Nurses at the Forefront of HIV/AIDS

Resource Kit for Workshop Planning
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PREFACE

Workshops provide a forum for professionals and stakeholders to meet and discuss specific topics in an atmosphere that fosters interaction, exchange and problem solving.

We are pleased to provide you with this Resource Kit for Workshop Planning. The purpose of this material is to provide you with guidelines as you begin to plan and implement a workshop.

Workshops can:

- Develop skills useful to the nursing profession
- Increase the exchange of knowledge and ideas
- Introduce new concepts and innovative solutions to challenges
- Advance and establish plans of action

Much of the material in this Resource Kit has been produced as a result of workshops held in preparation for the XVI International AIDS Conference. The first workshop, held in May 2005 in Taipei, Taiwan, brought together 60 nursing professionals from 37 countries to develop innovative approaches to meeting the health human resources challenges of the HIV/AIDS pandemic.

Titled *Action in Diversity: National Nursing Associations Meeting the Health Human Resources Challenges of the Global HIV/AIDS Pandemic*, the workshop not only strengthened nursing networks, but also contributed significantly to identifying themes and priorities that contributed to the design of the international nurses’ forum, *Nurses at the Forefront of HIV/AIDS: Prevention, Care and Treatment*. This forum was an affiliated event of the XVI International AIDS Conference, held August 2006 in Toronto, with over 200 delegates from 40 countries around the world.

The Canadian Nurses Association wishes to acknowledge the Core Steering Committee and Technical Advisory Committee of the international nurses’ forum for their input to this Resource Kit. Special thanks to Jennifer Shaw and the Board of the Canadian Association of Nurses in AIDS Care for sharing materials.

We hope you find this Resource Kit helpful and would appreciate feedback. Please send your comments and suggestions to international@cna-aiic.ca.
ESTABLISHING A CORE STEERING COMMITTEE

The first step in planning a workshop is establishing a Core Steering Committee. The Core Steering Committee will be responsible for the overall focus of the event and planning of the program. Its purpose is to:

- Build a framework for the planning and execution of the project
- Establish clear project objectives and outcomes
- Establish monitoring and evaluation mechanisms
- Develop work, reporting and financial plans

The organization hosting the event takes the lead in assembling the Core Steering Committee. It is recommended that the Committee be assembled a year or two in advance of the event.

Committee members should represent the target audience of the event. When selecting members for the Core Steering Committee, take into consideration their professional qualification, availability and ability to work well with others.

See Appendix A: Terms of Reference for a Core Steering Committee

Roles and Responsibilities

Chair and Co-chair
The Chair and Co-chair will assemble the Core Steering Committee and take a leadership role.

Technical Advisory Committee
The Technical Advisory Committee supports the Chair and Core Steering Committee. It is made up of key subject specialists from local, regional or international organizations.

See Appendix A: Terms of Reference for Technical Advisory Committee

Administrator
Reporting directly to the Chair, the Administrator:

- Organizes meetings, travel arrangements and hospitality
- Prepares meeting minutes
- Keeps and maintains master project files
- Disseminates information for the Core Steering Committee

See Appendix A: Terms of Reference for an Administrator
Finance and Fundraising Committee
The Finance and Fundraising Committee will develop an overall budget for the project, and monitor all expenditures and revenue sources. It will also develop and submit proposals for funding.

See Appendix A: Terms of Reference for Finance and Fundraising Committee
See Appendix F: Sample Fundraising Letter
See Appendix Q: Budget Template

Communications Committee
The Communications Committee implements the communications plan, including internal communications, publicity and promotion, advertising, direct mail and e-mail, and production of support materials.

When designing an international event, the Committee may want to consider the International Council of Nurses’ policy of working in their three official languages: English, Spanish and French.

See Appendix A: Terms of Reference for the Communications Committee
See Appendix G: Communications Plan

Programming Committee
The Programming Committee identifies workshop themes, develops a short list of speakers and presenters, identifies activities, produces the agenda, secures the services of a facilitator, and outlines the technical and logistical requirements such as electronic equipment and signage.

See Appendix A: Terms of Reference for the Programming Committee

Logistics Committee
The Logistics Committee will secure, monitor and maintain all logistical, on-site requirements for the project. This includes booking and supervising workshop facilities, catering and exhibits, as well as securing on-site contractors.

See Appendix A: Terms of Reference for the Logistics Committee

Partnerships
Workshop partners may include participants on the Core Steering Committee or they may be external groups and individuals who support the workshop in a variety of ways. Support may include in-kind contributions, financial assistance or help with logistics. Recognition may include, for example, the partner’s names or logos on workshop materials.

See Appendix B: Partnership Guidelines
GETTING STARTED

In order to plan your workshop, you need to identify:

- The objectives of the workshop
- What you hope to accomplish
- When and where the workshop should take place
- The target audience and their needs
- Who manages and leads the workshop
- Potential partners and funders
- Any other events in competition with your workshop
- The internal and external resources available

If the event has been held before, find out if there were any “lessons learned” from those who participated. This could include interviews with delegates, partners and former committee members, as well as analysis of past registration and fundraising reports.

Similarly, by conducting an informal survey with the potential target audience, topics of interests can quickly be identified.
ESTABLISHING GUIDELINES FOR THE WORKSHOP

The Core Steering Committee’s vision, created with input from the target audience, provides the framework for the event. The Committee should consider the following items:

**Goals and Objectives**

The goals and objectives for the workshop should be clearly identified and easily measurable. For example, the project goal could be:

- To mitigate HIV & AIDS and identify related nursing human resources issues.

The related objectives could include the following:

- Develop an overview paper that outlines key issues related to HIV & AIDS and the nursing shortage, using data from countries in Asia, Africa, the Caribbean, Latin America and Europe.
- Create a strategy document that includes recommendations for further research, planning and advocacy in relation to these themes.

With the above example there are two very tangible outcomes: an overview paper and a strategy document.

**Strategy and Tactics**

The strategy outlines the specific activities required to achieve your objectives. For example, if your objective is to develop an overview paper, your strategy is to:

- Create an advisory committee
- Hire a researcher and writer

The tactics are very specific ways of accomplishing the strategy. In this case, the tactics include the following:

- Short-list specialists and request their participation on the advisory committee, arranging for a face to face meeting or teleconference.
- Issue a request for proposal for the research and writer. Secure their services, prepare contracts and develop a critical path for these services.

