



HEALTH ECONOMICS AND HIV/AIDS RESEARCH DIVISION

**Bridging The Gap Between Researchers and
Policymakers: HIV in South Africa**

**THE SOUTH AFRICAN STUDY FOR THE MERCK-ODI
PROGRAMME: Responding to HIV/AIDS in Developing
Countries**

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LIST OF ACRONYMS

ACHWRP: Amajuba Child Health and Wellbeing Research Project
AIDS: Acquired Immunodeficiency Syndrome
ARVs: antiretrovirals
CAC: Conference Advisory Commission
CBO: community-based organisation
CWO: child welfare organisation
C & FW: child and family welfare
C and FWOs: child and family welfare organisations
DOA: Department of Agriculture
DOE: Department of Education
DOH: Department of Housing
DOHA: Department of Home Affairs
DOSD: Department of Social Development (national level)
DOSW: Department of Social Welfare (provincial level)
FBO: faith-based organisation
FWOs: family welfare organisations
FRA: field research assistant
GCIS: Government Communication and Information System
HEARD: Health Economics and HIV/AIDS Research Division
HIV: Human Immunodeficiency Virus
IDP: Integrated Development Plan
KZN: Kwazulu-Natal
NGO: non-governmental organisation
NIP: National Integrated Plan
ODI: Overseas Development Institute
OM: Outcome Mapping
PC: Planning Committee
PGSES: Psychological and Guidance Special Education Services (DOE)
RAPID: Research and Policy in Development
RA: Research Assistant
SADC: Southern African Development Community
SEM: Superintendent of Education Management
STI: Sexually transmitted infection

INTRODUCTION

On the 24th November 2005 over 500 representatives of community organisations, government departments and interested residents of the Amajuba district participated in the Amajuba Family and Child Welfare Conference held by the Amajuba Child Health and Wellbeing Research Project (ACHWRP) in Newcastle, South Africa. This was no ordinary event: the conference was the first of its kind in the district and the culmination of two years of research and interaction with district stakeholders. The ACHWRP project had been set up in 2003, with the aim of looking at threats to the welfare of children in the district, including the challenge of HIV/AIDS. The conference was an opportunity for ACHWRP to present the baseline research results of the first of three planned surveys; but it was also an opportunity to bring together a large number of individuals and organisations in the district concerned with family and child welfare.

In brief, the ACHWRP project has two key objectives. The first is the scientific objective of producing sound information to understand the welfare problems and conditions of children in the district. The second is the broader practical objective of using the project to get these district stakeholders (government, CBOs, FBOs, NGOs etc) to work together and to produce and implement a coherent district child welfare management plan. The foundation for combining these two objectives is the methodology of integration; in brief, the project is based on a 'vision' and various research and advocacy and lobbying activities have been defined and implemented as means to achieve that vision. The outcome mapping exercise is itself a logical component of the methodology by endorsing the principle of reflexivity.

The purpose of this study is to evaluate the above-mentioned Conference as an element of ACHWRP's broader advocacy and lobbying strategy in the Amajuba District. This evaluation is done by means of a set of innovative tools developed within ODI's RAPID (*Research and Policy in Development*) framework, aimed at understanding and investigating research-policy links. This framework recognises a bi-directional - as opposed to linear - relationship between research and policy. The two evaluation tools chosen to be used in this study – Outcome Mapping and 28 Questions - are explained in greater detail in Chapter II, once the general and specific objectives are outlined in Chapter I. Chapter III describes the methodology used; it looks at procedures and individual tools employed.

In Chapter IV results of the analysis carried out are presented and discussed. Finally, last part of this report – Chapters V, VI and VII - consists of a discussion on the basis of these results, a conclusion summarising the main findings and – lastly – recommendations for the way forward for ACHWRP.

CHAPTER I: EXPLANATION OF THE PROJECT

1.1 Parties involved in the Project

This project involved the ACHWRP team¹ as well as a HEARD Researcher and Research Assistant (RA). It was coordinated by HEARD's Research Director and the Researcher; the Research Assistant assigned to the project was responsible for most of the fieldwork (interviews) carried out. The ACHWRP team was involved in the entire Outcome Mapping process; it provided input and feedback at each stage of the exercise and carried out part of the partner monitoring activities.

1.2 Purpose of the Project

The objectives of this project were

- 1) To evaluate the ACHWRP Conference held in November 2005 as a component of ACHWRP's broader advocacy and lobbying strategy; that is, to measure whether the conference was useful as an advocacy tool and to influence policymakers
- 2) To test the RAPID tools developed to 'bridge' research and policy on HIV/AIDS; namely, the Outcome Mapping Exercise and the 28 Questions.

Embedded in ACHWRP's mission is the intention to influence policy makers in the district – be they government departments, community groups, NGOs and so forth - which make decisions that affect the life of a child in the Amajuba district. The problem encountered and posed in this study is how to 'bridge' research and policy, that is how to get policymakers to listen to researchers and researchers to do research, present the results in a way that is useful to, and usable by policymakers. The RAPID project is, therefore, research to assess whether ACHWRP is doing the right things to achieve its aim. We also sought to learn something about the effectiveness and flexibility of the RAPID tools developed by ODI: this project could be one example of how they can be modified in relation to specific applications and how effective they may be in evaluating advocacy and lobbying activities.

The specific focus of this study is the conference, which was a key feature of the strategy to achieve the goal of a coherent district-level child welfare management plan. The conference's particular aims were to:

- Disseminate first round results of the ACHWRP field trial;
- Generate discussion amongst the participants on priorities and challenges for improving child welfare in the district;
- Generate decisions amongst the participants on strategies to improve child welfare in the district;
- Consolidate ACHWRP's position in the district to influence development of evidence-based policies and programmes (i.e. actions by government, NGO and

¹ This team consists of a Study Co-ordinator, a Senior Researcher, a Researcher, an Office Administrator and Field Research Assistants (FRAs).

CBO child welfare agencies that use ACHWRP research results and that lead to a coherent district-level child welfare management plan).

The expected outputs of the conference were:

- A refined advocacy strategy to influence child welfare agencies, particularly the ‘policy makers’ in the district;
- Additional information on the ‘context’ of child welfare for ACHWRP’s social Assessment;²
- A ‘Lessons learned’ document to inform future studies of this nature.

In due course, we expect this study to serve the longer-term intention to lobby policy makers at the national level of government.

² A Master’s student is currently doing field research on the child welfare agencies’ perceptions of the challenges and priorities for child welfare in the district. The student’s research is a continuation of an earlier ACHWRP sub-project: a community medicine assessment which provided a database of organisations and the scope of their interventions.

CHAPTER II: GENERAL DESCRIPTION OF THE RAPID FRAMEWORK AND TOOLS USED

As indicated above, the evaluation carried out for this study was done by using a set of tools developed within ODI's RAPID (Research and Policy in Development) framework. The RAPID framework challenges the traditional view of the link between research and policy as a linear process, by which "a set of research findings is shifted from the 'research' sphere to the 'policy sphere', and then has some impact on policy-makers' decisions"³. It considers four spheres which may overlap, to a lesser or greater extent. These are: 1) the context (e.g. political structures and processes, prevailing concepts); 2) links (e.g. between policymakers and other stakeholders, relationships, networks); 3) the evidence (e.g. credibility, methods, relevance) and 4) external influences (e.g. economic, cultural).

2.1 Outcome Mapping

Outcome Mapping is one of the instruments proposed by RAPID for the evaluation of projects and programmes, which focuses on one specific type of result: outcomes as behavioural change (Earl, Carden and Smutylo, 2001). Outcomes are defined as "changes in behaviour, relationships, activities or actions of the people, groups and organisations with whom a programme works directly"; these individuals, groups or organisations are referred to as 'boundary partners' (Earl, Carden and Smutylo, 2001, pg 7). An important aspect of Outcome Mapping is that it does not assume causality: the project's activities may be considered to contribute to desired changes and may be logically linked to these outcomes, but the latter are not necessarily directly caused by the former.

The Outcome Mapping Process is divided into three stages and twelve steps (see Appendix 1). The first stage, 'Intentional Design' requires the programme to set out, by means of a participative process, the macro changes it will help bring about and the strategies it will use to do this (Earl, Carden and Smutylo, 2001). The second stage, 'Outcome and Performance Monitoring', helps the project set up a framework for the monitoring of the programme's actions and the boundary partners' progress towards achieving desired outcomes. It provides a set of tools - more specifically journals - to measure partners' behavioural changes, as well as the effectiveness of some of the projects' strategies and organisational practices. The third stage, 'Evaluation Planning', helps the programme develop an evaluation plan.

In the case of this study the purpose of Outcome Mapping was to assess the conference as an intervention. We sought to compare the conference's aims with actual outcomes. More precisely, this exercise was a way to describe precisely ('map'):

1. The aims of the conference (the 'target audience', changes expected and strategies used to achieve intended results)

³ ODI RAPID: "Bridging Research and Policy on HIV/AIDS. Framework for Assessing Research-Policy Links"; available on the website www.odi.org.uk/rapid

2. How it was expected to change behaviours (thinking and actions of CWOs) as part of the broader aim of ACHWRP to improve child welfare management in the Amajuba district
3. What the actual (and unintended/unexpected) outcomes were
4. Who ACHWRP's 'partners' (people we want to influence) were and what we wanted them to do

The Outcomes Mapping exercise involved the ACHWRP team, the Research Assistant and some members of HEARD staff. Only the first two stages of Outcome Mapping – Intentional Design and Outcome and Performance Monitoring – were completed (the Evaluation phase was not carried out). The main reason for this is that the Conference is but one step towards ACHWRP's broader goals described above, and not an end to these.

HEARD chose to use this instrument (Outcome Mapping) because it is a way to:

- help analyse the results of an 'experiment' (the conference)
- help ACHWRP learn how to influence policy makers
- test a **key assumption** of ACHWRP: that is, the 'best' projects with practical aims are those that encourage devolution of power and responsibility to the people who actually do the work (in this case, child welfare care and management in the district).

2.2 The 28 Questions Framework

The RAPID structure of questions (see Appendix 2) comprises 28 questions to produce information on the four, partly overlapping, components of the RAPID framework listed above, namely 1) the context; 2) links; 3) the evidence and 4) external influences.

In the case of this specific project, this framework was chosen to help define the situation in Amajuba district. Here, the study would be informed by:

- 1) ACHWRP's ongoing 'Social Assessment'. This includes evidence from the field trial and sub-projects that have been, and are being conducted to describe the social, political, economic and institutional conditions that directly and indirectly govern the welfare of children in the district (including but not limited to effects of HIV/AIDS)⁴;
- 2) Discussions at the conference that provide answers to questions in the framework. We used the questions to guide some discussions (in breakaway groups at the conference) and to record the answers;
- 3) Interviews with child welfare agencies after the conference to find out what plans and actions had been taken by them on the basis of the conference discussions;
- 4) The information generated during the Outcome Mapping Exercise.

However, this report does not include findings from this framework. It was dependent on completion of the Outcome Mapping exercise which, as we discussed, went through to March, and on the Masters student's research which, in part, was designed

⁴ The broader purpose of this research for the ACHWRP is to identify relevant factors that will impinge, even dictate, the design of a district-level child welfare management plan.

to draw out prevailing narratives. In brief, the Outcome Mapping has revealed 'context' and, in part, aspects of 'links', 'external influences' and 'evidence'. However, we believe that we need to draw together other information (from the ongoing social assessment work and ACHWRP) before being able to present a useful analysis using the 28 Question framework.

CHAPTER III: METHODOLOGY

In the following section we describe the instruments used in this study. In doing this, we look at both procedures followed as well as individual tools utilised. In the first part of this Chapter we briefly describe some of the activities directly related to the Conference, namely the organisation of the event and the Conference Breakaway Session, aimed at encouraging district stakeholders to identify and propose solutions for child welfare needs and challenges in the district. We then go on to look at the Outcome Mapping Exercise and the post-conference evaluation procedures. The Outcome Mapping workshop process is described step by step, both in terms of procedures followed and decisions made at each stage of the exercise. We also look at the instruments used for the Outcome Mapping monitoring phase and post-conference evaluation, namely: questionnaires and interviews, newsletter dissemination and post-conference meetings (CAC and Planning Committee respectively). Finally, we discuss the challenges encountered during the Outcome Mapping process and the changes made to this process, as well as the limitations of the information generated.

3.1) The Conference

3.1.1 Conference organisation

The Amajuba Child and Family Welfare Conference (AFCW) was held at the Monte Vista Casino in Newcastle on 24th November 2005, but preparations for this event started long before. In July 2005 a Planning Committee was set up with district stakeholders from all sectors (NGO, government etc); the objective was for ACHWRP to receive guidance and assistance as well as to allow district organisations to ‘own’ the conference organisation process. The Conference Planning Committee idea came about in one of the ACHWRP meetings when it was decided that local government departments (DOH, DOSW, DOA, GCIS, district municipalities, tribal authorities) should be part of conference planning. ACHWRP staff members confirm the significant time and effort it took to obtain representation in this committee. This included writing letters to government provincial offices and office of the Premier, informing departments about the project and the conference. The first of these 2-hour meetings took place on the 15 July 2005 and the following meetings took place on the first Friday of every month, until November 2005. Despite a shaky start, with time, representation of departments and organisations grew; the Committee continued to expand, as more C and FW actors in the district came to know about the process and wanted to participate⁵.

3.1.2 Breakaway sessions

During the Conference afternoon session (see Appendix 3: Conference Programme), participants were divided into four workgroups and given one hour to identify and discuss: 1) challenges and needs for children and families living in Amajuba district; 2) gaps and constraints for district stakeholders in relation to addressing challenges

⁵ The number of participants attending Planning Meetings varied from about 15 to 25.

and needs of children and families; 3) models and/or approaches that appear to be or have been successful and 4) possible integrated strategies and the way forward for Amajuba. Each group was given a topic area, in relation to which the discussion had to be developed; these were, respectively: household income dynamics and socioeconomic status, child health and lifestyle behaviours, household nutrition and food security and child education and psychosocial wellbeing. The discussions were followed by a report-back session, during which group facilitators presented a synthesised report back of workgroup sessions to delegates. A final 30 minutes were dedicated to reaching consensus on way forward and next steps. About 150 delegates participated in this afternoon session.

3.2 The Outcome Mapping exercise

3.2.1 Outcome Mapping workshops

The Outcome Mapping process was carried out with the ACHWRP team during 6 workshops, held at the Newcastle field office over a 4 ½ month period (from mid-November to mid-March) for a total of approximately 6 working days.

The first workshop was held from the 9th to the 11th of November with the entire ACHWRP team, HEARD's Research Director and the HEARD Researcher assigned to the RAPID project. Some time was spent introducing the RAPID project and the instruments to be used, before going through the first steps of the Outcome Mapping exercise. Firstly, the vision and mission were defined; then potential partners were identified and 'partners' (boundary partners) were distinguished from 'friends' (strategic partners). 'Priority partners' were then identified amongst the 'partners'. Given the limited time remaining after having completed this exercise, it was decided to choose two partners (Department of Social Development and NIP sites⁶ were identified) as examples and take through to the next steps, i.e. identifying outcome challenges, developing progress markers and listing possible strategies to be used (Steps 4,5 and 6 of the Outcome Mapping process). The eight Organisational Practices points (Step 7) were also introduced and relevant points that came to mind were recorded.

The second 'workshop' was planned for the 22nd of November (day before the conference), but this was not possible since ACHWRP researchers and field co-ordinators were preoccupied with conference preparations. Since the Research Assistants were available, they met and spent the morning developing outcome challenges, progress markers and strategy tables for the remaining seven priority partners. These were later updated and modified following the input of the rest of the ACHWRP team, which was communicated electronically.

A good part of the next three-day morning meetings with ACHWRP staff (6th - 9th Dec) was spent revising the outcome challenge tables, progress markers and strategies

⁶ These are intended to be centres offering various services shop for children (e.g. food, clothes, counselling). They are financed and supported through a partnership between various government departments: DOH provides finance; DOSD provides staff and co-ordination; the community provides a site and building.

once again. This proved necessary, given divergent opinions and doubts with regard to the feasibility and time frames of specified behavioural changes. There was, however, enough time to start defining the monitoring phase of the Outcome Mapping process; specifically to: 1) choose partners and strategies to monitor 2) discuss the outcome journal template and milestones for partners chosen to monitor and 3) look through the strategy journal and performance journal structures. An important point that came up was the need to gain clarity on the focus of this exercise, i.e. to understand whether the exercise was dealing exclusively with the conference and effects of this, or could be extended to the broader ACHWRP advocacy activity of which the conference is only an element. It was agreed that desired changes identified had probably been too broad and optimistic to be limited to the conference and related activities.

The issue of having to narrow the focus of the exercise was clarified during the next workshop (17th and 18th January). Shorter-term (conference related) partner outcomes, milestones and strategies were developed and reviewed. Draft interview questions for partner monitoring were drawn up and the logistics of monitoring activities were discussed (i.e. who would be responsible for conducting interviews and how/when they would be carried out). Outcome, strategy and performance journal standard templates were reviewed and modified slightly, to customise them to this specific project.

The last workshop was held from 22nd to the 24th March, and was dedicated entirely to completing the monitoring phase. In particular, the (performance, strategy and outcome) journals were filled in as much as possible and developments (current and potential) with priority partners were discussed. These included developments relative to partners that were monitored and to the strategy of forming strategic alliances with key individuals in partner organisations. Updates on enquiries and requests received by ACHWRP following the conference were also given.

3.2.2 Outcome Mapping procedure

Historical scan

The first exercise carried out for Outcome Mapping was the historical scan, during which the ACHWRP team identified significant events related to the conference since May 2005 (the beginning of the Conference organisation process), and associated an indicative timeframe to them. More than actual milestones or events, the points brought up referred to trends, relationships developed, difficulties experienced and approaches - both positive and negative - of district stakeholders to the Conference (see Appendix 4).

The following are some of the organisational challenges confronted by the ACHWRP team and highlighted during the discussion:

- **Difficulties in inviting and contacting people, especially grassroots people:** given the lack of technology, often the only way to communicate was to go out and visit the person/organisation in question; also, protocols had to be followed in order to avoid offending people
- **The Planning Committee's absence of links to grassroots people and organisations:** members of the Planning Committee tended to have contacts with

and want to invite top bureaucrats or ‘higher level’ people, who are often not directly involved in activities on the ground

- **Limitations of the district education system:** updating the list of schools and contact details proved difficult since the district education system’s data appeared to be less complete than ACHWRP’s. The Conference organisation was a challenging exercise also for the Department, since it exposed some of the weaknesses of their administration and information systems
- **Participation of households:** some households expressed the desire to participate in the Conference. For practical reasons (i.e. space, criteria for which households to include) ACHWRP did not invite households; however those individuals who asked to be invited were not turned away.

The Historical Scan Table reveals the progressive interest in and ‘openness’ towards the Conference, on the part of district stakeholders since the start of Conference organisation activities (May 2005). There was an evident movement from the lack of collaboration amongst stakeholders, lack of understanding of the Conference and the need to “appeal to stakeholders’ self-interest” to ensure interest and participation, towards an increased knowledge and understanding of ACHWRP, as well as a greater responsiveness and enthusiasm to be part of the conference.

Development of a vision and mission for the Conference

The next step was to develop a mission and vision statement for the ACHWRP Conference. By means of a participative process⁷, the following statements were drawn up:

Vision: “a vibrant, responsive, broad-based network serving communities and families, offering evidence-based innovative policies and programmes in which the community has a voice and is served properly”.

Mission: “through the *Amajuba Child and Family Welfare Conference*, the ACHWRP team will work to contribute to the development of a vibrant, responsive, broad-based network of family and child welfare organisations. It will encourage links between family and CWOs and stimulate discussion on key issues and knowledge sharing among these, with the aim of identifying important gaps and challenges and establishing a task force which monitors, evaluates and makes recommendations on progress in relation the vision statement.”

This shorter-term mission related to the Conference inevitably fits into ACHWRP’s longer-term mission: “After the Conference, the ACHWRP team will work to strengthen and support the network, partly by assisting in identifying priorities and disseminating information. It will also undertake a self-evaluating exercise, through follow-up visits, research and workshops directed at monitoring progress and evaluating the effectiveness of the conference in terms of desired outcomes.”

In short, this exercise spelled out a specific activity for ACHWRP – that of helping to create and support a network.

⁷ This involved the entire ACHWRP team.

Identification of priority partners and development of Outcome Challenges, Progress Markers and Strategies

Once again by means of a participative process, priority partners for ACHWRP were identified. This was done in two stages: Firstly, organisations that the project wanted to work with and/or influence were identified, and then divided into ‘partners’ (boundary partners) and ‘friends (strategic partners). Secondly, given the long list of ‘partners’, ‘priority partners’ were singled out from this list: these were defined as the most important actors with whom ACHWRP needs to work and encourage change in order for the project to be successful.

During the first stage, 16 ‘partners’⁸ – including local and district government agencies, tribal authorities and NGOS - and 8 ‘friends’⁹ were identified (see Appendix 5). During the second stage, 9 ‘partners’ were selected from these as ‘priority partners’. These were: the Department of Social Development, NIP sites, Department of Education, Department of Home Affairs, Department of Agriculture, Department of Health, Kwahilda Drop-in Centre, the Child and Family Welfare Agency and local municipalities (specifically AIDS Councils and Portfolio Managers).

Outcome challenges (in point form), progress markers and strategies were then elaborated for each of the priority partners (see respective Outcome Challenge and Progress Marker tables in Appendices 6 and 7). The shorter-term behavioural changes, as a result of the conference, were distinguished from the broader outcome challenges (see first column of the Outcome Challenge Table). These correspond with the ‘expect to see’ shorter-term milestones drawn up for each partner in the Progress Marker Table. Two partners (NIP sites and the Department of Social Development) were used as examples to draw up strategy maps (see Appendix 8), classifying strategies into causal, persuasive and supportive.

After this exercise it was decided to abandon this classification, since the level of detail it required seemed too difficult and time-consuming for the nature of this small project; also we realised that a lot of the strategies mentioned could be brought down to ACHWRP acquiring information and distributing it to stakeholders. A distinction was, however, made between short-term conference-related strategies and broader, longer-term strategies (see strategy map table for ‘Other Priority Partners’, Appendix 8)

Monitoring choices

The following monitoring priorities were chosen to track, on the basis of the potential use of the information to ACHWRP: 1) three priority partners; 2) two Conference-related strategies and 3) ACHWRP’s organisational practices in relation to the conference.

⁸ These are: Department of Education, Department of Social Development, Department of Home Affairs, Department of Health, Department of Public Services, the Amakhosi, some important tribal chiefs, Kwa-Hilda drop-in Centre, other drop-in centres, St Anthony’s (NGO), Child and Family Welfare Agency, Municipal Managers, District Managers, AIDS Councils, NIP sites, Department of Agriculture and Portfolio Councillors.

⁹ These are: the local newspaper, local radio, the Amakhosi (tribal leaders), farmers, a local warlord, district planners and the District Mayor.

Partners

The three partners chosen to monitor were: 1) The Department of Education 2) Newcastle AIDS Council and 3) Dannhauser Municipality. The Department of Education was chosen as it is considered one of the key priority partners for ACHWRP. It is also one of the partners in whom a lot has been invested in terms of developing a strategic relationship and with whom there is potential for collaboration in various ways¹⁰.

Both the Newcastle AIDS Council and the Dannhauser Municipality were identified as monitoring priorities because of the challenge they represented in terms of establishing a relationship. The Newcastle Municipality (and AIDS Council) covers a much greater area and population and had been much more open to working with ACHWRP. Dannhauser Municipality is smaller and less resourced and had been less disposed to working with ACHWRP. This had its pros and cons: it represented a 'risk' or challenge, but at the same time there was the danger of no possible collaboration. The partner chosen for Dannhauser was the Municipality, since it does not have an AIDS council.

It was decided that the instrument used for partner monitoring would be a set of interviews, to be carried out by the end of February¹¹. Since ACHWRP wanted to give a voice to some of the teachers who had approached the project with feedback and requests, it was determined that at least four interviews would be carried out for DOE: two with planners working in the Department and two with teachers. The choice of who to interview was made on the basis of ACHWRP's knowledge and experience with district stakeholders; space would be given both to people who had a longstanding relationship with ACHWRP and to those who did not¹². It was also decided that two interviews would be carried out for the Newcastle AIDS Council and only one with the Dannhauser Municipality, specifically with the Mayor (the Municipal manager was the only person from the Municipality who had attended the conference and with whom ACHWRP had contacts).

The point of reference for partner monitoring would be the following short-term Outcome Challenges developed, which fitted into the longer term outcome objectives described for these partners in the Outcome Journals (see Appendices 9 and 10):

Short-term outcome Challenge for DOE:

"In the short-term, as a result of the research presented and problems voiced at the Conference, the Department of Education will start to review and rethink its activities; it will also network more with other local government departments and Child Welfare actors, as a result of contacts made at the conference. The conference will have raised the Department's

¹⁰ Some of the opportunities identified by ACHWRP staff (ACHWRP Study Co-ordinator's notes, 19/05/2005) for partnering with the Department of Education are: the development of a referral network for children and/or schools with special needs; partnering in dissemination events related to health and wellbeing of children and adolescents; research, consultations and/or special projects to research household, community and learner-level educational challenges.

¹¹ Interviews should have ideally been carried out after the partner organisations' first meeting following the conference (it was assumed these would be held in January for most partners).

¹² For example, of the two planners to be interviewed, one had had previous contacts with ACHWRP, while the other hadn't.

interest in ACHWRP's activities, as well as willingness to engage with ACHWRP and/or other research institutions in order to inform policy."

Short-term Outcome Challenge for Newcastle AIDS Council and Dannhauser Municipality¹³:

"In the short run, the AIDS Councils and/or Municipalities will motivate and monitor plans to prioritise HIV/AIDS related programming and programming benefiting communities, families and children."

Bearing in mind these Outcome Challenges, and using the progress markers drawn up for these partners as a point of reference, both key and practical questions were developed for each partner chosen to monitor (see Appendices 11 and 12). These served as a basis for the development of partner monitoring questionnaires (these will be dealt with further on).

Strategies

The two strategies chosen to monitor were:

- 1) The dissemination of data and findings in a form which is useful to stakeholders. This encompassed both:
 - the dissemination of ACHWRP first round research results
 - the dissemination of products of the conference, i.e. outcomes of debates and discussions held at the conference; results of the conference
- 2) Activating or maintaining contacts with chosen partners, towards creating an alliance with key individuals in partner organisations¹⁴.

