**SEMINAR REPORT**

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<th>Title of event</th>
<th>Facing management challenges for HIV/AIDS prevention and support NGOs in new and future EU member states</th>
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<td>Organizers</td>
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**Aims and objectives**

Our aim:
We need and want local NGOs to play a leading role in developing and implementing effective responses to HIV/AIDS.

Specifically, for the new member states of the EU, joining the EU in 2004 brought along many new opportunities... and some serious challenges. In most of the new EU member states especially, international funders no longer support local NGOs... and most of us have yet to figure out how to make the most out of our complex European Institutions!

With regards to HIV/AIDS in particular, there remains dangerous shortcomings in several of the new and future member states of the EU, in terms for instance of the scope and sustainability of prevention and support activities that are available to vulnerable populations.

This seminar aimed therefore to help fill this gap by promoting good practices in NGO management: it will combine both theoretical approaches and concrete examples of achievement and lessons learned by established HIV/AIDS NGOs.
Seminar objectives:

- To promote advanced management approaches for community-based HIV/AIDS NGOs to strengthen their development,
- long-term sustainability,
- ability to perform prevention and support activities
- To assist NGO development in new and future member states of the EU
- To consolidate resources available for actors in the responses to HIV/AIDS in the community of European Union.

Participants

The seminar was aimed at HIV/AIDS prevention and support NGOs managers and leaders, primarily – from new and future EU member states. The particular focus was on evident management needs of Central and East Europe NGO leaders arising from their organizations’ actual development situation and personal challenges for today. 33 delegates from 18 European countries (primarily executive representatives from local HIV/AIDS NGOs in the new and future member states of the EU) attended this European seminar on advanced management approaches to strengthen the development, performance and long-term sustainability of HIV/AIDS NGOs.

- Estonia – 2 participants
- Lithuania - 3
- Poland – 1
- Czech Republic -2
- Romania -1
- Bulgaria -1
- Slovakia -1
- Serbia -1
- Hungary -1
- Ukraine -1
- Russia -1
- Norway -1
- Belgium -1
- France -2
- The Netherlands – 2
- United Kingdom – 1
- Switzerland - 1
- Latvia – 10

More detailed Contact information about seminar participants see Participants List in Appendix 1

The seminar was primarily designed for European community based NGO leaders, especially in Central - Eastern new and future member states, managing organizations providing support and services, implementing different ongoing projects, doing advocacy on HIV/AIDS related issues, participating in policy development and implementation processes to tackle HIV/AIDS in local and European level. “Old” western successful NGO
NGO Management Seminar, Riga
21-22 April, 2006

leaders were invited as experts to bring their experience as assistance for efficient development of “new” NGOs.

The meeting was attended by policymakers – speaker of Saeima, Latvian Parliament Ingrida Udre, academic persons – prof. Larry Stout (USA), Civil Society Officer from the Global Fund to Fight AIDS, TB & Malaria Mick Matthews and Chair person of AIDS Action Europe Chris Lambrechts, HIV/AIDS field professionals (from AIDS Prevention Centre, GlaxoSmithKline Latvia).

Most of the participants were NGO managers who implement concrete activities with different backgrounds. The criteria for participation and receiving scholarship (travel, accommodations, meals), was actively working managers in prevention or service HIV/AIDS NGOs in Central Eastern European countries. Simultaneous interpretation was provided therefore English and Russian speakers were invited.

Seminar participants were also invited to attend EPHA and eLPA co-conference “The platforms of NGOs in Latvia – the bridge to European Union” in Riga a day before NGO Management seminar. Conference expenses were covered by Latvian Civil Alliance (eLPA)– organizers of the event. 14 international and 10 Latvian participants preferred to attend it to learn more about networking – European and Latvian practices.

**Trainers/experts**

**The main trainers of the seminar:**

**Chris Lambrechts**, as the key trainer, sessions: Management in Practice, strategic positioning, People: ’Keep Up the Good Work’ –how people are (de)motivated in the 21st century; Confronting reality: motivating our teams in a NGO context.

Chris Lambrechts (Belgium) is Executive Director of Sensoa, Flemish center for services and expertise on sexual health and hiv; Co-founder of Aids Action Europe and Chairman of the Steering committee. Also Co-founder and member of the board of directors of the Flemish Aids League; the Gay Aids Prevention Network and member of the Steering committee; President of the Flemish Service and Expertise Center on Autism for 7 years. Practical experience: courses & self-tuition in human resources, management, social marketing, Microsoft Office & Outlook, Microsoft Project Manager & Intervention Mapping model (Also: participation in the European Managing Aids Program, guidance of the strategic planning process of different organizations, lecturer and moderator of debates and workshops at different Flemish and international congresses and seminars…). Today’s key tasks as for executive director: responsible for the daily management of the organization, the realization of the strategic plan 2003-2005, relationships with the government and partner organizations, implementation of a sound financial and human resources management and the development of the strategic plan 2006-2010. Chris says: “My role is not so much the instructor as it is a process stimulator: after describing a short theoretical framework, it should be the participants who share their experiences and translate the framework to their daily job…”

**Ton Coenen**, session: Money: How to improve your financial status

Ton Coenen, co-director of SOAAIDS & AIDSFOND & STI Netherlands. Ton is extremely involved in the foundation of AIDS ACTION EUROPE. The Dutch are known for their high level of professionalism in NGO management!
Larry Stout, Ph.D., MBA, session: Back to the Future: advanced leadership: The Future Leader, Coping with Change for the Future Leader.

Larry W. Stout, Ph.D., MBA, Associate Professor of Business Psychology, Stockholm School of Economics in Riga is an experienced and well-known in Latvia professor from USA. Worked for USA government, now professor in MBA study programs in Latvian universities. Honor professor in the field of Human Resource Management, the author of books.

The lecturers on the particular topics:

Arnaud Wasson Simon, AA&I project coordinator from AIDES (France); international expert and advocate for CE European countries: new member states and accession countries of EU.

Ingrida Ėdre, Speaker of the Saeima of the Republic of Latvia

Inga Upmace, AIDS Prevention Centre (Latvia). Vice-director of national APC, key person in the process of establishment and leading Needle exchange and consultations points’ network in Latvia.

Mick Matthews, Civil Society Officer, The Global Fund to Fight AIDS, TB & Malaria

Ruta Kaupe, Executive director of DIA+LOGS, also the seminar coordinator (Latvia), working with the organization since its establishment and one of Latvian NGO field activists.

Nick Partridge, OBE Chief Executive, Terrence Higgins Trust (UK) - working for the THT since 1985, Chief Executive - from 1991. Over the past 8 years Nick has been a consistent voice in the media coverage of AIDS in all its aspects. THT in UK is the "grand-daddy" of all European HIV/AIDS NGOs!

