



A NEW VISION OF CHANGE

A resource mobilization initiative

Phase I

Laras . Nai Zindagi . Youth Vision
supported by **MAINLINE**

Cover photo by Malika Zafar

A sex worker in Indonesia and a beneficiary of LARAS's program and services

This initiative is supported by Mainline Foundation, Netherlands under the project “Bridging the Gaps” of the Key Population Fund provided by the Ministry of Foreign Affairs of the Netherlands.

The primary objective of this initiative is to assist partners to access additional resources available in countries by improving their image. This will be achieved between 2012-2015 in a phased manner. This report is related to phase 1 of the resource mobilization initiative in which three partner organizations: Nai Zindagi - Pakistan, Youth Vision - Nepal and LARAS - Indonesia were assessed to review their current brand architecture and to identify and redress gaps in brand consistency within the individual organizations e.g vision and mission statements, logo, web site, brochures, etc..

A result of this review a marketing strategy and communication plan will be proposed to target audiences in order to access and secure additional resources. The particular focus will be on effective co-ordination and communication with the corporate communities in the three countries.



Photo by Tariq Zafar

A beneficiary of Youth Vision, Nepal attending the out patient drug treatment program (OST)

ACKNOWLEDGEMENT

Patrick O Gorman, Malika Zafar, Tariq Zafar and Shahid Ranjha are grateful to the Laras, Nai Zindagi and Youth Vision management and team for their generous contribution to this initiative and their hospitality. All also acknowledge the honest feedback of the beneficiaries of the programs.

METHODOLOGY

In June 2012 an international tender and expression of interest was initiated and terms of reference distributed by Nai Zindagi to interested firms/consultants. In July 2012 the bids were reviewed for content both financial and technical. All firms that applied far exceeded the available resources for this initiative and the content (methodology proposed) was not impressive.

As an alternative Mainline allowed Nai Zindagi to lead this initiative and engage relevant experts for specific assignments related to the objectives and outcomes of this project.

In October 2012 a mission was organized for Indonesia to LARAS. Mr Patrick O Gorman was the team leader and accompanied by Ms Malika Zafar as the media consultant. In November 2012 a similar mission was organized for Pakistan to assess Nai Zindagi and was led by Mr Tariq Zafar and Mr Shahid Ranjha as media expert. In January 2013 a mission was organized to Youth Vision in Nepal and led by Mr Tariq Zafar. The findings and outcomes of these missions are part of this report.

Photo by Tariq Zafar

Beneficiaries of Youth Vision, Nepal attending the outpatient drug treatment program (OST)



An NGO's actual identity may become inconsistent with its conceived identity, desired identity, communicated identity or ideal identity.

*Photo by Malika Zafar
Focus group discussion, LARAS,
Indonesia*



BACKGROUND

All three missions were conducted to ascertain the willingness of stakeholders associated with the three organizations to undergo re-branding of the organizations with the intention of eliciting partnerships with a multitude of investors - including and particularly those from the corporate sector.

The mission was conducted against the background that it is estimated that \$20 billion is invested worldwide every year in the work of Non Governmental Organizations (NGOs) from private and public sector donors and investors. For many, it is a result of years of hard-won dedication and commitment arising from their declared purpose or mission statement. Strong NGO brands have built a reservoir of trust over many years.

The mission statement of an NGO assumes a critical importance. From this ensues a definition of purpose, an assessment of distinctive competence, a motivation to its various stakeholders and a basis for performance measurement. In an increasingly cluttered NGO marketplace, the importance of a precisely stated mission, that is contemporary in its appeal and relevance, cannot be underestimated.

In addition, the changing face of contemporary visual promotion - online through website, Facebook, twitter etc. challenge NGOs to adapt. The use of internet-based communication and marketing has the leverage to attract different supporters. As in the corporate world, NGO brand images may grow stale over time. An NGO's actual identity may become inconsistent with its conceived identity, desired identity, communicated identity or ideal identity.



Photo by Malika Zafar

*A female sex worker in a
Karaoke village and a
beneficiary of LARAS, Indonesia.*

Good brands are intuitive and summarize all parts of an organization. A brand image offers the convenience of early identification of who the NGO is and what it stands for. A brand is a signal not just of the owner but of the consistency in quality one can expect from its products and services. If through use expectations are fulfilled, trust in the brand, willingness to purchase it again, inclination to recommend to a friend, all increase.

Reviewing an NGO “brand” often leads to a sense of confusion. The “brand” often lacks clarity or distinctiveness or its various stakeholder groups may perceive it quite differently. It is essential therefore for NGOs to develop a position statement - one which expresses in marketing terms the mission of the NGO. A brand position statement should contain the following elements; Specify who is the target audience, Identify what the NGO stands for; Provide a claim for superiority, and a powerful reason why this claim should be believed. In a crowded NGO marketplace, standing out is becoming more important than ever.

