Implementing Agency

Objectives
To familiarize you with the responsibilities and functions of the implementing agency, including:

1. the different types of agencies that host Mpowerment Projects;
2. suggested guidelines for leadership;
3. planning for the Mpowerment Project before implementation;
4. funding issues;
5. agency policies, attitudes, and environment;
6. staff selection and training, including sample job descriptions and interview questions;
7. project supervision; and
8. creating and maintaining good community relations.

What you’ll find in the Appendix to this module:

- Figure 3.1.a  Sample job announcement (a short succinct announcement)
- Figure 3.1.b  A more detailed job announcement
- Figure 3.1.c  Job announcement for the Outreach Coordinator position
- Figure 3.1.d  Job announcement for the Small Groups Coordinator position
- Figure 3.2  Sample interview questions for prospective coordinators
- Figure 3.3  Sample Coordinator application
- Figure 3.4  Mpowerment Project suggested annual expenses
The Mpowerment Project operates successfully when the implementing agency creates an environment where the Project Coordinators, Core Group, Project volunteers, and optional Community Advisory Board can flourish. The Implementing Agency is usually a community-based organization such as an AIDS service organization or a lesbian/gay/bisexual/transgender (LGBT) community center whose mission includes providing HIV-prevention services to gay/bisexual men. Additionally, universities or health departments may implement the Mpowerment Project themselves or provide funding to a local organization to run it.

It is the implementing agency’s responsibility to provide effective leadership for all aspects of the Project. The agency is responsible for all planning prior to Project startup, including creating the structure for the Project, obtaining sufficient resources for effective implementation, and considering whether any agency policies may need to be modified to accommodate this innovative program; hiring and supervising well-qualified, capable staff who are a good match for this intervention; and monitoring and evaluating the Project.
**What agencies can host an Mpowerment Project?**

In our research of Mpowerment Projects across the country, we noted that several different types of organizations have successfully served as host agencies. HIV/AIDS-related community-based organizations (CBOs) were by far the most common groups to host the Mpowerment Project. However, other host agencies included local public health departments, CBOs not focused on HIV/AIDS, as well as funders themselves. Whatever type of agency implements the Mpowerment Project, there are a number of major issues to consider when deciding to implement the program, as described in this manual.
“Sometimes you ask yourself if this is effective and if it really works or if it is something that is supposed to work, but when you see guys talking about how you are at risk even if you are a top or a bottom... to see how they are empowering themselves about safer sex, or sometimes abstinence even...that’s when I think that it is worth it.”

[FROM A COORDINATOR]

“There is a lot of support for this from the agency...the ED loves this Project, and he has very strong feelings about prevention.”

[FROM A COORDINATOR]

“The agency really buys into the fact that the Core Group is the decision making body for the Project, and they try to honor the desires of the Core... they usually make really good decisions”

[FROM A PROJECT SUPERVISOR]

“This program is really important to the agency... it models a kind of prevention and community organizing that the agency has been wanting to do for a long time...and it is a community level model, which is really important to the agency...it is central to the goals of the agency...so it fits in really well.”

[FROM A PROJECT SUPERVISOR]
Providing leadership

The following guidelines can help agencies provide effective leadership for the Mpowerment Project:

1. Make HIV prevention among a diverse population of young gay/bisexual men a priority. Articulate this goal in the agency’s annual plans and long-range planning, and formulate plans for implementing the Mpowerment Project in advance.

2. Commit to finding the right people for the Mpowerment Project Coordinator positions. The Coordinators are critical to the success of the Project.

3. Acknowledge the importance of the Core Group by creating a role for it in the agency’s decision-making processes. There are a number of ways to ensure this occurs. For example, Core Group members could be invited to meet with the agency’s board or directors, or could participate on a board subcommittee. At a minimum, the Project Supervisor could ensure that reports from the Core Group are heard at the highest level of decision-making within the agency.

4. Shortly after hiring Project Coordinators, agencies should have them conduct an assessment to understand and be up-to-date about the young men’s scene and the diversity within the local young gay/bisexual male community in order to gain perspectives from diverse young gay/bisexual men about issues relevant to the intervention. Detailed information on conducting a community assessment is provided in Module 2.

5. Discuss implementation of the Mpowerment Project with other CBO staff. The Mpowerment Project website has some materials that may be helpful to share with staff so they understand the goals and objectives of the new program. Elicit input from the rest of the CBO
staff about how the agency’s various programs can work collaboratively with the Mpowerment Project, building on the agency’s strengths and experiences.

6 Ensure that staff who have been hired to run and supervise the Mpowerment Project obtain adequate training in how to implement the program, and thoroughly review materials such as the training manual. Maintain good communication lines with Project staff so they feel comfortable in requesting assistance when they need it, both from agency staff and from the Mpowerment Project’s technical assistance team.

7 Where needed, introduce new evaluation methods for staff to use in analyzing Project performance. This may entail training staff and demonstrating how to apply information gathered during the community assessment. For example, if your community assessment showed that many different groups of young gay/bisexual men exist in your community, yet only one or two groups routinely show up at Project sponsored Social Outreach Events, programmatic changes are likely needed to attract new groups of men to the Project. This requires evaluating every Social Outreach Event for the diversity of men who attend it.

8 Continually investigate funding possibilities and submit grant applications. It is the responsibility of the agency to generate funding for the Project. (The young gay/bisexual men who serve as volunteers in the Project are unlikely to have much expertise in this area.)
**Pre-implementation planning**

The desire to implement the Mpowerment Project may have been sparked by hearing about the Project at a professional conference; reading about it in articles, on websites, or in CDC and other publications; seeing it in action in another community; or hearing others talk about it. Regardless, once the decision has been made to start an Mpowerment Project, the implementing agency must next consider three key needs: funding, personnel, and space.

**Before implementing a Project, we cannot emphasize enough the importance of thinking through the following: 1) how to obtain adequate funding for the Project; 2) what qualifications and characteristics are needed in the people who will be hired to run it; and 3) what options exist in the community for a distinct Project space.**

Our research has shown that organizations that strategize and plan ahead are much more effective at implementing the Mpowerment Project than organizations that do not.

**Securing adequate funding**

Implementing the Mpowerment Project requires substantially more resources than educational programs that deliver AIDS 101 talks, street outreach, or brochure distribution. If you plan to implement the Mpowerment Project, you need to have funding for at least one full-time Coordinator, but it is better to have at least another half-time Coordinator (and our research shows that two full-time staff is by far preferable). And importantly, when we talk about time spent on the Mpowerment Project, it does not include time working on HIV testing and counseling. In addition, it is important to find a space to house the Project. Without a sufficient budget to support the expenses of staff and Project space, it will be difficult to implement the Mpowerment Project very effectively (See Figure 3.4 in the Appendix to this module for sample Mpowerment Project expenses).