Activities for monitoring strategy 1 (information dissemination) would include:

- The dissemination of a short newsletter, which would consist of a general description of the conference outcomes and summary of research results
- A conference report, to be prepared by ACHWRP and distributed to senior people in key partner organisations
- Follow up among stakeholders that receive the newsletter and report, by means of follow-up interviews.
- Regular updates, on the part of ACHWRP staff, on information or developments relevant to this strategy

Strategy two (the pursuit of alliances in key organisations) would be monitored by keeping a regular record of information and documents relevant to activating contacts towards alliances with key individuals in partner organisations.

Monitoring of organisational practices

ACHWRP's internal practices relevant to the conference and conference organisation were monitored through the use of a Performance Journal. It was also decided to use

¹³ It was decided to treat the Newcastle AIDS Council and Dannhauser Municipality as one partner in terms of monitoring instruments, i.e. Outcome Challenge and Outcome Journal template

¹⁴ This should be seen as part of a longer-term strategy of partner alliances, which includes ACHWRP's active participation in partner meetings and bodies.

the proposed Performance Journal (Outcome Mapping manual¹⁵, pgs 103 - 112) as a template to monitor the organisational practices. This template was customised in terms of both type of information and sources, in order to render it more suitable to ACHWRP and the Conference in particular. The journal was to be filled in regularly by ACHWRP staff (either individually or at meetings, where possible). A final version would be prepared in March, on the basis of the information previously gathered.

3.2.3 Follow-up between workshops and meetings with HEARD Management

After each meeting with ACHWRP colleagues, documents were updated on the basis of discussions held and circulated to ACHWRP staff for comment and/or presented at following meetings. There was regular communication between HEARD staff involved in the project at the Durban Office and ACHWRP staff, both via telephone and e-mail. Various meetings were also held with the Research Director to discuss progress, review documents and discuss the way forward.

Moreover, brief informal meetings were held between the RAPID Researcher and HEARD Research and Project Directors – to obtain the Directors’ information and feedback regarding their involvement in the Conference organisation and their role in the development of strategic partner relations.

3.2.4 Monitoring questionnaires and interviews

Questionnaires were the main instrument utilised to evaluate the effectiveness of the Conference dissemination strategy as well as to monitor behavioural changes of chosen partners (DOE and AIDS Councils). These two sets of questionnaires were administered by means of interviews carried out either by the Research Assistant assigned to the project (interviews to evaluate effectiveness of the newsletter) or by ACHWRP staff members (partner monitoring interviews). A few exceptions were made for partner monitoring, where self-administered questionnaires were faxed to key individuals with whom it had not been possible to arrange a meeting.

Questions were drawn up on the basis of discussions held during workshops with ACHWRP staff as well as consultation with HEARD’s Research Director. Draft questionnaires were then circulated for comment to all parties involved. Ad hoc modifications, made by ACHWRP staff, were necessary for partner monitoring in certain cases (e.g. to adapt the questions to the nature of the organisation or role of the individual interviewed and/or to allow for self-administered questionnaires).

Partner Monitoring Interviews

A structured two-page questionnaire was prepared for each respective partner in order to carry out monitoring interviews (see Appendices 13 and 14). Small changes were made by interviewers, where necessary, to adapt the questions to the nature of the partner organisation or role of the individual interviewed.

¹⁵ Earl S, Carden, F and Smutylo T (2001): “Outcome Mapping. Building Learning and Reflection into Development Programs”, IDRC (Canada)

A total of 8 interviews were carried out: five with DOE representatives, of which two with planners and three with teachers/principals; two for the Newcastle AIDS Council and one with the Dannhauser Mayor. The choice of who to interview was made on basis of ACHWRP's knowledge and experience; a prerequisite was, however, having attended the conference¹⁶. It was also agreed that interviews be carried out directly by ACHWRP staff members (as opposed to a Research Assistant), in view of existing and potential partner relationships.

Since some of the questions should have ideally been asked after the partner organisations had held their first meeting following the conference, ACHWRP staff only contacted representatives of these organisations around the end of January (in the hope that at least one meeting would have been held after the conference). It proved difficult to get hold of and/or arrange a meeting with most of the people identified and, despite insistence, two interviews had to be abandoned, two were eventually sent by fax as self-administered questionnaires and one was done telephonically¹⁷. The Researcher working on the project had to follow up in mid-March; the last questionnaire was finally returned during the third week in March.

Interviews to evaluate the Conference Dissemination Strategy

During the week of the 20th – 25th March the Research Assistant carried out interviews to evaluate the effectiveness of the Conference's dissemination strategy. The instrument used was a two – page structured questionnaire (see Appendix 15); questions dealt mainly with the newsletter¹⁸ (see Appendices 16 and 17) but also touched on other dissemination means such as the website and ACHWRP presentations. It was not possible to include questions relating to the conference report and CDs as originally intended, since these dissemination tools have yet to be distributed.

The same 24 Child and Family Welfare organisations contacted previously for conference follow-up interviews (see below) were contacted once again. It was, however, only possible to carry out interviews with 12 organisations¹⁹. The reasons for this varied: representatives were either away or had other commitments and/or said that they had not received the newsletter. The major difficulty faced was that of people not having received and been able to read the newsletter²⁰ (in some cases the

¹⁶ A difficulty brought up here was the issue of interviewing individuals who had a long-standing personal contact with ACHWRP (which could influence the outcome results), as opposed to people who hadn't had a lot of contact with the project. ACHWRP knows little about the latter's behaviour before the conference; also the effects of the conference on these people could be easier to isolate. This concern was brought up specifically with regard to the choice of interviewees within the Department of Education. It was decided that a solution could be that of interviewing one person (e.g. in planning) who had had a relationship with ACHWRP prior to the conference and one who had not.

¹⁷ One the whole, it was possible to interview 4 people in person, namely two school teachers, the Mayor of Dannhauser and an SEM from the Department of Education. Questionnaires were faxed to the DOE district manager and one Newcastle Aids Council coordinator; the other representative of the Newcastle Aids Council was interviewed telephonically.

¹⁸ The newsletter will be dealt with in more detail further on. It was distributed to interviewees 7 – 10 days before interviews were carried out.

¹⁹ The 12 organisations interviewed consisted of a school, FBOs, CBOs and NGOs.

²⁰ The reason for this is not clear, since ACHWRP office staff confirms the FRAs having reported to delivering them and the Research Assistant in question had given names of contact people to

Research Assistant had to distribute it and return a day or two later to do the interview).

3.3) Post-conference evaluation and follow-up

3.3.1 Conference evaluation questionnaires and interviews

Questionnaires were also utilised to evaluate the effectiveness of the conference. Post-conference evaluation questionnaires were administered by means of interviews carried out either by the Research Assistant assigned to the project. Also, self-administered multiple-answer questionnaires were handed out to CAC and Planning Committee members, ACHWRP staff and RAs who attended the post-conference CAC meeting.

Similarly to the questionnaires used for the Outcome Mapping Monitoring phase, questions were drawn up on the basis of discussions held during workshops with ACHWRP staff, as well as consultation with HEARD's Research Director. Draft questionnaires were then circulated for comment to all parties involved.

CWO conference follow-up interviews

A two-page structured questionnaire was prepared (see Appendix 18) for C and FW organisations in the district to receive feedback on the Conference. Questions were directed at discovering what district stakeholders thought of the conference: whether it had lived up to expectations, its strengths and weaknesses, its usefulness to the activities of CW organisations and whether it had been successful in promoting networking.

A sample of 24 organisations to be interviewed was chosen on the following basis:

- of the 102 people organisations previously contacted by the Research Assistant during the conference organisation, only those that had attended the conference would be considered

- If more than 80 had attended we would use a random sample of 25%; if between 50 and 80 had attended, we would use a sample of 30%; if 50 or less organisations had attended we would use a sample of 50%.

There turned out to be no need to sample, however, since only 24 of the above organisations had, with certainty, attended the conference²¹ (see Appendix 19 for the list of CW organisations chosen to be interviewed).

The first set of interviews was carried out by the Research Assistant from the 6th to the 9th of December. Twelve organisations were interviewed over these three days; these consisted of 5 CBOs, 5 FBOs and 2 schools. The remaining interviews were carried

ACHWRP. One hypothesis is that they were not delivered to and/or didn't reach the relevant individuals to be interviewed in these organisations.

²¹ One difficulty encountered was that a number of people that attended the conference had not formally registered (it was evident that the number of participants exceeded the number of people registered). Therefore the choice of organisations to include in the sample was limited to those that had been formally registered and/or seen by the Research Assistant at the conference.

out from the 17th to the 19th January. At the end, it proved possible to interview representatives from 22 of the 24 organisations²².

Conference Advisory Committee (CAC)²³ Evaluation Questionnaires

Conference evaluation questionnaires (see Appendix 20) were distributed to the eight participants of the February CAC meeting, as well as to the ACHWRP staff and RAs present. These three-page questionnaires were anonymous and required respondents to evaluate or 'rate' each of the conference components – both the content, i.e. speeches, and organisational items - from 'poor' to 'excellent'. Sixteen questionnaires were filled in and returned to ACHWRP.

3.3.2 Post-conference CAC and Planning Meetings

Both the Planning Meeting held in December and the CAC meeting held in February were seen as opportunities for ACHWRP to ask for feedback from members of these Committees and solicit suggestions on possible dissemination activities (Planning Committee members were also invited to the CAC meeting). ACHWRP staff members gave presentations, at each meeting, on ACHWRP preliminary findings and answered questions posed by the participants. Unfortunately the turnout was poor on both occasions²⁴ and little valuable and tangible feedback was obtained.

3.3.3 Post-conference newsletter

A central element of the Conference dissemination strategy was the post-conference newsletter. This was put together during the first 2 weeks of February, printed out around the end of February and circulated in mid March. The aim of the newsletter was to disseminate information both on ACHWRP findings and on some of the conference outcomes. It was eventually printed and distributed both in English and Isizulu²⁵ (see Appendices 16 and 17).

The newsletter consisted of a six A4 page 'booklet' and its content was divided into four sections: 1) an editorial, summarising the conference; namely: objectives, conference organisation and programme, participation; 2) a one page summary of ACHWRP's preliminary results (first round of data); 3) a two page summary of the main points which came out of the afternoon 'breakaway' session and work group debates; 4) a closing article which reflects on the Conference and its role within ACHWRP's broader aim of helping to develop a district-wide child welfare management plan.

²² It was not possible to carry out interviews with two of the organisations identified. One was an NGO whose chairperson was out of the country and the other was a secondary school, whose representatives refused to be interviewed (he/she said it was too soon after the conference and they were too busy with registration).

²³ The Community Advisory Committee was established at the onset of the project to allow the various district stakeholders (government departments, NGOs, CBOs etc) to convene regularly (twice a year) and give ACHWRP advice and input on research-related matters.

²⁴ Only three people – all 3 from DOE - attended the Planning Committee meeting and only 8 people attended the CAC meeting.

²⁵ 300 English and 750 copies were printed to be distributed.

Newsletters were distributed by the FRA s, who delivered them in person during field work activities. Priority was given to the 24 Child and Family Welfare organisations that the Research Assistant had already visited and intended to interview in order to assess the effectiveness of the newsletter. Representatives of the above organisations were advised that they would be interviewed soon afterwards.

3.4 Difficulties/ challenges encountered during the Outcome Mapping Process

Outlined below are the main difficulties and/or challenges we encountered and had to deal with during the Outcome Mapping Process:

- **The Outcome Mapping process is time-consuming;** being a participative process it requires reflection, discussion and debate. For example, developing outcome challenge statements, milestones and strategy maps for priority partners was a fairly long process since it gave rise to a good deal of discussion of different viewpoints, especially with regard to the feasibility of outcome challenges. The various workshops and meetings held, as well as telephonic and electronic communication, took ACHWRP staff away from their many commitments both in the office and the field.
- **Conceptual difficulties** were encountered in trying to focus specifically on desired outcomes of the Conference, and not on ACHWRP's broader and longer-term aim of bridging policy and research. Since the conference is an element of this broader strategy and thus cannot be altogether separated, there was confusion as to which outcomes could be attributed specifically to the conference and which went beyond this. It appeared, in fact, necessary to discuss the longer-term aims and then 'work backwards' to consider the conference as one shorter-term component of these.
- Unfortunately the **two senior ACHWRP staff members left the project** (for personal reasons) during the first two weeks of February, and new staff members are yet to arrive. The RAPID project was inevitably affected, given the wealth of experience and contacts that the senior staff members had held and the strain on remaining staff members who had to take forward their work and commitments (including some of the RAPID monitoring activities).
- Some **logistics and communication problems** were encountered along the way: one example is the newsletter not having reached all the individuals to be interviewed, despite Research Assistants having reported to have delivered them as requested; another is the difficulty the FRAs had in locating organisations which needed to be visited.
- In some cases it was difficult to **contact and arrange a meeting with individuals in partner organisations:** some of the representatives identified for partner monitoring interviews were unavailable (away or busy). After a good deal of insistence (various follow-up telephone calls, visits etc) meetings or telephonic interviews were arranged with some. In other cases a self-administered questionnaire was faxed to the interviewee; these were eventually returned but only after a good deal of insistence. It was not possible to obtain feedback from two of the individuals identified.
- Some difficulties were encountered in **analysing questionnaire results;** these included: incomplete questionnaires; ambiguous comments or comments

which did not answer the questions directly; the fact that some respondents did not appear to have attended and/or understood all of the conference speeches.

3.5 Necessary changes made to the Outcome Mapping Process

Given the limited time available, as well as the nature of the (relatively small) project to be evaluated, a number of changes were made to the Outcome Mapping process²⁶ to render it more appropriate to this specific application. The following are some examples:

- Instead of a detailed historical scan including all milestones and events, participants were asked to list events related to the conference (and conference organisation) and to specify whether these could be considered negative or positive. Items listed consisted mainly of organisational challenges and successes as well as stakeholders' attitudes and responses. No further analysis was conducted.
- In some cases simpler terminology (with respect to that used in the reference manual) was adopted, in order to make the process more comprehensible and 'user-friendly' to participants, who were unfamiliar with this instrument. For example, the term 'boundary partners' was substituted with 'partners' and 'strategic partners' with 'friends'.
- Given the difficulty encountered in trying to 'isolate' the conference and conference-related activities from ACHWRP's broader advocacy and lobbying strategy – of which it is an element – objectives, desired outcomes and strategies which go beyond the conference itself were included in the Outcome Mapping Exercise. Outcome challenges, progress markers and strategies were first drawn up bearing these longer-term goals in mind. Once these were established, it was necessary to 'take a step backwards' and identify the specific role and desired outcome of the conference. Outcome challenge, progress marker and strategy tables therefore have a column specifying short-term behavioural changes and strategies as a result of the conference (see relative Appendices). These correspond to the 'expect to see' column in Outcome Journals, whereas the 'Like to see' and 'Love to see' columns refer to possible impacts beyond the range of the conference.
- Given limited time and participants' difficult comprehension regarding the classification of strategies into 'causal', 'persuasive' and 'supportive', this categorisation was dropped and the only distinction made was between 'short-term conference based' strategies and longer term strategies.
- Small changes were made to the journals in order to customise them to this specific project. For example, some items were combined, excluded or modified; numeric indicators and point systems were not applied to Outcome and Performance Journals.
- Trying to complete the Monitoring Plan table turned out to be time-consuming and of limited use; it was therefore abandoned.

²⁶ As described in the Manual: 'Outcome Mapping: Building Learning and Reflection into Development Programs', Earl, S, Carden, F and Smutylo, T; available on the IDRC website: <http://web.idrc.ca/openebooks/959-3/>

3.6 Limitations of data

In considering the methodology described above and the analysis of results that follows, it is important to bear in mind the limitations of the data collected and utilised. In particular, two aspects need to be highlighted:

- The nature of the data is qualitative as opposed to quantitative. Samples chosen for interviews, for example, are broadly representative, but selection was not scientifically rigorous. The aim was to gain insight rather than a statistically valid conclusion;
- While the Outcome Mapping process focuses on priority partners' behavioural changes, it does not intend to establish precise cause effect relationships between the project's activities and these changes. This is clearly indicated in the Outcome Mapping Manual (page 13):

“Outcome Mapping is not based on a cause-effect framework; rather it recognises that multiple, nonlinear events lead to change. It does not attempt to attribute outcomes to any single intervention or series of interventions. Instead, it looks at the logical links between interventions and behavioural changes.”

Thus, in this specific case, the results of the Outcome Mapping exercise allow us to assume that the Conference has made a contribution to apparent behavioural changes, but not to attempt attribution.

CHAPTER IV: ANALYSIS OF RESULTS

The results of the activities and instruments described in the previous chapter, are presented and discussed below. As in the previous 'Methodology' chapter, the information is organised into three sections, i.e. 1) the Conference 2) Outcome Mapping and 3) Post-conference evaluation and follow-up. These deal with, respectively: 1) the outcome of the conference breakaway session; 2) results of the Outcome Mapping monitoring phase and 3) results of post-conference evaluation interviews with CW organisations and questionnaires distributed at the post-conference CAC meeting.

4.1 The Conference

4.1.1 Outcome of the conference breakaway session

As previously explained in the Methodology section, the afternoon session of the Conference was dedicated to a workgroup exercise, aimed at encouraging conference participants to identify the needs and challenges for child and family welfare in the district and to propose solutions. The outcomes of these discussions for all four topics are summarised below, on the basis of the four sub-areas into which the debate was divided, namely: 1) challenges and needs for children and families; 2) gaps and constraints for district stakeholders; 3) approaches that appear to have been successful and 4) ways forward for the Amajuba district. In conclusion, the main resolutions which came out of these discussions are summed up.

Challenges for families and children

Poverty – linked to unemployment - was identified by all four groups as one of the greatest challenges for children and families in the district. Income poverty is closely related to other socio-economic problems highlighted, such as malnutrition, inadequate living conditions and crime; it is also considered a factor that can increase vulnerability to HIV infection. Other challenges mentioned were moral degeneration (crime, sexual abuse, drug abuse etc), issues linked to sexual behaviour (e.g. teenage pregnancy, unprotected sex), peer pressure and child neglect. A high drop-out rate at schools – often a result of teenage pregnancy or household socioeconomic conditions – was also seen as a worrying trend. Another key challenge put forward was that of misconceptions and lack of information around HIV and AIDS.

Gaps and constraints for district stakeholders

Among the major gaps and constraints identified for district stakeholders, poor communication and networking, corruption, inadequate human and financial resources and a general lack of commitment featured. Participants also voiced complaints regarding 'top-down' approaches, as well as a general want for capacity-building and local empowerment. The absence of a good referral strategy among family welfare organisations was also highlighted. The apparent lack of a clear strategy on the part of government was considered central in all of this.

Successful existing approaches/ initiatives

Among the specific approaches deemed successful, mention was made of the “Schools as Centres of Support for Children’ model, adopted by the Media and Education Trust (Durban) and the ‘Journey of Life’ model, utilised in the SADC region by Regional Psychosocial Support. The former involves a centre being set up within a cluster of schools, with school-based carers and childcare co-ordinators acting as intermediaries between clusters and communities. This allows for the provision of counselling, building resilience and empowerment. The latter model (‘Journey of Life’) consists of three strategies: 1) a life skills programme; 2) a parenting skills programme and 3) the participation of children in activities going on around them. From a general perspective, it was stressed that for models to be successful they have to be multidisciplinary and take into account the need for holistic human development.

Ways forward

All four groups called for the strengthening and integration of what already exists (as opposed to the introduction of new strategies or bodies), as well as the formation of partnerships between key actors. Reference was made to district child and family welfare actors ‘working in silence’ and “operating in isolation”, often competing rather than collaborating.

Delegates proposed the creation of a platform or forum for all stakeholders - a type of coordinating body which would bring people and organisations together and provide them with a channel through which to communicate, collaborate, bring their concerns to the table and perhaps even pool funds. This initiative should, according to conference participants, be driven by the district municipality, which should also ensure a central comprehensive database of all services rendered in the district and a good referral strategy for all local organisations. The district AIDS council, for example, was suggested as one such structure or forum. Within this framework, public private partnerships should be encouraged, to avoid actors working on their own and perhaps even undermining broader developmental plans.

Some tangible suggestions to improve family wellbeing included the following strategies and interventions: awareness campaigns and information centres (with specific outreach to children and youth), more drop-in centres and the strengthening of foster-parenting. A greater emphasis on educational and life skills programmes, as well as counselling and family care, was also proposed, in line with the principle of ‘schools as centres of care and support’, contained in the recent White Paper No 6. Life skills education could be provided in all contexts – homes, schools, churches, clinics, drop-in centres – as a means of addressing social phenomena such as risky behaviour, drug abuse and so on. Skills development for income-generating activity was also highlighted as fundamental, especially programmes and projects (possibly within school curricula) aimed at developing agricultural skills. Concerns regarding the issue of creating a culture of dependency (e.g. food parcels, security grants) were raised; although the debate remained unresolved, it included calls for government projects which are more empowering and better targeted.

An interesting suggestion made by two distinct groups was that of trying to increase the role of men in community care centres and programmes, in recognition of the disproportionate burden of care borne by women. On the issue of volunteerism, diverging viewpoints were expressed: some believed it should be discouraged, since volunteers cannot be held accountable in the same way as paid employees, while others, on the other hand, identified the need for 'voluntary' child carers in communities, to look after children forced to stay at home alone. On the whole, participants believed that the role of community health workers and social workers (both home and school-based) needed to be reinforced.

Main resolutions

In conclusion, the outcome of the breakaway sessions can be summed up in these three main resolutions which came out of it: 1) an integrated approach; 2) greater coordination among stakeholders and 3) more information. Finally, delegates called for greater participation – at relevant events or discussions - of people infected and/or affected by HIV/AIDS

4.2) Results of the Outcome Mapping exercise

4.2.1 Partner monitoring results

Below are the results of partner monitoring activities carried out by the RAPID team. These include results of partner interviews as well as information recorded on developments regarding the relationship between ACHWRP and partners monitored. Outcomes for each of the three partners chosen to monitor - namely Department of Education, Newcastle AIDS Council and Dannhauser Municipality – are dealt with separately. For the Department of Education a further distinction is made between department officials and school teachers/principals, given the very different roles and perspectives of these figures. Evidence of change with regard to short-term (conference-related) progress markers has been recorded in the respective Outcome Journals (see Appendices 9 and 10).

Partner 1: Department of Education

Partner Monitoring Questionnaires: DOE Officials

Effect of the conference on the approach and actions of DOE and key personnel:

Both the SEM and The District Manager's responses suggest that the conference has had a positive influence on the Department's approach and activities, as well as on interviewees' personal approach to child and family welfare. Both respondents believe that the conference could be useful in helping the Department think about developing or scaling up all of the specified programme areas (school feeding schemes, school fees exemption, career guidance and counselling, use of PGSES services). According to interviewees, it has also influenced the way they personally understand all of these areas.

The District Manager stressed the 'integrated approach' in the dissemination of services and products as the key message that both the Department – and he personally – had obtained from the conference. This type of approach would address the problem of duplication of services. Specifically (on feeding schemes): 'the target for school feeding schemes must be renewed to be as inclusive as possible'. Similarly, the SEM interviewed felt the key message was that C and FW issues and issues such as HIV/AIDS need to be dealt with comprehensively. He believes the process of education – both learning and teaching – is affected by the welfare of families and children and the conference has reinforced the need for active partnerships with welfare agencies, government agencies and NGOs, to engage in a process of cooperative governance. This is very important for education, since a school is a societal structure, which needs the support and intervention of all agencies providing services.

Networking and interest in research:

In the case of DOE officials, the questionnaire was not successful in obtaining information on networking in relation to the Conference²⁷, however, both interviewees gave positive answers with regard to plans around using research to inform policy and activities. It appears that, although the conference has not 'introduced' the Department to evidence-based planning and policy, it has contributed to enhancing awareness and interest. The SEM believes that the Conference has raised awareness in this regard 'as do conferences of a similar nature'. The District Manager specified that, as a direct consequence of the conference, the Department planned to use research to inform its activities.

There was agreement that the dissemination of ACHWRP findings would be useful to the Department for planning purposes. Dissemination products should be made widely available to all stakeholders in the district and sent directly to schools, and not only to district offices where they could end up accumulating dust. Also, there appeared to be enthusiasm around ACHWRP disseminating findings and giving presentations. The SEM believes that dissemination of findings would be of assistance in his (rural) area in allowing him to understand and approach challenges from a different perspective; he would be in a better position to solicit support from other agencies and would feel less isolated: "there is a need for DOE to adopt a 'systems approach' and to build institutional capacity." Both statistical information and a directory of agencies/services in the area would be useful (e.g. contact details; detail of their activities).

These interviews were, unfortunately, not successful in providing information with regard to future meetings and presentations planned by the Department, neither with ACHWRP nor with other CW organisations. But it was suggested (SEM) that the Principle's Forum - introduced by the Department to ensure that school principles meet regularly - could be an appropriate forum for ACHWRP to do a presentation, since speakers from various organisations are regularly invited to these meetings to address members on pertinent issues.

²⁷ The District Manager did not give any answers to questions that dealt specifically with networking. The SEM said networking wasn't possible because he wasn't able to stay at the conference long enough, given other important commitments made. He did, however, say he was sorry about having to leave since he believes it would have been a good opportunity to make contacts.

One of the interviewees also pointed out that there needs to be future conferences of the same nature, perhaps spread out over two days. “..had there been more time, the available reservoir of skills and knowledge could have been more effectively imparted, with more time for deliberation and interaction.”

Record of partner developments: DOE Officials

There have been a few developments in the relationship between ACHWRP and the DOE which indicate a change in approach of this partner, possibly as a result – or partly as a result – of the conference:

a) Improved relationship with DOE– greater accessibility and participation:

ACHWRP staff members perceive a much greater openness and accessibility on the part of individuals in DOE since the beginning of the conference organisation phase. Prior to the establishment of the Conference Planning Committee it was relatively difficult to interact with the Department and to get hold of key people in the Department, although DOE had been the first Department with which ACHWRP had collaborated in the district. Now there is more engagement with DOE; people in the Department know ACHWRP better and are easier to contact. This was evident both in the response to the questionnaires and the way in which HEARD Management was received by the District Manager.

The change in approach, on the part of DOE representatives, appears to coincide with their participation in the Planning Committee. In particular, the Department’s representative (also head of the PGSES service), who had previously been difficult to organise a meeting with²⁸, manifested greater interest and involvement in the project after starting to attend Planning meetings. She also took on the role of Programme Director at the Cocktail Party held the evening before the conference.

