



in Partnership with



ChildHope

EVALUATION **REPORT**

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Abbreviations and acronyms

CAP	-	Child Advocacy Project
CINDI	-	Children in Distress Network
BESG	-	Built Environment Support Group
PCW	-	Pietermaritzburg Child Welfare
LHR	-	Lawyers for Human Rights
CAC	-	Child Advocacy Centre
HIV	-	Human Immunodeficiency Virus
AIDS	-	Acquired Immunodeficiency Syndrome
OVC	-	Orphaned and Vulnerable Children
DFID	-	Department for International Development
JMT	-	Joint Management team
CAS	-	Community Advisory Services
CSCF	-	Civil Society Challenge Fund
NGO	-	Non Government Organisation
CBO	-	Community Based Organisation
KZN	-	KwaZulu Natal
KPACC	-	Keeping Parents and Children Connected
ACCESS	-	Alliance for Children's Entitlement to Social Security

Acknowledgments

Great appreciation is due to all those who made themselves available for interviews, despite their busy schedules. Larensia Rabe from CINDI was supportive and helpful, and Anil Kumar from PCW went out of his way to accommodate the needs of the evaluation, setting up several interviews and community visits and taking personal responsibility for ensuring that these went according to plan. Cameron Brisbane and Mbhe Mdalose were welcoming and Mbhe accompanied the evaluator on a well planned series of community visits. My colleague at Project Empower, Nompumelelo Mbatha helped with interviews and with analysing the large amounts of information emerging.

The evaluation methodology

The evaluation was conducted by Laura Washington of Project Empower in Durban from March through to June 2009. The evaluation methodology aimed to enable role players and stakeholders to reflect on their experiences in the design and implementation of the project and to analyse their learnings in this respect. One on one interviews with as many roleplayers as possible were therefore the most important vehicle for obtaining information, although the evaluator also attended parts of the CAP conference organised earlier in the evaluation period. A special attempt was made to ensure that the views of beneficiaries were heard during this process, especially children, although child protection ethics meant that only certain children could be interviewed.

The following individuals were interviewed:

CINDI:

Larensia Rabe
Jacqui Khumalo
Rekha Nathoo

Child-Hope:

Catherine Klirodotakou
Andres de la Gomez

BESG:

Cameron Brisbane
Mbhe Mdlalose

LHR:

Nesira Singh

Pietermaritzburg Child Welfare:

Jothie Perumal
Anil Kumar
Nokuthula Krwece
Vuyo Ngcekwa
Sonya Govender
Koliwe Songelwa
Sindi Mnyaka
Mrs Maistry
Zanton
Thabile

Nsikayethu High School:

Dudu Zwana

Mayibuye Centre:

Sindisiwe Mnyaka
Thami Mbambo
Khanyisile Mncwabe

Nokulunga Msibi
Nokwazi Dlamini
Zamokuhle Nkala
Phumzile Vidima
Khanyisile Dladla
Noluthando Nxele
Mandy Ngcobo
Zanele Khowane
Lucia Motaung
Hlengiwe Dlamini
Babekile Nene

Eastwood CAS:

Phumzile Goba
Fanisile Mofokeng
Ncamsile Nxele
Nomvulo Mgaju
Zama Mkhize

Willowfontein Intermediary School:

Mr Mnguni
Ntombifikile Zuma
Zinhle Majozi
Sanele Mshengu
Sandile Duma
Nonjabulo Makhathini
Jabulani Nyoka
Sibongiseni Bhengu
Nkululeko Zondo
Wiseman Bhengu
Sithembiso Dube
Sithembiso Khoza

Willowfontein CBO:

Mzwandile Khwichane
Sibusiso
Nicholas Ngcobo

Edendale CBO

A group of about eight senior citizens

Child Advocacy Centre:

Sven Malzahn

Executive summary

1. Relevance

The project was well designed to address the economic, social and physical circumstances of children in the greater Pietermaritzburg area which includes:

- Physical and material deprivation
- Emotional neglect
- High risk of sexual abuse
- Education threatened.

CAP has contributed significantly to an increase of people's understanding of children's rights and how to access these rights. As one community volunteer stated:

"All the children in our community now have documents and are getting grants".

These rights include the right of children and women to be protected from physical, sexual and emotional violence; the right to material assistance from the state; the right to an identity; the right to an education; the right to a family

The ability and right of children to participate in social processes, including discussion about their futures, has also been significantly enhanced by CAP

2. Equity

CAP did not promote gender equality even though this could have been incorporated without changing the design of the project in any way.

3. Impact on children

The project was designed to focus on children but developed a special focus on both child protection issues (within NGOs) and child participation with help of Child-Hope.

4. Efficiency

Working in a partnership with both local and overseas partners was a new experience for CINDI and not an easy one. Key learnings have been made in the project and conscious effort needs to be made by CINDI and partners to incorporate these learnings into design, management and implementation of future projects. These include:

- The need to design the project well before implementation, including making decisions about management roles and responsibilities;
- If there is to be a lead organisation, the responsibilities of the lead need to be clear and the lead organisation needs to embrace these

wholeheartedly. CINDI's reluctance in this respect caused difficulties to the project and led to it, unfairly and with some damaging consequences, being labelled a problem. Examples of these responsibilities include: To take responsibility in the JMT; to caution partners when there are concerns about poor performance; to manage funds; and generally to place itself at some risk for the sake of promoting the reputation of CINDI and drawing funds into the network as well as enhancing impact of partners

- Cost structures and financial management processes to be evolved prior to implementation

5. Risks

External risks were well identified and managed. Threats to the project were mostly internal in origin and outlined above

6. Effectiveness

Quantitatively, all targets were achieved and CAP scored well in its performance assessment against the log frame. This is no mean achievement. Effectiveness would have been enhanced by a delivery strategy that involved the partners working more closely together with same target communities. The mix of methodologies presented by the partners (individual case work, legal counselling and education and community development) was not maximised and actually became a stumbling block.