The Project’s goals are to reduce sexual risk behavior and increase knowledge of current HIV serostatus among young gay/bisexual men by developing a strong, healthy, empowered community of men who support each other in reducing their sexual risk behavior, in getting HIV testing, and in functioning successfully in the larger society where heterosexuality is the norm. With respect to implementing the Mpowerment Project, the agency’s objectives include recruiting, hiring, and supervising staff; securing and maintaining an adequate Project space; coordinating the Core Group; sponsoring effective Social Outreach activities; and diffusing norms of safer sex and testing throughout the entire young gay/bisexual men’s community. Considering the scope of Project objectives and activities, it should be clear why at least one full-time staff member is a necessity, and why two full-time staff members are preferable to implement the intervention successfully.
An agency needs to be creative and resourceful in generating adequate funding for the Project. Many, if not most, HIV Prevention Planning Councils have identified young gay/bisexual men as a high priority for prevention services. The Mpowerment Project is listed in the CDC’s *Compendium of HIV Prevention Interventions with Evidence of Effectiveness*, which includes programs shown to be effective through rigorous scientific evaluation. The Mpowerment Project is the only HIV prevention intervention that has been tested through rigorous research methods and has been shown to be effective in reducing unsafe sex among young gay/bisexual men. The CDC, which funds many HIV prevention efforts, strongly urges the implementation of programs that have been shown to be effective through research. Thus, referring to the Compendium will add considerable strength to any grant proposals you write. For the same reason, it makes sense to apply for funding to health departments, which are likely to be receptive to any program that research says works. Some local or national foundations may also be interested in funding part of or the entire Project. In addition, it may also be worthwhile to investigate other sources of funding for parts of the
intervention, such as community foundation grants, local hospitals', or other local funding mechanisms. In addition, organizations sometimes obtain partial funding from their state health department, and supplement it (for example, for space) from a community grantor or through other fund-raising efforts.

It may not always be necessary to seek new funding sources if agencies are able and willing to reallocate existing funds by modifying current programming. Since the Mpowerment Project may meet the requirements of existing grants, contracts, or program objectives, if the organization already has funding for MSM or gay/bisexual men’s programming, it may be worthwhile to discuss this possibility with the funder.

Staffing

The implementing agency is responsible for advertising the Project Coordinator positions, and for hiring, training, and supervising these staff members. More than anything else, the success of the Mpowerment Project depends on recruiting and retaining talented and committed young men to coordinate the Project. Through our work with organizations implementing the Mpowerment Project, we have found that this may be the single most important ingredient that leads to success. Consequently, it is essential that the implementing agency invest sufficient time and energy into locating the right staff. Project Coordinators must be outgoing, sociable, comfortable talking to strangers and groups, and passionate about this new way of delivering HIV prevention to young gay/bisexual men. The Coordinators need to be very knowledgeable about the young MSM community, such as what are major segments of the young men’s community, where they hang out and their culture, and this is best achieved by being part of some young gay/bisexual men’s social networks.

Given the staff’s central importance in the Mpowerment Project, it is important that an agency not simply hire people who are already on staff to fill Coordinator positions without carefully considering if they are well qualified for this role. Our research has shown that these positions usually require individuals who are currently from and quite socially active within the MSM community. The characteristics listed above may or may not fit the description of staff who are already at an organization. If they do not have these qualities, a thorough search for suitable staff is imperative. More information about Coordinators’ roles and responsibilities can be found later in this module, as well as in Module 4: Coordinators.

1 In one community, a local hospital became a generous supporter of the Mpowerment Project because of the model’s cost-effectiveness and ability to avert a significant number of new HIV infections, thus reducing future health-care costs.
Agency policies, attitudes, and environment

The implementing agency must be comfortable with three very basic concepts that are integral to the success of any Mpowerment Project. First, the agency must be comfortable letting the Core Group make decisions for the Project. This is an integral part of the program, since empowering the young gay/bisexual men’s community is central to the program’s purpose. Second, the implementing agency must be comfortable working with young gay/bisexual men. Although this may sound obvious, in our research we have observed situations where the implementing agency behaved judgmentally towards young gay/bisexual men, and developed policies and procedures that reflected their discomfort. Third, self-defeating attitudes and beliefs held by staff at implementing agencies about HIV prevention with young gay/bisexual men, or about the Mpowerment Project itself is a major barrier to running a successful Mpowerment Project. We have worked with many agencies who feel that young gay/bisexual men will never change their behavior, that the community is too apathetic to get involved, or that a community-mobilization approach to prevention will never succeed. We acknowledge that HIV prevention can be difficult and frustrating work, but negative beliefs make the work even harder, and they often become self-fulfilling prophecies by dooming a Project before it ever starts.

It may be necessary to change some agency policies in order to implement the Mpowerment Project effectively. As a prime example, agency management must understand that because much of the work of running the Mpowerment Project takes place outside of regular business hours, the Coordinators cannot work regular “nine-to-five” jobs. In order to reach clients, a large portion of the work needs to be done in the evenings and on weekends. For this reason, management must be prepared to defend the need for Mpowerment Project staff to work these hours, should other agency staff question the absence of Coordinators during regular business hours. Many agencies have actually changed work-hour policies, as well as other policies that may hamper the ability for the Mpowerment Project to be implemented effectively.
**Project space**

It is best to decide where the Mpowerment Project will be housed as early as possible in the planning process. Ideally, the space that is selected can suitably host a variety of Project activities, from small group gatherings to larger social events. If the chosen space is shared with others, it is important that the Mpowerment Project have sole use of the space on a frequent and recurring basis. Further, if a shared space cannot be customized to reflect the gay positive/sex positive nature of the Project, a different space should be found. During our research, we learned of Mpowerment Projects that shared space with other programs that balked at openly displaying posters, invitations, and other HIV prevention materials targeting gay/bisexual men. Since it is imperative to have such materials out and freely available to Project participants, these spaces did not work well. The issue of Project Space is discussed in greater detail in *Module 6: Project Space.*
At the time an agency decides to implement the Mpowerment Project, it may also make sense to review existing programs and modify them, if necessary, so they work together in a complementary way. For example, if an agency already operates a program for gay/bisexual men, it may want to change the program’s focus so that it primarily serves men the Mpowerment Project is not likely to reach, such as older men, or men who do not identify as being gay/bisexual.