In developing a unique position statement, all stakeholders should be canvassed including new and emerging ones. The development of a position statement has the potential to reenergize the organization and its supporters. Without this, the NGO runs the risk of leaving its stakeholders confused and suspicious of the organization’s effectiveness.

A sound and diversified source of funding is essential for an NGO to continue its work and sustain its brand values. Attracting support from the corporate sector is an important element within this diversification. For many NGOs, the corporate sector is both a potential and new stakeholder. Many companies seek partnership with NGOs for a variety of reasons. To co-opt the critic by engaging with a cause-related marketing scheme. Through a genuine belief that poverty and the related environmental impediments restrict market growth, solutions require “no-one left behind” attitude. Such campaigns can imbue companies with moral authority. The company’s credibility and consumer appeal may be enhanced. Its employees take pride in the association with NGO work and become involved in contributing to the NGO’s work.



Photo by Malika Zafar

*A female sex worker in a Karaoke village
and a beneficiary of LARAS, Indonesia.*

The 4 Cs

Cash - Raising CASH and in-kind resources to support partner organizations in their mission.

Communication - Advancing the brand of each organization and driving change for people who use drugs.

Committed donors - Gaining access to companies, networks and reach new donors.

Change - Diversification in funding portfolio to bring change.

MISSION TO Laras.

8-13 October 2012

Balikpapan, Samarinda, Prakla -
INDONESIA

Within East Kalimantan, Indonesia where Laras operates, private companies have sought partnership with environmental NGOs in campaigns to preserve the natural habitat of wildlife and plants, many like the Orangutan that whose existence are threatened. Examples are engaging local labour to clear areas around mangrove trees.

The work of Laras with marginalized and excluded populations of drug users and sex workers is expected to be more difficult to present to engage such support. The accurate, attractive presentation of this work is essential as a selling point to engage partnership and commitment.

Outline of the Mission

The mission was led by Mr Patrick O Gorman and conducted with a photographer, Ms. Malika Zafar. During the course of the week, images of the cities of East Kalimantan, rural areas and the environment, context and especially people engaged by Laras were captured. The essential component of this was familiar access particularly to the population being served. This proved challenging. Sex workers have not disclosed their profession to families and friends and seek to keep their identity hidden. Through

the auspices of the Laras team exceptionally good quality images were captured which will provide an essential resource for future publications including a redesigned Laras website. Interviews with various stakeholders - Government personnel; House managers (pimps); and Women working in the entertainment villages were also filmed. These will also be translated, edited and mounted on the website.

The work of Laras is quite spread out geographically and substantial traveling was involved. This provided an opportunity for the photographer to understand the wider environment of the island.

The mission began with a presentation to the Laras board to identify their commitment to the process, to outline what would be done, and ensure that feedback to the board and management team would support the development of a strong mission statement.

Largely the mission consisted of focus group discussions (FGDs), interviews with stakeholders. The discussions were conducted following the outline of a prepared questionnaire. However, for contextual reasons and to support easy involvement of participants, focus group discussions were conducted in Bahasa. In the FGDs the main points were gathered by the associated facilitators from the Laras team who contributed enthusiastically and professionally to the whole process.



Photo by Malika Zafar

*Outside an entertainment
Karaoke bar, Indonesia.*

There is a compelling need to adopt a common proactive approach, with clear strategic principles to guide resource mobilization at national and global levels.

Findings

The main outcome of the mission is the position statement derived at the end of the mission, in consultation with the Laras board and management team. The other key components are as follows:

Timing

Universally, board, management and team members agreed that the timing of re-branding fitted perfectly into the timescale of the organization. The board were already committed to a review of the work. Laras is a seven year old organization. It has been a pioneering organization since its inception. However, as in the normal life in any organization, changes occur as the organization arrives close to its 10th year of operation. The danger, unless renewal takes place, is that any organization, at that age, will become staid, settled and even complacent. This was identified in focus group discussions with staff members. As the organization has grown, staff have gained greater confidence and expertise. Many of the young staff have settled down in their home lives and some are seeking greater stability. This presents the organization with a challenge. Does it want to remain a pioneer or become more established/settled?

The board are addressing this. They recognize that some of their staff will seek a more secure position. The excellent partnership already well established with the provincial government health department provides a template for the future growth of staff. Laras sees itself as a training hub - inducting, training, consolidating principles and practices in its employees and then supporting those who wish to move into government employment thus leavening the government provision of services.

Equally the Laras board are committed to developing a strong, flexible structure, which provides growth, training and promotion for its staff members. This, of course, is conditional on future investment in its work.