*See Appendix P: Critical Path*

*See Appendix C: Month-by-Month Plan*
Themes and Content

Themes and content should be based on the needs and wishes of members of the target audience. As themes and content are developed by the Core Steering Committee, regular consultation with members of the target audiences such as those sitting on the Advisory Committee and funders should be considered. Themes may have to be developed in concert with an overall conference theme or the requirements set by the funders.

Where translation is required, determine if the theme title can easily be translated into all languages being used at the event.

Outcomes and Evaluation

Measurable outcomes and project evaluation should be incorporated into the project to satisfy the needs of the funders and delegates. To establish clear and realistic indicators of success, evaluation of the event should be conducted by the target audience.

Evaluation Plan

Develop an evaluation plan with the Core Steering Committee. Identify the following items:

- How the evaluation will be carried out – a formal written evaluation or an informal evaluation through observation and discussion
- The type of information to be gathered – data on the process or impact of outcome
- How results will be measured – qualitative or quantitative
- Who gathers information or collects the data
FUNDING

Budgets

A clear, detailed budget will be a key tool for decision-making, controlling expenditures, negotiating with suppliers and determining a return on investment. Where possible, get budget and event history from previous years and use this information to work out what should be included in the budget.

To help you create a budget:

• Forecast revenue, including funding support and delegate fees.
• Determine variable costs (expenses affected by the number of attendees, such as meals and name badges) and fixed costs (expenses not affected by the number of attendees, such as speaker fees, rentals and telephone). Check all line items for hidden costs such as taxes and gratuities.
• Review the budget. Ensure that revenue covers your costs. Adjust registration fees accordingly. If registration fees then come out too high, review the budget to see where you can cut costs without undermining your objectives.

The overall budget should include all items required for pre-event, event and post-event activities. In-kind goods and services should also be included.

The budget will service as a guide for proposals and the overall operations of the project.

Registration Fees

The Core Steering Committee will have to determine if registration fees will be charged. The committee may decide that it is more important to have delegates attend the event than to charge registration fees. Registration fees for students should be less than delegate fees.

See Appendix D: Registration Form Template

Revenue and Expenditures

Revenue and expenditures must be tracked in detail.

Revenue from external sources such as government agencies and departments may have to be separated for reporting purposes. It should be noted that government revenues often have clear contractual requirements attached to them.

See Appendix Q: Budget Template
Funding Sources

Funding can be found in a variety of places including all levels government, foundations that support similar objectives, and like-minded associations and non-government agencies. To avoid any conflicts, all potential funders should be aware of the workshop’s other funding sources.

Public Sector Funding

Most levels of government will have funding prospects. The key will be identifying appropriate pockets of funding and writing funding proposals. This process will be labour-intensive and should begin as early as possible. Many government funding opportunities are annual and applications have to be made a year in advance.

Private Sector Funding

Private sector funding can take several months to a year. In-kind contributions may be easier to obtain from the private sector than cash. Applications should be made as early as possible.

Writing Funding Proposals

Many funding prospects provide a standardized proposal format or application form. If this is not the case, you may wish to review the proposal template included in Appendix E to get you started. When responding to a Request for Proposal (RFP) from a government department, you will have to follow strict requirements.

Requesting funds or in-kind contributions of goods or services from the private sector can take the form of an introductory overview letter. Personal follow-up on letters of request is important.

See Appendix E: Fundraising Proposal Guidelines

See Appendix F: Sample Fundraising Letter
MARKETING AND COMMUNICATIONS

Ways to promote the workshop to potential delegates can include:

- E-mail broadcasts
- Announcements on web sites
- Direct mail
- Phone canvassing and word of mouth
- Announcements or ads in relevant, targeted print publications.

Remember that some international communities may have limited or no access to e-mail and the Internet.

Announcements and Invitations

One of the keys to successfully marketing the event will be to assemble contact lists of potential delegates. Partners, advisory committee, like-minded organizations and colleagues can assist you by providing names and contact information.

Aim for three times the number of invitations your event can hold to realize full capacity at your event. For example, if your event has a capacity of 100 people, you should send out at least 300 invitations. Anticipate approximately 10 per cent drop off on the day of the event.

When holding an international event you may want to consider producing documents in other languages. Key to sending materials to an international list is timing. For mail distribution allow several weeks, if not longer. Remember that some international communities will have no or limited access to e-mails or fax machines. Follow-up to each mailing will assist in achieving a full house.

Your announcements and invitations should include the event logo, title of the event, cost of registration, date, place and time, as well as sponsor or partner logos.

See Appendix H: Sample Event Announcement

See Appendix I: Invitation Template

Media

Prepare a media list for print (newsletters, journals, newspapers, magazine), broadcast (television and radio), and Internet (web) outlets.

A general press release announcing the event should be sent to your complete list. It should be sent up to five months before the event, and then once or twice again closer to the date.

Follow up on your releases with a telephone call or e-mail. Take advantage of any opportunity to have your event listed or announced. Focus on the media that your target audience reads, watches or listens to. Prepare messages to various media according to their mandates and audiences. Remember that media coverage following the event is also valuable in that it can help publicize successful outcomes.
DELEGATES

Inevitably, the workshop is about the delegates and what they can contribute. Activities, exercises and dialogue should be developed to make the most out of their participation and feedback.

When determining the number of delegates, remember to take into consideration your budget, the number of meeting rooms, availability of local accommodation, available staff and volunteers. Remember: smaller groups are more likely to interact and communicate.

Delegate Scholarships

The Core Steering Committee may decide to take on a scholarship program for delegates who have limited resources. Scholarships may also be offered based on worthiness or a way to reach new audiences.

Managing a scholarship program can be a very labour-intensive process and it is recommended that a sub-committee be responsible for this. Organizations, government departments, private companies, associations and like-minded organizations can be contacted to see if they fund scholarships.

See Appendix J: Banking Information Template
See Appendix K: Memorandum of Understanding Template

Registration

Registration forms should include basic information about the delegate, as well as simple questions that can help determine the demographics of the workshop, which will prove useful for future events. Registration forms should also include terms, conditions and obligations of the delegate and the sponsoring group, such as policy around refunds and substitutions. Tracking registrants and payment is very important.

See Appendix D: Registration Form Template
See Appendix I: Invitation Template
WORKSHOP PROGRAM

Structure of Program

A detailed, in-depth program will ensure that the workshop runs smoothly and professionally. Decide the length of the workshop, when it should be held, the size of the group and the workshop structure: panel discussion, concurrent sessions or case study.