Training new staff

All staff new to the intervention will need to be trained. First they will need to learn about the model used in the Mpowerment Project, and then learn how to implement it. New Project Coordinators should be expected to complete all of the following:

- read the Mpowerment Project Manual and the M-group Manual
- become conversant with the Mpowerment Project website (www.mpowerment.org)
- watch the audio slide shows on the website
- attend the three-day training on how to conduct the Mpowerment Project
- attend an “HIV prevention 101” training provided by the agency or some other local organization
- obtain training on how to facilitate groups
- watch the M-group video and practice running M-groups with Core Group or other volunteers
- read websites daily or weekly about HIV/AIDS (e.g., the Kaiser Family Foundation at www.kff.org/hivaid/index.cfm which offers information on HIV/AIDS with a national and a global perspective, or the United States Center for Disease Control’s National Prevention Information Network at www.cdcnpin.org which lists recent news, activities or publications about HIV/AIDS prevention, including links to sources for funding, conferences, and materials.
- sign up for at least one daily or weekly list-serve about HIV/AIDS. The Kaiser Family Foundation offers email subscriptions to news and events at http://www.kff.org/profile/subscriptions.cfm. An excellent list serve of recent scholarly articles about HIV/AIDS can be joined by emailing Robert Mallow of Florida International University at rmalow@bellsouth.net.

The importance of providing Coordinators with adequate training cannot be overemphasized.
The importance of providing Project Coordinators with adequate training before implementing the Project cannot be overemphasized. In our research, we found that when Coordinators did not know what the Project’s Core Elements were or how the Guiding Principles related to the core elements, the Project was not implemented very successfully. Reading and watching all of the training materials and participating in the three-day training is essential for new Project Coordinators, even if they have been a Core Group member or volunteer. Doing so provides them with a “big picture” view of the program that is needed to be an effective Coordinator.

Additionally, our research has shown that staff turnover is common among Mpowerment Projects. Fully 35% of the CBOs experienced turnover of Coordinators in the first six months. In the first year, 56% experienced turnover, with 23% of those agencies experiencing staff turnover multiple times. While turnover is not necessarily a bad thing (implementation success dramatically improves when ineffectual staff leave), turnover does mean that there will be new staff needing to be trained. Provided agencies have already anticipated this need in planning their original budget, this should not be a problem. However, it also calls attention to the importance of finding the right staff to begin with and thus avoiding having to retrain new employees.
“The Supervisor meets with us regularly to talk about the goals for the week...he keeps a low profile...he doesn’t want guys to think that he’s checking up on them...but at the same time, he gives a great deal of support...he has a pretty good idea of when he needs to step in... the next day after an event, we deconstruct it and try to come up with ways that it could be improved.”

FROM A COORDINATOR

Project supervision

The individual at the implementing agency who directs HIV prevention or gay/bisexual men’s programs is likely to be the Project Supervisor, and therefore will supervise the Mpowerment Project Coordinators. It is extremely important that the Project Supervisor be familiar enough with the Project’s goals, approaches, and methods to know when core elements are not being implemented, or to know when they are not being implemented with fidelity to the original design. For instance, if the Project Supervisor does not know what an M-group is, how often they are being held, or how many men are attending, he or she will have a difficult time determining whether to encourage the Coordinators to conduct more of them, or whether to sit down together and problem solve ways of increasing their effectiveness.

The amount of supervision that Coordinators need will vary substantially according to their previous experience. Many young gay/bisexual men have had few formal work opportunities, have rarely supervised or worked with volunteers, and may not have done administrative work. Others may have had considerable experience in these areas. Therefore, Coordinator supervision must be adjusted accordingly. However, even staff experienced in HIV prevention may benefit from the support obtained through regular supervision.

Group and individual supervision

The need to train and supervise the Project Coordinators is an ongoing concern. Since the Coordinator job is multifaceted, its demands are great, and most Coordinators are relatively inexperienced with having this much responsibility, close supervision by the agency is important. In particular, supervision needs are substantial when the Project is just starting. During this period, the Project Supervisor can hold both individual meetings and weekly group meetings with the Coordinators to review collectively how the Project is going and to problem solve together.
“We have a lot of meetings...
two a week...one individually and one
as a staff. The next day after an event,
we deconstruct it and try to come up
with ways that it could be improved.”

* FROM A PROJECT SUPERVISOR

Since many of the Coordinator duties are interdependent, meeting as a
group helps the Coordinators to identify gaps in activities. These group
meetings allow the Project Supervisor to create a process whereby
not only the Project Supervisor, but also the Coordinators review and
provide feedback on each other’s job performance and goals. Over
time, the Project Supervisor may not need to attend these meetings
every week, but the Project Coordinators can continue to meet weekly
to support each other, to review progress on various items, and to
coordinate their activities.

Following the weekly team meetings, we have found it helpful for the Project
Supervisor to hold individual meetings with each Project Coordinator,
particularly at the start of the Project or when the Coordinators are new. The
purpose of these meetings is to make certain that each Coordinator knows
exactly what is expected of him, and to provide whatever individualized support
is needed for him to accomplish his tasks.

As the Coordinators grow in experience through running M-groups,
implementing Social Outreach Events, and working with the Core Group and
their volunteer teams, their need for supervision will decline substantially.
At this point—usually after about four months time—individual and group
meetings can be reduced from every week to every two to three weeks. Yet,
as discussed above, we recommend that the Project Coordinators continue to
meet weekly with each other to ensure that all tasks are being conducted and
are coordinated with each other.

New Coordinators who are hired after the Project has been running for
some time generally will require less supervision than Coordinators who
help to start the Project. This is because once a program is in place, new
Coordinators will encounter an existing culture that supports its day-to-day
operation. The other Coordinators can help the new Coordinator learn what
tasks need to be done.
It is important to set clear, measurable objectives for the Project, such as the number of M-groups or the number of medium-sized Social Outreach Events to conduct in a certain amount of time. These Project objectives should be very specific and achievable given Project resources (such as staffing and funding). The Project Coordinators and the Project Supervisor may decide upon these objectives jointly as they consider the capacity of the staff and the funding to enact these objectives. Often the objectives may be specified by the nature of the funding (e.g., sometimes a Project is funded to produce a certain number of “deliverables” or units of service).

Experiencing the progress towards achieving objectives is a key part of process evaluation (described in Module 12: Evaluation) and is generally the focus of supervision. Process evaluation involves examining the process of implementing the intervention, and may include keeping track of how many activities are conducted or how many young men are being reached. Conducting process evaluation is an essential way for the Project Coordinators and the Project Supervisor to have a “yardstick” by which to assess the performance of the Project.