There is a strong and passionate commitment to remain a pioneering organization. The FGDs provided opportunities for staff to reflect on who they are, what draws them to work with Laras and in this context, passionate and revitalizing discussion was held. Staff left the FGDs with renewed vigour. This will be consolidated through the pride gained in association with Laras as the new position, brand, logo image is floated.

Brand Name

The origin of the name Laras derives from an acronym LARAS standing for “Lembaga Advokasi dan Rehabilitasi Sosial” meaning “Seeking Advocacy and Social Rehabilitation” All staff members were able to repeat this. The board have used it, in the past, as a brief mission statement. However, it is not clear that this is understood by others. LARAS in popular and in usual communication is simply “Laras”.

Laras is also a Bahasa word meaning - “beautiful” “balance” and implies a “strong woman”. The women in the entertainment villages, in fact, address the Laras staff team as “Ba Laras” meaning “Miss Laras”.

There was a general consensus among all that the acronym is dropped in re-branding. This means that capitalization of the name disappears, allowing greater freedom for graphic designers to experiment with type face, fonts and design. Much will be gained in this as the sense of beautiful, balance and a strong woman can be captured in the new brand and logo.

Logo

Not many could describe the current logo of joined hands. In addition, those that could describe were confused as to its meaning. This provides freedom for designers to identify a logo which presents the position statement in a new and creative way.

Color

There was substantial agreement among all to continue with the present color scheme which is purple. In fact, many reported that Laras is purple to the outside world and abandonment of this color would also constitute abandonment of continuity. However when being shown the current shade of purple, all did not like it - one staff member whose favorite color was purple said that the current purple was not that color at all. It is recommended that designers provide Laras with swatches of the color purple to identify the one which will bear the brand, logo and image in the future.

Presentation

Laras locations are currently not easily identifiable. The sign boards are dowdy and almost invisible. Equally their website, www.laras-indonesia.com although thorough, does not capture the value of the organization and needs a complete overhaul to win influence with stakeholders.

A simple, catchy unifying image is necessary. This image should be replicated everywhere and should be easily identifiable from a distance. Examples were pointed out - the universal coca-cola image which is recognizable worldwide - even when only a small portion is visible.

Access to people who use drugs

The context of Indonesia is extremely oppressive for people who use drugs. There is great fear among this population and they are invisible, hiding from authorities. The Laras team, at great cost, have established supportive contact and provide health care and needles and syringes and current access to OST. Future access to drug treatment and employment is planned.

Under the re-branding scheme, it was considered not appropriate to make contact with this population. Photographs would have been impossible, interviews and FGDs extremely difficult. Laras is committed to continuing its work with this population. However they do not, at present, believe that this work is marketable for investment from the private sector and agreed that it should not form a central position in their public platform to engage support from the corporate sector.

Photo by Malika Zafar

The Laras logo and color



**LEMBAGA ADVOKASI DAN
REHABILITASI SOSIAL**

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Post mission outcomes

Mission Statement of Laras

We build partnerships to support the rights, health and future of marginalized people.

Aim of Laras

Marginalized people have support to receive health care (including drug treatment), employment and social inclusion.

Objectives

1. Laras advocates for the adoption and preservation of human rights of marginalized people - prisoners, sex workers and people who use drugs.
2. Laras provides health services and entrepreneurial opportunities for women and families in entertainment villages.
3. Laras provides basic health care, drug treatment and employment for people who use drugs (including prisoners)
4. Laras builds partnerships with government, national and local leaders, religious leaders, the business community, community-based organizations to further its aim.
5. Laras supports the personal and career development of its employees.



Photo by Malika Zafar

The Laras team.

A new approach

- Clearly states ambitions and objectives
- Applies strategic principles
- Uses measurable tools to assess outcome of the resource mobilization initiative


Conclusion

The mission had the effect of reviewing the current position of Laras in terms of image, presentation, feedback and reorientation. The management were extremely grateful for the review. They recognized that such a review could not easily be conducted in-house due to their involvement and bias. They found the feedback extremely gratifying as a “state of play”.

The work done with staff also contributed to their reorientation, galvanizing them as a unit for future work.

The development of a clear mission statement was long overdue. Although Laras has always possessed a clear mandate, the articulation of this on the final day was perceived as being extremely helpful and will provide the organization with greater confidence in its presentation to outside stakeholders and will govern their future strategy as an organization.

The mission team, thank all who contributed - clients, house managers, government officials, the Laras team, management and board for their hospitality, vulnerability and commitment to the process.



Laras is also a Bahasa word meaning -
“beautiful” “balance”
and implies a
“strong woman”.

Photo by Malika Zafar

*A beneficiary of the Laras
program in a Karoke village.*

MISSION TO NAI ZINDAGI

5-10 November 2012

Islamabad - PAKISTAN

In Pakistan, Nai Zindagi (NZ) is viewed by major stake holders as the largest NGO in the prevention of drug use related HIV and services for people affected by drug use.