ACHWRP staff believes that this change in attitude is the result of Planning Committee members being ‘excited’ to be part of and ‘own’ this new event, which was a first of its kind in the district. Also, they believe that people from all sectors were eager to see what would come out of the conference; these stakeholders hoped it would be useful in trying to resolve problems around children that their own organisations have to deal with.

b) Discussions around allocating ACHWRP office space in new DOE offices:

During the Planning Meeting (attended only by DOE representatives) the possibility of allocating ACHWRP space in the new, renovated DOE offices was brought up. This would allow for closer collaboration between ACHWRP and the Department, in line with the principles of an ‘integrated framework’ contained in White Paper 6. This collaboration would entail ACHWRP providing research support; specifically, reliable data and Monitoring and Evaluation activities would be necessary for the implementation of the White Paper.

Although a final decision has not yet been made and ACHWRP hasn’t received any feedback since the meeting, the suggestion of allocating space to the project was, in

²⁸ ACHWRP had originally contacted and tried to arrange meetings with people in the Department to discuss a referral system and to set up the CAC.

itself, an unanticipated development for the project. It was also evidence of the good relationship that has been established between ACHWRP and the Department since the team's arrival in the district. Although there is no clear evidence of a causal relationship between the Conference and discussions around office space allocation, this proposal came about just after the event; ACHWRP staff believes that it is a sign of the increased respect and importance afforded to ACHWRP by district stakeholders as a result of the conference.

c) Discussions around closer collaboration with ACHWRP

One issue that came out of the Planning Meeting and other contacts with DOE is that key individuals in the Department feel there is a need for a 'middle man' to put together the Integrated Management Framework and to act as an intermediary between stakeholders. They are considering whether ACHWRP could take on this role. This thinking was influenced by the speech the Premier's Office representative made at the Conference; she said that people should stop 'working in silence' and suggested that CW actors strengthen their relationship with ACHWRP. The DOE representatives present at the post-conference Planning Meeting suggested ACHWRP follow up with the Premier's Office around exploring ways of getting district stakeholders to work together.

Partner Monitoring Questionnaires – Primary School Principals/Teachers

Effect of the conference on the approach and actions of DOE and key personnel:

It appears that the conference has influenced the teachers' thinking and approach to CW activities in the district and to their work. This, however, does not seem to have been translated into effective action and/or incorporated in planning (at least not yet).

All three respondents felt they had learnt something from the conference, e.g. the existing stigma around the disease, the insufficient care that children are receiving at home, the need to report issues to parents, the specific plight of orphans, how to take better care of learners with HIV/AIDS, awareness of the availability of certain services. Some of the key messages learnt were: the need to take into consideration the effects of HIV/AIDS and to take on co-responsibility from a financial, physical and emotional point of view (as opposed to the tendency to say 'it's the Department of Welfare's baby'). Another important issue was the need to try and include HIV/AIDS education in schools, by incorporating it in the curriculum. The conference had not, however, been referred to in any of the schools' meetings²⁹.

Two of the three primary school teachers said the conference had changed the way they personally approached their work with regard to child and family welfare: the conference has made them more confident to talk about HIV/AIDS (as a result of being better informed) and improved their communication with parents on these issues. One respondent said the conference had also helped her deal with HIV/AIDS in her home.

There also seemed to be general agreement that the conference could be useful in helping the schools think about developing or scaling up activities such as feeding

²⁹ It is important to consider, though, that schools only reopened in the middle of January, that is about one month prior to interviews.

schemes, school fee exemptions and career guidance and counselling. However, only one of the three interviewees said the conference had affected his/her personal understanding of these specific issues. One specific comment was that, as an educator, one has a responsibility to assist in any possible way and that human qualities, such as compassion and mercy, should come to the fore in dealing with these issues.

Networking and interest in research:

The conference did not appear to have been successful in getting the school representatives to network with other CW organisations, but it did seem to work towards ACHWRP's objectives of influencing stakeholders' approach to research. Although only one interviewee could confirm that their school planned to use research to inform its programmes as a direct result of the conference, all three thought that the dissemination of ACHWRP's key findings and the conference resolutions would be useful to their organisations for planning purposes. They would like ACHWRP dissemination products to emphasise community involvement and awareness and to deal with all of the issues brought up at the conference (HIV/AIDS, nutrition, plight of vulnerable children, ACHWRP findings etc). There was general agreement that the dissemination products should be widely distributed to the public and/or stakeholders in the area (social workers, DOE, schools, unions, churches).

Although there were no definite plans to organise meetings with other CW organisations in the near future, all interviewees said they would welcome ACHWRP presentations on current and future research.

General comments:

Interviewees highlighted the need to dedicate more time to similar events, as well as to ensure effective and broad representation. Some general comments made were that conferences should be held regularly (once every year or two), extend over a few days and involve all relevant district stakeholders.

Record of partner developments: Primary Schools Principals/Teachers

Schools' requests for advice and assistance from ACHWRP:

Following the Conference, ACHWRP was contacted by two respective primary schools in the district³⁰, both seeking support and advice on the social challenges they are faced with on a daily basis. In both cases these requests were based on a misunderstanding regarding ACHWRP's activities, i.e. that it is merely a research unit and not an interventionist agency. Nonetheless, ACHWRP was able to activate its understanding of - and contacts with - government agencies in order to refer these cases. Also, the mere fact that ACHWRP was approached by school representatives is evidence of the trust and respect it enjoys in the area, to which the Conference undoubtedly contributed.

In the case of the first school, ACHWRP's Senior Researcher and the Senior FRA paid a visit to the school (01/12/05) and met with the teachers who spoke about their grievances. These included child abuse, poverty, child headed households, HIV/AIDS and difficult communication with parents on these issues. After explaining that ACHWRP could only share its knowledge and experience, as well as use its contacts

³⁰ For privacy reasons, we have decided not to include the names of the two schools in this report.

in the Department of Social Welfare and DOE to ask for assistance, ACHWRP staff referred the case to the appropriate government department (namely the Department of Education's PGSES service, a psychological guidance and support unit).

On following up with the school in February, ACHWRP staff learnt that the case had been taken up with the Regional office of the Department of Social Welfare and that a social worker had been allocated to the school. The teachers were satisfied with this solution³¹. They reported that they were trying to come up with a register of children faced with problems in their school and invited ACHWRP to visit the school again to help them map the way forward.

In the case of the second primary school, the school principal and a teacher approached ACHWRP's Senior Researcher at the conference about problems confronting their school. An ACHWRP Researcher visited the school on the 29/11/05 to interview the teachers on the types of problems that were occurring. Issues that came up were not very different to the first school mentioned above: they included poverty, households headed by children or the elderly or unemployed dependent on grants, HIV/AIDS, sexual abuse, poor school performance as a result of the above problems and difficulty in working with parents. Over five years ago the school had had a feeding scheme to deal with the problem of malnutrition, but this had been terminated; attempts to reapply for similar feeding programmes had been to no avail. Key people contacted over the past few years include ward councillors, representatives of the DOSW and the Mayor of Amajuba, but nothing seemed to have been done³². As with the first school, ACHWRP is in the process of referring the case to DOE's PGSES service.

Partner 2: Newcastle AIDS Council

Partner Monitoring Questionnaires

Effect of the conference on the approach and actions of the Newcastle AIDS Council and key personnel:

The conference does appear to have influenced the way Council representatives interviewed personally approach family welfare and HIV/AIDS related issues, or rather to have enhanced and deepened their understanding of these issues. One respondent said that, although she was already aware of the issues discussed, the conference had helped her to better understand the problems discussed: "I think it had an impact on most people that attended; it influenced the decision makers to look at things differently and say 'What do we do from here?' It emphasised the need for everyone to play an active role and ask 'What can I do?' ". According to the interviewee, the main lesson learnt at the conference is the extent to which HIV/AIDS is contributing to the orphan crisis, and the need for the political will to do something about it (specifically for government to ensure appropriate interventions and measures). There was agreement that the conference had influenced or reinforced the

³¹ At present there is a scarcity of social workers in the district; DOE is, however, initiating a process of employing them under their Department to ensure their presence in learning institutions.

³² The type of activities that the school would like to (re)introduce are feeding schemes, counselling support, HIV/AIDS education and a hospice facility for children who have no-one to care for them at home.

respondents' approach to the need for community involvement and participative processes.

Although respondents highlighted the importance of having received reliable data and statistical information, from interview results it is not possible to determine whether the conference has had or will have any influence on the Council's planning and activities. This would have been difficult in any event, given the present internal situation of the Council³³. However, both interviewees said they planned to involve ACHWRP in future meetings. One said the conference had been referred to in the District AIDS Council meeting: it was explained that the Council would request a presentation with conference feedback from ACHWRP at a future meeting (the conference is among the activities mentioned in the Council's 2005/2006 HIV/AIDS strategy action plan and therefore requires a report back).

Networking and interest in research:

The AIDS Council representatives considered the conference an important opportunity to interact and exchange information with other Departments or government agencies. It was explained that getting to know other people in government is very useful, since it is often necessary to collaborate with other Departments ('good to know who to speak to').

Furthermore, there appears to be openness both towards utilising research to inform and support programmes generally and towards working more closely with ACHWRP specifically. One respondent pointed out that ACHWRP's Study Coordinator has always participated in Council meetings and that she has contributed to making ACHWRP's work known by all sectors represented by the Council. However, both agreed that there is a need to involve ACHWRP more in future meetings and to get ACHWRP staff to give presentations at these meetings.

The conference also seems to have contributed to identifying areas in which there is a need for research, specifically with regard to Municipal Planning and NIP sites (now five in the district): "Yes, information is useful. It could be incorporated into the Municipal Planning to help show us where the gaps are and where to put our resources. Also, information produced is useful for NIP sites... to have a better idea of the need for services."

General:

One general comment made was that it would be better to come to know about events such as the Conference earlier. This would give the Municipality the opportunity to include the event in its budget review and possibly to contribute to sponsoring the event.

Record of partner developments

a) Invitation to Newcastle AIDS Council Meetings

³³ Firstly, the Council has been recently established; secondly, elections were forthcoming for Councillors at the time of the interviews, so there was no certainty yet as to who would occupy these positions in the near future. Both interviewees said they planned to involve ACHWRP in future meetings.

ACHWRP has received invitations to participate in recent Newcastle AIDS Council meetings. An ACHWRP Study Co-ordinator attended the first meeting, after the Council's constitution in November 2005. ACHWRP also received an invitation to attend the Council's meeting in January (the first meeting held after the conference), but the communication unfortunately arrived on the same day of the meeting and no-one from ACHWRP was able to attend.

b) Contacts with the Mayor's Secretary and Coordinator of Amajuba AIDS Council

ACHWRP seems to have developed a good relationship with the Newcastle Mayor's secretary, who is also the coordinator of the Newcastle AIDS Council. The person in question offered ACHWRP valuable assistance in liaising with the Mayor's office during the conference organisation period, and was also one of the individuals interviewed for partner monitoring. During a conversation with an ACHWRP staff member at the conference, she expressed her eagerness to work with ACHWRP. She said the AIDS Council would need ACHWRP's support as a result of 'things going on' and the Council's plans to expand. There have been no further contacts since, besides the partner monitoring interview questionnaire, which was completed and returned.

Partner 3: Dannhauser Municipality

Partner Monitoring Questionnaires

Effect of the conference on the approach and actions of the Dannhauser Municipality and key personnel:

The analysis of this interview was difficult since the interviewee (Municipal Mayor) didn't always answer the questions directly and often diverted to issues of prevention and people having to take responsibility for their behaviour (e.g. risky sexual behaviour, need for abstinence among youth versus use of condoms). However, what did come across clearly was a positive impression of the conference – both of the presentations and material – which the Mayor said he personally spoke of during council meetings, while emphasising that “more has to be done”.

The key messages learnt – both from a personal point of view and with regard to the Municipality – is that HIV/AIDS prevention is the key to everything and initiatives aimed at educating people (e.g. conferences) are useless if people don't listen, learn, remember and act. In response to whether the conference had influenced his personal approach to his work, the interviewee mentioned the need to involve more grassroots people (“only ‘privileged’ people go to conferences”) and the central role of government (as opposed to private sector) in taking care of people. On this note, he said the municipality would be increasing its budgetary allocation to HIV/AIDS to run workshops and present findings. Reference was also made to the need to educate children and raise awareness: “government should spend more money on abstinence and raising religious and moral consciousness”.

It was not possible to obtain specific information on the Conference's current or potential role in relation to the Municipality's specific activities, given the short time that had elapsed since the conference. However, on a more general note, the Mayor stressed that the Municipality should provide better leadership on HIV/AIDS

programmes, including allocation of more funds and the development of proposals aimed at fighting the spread of the disease.

Networking and interest in research:

No direct reference was made to new contacts made or networking at the conference, but what did come across strongly was the respondent's interest in the use of research to inform the Municipality's activities and programmes: "we need to be informed of what is happening in our area and what is affecting people". When asked whether the dissemination of ACHWRP material could be useful to the Municipality's planning activities, the Mayor answered: "yes, some need to hear the message. If one link of the chain is broken, the chain is useless. Prevention of HIV/AIDS is the most important message to avoid disease and its impacts". According to the respondent, the content of these dissemination products should be clear, strong, relevant and to the point: "Break it down into information I can use. Number of deaths from HIV/AIDS...Bring facts and figures out". These products should be sent out to the public at large: "Put the truth out. Raise fear in individuals".

On being asked whether future meetings between the Municipality and other organisations were planned, the interviewee gave a positive answer, but it was not clear if this was in any way related to the conference: "I am always speaking in the community and with groups. In every meeting I speak about AIDS and how people need to respond and be responsible". He also agreed that it would be useful for ACHWRP to do presentations on its current and future research products to the Municipality.

Record of partner developments

The Dannhauser Municipal Mayor's willingness to participate in the Conference and in monitoring interviews, as well as the intention to use ACHWRP research to inform policy, could be considered as achievements in themselves, given the absence of any previous relationship with this Municipality. There had been no representation of the Municipality on the CAC and only one social worker based in Dannhauser Social Welfare Office had participated in the Planning Committee. Since ACHWRP's Study Coordinator gave a presentation in August 2005, to introduce ACHWRP to the new Mayor, there hadn't been any further contacts. The low participation was probably a result of the Municipality's internal problems and high staff turnover.

4.2.2 Strategy monitoring results

This section looks at the evidence that emerges from strategy monitoring activities, carried out within the Outcome Mapping Exercise and summarised in the respective Strategy Journals (Appendices 21 and 22). The first part discusses the outcomes of tools used for the first of ACHWRP's strategies chosen to monitor, namely: the dissemination of data and findings arising from the conference in a useful and appropriate form. It looks at the results of the questionnaires aimed at evaluating the effectiveness of the post-conference newsletter disseminated, as well as contacts and events which constitute opportunities for ACHWRP to disseminate research findings and conference outcomes. The second part reviews activities and developments relevant to the second strategy chosen to monitor, namely that of initiating contacts and invitations to form alliances with key individuals in partner organisations. It looks

specifically at meetings involving HEARD Management and key individuals in organisations identified as potential strategic partners.

Strategy 1: Dissemination of data and findings in a useful and appropriate form

Information Dissemination Questionnaire Results

Judging from the results of the questionnaires, the post-Conference newsletter appears to have been effective in what it was intended to achieve, that is: to convey ACHWRP results and Conference Outcomes to C and FW organisations in a comprehensible and relevant form and to contribute to influencing these organisations' approach and activities with regard to CW issues discussed at the conference.

All 12 respondents said they had read the entire newsletter. The key messages for respondents varied greatly, probably in accordance with the different aspects on which various stakeholders placed importance and/or related best to. Answers included: statistics on people with HIV/AIDS; the 'real' outcomes of the conference; the effects of HIV on children and the need to take care of orphans; the importance of organisations working together through a network.

All respondents confirmed that the information contained in the newsletter had influenced the way they personally approached C and FW issues³⁴. Nine said the newsletter had been referred to in their organisation's meetings. It had been mentioned in relation to differing issues across organisations, which included: the need to 'keep' more children; how to treat orphans and non-orphans; how to help affected people and families; discussions around the issue of orphans and exposed children; HIV/AIDS education in church; teaching children to do their own gardens.

Ten interviewees said the newsletter had been useful to their organisation's planning or implementation or activities. Once again, the way in which it had been useful differed greatly across organisations, for example: it had given one organisation the 'courage to plan and do things on our own', 'pushed' others to continue with and/or increase planning around child welfare issues, been useful in planning to get funds, reinforced the need to keep in touch with government departments and other C and FW organisations; given one of the organisations interviewed 'more of a direction'.

Regarding the effectiveness of this specific newsletter as a means of communication, it was generally agreed that the content was a good reflection of key issues presented and discussed at the Conference and that all of the important issues had been covered. On being asked to evaluate the newsletter, interviewees rated it 'good' as far as timeliness was concerned, 'good' to 'excellent' for length and appropriateness of language and 'excellent' for content.

Overall, interviewees also concurred that a newsletter was the most appropriate means to disseminate results and conference outcomes. This is because, according to respondents, it can reach grassroots people, can be distributed even to those people

³⁴ Some respondents specified how the conference had influenced their approach: two said it reinforced their intention to keep more children in their group/organisation; one said it had helped them see the need to start home-based care.

who did not attend and can be kept. Some interviewees did make a point of stressing the importance of distributing the newsletter in the two languages (English and Isizulu). One person suggested it would be good to give out information via the local radio, to ensure that 'grassroots' people were reached.

All individuals interviewed agreed that some type of short-term conference follow-up dissemination activity was necessary. Some of the reasons given for this were: 'to be informed at all times', 'they help us pick up from where we were before and understand where we are going', 'so that people don't forget what was said' and 'to ensure progress on issues discussed before'. Some suggested follow-up channels were: correspondence and meetings, another newsletter, information on tangible solutions to challenges identified, conferences organised on a quarterly basis (possibly also in the townships), visits and phone-calls, short-term follow-up conferences.

As far as presentations were concerned, the majority of organisations (nine out of 12) thought it would be useful for ACHWRP to do a presentation, both on ACHWRP results and conference outcomes. This should be done soon after the conference during a community meeting and/or one of the organisations' meetings. Regarding the perceived usefulness of research, six respondents said they were engaging in planning around using research to inform policy or actions, and all six confirmed that the newsletter had influenced them in this regard; one respondent emphasised that his/her organisation is thinking of working specifically with ACHWRP.

The ACHWRP website, on the other hand, did not seem to be a successful 'marketing' or information dissemination means among district stakeholders. None of the organisations interviewed had come to know about the conference through the website³⁵ and none of the 12 had ever visited the website. On being asked whether they considered the website an effective means of distributing information on the conference, nine gave a negative answer, since "not everyone has access to a computer."

Record of enquiries and presentations

ACHWRP has recorded a number of post-conference information dissemination contacts and developments, including occasions to make the project and the conference better known. These include:

a) **Contacts with the Newcastle Radio for free airtime:** ACHWRP had previously been given free airtime to publicise the conference; contacts with the station were maintained throughout the Conference organisation period and ACHWRP was promised further airtime. This is something that ACHWRP staff members are currently following up on.

b) **Article Published in the Newcastle Advertiser:** an article on ACHWRP and the Conference was published in a local weekly newspaper on the 13th February 2006. This is a relatively expensive newspaper bought mainly by middle-income families in

³⁵ Nine of the organisations interviewed had come to know about the conference through the ACHWRP invitation, and the others through the newspaper or by word of mouth.

the district. The article is a result of contacts which ACHWRP had insistently pursued: staff had previously sent a fair amount of information to the newspaper (including pictures of CAC and PC members) but none of this had been published before the 13th February edition.

c) **Debate Forum (DOH):** During STI and Pregnancy Awareness week (24/02), provincial and local DOH organised a debate at the Farmers' Hall, during which four schools from the district were invited to debate on topics relating to STIs and pregnancy, as well as propose solutions to deal with these challenges. ACHWRP was asked to participate as an adjudicator to rate the speakers. All judges were given a chance to tell the audience who they were and what they do. This was an opportunity for ACHWRP staff to present their work, since the meeting was well attended by various district stakeholders.

d) **CAC and Planning Committee meetings:** ACHWRP's original intention was to use the December Planning Committee meeting and the February CAC meeting as opportunities to give a presentation on preliminary research results, clarify anything that had not been understood at the conference and get feedback, regarding both the Conference and information dissemination. Members of the Planning Committee (who were not already CAC members) were also invited to participate in the CAC meeting. Although attendance was poor at both meetings and little tangible feedback was received, ACHWRP staff members did manage to give a presentation on the project's Round 1 research results. Those present were also given an opportunity to ask questions in this regard.

Strategy 2: Initiating contacts and invitations to form alliances with key individuals in partner organisations

ACHWRP has kept a record of relevant meetings and developments with strategic partners, as well as summaries of the outcomes of these meetings. Key contacts and developments are outlined below:

a) February 2006 strategic meeting with DOE

On the 15th February 2006, HEARD (Management) met with the DOE District Manager. The purpose of this meeting was to talk about DOE's participation in ACHWRP. HEARD explained that the Department could take a proactive role in participating in this project; DOE could thus benefit and also 'own' the project by contributing with funds. The District Manager was highly impressed and pointed out to HEARD that he would discuss this matter further with his management team. In conclusion it was agreed that another meeting would probably be scheduled in April to present these proposals to the Amajuba district.

It is possible that the conference contributed to the positive response received; as ACHWRP staff pointed out 'people actually saw something happen as opposed to just talk'. HEARD's plans for the near future are to set up contacts and arrange separate meetings with key government authorities in the district³⁶, before organising a meeting with all of these stakeholders present.

³⁶ These are: Newcastle Municipality, Department of Health, Department of Social Development and Agriculture.

b) February 2006 strategic meeting with the Amajuba District Municipality

On 15th February 2006 HEARD management met with the Director of Community Services of the Amajuba District Municipality. HEARD spoke about ACHWRP and its objectives and highlighted the lack of ownership of the project from the Amajuba stakeholders who are benefiting from it in various ways. The meeting was fruitful and there appeared to be interest on the part of the Director. It was agreed that DOE, DOH and DOSW were the main government departments that needed to support the project in every possible way. The Director of Community Services said he wanted to invite fellow Directors and Municipal Managers to a meeting and ask HEARD to do a presentation on ACHWRP. He has recently contacted HEARD in this regard and a meeting will be held shortly.

c) Premier's Office presentation and ACHWRP follow up

During her presentation at the Conference, the representative from the Premier's Office spoke about CW stakeholders 'working in isolation' and the need to work closer with ACHWRP. During the Planning Meeting (02/12) it was agreed that someone from ACHWRP should contact the speaker to take forward the issues raised at the conference. HEARD is currently following up with the Premier's Office and a meeting is under way.

4.2.3 Organisational practices monitoring results

The results of ACHWRP's organisational practices' monitoring are discussed below; they are presented practice by practice, in accordance with the structure of the Performance Journal utilised. As previously mentioned (see paragraph 3.5), the Organisational Practices Monitoring process was modified slightly to render it more appropriate to this specific project. Points or developments relevant to each respective Organisational Practice have been included in the Performance Journal as qualitative information (e.g. description of development, event) as opposed to numeric indicators (e.g. number of developments, events). This approach seemed more in line with the size and length of this particular project, which focuses on the Conference. All eight Practices listed in the Outcome Mapping Manual were considered relevant to this study and therefore adopted, although Practice 5 ("Checking Up on those Already Served to Add Value") and 6 ("Sharing your Best Wisdom with the World") were combined. A total of seven practices were therefore referred to, the results of which are laid out in point form in the Performance Journal (see Appendix 23) and summarised below.

Practice 1: Prospecting for new Ideas, Opportunities and Resources

In order to render this section more specific to ACHWRP, the information gathered was organised into four subheadings, namely: 1) new ideas for the engagement of ACHWRP with CW organisations; 2) opportunities presented for the engagement of ACHWRP with CW agencies; 3) resources lost and gained as a result of the Conference and 4) new ideas shared with the team on how to improve community engagement.

Some developments considered relevant to the engagement of ACHWRP with CW organisations (first two subheadings) were: discussions around replacing unsuccessful

CAC meetings with 'Community Meetings' in the town hall; HEARD Management's meetings with District representatives around using ACHWRP as a research body to contribute to the development of IDPs (Integrated Development Plans); DOE discussions around wanting ACHWRP to be part of the implementation of White Paper No 6 (Schools as Centres of Care and Support) and the Premier's Office's reference to the establishment of a 'partnership' with ACHWRP and HEARD. It was also pointed out that the Conference has increased knowledge of ACHWRP in the district, thereby opening the door to greater opportunities to network in general.

On resources lost as a result of the conference, the Conference-related expenses borne by HEARD were highlighted, as well as time spent on Conference planning. The resources gained were the numerous sponsorships and contributions received by various district agents.

New ideas on how to improve community engagement included more targeted meetings and presentations to disseminate ACHWRP results (e.g. a separate meeting for each Municipality), more presentations in Isizulu and – time allowing – the intensification of contacts with certain key groups such as the Amakhosi (tribal authorities) whose support would be valuable to the project. A lesson learnt is that we need to make meetings and information dissemination more relevant to stakeholders (i.e. break down numbers to units people can use).

Practice 2: Seeking Feedback from Key informants

Examples identified of seeking feedback from key informants were: the continuous feedback on the Conference organisation requested from members of the Planning Committee during the seven Planning Meetings held; feedback requested during the post-conference CAC meeting; RAPID monitoring interviews held with C and FW organisations and selected priority partners.

A number of changes were made to the programme because of feedback, the most significant a result of interaction with the Planning Committee members. It was greatly through the Planning Committee's involvement and expansion that the conference 'grew' from the initial idea of a small workshop into a much larger event, to include more and more stakeholders, as well as funding offers. The decisions around who to invite and include in the Conference were to a large extent tackled during Planning Committee Meetings.

One important lesson learnt by ACHWRP staff is that key informant interviews are time consuming and impose on people's busy schedules; this has to be accounted for.

Practice 3: Obtaining the Support of Your Next Highest Power

In the case of the ACHWRP Conference, this point refers to the support obtained from HEARD Management (based at the Durban office). This support was given both with regard to general organisational issues and to funding issues.

HEARD's Project Director and Research Director went up to Newcastle a number of times to assist with the organisation of the conference, i.e. to attend Planning Committee meetings, identify and liaise with speakers, assist with the content,

organise the venue and network with key individuals. As far as funding issues were concerned, HEARD funds were used to co-finance the conference. HEARD Management also sent out letters to potential donors inviting them to the conference, in view of possible future sponsorships. Unfortunately none of these donors attended.

