

CBO CBA Assessment and Strategic Plan Development

A Guidance Document for CBA Grantees

CBO grantees funded through Cooperative Agreements by the Prevention Program Branch, to implement High Impact HIV Prevention (HIP) interventions and services, will work with CBA providers funded by the Capacity Building Branch, to develop a Capacity Building Strategic Plan (CBASP) for enhanced CBO capacity. This process will begin with a review of the CBO CBA Assessment tool that will be submitted to the Capacity Request Information System (CRIS) by the CBO. The CBA Provider will access and use the information in the tool to determine the CBO's capacity building assistance (CBA) needs and to draft a Capacity Building Assistance Strategic Plan (CBASP) of the prioritized CBO needs.

Before the Post Assessment Contact

The CBA Provider will schedule and conduct a Post Assessment Contact (audio or video conference) with the CBO. Before the Post Assessment Contact the CBA Provider will:

1. Review the completed CBO CBA Assessment Tool.
2. Establish internal quality assurance protocols that detail how the review process for the CBO Assessment tool will occur at your agency. Consider including a checklist of key areas that your staff will like to discuss.
3. Establish rapport with the CBO via email and telephone by explaining the purpose of the Post Assessment Contact and provide an overview of the process. Your initial contact with the CBO will help to set the tone for your relationship and begin to build the trust that is needed for the CBO to be candid about its needs.

Key steps

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1. CBO completes CBA CBA Assessment tool
2. CBA provider reviews CBO CBA assessment tool
3. CBA provider schedules the Post Assessment Contact (by phone)
4. CBA provider conducts the Post Assessment Contact (by phone)
5. CBA provider drafts the CBA Strategic (CBASP)
6. CBA Provider uploads completed CBASP
7. CBA Provider provides recommendation for a follow-up site visit to selected CBOs
8. CDC approves or disapproves site visit
9. CBA Provider schedules approved follow-up site visit with assigned CBOs
10. CBA provider uploads the final CBASP after the follow-up site visit
11. CDC staff approves strategic plans
12. CBO submits CRIS requests
13. CBA provider completes CRIS requests



4. Send the CBO the proposed agenda at least 5 days before the Post Assessment Contact. CDC will also provide a draft agenda that can be tailored by the CBA Provider.
5. Familiarize yourself with the CBO's funded HIP program, including any behavioral and/or biomedical interventions, public health strategies or services that it is implementing.
6. Familiarize yourself with the goals of H.I.P. Due to the changing landscape, the CBOs may have some questions and concerns about how their agency will implement these initiatives in their various jurisdictions.
7. Respond in a timely fashion to any questions CBOs may have.

The goal of the Post Assessment Contact is to review the tool, discuss, and confirm the CBO's prioritized needs. The CBA provider will then finalize and submit the CBO's CBASP for approval. The CBA Provider will prepare a draft CBASP for all CBOs. The CBA Provider will provide a recommendation in CRIS for a site visit for those CBOs where the CBA Provider has difficulty creating a responsive CBASP. The program consultant and the CBO Project Officers will the recommendations for the site visit. CDC (the PO and the PC) will approve the CBOs for a site visit. The approved CBASPs will be submitted to CRIS. The CBA provider will schedule and conduct the follow-up site visit with the approved recommended CBOs, to have more discussions with the CBOs' program staff before completing the CBASPs. All CBASP's will be approved by the Project Officer and Program Consultant before finalization. The final CBASP for all CBOs will be housed in CRIS and consulted by the CBA providers assigned to deliver CBA. The CBA provider will receive e-mails from CRIS about the due dates and reminders regarding each step in the process.

Before the Site Visit

The follow-up site visit period is a time for the CBOs to reflect on their HIV prevention programs and for you to prepare to help them achieve their programmatic goals. There are several activities that will help to ensure a successful site visit process:

8. Establish internal quality assurance protocols that detail how the process will occur at your agency. Consider including a checklist of key areas that your staff will like to discuss.
9. Establish rapport with the CBO via email and telephone by explaining the purpose of the site visit and provide an overview of the process. Your initial contact with the CBO will help to set the tone for your relationship and begin to build the trust that is needed for the CBO to be candid about its needs.
10. Send the CBO the proposed agenda at least 2 weeks before the site visit. CDC will also provide a draft agenda that can be tailored by the CBA Provider.
11. Familiarize yourself with the CBO's funded program, including any evidence-based interventions or public health strategies that it is implementing.
12. Familiarize yourself with the goals of H.I.P. Due to the changing landscape, the CBOs may have some questions and concerns about how their agency fits into these initiatives.



13. Maintain contact with the CBO's point of contact between the initial communication and the date of the site visit in order to continue relationship building. Respond in a timely fashion to any questions they have.