Since 1989 NZ has been a pioneer in introducing evidence based approaches in the area of drug demand and drug harm reduction, including HIV and AIDS related services. A major achievement has been the effective implementation of programs based on a continuum of care including skills training and employment for its beneficiaries.

NZ's work with marginalized and excluded populations of people using drugs, their intimate partners, wives and children is not going to be an easy sell to the corporate sector and philanthropists. Accurate, attractive presentation of this work is essential as a selling point to engage partnership and commitment for additional resources.

Outline of the Mission

The mission was led by Mr Tariq Zafar and conducted with a photographer, Mr Shahid Ranjha. Through the auspices of the NZ team and Shahid's years of experience as a photographer good quality images were



Photo by Shahid Ranjha

An injecting drug user and a client of NZ's program. Turning the back will not resolve the problem hence services supported by Mainline in Rawalpindi, Pakistan.

captured which will provide an essential resource for future publications including a redesigned NZ website.

NZ is currently the Principal Recipient of the Global Fund Grant Round 9 for HIV in Pakistan. The primary objective of this grant

is to establish HIV prevention services in 29 cities/district of the 4 major provinces of Pakistan. These services will be targeted at people using drugs, their wives, children and intimate partners.

NZ has been struggling with improving its image as the key organization in the HIV and AIDS sector in Pakistan. This opportunity was viewed by the NZ team as a way forward in achieving this objective.

Largely the mission consisted of focus group discussions (FGDs), interviews with stakeholders, beneficiaries and staff. The discussions were conducted following the outline of a prepared questionnaire. Largely the FGDs were free flowing and the main points gathered by the associated facilitators from the NZ team who contributed enthusiastically and professionally to the whole process.

The mission team are extremely grateful to all the NZ team for their warm hospitality, professional engagement and passion to ensure a good outcome.

Findings

The main outcome of the mission is the position statement derived at the end of the mission, in consultation with the NZ management team. The other key components are as follows:

Timing

Universally, the board, management and team members agreed that the timing of re-branding fitted perfectly into the timescale of the organization. The board and the management team were already committed to a review of the work. NZ is a twenty three year old organization. It has been a pioneering organization since its inception in Pakistan and in the region. NZ's primary focus has been expanding evidence based services to prevent, halt and reverse the fast growing HIV epidemic among people who inject drugs, their wives, children and intimate partners.

Over the years NZ's role has changed from being solely a service provider to becoming the main hub in Pakistan to expand services in collaboration with partners from the public and private sectors. Particularly in the last 7 years NZ has demonstrated immense capacity to expand services in public-private partnerships and demonstrate the impact and effectiveness of this approach.

The organization has gone through an immense development of its capacity to assess, train, manage and monitor partners and roll-out quality services.

The major weak area defined by NZ is its image and branding which is only known among whom they engage with e.g. donors, service providers, stakeholders, etc..

NZ has not managed to position itself in the general public, corporate sector, media and others. This has resulted in almost nil resources from other than donor agencies and income generated by NZ itself from its income generating projects.



Photo by Shahid Ranjha

Chasing the dragon (smoking heroin) - a shift from safer use to injecting is becoming more common hence HIV among this group most at risk, a client of NZ's in a program supported by Mainline in Rawalpindi, Pakistan.

Ninety four percent of NZ's income is from donor agencies and the remaining from its own income through the sale of services and products.

The board, management team and staff all identify the need to position NZ through this branding project in such a way that income in cash, kind and good will can be generated from the general community.

NZ is entering into phase 2 of the GF grant and have resources secured for the next three years (2013-2015).

The management team see this as an opportunity to position and promote NZ and the work of its partner NGOs in Pakistan in a manner that catalyzes an additional buy-in from the corporate sector, donors, government and the general community.

There is a strong and passionate commitment to remain a pioneering organization. The FGDs provided opportunities for staff to reflect on who they are, what draws them to work with NZ and in this context, passionate and revitalizing discussion was held. Staff left the FGDs with renewed vigor. This will be consolidated through the pride gained in association with NZ as the new position, brand, logo image is floated.

Brand Name

Nai Zindagi in urdu (the local language) means “a new life”. The fact that different versions of the name have been copied by other organizations and drug treatment programs establishes the fact that it is catchy and popular. NZ will continue to use this name but intend to add tag lines to it.

Photo by Shahid Ranjha

Butterflies for the coffin making industry being exported by NZ to the Netherlands. Provides income and employment for NZ's clients.