The main lesson learnt, according to ACHWRP staff, is that planning should commence earlier and a budget should be agreed on as soon as possible. This allows an organisation to maximize effective support from management. For example, if Boston University (other example of ACHWRP's 'Next Highest Power') were contacted earlier, it may have been able to assist or contribute funds.

Practice 4: Assessing and (re)designing Products, Services, Systems and Procedures

Small changes and/or enhancements were continuously made to ACHWRP's conference-related activities and procedures. Part of this was the ongoing assessment of ACHWRP's operations, through regular interaction with CW agencies. Issues regularly put up for discussion included the revaluation of the CAC, revaluation of study dissemination forums and questions asked along the way, such as 'are we reaching the right people?' These questions led to a number of small changes in approach and contacts made.

An important example of the 'enhancement' of ACHWRP's products and services is the dissemination of ACHWRP's work and findings beyond the Amajuba district. Two such cases are the CINDI Conference, held in Pietermaritzburg in April³⁷, and the abstract submitted to the International AIDS Conference, to be held in Toronto in August.

Some 'lessons learnt' highlighted by ACHWRP staff are:

- People come to meetings when they feel that they get a direct benefit (status, power, advantage, money, knowledge, etc). When ACHWRP calls a meeting it therefore needs to make sure it fulfils this expectation or else stakeholder 'good will' will wear out.
- Information produced by ACHWRP has to be relevant to stakeholder needs (see examples given in Performance Journal). It may be more effective to ask for a slot in stakeholder meetings, in order to 'streamline' presentations to partner needs and interests.

Practice 5: Checking Up on those already served to Add Value and Sharing best Wisdom

This practice was divided into four types of information: 1) partners for whom additional services were provided by ACHWRP; 2) regularity of checking up on those already served; 3) number of requests for ACHWRP to 'share its wisdom' and 4) the number of events/activities where programme wisdom was actually shared.

³⁷ This conference, held on the 3rd – 7th April, is the CINDI Tenth Anniversary Conference. CINDI – Children in Distress Networking for Children Affected by AIDS – is a non-profit consortium of over 100 NGOs, government departments and individuals that network in the interest of children affected by HIV/AIDS in the Kwazulu-Natal Midlands region of South Africa.

In the case of the ACHWRP conference, these points relate mainly to dissemination activities and presentations. 'Checking up on those already served' embraces activities such as the dissemination of the newsletter in March and monitoring interviews carried out in January and February, during which CW organisations and partners were asked for feedback.

As far as the 'requests to the programme to share its wisdom' is concerned, ACHWRP received no direct requests for presentations; however RAPID monitoring and conference evaluation interviews revealed a general enthusiasm, among stakeholders, for ACHWRP to present findings at their future meetings. The actual occasions during which ACHWRP has been able to share this wisdom comprise the CAC and Planning Committee meeting presentations, as well as the interaction – in terms of advice and referrals - with the schools and clinics that approached ACHWRP for assistance.

The main lessons learnt with regard to this practice are the need for a more timely follow-up, both in getting conference information out and inquiring about presentations, as well as ensuring that dissemination activities are properly budgeted for. This last point refers, in part, to the RAs having to take on the task of distributing newsletters, while, at the same time, having to complete and prioritise their fieldwork.

Practice 6: Experimenting to Remain Innovative

New ventures into an area without previous experience embrace a wide range of Conference-related activities. The Conference itself, for example, was the first of its kind in the area – in terms of size, content and participation – and could certainly be considered a new venture. The evaluation of the Conference by means of the RAPID framework is another example; it involves applying and testing innovative instruments to a relatively small and short-term project.

There are also many individual components of Conference-related activities that are highly innovative, for ACHWRP and/or the area. One is that of getting district stakeholders to network and work together through the CAC and the Conference itself. Various exercises in being innovative were also necessary in order to organise the conference. Finally, through the Conference and related activities, a number of new contacts were made (and added to the contacts database).

Once again the suggestion for future operations is to start planning and agree on the budget earlier.

Practice 7: Engaging in Organisational Reflection

This practice encompasses opportunities for the ACHWRP team to reflect, as well as adjustments made to the conference organisation resulting from this process of organisational reflection.

Opportunities to reflect included the informal meetings between ACHWRP staff members during the conference organisation, RAPID workshops and meetings with ACHWRP office staff (and, on occasion, the FRAs) and updates during regular ACHWRP staff meetings (in which FRAs participated) regarding planning. Various

adjustments were made to the conference planning process as a result of informal discussions and meetings amongst ACHWRP staff members (e.g. discussions around who to invite and who to involve as speakers)

The main lesson learnt is the need to involve ‘everyone’ in the organisation of a similar event; this means allocating all parties a role³⁸. A suggestion given for achieving this is to establish a Conference Planning Committee within ACHWRP, consisting of both staff members and Senior FRAs. This committee would meet regularly to discuss roles, give suggestions etc, and then report back.

4.2.4 Programme Response Table

In answering the questions contained in the Programme Response table (see Appendix 24), a number of issues that had already been highlighted while completing the journals came up. For example, in response to the question of what ACHWRP needs to change, suggestions such as ‘more timely follow-up’, ‘more targeted presentations’ and ‘earlier planning’ were proposed; an important ‘new’ point made – which also came up repeatedly during monitoring interviews – was the need to increase participation of grassroots and community organisations. Under ‘practices we need to add’ it was recommended that ACHWRP do the following: prepare and distribute more conference material; pursue contacts with potential donors to make sure they are invited to similar events and do attend; make more use of the local language during conferences and presentations (possibly with simultaneous translation).

It was agreed that ACHWRP should continue with certain practices already implemented, such as that of involving all stakeholders in projects and processes, working with a Planning Committee, making use of local media and using interviews as an instrument to gather information and feedback.

No specific issues to be evaluated in greater depth were identified.

4.3) Post-conference evaluation and follow-up

The paragraphs below look at the results of activities carried out in order to evaluate the effectiveness of the conference in general, specifically: 1) the results of CWO conference follow-up interviews, administered to 23 C and FW organisations by the Research Assistant and 2) feedback obtained through the January CAC meeting and questionnaires distributed at this meeting.

4.3.1 CWO conference follow-up interviews

Overall, the results of the conference evaluation questionnaires reflect a positive impression of the conference (‘the district will grow and develop as a result’) and a general openness to holding similar events in the future.

³⁸ This is probably a direct reference to the FRAs’ complaints about the lack of clarity regarding their role in the process.

Of the 23 individuals interviewed, 16 (approximately 70%) attended the full day conference, while the remaining 7 (30%) attended only half of the conference. The most common motivations for attending were: to learn more about HIV/AIDS and the phenomenon of orphaning (cited interests included: the current situation, statistics, new developments, impact on communities).

Expectations of the conference related mainly to obtaining reliable statistics and useful current information from experts³⁹. For about half of the respondents (11) these expectations appear to have been met; the others answered either that they hadn't been or had been partly met or (3 interviewees) that they had had no specific expectations. The reasons given for the conference not having lived up to expectations were varied and included: the attendance of only high-profile people; no opportunity to deliver feedback; an emphasis on schools as opposed to other organisations; not enough time for discussions after papers were presented and insufficient discussion regarding the way forward. The 16 interviewees that had attended the entire conference were also divided with regard to which of the two sessions (plenary versus breakaway) were most useful⁴⁰.

All people interviewed believed that the conference was very valuable to the Amajuba district. The conference was described as 'excellent', 'powerful', 'top class' and of 'very high value' by a number of interviewees; some pointed out that it was well-planned, had gathered and brought together a good number of CW organisations and provided knowledge on what is happening in and around the district, as well as on the risks of HIV/AIDS. However, some weaknesses of the event were also highlighted; these included the registration fee; speakers' lack of punctuality; inadequate 'advertising' of the conference; inadequate participation of those directly affected by HIV/AIDS; the length of the conference (for some too long; for others too short); insufficient time for questions during the plenary session; difficulty in understanding what was said when other languages (besides English) were used. On the whole, however, it was concluded that the district would certainly benefit and grow from the conference and that more events like this were needed.

The majority of interviewees said that the information provided at the conference had been the most useful aspect and that what they had learnt at the conference would influence their organisation's activities. Specifically, participants referred to information on how to deal with infected/affected people, how to deal with orphans and affected children, how to teach children about these issues and how to work together with other CW organisations. Specific activities that would be influenced included: teaching children and the young about HIV/AIDS (FBOs, schools, NGOs); introducing classes and sessions dealing specifically with the epidemic for children of all ages (primary schools); assisting orphans and the sick (FBOs); training caregivers on how to treat or live with orphans (youth group); destigmatising and promoting the use of ARVs.

³⁹ Reference was made to reliable information on HIV/AIDS in general and, more specifically, on orphans and child welfare.

⁴⁰ Those that preferred the plenary session said it was more informative; some referred to the statistics provided. Those that chose the breakaway session said it had allowed them to share ideas and knowledge and voice their opinions; they felt free to talk and discuss various issues.

Nine interviewees (about 40%) said that they had made and/or implemented plans to change their activities following the Conference; the others either said that they hadn't made such plans so far and/or that it was too soon (four specified that they were planning to). The majority of organisations planning to modify their operations were FBOs; related activities include: planning to start visiting households with orphans and sick people; women visiting households once a week to provide home-based care; a meeting to be held with other district FBOs to discuss issues around HIV and AIDS; workshops/classes on HIV/AIDS awareness and church committee plans to take part in helping orphans. The Newcastle Crisis Centre representative told of plans to work together with other welfare organisations.

What also transpired from these interviews is that there appears to have been a good amount of networking as a result of the conference, both with new and 'known' organisations. Despite limited follow-up up till now, there also seems to be an openness to future interaction with other C and FW organisations present at the conference. When asked if they had interacted with organisations they already knew or had worked with, the vast majority of interviewees (21 or 91%) gave a positive answer. While just under half of the interviewees said they had made 'new' contacts at the conference, only three of these had already followed up⁴¹, although a couple more said that they planned to do so at the beginning of 2006.

Most of the respondents that had networked with 'known' organisations said they planned to work with these in the future (some already had some form of collaboration under way). Plans for future interaction included: a partnership between a primary school and the Department of Agriculture to help children set up small gardens at home; primary school teachers around the district working together to implement school programmes on AIDS-related issues; FBOs working together to coordinate visiting the sick and providing counselling at clinics; drop-in centres meeting to exchange ideas; DOSW and other NGOs to intensify and rationalize service delivery; DOH attending FBO church sessions to address youth on issues related to HIV/AIDS; collaboration between DOH and an FBO, to help identify HIV positive people and advise them to get tested and/or seek treatment.

On being asked to identify the main challenges and needs for children and families living in Amajuba district, factors such as poverty and unemployment, as well as HIV/AIDS were highlighted, followed by the issue of teenage pregnancy. Other priority needs and challenges identified were: malnutrition, crime and abuse of all kinds. Two interviewees also mentioned child neglect. The two main challenges identified for child welfare organisations in the district were insufficient finance for CW organisations and a lack of communication between organisations, followed by inadequate education centres and insufficient projects and interventions.

Amongst the general comments made (responses to the open question) were suggestions to introduce AIDS-related programmes at schools and during other

⁴¹ Follow-up activities (for the 3 relevant organisations) consisted of: DOH visits to primary school classes, with the purpose of providing information on HIV/AIDS; an AIDS course held by DOH, in partnership with a local FBO; a local school's plans to set up a community vegetable garden, with the help of CINDI.

community-based forums. The need for an umbrella body for NGOs was emphasised, so that there can be guidance and control. A repeated comment was that more (and more frequent) conferences are needed in the district - since they can bring about changes and unification among government and community-based actors - but that these should include participation of grassroots level people. It was also pointed out that Amajuba district needs more research projects.

4.3.2 CAC meeting and questionnaires

As previously mentioned, the February CAC meeting did not generate the desired feedback from stakeholders regarding the usefulness of the Conference and the way forward for dissemination of conference-related information. This was partly because of low attendance and participation in this (as in previous) meetings. One comment made at the meeting was that 'we need to see what discussions were held at the Conference work group sessions to know the way forward' (CAC meeting minutes).

The results of the returned 16 Conference Evaluation questionnaires, distributed at the meeting, reflected a positive overall opinion of the Conference. The overall assessment of the organisational aspects of the Conference was 'good', whereas the content of the presentation was considered 'good' to 'excellent'. In general respondents had a positive opinion of logistical aspects such as registration and the organisation of breaks and meals. There were mixed answers on seating arrangements and conference materials provided. With the exception of two speeches⁴², the presentations were rated 'good' or 'excellent'; there were, however, mixed answers as far as the Questions and Answers session was concerned, with a few comments about insufficient time allocated. However, the significant number of 'no comment' answers and unanswered questions in this section indicates that a good number of respondents didn't attend and/or understand all of the speeches. The Programme Director's performance was considered 'excellent' as 'he kept time well' and 'kept the conference under control'.

Some general comments made were that: the conference should have been longer (e.g. drawn out over 1 and ½ days); the FRAs were not given a chance to explain about the study (comment possibly made by one of the FRAs present at the CAC meeting); very few community-based organisations ended up staying for the work group session; the Conference revolved around HIV and AIDS issues and neglected other aspects of ACHWRP research.

⁴² One was rated 'poor', as considered 'boring' and 'difficult to follow' and the other, which received mixed answers, appears to not have been well understood by respondents.

CHAPTER V: DISCUSSION OF RESULTS

The following section extrapolates key points from the results presented in the previous chapter. It looks at the main issues, patterns and themes that have emerged from the evidence collected by means of various instruments.

5.1 Conference breakaway session

- During this session, the main challenge identified for families in the district was income poverty, inevitably interconnected to other socio-economic factors. Although lack of information and misconceptions around HIV/AIDS was identified as a challenge, it was not considered a priority and/or a problem that can be dealt with in isolation from other social and economic issues brought to light.
- The three main resolutions agreed on were: 1) an integrated approach 2) greater coordination and collaboration among stakeholders and 3) more information. Rather than the introduction of 'new' strategies or bodies, district stakeholders called for the strengthening and integration of structures that already exist as well as the formation of partnerships between key actors. Some proposals to achieve this were: a central comprehensive database of all services rendered in the district, a good referral strategy amongst stakeholders and the creation of a platform or forum – driven by local government – through which C and FW organisations can communicate and collaborate.

5.2 Conference evaluation feedback

- From the conference evaluation interviews, we can deduce that the impression of the conference has been positive on the whole, both with regard to the content and the logistics of the event. The conference was considered to have been very valuable to the district, by provided knowledge and bringing together a number of CWOs.
- The information provided by means of the conference was considered its most useful aspect and it was generally agreed that what was learnt would in some way influence the activities of the organisations interviewed. In particular, people referred to information on how to deal with affected people and families, how to deal with orphans and affected children and how to work together with other C and FW organisations.
- In general the conference appears to have given rise to a good amount of networking amongst C and FW organisations, both with 'new' and 'known' organisations. It is, however, difficult to ascertain whether these contacts will lead to anything concrete in the future, since there appears to have been very little follow-up up till now. In all fairness though, interviews were conducted only a few months after the conference so it was probably too early to expect significant developments in this regard.
- Some repeated suggestions that emerged from these conference evaluation interviews were: to increase grassroots participation and the involvement of

affected people/households in similar events, to hold conferences regularly and to have these events extend over a longer period in order to allow more time for presentations, questions and discussions

- The main challenges identified for families and CW organisations in the district echoed those highlighted during the conference breakaway sessions, that is: poverty and unemployment for families (although AIDS and teenage pregnancies were also brought up) and insufficient finance and lack of communication for organisations.

5.3 Partner outcomes

- On the whole, partner monitoring revealed that the conference has influenced the approach and understanding of C and FW issues, both at an organisational and individual level. We have to bear in mind that it is difficult, however, to isolate the effects of the conference from other forms of interaction that respondents may have had with ACHWRP. In any event, on the basis of partner feedback we can assume that the conference has at least 'enhanced' changes in thinking and actions within district C and FW organisations
- However, there is no tangible evidence of follow-up and/or an impact on the planning and activities of partners monitored: from the information gathered it is not possible to determine whether the conference had or will have any significant effects on planning and activities. Once again, it is probably too soon to expect these more significant behavioural changes to have come about.
- The feedback regarding networking is mixed: some organisations didn't seem to be able to make the best of this opportunity to network (e.g., in the case of DOE it was not possible to obtain information on networking); however, the majority of individuals interviewed did make new or 'old' contact with other C and FW organisations (e.g. the Newcastle AIDS Council's interaction with other government departments), and a good number of interesting initiatives (previously listed) appear to be in course or planned. Once again, it is difficult to assess the exact extent to which the conference determined these developments; nevertheless the event has, at the very least, made some contribution to them.
- Relationships with all three partners monitored appear to have improved since the onset of the conference organisation. Although this has been most evident with DOE (more significant changes in approach, such as: greater accessibility, discussions around closer collaboration with ACHWRP and allocating ACHWRP office space), there have also been smaller developments with the Newcastle AIDS Council and Dannhauser Municipality. These include invitations to participate in Council meetings, the good relationship established with the Newcastle Mayor's secretary and a more apparent willingness to collaborate with ACHWRP (e.g. in monitoring activities). The conference undoubtedly has played a role in this.
- The conference also appears to have been successful in creating and/or enhancing interest in research in general and in ACHWRP's work in particular. Partners demonstrated enthusiasm around collaborating with ACHWRP and/or using research to inform policy and activities. There was also openness to organising ACHWRP presentations at their organisations and/or community meetings, through which ACHWRP could present findings

and disseminate information. The DOE, for example, agreed that that dissemination of ACHWRP findings could be useful for planning purposes.

- The general recommendations made by partners monitored echo those that emerged during conference evaluation interviews, namely that: conferences need to be held more regularly, should be held for longer and should be more broadly participative.

5.4 Strategy monitoring

5.4.1 Strategy 1: Information dissemination in a relevant form

- The specific element of the conference dissemination strategy monitored – the newsletter – appears to have been successful in serving the purpose it was intended for, that is in: conveying research results and conference outcomes effectively and influencing the approach of organisations reached with regard to C and FW issues. Respondents believe it covered all key issues presented and discussed at the conference, and that it was a good reflection of these. Furthermore, judging by the conference dissemination evaluation questionnaire responses, the newsletter appears to have been effective in its objective of influencing the (personal) approach of C and FW organisations' representatives and – to a certain extent – the planning and activities of these organisations.
- There was general satisfaction with all aspects of the newsletter, considered the most appropriate instrument to carry out this type of information dissemination. However, further short-term Conference follow-up activities would be welcomed, whether in the form of another newsletter, radio coverage, further conferences or a combination of these channels.
- Although ACHWRP has not done many presentations since the conference, questionnaire results reveal a general demand for ACHWRP presentations, both on findings and conference outcomes. Representatives of organisations interviewed felt these should be ideally carried out soon after the conference, during community meetings and/or the organisations' internal meetings.
- The ACHWRP website, on the other hand, does not seem to have been a successful dissemination tool (none of the interviewees knew about the website or had visited it). This is probably because of the level of technology amongst community organisations in the district: not everyone has access to a computer and internet and/or familiarity with the web.

5.4.2 Strategy 2: Seeking alliances within key organisations

- Although it is still premature to evaluate HEARD's strategy of seeking alliances in key organisations, the good reception which HEARD management received by representatives of Amajuba District Municipality and DOE are positive developments. Both the District Manager and Director of Community Services demonstrated interest in working with ACHWRP in the future, and appeared enthusiastic about the possibility of taking greater 'ownership' of the project. The Director General has confirmed his commitment by having

recently contacted ACHWRP to organise a meeting with fellow Directors and Municipal Managers, in order to take the discussion forward.

- The interest expressed by the Premier's Office in working more closely with ACHWRP is another positive development, which indicates potential for future collaboration. As agreed in the post-conference Planning Committee meeting, ACHWRP plans to contact the speaker regarding issues raised at the conference.
- The conference undoubtedly contributed to some extent to the greater accessibility of key individuals in partner organisations and the good relationships that HEARD appears to be building.

5.5 Organisational practices monitoring

From the performance journal it appears ACHWRP has engaged in conference-related activities that cover all of the organisational practice points considered, in particular those relating to flexibility and innovation. A number of useful self-criticisms and suggestions to improve future operations came out of this 'internal reflection' exercise, for example: the need to make dissemination and meetings more relevant to stakeholders; the need to carry out dissemination activities soon after these events; the need to start planning and budgeting earlier; the need to allow for everyone in ACHWRP (and not just the project coordinators) to be involved and have an active role in major projects and events. In particular, a few points on specific organisational practices are worthy of being highlighted:

- Under '*prospecting for new ideas, opportunities and resources*', some developments considered relevant to the engagement of ACHWRP with C and FW organisations were: discussions around replacing unsuccessful CAC meetings with 'Community Meetings' in the town hall; HEARD Management's meetings with District representatives around using ACHWRP as a research body to contribute to the development of Integrated Development Plans; DOE discussions around wanting ACHWRP to be part of the implementation of White Paper No 6 (Schools as Centres of Care and Support).
- The most significant example identified of '*seeking feedback from key informants*' (practice 2) was the continuous feedback on the conference organisation requested from members of the Planning Committee during the seven Planning Meetings held, which gave rise to a number of changes made to the programme.
- As far as '*obtaining the support of the next highest power*' (practice 3) is concerned, the main lesson learnt for ACHWRP staff is that planning should commence earlier and a budget should be agreed on as soon as possible. This allows an organisation to maximize effective support from management.
- An important example of the 'enhancement' of ACHWRP's products and services (practice 4) is the dissemination of ACHWRP's work and findings beyond the Amajuba district. On this point, some 'lessons learnt' highlighted by ACHWRP staff are that the expectation of benefiting directly from a project/activity often has to be fulfilled in order to maintain stakeholder 'good will' and information/presentations should be more streamlined and targeted in order to be relevant to stakeholder needs.

- As far as the '*requests to the programme to share its wisdom*' is concerned (practice 5) ACHWRP received no direct requests for presentations, although interviews reveal a general enthusiasm, among stakeholders, for ACHWRP to present findings at their future meetings. The main lessons learnt with regard to this practice are the need for a timelier follow-up, both in getting conference information out and inquiring about presentations, as well as ensuring that dissemination activities are properly budgeted for.

CHAPTER VI: CONCLUSION

Given the results of this study, presented and discussed in the previous Chapters, we believe that the conference was useful as a strategy, but only if considered as one element of a broader and longer-term process of networking, advocacy and lobbying, which started long before the event and certainly does not end with it. Evidence suggests that the conference undoubtedly contributed to ACHWRP's longer-term aim of participating in the creation of a coherent child and family welfare strategy in the district, through the following channels: 1) by increasing knowledge of ACHWRP and the respect it enjoys amongst district stakeholders; 2) by reinforcing and/or improving ACHWRP's relationships with strategic stakeholder organisations 3) by disseminating scientific evidence which can be useful (and stakeholders appear to believe it will be) to inform policy and activities of C and FW agencies; 4) by encouraging contacts and networking amongst district stakeholders; 5) by providing stakeholders with an opportunity to communicate, voice their opinions and concerns and make constructive suggestions for the way forward; 6) by allowing key district actors to 'own' the conference process, through a participative organisational process.

The conference appears to have been successful in achieving its objective of getting C and FW actors to identify challenges facing households and CW organisations in the district, and to make suggestions for the way forwards. A lot of interesting points came out of the breakaway session, for example, which was one of the few occasions (if not the first) that many of these C and FW actors had had to meet, exchange ideas and put forward their opinions on the problems facing their organisations and the district. More importantly, it forced participants to play a proactive role in proposing solutions, as opposed to merely pointing out the problems.

Our research confirms the perception of people and organisations 'working in isolation' and a lack of coordination amongst these district actors. This problem was alluded to in various comments that came up both during conference plenary and breakaway sessions and during evaluation interviews. This scarce collaboration amongst organisations could partly explain the difficulties we were faced with when trying to organise partner monitoring interviews. However, study results also reveal some unexpected developments, in terms of partner relationships, which the RAPID team had not contemplated⁴³. This has taught us that sometimes our actions give rise to unexpected outcomes and it is important to have the flexibility to see and recognise them and to modify strategies accordingly where appropriate.

All things considered, however, it is important to remember that this (RAPID) was a short-term project and it was probably too early to evaluate impact on planning and/or activities or to expect major behavioural changes from partners. Some organisations that participated in this study have longer and more bureaucratic internal processes than others, but in general it is unlikely that any significant or fundamental change be introduced within such a short space of time (some organisations monitored had not even held a meeting after the conference at the time they were interviewed). We also

⁴³ For example: the relationship with the Mayor's secretary; discussions around ACHWRP being allocated space in new DOE offices.

have to bear in mind that we are practically ‘starting from scratch’ in many cases, that is working in a situation in which many stakeholders do not even talk to each other.

What did emerge clearly from the evidence collected is that there is wide-spread interest, amongst district stakeholders, to use research (ACHWRP and other) in order to aspire to a more evidence-based policy and activities. This result implies an appreciation of the importance of research and the contribution it can make to the development of a district C and FW plan. It is also an important acknowledgement of ACHWRP’s work.

Furthermore, we have learnt something more about closing the gap between researchers and policy makers. It is sometimes difficult as we are working in different sectors and often speaking different ‘languages’. Obtaining the participation initially - and trust and support later - of policy makers is not easy. It requires determination and insistence, as well as the will and effort to ‘speak their language’, that is to provide these actors with relevant and ‘streamlined’ information and material in the form they need or want. It is also necessary, at times, to convince policy makers that participation and collaboration is in their interest or, as put by ACHWRP staff, which “they are going to get something out of it”. However, despite the potentially slow and difficult process, we believe it is possible to develop a relationship with policy-makers based on trust and mutual interest, provided there are (at least partly) common goals and a willingness on both parts to deal with problems and challenges. Certainly, ‘high-profile’ events such as the ACHWRP Conference can help make a research organisation or project known and (provided content and logistics are good) convey a high level of professionalism. Once initial trust is won, the advocacy and lobbying process becomes easier as key representatives in policy-making organisations are more accessible and willing to collaborate. This study suggests that a sense of ‘ownership’ of a project and/or event is fundamental in achieving partner collaboration. This sense of ownership can only be achieved by allowing key policy actors to feel they ‘have a voice’, or rather by involving them in decision-making and planning processes (the conference Planning Committee is a prime example of this).