7. Impact

- a. CAP had a big impact on policy development the Children's Amendment Bill; the National Strategic Plan on AIDS; Policy on Special Needs on Housing for OVCs (National Department of Housing);
- b. CAP developed an innovative and appropriate advocacy strategy which worked well and is well outlined in the best practice manuals;
- c. CAP contributed to an increased awareness of tenure and livelihood security strategies: effective and innovative programme development which would benefit from a look at less commercial food production methods. These strategies are also well presented in the best practice manuals;
- d. Increased access to education: well achieved through awareness of school fee exemption and through approaching schools directly on behalf of clients;
- e. Innovative methods for enhancing capacity of elderly caregivers through workshops engaging youth and caregivers.
- f. Models of alternatives to institutional care researched, presented and advocated for;
- g. Two communities well serviced eventually with advice and awareness services
- h. Communities, teachers and children's awareness of sexual abuse and appropriate responses were achieved through CAP

and cases of child sexual abuse reported, supported and followed up.

8. Recommendations

- CINDI actively takes the lead in future partnership projects and ensures that it has appropriate competence to offer partners esp. project management and financial management;
- Maintain and develop the advocacy programme (strategy and approach) for CINDI and for members;
- Actively promote models of alternatives to institutional care;
- Promote the livelihoods and tenure security programme;
- Mobile community resource centres;
- Educate around school fee exemption subsidy;
- Continue and promote innovative carer – child workshops;
- Continue and promote work around child protection and child participation with children’s organisations and with organisations not working directly with children;
- Support and sustain the work on sexual abuse free classrooms done by CAC;
- Community theatre;
- Build in gender equality in all work;
- Consider ways of working with foreign nationals and monitoring levels of xenophobia in communities and organisations,

Introduction to the project

The Children's Advocacy Project (CAP) was conceptualised in 2003 and implemented from 2006 – 2009 as a partnership of four organisations, the Children in Distress Network (CINDI), the Built Environment Support Group (BESG), the Child and Family Welfare Society of Pietermaritzburg (PCW), and Lawyers for Human Rights (LHR), to use advocacy to improve children's access to their rights. CAP focused specifically on enabling children and families affected by HIV and AIDS to access health, housing and welfare rights.

South Africa has progressive policies aimed at ensuring the welfare of children but the benefits of these are often not realised in practice. In addition to material deprivation, rates of child sexual and physical abuse in South Africa are unacceptably high, and the situation is exacerbated in KwaZulu Natal, the province of implementation, where HIV prevalence ranks among the highest in the world.

CAP set out to pioneer an approach to advocating for children's rights at the level of national, provincial and local government that was supported by on the ground service delivery and service delivery support and educating communities on rights and accessing rights. CAP intended to ensure that learnings gained through action and practice were shared widely, both within the CINDI network and more broadly within the South African children's sector.

CAP was funded by the Department of International Development (DFID) through Child-Hope UK.

1. Relevance: Details of the project's significance with respect to specific needs and its relevance to country poverty reduction priorities.

The work of CAP addresses serious social concerns in the KwaZulu Natal province of South Africa which is suffering a crisis of unprecedented proportions. Since the advent of migrant labour in South Africa, the family structure in communities has been slowly breaking down and more recently, with increasing poverty and the effects of AIDS, this breakdown has been even more rapid resulting in increasing numbers of children who have lost their mothers, single mother families and elderly relatives responsible for numbers of children. In this context, children are hungry, emotionally neglected, at risk of sexual abuse and find it difficult to find the resources to buy uniforms and pay school fees needed to attend school.

Challenges facing government and civil society in this context include the struggle to maintain children in extended family structures and their communities of origin; to ensure children receive education; to ensure that their basic emotional and material needs are met; to protect them from sexual abuse.

Key to the government's efforts to address the crisis is the social welfare grants system which enables caregivers of children to access a range of grants designed to contribute to their material wellbeing. Documentation issued by government is needed to access these grants but poor families frequently do not have the necessary documentation, and anyway do not understand or cannot engage with the necessary procedures either to obtain the documentation or apply for the relevant grant.

Child sexual abuse is considered a priority crime in South Africa, an awareness about the nature of the crime is slowly being awakened in South African communities, partly through the efforts of programmes like CAP, but is handled by a criminal justice system which is overburdened, not well skilled and ill equipped to face the emotional aspects of child sexual abuse.

CAP was designed to provide an interface between families and communities and the government systems designed to remedy these ills. Through a unique combination of service delivery and advocacy, CAP has addressed many of the difficulties faced by poor children in the communities of the greater Pietermaritzburg area.

- **To what extent has the project contributed to rights awareness, whose rights and what impact has there been?**

Interviews with CAP volunteers and beneficiaries revealed that CAP has contributed significantly to an increased awareness of the rights of children, women, caregivers and people more broadly amongst members of communities, community organisations, educators and learners in schools. Awareness of rights includes an understanding of mechanisms and procedures for accessing these rights and seeking redress when rights have been denied. This increased awareness has been shared also by people

working for civil society organisations generally, partners of CINDI specifically and employees of government departments in the Pietermaritzburg area.

These rights include the right of children and women to be protected from physical, sexual and emotional violence; the right to material assistance from the state; the right to an identity; the right to an education; the right to a family.