Logo

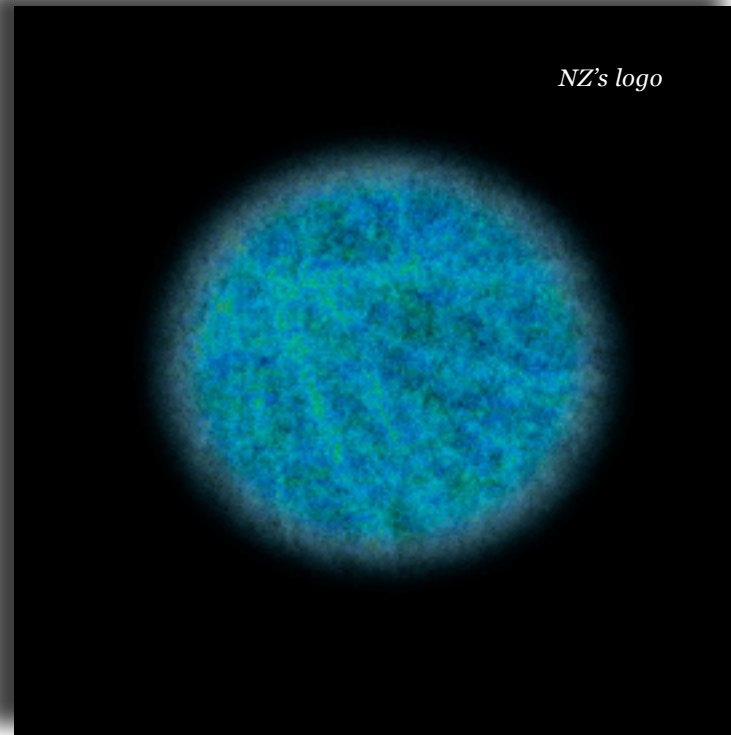
NZ's team would like to retain the logo and colors. The logo represents the beginning of a new life emerging organically from a plastic and dark environment that often people affected by drug use, HIV and AIDS associate themselves with. The team feels this is a positive logo and a reality.

Color

There was substantial agreement among all to continue with the present color scheme which is in shades of blue.

Presentation

As a result of the FGDs it was clear that currently NZ's locations and those of its partners are currently not easily identifiable. The staff pointed out that we need to develop a brand image and present it in 29 cities and four provinces of Pakistan where programs are present. They also mentioned the mobile presence of over 250 motor bikes and 50 vehicles providing services through outreach who could have the same branding. A simple, catchy unifying tagline is necessary. This image and the tagline should be replicated everywhere and should be easily identifiable from a distance.



NZ's website www.naizindagi.com was updated and/or improved upon 5 years ago. It has not been upgraded since it was published on the web. It was also highlighted that the site domain be changed from .com to .org.

As part of this branding consultants were hired to identify a software to develop a sample of a new website design. This software is simple to use for uploading and in the next phase of the branding project it is proposed that each of the three partners are supported in developing, completing and maintaining the web sites. The sample website is on line and can be visited at www.naizindagi.org

Products of NZ

As part of skills training and employment of its beneficiaries NZ produces a range of products from show quality labradors, wood and metal furniture, export quality seedless table grapes, leather and canvas products. It was suggested during the FGDs that these should be promoted in an

improved manner to generate more jobs and income for NZ's activities.

On line sales through the website was suggested as a low cost and effective marketing tool.

Post mission outcomes

Mission Statement of NZ

Rights based health and social services for people affected by drug use, HIV and AIDS.

Aim of NZ

Provide access to evidence based responses for marginalized groups to achieve impact and prevent, halt and reverse HIV among them.

Objectives

1. NZ advocates for the adoption and preservation of human rights of its beneficiaries and associated at risk networks.
2. NZ promotes the expansion of evidence based, cost effective services for the prevention of HIV and treatment of persons affected by AIDS among its beneficiaries.
3. NZ believes in working in public-private and private-private partnership to expand needs based services to prevent, halt and reverse HIV across Pakistan and provide access to AIDS related services for PLWHIV.
4. NZ provides skills training and employment opportunities for people who use drugs.
5. NZ builds partnerships with government, national and local leaders, religious leaders, the business community, community-based organizations to further its aim.
6. NZ supports the personal and career development of its employees.



Photo by Tariq Zafar

A family of an HIV positive client and supported by NZ.

Conclusion

The mission had the effect of reviewing the current position of NZ in terms of image, presentation, feedback and reorientation. The management team were extremely grateful for the review. They found the feedback extremely helpful and a catalyst to change in vision.

The work done with staff also contributed to their reorientation, galvanizing them as a unit for future work.

The development of a clear mission statement was long overdue. Although NZ has always possessed a clear mandate, the articulation of this on the final day was perceived as being extremely helpful and will provide the organization with greater confidence in its presentation to outside stakeholders and will govern their future strategy as an organization.

