

RAPID POLICY ASSESSMENT & RESPONSE



Module I: Project Planning & Community Action Boards

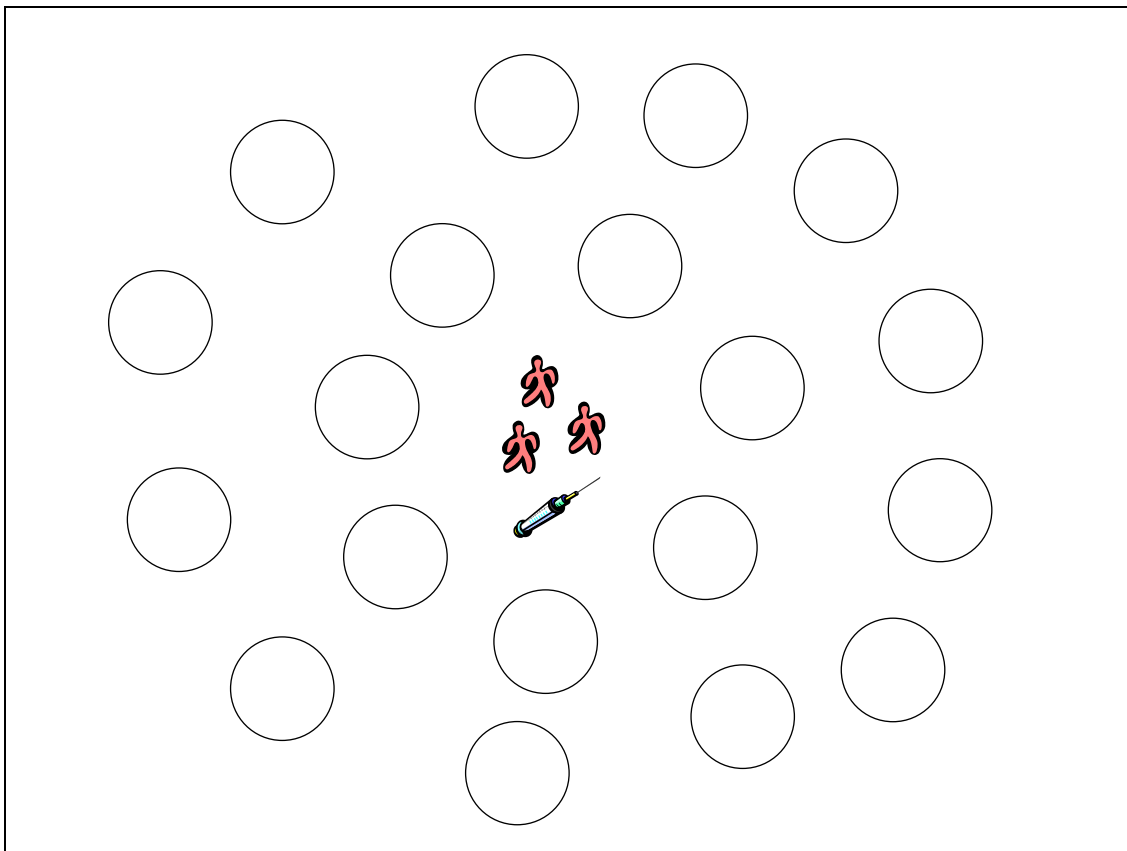
Tools

The Power Map

A power map is a picture showing the *formal and informal organizations* that wield influence over (or “govern”) the conditions of the drug and sex markets and the behavior of drug users and sex workers.

Equipment Needed

PowerPoint or similar software and/or flip charts, pens and tape



A Blank Power Map

Step 1: Identify the organizations that matter

A. Identify organizations

Try to identify organizations. If important individuals come up, list their organizations for now.

B. Refine the list

- a. Which of these organizations are really made up of some number of smaller units?

Sometimes a large organization, like the police, is actually made of many units that operate more or less on their own, like a homicide bureau or a particular police station.

- b. Are there organizations that, after discussion/reflection, should be added or removed?





Participants can decide what criteria to use to decide whether an organization is not important enough to include at this point.

Step 2: Chart the “influence connections” among the organizations

Which organizations influence which other ones?

Use arrow direction to indicate one way or two way influence
Use thickness of arrows to roughly indicate how powerful the influence is – large or slight

Strength and Direction of Influence

	More Influence	Less Influence
One way		
Two way		

Step 3: Write down what is known about the internal characteristics of each organization on a separate page/slide

Organization:

- Resources
- Mentality
- Tools of Influence
- Key people

Internal Characteristics Form

Step 4: On the main slide/map, identify important groups (e.g., IDUs) who do not have an organization they can exert influence through

People in the community sometimes try to get things changed. But people who don't have an ongoing organization to work through will tend to have less effectiveness than people who are working together in an organized group over time.