Speakers

When selecting speakers, take into consideration the interests of the delegates. Speakers should:

• Be able to adapt their knowledge to the themes of the event
• Support or challenge the issues being discussed
• Make a connection with the audience

Try to be inclusive in the speaker selection by considering geographic, gender and cultural diversity.

See Appendix L: Sample One-Day Workshop Agenda
WORKSHOP LOGISTICS

Location

If delegates require overnight accommodations, choose a location within walking distance of hotels or be prepared to provide transportation to the event. The number of people attending and proximity to other facilities should also be considered.

When booking a room for the event, take into account audiovisual facilities, electrical sockets, numbers of chairs and tables, catering and access.

Materials and Supplies

Having proper and sufficient materials on hand and in the right place for delegates, the facilitator, speakers and presenters, and volunteer staff is very important. If delegates, speakers or the facilitator are responsible for bringing supplies or materials with them, make sure they are notified.

See Appendix M: Set-Up and Equipment Checklist

See Appendix N: Facility Checklist
WORKSHOP REPORTS AND EVALUATIONS

The success of a workshop depends on the results generated on-site. A note-taker should be assigned to record the results of the session(s) along with a writer to put together the final report.

Before writing the report, identify the purpose and main points to be covered. The report should then summarize any recommendations, decisions or results coming out of the workshop. The meaning of these results and appropriate actions should also be described.

Introduction

The introduction should explain the purpose of the report and provide background. It should also include a brief summary of the most significant findings, recommendations and key terms used in the report.

The methods section describes in detail the methodology used to draw conclusions and recommendations. The section assures that results are presented clearly, objectively and without interpretation.

Conclusions should be presented clearly and draw logically from the results. Recommendations should also be clear and written up in appropriate format, either as a list or a narrative.

*See Appendix O: Report Guidelines*
HELPFUL HINTS

Many of the following helpful hints were gained from the HIV/AIDS workshop held during the 23rd Quadrennial Congress of the International Council of Nurses in Taipei, Taiwan in May 2005. The recommendations below are gleaned from lessons learned from this and other events organized by the CNA.

Planning the Event

- Planning should begin no less than a year in advance – longer if you are seeking funds. Assembling a Core Steering Committee, Advisory Committee and Host Team should be completed as early as possible.

Communicating with National Nursing Associations (NNAs)

- Note that most Latin American countries will require communications in the Spanish language. Several countries in Africa and Europe require or prefer communications in French.
- Not all NNAs have operating e-mails, phones and fax machines. For some countries in Eastern Europe, Africa and South America, e-mail attachments cannot be retrieved, especially if they contain large files with logos and signatures.
- Communicating by phone can be challenging with the various time zones and language preferences. Many staff at NNAs work part-time and some offices are only open certain days. Office hours and national holidays should be considered. Presidents do not always work out of the NNA office so phone appointments may have to be made.
- In many developing countries, phone, fax and e-mail addresses change frequently, as do the personnel working in the offices. It is important to have an accurate, up-to-date contact list.
- When sending communications by post to Africa, Asia and South America, you should count on at least two to three weeks to arrive at the destination and several to return. Courier, although expensive, has proven to be very effective.

Travel Arrangements

- Ensure that guests have a visa to travel prior to issuing funds for travel. In the Taiwan scenario, almost every guest had to have a visa. Most applications took several weeks. It is generally quicker and less expensive for applicants to apply within their own countries.
- In many cases it took weeks and several reminders for delegates to complete the Memorandum of Understanding (MOU). Request completion of the MOU at least a month before the event.
Registration

- Registration fees should be paid in advance. Registration and payment should only take place after applicants receive a travel visa and complete the MOU. Make sure a clear receipting and recording process is in place so that payment can be properly tracked.

Health Coverage

- Ensure that registrants have sufficient health coverage. Health coverage may be purchased for a group or an individual.

Transfer of Funds to Scholarship Delegates

- In most cases, *per diems* can be included with the overall wire transfer of flight costs. For those who only require assistance with their *per diem* and no other costs, cash can be provided at the event.
- Make sure that all banking information is provided for the wire transfers. Any missing information will delay the transfer.
- Avoid sending funds to personal accounts, except in the rare cases where the NNA does not have its own bank account.
- Confirming flight costs and stopover stays can take considerable time. Proof from a travel agency showing the arrival, departure and cost of the flight, all on travel agency letterhead, should be requested. Booking flights from the host country can make the whole process faster and easier.

Accommodations

Ideally, try to accommodate guests in the same hotel and in close proximity of the workshop. This makes registration, workshop management, tracking of arrivals and departures, and payment of hotel costs a lot easier. Accommodating guests in the same hotel is especially helpful if the workshop is part of a larger event, so that the guests can share transportation to and from the larger event.

Communicating During the Event

It is useful to have at least one central location where delegates could meet, pick up information, leave messages and find refreshments.
APPENDIX A

TERMS OF REFERENCE
CORE STEERING COMMITTEE

Purpose

The purpose of this committee is to:

- Develop the planning framework, including the roles and responsibilities of sub-committees
- Standardize process of chairing meetings, setting meeting agendas, recording and disseminating progress notes, and reporting
- Develop, implement and evaluate the project work plan
- Develop overarching program and theme
- Oversee proposal and budget development, including an accountability framework for reporting to donors
- Establish a mechanism for monitoring and recording process
- Establish an evaluation plan
- Establish a link with the local host planning committee to coordinate communication and promote nursing involvement in the overall conference planning
- Assign and lead tasks
- Collaborate in fundraising, including the scholarship fund

Composition

Chair, Co-Chair and Committee members. Regional representation should be considered.

Term of Appointment

The length of the project.

Mandate and Reporting Relationship

To oversee all aspects of planning and coordination of the project.

Frequency of Meetings

Meetings will be held by teleconference approximately monthly. Additional meetings at the call of the Chair as required.

Minutes

To be completed and circulated to the Core Steering Committee within 72 hours following each meeting.
TECHNICAL ADVISORY COMMITTEE

Purpose
The purpose of the Technical Advisory Committee is to work in conjunction with the Core Steering Committee to provide expert advice. The Technical Advisory Committee helps with setting the agenda, defining content and structure of the program, and making recommendations of presenters and speakers.

Composition
Co-Chairs, Committee members (recommend 6 to 8)
- Membership can be drawn from the Core Steering Committee
- International membership can be drawn from international resource or reference groups

Term of Appointment
To be identified.