*Photo by Tariq Zafar
Byabani Vineyards 2012*

Byabani vineyards -
skills training and
employment for clients.

MISSION TO YOUTH VISION

14-19 January 2013

Kathmandu - NEPAL

In Nepal, Youth Vision (YV) is viewed as a pioneering organization in the prevention of drug use related HIV and services for people affected by drug use, including drug treatment and rehabilitation.

YV was established in 1988 as a non government, non profitable, non political organization dedicated to serve people who use drugs and with HIV emerging also people affected by HIV and AIDS.

YV was established to support and protect human rights and ensure that essential drug demand reduction and harm reduction services are accessible and available to its marginalized beneficiaries.

The organization has established comprehensive services targeting people who inject drugs and PLHIV in Kathmandu and with extended service delivery hubs in Persa, Makwanpur and Rupandehi districts of Nepal. The services offered include OST based on buprenorphine pharmacotherapy, needle exchange, out reach with primary health care, inpatient drug treatment and rehabilitation services and income generating programs at Bhairahwa. A range of referral services like VCCT, AIDS diagnostics, etc. are linked with the Public sector facilities in the Nepalese health care system.

To access resources from the corporate sector or philanthropists for people who use drugs is difficult due to the stigma and discrimination associated with drug use in Nepal and generally in the Asian communities.

To succeed, the branding project in the next phase (2013) will need to capture all the necessary elements outlined in this report to design a very targeted marketing strategy, after YV's image and branding has been improved.



Photo by Tariq Zafar

*A focussed group discussion with
YV's clients and staff,
Kathmandu*

Photo by Tariq Zafar

Street children using drugs is a common scene in Kathmandu.

Outline of the Mission

The mission was led by Mr Tariq Zafar who alongside the YV team managed to meet clients, the management team, staff and the corporate sector to complete this mission report.

Seventy five percent of YV's current funding is through Mainline under Bridging the Gaps program supported by the Ministry of Foreign Affairs of the Netherlands and the rest from other donors and government. If funding from Mainline would not be available YV could be in serious financial crisis, and it is hence more important that new resources are tapped through an improved image and rebranding of YV.

YV has been struggling with improving its image as the key organization in the drug demand reduction, HIV and AIDS sector in Nepal. This opportunity of improving image and branding of YV was viewed by the YV team as a way forward in achieving their objective to widen YV's audience and support in Nepal.

The mission consisted of focus group discussions (FGDs), interviews with stakeholders, beneficiaries, corporate sector and staff. The discussions were conducted following the outline of a prepared questionnaire. Largely the FGDs were free flowing and the main points gathered by the associated facilitators from the YV team who contributed enthusiastically and professionally to the whole process.

In a meeting with Mr. Dinesh Lal Shrestha, Executive Chairman of ICTC, Kathmandu, Nepal (www.ictc.com.np) it was further confirmed that by improving YV's brand image corporate resources could be accessed. He expressed in supporting YV's mission and cause as he was aware of their work in Nepal for the last 20 years.





Photo by Tariq Zafar

Rolling incense - income for YV's clients on OST

Findings

The main outcome of the mission is the position statement derived at the end of the mission, in consultation with the YV management team. The other key components are as follows:

Timing

The management team and staff members agreed that the timing of re-branding fitted perfectly into the timescale of the organization.

The board and the management team were already committed to a review of the work. YV is a twenty four year old organization. It has been a pioneering organization since its inception in Nepal. YV's primary focus has been expanding evidence based services to prevent, halt and reverse the fast growing HIV epidemic among people who inject drugs and associated groups at risk, including drug demand reduction activities.

Although service delivery remains at the core of YV's main activity, over the recent years they engaged with partner organizations to support them to scale up various services across different districts of Nepal.

The major weak area defined by YV is its name, image and branding which is only known among whom they engage with e.g. donors, service providers, stakeholders, etc..

YV has not managed to position itself in the general public, corporate sector, media and others. This has resulted in almost nil resources from other than donor agencies.

Almost 100% percent of YV's income is from donor agencies and the government and none from the corporate sector.

Logo

YV's team would not like to retain the logo but retain the basic colors. The logo was developed by a volunteer at YV to present it as part of a proposal and has since been retained.

Color

There was substantial agreement among all to continue with the present color scheme which is in shades of purple.

Presentation

As a result of the FGDs it was clear that currently YV's locations and those of its partners are currently not easily identifiable. The staff pointed out that we need to develop a brand image and present it programs are present. A simple, catchy unifying tagline is necessary. This image and the tagline should be replicated everywhere and should be easily identifiable from a distance.

YV's website www.youthvision.org.np is currently not accessible on the web. This a clear indication that the web site needs to be built and to be drastically improved upon and upgraded. YV staff also preferred to have a .org domain.