The presenters and representatives of the best management practices in European HIV/AIDS NGOs:

Ivo Prochazka, Czech AIDS Help society, NGOs and government fruitful and regular cooperation

Roger Edmund Cassidy, Aksept Centre, Oslo, Norway, - Development of the center for HIV affected in Latvia – DIALOGS, twinning of Norwegian and Latvian partners.

Nick Partridge, Terrence Higgins Trust, UK – THT development challenging situations and how to overcome them, THT lessons learned.

Georg Bröring, AIDS & Mobility Europe, the Netherlands – networking with variety of partners.

Ton Coenen, Aids Fonds and STI Aids Netherlands, the Netherlands – basics of fundraising and successful Dutch experiences.

Mihai Tanasescu - ARAS, Romania – motivating staff and volunteers in NGO ARAS, successful experiences.

Karlo Boras - Youth of JAZZ”, Serbia – campaigning for fundraising, also motivating volunteers in Serbia

Michael Goetz - AIDES, France – community based approaches to health - experiences of AIDES.
Nick Partridge, Chris Lambrechts, Nikita Bulanin - Leadership: principles and individual experiences.
West-Center-East Joint conclusions - Michael Goetz (Director of AIDES South-West Region, France), Eszter Csernus (Hungary) and Jurgita Poskeviciute (Lithuania)

Summarized list of presenters/trainers/speakers see in Appendix 5

Program

The point: to enable direct exchanges with experts and managers of emerging and established HIV/AIDS NGOs from Western, Central and Eastern Europe

The program concerned the following key topics:

- Making the difference: the role of NGOs
- Management in practice
- Strategic positioning
  - Growing up in the jungle: experiences from NGOs
- Money: How to improve your financial status
- People
  - ‘Keep Up the Good Work’ – how people are (de)motivated in the 21st century
  - Confronting reality: motivating our teams in a NGO context
  - Powered by People: Experiences from NGO’s
- Back to the Future: advanced leadership
- Dealing with reality: HIV/AIDS NGO’s leaders in practice
- "West-Center-East Joint conclusions"

There were no substantial changes in the planned program.

Time frame and agenda see in Appendix 2

The aim of the conference was to organise the discussion forum to NGOs of Latvia and guests from other countries on participation issues in decision-making processes in EU institutions. There were expressed achievements and challenges on participation possibilities as well as will suggested how to improve the effective participation of NGOs of Latvia in EU institutions, with specific emphasis on networking and the establishment of national alliances.

Methodology

This event was planned and designed according to potential seminar participants’ evidence based NEEDS. 2 months before the training, together with application forms there were questionnaire with key questions about management. We received answers from 16 countries and 22 organizations, (totally respondents: 25 persons). The answers were summarized, sent to main trainers and then presented in the seminar by Ruta Kaupe. (Appendix 6) All documents (Questionnaire responses) on 22 pages are available on your request in the project data base of DIALOGS.
Methodology of the seminar: short lectures on theoretical issues + evidence based examples (NGO presentations) for strengthening theoretical aspects + interactive sessions: discussions in working groups (workshops) + summarizing joint conclusions during 2 seminar days by 3 experts/participants team

Every participant received seminar material package. Acquiring material was supported by all presentations’ handouts of slides copies and relevant text materials (working documents forms from Sensoaa) to every individual. Totally in the package were included – 22 presentations’ handouts, relevant text materials, Latvia, Riga info materials and PANOS report on the situation in LV.

Tactics for getting more efficient result: bringing together Western expertise and Central-Eastern practices:

- starting with experiences from the "old" western European HIV/AIDS NGO
- supporting with illustrations from a successful "non-western" HIV/AIDS NGO
- giving some more general expertise on NGO management

The seminar program was planned specifically to cover some of the most important management theoretical topics and approve their effectiveness in practice – experiences from HIV/AIDS NGO performance and development.

The most part of theoretical themes were prepared and presented by Chris Lambrechts, our very experienced leading trainer.

10 speakers presented different European NGOs experiences as concrete examples from various countries (presentation topics see in the Agenda – Appendix 2).

There were organized 3 workshops, participants divided in 3 groups, where they were able to exchange experiences and thoughts and in common discussions come to effective work conclusions. During these sessions the workshop leader encouraged interactive approach of the participants. Working group sessions were highly evaluated by participants (see in the Seminar evaluation summary document Appendix 4)

The slides were complemented by the personal knowledge and experience of the trainers. Preparation of Trainers’ presentations was their own home work therefore huge difference of materials, books and internet resources were used according to individual trainer’s choice.

Detailed seminar layout could be find in Agenda document - see in Appendix 2.

During 2 seminar days the team of 3 managers/experts from Western, Central and Eastern European NGOs carefully followed discussions and summarized all findings and comments. At the end of the 3rd day there were presented Joint conclusions: West-Center-East – see Appendix 3.

Our findings from the evaluations of the seminar were that participants highly appreciate and benefit from professional organization, structured and complete materials in the seminar package and experience exchanges during the workshops, therefore even more intensive focus on participant involvement and interactive exchange of practice and ideas would have been advisable. This experience would be suggested in the design of future seminars and trainings.

More info on project activities and our seminar’s short report version and picture are available on the INTEGRATION PROJECTS web site http://www.integration-projects.org

Short summary of Evaluation forms
Success are identified according to participant’s evaluation forms, 22 evaluation forms were submitted. See summary of responses on seminar evaluation in Appendix 4.

Participants appreciated:
- Manage to gather a great diversity of participants from all Europe evenly – Western, Central and Easter Europe (including non EU member countries Romania, Bulgaria, Russia, Ukraine)
- Demonstrated professional organizational management of DIALOGS
- High quality of presentations and contribution of various speakers about different models and experiences
- Facilitate networking opportunities and meeting colleagues from other countries (22 of 22 responses)
- Give time and space for exchanges of experience, knowledge (workshops)
- Learning was facilitated by very good atmosphere: motivating and friendly

Successes

The structured program and professional manner of presenting it can be seen as one of success issues. Theoretical short presentations were supported by relevant examples from NGOs practice and then discussed in smaller working groups. New and future EU member states with not so long experience in NGO work were able to learn from old Western NGOs, discuss it and select the most appropriate models for their further development. The wide geographical outreach (18 countries) of the seminar participants facilitated really large diversity of good practices of NGOs. Already from the first announcement we see that this NGO management topic is of high interest for NGOs, and we were sorry that we couldn’t invite all of them. Evaluation forms approved participants’ appreciation for bringing together so many experiences of NGO work.

We consider as the seminar success also high quality of performance what was reached by the range of great specialists and European NGO work professionals involved in the seminar organization and presenting topics: Chris Lambrechts, Arnaud Wasson Simon, Nick Partrige, Mick Matthews, Ton Coenen, Georg Broring. (see Appendix 5)

Participants appreciated the friendly and motivating atmosphere what we interpret as good seminar organization teamwork – both for sessions work and social program – spending free time in late afternoons. Organizers and participants were stimulated by positive mood of those days to informal relationships and the continuation is cooperation also after the seminar.