This study – and in particular the Outcome Mapping Exercise - has also been useful in ‘forcing’ us to gather and organise, in a scientific manner, important information which could have remained fragmented, untapped, undocumented and/or forgotten. The scientific process through which this information has been obtained and the format in which it is presented, render it more useful and accessible for practical applications. This work could also provide an important baseline study to constitute a point of reference for ACHWRP’s future Monitoring and Evaluation exercises. It represents a wealth of data to build on for those who will work on the project in the future.

Notably, the exercise was valuable for revealing actions (particular contacts to be forged and/or strengthened, and specific activities) that the ACHWRP team needs to take, to capitalise on the conference. In other words, the exercise revealed that ‘the devil is in the detail’. In this case, the conference influenced people and organisations in the district in different ways, and the value of the exercise lies in the way it revealed particular influences - outcomes - that can guide the ACHWRP team on deciding what it should and could do towards achieving the objective of collaboration and co-ordination between C and FW organisations and, ultimately, to the aim of a

coherent district-level child welfare management plan. Here, we refer to affirmations of some decisions in the process, for example, the decision to include a focus on 'AIDS Councils' in view of the way conference participants indicated that the potential of these agencies needs to be explored. We also refer to strategies that can be developed; for example, working out a systematic plan of what presentations to make, to whom and when over the next two years. We also refer to the way the exercise has enabled the ACHWRP to be reflexive; in other words, to understand more clearly how the ACHWRP is situated in relation to the host of government and non-government organisations that are directly responsible for child and family welfare in the district (and how that situation is changing).

The net result, therefore, is not so much a set of clear and affirmed links between 'researchers' and 'policy makers'; rather it is a foundation for proposed activities which not only can be described in detail but also, importantly, can be justified. Accordingly, we can say that the exercise has enabled the ACHWRP to move towards achieving its expected outputs for the conference; *vis*:

- A refined advocacy strategy to influence child welfare agencies, particularly the 'policy makers' in the district;
- Additional information on the 'context' of child welfare for ACHWRP's Social Assessment;
- A 'Lessons learned' document to inform future studies of this nature.

The ACHWRP team is now in a position to lay out that strategy and produce a 'lessons learned' document. With regard to additional information on context, this report will need to be used in conjunction with the masters student's research dissertation (on CFW organisations' perceptions of the welfare needs of children in the district). That research was conducted in association with this exercise and is still being written up. Its focus on thinking and actions of C and FW organisations will complement this exercise's exposition of how ACHWRP fits into (indeed, is part of) that context and so, enable the ACHWRP to maintain a reflexive stance with regard to its ambitions. By this we mean that the ACHWRP is adopting the premise that the extent to which researchers influence policy makers, is a function of the extent to which they become participants in, even subjects of, the situation they seek to change.

That is a premise which this study provides for further consideration by the RAPID project. The premise does not necessarily mean abdication of the role of the scientist (nor that of the intellectual). As this case study shows, there are tools like the outcomes mapping exercise which enhance those roles.

Finally, in our opinion, this study has also shown that Outcome Mapping can be successfully applied to a small short-term project culminating in an event (e.g. the conference), provided the instrument is adapted accordingly where the need arises. In this particular case some modifications were necessary, partly to render the process less time-consuming where time was a real constraint; these included simplifying some of the steps and the terminology used, customising journals slightly and abandoning quantitative indicators for performance monitoring.

CHAPTER VII: RECOMMENDATIONS FOR THE WAY FORWARD

In sum though recognising that this report is really a stepping stone towards further synthesis of the information derived from the exercise, a number of recommendations on the way forward for ACHWRP can be recorded. These recommendations are aligned to a goal that the exercise drew out from the ACHWRP's plan to hold a conference; namely, to contribute to the development of a 'vibrant, responsive, broad-based' network of CFW organisations:

- 1) **Ensure that expectations are feasible:** we have to be realistic about what could have been expected from an event like the conference - the first of its kind in the district, and only one element of a much broader and longer-term advocacy and lobbying strategy. Our initial expectations of the outcomes it could achieve in terms of behavioural changes (e.g. progress markers developed during the RAPID exercise) were possibly too high. If the Conference is reconsidered as just one step forward towards a much broader goal and in relation to the developments that it could have reasonably been expected to achieve, we can conclude that it has been successful on the whole and has given rise to satisfactory results. Perhaps the most significant of these is the apparent 'shift' in approach to C and FW issues amongst district C and FW actors.
- 2) **Insist in encouraging coordination and collaboration among stakeholders:** the results of this study indicate that ACHWRP is moving in the right direction, although there is still a long road ahead. During this study various C and FW actors have repeatedly highlighted the need for greater coordination and collaboration amongst district stakeholders, both in terms of approach and activities. In this respect, the conference appears to have contributed towards stakeholders establishing new contacts and working towards partnerships. ACHWRP can continue to play an important role in promoting constructive interaction amongst key stakeholders; this is essential if it is to move closer to the objective of a coherent CW strategy in the Amajuba district. The Conference may have placed ACHWRP representatives in a better position to do this, given the increased importance and respect that the Project now enjoys in the district. For example, continuation should be given to participatory processes and structures such as the Planning Committee and CAC, whether in a similar or different form⁴⁴. Various forums and events can provide opportunities for networking and working together. During the conference breakaway session participants explicitly called for the establishment of a coordinating body to unite and rationalise the work of C and FW actors in the district. On various occasions (including the conference itself) it has been mentioned that ACHWRP can play an important part in the development of such a forum.

⁴⁴ Despite their shortcomings (highlighted in previous sections), structures such as the CAC and Planning committee were innovative in getting organisations, many of which had possibly never interacted with each other, to exchange ideas and experiences.

- 3) **Continue to build and nurture key partner relationships:** during the conference and related activities, there have been various cases of key individuals expressing interest in working closer with ACHWRP and with other district organisations. Establishing key contacts and partnerships is a process that requires a significant and consistent investment, both in terms of time and energy. These relationships are therefore valuable and should be continuously ‘nurtured’. The conference appears to have made some breakthroughs in this regard but ACHWRP must ensure that it now maintains and builds on partner relationships, in order to fully reap the fruits of the conference and related activities. This includes continuing with the strategies of developing alliances within strategic partner organisations (e.g. meetings between HEARD management and representatives of local government departments) and carrying out effective dissemination activities. One important comment made by ACHWRP staff, for example, is that the project should maintain regular contacts with strategic partner organisations (for example keep these updated and invite representatives to visit the project) as opposed to limiting contacts to particular events such as the conference.
- 4) **Encourage a sense of ‘ownership’ of the ACHWRP project amongst key district stakeholders:** ACHWRP needs to ensure a continued participatory approach to the project and encourage a sense of ‘ownership’ amongst key stakeholders. This seems to be the key to ensuring interest and participation of district stakeholders and to developing strategic relationships.
- 5) **Support and/or participate in the organisation of future conferences:** the need for future conferences of this sort was highlighted on various occasions during this study. While resource constraints (e.g. finance, time) may not allow ACHWRP to organise regular conferences of this nature, its current standing and the precedent set with this event should allow ACHWRP to at least support and/or participate in the organisation of similar (although perhaps smaller and more localised) events of this nature.
- 6) **Take the opportunity created by the conference to give presentations on ACHWRP’s work:** the results of this study reveal a general interest, on the part of C and FW organisations, in ACHWRP’s research, as well as a willingness to invite ACHWRP to future meetings to give presentations. ACHWRP should make the best of this opportunity to prepare and organise targeted presentations to individual organisations or groups of organisations. These could be given at the organisations’ meetings or during community meetings and would serve to make the project’s research better known and facilitate its objective of developing strategic partnerships.
- 7) **Balance clear long-term goals with short-term flexibility:** while bearing in mind important longer-term goals and objectives, ACHWRP must also strive to maintain enough flexibility to adapt strategies and actions where necessary. This includes the ability to recognise and follow-up on unexpected developments and to take advantage of these, as best possible, where they may represent interesting future opportunities for ACHWRP. One example of an unanticipated development from this study is the interest and involvement of

some key individuals in partner organisations, whose support had not been previously contemplated.

- 8) **Use ‘lessons learnt’ highlighted by ACHWRP staff to improve organisational practices in the future:** the Project needs to reflect on the recommendations made by ACHWRP staff during organisational practices monitoring, and use these as guidelines to improve ACHWRP’s functioning in the future. As previously mentioned, some of the suggestions put forward are: ensuring more timely dissemination activities, rendering meetings and dissemination more targeted and relevant to stakeholders, starting the planning and budgeting process earlier and increasing the involvement of all members of the ACHWRP team in the planning of major projects and events.
- 9) **Disseminate the key issues and findings emerging from this study to district C and FW actors in an appropriate form:** in line with ACHWRP’s broader A and L strategy and the suggestions of CWOs and ACHWRP staff, we believe it would be fruitful to produce a summary of the main findings and issues emerging from this study, in a relevant, comprehensible form. This could take the form of another brief (4 - 8 pg) newsletter for example - deemed the most effective dissemination tool by organisations interviewed - to be distributed widely to all conference participants, other potential key district organisations and possibly potential donors. The content should be brief, clear and to the point.
- 10) **Ensure that the information gathered and produced through this study is easily accessible as a point of reference for ACHWRP’s future activities and evaluation exercises:** as previously suggested, this report can serve as a useful source of information for ACHWRP, especially with regard to future monitoring and evaluation activities. We need to ensure that both an electronic and printed copy of the report and appendices are readily available at the Newcastle Field Office, and that new colleagues are informed of its existence. It may also be useful to write up a 7-8 page summary of this report, comprising key points and findings. This could be distributed to all HEARD (including ACHWRP) staff and to other interested parties.

APPENDIX 1: OUTCOME MAPPING DIAGRAM





28 Key Questions for the RAPID Framework

Context

1. Who are the key policy actors (including policymakers)?
2. Is there a demand for research and new ideas among policymakers?
3. What are the sources of resistance to evidence based policymaking?
4. What is the policy environment?
 - a. What are the policymaking structures?
 - b. What are the policymaking processes?
 - c. What is the relevant legal/policy framework?
 - d. What are the opportunities and timing for input into formal processes?
5. How do global, national and community-level political, social and economic structures and interests affect the room for manoeuvre of policymakers?
6. Who shapes the aims and outputs of policies?
7. How do assumptions and prevailing narratives (which ones?) influence policymaking; to what extent are decisions routine, incremental, fundamental or emergent, and who supports or resists change?

Evidence

1. What is the current theory or prevailing narratives?
2. Is there enough evidence (research based, experience and statistics)?
 - a. How divergent is the evidence?
3. What type of evidence exists?
 - a. What type convinces policymakers?
 - b. How is evidence presented?
4. Is the evidence relevant? Is it accurate, material and applicable?
5. How was the information gathered and by whom?
6. Are the evidence and the source perceived as credible and trustworthy by policy actors?
7. Has any information or research been ignored and why?

Links

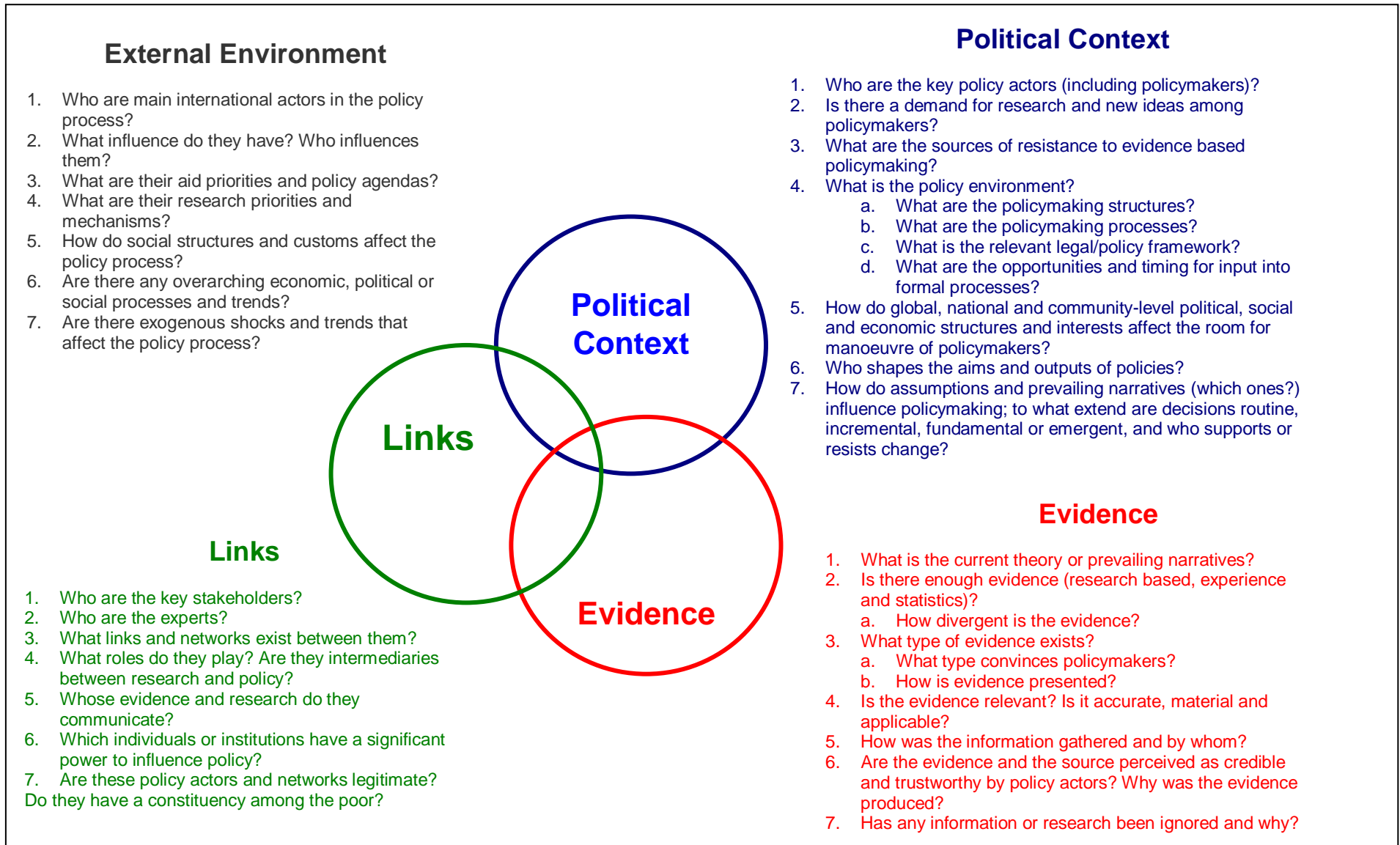
1. Who are the key stakeholders?
2. Who are the experts?
3. What links and networks exist between them?
4. What roles do they play? Are they intermediaries between research and policy?
5. Whose evidence and research do they communicate?
6. Which individuals or institutions have a significant power to influence policy?
7. Are these policy actors and networks legitimate? Do they have a constituency among the poor?

External Environment

1. Who are main international actors in the policy process?
2. What influence do they have? Who influences them?
3. What are their aid priorities and policy agendas?
4. What are their research priorities and mechanisms?
5. How do social structures and customs affect the policy process?
6. Are there any overarching economic, political or social processes and trends?
7. Are there exogenous shocks and trends that affect the policy process?



The RAPID Framework: 24 Key Questions



External Environment

1. Who are main international actors in the policy process?
2. What influence do they have? Who influences them?
3. What are their aid priorities and policy agendas?
4. What are their research priorities and mechanisms?
5. How do social structures and customs affect the policy process?
6. Are there any overarching economic, political or social processes and trends?
7. Are there exogenous shocks and trends that affect the policy process?

Political Context

1. Who are the key policy actors (including policymakers)?
2. Is there a demand for research and new ideas among policymakers?
3. What are the sources of resistance to evidence based policymaking?
4. What is the policy environment?
 - a. What are the policymaking structures?
 - b. What are the policymaking processes?
 - c. What is the relevant legal/policy framework?
 - d. What are the opportunities and timing for input into formal processes?
5. How do global, national and community-level political, social and economic structures and interests affect the room for manoeuvre of policymakers?
6. Who shapes the aims and outputs of policies?
7. How do assumptions and prevailing narratives (which ones?) influence policymaking; to what extent are decisions routine, incremental, fundamental or emergent, and who supports or resists change?

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1. What is the current theory or prevailing narratives?
2. Is there enough evidence (research based, experience and statistics)?
 - a. How divergent is the evidence?
3. What type of evidence exists?
 - a. What type convinces policymakers?
 - b. How is evidence presented?
4. Is the evidence relevant? Is it accurate, material and applicable?
5. How was the information gathered and by whom?
6. Are the evidence and the source perceived as credible and trustworthy by policy actors? Why was the evidence produced?
7. Has any information or research been ignored and why?

APPENDIX 3: CONFERENCE PROGRAMME

AMAJUBA FAMILY and CHILD WELFARE CONFERENCE

24th of November, 2005

Amajuba: Working Together to Build a Better Future for Our Children!

- 08.00 – 08.30 Registration and Tea, mounting of displays
(Newcastle High School provides music)
- 08.30 – 08.35 Prayer (**Mr. Bhangandwass**)
- 08.35 – 08.40 Programme Director (**Bishop S. Zulu**) announces
VIPs and programme
- 08.40 – 08.50 Welcome Address (**Alan Whiteside**, Director HEARD, UKZN)
- 08.50 – 08.55 Programme Director announces keynote speaker
- 08.55 – 09.30 The HIV/AIDS Pandemic and its Implications for
KwaZulu–Natal Province: **Professor Salim “Slim”
Abdool Karim**, Pro Vice–Chancellor, Research,
University of KwaZulu–Natal
- 09.30 – 09.40 **Inkosi Shabalala** (Traditional Leader in Amajuba District)
responds to the Keynote address on behalf of the traditional
authorities
- 09.40 – 09.45 Child message on the impact of HIV/AIDS on children’s lives
(Sizimele High School)
- 09.45 – 09.50 Programme Director introduces the Amajuba
Child Health and Wellbeing Research Project
(ACHWRP)
- 09.50 – 10.30 Presentation of Amajuba Child Health and Well–
being Research Project (ACHWRP) Baseline Survey
Results
- 10.30 – 10.40 Reflections and questions on ACHWRP
presentation

10.40 – 11.00 Entertainment and Coffee Break (St. Anthony’s Children Home & Inkwahla Performers from Cathulani School)

11.00 – 11.05 Programme Director introduces and reviews panel speakers

11.05 – 12.50 Presentations by panelists (20 minutes each):

Topic 1: *Anti-retrovirals rollout in South Africa with specific reference to KwaZulu-Natal* (**Dr Chris Jack** MD, KwaZulu-Natal Department of Health)

Topic 2: *The PMTCT programme in KwaZulu-Natal* (**Dr Ngubane MD**, KwaZulu-Natal Department of Health) (Dr. Jack presenting in Dr. Ngubane’s absence)

Topic 3: *Orphans and vulnerable children and mitigation of HIV/AIDS impact on families in South Africa* (**Dr. Donald Skinner**, Human Sciences Research Council)

Topic 4: *Child Welfare and HIV/AIDS in KwaZulu-Natal and grassroot responses to the impacts of the epidemic* (**Yvonne Spain** – Director, Children in Distress Network [CINDI])

Topic 5: *The significance of political will and individual commitment to act in addressing HIV/AIDS* (**Dr. Nonhlanhla Mkhize**, Director, Human Rights and Children’s Desk, Premier’s Office, KZN Provincial Government)

12.50 – 13.00 Reflections on presentations

13.00 – 13.05 Close of Plenary Session and announcement of afternoon programme

13.05 – 14.30 Buffet Lunch and Entertainment

14.30 – 15.30 Work group sessions:

Theme 1: Households and socio-economic impacts

Theme 2: Nutrition and Food Security

Theme 3: Child Health and Lifestyle Choices

Theme 4: Education and Psychosocial Needs of Children

15.30 – 16.00 Workgroups Report Back Session

16.00 – 16.10 Closing Addresss and vote of thanks (His Worship **Mr. F.L. Duma**, Mayor of Newcastle Municipality) Nkosinathi Zwane
Director PGSES, Midlands Region, standing in for Mayor Duma)

16.10 – 16.20 Programme Director's summary

16.20– 16. 30 Closing and National Anthem

END!

APPENDIX 4: HISTORICAL SCAN

HISTORICAL SCAN OF THE CONFERENCE ORGANISATION, MAY TO NOVEMBER: Negative and positive events related to the conference

| Date | Category | List | NEG/POS |
|-------------|-----------------|---|----------------|
| Since 2003 | | Organisations don't know each other | N |
| May-Oct | | Lack of professionalism amongst government departments. in conference planning (this appears to have improved with time) (= <i>shift</i>) e.g. from the need to exaggerate the benefits which stakeholders can achieve from the conference (appeal to their self-interest) to a sense of co-ownership of the conference | N N/P P |
| May- Oct | | Community expectations (= <i>shift</i> & <i>challenge</i>) e.g. Will help government recognize organisations (including ACHWRP) e.g. Expect direct benefits as result of conference | N/P P N |
| May-Oct | | Departments' positive response and networking | P |
| May-Oct | | Local municipalities want to be involved (e.g. wanting to be invited) (= <i>shift</i>) | P |
| May – Oct | | A lot of time involved | N |
| May- Nov | | We won't be able to reach everyone we should | N |
| May - Nov | | Involvement of RAs in conference planning is too peripheral | N |
| May - Nov | | District mayor/municipality helpful (with money) but not much interest thereafter (= <i>Challenge/shift</i>) because: Political level not responsive Programme level more responsive | N N P |
| May- Nov | | Lack of consultation and coordination between stakeholders | N |
| May- Nov | | Lack of understanding of the conference on the part of people who are not involved | N |
| May - Nov | | Difficulty in managing to pin down people/ organisations | N |
| June-Nov | | A large amount of money has been used for the conference planning | N/P |
| June- Nov | | Time to explain conference (= <i>challenge</i>) | N |
| September | | We underestimated the costs of this exercise | N |

| | | | |
|----------------|--|---|---|
| | | (budget excess) | |
| Sept-Nov | | Getting people involved and to help with the workload has been difficult | N |
| Sept- Nov | | Data preparation has been secondary to planning (lack of time) | N |
| October | | Putting an advert in the paper has been a success (a few phone calls) | P |
| October | | Community radio slot | P |
| End of October | | Media is proactive (broadcasts that conference is happening) | P |
| Oct-Nov | | ACHWRP gets to know, more and better, informal/ small CBOs | P |
| Oct - Nov | | FBOs aloof – e.g. catholic church sees networking with other organisations as a 'headache' | N |
| Oct - Nov | | Complaints about conference fees | N |
| Oct- Nov | | Organisations that operate outside AMAJUBA have demonstrated interest | P |
| Oct - Nov | | Some organisations proactive (contacting and spreading news) | P |
| November | | Enthusiasm of stakeholders to be part of the conference (good responses from organisations) | P |
| November | | Weekdays do not suit everybody | P |

APPENDIX 5: TABLE OF STRATEGIC AND BOUNDARY PARTNERS

'Partners' and 'friends' (boundary partners and strategic partners)

| Category of existing BP | Working with since | How to seek to influence | Partner or Friend |
|--|---------------------------|--|--------------------------|
| 1. Media | 01/10/2003 | | |
| Newspaper | | Free publicity; hold community to higher standard on projects | F |
| Radio | | Interviews; highlight C + FW issues (proactive, i.e. talk shows on community issues as well as music) | F |
| 2. Government: Multisectoral | | | |
| DOE | 2003 | Better Child referral system; advisory role to ACHWRP; establish/ improve policies on school fees, remedial teaching; have active guidance counselors | P |
| DOSD | 2003 | Partner in referral systems; grants (research to see if grants work) | P |
| Dept of Home Affairs | 2004 | Help more with getting Birth certificates; good relations with DOE; liaise with DOSD for outreach workers in mobile clinics | P |
| DOH | 2004 | Get Community Health workers to acknowledge value of ACHWRP | P |
| Dept of Public Services | 2006 | Possibly better 'grassroots' officials to support ACHWRP and to help people get assistance from govt. depts. | Possibly P |
| 3. Amakhosi (tribal authorities) | 2003 | Support ACHWRP vision for conference; be more active with C and FW. | F |
| Some specifically important Amakhosi: e.g. Chief Zwane (Chair/coordinator of Induna) | 2005 Nov | Mobilise traditional authorities | P |
| Mahlab (rumour mongerer) | 2005 May | Indirectly via councillor to help stop rumours | F |
| Parliament (local warlord/ gatekeeper) | 2004 | Make him 'a friend' | F |
| Farmers (gatekeepers; land owners) | 2004 | Give ACHWRP FRAs easy access to households; not emphasise 'private property'/trespass rights, but see value of ACHWRP for residents/tenants on the farms | F |
| 4. CWOs | | | |
| K.Hilda Drop-in (also an NIP site; so govt. funding and support and supposedly better outreach and infrastructure) | 2003 | Come to conference; learn where to get help; better self management given NIP status | P |
| Other drop-in centres (new ones just opened) | 2005 | Network with others and with ACHWRP | P |
| St Anthony's | | Part of NGO grouping we want to get to interact more; most well established so | P |

| | | | |
|---|--|---|---|
| | | could reach out to other NGO/CBOs etc. | |
| Child and family welfare agency (they do case work for foster care) | 2005/06 (would like to work with them; established govt extension) | Partner with new inexperienced NGOs; share their experiences | P |
| Municipal managers | 2005 | More responsive to ACHWRP as a resource (information; science); allocate budget to support network (AIDS council etc) | P |
| IDP planners (district) | 2003 | Include HIV programmes; understand intersection of development and HIV and education health | F |
| District Mayor | 2004 | Influence | F |
| District managers | 2004 | Have development programmes need to address C&FW | P |
| AIDS councils | 2004 | Stop being talkshops; be active; establish a Council in Dannhauser | P |
| NIP sites (in study areas) | | In study areas via DOSW/ DOH | P |
| Dept of Agriculture | 2005 | Understanding for ACHWRP of what it does in community (e.g. vegetable gardens); get them linked to other C&FW interventions | P |
| Portfolio Councillors | 2006 | Could influence how municipal managers allocate funds, so need them to get network moving | P |