YV is perceived by beneficiaries as an ally and a non political service provider. By CSOs its seen by most as reliable organization but also as a "donor favorite", hence utilizing major donor resources in country, hence an element of jealousy.

Law enforcement agencies see YV as an organization promoting drug abuse and very soft towards its clients.

The board, management team and staff all identify the need to position YV through this branding project in such a way that income in cash, kind and good will can be generated from the general community.

There is a strong and passionate commitment to remain a pioneering organization. The FGDs provided opportunities for staff to reflect on who they are, what draws them to work with YV and in this context, passionate and revitalizing discussion was held. Staff left the FGDs with renewed vigour. This will be consolidated through the pride gained in association with YV as the new position, brand, logo image is floated.

Brand Name

The name Youth Vision was suggested by Mr Ulrich Kohler and widely accepted by the peers.

The primary aim of the movement in 1986 was to reduce drug related harms among youth and provide support to youth in the Kathmandu valley. A popular drop in centre provided a safe space for youth to socialise as well as means for harm prevention.

A consensus was reached in the discussions that the name Youth Vision should be retained, continue and the presentation to be improved.



YV's logo

Post mission outcomes

Mission Statement of YV

Rights based health and social services for people affected by drug use.

Aim of YV

Empowering people affected by drug use for an improved health and socio-economic well being.

Objectives

1. YV provides evidence based comprehensive HIV and HCV prevention services for PUDs and associated groups at risk.
2. YV provides health care, drug treatment and employment to PUDs.
3. YV builds partnerships with Government, communities, stake holders, leaders and civil society to advocate for a rights based environment to reduce stigma and discrimination for people affected by drug use.
4. YV provides HIV prevention and basic health care to spouses, intimate partners and children of PUDs.
5. YV provides a range of HIV and AIDS related diagnostics, treatment, care and support services including access to VCCT, PMTCT and ART for PLHIV.
6. YV builds partnerships with CSOs through sharing of knowledge and information related to drug use, HIV and AIDS.

Photo by Tariq Zafar

A street based client of YV




Conclusion

The mission had the effect of reviewing the current position of YV in terms of image, presentation, feedback and reorientation. The management team were extremely grateful for the review. They found the feedback extremely helpful and a catalyst to change in vision.

The work done with staff also contributed to their reorientation, galvanizing them as a unit for future work.

The development of a clear mission statement was long overdue. Although YV has always possessed a clear mandate, the articulation of this on the final day was perceived as being extremely helpful and will provide the organization with greater confidence in its presentation to outside stakeholders and will govern their future strategy as an organization.



Introducing color to a revised image of YV is essential.

The main aim of this initiative is to present a way forward of how partner organizations will engage with the corporate sector to mobilize the greatest possible resources for their clients, efficiently and effectively at national, regional and global levels

Laras

SPECIFIC FINDINGS AND RECOMMENDATIONS

Laras image.



Perception of clients and stake holders

- Overwhelmingly positive response from all stakeholders;
- Laras key value is health care. The health services being provided in a consistent, friendly manner are seen as pivotal in the lives of many.
- Laras team also are friendly and accepting - possibly a key to the success in building bridges with disenfranchised populations who are also substantially relocated.
- Laras absence would be felt keenly by all.
- Laras support to women undergoing abortions and their aftercare is perceived as weak.
- The provision of medicines is also seen as slow.



Principles of engagement with clients

- Acceptance of clients;
- That they find Laras team trustworthy;
- That clients get what they need;
- That clients feel comfortable and are reached in a friendly, hospitable manner;
- That Laras provide a bridge for social integration and acceptance by local communities and society.

The adoption of these principles provides a substantial foundation for Laras. If practiced and are the basis of the ethos of the organization, services will be accessible and acceptable to clients and consequently effective. Laras staff are ambitious. They want the organization to be well-known throughout Indonesia (and internationally) as effective,

quality providers of health care and information. They possess a strong desire to be a professional, loyal, close team providing well-informed smooth services to clients. They see rehabilitation for people who use drugs as a central area of growth.

Laras name, logo and color.

The acronym Laras is understood and known by staff but not clients. However, the word Laras also means “balance”, “beautiful”. It is represents a name that can be associated with a “strong woman”. Laras team members are called Ba Laras (Ms. Laras) by clients. This may suggest abandonment of the acronym. The majority favor the color purple which has become associated with Laras. However, the current tonal quality of purple being used is not favored. Some do not even recognize it as purple. This suggests Laras are guided through a swatch of purples by the designer to fix the new shade.

Projection.

The produced image needs to be used and projected consistently throughout locations of work, social media, publications, stationary and reports. This image should be simple and easily recognizable. A clear brand image. The image should be attractive and represent the work but easily absorbed and welcomed by general public, government and businesses in their association with Laras.