The venue and great Latvian food were nice extra for the seminar event. We worked in a comfortable environment, in historical buildings in the Old Riga – heart of Latvian capital!

There was particular interest of participants to continue to go deeper in management issues and practices therefore project planning and seminar follow-up success is that the work on management is continued with the preparation of an NGO management guidebook. There was held a post-seminar meeting where 5 specialists from France, Austria, Lithuania, Russia and Latvia agreed on layout and plan of this guidebook, see Post-seminar meeting Agenda in the Appendix 7. Great involvement and teamwork was demonstrated. Latvian team, in active cooperation with France – Arnaud Wasson Simon, is coordinator of this work. The guidebook will be printed and distributed in 2007.
Limitations

The most challenging limitation was to adjust budget constraints - all the expenses for seminar organization with designed budget articles of expenditures, as well as keep up to all EC requirements. It is almost impossible to cover all related expenses for seminar organization only from Overhead expenses post, for example - stationary should be included in the budget if we want to provide participants with handouts: printed training materials. The most challenging task was seminar organization according professional standards without the fees for trainers, few of the specialists were not involved due to our financial limitations. Thanks to SENSOAA (Belgium) and AIDS Action Europe for support with the extensive contributions by Chris Lambrechts, our main trainer.

There were few organizational issues where more precise managerial planning and coordination was needed: last minute changes in interpretation performance (illness of one of the interpreters), some inconveniences for several participants (change of hotel rooms), stressful booking of flights tickets (seeking for the best options for each individual!). Next time, we'll know better how to manage our time!

Recommendations for the future

It is recommendable to pay more attention to managerial aspects of NGO work – there is actual need and interest for it in HIV/AIDS NGOs field. The few series of trainings or longer (one week) training would be an appropriate model for continuation of NGO management theme.

We recommend to develop a specific NGO management theory study book (basics of management in comprehensible, NGO adapted language). Usually, regular management books have rather broad, complicated and business oriented layout.

Timeframe of such kind of seminar should be improved:
* If there is planned to organize questionnaire, it should be done 4-5 months before the seminar. Also it would be suggested to develop it shorter and more with closed questions.
* Final list of participants should be closed 2 months before seminar (those who have flights). Last weeks changes and unexpected things burden organizers work.

We found that for providing training it is useful one language, because then it is more easier to organize workshops and exchange experiences, people work more interactively. For the regular seminars and presentations could be multi language auditory where good quality interpretation is ensured, only then you have to plan more time for presentations (speaking more slowly, asking questions).

We recommend to develop stronger guidelines for the presenters of best practice experiences presentations. Speakers should be communicated to keep strictly to the definite topic, not make their organization’s general presentation.

In the afternoon sessions we suggest for trainers to include more interactivities – group tasks (discussions), group exercises (energizers).

It would be quite useful to compile a list of European NGO managers / trainers for future projects in management field. We are sure that effective management skills and deeper
knowledge could greatly contribute to more successful tackling HIV/AIDS in new and future EU countries.

**Appendices:**
List of participants - *Appendix 1*
Final agenda - *Appendix 2*
Joint conclusions - *Appendix 3*
Summary of evaluations - *Appendix 4*
List of speakers - *Appendix 5*
Summarized questionnaire answers - *Appendix 6* (Power Point slides)
Post-seminar meeting Agenda - *Appendix 7*
Seminar announcement - *Appendix 8*

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“Facing management challenges for HIV/AIDS prevention and support NGOs in new and future EU member states”

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<td>Riga, Latvia</td>
<td>cell ph: + 371 28632 639</td>
<td>e-mail: <a href="mailto:agita.seja@inbox.lv">agita.seja@inbox.lv</a></td>
<td><a href="http://www.diacentrs.lv">http://www.diacentrs.lv</a></td>
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<td>fax: + 371 7243 101</td>
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<td>26.</td>
<td>Ruta Kaupe</td>
<td>DIA+LOGS</td>
<td>Dzirnava str.135</td>
<td>post.code:1050</td>
<td>Riga, Latvia</td>
<td>cell ph: + 371 29412 855</td>
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Seminar “Facing management challenges”, 21-22/04/06
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<tr>
<th>No.</th>
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<th>Name</th>
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<tr>
<td>27</td>
<td>Belgium</td>
<td>Chris Lambrechts</td>
<td>Sensoa, Flemish center for services and expertise</td>
<td>Kipdorpvest str. 48a, post.code:2000 Antwerp, Belgium</td>
<td>+32 3 238 68 68</td>
<td>+32 3 248 42 90</td>
<td><a href="mailto:Chris.Lambrechts@sensoa.be">Chris.Lambrechts@sensoa.be</a></td>
<td><a href="http://www.sensoa.be">http://www.sensoa.be</a></td>
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<tr>
<td>28</td>
<td>France</td>
<td>Amaud Wasson Simon</td>
<td>AIDES, 14, RUE Scandicci, post. code: 93508 PANTIN, France</td>
<td></td>
<td>+331 4183 4631</td>
<td>+331 4183 4639</td>
<td><a href="mailto:asimon@aides.org">asimon@aides.org</a></td>
<td><a href="http://www.aides.org/europe">http://www.aides.org/europe</a></td>
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<tr>
<td>29</td>
<td>France</td>
<td>Michael GOETZ</td>
<td>AIDES, bis Judaique, post.code:33000 Bordeaux, France</td>
<td></td>
<td>+33 5656 5565</td>
<td>+33 67389 8163</td>
<td><a href="mailto:mgoetz@aides.org">mgoetz@aides.org</a></td>
<td><a href="http://www.aides.org">http://www.aides.org</a></td>
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<tr>
<td>30</td>
<td>The Netherlands</td>
<td>Georg Broring</td>
<td>AIDS &amp; Mobility Europe, NIGZ, P.O.Box 500, post.code: 3440 AM Woerden, The Netherlands</td>
<td></td>
<td>+31 3484 3984 7</td>
<td>+31 3484 3766 6</td>
<td><a href="mailto:gbroring@nigz.nl">gbroring@nigz.nl</a></td>
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<tr>
<td>31</td>
<td>The Netherlands</td>
<td>Ton Coenen</td>
<td>Aids Fond &amp; STI Aids Netherlands Keizersgracht str. 390 post. code: 1016GB Amsterdam, The Netherlands</td>
<td></td>
<td>+31 062 26 2669</td>
<td>+31 2877 8280</td>
<td><a href="mailto:tcoenen@soaaides.nl">tcoenen@soaaides.nl</a></td>
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<td>32</td>
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<td>Nick Partridge</td>
<td>Terence Higgins Trust</td>
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<td><a href="mailto:nick.partridge@tht.org.uk">nick.partridge@tht.org.uk</a></td>
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<tr>
<td>33</td>
<td>GFATM</td>
<td>Mick Matthew</td>
<td>The Global Fund to Fight AIDS, TB &amp; Malaria</td>
<td></td>
<td>+412 2791 5991</td>
<td></td>
<td><a href="mailto:mick.matthews@theglobalfund.org">mick.matthews@theglobalfund.org</a></td>
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</table>
# Facing management challenges

for HIV/AIDS prevention and support NGOs in new and future EU member states

April 21-22, 2006, Riga, Latvia

## SEMINAR AGENDA

**The point:** to enable direct exchanges with experts and managers of emerging and established HIV/AIDS NGOs from Western, Central and Eastern Europe.