“Anytime we have had an event we sit down for an hour to an hour and a half and talk about what went on...what the challenges were, the barriers were...what the successes were...and by doing that, a lot of times we become aware of things that we weren’t aware of.”

* FROM A PROJECT SUPERVISOR
Behavioral Objectives are objectives that the Project Coordinators are striving to accomplish. The term “behavioral” is used specifically so that it focuses on tasks that need to be done. In preparation for supervision meetings, each Project Coordinator writes up their behavioral objectives for the coming weeks. (See Figure 4.1 in the Appendix to Module 4: Coordinators for some samples of behavioral objectives from the Mpowerment Project based in Austin, TX.) The behavioral objectives are then discussed and refined during the supervision meeting. Following the meeting, the Project Coordinators then rewrite their behavioral objectives, if necessary, and give a copy to the Project Supervisor for review. As a tool for self-monitoring of their performance, the use of behavioral objectives is empowering since it provides a reference point against which the Project Coordinators can measure their progress in achieving the objectives they have set for themselves.

Behavioral objectives are related to the Project objectives, but they are not identical. For example, the Project objectives include such items as “hold four M-groups in 3 months.” In contrast, behavioral objectives would be “recruit 10 men for next week’s M-group.” The behavioral objectives then detail exactly what work the Coordinator needs to conduct in order to reach the objective. Combined, the behavioral objectives are the small steps that must be taken in order to achieve the Project objectives.
**Supervision style**  
One of the most important aspects of the Coordinators’ role is to reflect on the extent to which the Project is effectively setting in motion the desired processes (e.g., is it reaching new groups of young men, are young men talking with each other about safer sex, are they taking over ownership of the Project), and to frequently analyze their own role in the Project (e.g., Am I facilitating the empowerment of young men? Am I acting as a role model for informal outreach to the community? Am I describing the Project as a fun and social community-building program or as an HIV prevention Project?). Therefore, the most important thing the Project Supervisor can do is to help the Coordinators learn how to make this reflection and analysis process an automatic and ongoing part of their job.

The most effective way to accomplish this is by modeling the process for the Coordinators, that is, by being reflective and analytic about the Project. This approach to supervision comes out of the literature on empowerment; when people analyze their own problems and then come up with solutions themselves, this facilitates an empowerment process. It is intended that the Coordinators then do this in turn with the Core Group and volunteers. This process of empowerment goes back to the Guiding Principles of the Project.

How supervision is conducted can facilitate or hinder the extent to which Coordinators are reflective. An overly directive style on the part of the Project Supervisor is unlikely to facilitate such reflection and self-analysis. We suggest the use of questioning as an effective supervision tool to facilitate the Coordinators’ self-reflection. For example, the Project Supervisor may be concerned that Coordinators are not focusing enough on doing activities that are necessary in order to reach a Project objective. In such a case, it can be helpful to ask questions about what behavioral objectives have been identified by the Coordinator and how they will help to reach
Project objectives. As another example, the Project Supervisor may pose questions about the extent to which young men from diverse segments of the community are being reached through the various outreach activities, in order to facilitate the Coordinators’ consideration of these issues. When difficulties arise, it is beneficial to brainstorm solutions with the Coordinators, since this further stimulates the reflective-analytical process.

The Project Supervisor and Core Group

The Project Supervisor can play a critical advisory role to the Core Group, especially during its first few months. During the meetings, the Project Supervisor can model ways of getting the group to reflect and work together cooperatively. The Project Supervisor’s presence also supports the Coordinators, who are usually less experienced at group facilitation. It is highly recommended that Project Supervisors attend all meetings for the first month, and then every other meeting for an additional two or three months. After this, attendance once every few months usually works well.

Coordination of other Core Elements

The Mpowerment Project has many interrelated and interdependent Core Elements, in addition to the Core Group. One of the challenges facing Coordinators is learning to coordinate them effectively. The Project Supervisor can help by continually focusing attention on: 1) the degree to which coordination is occurring among components; 2) the degree to which the Project Coordinators are coordinating their activities with each other; and 3) whether all details are being considered.

Suppose, for example, that the Coordinators have planned a large Social Outreach Event that will entail a lot of details: finding space, ordering refreshments, planning decorations, arranging for music, preparing media publicity, conducting outreach publicity at bars and community events, doing outreach at the actual event, preparing an HIV prevention outreach performance or interactive activity, gathering materials for distribution at the event, and collecting names of men attending the event so that they can be recruited for M-groups. It is helpful for the Project Supervisor to ask questions that will cause the Coordinators to reflect if they have remembered all of the necessary components. For example, how will HIV prevention be encouraged during the event? Who will collect names and contact information of every young man attending the event? How will young men in the community find out about the event?
Incorporating attention to the Guiding Principles into supervision

The Project Supervisor can also play a strategic role in ensuring that all Project materials and activities reflect the guiding principles underlying the Project (discussed in Module 1 and listed in the table below). Periodically it is helpful for the Project Supervisor to ask the Project Coordinators how the Guiding Principles are being followed when implementing the different components of the intervention. For example, as Coordinators are discussing the Core Group, it is helpful for the Project Supervisor to ask questions about how decisions are being made in a manner that empowers the Core Group members. Diffusion of messages is another Guiding Principle. Project Supervisors can help ensure that diffusion is occurring by periodically reviewing the concept of informal outreach with the Coordinators, pointing out how opportunities for it exist in virtually every interaction between Core Group members and young gay/bisexual men in the community, and that through these interactions, messages will be diffused through the community.
Guiding Principles

- Social focus
- Empowerment philosophy
- Peer influence of safer sex messages
- Multi-level approach
- Gay-positive/sex-positive
- Community-building
- Diffusion of innovations
In addition to referring to the Guiding Principles, it is helpful if the Project Supervisor can review most of the outreach materials that are developed during the first few months, keeping in mind that these materials should be positive and uplifting in tone, eye-catching, and address underlying reasons as to why young men are at risk for HIV (rather than just providing safer sex guidelines). This will help ensure that Coordinators are keeping key aspects of the Project in mind and not reverting to older, less effective methods.

When any of the following things occur, it should serve as a warning to both the Project Supervisor and Coordinators that—consciously or not—they have abandoned the Guiding Principles of the Project. (This is not an exhaustive list of things to look for.)

- The Project begins to use fear appeals in HIV-prevention messages.
- Project activities or materials stop being fun or uplifting.
- The HIV-prevention aspect of Social Outreach Events gets lost.
- New young men stop coming to the Project.
- Important decisions are all being made by the Coordinators.
Encouraging revision and renewal

The Mpowerment Project is designed to be a program that continually evolves as participants come and go and as the needs and desires of young men in the community change. The Mpowerment Project needs to be constantly renewed to attract and retain the young men it seeks to engage. The agency can play a key role here by encouraging the Project Coordinators and Core Group to continually reflect on the status of Project activities, working with them to identify areas that need improvement, and helping them to revise activities as needed. Based on our implementation research, four areas in particular require agency monitoring.