Mandate and Reporting Relationship
The mandate is to advise and provide broad perspective to the Core Steering Committee. Reporting will occur through the Chairs (or designate).

Frequency of Meetings
Meetings will be held by teleconference approximately monthly. Additional meetings at the call of the Chair as required.

Minutes
Minutes of teleconference meeting with the Technical Advisory Committee to be recorded and forwarded to the Core Steering Committee within 72 hours following each meeting.
ADMINISTRATOR

Purpose and Function
An Administrator works closely with the Chair(s) and Core Steering Committee members. This person will:

- Organize meetings and activities (includes preparing meeting agendas, travel arrangements and hospitality)
- Prepare minutes from meetings
- Keep and maintain master project files
- Coordinate and monitor all contracts signed by the Chair(s) and Committee
- Follow up on specific activities with the Core Steering Committee
- Be the primary distributor and gatherer of information for the Committee
- Coordinate correspondence to and from delegates, special guests, contract personnel
- Update and maintain mailing lists

Term of Appointment
The length of the project.

Mandate and Reporting Relationship
The mandate is to provide administrative support for the chair(s) and the committees. The Administrator will report to the committee chair(s).

Frequency of Meetings
As required by the chair(s) and committees.

Minutes
To be completed and circulated to the Core Steering Committee within 72 hours following each meeting.
FINANCE AND FUNDRAISING COMMITTEE

Purpose and Function
The purpose of this Committee is to complete a financial-needs assessment and develop a working budget. The Committee also creates a fundraising case for support and identifies potential sponsors and funders.

This Committee will also have responsibility to monitor all revenues and expenditures and report financial status to the Chair(s) on a regular basis.

Composition
Co-Chairs, Committee members (recommend 6 to 8)

- Members from the Core Steering Committee could be invited to join this group

Term of Appointment
To be identified.

Mandate and Reporting Relationship
The mandate is to advise and provide broad perspective to the Core Steering Committee. Reporting will occur through the Chair (or designate).

Frequency of Meetings
Meetings will be held by teleconference approximately monthly. Additional meetings at the call of the Chair as required.

Minutes
To be forwarded to the Core Steering Committee within 72 hours following each meeting.
COMMUNICATIONS COMMITTEE

Purpose and Function

The purpose of this Committee is to:

• Develop a coordinated communications strategy
• Develop key messages
• Liaise with all committees to promote event activities
• Develop and execute publicity and promotional activities
• Develop and produce materials to be used for publicity and promotion (flyers, brochures, web site materials, letters, posters, signage, media stories)
• Identify existing media networks for communication and seek new avenues for dissemination of information to key stakeholders globally (print, electronic, TV/radio, nursing organizations, journals, web sites, bulletin boards)

Composition

Chair, Committee members (recommend 4 to 6)

• Membership can be drawn from Core Steering Committee members and partners.

Term of Appointment

To be identified.

Mandate and Reporting Relationship

The mandate is to advise and provide broad perspective to the Core Steering Committee. Reporting will occur through the Chair (or designate).

Frequency of Meetings

Meetings will be held by teleconference approximately monthly. Additional meetings at the call of the Chair as required.

Minutes

To be forwarded to the Core Steering Committee within 72 hours following each meeting.
PROGRAMMING COMMITTEE

Purpose and Function

The purpose of this Committee is to:

• Develop initial plans for programming including project themes, short list of speakers and presenters, activities and agenda for the day
• Develop budget and communicate requirements to Finance and Core Steering Committee
• Work closely with the logistics and finance members to ensure continuity of planning
• Secure the services of a facilitator, if required
• Prepare a list of technical requirements, including A/V and electronic equipment, seating arrangements, signage, and registration and hospitality locations
• Provide on-site assistance during the event to greet speakers, acting as session moderators and other general speaker assistance as required

Composition

Chair, Committee members (recommend 8 to 10)

Term of Appointment

To be identified.

Mandate and Reporting Relationship

The mandate is to develop initial programming concepts for the Core Steering Committee. Reporting will occur through the Chair (or designate).

Frequency of Meetings

Meetings will be held by teleconference approximately monthly. Additional meetings at the call of the Chair as required.

Minutes

To be forwarded to the Core Steering Committee within 72 hours following each meeting.
LOGISTICS COMMITTEE

Purpose and Function
The purpose of this committee is to:

- Secure a venue for event
- Work with site staff to ensure all meeting requirements are met, including with respect to room set up, audio-visual, catering, accommodations and translation services
- Develop budget and communicate requirements to Finance and Core Steering Committee
- Determine meeting scope – timeframe for meeting, space allocation, speaking requirements, anticipated attendance.
- Provide on-site assistance during the event for set up, registration, speaker assistance, troubleshooting, etc.

Composition
Chair, Committee Members (recommend 8 to 10)

Term of Appointment
To be identified.

Mandate and Reporting Relationship
The mandate is to advise and provide broad perspective to the Core Steering Committee. Reporting will occur through the Chair (or designate).

Frequency of Meetings
Meetings will be held by teleconference approximately monthly. Additional meetings at the call of the Chair as required.

Minutes
To be forwarded to the Core Steering Committee within 72 hours following each meeting.
APPENDIX B

PARTNERSHIP GUIDELINES
OVERVIEW

In the course of planning, the Core Steering Committee will likely seek support of global nursing colleagues and other stakeholders in the form of collaborative relationships and/or financial sponsorship. These Partnership Guidelines outline recognition criteria and mechanisms.

TYPES OF CONTRIBUTIONS

The types of contributions may include:

Financial

- Grant or subsidy from government
- Donation of sponsorship funds for particular activity from private sector, not-for-profit organization or association
- Scholarships for participants

Human Resources

- Technical skills, for example, research, report writing, design, logistics, advisory, coordination
- Provision of speakers including their expenses and fees
- Contribution of time by staff or volunteers

Materials and Equipment

- Discounts on rentals or purchases of any material or equipment needed
- Donation of product for use during the meeting or as prizes or awards

Forms of Acknowledgement

The form of acknowledgement will vary based on the nature of the contribution and will be negotiated with the donor. Consistency in forms of acknowledgement is preferred. The following are examples of mechanisms for acknowledgement:

- Name of partner and partner logo in programme
- Mention of partner during opening or closing messages
- Partner logo on web site
- Distribution of partner’s promotional materials in delegate kits
APPENDIX C

MONTH-BY-MONTH PLAN
MONTH 1

- Assemble Core Steering Committee
- Assemble Technical Advisory Committee
- Identify potential partners
- Meet and develop overall plan and theme
- Develop critical path