APPENDIX 6: OUTCOME CHALLENGE TABLE FOR PRIORITY PARTNERS

| Partner | Priority | How will the partner act differently in the short term as a result of the conference? | How will the partner be acting differently? | What new relationships will it have formed? | How will existing relationships have changed? |
|----------------|-----------------|--|---|--|--|
| Depts DOE | * | <ul style="list-style-type: none"> - evidence of review and rethinking of activities as a result of research and problems voiced at the conference - evidence of (greater) networking with other local government departments and/or municipalities as a result of contacts made at the conference - contacts made with other CW actors through the conference - intention to use ACHWRP/ conference information to inform lobbying activities - greater interest in the activities of ACHWRP as a result of the conference - greater willingness to engage with ACHWRP or other research institutions as a result of the conference | <ul style="list-style-type: none"> - feeding schemes for all needy schools - improved service delivery e.g. exemption from paying school fees to children experiencing poverty - improved infrastructure e.g. communication, water, lights, sanitation - career guidance and counselling - teaching of skills that can be used at home e.g. agriculture, sewing - give special attention to the needs of rural schools, e.g. quality of education; infrastructure, land issues around schools on private land - district to make known children's needs at 'higher' government level and push for implementation of schools as care centres (White Paper n. 6) | <ul style="list-style-type: none"> - establish partnerships with other local government departments to implement schools as centres of care and support (White Paper no 6) - establish relationship with other child welfare actors who provide intervention e.g. NIP sites and FBO, other organisations - work with municipalities on transport issues (e.g. children who do not have transport to schools) - contract research to help identify reasons for drop-out at school, in order to improve service delivery | |
| SD | * | <ul style="list-style-type: none"> - evidence of proactive outreach in light of the conference - greater awareness of the issues around C and F welfare and the needs of vulnerable households as a result of the conference - new contacts made with NGOs as a result of the | <ul style="list-style-type: none"> - changed strategy; going to community not visa versa; - speed up admin procedures; - more accountability to community (e.g. why grants stopped/not coming through) - helping those children in need but | <ul style="list-style-type: none"> - working closely with dept home affairs; - working with key depts involved in community development - relationship with new NGOs and help with capacity building of them | <ul style="list-style-type: none"> - contracting HEARD research on grants access in communities - more proactive relationship in bodies of which is member (e.g. AIDS councils; municipal management bodies) |

| | | | | | |
|--------------|---|---|---|---|--|
| | | <p>conference</p> <ul style="list-style-type: none"> - (increased) networking with other key departments through the conference - evidence of the intention to be more proactive in bodies of which is a member (e.g. AIDS councils) - Evidence of pursuing and developing the relationship with ACHWRP with the intention to make use of information produced | <p>who cannot have grants (e.g. child headed hsls.)</p> | | |
| Home Affairs | * | <ul style="list-style-type: none"> - evidence of planning and review of activities to improve services and customer approach - evidence of a more proactive role in ensuring the provision of certificates - intention to participate in and/or greater participation in stakeholder events following the conference - new contacts made with other government departments, councillors and/ or community workers through the conference - greater networking with other government departments, councillors and/ or community workers through the conference - greater interest in ACHWRP research - intention to develop relationship with ACHWRP and/or other research institutions to help inform policy | <ul style="list-style-type: none"> - speedy admin processes - greater accessibility of mobile clinics to communities (both in terms of coverage and frequency) - improve service delivery related to birth and death certificates, especially in the less densely populated and needier areas - use of media to announce and disseminate (print) dates of mobile clinics - assume a more proactive role in ensuring the provision of birth and death certificates - improve customer service and approach (e.g. explain, give information) - participate in events with other stakeholders | <ul style="list-style-type: none"> - set up a referral system with the Department of Education (around providing certificates/ IDs) - contract research to help inform policy | <ul style="list-style-type: none"> - improve links with other departments (eg DOH), councillors, community workers etc in order to improve access to services |
| DOH | * | <ul style="list-style-type: none"> - evidence of budget | <ul style="list-style-type: none"> - allocate more | <ul style="list-style-type: none"> - identify and | |

| | | | | | |
|------------------------------------|---|---|--|---|---|
| | | <p>review</p> <ul style="list-style-type: none"> - greater acknowledgement and understanding of the existing and potential role of CHWs in community health care - contacts or networking with private organisations around partnerships for health care initiatives, as a result of the conference - plans to promote a more comprehensive model of health care, as a result of further information and networking | <p>resources in the budget to increase personnel (e.g. hospital doesn't have a psychologist)</p> <ul style="list-style-type: none"> - improve and allocate more resources to primary health care - ensure fully equipped mobile clinics in farm areas - prioritise and mainstream the role of community health workers in community health care | <p>promote (at a provincial level) partnerships with private organisations for primary health care initiatives</p> <ul style="list-style-type: none"> - work for more comprehensive health care for families (also promote this at a provincial level) | |
| Dept of Agric | * | <ul style="list-style-type: none"> - evidence of planning and action to assume a higher profile - evidence of a more proactive approach with regard to school and community projects - contacts made or networking with DOE, NGOs, CBOs and community representatives as a result of the conference | <ul style="list-style-type: none"> - assume a higher profile, by providing information to increase knowledge of programmes carried out by the Department - provide assistance to communities with agricultural projects and activities - be more proactive in going to schools and explaining/ offering projects | <ul style="list-style-type: none"> - work with DOE (especially schools), NGOs, CBOs and communities on educational projects (e.g. school gardens) | |
| K.Hilda Drop in (also an NIP site; | * | <ul style="list-style-type: none"> - planning to share skills and experiences with other NGOs - intention to participate and/or participation in future stakeholder meetings - planning to share experiences on how to influence child welfare policy making - contacts made with government departments or community health through the conference - evidence of (greater) networking with government deps and CWOs through the | <ul style="list-style-type: none"> - share skills and experience with other NGOs on how to sustain an institution like Kwa-Hilda - continue to influence child welfare policy-making - participate more in stakeholder meetings | | <ul style="list-style-type: none"> - strengthen relationships with government departments (e.g. DSW and agriculture) - strengthen relationships with community health workers |

| | | | | | |
|--|---|--|--|--|---|
| | | conference | | | |
| Other NIP sites (one-stop shop for children: food, clothes, counselling) DOH gives money; DOSD gives staff and co-ordination; community provides a site and building | * | <ul style="list-style-type: none"> - evidence of the intention to carry out the tasks set out for NIP sites - intention to use the ACHWRP and conference information to support activities - greater willingness to engage with ACHWRP and/or other research institutions to carry out context analysis - networking with other drop-in centres, NGOs and CBOs as a result of the conference - networking with municipalities and local govt departments as a result of the conference - evidence of a more proactive community approach | <ul style="list-style-type: none"> - managing selves better and know where to get capacity building help - doing what they are supposed to do as NIP sites - research to identify number of children in area in need of NIP services; - communication to let children know of service (e.g. community workshops) | <ul style="list-style-type: none"> - links with other drop in centres and NGOs, particularly Noah's Ark (to get buildings – bringing together resources) - links with ACHWRP - relationship with community and municipal managers to get buildings - links to research organizations - links to community - links to funders | <ul style="list-style-type: none"> - better arrangements with DoH; DOSD; DA - more proactive relationship with community where situated |
| C&FW agency | * | <ul style="list-style-type: none"> - contacts and/or networking with other CW orgs through the conference - evidence of plans to provide broader services and coverage - intention or plans to work with community-based organisations as a result of the conference | <ul style="list-style-type: none"> - make the services they provide known - network with other child welfare organisations (e.g. attend our meeting) - provide broader services and increase coverage | <ul style="list-style-type: none"> - work with community-based organisations to enhance service delivery to children and families e.g. mentoring | <ul style="list-style-type: none"> - expand services beyond contracting to government, by pursuing other sources of finance (e.g. private foundations) |
| Municipalities (specifically AIDS councils and portfolio managers) | * | <ul style="list-style-type: none"> - plans to prioritise HIV/AIDS related programming and programming benefiting communities, families, children as a result of contacts made and information generated by the conference - evidence of planning to provide greater leadership on HIV/AIDS | <ul style="list-style-type: none"> - improve service delivery, especially in rural areas - prioritise HIV/AIDS related programming - prioritise programming benefiting communities, families, children - improve accessibility of water, roads and sanitation - provide leadership | <ul style="list-style-type: none"> - use ACHWRP research to inform policy and actions | |

| | | | | | |
|--|--|---|---|--|--|
| | | programming - intention to utilise ACHWRP research to inform programmes | on HIV/AIDS programming: prevention, treatment and impact | | |
|--|--|---|---|--|--|

APPENDIX 7: PROGRESS MARKER TABLE FOR PRIORITY PARTNERS

Table breakdown of Outcome Statement for Priority Partners

| PARTNER | EXPECT TO SEE | LIKE TO SEE | HOPE/LOVE TO SEE |
|-------------------------|--|---|---|
| Dept Social Development | <ul style="list-style-type: none"> - communicate whether they are going to attend meeting (e.g. CAC; conf planning) - (further) contacts and networking with C&FW, CBOs and NGOs towards coordination with these - steps towards getting information on C&FW from other orgs. (e.g. C&FW CBOs, NGOs, ACHWRP) - plans to attend future key stakeholder meetings(e.g. Dept of Home Affairs, DoE) - review of activities in the light of problems voiced by NGOs and other organisations at the conference - plans to use research (through ACHWRP or other organisations) to help identify welfare needs in the district | <ul style="list-style-type: none"> - set up structures to get information from CHWs and CDWs; - monitoring of NIP sites - coordination with and evaluation of support to NGOs and CBOs - a referral system with dept home affairs to assist individuals to get certificates etc; - effective transfer of grant procedures (could include home affairs w.r.t. death certificates) - co-ordination with Dept Home Affairs (and DoH) on the latter's mobile office/clinic outreach programme - do research in collaboration with other organisations to identify C&FW welfare needs in district | <ul style="list-style-type: none"> - every eligible district resident receiving grants - very well defined procedures for co-ordination with CBOs, NGOs and other govt. depts. - Influencing other stakeholders to ensure delivery of services that meet needs. - do 'social development' via capacity building of develop community around identified needs. |
| NIP SITES | <ul style="list-style-type: none"> - exploring the scope for providing the range of services they are supposed to be providing - intention to hold govt depts to task of delivering support they require to offer range of services, in view of the problems voiced at the conference (clear policies and procedures to make things happen including capacity building of NGOs on ground) - exploring ways to improve communication (so that communities and children know of the sites' existence) - better idea of where to access support for operations, as a result of conference exposure and information | <ul style="list-style-type: none"> - links established with other drop in centres - changing/ changed model of service delivery (more and better) - collaboration with Noah's Ark and community to ensure infrastructure - capacity building and training for adolescents (who are approaching age of legal adulthood) - gender equity in training of adolescents - use research to identify priorities in general (of services and where they should be sited and who should be reaching) | <ul style="list-style-type: none"> - greater coverage of NIP sites - sustainable sites can exist as long as there is a need. - support from other funders |

| | | | |
|--|---|--|--|
| | - contacts made and/or greater networking with drop-in centres and NGOs as a result of the conference | | |
|--|---|--|--|

| Partner | Expect to see | Like to see | Love to see |
|---------------------|--|---|---|
| DOE | <ul style="list-style-type: none"> - looking into what is needed to introduce feeding schemes to needy schools, in light of the problems highlighted at the conference - plans to increase implementation of policy which allows for exemption of school fees for children who cannot afford to pay - plans to put into place programmes/ courses around career guidance and counselling - looking into ways to increase referrals and PGSGS by teachers - plans and discussions around using research (ACHWRP or other) to inform policy and actions - increased interaction with other gov departments or C and FW orgs as a result of the conference and related activities | <ul style="list-style-type: none"> - improved school infrastructure and services e.g. water, electricity and sanitation - progress towards achieving the implementation of White Paper no. 6, through partnerships with other local government departments towards a more integrated model of schools - new partnerships between schools and CBOs, in order to mobilise CBO resources - exemption of fees for all children who cannot afford to pay them - agreement with ACHWRP to host a research intern within the Department | <ul style="list-style-type: none"> - a referral system in place with DOHA - universally free education - contract with research institutions to improve service delivery through information and do M and E - achievement of integrated models of schools |
| DOHA | <ul style="list-style-type: none"> - reviewing activities to improve service delivery and speed up admin processes, in the light of constraints highlighted at the conference - exploring ways of improving communication of admin processes to the community to prevent delay (e.g. through media, community councillors) - (further) interaction with councillors at or as a result of the conference - intention to participate in events with other stakeholders - greater interest in (ACHWRP or other) research and plans to use research in the future to inform policy | <ul style="list-style-type: none"> - establish and strengthen relationships with local government authorities (e.g. referral system with education) - establish new relationship with CHWs to help identify areas that need mobile clinics - birth and death registration in hospitals and clinics - better communication with councillors to improve service delivery | <ul style="list-style-type: none"> - extended network of satellite offices to avoid long queues in central offices (e.g. where traditional leaders already meet) - contract research to inform policy |
| Dep. of Agriculture | <ul style="list-style-type: none"> - plans to improve communication and advertising of programmes offered to the community through media and community structures (e.g. brochures, | <ul style="list-style-type: none"> - link with NGOs and support groups - partnerships with local government and NGOs to support agricultural income-generating activities in | <ul style="list-style-type: none"> - contract research to do feasibility studies on how and which services to offer for a particular community group |

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| | <p>announcements)</p> <ul style="list-style-type: none"> - greater awareness of on-the – ground food security issues as a result of conference discussion and information -exploring ways of working with schools to familiarise children with farming and agricultural skills (integrate this with curriculum) - (further) interaction with DOE and schools, as a result of the conference, towards the development of projects at needy schools - (further) contacts and interaction with NGOs around food security issues, as a result of the conference | <p>communities, through skills development programmes and finance</p> <ul style="list-style-type: none"> - improved communication and advertising of programmes - partnership with DOE and schools to introduce agricultural projects (e.g. gardens and agricultural training) at needy schools - partnerships with NGOs to carry out food security programmes | |
| DOH | <ul style="list-style-type: none"> - reviewing budget and starting to put in place measures to increase personnel - reviewing activities to improve service delivery - plans to ensure better equipped mobile clinics in rural areas - exploring the possibility of distributing ARVs and introducing VCT through clinics - exploring ways of scaling up ARV access - steps towards ensuring that CHWs are known in their communities - looking into ways of monitoring nutritional programmes in schools (e.g. through dieticians' visits) - plans to enter into more PPIs, e.g. for AIDS treatment management | <ul style="list-style-type: none"> - modify criteria for AIDS grant eligibility (i.e. base it more on conditions/symptoms and not only on CD4 count) - increase personnel - make system more responsive by investing resources to improve turnaround time of disability grant approval - develop partnerships to integrate school-based programmes with other local government (e.g. DOE and DOA) and CBO programmes; pool together resources and programmes (e.g. school-based health and nutritional programmes); joint collaboration and more integrated programmes - strengthen role of CHW in communities - fully equipped mobile clinics and emergency care in rural areas - sufficient medication for all patients at clinics - ARVs accessible to all hospitals and clinics - mobile clinics more comprehensive with VCT programmes and packaged medication - more PPIs developed around AIDS treatment management | <ul style="list-style-type: none"> - community health care workers the foci of DOA, DOE, DSW, DOH services to a particular community - CHW as vital resource to community - greater availability of ambulances, especially in rural areas |
| KwaHilda drop-in centre (NIP site) | <ul style="list-style-type: none"> - intention to participate more in stakeholder meetings -(further) contacts and networking with other C and | <ul style="list-style-type: none"> - share model with others in community - partner with other local government departments to | <ul style="list-style-type: none"> - expand activities beyond Osizweni area to work with other areas in the district |

| | | | |
|--|---|---|--|
| | <p>FW stakeholders as a result of the conference</p> <ul style="list-style-type: none"> - evidence of a more collaborative approach and plans to share experience and model with other stakeholders | <p>carry out capacity building projects, e.g. training programmes for caregivers and community members</p> <ul style="list-style-type: none"> - strengthen relationships with other child and family welfare stakeholders | |
| C and F Welfare Agency | <ul style="list-style-type: none"> - plans to disseminate information on services provided - intention to attend stakeholder meetings and increase networking with other CW organisations | <ul style="list-style-type: none"> - share model and experience with other CBOs; mentor CBOs. - work past historical boundaries (in terms of population group served) - integrate approach with other NGOs and CBOs | <ul style="list-style-type: none"> - obtain other non governmental sources of funding and expand services - move beyond fostering to address other child welfare issues |
| Municipalities (specifically AIDS councils and portfolio managers) | <ul style="list-style-type: none"> - reviewing approach to be more proactive in service delivery - plans to improve services e.g. housing, sanitation, water - exploring ways of ensuring community participation to identify needs and challenges - local AIDS councils to support prevention, treatment and impact - local AIDS councils to increase use of information produced by ACHWRP and other research institutions | <ul style="list-style-type: none"> - fund projects such as ACHWRP as sources of info - more involved in HIV/AIDS programming - move from talk shops to action-based projects - allocate more resources to AIDS councils - develop partnerships between AIDS councillors and local government agents - improve accountability mechanisms of local AIDS councils, i.e. to ensure monitoring of actions on the basis of resolutions taken and greater participation of and accountability to communities | <ul style="list-style-type: none"> - work towards a more equal distribution of services in different areas - exemption of service costs for poor or vulnerable households (e.g. child headed or AIDS affected households) - carry out and sustain home-based care |
| Municipal AIDS Councils (specifically) | <ul style="list-style-type: none"> - reviewing approach to be more proactive in service delivery - exploring ways of ensuring community participation to identify needs and challenges - planning to support (or increase support) of prevention, treatment and impact - using information produced by ACHWRP and other research institutions to inform actions and policy | <ul style="list-style-type: none"> - funding projects such as ACHWRP as sources of info - being more involved in HIV/AIDS programming - allocating more resources to AIDS programmes - supporting (or increasing support of) prevention, treatment and impact - developing partnerships with local government agents - improving accountability mechanisms, i.e. to ensure monitoring of actions on the basis of resolutions taken and greater participation of and accountability to communities | <ul style="list-style-type: none"> - achieving a more equal distribution of services in different areas - carrying out and sustaining home-based care |

APPENDIX 8: STRATEGY MAP TABLE FOR PRIORITY PARTNERS

DOSD

| | Short term conference-based strategies | Causal | Persuasive | Supportive |
|--------------------------------|--|---------------------------------------|--|--|
| Vilikazi | Disseminate information from the conference, RAPID and Sarah's research | Sarah's research provides information | Sarah's research basis to persuade to coordinate | Ask what sort of info they need to be effective in coordination efforts |
| Social Welfare office and NGOs | Use the conference report to show existing need for referrals and as a basis for future collaboration | Providing referrals | Use conference report to show need | Coordination efforts |
| | Use information from the conference, RAPID and Sarah's research to help identify bottlenecks to grant access | | Telephone to follow up | Help identify main bottlenecks and grant access |
| | | | | Identify areas where there are no NGOs (NGOs without a track record can't get support) |

NIP sites

| | Short term conference based strategies | Causal | Persuasive | Supportive |
|---|--|---------------|-------------------|---|
| Contact person in DOH | Give research results to contact person in DOH | | | Identify the problem |
| | | | | Research – assess strengths and weaknesses of NIP programme |
| Coordinator of sites – district manager | Give information produced through the conference and RAPID to district manager | | | Give information |
| | | | | |

Other Priority Partners

| Partner | SHORT-TERM CONFERENCE – BASED STRATEGY | STRATEGY |
|---------------------|--|--|
| DOE | <ul style="list-style-type: none"> - produce information through the conference e.g. newsletter, conference documents - bring partners together through the conference to enable them to network - use RAPID to disseminate conference results - use RAPID and conference information to gain participation in meetings with local government - use conference information on CW problems in the district to inform the MOU | <ul style="list-style-type: none"> - bring partners together through meetings (CAC meetings) to enable them to network with other departments and organisations - carry out research and disseminate findings - formalise ACHWRP referral system - participate in meetings with local government - develop a Memorandum of Understanding to formalise the relationship in terms of deliverables |
| DOHA | <ul style="list-style-type: none"> - use RAPID and conference information to gain participation in local government meetings - disseminate conference and RAPID information - use the conference and dissemination of related information as tools to start building stakeholder relationships | <ul style="list-style-type: none"> - seek participation in their meetings - disseminate information - create stakeholder relationships ('reference' people in the Department) |
| DOH | <ul style="list-style-type: none"> - use the conference and related activities to bring partners together and encourage networking - arrange a meeting to disseminate findings and conference material to help inform policy; use this as an opportunity to start strengthening strategic partnerships - use research findings dissemination and conference as a basis to initiate discussions around a partnership with ACHWRP for capacity building and workshops | <ul style="list-style-type: none"> - establish networks with other government departments by getting them together in meetings (encourage a relationship between them and the dep. of SW) - disseminate information and findings - strengthen strategic partnerships with key individuals in the Department - referral system to CHW for households in need - capacity building of DOH personnel through workshops on how to carry out research (methodology, design etc) |
| Dept of Agriculture | <ul style="list-style-type: none"> - create opportunities for the Dept to network with NGOs, through conference and related activities - arrange a meeting with DOA to disseminate conference information; use this as an opportunity to start gaining a better understanding of the Department's work and priorities and developing key stakeholder contacts | <ul style="list-style-type: none"> - encourage links between Dept Agriculture and NGOs that may benefit from programmes offered by this department - develop key stakeholder contacts within the Department - invest time in achieving a greater understanding of the work carried out by DOA, as well as current interests and priorities |
| Kwa Hilda | <ul style="list-style-type: none"> - create opportunities for networking with other CW organisations through the conference and related activities - include Kwa Hilda in stakeholder meetings - disseminate findings and information to highlight C and FW needs and challenges | <ul style="list-style-type: none"> - inform households in the area where they operate about the services they provide - help establish a network with other organisations that are more equipped and experienced as an NGO |

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| | | <ul style="list-style-type: none"> - include DOA in stakeholder meetings, organised by the task force |
| Municipalities | <ul style="list-style-type: none"> - disseminate findings and information on the conference, to identify challenges and problems and help prioritise services - arrange a meeting to disseminate and discuss ways to be of service - use the conference and dissemination as opportunities to start strengthening relationships with councillors and municipal managers | <ul style="list-style-type: none"> - use ACHWRP findings and information to help prioritise services and identify programmes to be established and projects to be funded. - strengthen relationships with portfolio councillors and municipal managers - raise issues through various entities to identify challenges and problems |

APPENDIX 9: OUTCOME JOURNAL AIDS COUNCILS

| |
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| OUTCOME JOURNAL: AIDS Councils/Municipalities |
| Working date from/to: 12/12/05 to 25/03/06 |
| Contributors to monitoring update: ACHWRP, Marisa |
| <p>Outcome challenge: In the short run, the AIDS Councils and/or Municipalities will motivate and monitor plans to prioritise HIV/AIDS related programming and programming benefiting communities, families and children. This will feed into the medium term target of prioritising these programme areas and improving service delivery, especially in rural areas. By this stage the Council or Municipality will be providing stronger leadership on HIV/AIDS programming, with respect to prevention, treatment and impact. In the longer run, the partner will use ACHWRP research to inform its policy and actions.</p> |
| <p>Expect to see the partner:</p> <ol style="list-style-type: none"> 1. reviewing approach to be more proactive in service delivery 2. exploring ways of ensuring community participation to identify needs and challenges 3. planning to support (or increase support of) prevention, treatment and impact 4. using information produced by ACHWRP and other research institutions to inform actions and policy |
| <p>Like to see the partner:</p> <ol style="list-style-type: none"> 5. funding projects such as ACHWRP as sources of information 6. being more involved in HIV/AIDS programming 7. allocating more resources to AIDS programmes 8. supporting/ increasing support of prevention, treatment and impact 9. developing partnerships with local government agents 10. improving accountability mechanisms, i.e. to ensure monitoring of actions on the basis of resolutions taken and greater participation of and accountability to communities |
| <p>Love to see the partner:</p> <ol style="list-style-type: none"> 11. achieving a more equal distribution of services in different areas 12. carrying out and sustaining home-based care |
| <p>Description of change:</p> <p>Progress marker numbers:</p> <p>1 & 2: Partner monitoring interviews reveal that, at an individual level, the conference appears to have influenced and/or reinforced the personal approach of Council/Municipality representatives interviewed, both with regard to C and FW issues and awareness of the need for community participation in identifying needs and challenges.</p> <p>3: At an individual level, interviews also reveal a shift in approach and/or greater awareness of the challenge which HIV/AIDS presents and the need for the public sector to intervene appropriately. For the Newcastle AIDS Council representative, the main lesson learnt at the conference was the extent to which the pandemic is contributing to the orphan crisis and the need for government to ensure appropriate interventions and measures. The Dannhauser Mayor stressed that the Municipality should provide better leadership on HIV/AIDS programmes, including the allocation of more funds and the development of proposals. He made specific reference to supporting workshops and interventions aimed at educating children and increasing awareness.</p> <p>4: Interview results and partner developments indicate both an interest in using research to inform policy and activities and openness to working with ACHWRP in the future. Interviewees said they planned to involve ACHWRP in future meetings and request presentations on the Project's research and findings. Some significant partner developments that point to a greater willingness to collaborate with ACHWRP in the future are: invitations to participate in the Newcastle AIDS Council's meetings; interest in working with ACHWRP shown by the Mayor's Secretary/Newcastle AIDS Council Coordinator, who confirmed that the Council will need ACHWRP's support in the future.</p> |
| Contributing factors and actors: |

- The conference itself
- Members of the ACHWRP team have been participating in Amajuba AIDS Council meetings since late 2004 (the Newcastle AIDS Council has recently been set up; previously there was only a district level Council)
- When ACHWRP decided to involve the Newcastle Mayor's office in the planning process, there were various contacts with the Mayor's secretary, who is also the co-coordinator of the Newcastle AIDS Council. A delegate from the Mayor's office attended some of the Planning Meetings.
- ACHWRP's Study Coordinator made contact with the Dannhauser Municipality during the conference organisation phase and gave a presentation at the Council in August 2005, to introduce ACHWRP to the new Mayor.

Sources of evidence:

- Invitation of declined meeting sent by the Newcastle Aids Council
- Partner monitoring interview results

Unanticipated Change

No unanticipated changes have been noted.

Lessons/ required programme changes/ reactions

- Communicating via letters and faxes is often ineffective; it is better to go and speak to people in partner organisations directly and be more insistent if you do not find them
- People should be briefed (about research, conference topics etc) before being asked to give speeches or participate in any way in conferences or similar events, so that they have a better understanding of the issues involved (the district Mayor was asked to make an opening speech at the conference, but did not attend)
- Internal problems and conflicts within partner organisations render interaction difficult (there was an attempt to get Dannhauser Municipality representation on the CAC and Planning Committee, but this didn't work, probably because of internal conflict within the Municipality).