**Avoid cliques**

Occasionally the Core Group becomes a clique. For example, the Core Group may plan small activities that its members enjoy and attend, but it makes little effort to publicize the event so that new young men are actively sought and welcomed. While Core Group activities can be valuable in creating morale among its members, another goal of each event is to bring in new men to the Project through active outreach. The main rationale for having Social Outreach Events is to attract as many and as diverse a group of young gay/bisexual men as possible. Another issue that has sometimes arisen is that Core Group members greet each other, but do not welcome men who are coming to the Core Group meeting for the first time. This is alienating to newcomers and in the past has resulted in young men never returning to the Project. Therefore all men attending the Core Group should be greeted and introduced to other Core Group members. In fact, some Projects have decided that it is important to identify certain Core Group members as the “greeters” of all new people, so that they feel welcomed and do not feel like they are trying to break into a clique.

Often we have found that a clique does not exist, but it is perceived to be in existence to newcomers. Core Group members and volunteers will know each other and will all greet each other or spend time with each other. Indeed, this is one of the goals of the Project, to create new friendships and supportive, caring social networks. But newcomers may not know anyone and may feel isolated at a large event, especially while observing others being friendly with each other. If newcomers are not greeted and introduced to others, they may feel that the Project is an exclusive clique. Therefore, Projects have often decided to have greeters of newcomers at all events, whether the events are Core Group meetings, small Social Outreach activities, or large Social Outreach activities.

Everyone likes to feel welcomed and to meet some new men. Encourage Coordinators to go out of their way to make new members feel welcomed. The Project is for all the young gay/bisexual men in the community...not just a select few.
In a desire to throw impressive Social Outreach Events, activity organizers may sometimes overlook designing an HIV-prevention component for the event. When events are still in the planning stages, the Project Supervisor should double check to make certain each contains one or more HIV-prevention components (discussed in greater detail in Module 7: Formal Outreach—Social Outreach Events and Outreach Team). In addition, names of attendees and their contact information should be collected in order to help with recruitment to M-groups.

Similarly, sometimes activity organizers get so involved in throwing an event that they forget the need to conduct widespread publicity of the upcoming event with enough advance notice so that people will hear about it and plan to attend. Hence, the agency Project Supervisor should check to be sure that publicity is being planned and conducted in a timely way.

Since the Mpowerment Project includes multiple components, it is important that the agency monitor each one. Sometimes Core Groups spend a disproportionate amount of time planning Social Outreach Events. Occasionally too much time goes into planning activities that repeatedly attract the same men, or the Project rarely, if ever, conduct events that attract different, important segments of the community. This can be avoided if the Project Supervisor works with the Coordinators to set six-month goals for the types and number of Project activities to be carried out, and then carefully monitors that the goals are reached.

Candidates for the Coordinator positions must possess a high degree of maturity, regardless of their chronological age.
Selecting Coordinators

The success of the Project is dependent upon the Coordinators’ skills and commitment both to HIV prevention and to using the methods of the Project. Therefore, the advertisement of the Coordinator positions and the selection of Coordinators should be done very carefully (See Figure 3.3 in the Appendix to this module for a sample job application).

Desirable skills and characteristics

Coordinators fulfill three main functions. They coordinate Project activities, initiate the diffusion process for safer sex, and strive to have the Project serve an empowering function in young gay/bisexual men’s lives as they take control and make decisions about the Project. In addition to these roles, Coordinators must frequently reflect upon the functioning of the Project to assess if it is operating effectively. They must also engage in self-critical analysis in order to observe their own working style and their relationships with others. Coordinators are expected to make adjustments to the Project and to their working styles as needed.

It is essential to find Coordinators with the skills, talents, and characteristics needed to carry out these functions. (See Figure 3.2 in the Appendix to this module for a sample list of interview questions.) Individuals who require a step-by-step cookbook approach to guide them in performing their jobs are unlikely to be able to perform these complicated roles effectively. Candidates for the Coordinator positions must possess a high degree of maturity, regardless of their chronological age. They should be confident enough in themselves to be able to be constantly reflective. The most effective Coordinators show that they have a strong personal commitment to HIV/AIDS prevention or to gay community issues, as demonstrated through their work and/or volunteer history. Since Coordinators are expected to conduct informal outreach through their own friendship networks, this requires a strong personal commitment to the goals of the Project.

Coordinators need to work effectively with volunteers, since volunteers are critical for the success of the Project. Coordinators who demonstrate the skills necessary to motivate volunteers, facilitate their ability to work well, and can empower them to take on greater and greater responsibility are likely to be a great asset to the Project.

Coordinators need to possess leadership skills, and must be extremely responsible, organized individuals in order to oversee the broad range of activities undertaken by the Mpowerment Project including M-groups, outreach events, outreach at bars and community events, publicity, administration, and ongoing evaluation. Yet simultaneously, the Coordinators must strive to ensure that achieving these outcomes is an empowering process for those involved. The Coordinators must feel comfortable working with a nonhierarchical group and sharing with others authority for developing plans and making decisions. (For additional information, see Module 5: Core Group.)
Depending on their assigned areas of responsibility, particular skills may be required of Coordinators. For example, Coordinators responsible for the M-groups will need to be skilled at facilitating discussions and drawing out more reticent people into discussions. Similarly, the Outreach Coordinator will need to possess some theatrical abilities, must not be intimidated by crowds, and be able to encourage Outreach Team members to be equally outgoing. It is helpful for at least one Coordinator to possess good computer skills, since these are necessary to maintain the Project’s database and assist the materials team in designing outreach materials.

Advertising the positions

Advertising for the Coordinator positions serves two functions. It helps the Project find good candidates for the job, and it also begins publicizing the Project in the community. This is likely to be the first time that most young gay/bisexual men will learn of the existence of the upcoming Project. Hence, it is important for the job advertisements to consider both functions. Since previous research has shown that a program that focuses solely on HIV prevention is unlikely to attract many young gay/bisexual men, it is best for all advertising to focus on social needs and community-building, as well as on HIV prevention (See Figures 3.1.a - 3.1.d in the Appendix to this module for sample job announcements).
In the past, implementing agencies have placed advertisements in the gay press, in university newspapers, and in alternative newspapers that were progressive but not predominately gay. If publications exist that expressly target people of color—and particularly those that reach young gay/bisexual men of color—advertisements should be placed there as well. We urge that advertisements not be placed primarily in newspapers for nonprofit organizations, since relatively few young gay/bisexual men read these, particularly those young men who are not already working in HIV prevention.