**The venue for all 3 days:**
- Hotel "Konventa Seta", hall “Georgs”,
- Kaleju street19/11,
- Phone: 7087501; home page: [www.konventa.lv](http://www.konventa.lv)

## THURSDAY – APRIL 20, 2006

**Pre- Conference: "The platforms of NGOs in Latvia – the bridge to European Union"**

10:00 – 17:00 – agenda provided separately.

**Social program:** Excursion around Old Riga (about 1 hour), free time. Organizer “DIA+LOGS”, invited: everyone who is interested!

Also: reception in “Konventa Seta” – organizer eLPA, EPHA, participation according personal invitations by organizers

***************

This version of the agenda takes into account responses from the questionnaire: notably instead of strategic planning processes, we will focus more on strategic positioning and managerial instruments.

## FRIDAY – APRIL 21, 2006

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 – 9:00</td>
<td>Registration</td>
</tr>
<tr>
<td>9:00 – 10:45</td>
<td><strong>Making the difference: the role of NGOs</strong>&lt;br&gt;Chair: Ruta Kaupe&lt;br&gt;<strong>Welcome and opening</strong>&lt;br&gt;10’ – Ruta Kaupe – introduces seminar event&lt;br&gt;15’ - H.E. Mrs. Ingrīda Ūdere, Speaker of the Saeima of the Republic of Latvia&lt;br&gt;15’- &quot;Trends of HIV/AIDS in Latvia. Partnership building and networking” – Inga Upmace, AIDS Prevention Centre</td>
</tr>
</tbody>
</table>
### 20’- Mick Matthews, Civil Society Officer, The Global Fund to Fight AIDS, TB & Malaria

20’– “NGOs in Europe - situation assessment” (questionnaire results) – Ruta Kaupe, seminar coordinator

20’ - “Supporting local HIV/AIDS NGOs in Central and Eastern Europe: the Integration Projects” – Arnaud Wasson Simon, AA&I project coordinator

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>10:45 – 11:15</td>
<td>Coffee Break</td>
</tr>
<tr>
<td>11:15 – 13:00</td>
<td>Management in practice \textit{Chris Lambrechts}</td>
</tr>
<tr>
<td>11:15 – 11:30</td>
<td>From mentor to producer: eight functions of NGO management (A) theoretical framework for the different aspects of our work as managers of NGO’s</td>
</tr>
<tr>
<td>11:30 – 12:30</td>
<td>Keeping track of business: control and evaluation (T)wo working groups will explore possible methods of evaluating and controlling our key performances – let’s share our experiences!</td>
</tr>
<tr>
<td>12:30 – 13:00</td>
<td>Let’s say it only once: instruments for daily information management (F)orget the old ‘Management-by-running-around'-style; here are tips and tricks for information management in the age of unlimited (mis)communication</td>
</tr>
<tr>
<td>13:00 – 14:15</td>
<td>Lunch</td>
</tr>
<tr>
<td>14:15 – 16:10</td>
<td>Strategic positioning \textit{Chris Lambrechts}</td>
</tr>
<tr>
<td>14:15 – 15:00</td>
<td>A practical guide for building successful partnerships and networking (W)hen does a partnership really works? How do you get a ‘Yes’ from a potential partner? (D)oes this work in different circumstances (international networks, networking with commercial partners…)?</td>
</tr>
<tr>
<td>15:00 – 15:10</td>
<td>How To Cook Your Enemy – a strategy for the powerless (T)his contribution is ‘totally off the record’. It doesn’t exist. But it sure is helpful and funny…</td>
</tr>
<tr>
<td>15:10 – 16:10</td>
<td>Growing up in the jungle: experiences from NGOs (C)hair: Arnaud Wasson Simon (15’) “HIV/AIDS NGO involvement at all levels – the Czech example” – Ivo Prochazka (15’) “DIA+LOGS development – Twinning of Latvian and Norwegian Partners” – Roger Edmund Cassidy (Akzept Centre, Oslo, Norway) (30’) “Managing change and developing partnerships: challenges faced by THT” – Nick</td>
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<tr>
<td>Time</td>
<td>Session</td>
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<tr>
<td>16:10 – 16:30</td>
<td><strong>Coffee Break</strong></td>
</tr>
<tr>
<td>16:30 – 18:00</td>
<td><strong>Partrige (UK)</strong> experiences from NGOs – continued</td>
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<tr>
<td></td>
<td>16:30-16:50 &quot;Working with a variety of partners - from community based organisations to policy makers&quot; - <strong>Georg Bröring</strong> (AIDS &amp; Mobility Europe)</td>
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<td></td>
<td><strong>Money: How to improve your financial status</strong></td>
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<td></td>
<td>Chair: Ton Coenen</td>
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<td></td>
<td>16:50-17:10 “Dutch experiences on fundraising” – <strong>Ton Coenen</strong> (Aids Fonds and STI Aids Netherlands)</td>
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<tr>
<td></td>
<td>17:10-18:00 Interactive workshop: “How to find donors and to make a specific plan for that” (Ton Coenen)</td>
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<tr>
<td>20:00</td>
<td><strong>Social program</strong>: Traditional Latvian lunch in the restaurant “Staburags” (<a href="http://www.lido.lv/lv/restorani/staburags/">http://www.lido.lv/lv/restorani/staburags/</a>), Latvian national food, music and dances</td>
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</table>

