4Health staff to lead the agenda development and facilitation of a PrEP Share Fair in Barbados - bringing together the learning styles and approaches of both a South-to-South Learning Exchange and a Share Fair to expose other countries to Barbados' experience of rolling out its PrEP program.

Similarly, an entire day of The Global Fund-supported Third Regional Meeting of Youth Leaders, led by PANCAP-K4Health staff, was devoted to teaching youth advocates through a "learning-by-doing" approach how to use and apply knowledge management techniques.

Participants learned how to synthesize and create visual products to share youth advocacy experiences.

"I think [JASL will continue to carry the knowledge management torch] because K4Health did a very good job of institutionalizing knowledge management approaches... Knowledge management is designed in a way that once people experience it, they can take it. No one person owns the ability to do knowledge management. It is something that people at all stages of the organization can gravitate toward and use in a way that best serves them."

—Xavier Biggs, Monitoring and Evaluation Programme Officer, Jamaica AIDS Support for Life, Jamaica



Photo credit: Dhawren St. Bryce, ZwadeStudio

LESSONS LEARNED



Photo credit: Dhawren St. Bryce, ZwadeStudio

KEY TAKEAWAYS ON SUCCESSFUL PARTNERSHIPS

Throughout the course of the PANCAP-K4Health partnership, we discovered key "ingredients" for developing partnerships and a culture of learning and sharing. These lessons can be adapted and applied by any global development partnership.

1 Establish mutual respect and a shared vision. PANCAP and K4Health both came to the table with a mutual respect for each other's technical expertise and roles in the partnership. Both partners agreed to commit to the journey in order to achieve our shared vision. This helped set the tone for an equal and balanced relationship.

2 Assemble the right team and optimize team dynamics. The partnership recognized and leveraged the experiences, skills, and knowledge of each valued team member. Whether it was a strong background in HIV and AIDS, communications, or knowledge management, everyone had their own unique strengths that contributed to the success of the PANCAP-K4Health partnership.

3 Set an agenda based on local needs and emerging evidence. By staying focused on priorities and knowledge needs that were explicitly expressed by PANCAP, while considering new high impact practices for achieving a sustained HIV response, the partnership was able to keep a finger on the pulse which allowed for growth over the life of the project. The partners also held frequent check-ins to ensure that the shared agenda was on-track and establish systems, where necessary, to achieve our objectives.

4 Consider sustainable strategies from the beginning. By integrating our work into PANCAP's existing knowledge exchange platforms and coordination efforts, the partnership ensured that member countries would continue using knowledge management after the K4Health project ends. The partnership also cultivated a sustainable system of knowledge management by focusing on approaches that PANCAP members expressed interest in. This helped members to infuse knowledge management into the work they were already doing.

5 Maintain your enthusiasm. Every activity was planned with purpose, energy, and the intention to build trust between our key audiences.

"The success of the PANCAP-K4Health partnership provides evidence of how important it is for new development partners to spend time listening to each other and the project beneficiaries before conceptualizing a project. This partnership has exemplified great value for the investment."

—Dereck Springer, PANCAP director

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