In addition to media publicity, we also suggest that Project organizers send job announcements suitable for posting to all relevant organizations. Relevant organizations include agencies that provide services to people with AIDS, people of color, and gay/bisexual men and lesbians, and also LGBTQ student organizations, health departments, and university-based gay studies departments. The specific list of appropriate organizations will be different in every community.

Creating a community environment that supports the Mpowerment Project is one key to the Project’s success. Therefore, it is extremely beneficial for the implementing agency to work on developing such a climate. Although the primary audience for the intervention is young gay/bisexual men, others in the community can facilitate or hinder the implementation of the Project. An effective community relations program takes into account these other groups and constituencies. Groups within the community that might be considered include:

- **Individuals who are not in the Mpowerment Project’s target population** (e.g., older gay men, lesbians, women, youth). If the Project is not presented sensitively to them, these constituencies may resent the fact that the Project excludes them and consider it ageist, sexist, or divisive. Such misperceptions can be a very destructive force in implementing the Project. Inviting community leaders from these groups to serve on the Community Advisory Board can be extremely helpful.

- **Other HIV/AIDS service organizations that also serve gay/bisexual men**. It is important to avoid feelings of competition or turf battles between the Mpowerment Project and other HIV/AIDS organizations. Ideally, the Mpowerment Project and other organizations can complement each other’s services so that the work of each is enhanced. Some ways to accomplish this include providing referrals, asking some other agencies’ staff to be on the Community Advisory Board, and keeping in periodic contact.

- **Conservative factions within the community**. There are likely to be people within the community who do not support the Mpowerment Project’s mission of building a strong young gay/bisexual men’s community. Their objections may spring
from homophobia or religious beliefs. Some may be parents concerned that their children may be “exposed” to homosexuality, or citizens who object to their tax dollars being spent to support outreach events for gay/bisexual men. Since these people are unlikely to change their views, the Mpowerment Project’s strategy has been to maintain a low profile so that these types of individuals remain unaware of the Project (See Module 10: Publicity). Even so, the agency should still identify groups in the community who are likely to object to the Project, consider the issues they might raise, and be prepared in case they respond negatively to the Project.

On a broader scale, it may sometimes be necessary to attempt to modify a public policy that impacts programs for gay/bisexual men. While it may not be within the scope of every implementing agency to do so, agency participation in the local HIV Prevention Planning Council, on community boards and foundations, and in college and university programs may make a substantive difference in community acceptance of, or opposition to, the Mpowerment Project.

Carrying out the following tasks may help your Project build strong and supportive community relations:

- **Build support for the Mpowerment Project** with the implementing agency’s Board of Directors by fully describing the Project to them, addressing their questions and concerns, and keeping them informed of the Project’s progress as appropriate. The Coordinators and other Project participants must feel supported by agency management when they have to cope with opposition from other individuals.

- **Inform other community stakeholders** that the Project is being launched. These may include HIV Prevention Planning Councils, departments of public health, other community-based organizations, bar owners, schools, and any other organizations or individuals you can think of within your community who might help the Project. Periodically keeping them informed of the progress of the Project is also highly recommended.

- **Identify potential opposition and prepare** a process for responding to it, including guidelines for when not to respond.

- **Set up a method for keeping agency staff informed** about the goals and methods of the Project and the progress that has been made in implementing it. We have sometimes found that staff in client services departments who do not understand the Project’s goals and methods misunderstand the Project’s activities and become resentful.
sensitive community outreach
Sample Job Announcement
(a short succinct announcement)

2 Positions Available

Small Group Coordinator
Outreach Coordinator

We are looking for 2 energetic, committed individuals for a new, creative, fun, empowering, and peer-run HIV prevention/community-building program designed for young gay and bisexual men ages 18-29 in (name of city).

2 Full Time Positions Available.

Small Group Coordinator: Provide leadership for the Project team, facilitate skills-building workshops, help conduct community-strengthening events, and be involved with community outreach. Recruit participants and facilitate small discussion groups for young gay and bisexual men.

Outreach Coordinator: Recruit volunteers to help design & coordinate fun, creative events to educate and encourage young gay and bisexual men about safer sex. Recruit participants and facilitate small discussion groups for young gay & bisexual men.

For more details about each position, please see the additional Coordinator ads listed on craigslist.

For more information and applications, call (555) 555-5555 or email the link above.

Download this form as a Word document at www.mpowerment.org/downloads/figure3-1-a.doc
Sample Job Announcement
(a more detailed job announcement)

2 Positions Available

Small Group Coordinator

Outreach Coordinator

HIV Prevention/Community-building Program for Young Gay and Bisexual Men

Energetic, committed individuals are needed to implement a newly developing HIV prevention and community-building program for young gay and bisexual men between the ages of 18 and 29. The community-based, peer-run prevention program is an innovative and evolving program that includes a combination of peer-led small group safer sex workshops and peer outreach. The essence of the program is community organizing, mobilization and empowerment-facilitating the creation of a young gay and bisexual men’s community in which young gay and bisexual men encourage each other to practice safer sex.

Requirements for all positions: Must be knowledgeable about HIV/AIDS prevention with gay men, gay male sexuality and gay male issues. Must be familiar with the local young gay/bisexual men’s community. Must be able to work effectively and sensitively with homosexually active men of varying socio-cultural backgrounds and levels of homosexual identification. Must be able to work collaboratively in a team setting. Must be comfortable discussing sex with young gay/bisexual men. Must be able to work evenings and weekends, as necessary.

Education and Experience: Must have minimum of one year college education or six months relevant experience in paid/volunteer work on AIDS-related or gay community issues or an equivalent combination of education and experience. See specific job descriptions and requirements below for each position.

For more information and application materials, contact:
Joe Schmoe, Project Assistant
1234 ABC RD.
Austin, TX 94105
555/555-5555 (call collect)

Download this form as a Word document at
www.mpowerment.org/downloads/figure3-1-b.doc
Outreach Coordinator

HIV Prevention Program for Young Gay & Bisexual Men

The Outreach Coordinator will coordinate the peer outreach component of an HIV prevention and community-building Project for young gay and bisexual men between the ages of 18 and 29. The community-based, peer run prevention program is an innovative and evolving program that includes a combination of peer-led small group safer sex workshops and peer outreach. The essence of the program is community mobilization and empowerment and creating a process by which young gay and bisexual men encourage each other to practice safer sex.