**SATURDAY – APRIL 22, 2006**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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</thead>
<tbody>
<tr>
<td>08:45 – 09:00</td>
<td>‘Good morning’!</td>
</tr>
<tr>
<td>09:00 – 10:15</td>
<td><strong>People Chris Lambrechts</strong></td>
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<tr>
<td></td>
<td>‘Keep Up the Good Work’ – how people are (de)motivated in the 21st century</td>
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<td></td>
<td>Times are changing: former assumptions on motivation</td>
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<td></td>
<td>Analysis of (de)motivation in NGO’s: a task for two working groups</td>
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<tr>
<td></td>
<td>Theoretical approaches of motivation</td>
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<td></td>
<td>Analysis of the results of the working groups</td>
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<tr>
<td>10:15 – 10:30</td>
<td><strong>Coffee break</strong></td>
</tr>
<tr>
<td>10:30 – 11:45</td>
<td><strong>Confronting reality: motivating our teams in a NGO context</strong></td>
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<td></td>
<td>In small working groups we’ll discover all the elements that a stimulating task and job description should embody to ‘keep up the good work’</td>
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<td></td>
<td>Intelligent Design: how does the structure of our organisation influences the motivation of our co-workers?</td>
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<tr>
<td>11:45 – 12:00</td>
<td><strong>Coffee break</strong></td>
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<tr>
<td>12:00 – 13:00</td>
<td><strong>Powered by People: Experiences from NGO’s</strong></td>
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<td></td>
<td>Chair: Nick Partrige</td>
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<td></td>
<td>15” Working with people in ARAS – Romanian example” – <strong>Mihai Tanasescu</strong> (ARAS, Romania)</td>
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<td></td>
<td>15” Motivating volunteers in Serbia” – <strong>Karlo Boras</strong> (Youth of JAZZ)</td>
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<td></td>
<td>15” AIDS experiences in community-based health” – <strong>Michael Goetz</strong> (AIDES, France)</td>
</tr>
<tr>
<td></td>
<td>To be successful over the long term, HIV/AIDS responses must include the empowerment of affected communities so that they take the lead in (1) protecting their own health and (2) in reforming health services so that their needs are fully taken into account. Michael will describe how AIDES tries to do</td>
</tr>
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</table>
### This in the Real World

- **Questions (15')**

<table>
<thead>
<tr>
<th>Time</th>
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<tr>
<td>13:00 – 14:15</td>
<td>Lunch</td>
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<tr>
<td>14:15 – 15:45</td>
<td><strong>Back to the Future: advanced leadership</strong></td>
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<tr>
<td></td>
<td><strong>Larry Stout, Ph.D., MBA</strong></td>
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<td></td>
<td><strong>The Future Leader</strong></td>
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<td></td>
<td>This presentation will discuss the changes that could be expected in the world in the next ten to fifteen years, and how leaders of NGOs must adjust their thinking to cope with these new dynamics. The acronym FUTURE [fantastic, unusual, timely, unexpected, relational, and e-everything] describes the characteristics of this future world, and references to contemporary films [Minority Report starring Tom Cruise, for example] will be used to illustrate these principles.</td>
</tr>
<tr>
<td>15:45 – 16:15</td>
<td><strong>Coffee Break</strong></td>
</tr>
<tr>
<td>16:15 – 18:00</td>
<td><strong>Dealing with reality: HIV/AIDS NGO’s leaders in practice</strong></td>
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<tr>
<td></td>
<td><strong>Chair: Wojciech Tomczynski</strong></td>
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<td></td>
<td>Sure, it looks good on Powerpoint… They told you what they liked to tell. Now it is your tum: make them tell you what you really want to hear… In this interactive “hot seat” session, we put theory to the test. With the help of Arnaud Wasson Simon and your tough questions, let’s find out if a Powerpoint presentation matches reality…</td>
</tr>
<tr>
<td></td>
<td><strong>Presentations</strong> – “My experience and principles as a leader working with people”</td>
</tr>
<tr>
<td></td>
<td>Nick Partinge</td>
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<tr>
<td></td>
<td>Chris Lambrechts</td>
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<tr>
<td></td>
<td>Nikita Bulanin</td>
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<tr>
<td></td>
<td><strong>“Hot Questions” – facilitator Arnaud Wasson Simon</strong></td>
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<tr>
<td></td>
<td><strong>Summarizing: What Did We Learn?</strong></td>
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<tr>
<td></td>
<td>“West-Center-East Joint conclusions” by Michael Goetz (France), Eszter Csernus (Hungary) and Jurgita Poskeviciute (Lithuania)</td>
</tr>
<tr>
<td>19:30</td>
<td><strong>Closing of the seminar</strong></td>
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<tr>
<td></td>
<td><strong>Social program: Final party in the restaurant in Konventa Seta banket hall “Pie mura” (<a href="http://www.konventa.lv">http://www.konventa.lv</a>)</strong></td>
</tr>
</tbody>
</table>

**Thanks!**

- This seminar is primarily funded by the European Commission (DG SANCO).
- Fondation de France
- Open Society Institute
- GlosoSmithline
- AIDES

**Financial support of UNAIDS**

**More information:** [www.integration-projects.org/keydocs/mngmt/](http://www.integration-projects.org/keydocs/mngmt/)
1. SITUATIONS ARE NOT THAT DIFFERENT IN THE THREE REGIONS

The situation of an NGO depends more on the age of the organisation than on the country it works in: you can manage to motivate your people and even raise funds in CEE also (e.g. JAZAS in Serbia, Humanitarian Action in Russia), and you can fail in Wester-Europe also (no examples among the participants, as we obviously wanted to learn from the experience of those who succeeded to overcome their difficulties).

2. IMPORTANCE OF MANAGEMENT & LEADERSHIP

Although we did not touch or deepen a lot of the topics mentioned in the agenda (developing all these topics would have needed much more time), we got convinced/reinforced that management, leadership and having a vision for the NGO’s future were crucial. We might consider these two days as a first step, a kick-off. They made us realise how conscious and coherent we should be about these issues. More seminars of this type would be welcome, and Western NGOs also need this kind of training (e.g. newly formed NGOs of migrants).

3. CRISIS IS ORGANIC PART OF DEVELOPMENT & EVOLUTION

One cannot escape from or skip this stage, even if they have been warned. Knowing about the “crisis to expect” helps overcoming it, BUT having been warned is not a guarantee of success either. One will still have to deal with their crisis, copying will not work.

4. FUTUROLOGY & WHAT IS VALUABLE IN TIMES OF CHANGES

We have received a lot to digest, think about and discuss. The most important messages would be: keep your mind open, and build a network of people you trust. The seminar appeared to be a good opportunity in this regard also.
### SUMMARY of Evaluations

#### QUANTITATIVE EVALUATION

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<th>General impression</th>
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<th>+</th>
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<td>Scope, coverage of content and preparation</td>
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<td>Performance of presenters and facilitators</td>
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<td>Fulfilment of your expectations</td>
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* on 21-23 answers (different)

+ : Seminar logistics; Urgency of seminar topics, Scope, coverage of content and preparation, Performance of presenters/facilitators,
- : Relevance to practice, chance to implement and presentation form of content

#### Main benefits

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<td>Meeting colleagues from other countries</td>
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<td>Getting motivation and support for my work</td>
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* on 22 answers

+ : Exchange of experience, New ideas, Meeting colleagues from other countries
- : New information

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<th>Very bad</th>
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</table>
## QUALITATIVE EVALUATION

**1. Which sessions of seminar were the most useful to you?**

Motivating our teams in a NGO context – 11 (especially workshops – 2 and Karlo presentation)  
Management in practice - 4  
Chris Lambrechts sessions – perfect - 3  
Fundraising - 3  
Keep up the good work - 2,  
Powered by People - 2  
In general all sessions and workshops seemed to me useful and interesting - 2  
Presentation another organization, what they do, how it works - 1  
Managing change – Nick Partrige, Future leaders – Larry Stout - 1  
„Talk Show”: Leaders in practice + hot questions - 1  
Control and evaluation, strategic work - 1  
Morning session, Day 2  
Experiences from NGO’s” – it was interesting and inspiring - 1

**2. What factors helped your learning?**

Interaction in working groups/workshops - 9  
Motivating, very good, friendly atmosphere - 5  
Information about other organizations, experiences - 3  
Good presentations, PowerPoint slides - 3  
Supporting conference documents - 2  
My own interest to this topic - 2  
The very Professional local organization - 1  
Variety of approaches - 1
3. What factors hindered your learning?