As one volunteer stated:

I used to think that domestic violence was a private matter, now I know I must seek help for the family, from physical and emotional violence
(female, mid thirties, Eastwood)

The ability and right of children to participate in social processes, including discussion about their futures, has also been significantly enhanced by CAP, in a historical context where children's contribution have been marginal in families, communities, and within civil society organisations.

CAP has educated 523 educators and 1358 learners and 416 community workers and carers on legislation pertaining to child protection and responding to physical and sexual abuse. Volunteers report that their and their communities understanding of abuse is enhanced and there is greater reporting of sexual abuse and good follow up of cases and support to survivors offered by CAP partners.

How well did the project relate to the country's poverty reduction plans and DFID's country assistance plan?

The South African government has prioritised poverty reduction and the improvement of living conditions, and meets these priorities through a range of infrastructural development and social service programmes. Key is the provision of a package of grants, including the Child Support grant, available to all children under the age of 14 years, Foster care grants available to foster parents of orphaned or abandoned children, and Old Age Pensions available to elderly women and men. Issuing of these grants depends on a candidate being able to present appropriate documentation, which is not always available to individuals for a number of reasons. CAP focused on grant access, including information and awareness, application support and further interventions when necessary.

The South African government has an extensive housing development programme for low income earners and the livelihoods and tenure security work carried out by CAP was aimed at people living in these communities.

DFID aims to "make Southern Africa a great place for all people to work, live and do business in. This will be achieved by working with others to:

- increase jobs and investment
- build peace and security

- improve health
- reduce hunger. “ (www.dfid.gov.uk/Where-we-work/Africa-Eastern--Southern/South-Africa/Regional-programme)

This will be achieved through promoting growth, jobs and equity; improving governance and service delivery; and developing programmes aimed at addressing HIV.

CAP focused on the needs of children affected by HIV and AIDS, and through its advocacy efforts aimed to improve government service delivery to these children and their caretakers.

2. Equity: Discussion of social differentiation (e.g. by gender, ethnicity, socio-economic group, disability, etc) and the extent to which the project had a positive impact on the more disadvantaged groups.

CAP worked specifically with extremely poor people and within this worked predominantly with women and for children although through the efforts of Child-Hope children became increasingly seen as participants rather than beneficiaries. Child-Hope educated CAP partners about the importance of child participation and strategies for ensuring that child participation is enabled and supported efforts to implement the strategies. A child participation group is now in existence, is consulted regularly and provided input into the CAP conference held in 2009. Child participation has now become a strategy promoted by CINDI to all its members who can access support from the CINDI website. Enabling women and children to access their interpersonal and social rights represents a huge contribution to their lives.

Through having some reach into communities where refugees and foreign migrants are located (Dambuza in particular), it had some ability to work around problems experienced by foreign nationals who are subjects of intense discrimination at both official and community level. Whilst amongst the poorest of the poor, foreign nationals are not entitled to the same social security as the rest of the community. The project was not designed to address the needs of foreign nationals and the numbers of foreign nationals in South Africa increased dramatically in the six year period from design to conclusion, presenting needs that CAP was not intended to address. Future projects should take into account the needs of foreign nationals resident in the project area and address these needs appropriately. As foreign nationals do not qualify for the same state services as South Africa, different strategies may be needed to address this group.

• How did the project actively promote gender equality?

The project promoted the protection of women from gender based violence but did not actively promote gender equality in any other ways. Promoting gender equality is different from working with women, which CAP accomplished successfully. It is also different from ensuring equity in community representation, which was also accomplished in the case of the livelihood training.

The project accepted established social norms around domestic and community roles and responsibilities and worked within this framework to further the access of individuals to rights. As one (male) participant said:

The information I get on conserving water is very useful. I tell my wife often to turn off the tap when she is washing dishes.

CAP could have had some impact on promoting gender equality by actively incorporating male figures such as fathers, uncles and grandfathers as carers, or by promoting alternative gender roles as part of its livelihoods work and work with carers and children but did not do this. This is a missed opportunity.

- **What was the impact of the project on children, youth and the elderly?**

CAP was intentionally most effective in benefitting youth, children and their elderly caregivers immediately and directly. The purpose of the project was to ensure that these groups are able to access their rights as people affected by AIDS.

Material circumstances of children and youth have been improved by the project (through access to grants and better managed household and community resources), as has their right to live in a family and a home (through the development of alternatives to institutional care, tenure security and education on wills), their access to schooling (through school fee exemption), and their right to protection from sexual and physical abuse.

An innovative and noteworthy aspect of the project, attributable in part to the influence and encouragement of Child-Hope, saw young people and the elderly (through the child – caregiver relationship) engaging in dialogue over roles, rights and responsibilities where historically dialogue has been very limited and controlled by the elderly. There is plenty of scope to expand these dialogues to other CINDI members, and to use the methodology to address other situations where stakeholders experience conflictual relationships. Examples could include government service providers and beneficiaries.

- **If the project involved work with children, how were child protection issues addressed?**

Child-Hope has actively engaged CINDI and other partners on child protection issues creating an awareness of child protection issues; the need for child protection policies; and how to ensure that children are protected in practice. CINDI has a child protection policy, promotes and supports the development of child protection policies by its members. Child-Hope has helped CAP and CINDI partners to develop child protection policies and to ensure that these policies are practically implemented. The awareness of CAP partners of child protection issues was demonstrated during the evaluation by the caution displayed by partners in allowing children to be interviewed.