APPENDIX 10: OUTCOME JOURNAL DOE

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| OUTCOME JOURNAL: Department of Education |
| Working date from/to: 12/12/05 – 24/03/06 |
| Contributors to monitoring update: ACHWRP, Marisa |
| <p>Outcome challenge:</p> <p>In the short-term, as a result of the research presented and problems voiced at the conference, the Department of Education will start to review and rethink its activities; it will also network more with other local government departments and Child Welfare actors, as a result of contacts made at the conference. The conference will have raised the Department's interest in ACHWRP's activities, as well as willingness to engage with ACHWRP and/or other research institutions in order to inform policy. The above-mentioned activities will be the first steps towards the medium/longer run changes, such as the introduction and/or extension of services to needy schools (e.g. feeding schemes, exemption from school fees for children from poor households, career guidance and counselling, better infrastructure). The Department will give special attention to the needs of rural schools and ensure the teaching of skills that can be used at home (e.g. sewing, agriculture). The district level authorities will also make known the needs of children in the district to 'higher' level government agencies.</p> <p>In the long run the Department of Education will establish partnerships with other local government departments to implement the principle of schools as Centres of Care and Support (contained in White Paper no. 6). It will also establish relationships and coordinate activities with other C and FW actors who provide interventions in the area, e.g. NIP sites, FBOs and municipalities. The Department will contract research to inform policy, with the ultimate objective of improving service delivery.</p> |
| <p>Expect to see the partner:</p> <ol style="list-style-type: none"> 1. looking into what is needed to introduce feeding schemes to needy schools, in light of the problems highlighted at the conference 2. planning to increase implementation of policy which allows for exemption of school fees for children who cannot afford to pay 3. planning to put into place programmes/ courses around career guidance and counselling 4. looking into ways to increase referrals and PGSES by teachers 5. engaging in plans and discussions around using research (ACHWRP or other) to inform policy and actions 6. increasing interaction with other government departments or C and FW orgs as a result of the conference and related activities |
| <p>Like to see the partner:</p> <ol style="list-style-type: none"> 7. all schools exempting children who cannot afford fees from paying them 8. Improved access to services and infrastructure among schools (<i>25% more schools accessing necessary services and infrastructure by 2007</i>) 9. progress towards achieving the implementation of the White Paper 6 through partnerships with other local government departments 10. new partnerships between schools and CBOs to utilise the resources of these 11. agreement with ACHWRP to host a research intern within the Department |
| <p>Love to see the partner:</p> <ol style="list-style-type: none"> 12. achievement of integrated models of schools 13. contracting research to improve service delivery and do M and E 14. access to adequate services and infrastructure among all schools (<i>100% of schools by 2015</i>) 15. a referral system in place with DOHA |
| <p>Description of change:</p> <p>Progress Marker numbers:</p> <p>1, 2, 3 & 4: At an individual level, partner monitoring interview results show that the conference did have an affect on the personal approach of planners and teachers interviewed to C and FW issues. DOE representatives interviewed said that the conference could be useful in helping the Department think about developing or scaling up all of these four specified programme areas. Teachers/principals interviewed agreed that the conference would be useful in helping the schools think about developing</p> |

or scaling up these activities. Specifically, the conference had conveyed the importance of trying to include HIV/AIDS education in the curriculum.

5: Partner monitoring interviews reveal interest, on the part of both teachers and planners, in using research to inform policy and activities. Although the conference has not 'introduced' the Department to evidence-based planning, it seems to have contributed to raising awareness and interest, at least at an individual level. There was also enthusiasm around ACHWRP disseminating findings and giving presentations, and a general agreement that these could be useful for planning purposes (both for the Department and individual schools). One teacher interviewed confirmed that his/her school planned to use research to inform its programmes, as a direct result of the conference.

Significant partner developments that point to a greater willingness to utilise research in the future and, more specifically, work more closely with ACHWRP, are: the greater accessibility and involvement in the Project of contact people in DOE; discussions around allocating ACHWRP office space in the new DOE offices to allow for a closer collaboration between the two organisations; the good outcome of the strategic meeting (15/02/06) between HEARD management and the DOE District Manager, during which the Manager demonstrated interest in the Department having a more proactive role in the project and taking greater 'ownership' of it; some primary schools' requests for assistance from ACHWRP.

6. The Coordinator of the Department's PGSES services participated in the conference Planning Meetings together with other district stakeholders. She was also actively involved in the conference and conference-related events (Programme Director at the cocktail party; facilitator of one of the breakaway session's groups).

Contributing factors and actors:

- The Conference
- The existing relationship between ACHWRP and the Department, which has led to a gradual and increased understanding of the research being carried out
- Inclusion of the Department in conference planning activities

Sources of evidence:

- Minutes of the meeting between HEARD Management and the Newcastle District Manager for DOE
- Minutes of the conference Planning Meetings; in particular the last Planning Committee Meeting (December 2005), attended only by DOE representatives
- Communications between ACHWRP and DOE regarding referrals of households and cases brought to ACHWRP's attention by school teachers
- Partner monitoring interviews
- Record of requests for assistance received from local primary schools

Unanticipated Change

- Talks within the Department around the possibility of allocating (free) space to ACHWRP at the new DOE headquarters.

Lessons/ required programme changes/ reactions

- If you want to ensure a partner's participation in a meeting/event it is better to go and talk to them in person (rather than just sending a formal invitation) as this will probably arouse more interest (if communication is limited to letters, participation is often 'delegated' and no further interest is manifested).
- It is important to consult partners regularly and be flexible enough to revise plans continuously if need be.
- Partners should be given space to come up with and express their opinions as to how things should be done, as opposed to ACHWRP simply imposing theirs.

APPENDIX 11: KEY AND PRACTICAL QUESTIONS FOR AIDS COUNCILS

Questions for AIDS Councils Monitoring

| ISSUE TO LOOK AT | KEY QUESTIONS | PRACTICAL QUESTIONS |
|---|---|---|
| Focus on general effect of the conference | Has the conference influenced the thoughts and actions of key personnel in the Councils? | <p>What did you personally learn from the conference?</p> <p>What was the key message?</p> <p>Has the conference influenced the way you personally approach these (C and F welfare) issues?</p> <p>What was the key message that the Council got from the conference?</p> <p>Has the conference been referred to in any Council planning meetings?</p> |
| Exploring ways of ensuring community participation to identify needs and challenges | Is the Council looking at ways to increase the involvement of communities in identifying needs and challenges, as a result of the conference? | Did the conference influence your thinking with regard to increasing the involvement of communities in identifying needs and challenges? If yes, in what ways? |
| Reviewing ways to motivate/support prioritisation of HIV/AIDS related programmes | Is the Council planning to motivate/ support (non financial) or increase support for HIV/AIDS prevention, treatment and impact measures? | <p>How was the conference referred to by the Council in discussions on HIV/AIDS programming in the Municipality?</p> <p>Was there anything particularly useful in this regard?</p> <p>Has the conference influenced the way you personally approach these issues?</p> |
| Increasing use of information produced by ACHWRP and other research institutions | Will the council be making more use of research produced by ACHWRP or other research institutions as a result of the conference? | <p>Has the presentation of ACHWRP research and results been referred to at meetings of the Council?</p> <p>Did the conference suggest areas in which there is a need for research to inform or support programmes? If yes, what kind?</p> |
| General questions | | <p>- On the basis of the conference, do you think it will be useful to organise any smaller meetings between the Council and other C and FW organisations? If yes, for what purposes and with which organisations?</p> <p>- Would it be useful for ACHWRP to do any presentation to the Council on 1) first round research results and/or 2) conference findings? If so, when, where and with whom?</p> |

APPENDIX 12: KEY AND PRACTICAL QUESTIONS FOR DOE

Questions for DOE monitoring

| ISSUE TO LOOK AT | KEY QUESTIONS | PRACTICAL QUESTIONS |
|--|---|--|
| Focus on general effects of conference | Has the conference influenced the thoughts and actions of key personnel in DOE? | What did you personally learn from the conference? What was the key message? Has the conference influenced the way you personally approach these (C and F W) issues? What was the key message that the Department got from the conference? Has the conference been referred to in any DOE planning meetings? |
| Introduction of feeding schemes in needy schools, in light of the problems highlighted at the conference | Is the Department looking into introducing or improving feeding schemes at needy schools as a result of the conference? If not, did the conference contribute at all to increasing the Department's awareness of the challenges with regard to nutrition amongst children and specifically at needy schools? | Has the conference been referred to in relation to planning of feeding schemes in needy schools? Was there anything at the conference that was particularly useful in this regard? If not, is there anything from the conference that could be used to help the Department think about expanding or developing new school feeding schemes? Has the conference influenced the way you personally approach these issues? |
| Plans to increase implementation of policy which allows for exemption of school fees for children who cannot afford to pay | Are there any plans to scale up the exemption from school fees for children who cannot afford to pay as a result of the conference? If not, did the conference contribute to an increased awareness of or change in approach to these issues? | Has the conference been referred to in relation to plans to increase exemption of school fees for children who cannot afford to pay? Was there anything at the conference that was particularly useful in this regard? If not, is there anything from the conference that could be used to help the Department think about increasing implementation of school fee exemption? Has the conference influenced the way you personally approach these issues? |
| Plans to put into place programmes/ courses around career guidance and counselling | Is the Department planning to put into place (more) career guidance and counselling programmes in schools as a result of the conference? If not, did the conference contribute to an increased awareness of or change in approach to these issues? | Has the conference been referred to in relation to planning of programmes around career guidance and counselling at schools? Was there anything at the conference that was particularly useful in this regard? If not, is there anything from the conference that could be used to help the Department think about introducing such programmes or courses? |

| | | |
|--|---|---|
| | | Has the conference influenced the way you personally approach these issues? |
| Looking into ways to increase referrals and PGSGS by teachers | Is the Department looking into ways to increase referrals and PGSGS by teachers as a result of the conference? If not, did the conference contribute to an increased awareness of or change in approach to these issues? | Has the conference been referred to in relation to planning of ways to increase referrals and PGSGS by teachers? Was there anything at the conference that was particularly useful in this regard? If not, is there anything from the conference that could be used to help the Department think about ways of increasing referrals and PGSGS? Has the conference influenced the way you personally approach these issues? |
| Plans and discussions around using research (ACHWRP or other) to inform policy and actions | Did the conference contribute to increasing the interest of the Department in ACHWRP's activities? Did it lead to a greater consideration of the role of research in informing policy? | Are you engaging in planning or discussions around using research (ACHWRP or other) to inform policy or actions? If yes, did the conference influence this at all? In your opinion, would the dissemination of key findings and decisions made at the conference be useful in the Department's planning of various activities? What would you like to see emphasised if we were to disseminate it? What forums do you think the information should be disseminated to and why? |
| Increased interaction with other government departments or C and FW organisations as a result of the conference and related activities | Did the conference contribute to creating or expanding the network between DOE and other stakeholders? | Did you make new contacts and/or network with other government and C and FW organisations at the conference? If so, with whom and in what way/for what purpose? |
| General questions | | On the basis of the conference, do you think it will be useful to organise any smaller meetings between your Department and other C and FW organisations? If yes, for what purposes and with which organisations? Would it be useful for ACHWRP to do any presentation to the Department on 1) first round research results and/or 2) conference findings? If so, when, where and with whom? |

APPENDIX 13: PARTNER MONITORING QUESTIONNAIRE AIDS COUNCILS

QUESTIONNAIRE FOR AIDS COUNCILS – FOLLOW-UP ON ACHWRP CONFERENCE OUTCOME

RAPID Project Monitoring

Name and position of interviewee:.....

Organisation represented:.....

Date:.....

A) General questions

- 1) What did you personally learn from the conference?
.....
.....
- 2) What was the key message?
.....
.....
- 3) Has the conference influenced the way you personally approach these (C and F welfare) issues?
.....
.....
- 4) What was the key message that the Council got from the conference?
.....
.....
- 5) Has the conference been referred to in any Council planning meetings (please specify)?
.....
.....

B) Community participation

- 6) Did the conference influence your thinking with regard to increasing the involvement of communities in identifying needs and challenges? If yes, in what way?
.....
.....

C) HIV/AIDS programming

- 7) Has the conference been referred to in Council meetings on HIV/AIDS programming in the municipality? (please specify)
.....
.....
- 8) Was there anything (from the conference) particularly useful in this regard?
.....
.....
- 9) Has the conference influenced the way you personally approach these issues?

.....
.....
.....

D) Use of research to inform programmes

10) Has the presentation of ACHWRP research and results been referred to at meetings of the Council?

.....
.....
.....

11) Did the conference suggest areas in which there is a need for research to inform or support programmes? If yes, what kind?

.....
.....
.....

E) Possible future meetings and presentations

12) On the basis of the conference, do you think it will be useful to organise any smaller meetings between the Council and other C and FW organisations? If yes, for what purposes and with which organisations?

.....
.....
.....

13) Would it be useful for ACHWRP to do any presentation to the Council on 1) first round research results

.....
and/or 2) conference findings.....

If so, when, where and with whom?.....

.....
.....

APPENDIX 14: PARTNER MONITORING QUESTIONNAIRE DOE

QUESTIONNAIRE FOR DEPARTMENT OF EDUCATION – FOLLOW-UP ON ACHWRP CONFERENCE
OUTCOME

RAPID Project Monitoring

Name and position of interviewee:.....
Organisation represented:.....
Date:.....

A) General questions

- 1) What did you personally learn from the conference?
.....
.....
- 2) Has the conference influenced the way you personally approach these (C and FW) issues?
.....
.....
- 3) What was the key message that the Department got from the conference?
.....
.....
- 4) Has the conference been referred to in any DOE planning meetings?
.....
.....

B) Key activities and work of the Department

- 5) Has the conference been referred to in relation to any of the following key programming areas of the Department:
 - a) feeding schemes in needy schools Y/N.....
 - b) school fee exemption for needy children Y/N.....
 - c) career guidance programmes and counselling at schools Y/N.....
 - d) increasing referrals and PGSGS by teachers Y/N.....

If the answer to any of the above is *Yes*, please explain briefly
.....
.....
.....

- 6) Was there anything at the conference that was or could be particularly useful in helping the Department think about developing or increasing activities in any of the following programme areas:
 - a) feeding schemes in needy schools Y/N.....
 - b) school fee exemption for needy children Y/N.....
 - c) career guidance programmes and counselling at schools Y/N.....
 - d) increasing referrals and PGSGS by teachers Y/N.....

If the answer to any of the above is *Yes*, please explain briefly
.....
.....
.....

- 7) Has the conference influenced the way you personally approach any of these specific issues?
 - a) feeding schemes in needy schools Y/N.....

- b) school fee exemption for needy children Y/N.....
- c) career guidance programmes and counselling at schools Y/N.....
- d) increasing referrals and PGSGS by teachers Y/N.....

If the answer to any of the above is *Yes*, please explain briefly

.....

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.....

.....

D) Networking

- 8) Did you make new contacts with other government and C and FW organisations at the conference or after the conference? If so, with whom and for what purpose?

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C) Use of research to inform policy

- 9) Are you engaging in planning or discussions around using research (ACHWRP or other) to inform policy or actions? If yes, did the conference influence this at all?

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.....

- 10) In your opinion, would the dissemination of key findings and decisions made at the conference be useful in the Department's planning of various activities?

.....

- 11) What would you like to see emphasised if we were to disseminate it?

.....

.....

- 12) What forums do you think the information should be disseminated to and why?

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.....

E) Future meetings and presentations

- 13) On the basis of the conference, do you think it will be useful to organise any smaller meetings between your Department and other C and FW organisations? If yes, for what purposes and with which organisations?

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- 14) Would it be useful for ACHWRP to do any presentation to the Department on

- 1) first round research results.....

- 2) and/or conference findings?.....

If so, when, where and with whom?

.....

.....

.....

APPENDIX 15: INFORMATION DISSEMINATION QUESTIONNAIRE

QUESTIONNAIRE FOR CHILD AND FAMILY WELFARE ORGANISATIONS
Follow-up of Conference Dissemination Strategy

RAPID Project Monitoring Exercise– February 2006

Name and position of interviewee:.....
Organisation represented:.....
Date:.....

A) Effectiveness of ACHWRP Conference Newsletter

- 15) Did you read the entire ACHWRP conference newsletter? If not, which parts did you read?.....

- 16) What was the key message that you and/or your organisation received from the Newsletter?

- 17) Has the information contained in the newsletter influenced the way you personally approach (C and FW) issues?

- 18) Has the newsletter been referred to in any of your organisations' meetings (please elaborate)?

- 19) In your opinion, has the dissemination of key findings and decisions made at the conference been useful in your organisations' planning or implementation of various activities?

- 20) Having attended the conference, do you think that the newsletter was a good reflection of the key issues presented and discussed (if no, please elaborate)?

- 21) Was there anything missing that you would have liked to see emphasised?

- 22) Do you think that the newsletter was the best way to disseminate information on research results and conference outcomes (please elaborate and/or suggest alternatives)?

- 23) Do you think there is a need for any short-term follow-up conference dissemination activities? If yes, in what form?

Rate the Newsletter

| | poor | average | good | excellent |
|------------|------|---------|------|-----------|
| timeliness | | | | |
| length | | | | |

| | | | | |
|-----------------------------|--|--|--|--|
| appropriateness of language | | | | |
| content | | | | |

B) Use of research to inform policy

24) Are you engaging in planning or discussions around using research (ACHWRP or other) to inform policy or actions? If yes, did the newsletter influence this at all?

C) Future presentations

25) Would it be useful for ACHWRP to do any presentation at your organisation on
 1) first round research results.....
 2) and/or conference findings?.....
 If so, when, where and with whom?

D) ACHWRP website

26) How did you come to know about the conference?.....
 (If not from the website) Have you visited the ACHWRP website?.....

27) Do you think it is an effective means in distributing information on the conference and related activities?

28) How do you think it could be improved/made more effective?

APPENDIX 16: POST-CONFERENCE NEWSLETTER – ENGLISH VERSION

See PDF document attached.



UKWAZI NGEKUSASA LETHU
UNDERSTANDING OUR FUTURE

Amajuba Child Health and Wellbeing Research Project NEWSLETTER

March 2006

EDITORIAL

We start this year by reminding readers of the Amajuba Family and Child Welfare (AFCW) Conference held at the Monte Vista Casino in Newcastle on the 24th of November 2005. The conference was a notable achievement: the first of its kind in the District. Nearly 500 representatives of community organisations and government departments as well as interested residents participated and passionately voiced concerns and recommendations about family and child welfare. Having over 250 delegates still seated during the late afternoon discussions, and 120 people remaining through the closure, revealed the importance of the event.

The Amajuba Child Health and Wellbeing Research Project (ACHWRP) team worked hard to invite the many individuals and organisations in the district who are concerned about family and child welfare. Tim Quinlan, HEARD's Research Director and Principal Investigator for the project, gives more details elsewhere in the newsletter on how the conference fitted into ACHWRP's broader aims.

The conference had an ambitious agenda: a morning plenary session with a number of internationally and nationally renowned speakers and an afternoon session with four different working groups, culminating in a plenary report-back session. In the morning, the speakers talked about the scope of the epidemic, current treatment regimes, orphans and vulnerable children, grass-roots responses, and the political will to fight the epidemic. And it was during this period that the ACHWRP team presented research results to date.

Tom Zhuwau outlines those results below. The workgroup sessions in the afternoon identified challenges for improving family and child welfare in the district. Marisa Casale summarises the rich and thoughtful discussions and comments that came from those groups.

The conference was sponsored by HEARD in collaboration with the Departments of Social Welfare, Health and Agriculture, the Amajuba District, and Newcastle municipalities and the Government Communications and Information Services. I take this opportunity to thank the conference planning committee for their hard work. We are proud of our accomplishments and hope that the fruits of this labour will be plentiful in the future!

Best regards,
Anne Skalicky
ACHWRP Study Coordinator

AFCW CONFERENCE PROGRAMME

Programme Director: V.S. Zulu, Department of Education

Prayer: Mr. Bhagwandass, Department of Education

Welcome: Alan Whiteside, Director, HEARD-UKZN

Key Note Address: *Implications of HIV/AIDS for KZN*, Prof. Abdool Salim Karim, UKZN

Response: Inkosi Shabalala, Representative of Traditional Leaders, Amajuba District

Presentations:

Amajuba Child Health and Wellbeing Research Project Baseline Study Results, Mandisa Cakwe, Tom Zhuwau, Anne Skalicky, (HEARD & CIHD).

ART Rollout and PMTCT Programme in KwaZulu-Natal, Dr. Chris Jack (Dept. Health), *OV/C's and HIV/AIDS*, Dr. Donald Skinner (Human Sciences Research Council)

Child Welfare and Grass Roots Responses in KZN, Yvonne Spain, (CINDI)
Political Will and Individual Commitment in Addressing HIV/AIDS, Dr. Nonhlanhla Mkhize, (Office of the Premier-KZN),

Workgroup Sessions:

- Topic 1: Household income dynamics and socioeconomic status
 - Topic 2: Child Health and lifestyle behaviors
 - Topic 3: Household Nutrition and Food Security
 - Topic 4: Child education and psychosocial wellbeing
- Conference Wrap-up



ACHWRP is a joint project of HEARD and
CIHD (Center for International Health and Development, Boston university)

ACHWRP'S PRELIMINARY RESULTS

The ACHWRP has been based in the district since 2003. That year was spent getting established and consulting widely in the district on the purpose of this project. We began the first of three planned rounds of surveys in 2004. Each round covers 637 households and 725 children (and their parents or guardians) in Amajuba district. The last round will be completed in 2007. We presented 'baseline' results of the first round at the conference; that is, information which will allow us in time to discern trends and changes in the welfare of children generally, and orphans specifically.

Poverty, Illness and Grants

ACHWRP includes a focus on the effects of HIV/AIDS on families and children but, as the project's name suggests, it is also looking more broadly at the threats to the welfare of children. The first round survey produced worrying information. For instance, nearly two thirds of the households (62.9%) reported that they have a chronically ill adult member; women are household heads in more than half of the sample (54.4%); and, in more than a third (38%) of households, one or more adults are unemployed. Government

grants are playing a critical role in assisting many families: 473 of the 637 (74%) of the households reported that they obtained at least one of the available social security grants.

Child vulnerability

The ACHWRP sample of 725 children includes 197 boys and girls who have lost one or both parents. The study is designed to assess the reliability of anecdotal evidence on differences between the welfare of orphans and other children; for example, that 'orphans' (including children who have lost one parent) do less well at school, engage in riskier behaviour at an earlier age and are more likely to be under-nourished than other children. The study sample includes households with orphans, households without orphans and households that include orphans and 'non-orphans'. Preliminary results show that a notable number of the children (39% of 'orphans' and 38% of 'non-orphans') have lived in another household prior to living with the study household. This reflects a universal practice - families in times of difficulty send children to the homes of relatives. The study is picking up this practice in another way: a number of children in the sample have moved to relatives outside the district. However, the research to date does not show any significant differences in the welfare of orphans compared to other children nor between orphans and other children who live in the same household.

The second round survey commenced around the same as the conference and we expect to report on the results of that survey later this year.

Tom Zhuwau
HEARD Senior Researcher &
ACHWRP co-manager



THE 'BREAKAWAY' SESSION AND WORK GROUP DEBATES

An 'integrated approach', 'more co-ordination between stakeholders' and 'more information': these words sum up the recommendations of the work groups at the conference. Conference participants were divided into groups for the afternoon 'breakaway' session. Each group was asked to discuss challenges for improving child welfare programmes as well as projects which had, in their opinion, proved successful. With these assessments in mind, the groups were asked also to suggest strategies to improve child and family wellbeing in the district.

Interestingly, rather than looking for new programmes and structures, all of the groups called for the strengthening of what already exists. The district AIDS council, in particular, was suggested as a possible agency:

'There are a number of meetings of government, and all the people are there in place. If all these departments could come together...and then work together we could prioritise together. This is a forum that is available to us.'

That debate was informed by concerns that child welfare agencies 'are working in silence', 'operating in isolation', and often 'competing rather than collaborating'. The call was for a co-ordinating body which would help them communicate and work together, even to pool funds. That was

supported generally by a call for the district municipality to take the initiative to create a central database of all services rendered in the district and a referral strategy for all local organisations.

Other suggestions included awareness campaigns and information centres (with specific outreach to children and youth), more 'drop-in' centres (child-oriented day care services), the strengthening of foster-parenting services, and more emphasis in schools on life skills programmes. This last point is in line with the principle of 'schools as centres of care and support' contained in a recent government White Paper.



Participants took up the theme of life skills education, suggesting that it could be provided also in schools, churches, clinics, and drop-in centres. One particular recommendation was for the re-establishment of agricultural and horticultural skills training at schools and calls for the Department of Agriculture to work with the Department of Education. The backdrop to this discussion was that such training used to be part of schools' curricula during the era of apartheid, but it fell away after 1994.



Conference participants debated whether drop-in centres, food parcels and social security grants were creating a culture of dependency. Though unresolved, the debate included calls for 'more empowerment', 'less dependency' through 'better targeting' and government projects to encourage people to help themselves and to reach children, child-headed households and the poorest residents in the district.

Not all the discussions were about problems. Success stories mentioned included the 'Schools as Centres of Support for Children' model, adopted by the Media and Education Trust (Durban) and the 'Journey of Life' programme of the SADC's Regional Psychosocial Support agency. The former involves a centre being set up within a cluster of schools, with school-based, childcare co-ordinators acting as intermediaries between schools and communities. The 'Journey of Life' programme consists of three components: a life skills curriculum, a parenting skills curriculum and the participation of children in activities directed to their welfare. But there was a word of warning, harkening back to the general call for 'more co-ordination': to be successful, these interventions require a cross-discipline (and professional) design.

Two working groups also reminded the conference of the need to involve men in child care programmes, not least because of the disproportionate burden that is currently borne (and expected to be borne!) by women. This suggestion fed into debate about reliance upon volunteers. Again, the debate was not resolved. There were advocates for paid child carers, on the grounds that volunteers cannot be held accountable in the same way as paid employees. Others voiced the need for volunteers to look after children who, otherwise, would be left at home alone while their parents/guardians work or search for work and food. That discussion fed into a general recommendation for strengthening of the structures and roles of community health workers and social workers.

The effects and threat of HIV/AIDS was a key concern, but all four groups emphasised poverty and unemployment as the greatest challenge for



child welfare in the district. Furthermore, they highlighted the need to address issues such as malnutrition, drug abuse, teenage pregnancy, school truancy, and peer pressure as factors that make HIV/AIDS the danger it is to child welfare. As importantly, participants noted the prevalence of myths about HIV/AIDS in communities. This was an important and all too easily ignorable warning, given the general wisdom in South Africa that adults and children are (or should be) well-informed about HIV/AIDS, in view of the many, longstanding 'education & awareness' programmes in and beyond schools.