Sometimes too long, too monotonous or “dry” presentations (without PowerPoint) – 7
A lot of information, too many sessions and topics, too long agenda – 5
Quick speaking, language, too complicated expressions, bad translation – 4
No separate room for workshops – 1
Not enough space for discussion – 1
Short working groups – 1
I still feel the problem with speaking in different languages, but in general it did not make me feel “out of the game” – 1
The good food and full stomach 😊 – 1
Lack of sleep (my fault!) – 1
Nothing really, perhaps the amount of issues – 1
Too many interesting people to speak with – 1
There wasn’t anything what hindered my learning! Everything was wonderful!

4. Which sessions of the seminar were the least useful to you?

Back to the future – 2
AIDS&Mobility practice (too far from our NGO’s life) – 2
Money, how to improve your financial status – 1
Workshops – 1
The examples from some NGO’s were appropriate to the topics but some lost the main message for audience – 1
All, everything was useful, I think there was no such useless sessions, I will use my knowledge in the organization and also in my life – 5
Everything is good for something, All sessions in line are OK, I do not think that something is not useful, probably some of the things we will not use, but just because there is too much work to do – 3
None
N.A.

5. The greatest success of this seminar was....

Many and diverse participants – 7. Seminar organizers managed to invite high profile managers from NGO’s from various European countries. The range of participants. That it took place and so many European colleagues were present, Many interesting people with interesting experiences from various, diverse countries, 3 kinds of European countries with different experience. Old European members, New European members and candidate members. The diversity of participants, A lot of different experience from different NGO’s and from all of them you can take something that is useful for you.

Good organizational management – 5. That it was organized by the Latvian NGO, The good reputation of NGO „Dia+Logs”. Organisational course seminar. All management around seminar (hotel, food, program, service...). The balanced content of the seminar.

Quality, contribution – 4. The vast number of contributions. The quality and range of management, and leadership models presented to participants. The high involvement of participants. The fantastic presenters.


Chris Lambrechts presentation – 2

Pleasant feelings – 2. On this seminar, as rarely which up till now, the company was great and atmosphere completely cool. The fantastic all people who participated. You can not meet and talk to such people every day.
The seminar showed me what I was doing wrong in my work and how we could achieve higher results – 1
How to improve your financial status – Ton Coenen – 1
6. Improvements are needed for....

More time for small working groups and debate -- 4. More workshops, less lectures. Programming less topics for the next seminar, give more time to small work groups, more time for synthesis-analysis of lessons learned, evaluation. Making longer working groups, making less presentations. Sometimes it is better to have less, but better quality and to have a chance to go deeper in things. A bit more time for debate could have been valuable.

Need for longer management course -- 3. Prioritisation -- the seminar tried to achieve too much in 2 days -- a week long management course and a week long leadership course! Give more time for presentation of individual countries. Just the time, everything was great. Thank you!

Good management of our NGO
Translation, Except translation all the other was OK - 3
Language hurdles to remove
Understanding where the agenda needs to take the participants
Too much e-mailed tasks and changes at the last moment before the meeting
The conclusions of the workshops send to every participant of the seminar

I can not imagine now what kind of improvement are needed, of course, they are needed, but I do not know where (you will know it better)
We need always to seek for improvements
Good question -- I didn’t notice any

7. Can you give a specific example of how you might use anything you have learned from the seminar in your work?

How to make presentations
Convince my Executive director to organize a similar seminar within the Project that I coordinate
Managerial tricks proposed by SENSOA could be easily implemented in Humanitarian Action
Improve in practice many new ideas on good and efficient management
In order to avoid the risk of being identified with one single (pharma) firm, try to get support from several ones
We have just entered a 3 month period of ... 4 colleagues – this seminar will help in the transition form me as manager and my team
Improve the integration projects!
Preparation of our conference
I shall improve my work with a board of my Organisation
Changing my strategy of work as a manager, present the acknowledged information to people in my organization
First I will present it and after I will try to convince my colleagues to improve together some things that are not very good at the moment
Use the concept card from Sensoa to „refresh“ ours, similar ones
I can use suggestions for evaluation for my own project
The workshop about motivation gave food for thought for collaboration with own staff
Gain strategy with my associates
I have a couple of ideas from the seminar for fundraising activities
Concerning methods and examples for controlling, I will have the possibility to use my knowledge working with volunteers
We are going to make the website for our organization, but we do not have people or volunteers to work with us on this Project. I think it will be excellent to use Karlo Boras example in motivating volunteers
Fundraising
I will definatly use the information about motivation and management to lead my organization through the crisis we are having right now.
### List of Seminar speakers-experts

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Country</th>
<th>Name/Surname</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Latvia</td>
<td>Ingrida Udre</td>
<td>Latvian Parliament</td>
</tr>
<tr>
<td>2</td>
<td>Lithuania</td>
<td>Jurgita Poskeviciute</td>
<td>Coalition &quot;I can live&quot;</td>
</tr>
<tr>
<td>3</td>
<td>Czech republik</td>
<td>Ivo Prochazka</td>
<td>Czech AIDS Help society</td>
</tr>
<tr>
<td>4</td>
<td>Romania</td>
<td>Mihai Tanasescu</td>
<td>Romanian association Against AIDS</td>
</tr>
<tr>
<td>5</td>
<td>Hungary</td>
<td>Eszter Csernus</td>
<td>Hungarian Civil Liberties Union</td>
</tr>
<tr>
<td>6</td>
<td>Russia</td>
<td>Nikita Bulanin</td>
<td>Humanitarian Action</td>
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<tr>
<td>7</td>
<td>Norway</td>
<td>Roger Edmund Cassidy</td>
<td>Aksept</td>
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<tr>
<td>8</td>
<td>Serbia</td>
<td>Karlo Boras</td>
<td>Youth of JAZAS</td>
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<tr>
<td>9</td>
<td>Latvia</td>
<td>Ruta Kaupe</td>
<td>DIA+LOGS</td>
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<tr>
<td>10</td>
<td>Belgium</td>
<td>Chris Lambrechts</td>
<td>Sensoa</td>
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<tr>
<td>11</td>
<td>France</td>
<td>Arnaud Wasson Simon</td>
<td>AIDES</td>
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<td>12</td>
<td>France</td>
<td>Michael GOETZ</td>
<td>AIDES</td>
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<tr>
<td>13</td>
<td>The Neatherlands</td>
<td>Ton Coenen</td>
<td>AAE</td>
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<td>14</td>
<td>United Kingdom</td>
<td>Nick Partrige</td>
<td>THT</td>
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<tr>
<td>15</td>
<td>The Neatherlands</td>
<td>Georg Broring</td>
<td>A&amp;M</td>
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<tr>
<td>16</td>
<td>GFHTM</td>
<td>Mick Matthew</td>
<td>GlobalFundHTM</td>
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HIV/AIDS NGOs in Europe—
SITUATION ASSESSMENT
*questionnaire results*

"Facing management challenges
for HIV/AIDS prevention and support NGOs
in new and future EU member states"

European seminar,
Riga, April 21-22, 2006

Presented by Ruta Kaupe

Seminar objectives

- To promote advanced management approaches for community-based HIV/AIDS NGOs to strengthen
  - their development,
  - long-term sustainability
  - ability to perform prevention and support activities
- To assist new and future member states NGO development
- To consolidate HIV/AIDS fighters’ resources in the community of European Union.