MONTHS 2 AND 3

- Develop budget
- Create mailing list of potential delegates
- Develop and finalize program
- Check for conflicting events
- Prepare list of fundraising prospects
- Write funding proposals

MONTH 4

- Select and contract facilitators, speakers and presenters
- Select support staff and recruit volunteers
- Confirm date, venue, number of participants, language and duration of workshop
- Book venue and reserve technical equipment
- Negotiate rates and sign contract for the hotel
- Begin promoting workshop

MONTH 5

- Prepare workshop binders for delegates and facilitators
- Prepare registration forms
- Order confirmation forms and name tags
- Make hotel and flight inquiries
- Send invitation letter to speakers, presenters and partners
MONTH 6

- Organize welcome reception
- Organize delegate bags
- Arrange travel and accommodations
- Create certificates of workshop participation
- Send confirmation letter to participants
- Send pre-workshop needs questionnaire to speakers and presenters

MONTH 7

- Update registration list
- Assist participants in obtaining security clearance, visas and travel
- Send out administration/logistics note confirming facilities, material, catering
- Prepare welcome packages for participants, speakers and presenters
- Designate a photographer for the event
- Designate a note-taker for the event

MONTH 8

Execute the event

MONTHS 9 AND 10

- Finalize workshop report
- Send thank you letters
- Compile a summary of evaluation forms
- Compile list of participating delegates
- Conduct a follow-up evaluation with delegates
- Reconcile budget
APPENDIX D

REGISTRATION FORM TEMPLATE
REGISTRATION FORM

Name of Event ____________________________________________

Location __________________________________ Date ________________________________

Please return this registration form by (date) ___________ to (contact, phone, fax, mailing address, e-mail) _____________________.

Title:  □ Professor      □ Doctor    □ Mr.     □ Mrs.    □ Ms.

Last name: ___________________________________________ First name: ____________________________

Company/organization: _________________________________________________________________

Mailing address: ________________________________________________________________

Postal code: _____________________________ Country: ______________________________

Telephone: ______________________________ Fax: ______________________________________

E-mail address: ___________________________ ____________________________

Registration for:

□ Full day     cost: $__________________    □ Lunch     cost: $____________

□ Half day     cost: $__________________    □ Social event cost: $____________

□ Please invoice me    □ Cheque enclosed

My current work relates most closely with (you may check more than one):

□ Education      □ Clinical practice

□ Management  □ Public institution

□ Research     □ Human resources

□ Policy      □ Other

□ Student

□ (Name of event) may share my contact information with other participants.
APPENDIX E

FUNDRAISING PROPOSAL GUIDELINES
PROPOSAL GUIDELINES

The following guidelines are only general suggestions for the content of a proposal. Prior to using these guidelines, the proposal writer should check with funding prospects to see what information is required for submissions. Many funders will provide a list of criteria that can serve as the guide for the proposal.

Some funders require an application form to be submitted instead of a proposal.

THE PROPOSAL

Overview

A good proposal should be easy to read and well organized. Along with describing the scope of the project, it should highlight the return on investment for the funder. The proposal provides an opportunity to demonstrate the knowledge and experience that the applicant has to successfully execute the project.

Cover Letter

A cover letter should accompany the proposal. This letter should be written to grab the funder’s attention and highlight the most important aspect of the request.

Proposal Checklist

Most proposals and applications require the following information:

- Objectives, goals, outcomes for the project, project theme, dates, anticipated attendance
- Overall budget and timelines for the project
- Detailed budget
- Corporate status/year of incorporation
- Charitable/non-profit status/year of incorporation and all applicable numbers
- Previous year’s financial statement and annual report
- List of Board of Directors/Executive Director
- Detailed contact information
- List of project managers/coordinators and their resumés
Structure of the Proposal

- Cover page
- Executive summary
- Organization name and contact information
- Mission/vision of organization, showing how the project expresses the organization’s mission/vision.
- Overview of the organization, including its history, organizational structure, affiliations and governance.
- A brief overview of the experience the organization has as it relates to the project.
- Project description, including:
  - Project title
  - Project objectives/goals/target audience
  - Relevance of the project to funding group
  - Project outcomes/anticipated results/evaluation plan
  - Project structure and key committee members
  - Budget
  - Contact information of the authorized person who can sign official contracts on behalf of the organization

The following items could be added to the appendices:

- A list of your organization’s staff and Board of Directors
- Job descriptions, biographies and resumes of personnel responsible for the project
- Biographies of speakers, presenters and the facilitator
- Annual report for the organization
- Letters of support for the project
APPENDIX F

SAMPLE FUNDRAISING LETTER
Dear XXXXX,

I am writing to request financial support for our International Nurses’ Forum, being held in advance of the XVI International AIDS Conference in Toronto, Ontario, Canada.

In August 2006, over 200 nursing professionals will come together to discuss some of the most pressing issues relating to HIV/AIDS.

As the world’s largest group of health-care providers, nurses are actively engaged at the forefront of HIV/AIDS prevention, care and treatment. Nurses are ideally positioned to develop the strategies and best practices to address the needs of people living with HIV/AIDS, influence those who care and treat, and support communities with resourceful approaches to prevention.

The Canadian Nurses Association, Canadian Association of Nurses in AIDS Care and the International Council of Nurses, in collaboration with worldwide nursing associations, will hold a one-day forum in advance of the XVI International AIDS conference in Toronto.

Under the theme of “Nurses at the Forefront of HIV/AIDS: Prevention, Care and Treatment” nursing leaders from HIV/AIDS clinical, educational, policy and research settings will discuss topics such as harm reduction, stigma and discrimination, workplace safety, clinical practice, health human resources, end of life issues and adherence.

We know that you value the contributions made by nurses and look forward to discussing further opportunities for your support. Recognition of your generous assistance will be noted in all conference materials.

I have attached an overview on the forum. Please do not hesitate to call me if you have any questions or require further information.