The afternoon plenary session was marked by a litany of complaints about child welfare services in the district. These complaints were about poor communication and networking, corruption in government and non-government bodies, inadequate human and financial resources, lack of commitment in local government to local capacity-building and the apparent lack of a clear strategy. Amidst these complaints, participants alluded to the culture of silence on HIV/AIDS. As one participant stated:

"We deliberate over these issues of people who are infected or affected. Why not invite these people and ask for their opinion? We instead are making decisions on behalf of others who are not invited for this function. Where are they?"

So, a conference of many voices and yet agreement on the key challenges and, importantly, ideas on how to improve family and child welfare in the district. Undeniably, the conference has made public the depth and extent of concern within Amajuba district about the future of her children.

Marisa Casale
HEARD Researcher





A STEP TOWARDS A DISTRICT CHILD WELFARE MANAGEMENT PLAN

The ACHWRP has two key aims; the first, to provide sound information on the welfare of children in the district and, secondly, to help development of a district-wide child welfare management plan. Providing sound information is the ACHWRP's principal job; it is what scientists do. The ACHWRP has a slightly different role with regard to fostering a district child welfare management plan.

I emphasise, we know it is not our job to draw up a plan; that is the responsibility of the various child welfare agencies in the district. We do see a role for the ACHWRP however, in highlighting the need for a plan that is based on an understanding that no single organisation can solve all the challenges of child welfare by itself. Improving the welfare of children in Amajuba district requires the collaboration of many organisations and individuals. And herein lies the ACHWRP's motivation for the conference: one has to get people together before they can work together.

Also, as Marisa records, the conference showed that those concerned with child welfare in the district are well aware of the challenges and have good ideas on how to improve the situation. The call was for more collaboration -

summarised by some as the need for an 'integrated approach'. This is familiar ground for HEARD: the ACHWRP was designed on the basis of HEARD's considerable experience with this approach; specifically, with working out how to combine scientific research with the planning and the managing of practical interventions.

An integrated approach is always creative; collaboration inspires new ways of understanding challenges and of dealing with them. Imagining is what it is really about. The conference was also about imagining the future. Participants spoke passionately, knowing well how HIV/AIDS has led to an unprecedented number of children losing their parents and what 'vulnerability' means for children living in poverty. What drove them to speak is the same as what drives the ACHWRP: how adults respond to the plight of children reveals a lot about the type of society they want, even what they can expect.

Tim Quinlan
HEARD Research Director



ACKNOWLEDGEMENTS

A Special Thank You to the dedication of our Conference Planning Committee Members:

Sister N. Bhilda (*Newcastle Municipality*)
Busisiwe Dube (*Dept. Social Welfare*)
N. F. Gumede (*Dept. Agriculture*)
Trixi Fitzsimmons (*Khulisa*)
S. M. Hlatshwayo (*Dept. of Social Welfare-
Newcastle*)
Captain G.B. Kheswa (*SAPS-Newcastle*)
Rosemary Khumalo (*Dept. Social Welfare-
Ladysmith*)
Emelia Lubbe (*Dept. Welfare-Newcastle*)
Insp. Maharaj (*SAPS Youth Desk*)
Themba Maseko (*Dept. Traditional and Local Govt
Affairs*)
M.T. Mbuyazi (*Dept. Agriculture*)
Mr. Mlotshwa (*Regional Dept. Social Welfare*)
Benedict Ndabandaba (*Nedulopa Trust*)
Mr. H.T. Ngubane (*Dept. Agriculture*),
Vee Nkosi (*Dept. Agriculture*)
Thabsile Ntombela (*GCIS*)
Simon Olifant (*Utrecht Municipality*)
Obed Qulo (*HEARD*)
Sonto Radebe (*Dept. Health*)
Zandile Sibaya (*Amajuba District Municipality*)
Usha Singh (*Dept. Social Welfare-Madadeni*)
Thabsile Skhosana (*Regional Dept. Social Welfare*)
Thembi Thwala (*Dept. Education*)
Neli Vilakazi (*Regional Dept. Social Welfare*)
Thabsile Zulu (*Dept. Education*)

Clive Mavimbela, ACHWRP, Secretariat
Anne Skalicky, ACHWRP, Co-Chairperson
Tom Zhuwau, ACHWRP, Co-Chairperson

Thanks to all the young people for their wonderful performances

Conference Performers:

Amajuba High School Dancers
Eyethu Drama Performers
Newcastle High School Instrumentalists
St. Anthony's Children's Home
Cathulani School, *Inkwabla* Performers
Sizimele High School, *Isicathamiya* Performers

Beautiful handicrafts and important displays were provided by:

Carnegie Museum of Newcastle
Khulisa Crafts
Gender AIDS Forum
Margaret Mabaso
Mrs. Zulu
Feed the Babies Fund
Bumbisizwe Special School
Osizweni Handicraft Centre
Department of Social Welfare
Department of Transport
Department of Health
Government Communications

Written permission has been obtained for the photographs used in
this publication.

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APPENDIX 17: POST-CONFERENCE NEWSLETTER – ISIZULU VERSION

See PDF document attached.

APPENDIX 18: POST-CONFERENCE CWO EVALUATION QUESTIONNAIRE

QUESTIONNAIRE FOR CHILD WELFARE ORGANISATIONS:
Follow up from ACHWRP Conference – December 2005

Name of organisation:

Date:

- 1) Did you attend the full day ACHWRP conference? If not, which sessions did you attend?.....
.....
.....
- 2) What were your reasons for attending the conference (was there anything specific you wanted to get out of it?)
.....
.....
.....
- 3) What were your expectations of the conference?
.....
.....
.....
- 4) Did the conference meet your expectations? If yes, how? If no, why not?
.....
.....
.....
- 5) Which part of the conference did you find most useful (e.g. plenary or break-away sessions)?
.....
.....
.....
- 6) In your view what was the value of the conference more generally for the Amajuba district?.....
.....
.....
.....
- 7) In your view what were the conference's weaknesses?.....
.....
.....
.....
- 8) What did you find useful for your organisation and for the work you do? (e.g. information, networking etc)?
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.....
- 9) Is there anything specific you learnt that you think will influence the activities of your organisation? If yes, please specify and give reasons.
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.....

What plans have you made to change your activities? If you haven't, when do you expect to have a plan?

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10) Did you make any new contacts with other child welfare organisations at the conference? If yes, with whom?

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.....

Have you followed up or are you planning to follow up? For what purpose? If not, why not?.....

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.....

11) Did you interact with organisations you already know about or work with (please specify)? If not, why not?

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.....
.....

12) Of the above, which organisations do you think you'll be working with in the near future and in what way?

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.....
.....

13) At the conference, the following were identified as some of the main challenges and needs for children and families living in the Amajuba district: unemployment and poverty, malnutrition, abuse of all kinds, crime and moral degeneration, HIV/AIDS, teenage pregnancy, child neglect. In your opinion, which are the 3 major problems?

- 1.....
- 2.....
- 3.....

Some of the main challenges identified for child welfare organizations in the district were: lack of communication among child welfare stakeholders, insufficient projects and interventions, inadequate education centres, insufficient finance for NGOs and child welfare organisations. In your opinion, which are the 3 greatest challenges?

- 1.....
- 2.....
- 3.....

14) General Comments

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.....
.....

APPENDIX 19: LIST OF CWOs INTERVIEWED FOR POST-CONFERENCE EVALUATION

- 1) Newcastle Child and Family Welfare Agency
- 2) Intuku Primary School
- 3) Newcastle Crisis Centre
- 4) Kwa-Hilda Ongcwele (drop-in centre)
- 5) Up and Coming Theatre Production (NGO)
- 6) Union Bible Institute (UBI) Madadeni (FBO)
- 7) Mbuso Career Zone (NGO)
- 8) Mahan Evangelical Church
- 9) Apostolic Faith Mission Church
- 10) Maranatha Ministries
- 11) Lutheran Church
- 12) Ingogo Primary School
- 13) Engodini Primary School
- 14) Kilbachan Primary School
- 15) Sihlangene Support Group (NGO)
- 16) Usizo Lwethu (NGO)
- 17) Thandokuhle HIV/AIDS (CBO)
- 18) Buhle Bomzinyathi Secondary School
- 19) Osizweni Choose Freedom Youth Group (CBO)
- 20) Khaselihle Junior Primary School
- 21) Christian African Zion Church
- 22) Clavis Primary School
- 23) Emalahleni Combined School
- 24) African Gospel Church

APPENDIX 20: CAC POST-CONFERENCE EVALUATION QUESTIONNAIRE

PART 1: PLEASE COMMENT ON THE QUALITY OF THE CONTENT OF THE CONFERENCE PLENARY

| | | | | | |
|---|------------|-----------|------|------|------|
| A. PROGRAMME DIRECTOR | No Comment | Excellent | Good | Fair | Poor |
| Comment: | | | | | |
| B. WELCOME ADDRESS (HEARD) | No Comment | Excellent | Good | Fair | Poor |
| Comment: | | | | | |
| C. KEYNOTE ADDRESS | No Comment | Excellent | Good | Fair | Poor |
| Comment: | | | | | |
| D. Amakhosi Response | No Comment | Excellent | Good | Fair | Poor |
| Comment: | | | | | |
| E. ACHWRP Presentation | No Comment | Excellent | Good | Fair | Poor |
| Comment: | | | | | |
| F. Question & Answer Session | No Comment | Excellent | Good | Fair | Poor |
| Comment: | | | | | |
| G. TOPIC 1: Chris Jack (ART, DoH) | No Comment | Excellent | Good | Fair | Poor |
| Comment: | | | | | |
| H. TOPIC 2: Chris Jack (DoH, PMTCT) | No Comment | Excellent | Good | Fair | Poor |
| Comment: | | | | | |
| I. TOPIC 3: D. Skinner (OVC) | No Comment | Excellent | Good | Fair | Poor |
| Comment: | | | | | |
| J. TOPIC 4: Y. Spain (CINDI) | No Comment | Excellent | Good | Fair | Poor |
| Comment: | | | | | |
| K. TOPIC 5: Dr. Mkhize (Premiere's office) | | | | | |
| Comment: | | | | | |

PART 2: PLEASE COMMENT ON THE QUALITY OF THE ORGANISATION OF THE CONFERENCE

| | | | | | |
|--------------------------------|------------|-----------|------|------|------|
| A. REGISTRATION | No Comment | Excellent | Good | Fair | Poor |
| Comment: | | | | | |
| B. SEATING | No Comment | Excellent | Good | Fair | Poor |
| Comment: | | | | | |
| C. TEA BREAKS | No Comment | Excellent | Good | Fair | Poor |
| Comment: | | | | | |
| D. LUNCH BREAKS | No Comment | Excellent | Good | Fair | Poor |
| Comment: | | | | | |
| E. CONFERENCE MATERIALS | No Comment | Excellent | Good | Fair | Poor |
| Comment: | | | | | |

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|-----------------|
| Other Comments: |
|-----------------|

APPENDIX 21: STRATEGY JOURNAL - STRATEGY 1

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| STRATEGY JOURNAL 1: Dissemination of data and findings in a useful and appropriate form |
| Work dating from/to: 12/12/2005 to 25/03/2006 |
| Contributors to monitoring update: ACHWRP, Heard Researcher |
| Strategy to be monitored: The dissemination of data and findings in a useful and appropriate form |
| Description of activities: <ul style="list-style-type: none">• The Conference itself• Dissemination, in mid March, of a newsletter summarising ACHWRP findings and conference, both in English and Isizulu• Post-conference evaluation interviews, carried out in December/ January• Interviews, carried out during the third week of March, aimed at assessing the effectiveness of the newsletter and the demand for ACHWRP presentations• Targeted questions in partner monitoring interviews aimed at assessing the demand for presentations• Presentations given by ACHWRP staff at the CAC and Planning Committee meetings respectively on ACHWRP research findings• Preparation of the Conference Report and Conference CD, to be distributed shortly |
| Impact on partners <p>Post-conference evaluation interviews revealed that:</p> <ul style="list-style-type: none">• The information provided at the Conference is considered its most important aspect; interviewees believe that what was learnt will influence their activities <p>Interviews aimed at assessing the ACHWRP newsletter and website as dissemination instruments reveal that:</p> <ul style="list-style-type: none">• The newsletter has been successful in conveying ACHWRP findings and conference outcomes• The newsletter is highly rated and considered the most appropriate type of dissemination tool• Other or similar short-term conference dissemination follow-up activities would be welcomed• There is a general demand for ACHWRP presentations on research and findings, whether during community or individual organisations' meetings (this was confirmed by the results of partner monitoring interviews)• The website has not been a successful dissemination instrument amongst district C and FW organisations, because of lack of access to and/or regular use of internet. <p>ACHWRP has also recorded a number of post-conference information dissemination contacts and opportunities, such as: contacts with the Newcastle Radio for free airtime; an article on ACHWRP and the conference published in a local weekly newspaper on 13/02/06; the opportunity to adjudicate and give a presentation on ACHWRP at a debate forum on STIs and Pregnancy Awareness (21/02), organised by provincial and local DOH.</p> |
| Required programme follow-up or changes: <ul style="list-style-type: none">• Circulate Conference CDs and Conference Report• Continue to distribute the newsletters (this will be done in part by the research assistants, as they go to various areas to do fieldwork; some copies will be left in the office to give to visitors)• Update the website: make sure that the post-conference newsletter and Conference Report are made available on the website• Liaise with the local radio station for free air time to speak about ACHWRP findings and the outcome of the conference (contacts have already been established with the radio and ACHWRP was given free radio time once before)• Carry out presentations on invitation and follow-up on demand for presentations |

Lessons learnt:

- It would have been better to send out the newsletter and conference CD sooner after the conference, while people still had the presentations and discussions fresh in their mind.
- It is probably not a good idea to place a lot of importance on the website as a means of dissemination of research findings and/or other information, given the low level of utilisation of this instrument among district stakeholders ACHWRP is seeking to influence and/or work with.
- It is important to be flexible and keep revising one's approach and actions as one goes along (e.g. the negotiation with the radio station for free time).
- Funds should have been specifically allocated to dissemination activities: given limited resources the field team has to prioritise fieldwork as opposed to the dissemination of newsletters.

APPENDIX 22: STRATEGY JOURNAL – STRATEGY 2

| |
|---|
| STRATEGY JOURNAL 2: Initiating contacts and invitations to form alliances with key individuals in partner organisations |
| Work dating from/to: 12/12/2005 – 25/03/2006 |
| Contributors to monitoring update: ACHWRP, Marisa |
| Strategy to be monitored: initiating contacts and invitations to form alliances with key individuals in partner organisations |
| Description of activities: <ul style="list-style-type: none">• Inviting key individuals to the conference as speakers (e.g. a representative from the Premier's Office)• Monitoring conference outcomes by means of interviews (specifically questions on seeking invitations)• Documenting people who seek contacts• Organising meetings between HEARD Management and representatives of key stakeholder organisations, e.g. DOE and Amajuba District Municipality• MOU in course with the Department of Social Welfare |
| Impact on partners <ul style="list-style-type: none">• The representative from the Premier's Office expressed interest in a future partnership with ACHWRP• Partners appear to be more collaborative and accessible e.g. the good participation of key individuals (previously hard to get hold of) in post-conference interviews• HEARD management was well received at meetings with key partners (DOE and District Municipality), who expressed interest in working with ACHWRP in the future and taking greater 'ownership' of the Project• ACHWRP staff perceive a better relationship between themselves and partner organisations, as well as a better understanding of ACHWRP research• DOE have held discussions around closer collaboration with ACHWRP and the possible allocation of 'free' office space to the Project within the new DOE head office.• From the various interviews conducted with partners and C and FWOs, it appears the conference has enhanced interest in research in general and in ACHWRP's work in particular. There is an openness to organising ACHWRP presentations, at their organisations and/or community meetings, to present findings and disseminate information. |
| Required programme follow-up or changes: <ul style="list-style-type: none">• ACHWRP needs to continue involving key partners in its programmes, by keeping them informed of new projects/ activities and asking them for their suggestions |
| Lessons: <ul style="list-style-type: none">• Interaction with partners needs to become less events-driven, e.g. ACHWRP should contact key partners and invite them to visit ACHWRP and share information, independently of events and meetings.• The conference planning process requires a lot of money and we need to be financially prepared. This implies sound finances and timely fundraising activities. Also, where possible costs should be shared with other actors (e.g. meetings held in turns by various partners to share expenses)• It is important to target people who are interested in what ACHWRP is doing, e.g. members of the Planning Committee and/or people who have worked with ACHWRP before. |

- It is best to not be too aggressive when approaching people; partners should be given space to express ideas.
- Once a strategic relationship is established it needs to be nurtured, that is, keep the person in question informed and respond positively to invitations.

APPENDIX 23: PERFORMANCE JOURNAL

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| PERFORMANCE JOURNAL |
| Work dating from/to: 07/11/2005 – 25/03/2006 |
| Contributor to monitoring update: ACHWRP, HEARD Researcher, HEARD Management |
| Practice 1: Prospecting for new Ideas, Opportunities and Resources |
| <ol style="list-style-type: none">1. New ideas for engagement of ACHWRP with CW orgs:<ul style="list-style-type: none">– Discussions around replacing CAC meetings with ‘Community Meetings’ in the town hall– HEARD’s meetings with District and DOE representatives, around using ACHWRP as a research body to contribute to the development of IDPs2. Opportunities presented for engagement of ACHWRP with CW agencies:<ul style="list-style-type: none">– DOE discussions around wanting ACHWRP to be part of the implementation of White Paper No 6 (Schools as Centres of Care and Support)– HEARD’s meetings with DOE and the District Manager– Premier’s Office delegate’s reference to the establishment of a ‘partnership’ with ACHWRP and HEARD– Greater opportunities to network in general, since more people know about ACHWRP as a result of the conference3. Resources lost and gained as a result of the conference:<ul style="list-style-type: none">– resources lost: HEARD bore the majority of expenses related to the conference; time spent on Conference planning– resources gained: ACHWRP received over R70,000 funding in the form of sponsorships from various CW organisations; the casino made the venue available for free; Department of Transport provided free transport for the performers; Dept of Agriculture sponsored the stationery; free publicity with local media4. New ideas shared within team on how to improve community engagement:<ul style="list-style-type: none">– the idea of ‘Community’ versus CAC meetings– Instead of ACHWRP organising one meeting with all district stakeholders to disseminate Round 2 and 3 results, each Municipality should organise a meeting with C and FW agencies in the area, at which ACHWRP would present results– There should be more presentations in Isizulu (possibly with simultaneous translation)– If time allows, it would be good to intensify visits to certain groups such as the Amakhosi (tribal authorities) so that they feel more involved in the project and are more likely to offer their support. <p>Sources of evidence: Conference post-mortem Planning Meeting in December; CAC meeting in February; record of enquires/ requests in relation to the conference post 16 January; conference evaluation and partner monitoring interviews; RAPID workshop documents; HEARD financial documents relating to the conference; CAC meeting request to see resolutions of afternoon workgroup sessions to determine the way forward; Conference Report; notes on HEARD’s meetings with strategic partners.</p> <p>Lessons: We need to make meetings and dissemination more relevant to stakeholders (i.e. breakdown numbers to units people can use, provide policy message, etc.)</p> |
| Practice 2: Seeking Feedback from Key informants |
| <ol style="list-style-type: none">1. Key informants from whom the programme seeks feedback<ul style="list-style-type: none">– continuous feedback requested from members of the Planning Committee, during the seven Planning Meetings held– feedback requested during the CAC meeting held after the conference |

- RAPID monitoring interviews held with C and FW organisations and 3 partners (ACHWRP)

2. Number of changes made to the programme because of feedback

- the conference ‘grew’ from the initial idea of a small workshop into a much larger event; this was greatly the result of the Planning Committee’s involvement and expansion to include more and more stakeholders, as well as funding offers
- the decision to invite the Mayor to the conference was a result of feedback from the District Municipality during a planning meeting
- the idea of inviting a representative from each school was a suggestion that came from the Planning Committee
- logistical changes made to the Conference, as a result of interaction with the conference organisers

Sources of evidence:

Conference evaluation and RAPID partner monitoring interviews; various Planning Committee meeting minutes; post-mortem CAC and Planning Committee meeting minutes; record of decisions made with regard to research planning (e.g. context assessment, consultation process); RAPID workshops/ meetings with ACHWRP following the conference.

Lessons:

Key informant interviews are time consuming and impose on people’s very busy schedules.

Practice 3: Obtaining the Support of the Next Highest Power

1. General organisational issues

- Both HEARD’s Project Director and Research Director came up to Newcastle a number of times to assist with the organisation of the conference: e.g. to attend Planning Committee meetings; identify and liaise with speakers; organise the venue

2) Funding issues

- HEARD funds were used to co-finance the conference
- HEARD Management sent letters to potential donors, inviting them to the conference, in view of possible future sponsorships

3) Reach some of the key people for the conference

- Support with networking e.g. Project Director’s contacts with key individuals

Sources of evidence:

Record of HEARD management involvement in ACHWRP as a result of the conference; HEARD financial documents including conference expenditure; Planning Committee Meeting minutes; copies of letters sent to donors

Lessons:

- Planning should commence earlier and a budget should be agreed on as soon as possible
- Boston University should have been contacted earlier; if they had had more time they may have been able to assist or contribute

Practice 4: Assessing and (re)designing Products, Services, Systems and Procedures

Small changes and/or enhancements made to existing products, services, systems and procedures

- Assessment of the way ACHWRP works (operations) and interaction with CW agencies
- Re-evaluation of CAC
- Re-evaluation of study dissemination forums; e.g. questions asked along the way, such as ‘Are we reaching the right people?’
- Change in approach, contacts and outcomes in general
- ACHWRP presentations/ dissemination outside of the Amajuba district, e.g. the CINDI Conference and an abstract submitted to the International AIDS Conference in Toronto

Sources of evidence:

Planning Committee meetings and CAC meetings minutes; changes to contacts database; abstracts sent to CINDI and to the International Conference in Toronto

Lessons:

- People come to meetings when they feel that they get a direct benefit (status, power, advantage, money, knowledge, etc). When we call a meeting we need to make sure we fill this expectation or else stakeholder 'good will' will wear out.
- Information we produce has to be relevant to stakeholder needs (e.g. for DOSW: # grants, DOA: nutrition, DoE: # kids repeating/not going to school Round-1 vs. Round-2, Municipality: # individuals with x,y,z problems living in their municipality, etc)
- It may be more effective to ask for a slot in stakeholder meetings, in order to 'streamline' presentations to partner needs and interests.

Practice 5: Checking Up on those Already served to Add Value and Sharing best wisdom**1. Partners for whom additional services were provided**

- CAC; Planning Committee

2. Regularity of checking up on those already served

- newsletter disseminated in mid March
- monitoring interviews with CW organisations and partners carried out in January and February

3. Number of requests to the programme for it to share its 'wisdom'

- no requests for presentations
- ACHWRP was approached by schools, clinics and the Madadeni Hospital for advice and consultation, but there appeared to be confusion regarding the mission and role of ACHWRP (confused with an interventionist agency vs research project)

4. Number of events/activities where programme wisdom is shared

- presentations at CAC and Planning Committee Meetings
- communications and referrals with regard to clinics, schools etc

Sources of evidence:

record of presentations requested on findings and conference results; record of presentations given by the 28th Feb (CAC and Planning Committee Minutes); documented changes in the type of interaction with CW organisations; RAPID monitoring interviews; the newsletter; ACHWRP notes on meetings with schools, clinics etc

Lessons:

- There needs to be more timely follow-up, both in getting conference information out and in inquiring about presentations
- Dissemination of conference outcomes should be properly budgeted for

Practice 6: Experimenting to Remain Innovative**New ventures into an area without previous experience**

- the Conference itself: the size of the event, the topics, the participation
- the RAPID project
- Getting district stakeholders to network and work together through the CAC and the conference
- Exercises in being innovative to organise the conference
- New contacts made

Sources of evidence:

Conference-related documentation; CAC and Planning meetings minutes; March review and synthesis of outcomes of the RAPID exercise; level of success of the conference plenary section; level of success of the break away sessions; notes relative to conference organisation; contacts database

Lessons:

Start earlier and agree on the budget earlier.

Practice 7: Engaging in Organisational Reflection

1. Frequency of opportunities for the programme team to reflect

- ACHWRP staff meeting after the Conference
- Informal meetings between ACHWRP staff members during the conference organisation
- RAPID workshops and meetings
- Updates during regular ACHWRP staff meetings on progress with planning (especially for the RAs)

2. Adjustments to the programme coming out of a process of organisational reflection

- Various adjustments were made to the programme as a result of informal discussions and meetings amongst ACHWRP staff (e.g. decision on who to invite to the conference)

Sources of evidence:

RAPID project documentation; RAPID monitoring interviews; (conference participants given a chance to reflect); CAC and Planning Meeting Minutes; ACHWRP staff meeting minutes; records of communication between ACHWRP and HEARD staff

Lessons:

- Everyone should be involved: allocate all parties a role and give them enough time to carry it out properly (e.g. the RAs complained about the lack of clarity regarding their role in the process)
- Establish a Conference Planning Committee within ACHWRP consisting of staff and senior RAs; this committee should meet regularly to discuss roles, give suggestions etc and then give feedback to everyone else

APPENDIX 24: PROGRAMME RESPONSE TABLE

| PROGRAMME RESPONSE TABLE |
|---|
| What should we keep doing? <ul style="list-style-type: none">• Involving all stakeholders• Working with a Planning Committee• Sharing costs• Making use of local media (e.g. radio, newspaper)• Carrying out interviews |
| What do we need to change in order to improve? <ul style="list-style-type: none">• More timely follow-up• More targeted presentations• Try to set up 'Community' versus CAC meetings• Start planning earlier for conferences and similar events• Increase participation of grassroots and community organisations |
| What strategies/ practices do we need to add? <ul style="list-style-type: none">• Prepare and distribute more conference material (including a summary of speeches)• Make sure that potential funders are invited and do attend (invite them early; contact them more than once)• Use the local language more during conferences and presentations |
| What strategies/ practices do we need to drop? (too few results or too much effort?) <ul style="list-style-type: none">• Always holding CAC and Planning Committee meetings at ACHWRP offices (this is an expense for ACHWRP) |
| Has any issue come up that we need to evaluate in greater depth? <ul style="list-style-type: none">• No specific issue identified |