Problems and Solutions Exercise

Along the with Power Map, the Problems and Solutions Exercise is a means for the CAB members to exchange ideas about what policy and practice changes are needed to address HIV and how to achieve them.

Equipment Needed

Problems and Solutions Form in Word software or a flip chart with pens and tape.

Process

Ask every member of the CAB to quickly identify one problem that may be increasing the risks of drug use, sex work and other behaviors addressed in the RPAR, and a possible solution related to policy or policy implementation. Write the ideas in Word or on a flip chart. Emphasize that

- this is a creative exercise, designed to get many ideas out on the table without judging how correct or important they are
- even speculation about possible problems is useful and welcome
- everyone must offer one idea that is different from the ones already offered
- there is no discussion of or comment on the problems and solutions offered
- you will not be recording who made what contribution

The exercise should take only a few minutes. The goal is to get everyone to offer an idea, to build a team environment in which everyone feels entitled to participate. This is NOT the time to discuss or comment on the ideas.

Community Action Board

Purpose and Process

A Community Action Board (CAB) is a group of people who have knowledge and interest in drug policy, health, local government and any other area the team thinks is important to the success of the RPAR project.

Purpose

The purpose of the (CAB) is to:

- Organize and mobilize allies the important stakeholders in the community
- Provide the research team with informational, social, moral and political support for the collection and analysis of policy data
- Collaborate with the research team to turn the data and analysis into an action plan
- Implement the action plan

Process

The CAB and the research team are collaborators on the RPAR project. The research team will meet with the CAB at least seven times. Each meeting is chaired by a member of the research team and has a specific agenda. In general, the research team uses each meeting to present data or information about the project to the CAB, and to learn more about the site and the priorities of the CAB. *After each Meeting*, the research team should organize the data collected from the CAB in the appropriate data organization form.

Community Action Board Meeting #1

When: As soon as possible after the beginning of the assessment

The goal for the first meeting is to:

- Get CAB input on sources of existing epidemiological and legal data
- Revise the research team's first version of the power map
- Generate one suggestion per CAB member for policy or practice change in the Problems and Solutions Exercise

Agenda is included.

After the Meeting:

- Organize the data you collected in the attached Sources of Existing Data form
- Prepare a new version of the Power Map

Community Action Board Meeting

#1

Agenda

- 1 – Introduction of members of Community Action Board and Research Team
- 2 – Brief summary of the RPAR methodology including the plan, timeline, activities and role of the CAB
- 3 – Brief summary of epidemic and policy situation, as necessary
- 4 – Power Map Exercise
- 5 – Problems and Solutions Exercise
- 6 – Identify sources of existing legal, criminal justice and epidemiological data
- 7 – Review agenda and date for next meeting
- 8 – Conclude meeting

Existing Data Sources

CAB Meeting #1

Sources of Existing Data

Data Type	Source	Contact Person
Epidemiological Data		
HIV		
Drug Use		
Other Diseases		
Law on the Books		
Law Enforcement Data		

Add more rows or topics as needed.

Community Action Board Meeting

#2

When: About the 12th week of existing data collection, when there are data to present but also in time to begin identifying key informants and focus group members

The second meeting of the Community Action Board is intended to:

- Identify candidates for focus group and key informant interviews
- Review and discuss implications of existing data collection
- Revise the power map
- Generate one suggestion per CAB member for policy or practice change in the Problems and Solutions Exercise

See Agenda attached.

After the Meeting:

- Organize the data you collected in the Power Map, Focus Group Participants Candidate List and the System and Interactor Participants Candidate List
- Organize meeting notes

Community Action Board Meeting #2

Agenda

- 1 – Presentation of existing data from Module II on law, epidemiology and law enforcement
- 2 – Revise power map
- 3 – Conduct Problems and Solutions Exercise
- 4 – Resolve any outstanding problems with existing data collection
- 5 – Identify potential focus group participants and key informants
We will need at least 6 people for a focus group of
 1. *law enforcement personnel;*
 2. *“risk interventionists”*
 3. *drug treatment providers and clinical health care providers.*
- 6 – Review agenda and date for next meeting.
- 7 – Conclude meeting.

Community Action Board Meeting #2

System and Interactor Participants Candidate List

Rationale	Name	Organization	Contact Information
Prison Officials (1)			
Prison Guards (2)			
Judges (1)			
Legal Academics (1)			
Political Authorities (1)			
Police Officers (2)			

Rationale	Name	Organization	Contact Information
Prosecutors (2)			
Public Health Authorities (2)			
Narcological Program Directors (2)			
Narcological Program Staff/Volunteers (2)			

Rationale	Name	Organization	Contact Information
Health Care Providers/AIDS Doctors (2)			
Emergency Room Clinicians (2)			
Harm Reduction Workers (2)			
NGO staff working with IDUs (2)			
NGO staff working with HIV (2)			

Community Action Board Meeting

#3

When: About the 4th week of qualitative data collection, after the completion of focus groups and near the beginning of key informant interviews

The third meeting of the Community Action Board is intended to:

- Gather community level input on preliminary results of the focus groups
- Update or modify potential list of key informants based on community level feedback
- Revise the power map
- Generate one suggestion per CAB member for policy or practice change in the Problems and Solutions Exercise

See attached agenda.