Responsibilities will include:

- participating in the design and preparation of outreach activities
- recruiting, training and supervising young gay and bisexual men to participate in peer outreach activities
- organizing and running weekly outreach planning meetings
- participating in the development of safer sex educational materials to be used in outreach activities
- participating in outreach activities
- attending Project staff meetings
- participating in community advisory board meetings
- keeping records of outreach activities
- co-facilitating small group safer sex workshops for young gay and bisexual men

Skills, knowledge, and abilities necessary:

Must have demonstrated leadership qualities and ability to work independently. Must be creative and energetic. Theatrical skills are helpful. Must be able to work collaboratively in a team setting. Must have excellent interpersonal communication skills. Must be comfortable discussing sex with young gay and bisexual men. Must be knowledgeable about HIV/AIDS prevention with gay men, gay male sexuality, and gay male issues. Must be able to work effectively and sensitively with homosexually active men of varying socio-cultural backgrounds and levels of homosexual identification. Must be able to work evenings and weekends, as necessary.

Education and Experience:

Must have minimum of one year college education or experience in theater or six months experience in paid/volunteer work on AIDS-related or gay community issues, or an equivalent combination of education and experience.

For more information and application materials, contact:
Joe Schmoe, Project Assistant
1234 ABC RD.
Austin, TX 94105
555/555-5555

Download this form as a Word document at www.mpowerment.org/downloads/figure3-1-c.doc
Sample Job Announcement
(a more detailed job announcement)

2 Positions Available

Small Groups Coordinator

HIV Prevention Program for Young Gay & Bisexual Men

The Small Groups Coordinator will coordinate the small groups component of an HIV prevention and community-building program for young gay and bisexual men between the ages of 18 and 29. The community-based, peer run prevention program is an innovative and evolving program that includes a combination of peer-led small group safer sex workshops and peer outreach. The essence of the program is community mobilization and empowerment - creating a process by which young gay and bisexual men encourage each other to practice safer sex.

Responsibilities will include:
• participating in the design and preparation of small groups for young gay and bisexual men
• recruiting young gay and bisexual men to participate in groups
• telephoning and scheduling men to attend groups
• facilitating small groups for young gay and bisexual men
• developing and organizing materials/supplies to be used in groups
• attending Project staff meetings
• participating in community advisory board meetings
• keeping records of group activities

Skills, knowledge, and abilities necessary:
Must have skills in group facilitation. Must be able to work collaboratively in a team setting. Must show initiative and be able to work independently as necessary. Must have excellent interpersonal communication skills. Must be comfortable discussing sex with young gay and bisexual men. Must be knowledgeable about AIDS prevention with gay men, gay male sexuality, and gay male issues. Must be able to work effectively and sensitively with homosexually active men of varying socio-cultural backgrounds and levels of homosexual identification. Must be able to work evenings and weekends, as necessary.

Education and Experience:
Must have minimum of one year college education or experience in group facilitation or six months experience in paid/volunteer work on AIDS-related or gay community issues or an equivalent combination of education and experience.

For more information and application materials, contact:
Joe Schmoe, Project Assistant
1234 ABC RD.
Austin, TX 94105
555/555-5555

Download this form as a Word document at www.mpowerment.org/downloads/figure3-1-d.doc
FIGURE 3.2 Sample Interview Questions for Prospective Coordinator Positions

How did you hear about the job?

What do you know about the Project so far?

We’d like to first ask you some questions about yourself and your background, and then we’ll ask some more specific questions relevant to the job responsibilities of the Coordinators.

How long have you lived in ________________________? What brought you here?

What are your plans/goals for the future?

Why would you like to be a Project Coordinator?

Which Coordinator position are you interested in being? Why?

What experiences have you had that are relevant to this position?

How familiar are you with the young gay/bisexual men’s community here in ________________?

How would you say young gay/bisexual men in ________________ are responding to the AIDS crisis?

What approaches do you think would work best to promote safer sex among young gay/bisexual men in ________________?

What types of outreach activities do you think would be effective?

Do you have any experience or knowledge of community organizing or community empowerment? Describe.

Any thoughts on how the Project can serve a community-building role in ________________?

What would you say are your special strengths or skills relevant to being a Coordinator for this Project?

What might be your weaknesses or areas where you would need extra training for this position?

What experience do you have supervising or organizing other people?

Do you have any experience with theater or performance art?

Do you have any experience in making outreach materials, like flyers or brochures?

Do you have any experience running groups?

How would you describe your style of running a group?

How would you describe your style of running a meeting?

Do you have any experience in creating or organizing group or community events?

The Coordinators need to work independently and take lots of initiative. How do you feel about that?
What experience do you have working independently?

What do you think would be effective ways to get young men to participate in the Project?

How would you motivate young men to volunteer to be involved with the Project?

How would you maintain the morale and enthusiasm of volunteers so they want to stay involved with the Project?

We want the Project to reach all the different subgroups of young gay/bisexual men in _____.

What subgroups of young gay/bisexual men would you say there are in _______?

What groups would you say you have contacts with?

How do you feel about whether or not people are “out” about their sexual orientation?

How do you feel about people who want to be nonpolitical -don’t want to do anything about AIDS, gay rights, etc.?

What would you recommend be done to reach the different groups?

What about men who are just coming out or are fairly closeted-how would you encourage them?

The Project is run using a team-oriented style. How do you feel about working as part of a team?

What types of decision-making processes do you prefer?

There may at times be conflicts or disagreements among the Coordinators. How would you resolve these conflicts?

The Coordinator position involves lots of “on-the-job” training. How are you at dealing with criticism?

How do you give criticism to people you’re working with?

What if you disagree with our decisions or approaches. How would you deal with that?

Since the Project is very gay- and sex-positive and is targeted at young people, it may be very controversial in the community. Do you have any thoughts about what should be done to make sure the community accepts the Project - or at least doesn’t interfere with it?

How much time would you be able to devote to this Project?

If you’ll be a student (or working at another job simultaneously) during the Project, how would you balance your involvement on the Project with your other commitments?

What do you see as your priorities?

Do you have any questions?

Download this form as a Word document at www.mpowerment.org/downloads/figure3-2.doc
Sample Job Application

Name ________________________________________________________________

Address ______________________________________________________________

Day Phone ____________________________     Evening Phone_________________________

Age _______

Best time to reach you _________________________________________________

How long have you lived in our community? _________________________________

EDUCATION

Name/City/State Dates Attended Major Degree

High School____________________________________________________________________

College ______________________________________________________________________

(At least 3 employers: sample info)

EMPLOYMENT HISTORY

Please list your employment history for the past three years, beginning with your present, or most recent employer.