Through its programme, especially the work in schools and in communities around sexual abuse, CAP has raised awareness of sexual abuse of children

and equipped responsible adults to respond appropriately. Especially, it has increased the ability of children to protect themselves from sexual and other forms of abuse and to request appropriate support when needed. Finally, CAP has enhanced the response of the criminal justice system to cases of child sexual abuse through the work of the Child Advocacy Centre. For example, in addition to CAP's providing emotional support and legal guidance to 87 child sexual abuse survivors, a further 112 survivors whose cases had become stuck in legal system were identified and supported and their cases re-activated.

- **How were the needs of excluded groups, including people with disabilities and people living with HIV/AIDS addressed within the project?**

People living with HIV were an intended direct beneficiary of CAP through the community advice centres, and people, especially children and elderly caregivers affected by HIV were intended direct beneficiaries of the entire CAP programme. In a province where close to 40% of women of child bearing age are thought to be living with HIV, and where HIV has contributed hugely to impoverishment, CAP addressed the needs of people infected and affected by HIV through:

- Increasing household income by improving access to grants
- Improving housing models for orphaned and abandoned children
- Improving the protection of vulnerable children especially in relation to physical and sexual abuse, both at community and at policy level
- Increasing communities' understanding of livelihood and tenure security
- Improving access to education.

CAP was not designed to address the needs of disabled people, although it could be argued that by increasing the wellbeing of children affected and infected by HIV, CAP was able to prevent the development of HIV-related physical disorders in children. None of the CAP partners work specifically with disabled people. Future projects might want to consider deliberate efforts to include disabled children, their parents and caregivers.

See comments above on disadvantaged social groups for a discussion of refugees and economic migrants.

- **3. Efficiency: How far funding, personnel, regulatory, administrative, time, other resources and procedures contributed to or hindered the achievement of results.**

- **How well did the partnership and management arrangements work and how did they develop over time?**

Difficulties were experienced in the beginning, and these form the basis of a comprehensive set of learnings that has helped frame further CINDI partnership ventures. Engagement in CAP was CINDI's first experience of a partnership; not all of the other partners had prior experience in an intensive

and ongoing partnership either, although they had all some experience of co-operation. CAP represented a significant opportunity for partners to engage in a learning experience about the structure and function of partnerships. Consequently, none of the engaging partners were able to predict the difficulties that might arise and the time spent on preparing the proposal was focused on drafting a log frame to which all participating partners felt they could contribute, rather than on framing partnership arrangements.

By the third and final year of CAP, all participating partners could agree that the financial and operational partnership and management difficulties by and large had been ironed out, agreed systems and procedures applied, and that the management structure and system that finally evolved was adequate for the purposes of the project and enabled implementation, monitoring and review. A new participant to the JMT meetings in the third year described them as *“very structured but not rigid with clear and open communication between participants”*.

The first and second years were rich and fertile learning grounds for the new partnership, although all reflect on these years with gratitude that they are past. Some of the difficulties experienced were:

- Partnership arrangements had not been worked out at inception and although there was a rudimentary structure in place, lines of authority and responsibility had not been agreed;
- It took time to recruit the project manager and once employed, it took time to decide on her job description (which she was asked to develop herself), her correct physical location and on correct reporting lines. This was confused by different understandings of the role of a project manager. A similar set of circumstances unfolded with the employment of the advocacy officer. Some illogical options were experimented with, such as the project manager being accountable to people that she was in turn responsible for managing;
- Some participants believe that the lead organisation CINDI did not play a strong enough role. They would have preferred the lead organisation to remain operationally neutral but to play a strong role in management: defining roles and responsibilities, systems and procedures, ensuring financial management according to the stringent guidelines laid down by the donor and sanctions against non-performance. This potential role was resisted by the lead organisation leading to it being sometimes in a lead position and sometimes acting as an implementing partner. Other participants believe that an open and democratic JMT would have enabled all participants to engage in critical issues and to arrive at decisions best suited to the unique nature of the partnership. This was the arrangement initially outlined in the project proposal. In either case, these decisions should have been taken prior to the commencement of the project and maintained throughout the operational phase;
- Internally partners had different cost structures and hence different expectations regarding cost remuneration: again cost structures and

remuneration processes should have been agreed to before the commencement of the project. These need not be uniform: different organisations of necessity have different cost structures, and this is even more the case where organisations employ professionals ordinarily commanding high salaries such as attorneys;

- The budget contained in the proposal was focussed more on operational costs and overlooked management costs resulting in costing difficulties later on in the project;
- The three year delay between submission and approval dates led to some key participants in the proposal development process no longer being employed in partner organisations. This is not an unusual situation, there being a very high turnover of staff in South African civil society organisations. Further there was little communication between the partners around the proposal during this three year period, resulting in organisations losing memory of the development of the proposal and consequently not fully understanding their commitments at inception. This eventuality should be anticipated in future partnership applications;
- On inception, the participation of one partner organisation was threatened as the individual responsible for developing the proposal, based in the local office, had not sought involvement and support from the head office. Multi partner arrangements need to take into account the variety of structures and decision making procedures that may be established in prospective partners and ensure that these are accommodated and respected;
- Throughout the project, there was a tendency for partners to work alone in “silos” rather than on specific outputs together. This led sometimes to partners being engaged in activities for which they did not have the necessary expertise. For example, while LHR was more than able to offer legal advice clinics, they did not have the expertise needed to set up a community advice centre, but this function was nonetheless allocated to them (they in fact wanted to take it on) as they were responsible for the entire output relating to the CAS’s. during year three, with LHR being much less involved in CAP, the CAS’s were managed by PCW which was more appropriately placed to take on the service;
- A closer working relationship grew between partners around the development and implementation of the advocacy programme;
- CAP partners report that Child-Hope was key to putting together the partnership and resolving difficulties. Representatives of Child-Hope travelled to South Africa for strategy discussions, and advised partners and role players through a range of different mediums on policy, management, procedural and programme issues. The project experienced many difficulties during the inception period, but partners report that by the third year, these had for the most part been satisfactorily resolved.