After the Meeting:

- Organize the data you collected in the System and Interactor Participants Candidate List and the Power Map
- Evaluate the CAB suggestion for RPAR and organize meeting notes

Community Action Board Meeting #3 Agenda

- 1 – Report and discussion of results of focus groups
- 2 – Revise Power Map
- 3 – Conduct Problems and Solutions Exercise
- 4 – Update list of systems and interactor key informants and suggestions for alternates
- 5 – Presentation of overall progress and timelines according to plan
- 6 – Review agenda and date for next meeting
- 7 – Conclude meeting

Community Action Board Meeting #4

When: Near the end of qualitative data collection

The fourth meeting of the Community Action Board is intended to:

- Gather input on data yielded from finished key informant interviews
- Inform remaining system and interactor key informant interviews based on advice and suggestions from community members
- Revise the Power Map
- Introduce Root Causes Exercise (Module IV) to analyze problems identified in Problems and Solutions Exercises in meetings 1-3

See attached agenda.

After the Meeting:

- Organize the data you collected in the System and Interactor Participants Candidate List, the Power Map and the appropriate forms of the Root Causes Exercise
- Evaluate the CAB suggestions and organize meeting notes

Community Action Board Meeting

#4

Agenda

- 1 - Summary and discussion of key informant data
- 2 – Revise Power Map
- 3 – Conduct Root Causes Exercise based on problems selected from earlier Problems and Solutions exercises
- 4 – Identify more system and interactor key informants as necessary
- 5 – Review agenda and date for next meeting
- 6 – Conclude meeting

Community Action Board Meeting #5: Workshop

When: About the 4th week of action planning and analysis, after the research team has made substantial progress organizing the data

The fifth meeting of the Community Action Board is a half-day to full day workshop intended to:

- Conduct the Root Causes Exercise to analyze problems developed in RPAR data collection
- Identify solutions for risk reduction
- Conduct Priority-Setting Exercise

See attached agenda.

After the Meeting:

- Record results using the forms for the Root Causes and Priority-Setting Exercises
- Evaluate the CAB suggestion for RPAR and add new notes as needed for the RPAR.

Community Action Board Meeting

#5: Workshop

Agenda

This meeting, and meeting 6, are workshops, expected to require a half day to a full day of work.

- 1 – Present findings in rough draft
- 2 – Conduct Root Causes Exercise
- 3 – Identification of potential solutions (policy, practice interventions or reforms)
- 4 – Conduct Priority-Setting Exercise
- 5 – Review agenda and date for next meeting
- 6 – Conclude meeting

Community Action Board Meeting #6: Workshop

Purpose and Intended Product

When: **About 2 weeks after CAB meeting 5**

The sixth meeting of the Community Action Board is a half-day to full day workshop intended to

- Conduct the Priority-Setting Exercise Again
- Compare the two sets of results and agree on priorities for action
- Conduct Power Map Action Exercise to develop strategies for action

After the Meeting:

- Organize the data you collected in the appropriate forms from Module IV.
- Integrate CAB ideas into the Final Report draft

Community Action Board Meeting
#6: Workshop
Agenda

- 1 – Repeat Priority-Setting Exercise
- 2 – Compare results with previous exercise
- 3 – Review and revise prioritized list of potential solutions
- 4 – Conduct Power Map Action Exercise
- 5 – Plan implementation using Analysis and Action Plan Form 3
- 6 – Review agenda and date for next meeting
- 7 – Conclude meeting

Community Action Board Meeting #7

When: About 3 weeks after CAB meeting 6, near the conclusion of the RPAR

The seventh meeting of the Community Action board is intended to:

- Gather feedback on final report
- Allocate responsibility for disseminating and implementing the Action Plan and Final Report
- Plan future meetings of implementation group
- Conclude RPAR and describe evaluation activities

After the Meeting:

- Integrate CAB suggestions in final draft of Report and Action Plan

Community Action Board Meeting

#7

Agenda

Topic:

- 1 – Present and discuss final report
- 2 – Repeat and revise implementation roles and responsibilities plan (Form 3)
- 3 – Set date and time for next meeting of CAB or successor group with responsibility for implementation
- 4 – End of RPAR, explanation of evaluation