Employer ___________________________________________________________________

Address _____________________________________________________________________

Supervisor ________________________________________________________________

Phone ______________________________________________________________________

Dates Employed _____________________________________________________________

Description of Job Duties ____________________________________________________
(At least 2 references: sample info)

REFERENCES

1. Name ____________________________________________________________
   Address __________________________________________________________
   Day Phone ____________________________   Evening Phone _______________________
   Capacity in which known ________________________________________________
   How long? _______________________________

Which of the positions are you most interested in filling?

 _____ Outreach Coordinator
 _____ Small Groups Coordinator

Why would you like to work for the HIV Prevention/Community-building Program?

___________________________________________________________________________

Please describe any experience or information about yourself that would be helpful in evaluating your potential for this position.

___________________________________________________________________________

Download this form as a Word document at www.mpowerment.org/downloads/figure3-3.doc
# Mpowerment Project
## Suggested Annual Expenses

**PLEASE NOTE:** This budget was updated in 2009. All costs are approximate and will greatly vary from city to city (especially salary and rent). It is very important that you research the actual costs in your city before submitting a budget.

<table>
<thead>
<tr>
<th></th>
<th>Annual Expense 2.5 FTE</th>
<th>Annual Expense 2.0 FTE</th>
<th>Annual Expense 1.5 FTE</th>
<th>Annual Expense 1.0 FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PERSONNEL EXPENSES</strong></td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
</tr>
<tr>
<td>Salary</td>
<td>$75,000</td>
<td>$60,000</td>
<td>$45,000</td>
<td>$30,000</td>
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<tr>
<td>Benefits (13%)</td>
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<td>$7,800</td>
<td>$5,850</td>
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<td>Personnel sub-total</td>
<td>$84,750</td>
<td>$67,800</td>
<td>$50,850</td>
<td>$33,900</td>
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**OPERATING EXPENSES**

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rent</td>
<td>$18,000</td>
<td>$18,000</td>
<td>$18,000</td>
<td>$18,000</td>
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<tr>
<td>Utilities</td>
<td>$1,680</td>
<td>$1,680</td>
<td>$1,680</td>
<td>$1,680</td>
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**Food and Drinks**

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<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
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</thead>
<tbody>
<tr>
<td>Sub-total Formal Outreach Events</td>
<td>$6,500</td>
<td>$5,500</td>
<td>$4,000</td>
<td>$2,500</td>
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<tr>
<td>Sub-total Core Group</td>
<td>$1,200</td>
<td>$1,200</td>
<td>$1,200</td>
<td>$1,200</td>
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<tr>
<td>Sub-total M groups</td>
<td>$600</td>
<td>$600</td>
<td>$600</td>
<td>$600</td>
</tr>
<tr>
<td>Sub-total Bar/Community Outreach</td>
<td>$1,200</td>
<td>$1,200</td>
<td>$1,200</td>
<td>$1,200</td>
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<tr>
<td><strong>Event Food &amp; Drink Totals</strong></td>
<td><strong>$9,500</strong></td>
<td><strong>$8,500</strong></td>
<td><strong>$7,000</strong></td>
<td><strong>$5,500</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
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</thead>
<tbody>
<tr>
<td>Supplies</td>
<td>$1,200</td>
<td>$1,200</td>
<td>$1,200</td>
<td>$1,200</td>
</tr>
<tr>
<td>Advertising</td>
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<td>$4,750</td>
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<td>$800</td>
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<tr>
<td>Condoms/Lube</td>
<td>$1,200</td>
<td>$1,200</td>
<td>$1,200</td>
<td>$1,200</td>
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<tr>
<td>Travel (Local Mileage)</td>
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<td>$600</td>
<td>$450</td>
<td>$300</td>
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<td>Phone</td>
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<td>$800</td>
<td>$600</td>
<td>$400</td>
</tr>
<tr>
<td>Education Materials</td>
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<td>$1,200</td>
<td>$1,200</td>
<td>$1,200</td>
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<tr>
<td>Internet Service Provider</td>
<td>$600</td>
<td>$600</td>
<td>$600</td>
<td>$600</td>
</tr>
<tr>
<td>Administration</td>
<td>$2,800</td>
<td>$2,800</td>
<td>$2,800</td>
<td>$2,800</td>
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<tr>
<td><strong>Operating expense sub-total</strong></td>
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<td><strong>$42,930</strong></td>
<td><strong>$39,530</strong></td>
<td><strong>$36,080</strong></td>
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<td><strong>TOTAL</strong></td>
<td><strong>$130,080</strong></td>
<td><strong>$110,730</strong></td>
<td><strong>$90,380</strong></td>
<td><strong>$74,950</strong></td>
</tr>
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</table>
The annual operating expenses do not include one-time “start-up” costs which you will want to include for your agencies calculations. These costs fall under three categories and include:

a) Furnishings for the Project Space: est. $4,000
   Computers, Printer, Fax Machine, Desks, Chairs, Telephones, Plants, Bulletin Board, BBQ Grill, Couches, Kitchen Stuff, Coffee maker, Bookshelves, Books, Television, DVD Player, Stereo, Tables, Lawnmower, Weed eater, Extension cords, Carpets, Pillows, Sporting equipment

b) Security deposit for the Project Space, utilities, telephone and Internet service: est. $1500-$2500
   Usually 1-2 months rent, and the cost of setting up utilities, phone and Internet service vary by region.

c) Travel expenses for Mpowerment Project training: est. $1200 per person
   Airfare, hotel, per diem and the Mpowerment Project Training fee ($100.00/person)

Expenses based on A) 2.5 FTE or B) 2.0 FTE or C) 1.5 FTE or D) 1.0 FTE—we recommend at least 1 FTE. 2.5 is the ideal, so adjust the budget accordingly if you are able to secure additional funding.

3 The sub-totals reflect our recommended proportions between each Project activity.

4 Supplies: e.g., paper, flipcharts, pens, markers, printer cartridges, computer supplies.

5 Telephone: One business line with call waiting and voicemail per fte.

6 Education/promotional materials: e.g., t-shirts, buttons, posters, videos, and brochures.

7 Administration: Most administrative costs are covered by agency and are not in the program budget—e.g., insurance (worker’s comp, liability, office contents), bookkeeping, accounting, employee development, computer support.
Together
creating community
for friendship
for health
for life

mPowerment.org
The Center for AIDS Prevention Studies
University of California, San Francisco
50 Beale Street, Suite 1300
San Francisco, CA 94105
415.597.9306

Download a PDF of Module 3: Implementing Agency, at