• **How well did the financial systems work?**

While finally financial systems were worked out that accommodated the needs of the project, financial management initially proved to be difficult and time

consuming. This was the result of a number of factors: there was an inadequate level of skill in the partner allocated the responsibility for financial management (CINDI) which should have been able to provide the partnership with a competent financial manager; there was no experience in the partnership of the financial management of complex multi-partner arrangements of this nature; there was no experience in the partnership of this particular donor's requirements. Child-Hope was however able to offer much needed support in this regard.

Financial management became the responsibility of the project manager for some time, diverting her from operational issues, until she was able to work with the financial manager from one of the other partners. After the financial responsibilities were transferred to PCW, the financial systems improved significantly.

Personnel currently involved in financial management and reporting state that the reporting requirements of the donor are cumbersome, more so than those required by many other donors, although not all: a monthly reporting system would have been easier to manage than the quarterly reporting that was required. The required format of financial reports is also extremely difficult to complete. This is a reflection on the required system itself and not on the abilities of the responsible personnel.

Other difficulties relate more to the internal arrangements of the project, especially to the initial lack of accurate activity planning by implementers. Some partners report that the project was under budgeted from the outset. As the budget was approved three years after submission, with significant escalation of costs in the interim, many line items were under budgeted. The JMT has also learned to allow for more flexibility when describing line items whilst at the same time ensuring accountability e.g. specifying travel more broadly rather than air travel.

- **How were the beneficiaries involved, how effective was this and what have been the benefits of or difficulties with this involvement?**

Throughout the project, beneficiaries have been mainly involved as participants in the project activities, for example in attending workshops aimed at improving knowledge of grants access, sexual abuse identification and reporting procedures etc. There is some evidence of consultation with beneficiaries in the livelihoods work implemented by BESG as their methodology is rooted in the importance of defining content and approach along with communities. A key learning for all partners was the possibility of and need for the inclusion of children as active stakeholders in CAP and other projects. A group of children established by PCW was able to discuss and guide CAP on the needs of children from their perspective and the current advocacy officer, employed not by CINDI continues to consult with children about their needs and how CINDI should be addressing these.

The lack of consultation with stakeholders was in the case of the Community Advice Centres, to the detriment of the project: had beneficiaries been more carefully consulted in the processes leading up to the establishment of the Community Advice Centres, it is possible that these would have been more successful. The locations of the Community Advice Centres might also have been more appropriately decided on.

- **Were the risks properly identified and well managed?**

Risks were accurately identified in the proposal and managed appropriately. These include:

- Lack of collaboration from government officials and departments;
- CAS's not owned by community and are not sustained after 3 years;
- Failure to secure funding for capital costs from the Department of Housing for alternatives to institutional care;
- Poor inter-sectoral collaboration across government departments;
- HIV/AIDS mortality levels will impact on staff, volunteers and stakeholders.

Although the CAS's faced many difficulties in the first two years of the project, these related to strategy, implementation and internal difficulties experienced by LHR rather than to the essential viability of the CAS's.

HIV and AIDS morbidity and mortality was probably contained more by the government's roll out of anti-retroviral treatment than by any action of CAP's, though people still required information, encouragement and support to access treatment.

Factors finally emerging as risks include:

- Failure of a partner (LHR) to deliver and finally pulling out of the partnership, and the inability of the JMT and / or the lead partner CINDI to take appropriate action;
- loss of key individuals, especially those involved in the conceptualisation of CAP;
- escalating costs
- regulatory issues such as the Law Society preventing organisations offering free legal services.

The inability of LHR to successfully establish the CAS's, and its vastly diminished role was completely unanticipated and potentially devastating. CAP, either in the form of the JMT or the lead partner CINDI, failed to take timely and decisive action against LHR or to ameliorate the situation. The need to identify problems timely, analyse the causes and take action especially when it relates to partner incompetence, stands out as a significant learning for CAP in respect of management. When allocating responsibilities in future, partnerships should analyse the existing competencies of a partner against the entire set of competencies required to complete the activity. In this case, this would have meant identifying in advance that while LHR had the competence to provide human rights education and support, it had little competence in setting up and managing community services and these

should have been allocated to a more appropriate partner, such as BESG or PCW.

The situation was eventually managed well with an appraisal of the functions carried out by LHR and alternative strategies, such as community theatre, and implementers, such as PCW identified, and the location of one site being shifted to the Mayibuye Centre where PCW had a long-standing relationship with the community.

Both the loss of key conceptualisers and the escalation of costs are attributable to the time lag of three years between submission and inception. While easier to predict with experience, this was also entirely unanticipated and once the proposal was submitted, it appears that the project went into dormancy. Neither is there evidence that there was recognition of the impact of the time lag once CAP was initiated, the partners being too concerned with the pressures of implementation to consider the consequences of the delay.

Issues in the regulatory frameworks within which partners operated impacted on the project and most notable was the decision by the Law Society to prevent attorneys offering free legal advice. This prevented LHR from attending to clients on a case work basis, and also made them cautious about their participation in workshops where education of participants could be construed as offering clients free legal advice. The decision has also prevented families residing in homes where there are inheritance disputes from seeking free legal support to gain tenure security, although this latter is not related directly to the outcomes of CAP. Again, closer consultation between partners during the “dormancy” stage could have alerted CAP to the need to change strategy timeously in relation to legal advice. During the third year, volunteers were deployed to offer advice to communities and to provide education on their rights.