How we manage

By bringing together Western expertise and Central-Eastern practices:

- experience from the "old" western European HIV/AIDS NGO
- illustrations from a successful "non-western" HIV/AIDS NGO
- some more general expertise on NGO management

18 countries /33 participants

Respondents

- Answers from 16 countries: 22 organizations/25 persons
- 1) Estonia – CONVICTUS, LIGO
- 2) Latvia – DIA+LOGS, AGHAR, YOUTH AGAINST AIDS, SAULES SALA, LATVIAN RED CROSS YOUTH, AZENAS EKOLOGIZA
- 3) Lithuania – coalition "I CAN LIVE".
- 4) Hungary – HUNGARIAN CIVIL LIBERTIES UNION
- 5) Poland – POLISH NATIONAL NETWORK OF PLWHA “SIEC PLUS”
- 6) Slovakia – OZ ODYSSEUS

********************

- 7) Romania – ROMANIAN ASSOCIATION AGAINST AIDS
- 8) Bulgaria – DINE OF LOVE
- 9) Russian Federation – HUMANITARIAN ACTION
- 10) Serbia – YUGOSLAV youth association against AIDS – YOUTH OF JAZAS
- 11) Ukraine – CHRISTIAN CHILDREN’S FUND
- 12) Republic of Belarus – BPA "POSITIVE MOVEMENT"
- 13) Georgia – "OPEN SOCIETY-GEORGIA FOUNDATION"

********************

- 14) Norway – AKSEPT CENTRE FOR PEOPLE AFFECTED BY HIV/AIDS
- 15) The Netherlands – AIDS FUNDS & STI AIDS NETHERLANDS
- 16) France – AIDES

Our positions

- Members of Boards, Executive Committees, Boards of Directors, Administrative council
- Senior, regional managers, leaders, President, chairpersons of organizations
- Executive directors, Program Director
- Team leaders, coordinator of volunteers, local coordinators, Project Coordinators, Outreach worker
How old are we

• < 3 years – 4; (Estonia 2, Latvia 3, Lithuania 3, Ukraine 3)
• 7-9 years – 4; (Latvia 8, 8, Slovakia 8, Poland 8)
• 10-12 years – 2; (Hungary 10, Serbia 12)
• 13-15 years – 2; (Latvia 13, Romania 14)
• > 16 – 3; (Norway 18, Netherlands 20, France 22)

How big are we

• Staff members
  • <5 people – 5 organizations
  • 5 – 9 – 2 organizations
  • 10 – 19 – 3 org
  • 20-30 – 5 org
  • 40 – 60 – 2 org
• 350 ! - AIDES

What we do

• HIV/AIDS and drug prevention among IDUs, young people, street CSW, street children, Roma
  – harm reduction programs
  – voluntary counselling and testing
  – Work in prison
• Support, social intervention for PLHWA, IDUs, inmates, ex-prisoners, women HIV+
  – low-threshold centers
  – outreach work, services
  – rehabilitation
• Advocacy, lobbying, human rights; access to treatment, life style; harm reduction, policy
  – involvement of civil society in policy-making; policy development; human rights advocacy
• Education and training, empowerment/self-help of PLHWA, drug users, women HIV+
• Service delivery for PLHWA, IDU, women HIV+
• Fundraising & funding research innovation programs
• World AIDS day campaigning
• National, regional and international cooperation

Mother-to-child transmission! - ESTONIA
Open House! - NORWAY

Where we are successful with staff

• Motivation, commitment to work in NGOs (BLG, EST, RUS)
• General HR mgmt (FR)
• Active board members, experienced accountants (LT)
• Full time staff (ROM)
• Methodical education and training, supervision (SLK)

What we want to improve

• More full-time staff, competitive salary (HUN, 3 LV, LT, EST, SLK)
• Communication between board, staff, programs (LV, ROM, LV)
• Mgmt, mgmt, mgmt!!! (EST)
• Every employees role and mission (FR, BLG)
• Attract volunteers (LT)
• Specialists (for PR) (LT)
• Burn-out (RUS)
Our volunteers

• Up to 10 volunteers – 8 org
• Up to 20 volunteers – 4 org
• Western Europe –
  – 700 (FR)
  – 100 (NL)

• 5000! - SERBIA

We want

• “Long lasting”
• Motivated
• Dedicated,
• Well-coordinated

We all want VOLUNTEERS!

Our budget

• Min 7 000 EUR
• Max 23 M EUR

• Increasing – 10 org
• Decreasing – 3 org
• Status quo – 3 org

What helps budget increase

• Professional, active fundraising, matching projects
• Professional PR, media, watchdog activities
• International contacts, networking
• Global Fund
• Lobbying
• The Board

Methodologie! (FRANCE)

Our strongest points

• PEOPLE: staff, community activists, volunteers
• National & international recognition
• “All have stake at our cause”
• Young people
• Passion to work
• The only...

• 150 years Reputation! (Norway)

Most pressing challenge

• Money,
  Money,
  Money!

• Answered 15 from 21 organizations!
Expectation from seminar

- Share good practices, exchange experiences
- Fundraising strategies
- New contacts,
- Networking

Motivation and Inspiration!

We are in the same boat...