The Laras website and web presence.

Laras would like to have a new web site which they can upload and update in-house.

Design of the Annual Report, Brochures, Project Progress Reports.

Laras have expressed a need to have formats and color schemes for an annual report, brochures and progress reports.

Nai Zindagi.

SPECIFIC FINDINGS AND RECOMMENDATIONS

NZ's image.



Perception of clients and stake holders

- Positive response and feedback from major stakeholders donors, UN and government;
- NZ's main principle is to provide evidence based responses to impact the HIV epidemic in Pakistan in close collaboration with the private and public sector partners. These services are being provided in a consistent, user friendly manner and are seen as pivotal in the lives of many.
- NZ has reduced its role as a service provider and is now more of a management organization with a major role in monitoring and evaluation of services. It has learnt to engage partners in a meaningful manner to deliver the needed services.
- NZ is seen as the lead organization by key stakeholders in the fight against HIV in Pakistan.
- NZ needs to further expand the capacity and resource base in Pakistan to reach adequate coverage and impact the epidemic.
- NZ needs to increase the role of the provinces in service delivery through improved communication and involvement of the Public sector.
- NZ needs to improve drastically its information flow from the services to the general public particularly policy makers.
- OST is a major weak component in service delivery in Pakistan and NZ needs to speed this up.



Principles of program design

- Evidence;
- Response at scale;
- Impact evaluation;
- Re-visit to improve.

NZ want the organization to be well-known throughout Pakistan and the region as an effective partner for monitoring and evaluation. They possess a strong desire to be a professional, loyal, close team providing well-informed range of smooth services to clients.

NZ's name, logo and color.

NZ would like to retain the name, logo and colors but need to introduce tag lines with the logo targeted at different markets for support.

Projection.

The produced image needs to be used and projected consistently throughout locations of work, social media, publications, stationary and reports. This image should be simple and easily recognizable. A clear brand image. The image should be attractive and represent the work but easily absorbed and welcomed by general public, government and businesses in their association with NZ.

The NZ website and web presence.

NZ would like to have a new web site which they can upload and update in-house.

Design of the Annual Report, Brochures, Project Progress Reports.

NZ have expressed a need to have formats and color schemes for an annual report, brochures and progress reports.

Youth Vision.

SPECIFIC FINDINGS AND RECOMMENDATIONS

YV's image.



Perception of clients and stake holders

- YV is perceived as an ally by its beneficiaries.
- YV is very well known among its beneficiaries, moderately known among the major stake holders and not known among the general community - a perception that needs to change.
- YV needs to devise a innovative branding strategy and approach to improve the image of its clients and that of YV and its partners to reduce stigma and access resources.
- YV has no presence in the general community in terms of its logo or branding culture, which needs to be designed and promoted.
- YV's work is appreciated with an element of jealousy by other organizations in Nepal.
- YV have expressed the need to engage more with the local government.

Principles of program design

- Needs based;
- Addressing poverty through employment;
- Engaging clients in YV's work.

YV want the organization to be well-known throughout Nepal as an effective service provider and partner.

YV's name, logo and color.

YV would like to retain the name and have expressed the need to revisit the logo and corporate color scheme.

Projection.

The produced image needs to be used and projected consistently throughout locations of work, social media, publications, stationary and reports. This image should be simple and easily recognizable. A clear brand image. The image should be attractive and represent the work but easily absorbed and welcomed by general public, government and businesses in their association with YV..

The YV website and web presence.

YV would like to have a new web site which they can upload and update in-house.

Design of the Annual Report, Brochures, Project Progress Reports.

YV have expressed a need to have formats and color schemes for an annual report, brochures and progress reports.

WORK PLAN 2013

The following work plan is proposed for 2013 as part of this resource mobilization through re-branding initiative.

Time line	Activity
March - June 2013	<ul style="list-style-type: none">• Finalize logo and color design in consultation and collaboration with the three partner organizations.• Initiate and complete the three web site designs.• Finalize formats of Annual Reports, Progress Reports, Display Boards, etc..• Develop TORs for one permanent staff in each organization to manage the branding project, website and communication with the corporate sectors.• Hire one staff in each of the three partners.
July 2013	<ul style="list-style-type: none">• Workshop with partners in Bangkok to train in website management and uploading information to maintain the website.• Complete websites and launch on the net.• Develop a country specific work plan to implement the branding project in country.• Strategic target setting for generating resources in CASH and in-kind as a result of rebranding in 2013.
August 2013 - December 2013	<ul style="list-style-type: none">• Launch the branding project in each country.
December 2013	<ul style="list-style-type: none">• Report based on outcomes of the implementation of the project.



Photo by Tariq Zafar

*Incense rolled at the YV OST
drop in centre by clients on
substitution therapy.*