4. Effectiveness: Assessment of how far the intended outputs and results were achieved in relation to targets set in the original logical framework.

• How effective and appropriate was the project approach?

On a quantitative level, CAP achieved all targets set, and in some cases exceeded these. CINDI’s focus from the beginning has been on improving delivery of services to children. While the two arms of advocacy for access to rights and improvement of actual service delivery is core to CAP’s strategy, there is still in practice a tension between the longer term impact of advocacy and the immediate addressing of children’s needs through service delivery. CAP successfully managed this tension ensuring that service delivery happened at the same time as advocacy strategies were working for the longer term benefit of children, and ensuring that the two arms mutually supported each other.

The project design was complex however and it was sometimes difficult to implement activities in the true spirit and practice of partnership. During the

first two years especially, partners tended to work in silos, naturally perhaps as these coincided with their original areas of expertise, but nevertheless not resulting in sharing expertise and not maximising impact, although a conscious effort was made in year three to work more closely together. So for example although the livelihoods programme developed a thorough curriculum, some partners believe that the impact of this output for CAP was minimised by its not being implemented in the same communities as other outputs. This is a logical reflection: the impact of CAP certainly would have been strengthened had support for grants access, child protection services and livelihoods and tenure security been offered to the same rather than different groups of people.

The partnership also brought together a range of expertise niches and methodologies. For example, PCW works with children's welfare issues at the level of individual cases, BESG with human environment issues at a community development level and LHR with human rights issues at the level of individual cases through the legal system. The value of the different expertise niches was fully recognised and was the rationale for forming the partnership, whereas the difference between methodologies was not recognised and therefore became a stumbling block rather than a source of value for CAP. Had communities been identified where the project could be jointly implemented, and had ground been laid in these communities by partners skilled in community consultation, the ensuing synergism would have enabled CAP to be more effective. Instead, the setting up and implementation of the delivery of human rights services to communities through CAS's was the responsibility of LHR which frankly lacked the competence to initiate. Other partners, such as BESG, had many years experience of initiating community based services and the JMT should have allocated this responsibility more appropriately.

Recognition of these differences, as well as the value of these differences, would also have contributed to preventing some of the difficulties encountered such as those faced by the set up of the CAS's. It would also have enabled the development of a data collection tool (the data base) more useful to those partners working at the level of community rather than individual.

- **With hindsight, how would the implementers have changed it?**

The recognition of the benefit of three fundamentally different methodologies / approaches and how to synergize these could have resulted in a different and more effective approach to implementation, with partners truly engaging in practice, rather than working along side one another.

Partners are in agreement that ideally CAP should have been implemented in the same geographical areas to maximize impact and the measurement of impact.

5. Impact: Details of the broader economic, social, and political consequences of the project and how it contributed to the overall

objectives of the CSCF (poverty reduction, empowerment, partnership).

- **What was the project's overall impact and how did this compare with what was expected?**

The project purpose statement follows:

Improved policy and practice by local/regional Departments of Health, Housing, Home Affairs and Welfare to address the rights of children infected/ affected by HIV/AIDS

CAP engaged successfully on national, provincial and local level with the Departments of Housing, Home Affairs and Welfare to address rights of children affected by AIDS. Through its advocacy programme, CAP successfully influenced the drafting of the new Children's Act and Amendment Act and influenced the development and implementation of housing alternatives. Best practice case studies have been written and disseminated but the alternatives promoted in these studies have yet to influence profoundly the practice of government departments.

CAP did not engage directly with the Department of Health in the same way in which it engaged with the Departments of Housing, Education and Social Welfare (i.e. through individual contacts, workshops and disseminating research) although it did engage through input on the National and Provincial Strategic Plans on HIV and AIDS. Partners report that this is because none of them had a pre-existing working relationship with the Department of Health and that this department is known for being closed to engagement with civil society. There is the potential for this department to be influenced by the best practice case studies however, and since changes within the last year in the leadership of this Department have resulted in an "opening up", there is the potential for CINDI's advocacy officer to revitalise efforts to engage in advocacy with the Department of health around issues such as HIV positive children's access to treatment, for example.

- **CAP contributed to the following Millennium Development Goals:**
 - Eradicate extreme poverty and hunger***
 - Achieve universal primary education***
 - Reduce child mortality***
- **CAP contributed to the following core CSCF areas:**
 - Building capacity of Southern civil society to engage in local decision-making processes***
 - Building capacity of Southern civil society to engage in national decision making processes***
 - Raising awareness of entitlements and rights***
 - Innovative service delivery***
 - Service delivery in difficult environments***

- **Did the project address the intended target group and what was the actual coverage?**

Outcome one: Documentation and dissemination of best practices and policy recommendations.