YOU ARE WELCOME FOR COOPERATION
For further information please contact:
dialogs@diacentrs.lv

Ms. Ruta Kaupe – Board Chair
(+371 941 28 55); e-mail: rutins@ml.lv
Ms. Agita Sēja – re-socialization program manager
(+371 955 67 87); e-mail: agita.seja@inbox.lv

home page: www.diacentrs.lv
Post – seminar Meeting

after European seminar “FACING MANAGEMENT CHALLENGES for HIV/AIDS prevention and support NGOs in new and future EU member states”


Coordination and experts’ Team working meeting for publication of guidebook on NGO management as follow-up to Riga seminar

Draft Agenda

<table>
<thead>
<tr>
<th>Hosted by:</th>
<th>Participants:</th>
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<tbody>
<tr>
<td>DIA+LOGS, support centre for those affected by HIV/AIDS</td>
<td>Ruta KAUPE, DIA+LOGS, Latvia</td>
</tr>
<tr>
<td>Contact info:</td>
<td>Arnaud WASSON SIMON, AIDES, France</td>
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<tr>
<td>Address: 135 Dzirnavu Street, Riga, LV-1050</td>
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<td>Ph./Fax: (+371) 7243101</td>
<td>Frank Michael AMORT, AIDS Hilfe Wien, Austria</td>
</tr>
<tr>
<td>Cell ph: +371 9 412855 (Ruta Kaupe)</td>
<td>Nikita BULANIN, Humannitarian Action, Russia</td>
</tr>
<tr>
<td>Cell ph: +371 8 632639 (Agita Seja)</td>
<td>Agita SEJA, DIA+LOGS, Latvia</td>
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<tr>
<td>e-mail: <a href="mailto:dialogs@diacentrs.lv">dialogs@diacentrs.lv</a></td>
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<tr>
<td>web site: <a href="http://www.diacentrs.lv">www.diacentrs.lv</a></td>
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</tbody>
</table>

Just in Case: Arnaud’s cell phone: +33 6 73 68 72 73

Expected Time of the meeting:
MONDAY, July 03, 2006, from 9h30 to 17h30
TUESDAY, July 04, 2006, from 9h30 to 17h00.

Issues to be covered: according to Concept Card version 4.0

What we will talk about / DRAFT AGENDA.

1. Brief description of the project
   1.1. TITLE of the guidebook
2. Main responsibilities
3. Contextualisation
4. Target group
5. Goals
5.1. End goals

5.2. Operational goals

6. Strategy and Method

7. Concrete planning and implementation

8. Parties involved and partners

9. Distribution

10. Timing

11. Production data

12. Budget

13. Evaluation

14. Communication plan
   14.1. Internal collaborators
   14.2. Target group
   14.3. The website

ACCOMODATION

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SEMINAR ANNOUNCEMENT
CALL FOR PRESENTERS

Facing management challenges for HIV/AIDS prevention and support NGOs in new and future EU member states

April 20-22, 2006
Riga, Latvia

Conference Theme

In 2004 ten new member states joined to European Union community. That brought many changes in the "old" western part of Europe and even more transformation in all aspects for Central and Eastern European new member states. Today all new EU countries have faced and experienced major changes during these almost two years. Civil society involvement in actual processes has become much more active and influential then in "Soviet times". NGOs have recognized their role and importance in policy development and implementation, in advocacy and lobbying for community interests.

Recognizing these changes there is obvious NGO activities development in new EU countries. New NGOs start their work and existing ones expand activities. Nevertheless, this process has not only positive aspects.

Accession to EU has generated many new challenges. From one side it is recognition of NGO role, growth of activities, involvement in policy development, but from another side - more challenges for ensuring long-term sustainability and receiving financial grants for projects.

How to develop our organization more effectively applying advanced management approaches? How to manage to keep on track to fulfill our mission through different donors’ requests? How to form common performance of the organization working with different projects or how to survive in crisis situation? How to benefit from efficient financial management? How to manage to develop unique working team of many projects' part-time employees? What makes people motivated hard working or become a volunteer? Which character traits or skills are crucial for successful leadership? These are only few of issues NGOs’ leaders are dealing today.

Improving basic knowledge of management issues through “old” western HIV/AIDS NGOs expertise and best practices from new member states is actual need of CEE NGOs.

This seminar aims to fill gaps and promote advanced approaches or best practices in NGO management for organizations in their developing process pre and after EU accession.
**Seminar Organizers**

This seminar belongs to series of 9 best practice seminars to be implemented as part of the AIDS ACTION & INTEGRATION Projects (www.integration-projects.org). The integration projects are designed to promote the development of local, community based action on HIV/AIDS in Central and Eastern Europe, especially in the new and future member-states of the European Union. AA&I projects objective is to make available the best pan-European practices on HIV/AIDS prevention and support, harm reduction, and sexual health promotion to strengthen services provided in these countries.

DIA+LOGS NGO, support centre for those affected by HIV/AIDS, is the organizer of this seminar. It is the first low-threshold resources and support centre in Latvia for PLWHAs and their families, as well as - intravenous drug users, at-risk youth, men who have sex with men and commercial sex workers. The center is focused on providing spiritual, psychological and social welfare support, information and education, developing services for prevention and care, facilitating self-support activities, initiating advocacy work for marginalized vulnerable populations involved in high risks behaviors for contracting HIV/AIDS.

**Seminar Objective**

The overall objective of this seminar is to promote advanced management approaches for non-governmental community-based HIV/AIDS organizations to strengthen their development, long-term sustainability and ability to perform prevention and support activities. By bringing together Western expertise and Central-Eastern practices assist new and future member states NGO development and consolidate HIV/AIDS fighters’ resources in the community of European Union.

**Seminar participants**

This seminar is primarily designed for European community based NGO leaders, especially in Central - Eastern new and future member states, managing organizations providing support and services, implementing different ongoing projects, doing advocacy on HIV/AIDS related issues, participating in policy development and implementation processes to tackle HIV/AIDS in local and European level. “Old” western successful NGO leaders are invited as experts to bring their experience as assistance for efficient development of “new” NGOs. This meeting should be of great interest to policymakers, academics interested in NGO management matters and HIV/AIDS field professionals.

**Draft agenda of seminar sessions**

There are many questions that need to be addressed looking to successful NGO management content. Although due to restricted time frame experts team has proposed to focus on major issues – strategy, human resources, finances - in 5 main sessions.

- The important role of the Third Sector
- Strategy development and implementation for NGOs
- Financial Management
  - Analysis of financial documents (balance, cash flow, income statement)
Approaches for improvement of NGO management


2. Co-conference “The experience of NGOs of Latvia on participation in EU institutions” on April 20, 2006, Riga: - discussion forum to NGOs of Latvia on participation issues in decision-making processes in EU institutions, where participants will express their achievements and existing barriers on participation possibilities and give suggestions how to improve Latvian NGOs participation in EU institutions.

3. Press conference during seminar days for Latvian mass media, April 20, 2006, Riga

4. Publishing Guide-book on NGO management best practices after the seminar (Foundation de France co-financing)

Support:

This seminar is primarily funded by DG SANCO of the European Commission, co-financing “Foundation de France”
The following organizations have contributed for successful implementation of this initiative: AIDES (France); AIDS&Mobility Europe, SENSOA (Belgium), ………….

Call for Presenters

Individuals and leaders of NGOs, EU and local government officials, academics are invited to express their interest to contribute this seminar with their expertise, experience in management of NGO and going through organizational crisis, as well as lecturing on general basic issues in management field. Facilitators for workshops and discussions are welcome.

Please contact DIA+LOGS by February 13, 2006

Contact Information

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