Sincerely,
# ACTIVITY

## PUBLICITY AND PROMOTION

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>TIMEFRAME</th>
<th>RESPONSIBILITY/NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Web site: Pre-publicity</strong></td>
<td></td>
<td>Ask Core to provide names/e-mail address for “other” web sites</td>
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<tr>
<td>• Written/translated</td>
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<td>• Posted on Core Committee web sites</td>
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<td>• Request to post on other web sites</td>
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<td><strong>Web site: Post-publicity</strong></td>
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<td>With Core assistance</td>
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<td>• Written/translated results of event</td>
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<td>• Posted on Core Committee web sites</td>
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<td>• Request to post on other web sites</td>
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<td><strong>Direct e-mail promotion</strong></td>
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<td>Ask Core for recommendations</td>
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<td>• Written and translated</td>
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<td>• Distribute to like-minded organizations</td>
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<td>• Distribute via Core Committee to their colleagues</td>
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<tr>
<td>• Distribute to like-minded publications</td>
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<td><strong>Direct mail (post) promotion</strong></td>
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<td>• Distribute to those who do not have access to e-mail or are not able to retrieve attachments</td>
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<tr>
<td><strong>Direct mail/e-mail, post-event</strong></td>
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<td>Ask Core to track names with email addresses</td>
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<tr>
<td>Letter of thanks to all participants</td>
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<td>Letter of thanks to partners</td>
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<td>Letter of thanks to sponsors/funders</td>
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<td><strong>Media</strong></td>
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<td>Media advisory with backgrounder, notification of event</td>
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<td>• Publications</td>
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<td>• Mainstream print and electronic</td>
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<td>ACTIVITY</td>
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<td>Print Materials</td>
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<td>Brochure, speakers’ bios, backgrounders, descriptions of plenary activities, overview and detailed program, news sheet, registration forms, evaluation forms</td>
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<td>Welcome materials</td>
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<td>Meeting materials</td>
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<tr>
<td>As per funding/sponsorship requirements</td>
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APPENDIX H

SAMPLE EVENT ANNOUNCEMENT
International Nurses’ Forum
Overview

Nurses at the Forefront of HIV/AIDS: Prevention, Care and Treatment

WHAT: The Canadian Nurses Association, Canadian Association of Nurses in AIDS Care and the International Council of Nurses in collaboration with world-wide nursing associations will hold a one-day forum in advance of the XVI International AIDS conference. The theme of our International Nurses’ Forum is Nurses at the Forefront of HIV/AIDS: Prevention, Care and Treatment

WHERE: Toronto, Ontario, Canada: University of Toronto

WHEN: August 12, 2006

WHO will attend: Nurses at the Forefront of HIV/AIDS is expected to attract hundreds of nursing professionals who are responding to the pandemic in varied contexts and working with divergent levels of resources. Many forum delegates will come from clinical, educational, policy and research settings.

HOW: The program for the one-day forum will include:

☑️ World renowned keynote speakers including Stephen Lewis and Sister Christa Mary Jones
☑️ Global reports by region
☑️ Concurrent and plenary sessions on some of the most pressing HIV/AIDS issues such as harm reduction, stigma and discrimination, workplace safety, clinical practice, health human resources, adherence and end of life issues.

The International Nurses’ Forum will highlight the interventions in research, education and practice nurses deliver within national and international health settings severely impacted by the HIV/AIDS pandemic.

Please register soon. Space is limited

For more information please contact:
Canadian Nurses Association
50 Driveway
Ottawa, Ontario
K2P 1E2

E-mail: NursesAIDSForum@cna-aiic.ca
APPENDIX I

INVITATION TEMPLATE
(Name of workshop)
(Date of workshop)

The Core Steering Committee for (name of organization) invites you to attend a workshop (describe in a few words the type of workshop).

Date:

Time:

Place: (name of building, street address with city, country)

The topics to be discussed during the workshop include:

• Topic one
• Topic two
• Topic three

Please register prior to (date) by visiting our web site at (web site url) or by e-mailing our event coordinator at (e-mail address). Space is limited.

For more information, contact:

Name of person, title
Name of organization
Phone/fax
E-mail address
APPENDIX J

BANKING INFORMATION TEMPLATE
Title of Workshop:

Date/time:

Submitted by:

**Banking information**

Fill in the Banking form and return to: _______________________________________

<table>
<thead>
<tr>
<th>Country:</th>
<th>Name of Organization:</th>
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<td>Name of organization bank account</td>
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<td>Name of bank</td>
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<td>Account number</td>
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<td>Transit number of account/SWIFT address</td>
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<td>Signators for bank account</td>
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<td>Mailing address of bank</td>
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<td>Telephone of bank</td>
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<td>Fax of bank</td>
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<td>E-mail of bank</td>
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<td>Other information</td>
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<td>Amount to be transferred:</td>
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<td>Flights</td>
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<td>Ground transport</td>
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<td>Meals</td>
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<td>Accommodation</td>
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<td>Registration fees</td>
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<td>In-transit expenses</td>
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<td>Country visa fees</td>
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<td>Other</td>
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<tr>
<td>Sponsor project name</td>
<td></td>
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<tr>
<td>Person responsible for sponsor project</td>
<td></td>
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</table>
Memorandum of understanding between the _________________________ (name of sponsoring group) and the ____________________ (name of delegate/title/organization to be sponsored) for the _______________ (name of event/location of event).

**Travel and Accommodation:** __________ (name of sponsoring group) will pay for air travel to and from ________ (location of delegate) and ________ (location of event). Transportation, hotel accommodation and *per diem* allowances will be provided from __________ to __________ (dates) while in ________ (location of event).

Travelers who are not able to secure a visa, who miss their flights or, for other reasons, are not able to attend the ____________ (name of event and date of event) are expected to return travel advances by ____________ (date).

_________ (name of sponsoring group) reserves the right to refuse reimbursement for any or all such expenses of travelers who do NOT attend the ________ (name of event).

**Entry Requirements:** Visitors to ________ (name of delegate’s country of origin) require a current passport, and visitors from some countries will require a business visa. Please also confirm immunization and health care requirements with your local travel clinic.

**Insurance:** This agreement does not cover any insurance. Travel, transportation, medical emergency, cancellation and other insurance must be purchased by the traveler.

**Liability:** By signing the attached Statement of Release, you have acknowledged and agreed that you understand fully all such potential risks, and release ___________ (name of sponsoring group), its officers, directors, employees, successors and assigns from liability with respect to any damages or injuries resulting from your participation in this mission.

**Remuneration:** It is understood that there is no consultant fee or salary replacement applicable during this trip.

**Expenses:** All expenses and travel advances must be submitted and justified with original receipts for the following:

a) All airline boarding passes, baggage checks and ticket receipts

b) All taxis or other ground transportation used

c) Hotel invoices

Please note, meals that are paid by others or provided free of charge at hotels, workshops, meetings or on airplanes may not be included in the claim. Other expenses may be reimbursed with the prior written agreement of (name of sponsoring group). Copies of expense forms are enclosed. Please submit these with original receipts, by _____ (date) to ________________ (name of sponsoring group with mailing address).