During the Site Visit

The follow-up site visit is a time for the CBO to share its thoughts about its current HIV prevention program, the direction in which it would like its program to go, and what CBA it needs to be successful now and in the future. In the past, the CBOs have shared that they would like you to recognize and respect their expertise and time. You can do this by being prepared for the follow-up site visit by addressing the points in the section above. During the site visit, engage the CBOs in the process by utilizing various strategies and interactive activities. Remembering that the CBOs are the experts on their HIV prevention programs will go a long way in facilitating the open sharing of needs as well as strengths. Keep the points below in mind:

1. Arrive at least 15 minutes early to have enough time to set up for the site visit.
2. Make sure that you are prepared for the site visit. When you arrive at the CBO, you should have everything that you need to complete the site visit (e.g., laptop, copies of materials, etc.); it is not acceptable for you to ask the CBO to use its resources (e.g., photo copier, printer, etc.).
3. Please take a hard copy of the completed assessment tool. In some cases, the CBO may make an error in completing some sections of the tool. It is up to you to make sure that you have an accurately completed and detailed tool prior to leaving the agency. Pay particular attention to the CBA needs prioritization section.
4. Take copious notes during the site visit to ensure accurate capture of what the CBO shares. It is up to your agency to decide whether you will take notes by hand or by computer. Whatever approach is taken, it is crucial that it does not interfere with your ability to be engaging during the field visit.
5. Strive to maintain a true collaborative spirit by weighing what the CBO prioritizes with your own assessment of the CBA priorities.
6. Keep in mind the dynamics of the region. Although you have developed a standardized protocol, you will need to remain flexible to respond to local nuances.
7. Contact your CBA Program Director if something comes up onsite. Your CBA Program Director can then communicate with your Program Consultant, who can engage with any other parties (e.g., Project Officer of assigned CBO) that may be able to assist with the situation.

After the Site Visit

After the site visit, there are various activities that need to occur. Completing these activities close to the site visit date will help to ensure that you retain information shared during the site visit and have the opportunity to apply lessons learned from this site visit to the next assigned CBO.

1. Within 2-3 days of the site visit, review the notes that you took to determine what areas you need to prioritize in the CBASP.



2. Within 10 days of the site visit, finalize the CBASP and upload it to CRIS.
3. Review any documents (e.g., evaluation plan, current agency-wide or programmatic strategic plan) obtained at the site visit to determine whether any information may help to inform the development of the CBA strategic plan.
4. Immediately after the CBA Provider drafts the strategic plan, it should be uploaded it to CRIS.

After the CBA Provider uploads the strategic plan to CRIS, the Program Consultant (PC) and the CBO's Project Officer (PO) will review the strategic plan to determine whether they are in concurrence with the contents. If they have any questions or concerns, they will return the CBASP to you for revisions. Revise the strategic plan within 5 days and re-upload it to CRIS. Once it has been approved by both the PC and PO, debrief the entire strategic planning process for that CBO with your agency staff and your Program Consultant.

After the Strategic Plans Have Been Finalized

The purpose of this process is to ensure that each CBO has a tailored CBASP that will help to support the success of its HIP funded program. Therefore, the CBOs should submit requests for CBA throughout the process and after the CBASP have been finalized. The submitted requests will be triaged in such a way as to ensure expertise and equal opportunity for all funded CBA providers. Below are a couple of points to keep in mind:

1. Review your assigned CRIS requests to determine whether the request is linked to the CBASP.
2. If the request is linked to the CBASP, familiarize yourself with the CBASP before making contact with the CBO.
3. If you determine that the request is linked to the strategic plan at some point during the CBA delivery, make sure that CRIS reflects that point by clicking on the "linked to CBASP" link in CRIS.

CDC in support for the CBO CBA Assessment and the CBASP

Once approval has been received by the Office of Management and Budget, a timeline of the CBO CBA Assessment activities will be shared with the CBA Providers. In addition, each CBO, and CBA provider will receive e-mails through CRIS regarding each activity and the due dates, as well as reminders each step of the way. CBA Providers should adhere to the due dates and reminders to ensure that the process moves smoothly. The CBA Providers' program Consultants will be copied on e-mails related to their assignments (e.g. review of the CBO Assessment Tool). Where appropriate, the CBO will also be copied on e-mails (e.g. submission of the CBO CBA Assessment tool, dates for follow-up phone contact, and/or schedules for site visits). Project Officers representing the CBOs will also be copied on the e-mails that the CBOs receive. In cases where the CBA Providers fail to adhere to the due dates, the PC's Team Lead will also be copied.



CBB Points-of-Contact for Questions about This Process

If you have any questions about this process, please contact your Program Consultant or Maria E. Alvarez (404.639.3425 or mma8@cdc.gov). If you have any questions about the assessment tool or strategic plan template, please contact Aisha Gilliam (404-639-4269) agg0@cdc.gov or JoAna Stallworth at (404) 639-3812 doy4@cdc.gov) with a courtesy copy to your Program Consultant.