Signed ___________________________ Date __________________________

Witness ___________________________ Date __________________________
APPENDIX L

SAMPLE ONE-DAY WORKSHOP AGENDA
08:00 - 08:30  Breakfast and Registration
08:30 - 08:35  Opening Address
08:35 - 09:00  Welcome and Introduction
  ➢  Context setting for the day
09:00 - 10:00  Opening Presentation
  ➢  May includes discussions with participants
10:00 - 10:15  Health Break
10:15 - 12:00  Panel: Trends, Current Approaches and Priorities
  ➢  May include small group and plenary discussions
12:00 - 13:00  Lunch
13:00 - 15:00  Interactive Discussions Covering Themes/Concurrent Sessions
15:00 - 15:15  Health Break
15:15 - 15:45  Plenary Discussion
15:45 - 16:00  Summary of Key Messages Developed
16:00 - 16:25  Next Steps
16:25 - 16:30  Closing Remarks and Evaluation
APPENDIX M

SET-UP AND EQUIPMENT CHECKLIST
Title of Workshop:
Date/Time:
Submitted by:

Room Arrangement

___ Classroom with tables
___ U-Shape open square with chairs
___ Round tables with chairs
___ Theatre (chairs only)
___ Podium
___ Presenters’ table with chairs
___ Panel discussion table with chairs
___ Refreshment station
___ Simultaneous translation booth(s)
___ Display table
___ Registration table
___ Note-taking table
___ Other (specify)

Audio-Visual Requirements (Indicate quantities)

___ 35mm slide projector
___ Cassette player
___ Flipchart on stand with markers
___ Easel for entrance signage
___ Wireless remote
___ Audio recorder and mixer
___ Video projector
___ Overhead projector
___ Podium microphone
___ Video monitor
___ Projection screen
<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
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</thead>
<tbody>
<tr>
<td>Floor microphone</td>
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<tr>
<td>Video cassette player</td>
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<tr>
<td>Laser pointer</td>
<td></td>
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<tr>
<td>Table microphone</td>
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<tr>
<td>LCD projector</td>
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<tr>
<td>Carousel trays</td>
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<tr>
<td>Cassette tapes</td>
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<tr>
<td>Internet access</td>
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<tr>
<td>Operator/technician (hours needed)</td>
<td>0</td>
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</tbody>
</table>
Title of Workshop:
Date/time:
Submitted by:

Meeting Facilities and Design

____ Are hallways and lobby areas neat, clean, spacious and safe?
____ Is there an area to comfortably handle conference registration?
____ Can you hang banners or welcoming signs in public areas?
____ Are there enough restrooms? ____ Are they conveniently located?
____ Are there enough elevators and stairways to comfortably move delegates?
____ Are all areas accessible to the handicapped?
____ Does the hotel have public coat racks? _____ Coat-check rooms?
____ Does the facility have a secured storage area?
____ Does each room have a smoke alarm? _____ Sprinkler system?
____ Is the temperature in public areas comfortable?
____ Are all areas well lit? _____ Fresh smelling? _____ Are noise levels acceptable?
____ Does the venue have appropriate directional signage already in place?
____ Does the facility receive a lot of public traffic?
____ What else is going on at the facility at the time of the event?
____ Does the facility have its own security on staff?
____ Is the facility a non-smoking facility?
Meeting Rooms

___ Number of breakout rooms available (not including ballroom)?

Collect data on each room.

_________________ Room name ________________ Location
Capacity: ________ Theatre _________ Classroom ________ Round tables

___ How are the rooms usually set?
___ Is there an extra charge for resetting?
___ Are the following items complimentary, extra charge or not available:
   Pens/pencils and notepads for participants?
   Speakers’ podium?
   Microphone?
   Flipchart?
   Chalk board?
   White board?
   Markers?
   In-room water station?
   Projection screen?
___ Is there a high speed Internet connection?
___ Is lighting controlled within the room? ____ Does it have a dimming switch?
___ Are temperature controls within the room?
___ Is any other group using the room before/after your meeting?
___ Can signs be taped/pinned to the walls?
___ Are signs outside the room attached to the door? ____ Walls? ____ Easel?
___ Is the room carpeted? ____ Does it have pillars? ____ Mirrors?
___ Windows? ____ Outside balcony/patio?
General Session Rooms/Banquet Room

Many hotels and meeting facilities have a banquet room or grand ballroom that may be divided into smaller general session rooms. Collect data on the large room and each smaller room.

_________________ Room name ________________ Location

Capacity: _______ Theater _________ Classroom ________ Round tables
Capacity with Head Table: _______ Theatre _____ Classroom _____ Round tables

____ Does the room have movable walls?
____ Will any other group be using any adjoining room before, during or after your meeting?
____ Does the room have a sound system? _____ How is it controlled?
____ Is there an extra charge for podium? _____ Microphone?
____ What type of lighting does the room have? _____ How is it controlled?
____ Can a banner be hung or attached to walls?
____ Does the room have audiovisual screens? _____ How many?
____ Where are they located?
____ Is the room carpeted? _____ Does it have pillars?

Other Considerations

____ Are there any minimum requirements for menus/buffets/banquet services?
____ If there are any meals, where will they be served? How large a room is available?
____ Is there the capability of having a speaker during the meal? Are site-lines and acoustics favourable?
____ Are service charges, gratuities or sales tax added to food and beverage prices?
____ Are there insurance requirements?
____ Does the facility offer complimentary coffee, breakfast or evening hors d’oeuvres?
____ What is the facility’s cancellation policy?
____ What additional charges can be expected for items such as bar services, table setups, maintenance/electrical assistance?
____ Can room rates or menu prices be guaranteed?
____ Are there any plans for remodeling, construction, room upgrades, management changes?
____ Is the venue unionized? If so, when is the contract up for negotiation?
____ Is a deposit required? _____ When?
____ What is the policy on complimentary rooms?
Airport to Hotel for Delegates

____ How far is the airport from the hotel? ____ What is the travel time?
____ Does the hotel offer a shuttle to and from the airport? ____ If so, what is the fare?
____ How often and between what times does the shuttle run?
____ What is the cost by taxi?
____ Are rental cars available at the airport?

Hotel Check-In

____ When is check-in time? ____ When is check-out time?
____ Is the front desk staff friendly and courteous?
____ How long does it take to check in? ____ How many terminals are available?
____ Is the bellperson easy to find? ____ Helpful?
____ Is there luggage storage available – before arrival/check-in and departures after check-out?

Accommodations

____ How many rooms, not including suites, are available for the conference?
____ How many suites are available to you? ____ How many beds are provided in each suite?
____ Room rates by occupancy: ____ Single ____ Double ____ Triple ____ Suites
____ How many singles are available? ____ doubles? ____ king-size? ____ queens?
____ How many rooms are handicap accessible?
____ Does each room have a radio? ____ cable TV? ____ hi-speed internet?
____ Does each room have a refrigerator?
____ Is it empty or stocked with cash items?
____ Is a newspaper delivered to each room?
____ Does each room have shampoo and soap? ____ Hand and body lotion?
____ Toothpaste? ____ Mouthwash? ____ Hair conditioner?
____ Cologne/perfume? ____ Shower cap? ____ Sewing kit?
____ Shoeshine cloth? ____ Complimentary coffee and coffee maker?
____ Hair dryer? ____ Irons and ironing board?
____ Voice mail/data port?
____ Is express check-out available? ____ Video check-out?
____ Are rooms in good condition? ____ Comfortable? ____ Fresh smelling?
____ How many rooms are designated non-smoking?
____ Does the hotel offer VIP accommodations?
Hotel Services

___ Does the hotel have a parking garage? _____ Parking lot?
___ What is the rate? ____ Number of available spaces?
___ Does the hotel have an audio-visual equipment manager?
___ Are washing machines and dryers available to guests?
___ Does the hotel have a laundry service?
___ Is room service available? ____ How late?
___ Does the hotel have a business center? ____ Hours of operation?
___ Are recreational facilities available? ____ Game room? ____ Fitness center?
___ Swimming pool? ____ Sauna? ____ Hot tub? ____ Jogging path?
___ Are shops located on site? ____ Beauty salon/barber shop? ____ Newsstand?
___ Toiletries? ____ Gift shop? ____ Groceries? ____ Clothing?
___ Are coffee/deli counters on site? ____ Average prices?

Other Considerations

___ Is a depressed-season or shoulder rate available?
___ Is a deposit required? ____ When?
___ Does the hotel overbook?
___ Who is responsible for damage?
___ Are all major credit cards accepted?
___ Does the property have a security force? ____ On a 24-hour basis?
___ Are hotel personnel trained in CPR?
___ Are guests provided with free transportation to any local attractions?
___ Are there any minimum requirements for menus/buffets/banquet services?
___ Are service charges, gratuities or sales tax added to food and beverage prices?
___ Are there insurance requirements?
___ Does the facility offer complimentary coffee, breakfast or evening hors d’œuvres?
___ What is the facility’s cancellation policy?
___ What additional charges can be expected for items such as bar services, table setups, maintenance/electrical assistance?
___ Can room rates or menu prices be guaranteed?
___ Are there any plans for remodeling, construction, room upgrades, management changes?
APPENDIX O

REPORT GUIDELINES
1. Project identification

- Name of the organization
- Title of the project
- Period of time covered for the report

2. Introduction

   This section briefly places the report in the context of the overall project. The report provides the reader with current information about the performance of the project to date.

3. Performance Expectations and Action Plan

   This section presents the performance expectations and the action plan of the project as it was originally conceived. As part of the iterative reporting process, this section of the performance report would then document any subsequent modifications to either the project objectives, expected results or action plan that were previously approved.

3.1 Project Objectives

   This section presents the project goal and purpose statement, followed with some commentary on their continued relevance to the program.

3.2 Performance (Measurement) Framework

   This section presents the project’s outputs, outcomes and impacts to date. As well, a description of the intended beneficiaries of project outcomes should be provided. Modifications to the original should be identified, justified and approved by the Department Project Officer.

3.3 Action Plan

   This section presents the project action plan. Modifications to the original action plan should be identified and justified. (This may have to be approved by the funder/project manager prior to execution of modifications.)
4. Results and Accomplishments

This section presents actual project accomplishments to date that relate directly to the planned performance expectations.

4.1 Expected Versus Actual Results

This section provides performance information based on the use of indicators as evidence of the results achieved at the outputs and outcomes levels. A project has a set of results, captured in the Performance Framework, which it is expected to achieve within a given time frame. Targeted performance indicators are used to measure progress toward the achievement of the expected results.

If the project is performing satisfactorily, there should be no need to present descriptive information on activities accomplished. However, particular attention should be paid to commenting on any significant delays in the attainment of targeted results.

4.2 Reach

This section provides a brief profile of the intended beneficiaries of outcome-level results. It should describe the extent to which the project has reached this group using performance indicators. This performance information will assist in assessing the extent to which the project is beneficiary- or client-oriented.

4.3 Financial Resources

This section summarizes the financial position of the project to date, e.g., per cent total project disbursements, disbursement per cent by component, as well as a comparison of cumulative budget versus actuals by project component. Commentary on any significant disbursement anomalies by project component should be explained. The detailed Financial Statement for the reporting period, inclusive of cumulative budget versus actuals, should be attached as an annex and details referred to in this section.

4.4 Unintended Consequences

Every project will have both positive and negative unintended consequences for the intended beneficiaries or other target groups. This section, as a complement to the one above, should document any unintended consequences that can be attributable to the project. The information will serve to document lessons and success stories.
5. **Performance Measurement**

   This section describes how performance is being measured. It should cover the following topic areas:
   
   - Use of qualitative and quantitative indicators to assess performance
   - Methods and techniques of data collection and analysis used
   - Frequency of data collection and analysis during the reporting period
   - Roles and responsibilities for performance measurement and monitoring.

6. **Lessons Learned and Adjustments**

   This section of the report presents a summary of what has been learned about project performance and what adjustments have, or will, be made in order to achieve expected results. This section also presents an opportunity for groups to raise issues in terms of a set of identified problems, issues or themes depending on the unique project circumstances.

7. **Upcoming Key Project Activities**

   This section presents next period’s upcoming key activities for the project.


*Permission to reproduce this document has been granted by the Government of Canada, Multiculturalism and Human Rights Branch.*
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Date/Time:
Submitted by:

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THIS PROJECT HAS BEEN UNDERTAKEN WITH FINANCIAL SUPPORT OF THE GOVERNMENT OF CANADA PROVIDED THROUGH HEALTH CANADA.