- Best practice action plans for improving access to health, housing and welfare rights for children and families infected/affected by HIV/AIDS
Best practice action plans have been developed for housing (alternatives to institutional care); welfare (access to grants).
- Policy gaps identified and enabling policies developed
CAP has successfully identified policy gaps and assisted in the development of enabling policies. These include: The Children's Act and Amendment Act; the National Strategic Plan on AIDS; Policy on Special Needs on Housing for OVCs (National Department of Housing). The project has also been an active participant in different campaigns such as the campaign for improvement of service delivery by the Department of Home Affairs.
- Increase awareness to secure tenure and livelihood security.
Livelihoods and tenure security has been developed into a thoroughly mapped programme consisting of domestic sanitation, health and safety; wills and inheritance issues; water and energy conservation and management; access to free basic services; nutrition and food gardens; tenure security. There has been an attempt to work strategically: through community leadership, schools and community formations rather than to individual families in order to ensure a wider spread through communities of skills and attitudes, although it would have been much more effective to ensure that this was delivered in same areas as other aspects of CAP. There is also a perception that food gardens were expensive, although they are also seen by other participants as important demonstration vehicles. Perhaps other methods of food production could be considered though that are less input intensive. The model used was highly dependent on commercial food production methods which are out of financial reach of most households, as well as potentially introducing toxic chemicals into households with young, often unsupervised children. Organic and permaculture methods should have been considered as alternatives.
- Increased access to education for children excluded from school due to lack of finances for school fees
Access to education for 455 children from impoverished homes has been increased through negotiating with schools around school fee exemption, which although policy some schools implement reluctantly. Important here has been CAP's efforts to educate school officials about accessing subsidies from the Department of Education to replace school fees lost through granting exemptions.
- Improved capacity of elderly care-givers
CAP has worked extensively to increase the ability of elderly caregivers to manage their households both emotionally and materially, reaching over

2 000 care givers. This has happened through innovative workshops bringing together caregivers and children to dialogue their problems with each other; through advice and information sessions and brochures on accessing correct documents and procedures for accessing grants; through actual support during the various application procedures. Indirectly, social workers in Child Welfare also benefited as they had found themselves to be the third party in the sometimes awkward relationship between elderly caregivers and children, with both parties threatening at times to report the other to the social workers. While the social workers were trying to build trust, they were being used by both parties to undermine the other. The innovative idea of opening up workshops to caregivers and children allowed the social workers also to speak to both parties together and clarify the roles and responsibilities of all three.

- Government departments and NGOs provided with copies of best practice manual, which is also available on internet.

Attractive best practice booklets have been developed, printed, distributed and are available on the internet. These manuals present simple and usable learnings from the CAP experience in the following content areas:

- Advocacy partnerships
- Advocacy through community engagement
- Advocating for Alternatives to Institutional Care for Vulnerable Children
- Advocating Livelihood Security strategies for vulnerable children and households
- Advocating for sexual abuse free classrooms
- Managing joint advocacy projects

The best practice booklets were released for distribution this year and it has not been possible to evaluate their impact.

- Increased awareness for the development of sexual abuse free classrooms

CAP has had an extensive presence in Pietermaritzburg schools educating learners and educators about the right of children to be protected from sexual abuse and the correct procedures to follow should there be incidences of sexual abuse.

Outcome two: Children, families, NGOs and CBOs enabled to access relevant information and services from Government and NGOs in 2 communities in Greater PMB, KZN.

- Increased numbers of people able to access information and services on HIV and AIDS and accessing government grants.

CAP has been especially successful in increasing the numbers of people able to access government grants, through information brochures; information session; individual advice. The take up of services related to information on HIV and AIDS has been more limited due to operational constraints (the difficulties experienced with setting up and running the community advice centres).

- Community Advisory Services (CAS's) effectively operating in 2 communities

While there were tremendous set up and implementation difficulties, CAP concluded with services running effectively from both Eastwood and Dambuza.

- 20 community volunteers trained to give advice and assistance

More than twenty community volunteers have been well trained to deliver advice and assistance to people needing to access state services. Volunteers are knowledgeable, committed and very positive about their work.

Outcome Three: Improved collaboration between government departments and NGOs/CBOs in KZN working with HIV and AIDS issues in KZN.

- Increased dissemination of information on changes in the law, policy and practice

Information relating to alternatives to institutional care has been disseminated to Departments of Housing and Social Welfare and through the National Special Needs Housing Forum. Information on the new Children's Act and on sexual abuse of children has been widely disseminated to civil society organisations through the CINDI network.

CAP's strategy has for the most part been to disseminate information through workshops, and this has had limited success due to the high number of workshops needed to disseminate information in this way and the reluctance of stakeholders to continue attending. CAP has had some success (through workshops, internet etc), but has not convincingly developed alternative means of disseminating information to stakeholders, although there has been successful dissemination of information to communities through the community theatre strategy.

- Increased collaboration between departments and NGO/CBOs
It has been difficult to quantitatively measure impact due to a lack of information, although partners report anecdotally that friendlier and more co-operative relationships exist between operational staff in NGOs and those in the Department of Social Welfare especially.

- Increased participation in and effectiveness of coordinating structures for children's issues

CAP has been represented on National and Provincial Forums (KZN Advisory Council for Children; Child Justice Alliance; ACCESS alliance)

- Improving networking and addressing blockages through workshops and Advocacy

Again, it is not possible to present quantitative information showing impact although partners report success.

Outcome four: 180 CINDI members (NGOs/CBOs), 180 government community/social workers and 90 community volunteers strengthened in their work with children infected/affected by HIV/AIDS. (60, 60, 30 each year).

- 20 Project staff and CINDI members trained on action research
- CINDI Members trained in advocacy and lobbying techniques. 35 CINDI members have received training in advocacy and lobbying methods.
- Community volunteers and community health workers have increased knowledge of nutrition and health, greater ability to access government services, increased counselling skills. 210 community members trained in HIV related issues; 620 male learners and educators and 680 females trained in child protection and service access; 100 people in child sector trained on Children's Act; 60 CINDI members, 18 govt officials, 29 councillors trained in government grant system and government-civil society collaboration
- Project staff and CINDI trained to conduct action research. CAP volunteers received training in conducting action research.
- **Who were the direct and indirect/wider beneficiaries of the project?**

Direct beneficiaries of CAP included:

- Poor, orphaned and vulnerable children and their caregivers from disadvantaged communities.
CAP has directly assisted more than 1 990 caregivers to access grants for orphaned and vulnerable children, with 1 032 application cases receiving further support. A further 455 poor children were assisted to access school fee exemptions, 1 358 school children received education in sexual abuse and 87 children received counselling and support in reporting sexual abuse cases with a further 112 cases being tracked and re-activated in the system. 255 children received daily meals during year three and 150 children benefited from after-care services.
- teachers and staff of schools servicing disadvantaged communities
523 teachers received training in identifying, supporting and reporting sexual abuse cases
- disadvantaged community groups
72 community members trained in livelihoods and tenure security
85 community members trained in food gardening
Municipal policy extends rates relief and access to free basic services to poor households (not possible to access numbers from municipality to support this)
416 community workers and carers received sexual abuse education

- staff of partners and other CINDI members
31 trained in livelihoods security; 27 members received legal training pertaining to OVCs; 35 members trained in advocacy and lobbying; 100 trained in new Children's Act and 60 in accessing government grants
- councillors and ward committees of disadvantaged communities
29 councillors trained in accessing government grants
158 ward committee members trained in succession planning
- government department staff

CAP has had much wider impact largely through its advocacy efforts which have seen the development of legislation and policies implemented provincially and in some cases nationally.

- **What difference has been made to the lives of those involved in the project?**

Beneficiaries speak positively of the difference CAP has made to their lives. Many more people have documentation and have accessed grants:

In my community, all the kids have documents and grants and information

(female community volunteer, mid thirties, Eastwood)

There has been a very positive response to the work around sexual abuse and domestic violence. Talks at schools about sexual abuse of children have resulted in at least two substantial disclosures per workshop which are then taken up by the CAC for further investigation, reporting and victim support.

Schools call us to report sexual abuse

(female community volunteer, mid thirties, Eastwood)

Domestic violence has come down because we are watching

(female community volunteer, mid twenties, Eastwood)

We do the sexual abuse play for children, as well as for the parents and teachers. We talk to them straight, because children are not free to talk to their parents

(female community volunteer, mid forties, Eastwood)

Community volunteers report that CAP has also enabled a better and swifter response from the criminal justice system, which has also helped to improve people's confidence in the system. The work of CAC is particularly appreciated by community volunteers in this regard, who mentioned repeatedly that the Centre was always available for advice, support and intervention.

.... (CAC) *helps to get the police moving*
(female community volunteer, mid thirties, Eastwood)

Groups involved in the livelihoods work speak positively of this intervention:

We (can now see that we) were misled by letting gardens go away from us. It was like torturing ourselves. We did not know what we were eating
(Male, late forties, Willowfontein)

We now know how to use our natural assets, the river, people and our culture
(Male, late forties, Willowfontein)

We learned that not only rich people should have wills. We learned about the importance of keeping documents. We learned where you should keep your will and that no one should know what's in it.
(Male, late sixties, Edendale)

We enjoyed this very much and we were able to tell people at home what we learn. My mom said she didn't know that I was so smart.
(Male primary school child, Willowfontein)

(We learnt about the) importance of gardening – rather plant our own garden than to go to the market because you don't know the conditions in which your food has travelled if you go to the market. We also learned about the importance of rotating the crop.
(Male, late forties, Willowfontein)

This has been very important and useful as it has spread through out the community and the counsellor and development committee gave us this space to use as we please.
(Male, late thirties, Willowfontein)

We have also encouraged a group of disabled people meeting in this facility to start their own garden.
(Female, late sixties, Edendale)

When we are done with BESG we become educators and train the community on what we've learnt from BESG.
(Female, early seventies, Edendale)

I want us to be able to deliver information to our community especially around water because in our area there are a lot of water leaks

(Female, late sixties, Edendale)

(We have learnt) the importance of opening up to each other and sharing our problems and the importance of passing on the information we have to help others

(Male, early seventies, Edendale)

At the Mayibuye Centre, volunteers spoke of the support they offer to enable clients to navigate the complex application procedures laid down by various government departments:

Clients find it hard to go to Home Affairs alone. It is much better for them to go with our support

(Female, mid twenties, Edendale)

Staff of partners themselves also benefited from CAP, learning new disciplines from other partners and from CAP itself:

CAP helped me to understand that advocacy for our clients is something that happens all the time e.g. by phoning SASSA and is do-able. It is not just about confronting national government

(Female professional, mid thirties, partner organisation)

6. Sustainability: Potential for the continuation of the impact achieved and of the delivery mechanisms following the withdrawal of external support

- **What are the prospects for the benefits of the project being sustained after the funding stops? Did this match the intentions?**

Intended sustainable benefits included:

- Best practice manuals.

These have been developed and disseminated. See output for a description of these manuals.

- CINDI member NGOs will be enabled to continue to lobby and campaign

CINDI member NGOs have been trained to continue advocacy and campaigning. The advocacy function and advocacy activities still in progress (including the work on child participation initiated by PCW; membership of KPACC KZN; campaigning with ACCESS around documentation for children; membership of the Provincial AIDS Council, Social Developments Child Protection Forum) will be continued under CINDI's direct auspices. This decision ensures that certain advocacy activities will be continued and also indicates recognition of the importance of advocacy to the work of CINDI whereas the network was sceptical of the benefits of advocacy prior to CAP. The CAP advocacy agenda has informed the CINDI agenda, and the advocacy strategy developed by CAP has informed the CINDI strategy. CINDI's main fear of advocacy prior to CAP related to the dangers of antagonism and confrontation destroying already delicate relationships with

government officials. CAP's carefully crafted advocacy strategy with "spaces for dialogue, co operation, gap bridging and ongoing communication" has been sustained in the handover. The current incumbent speaks articulately of the strategy developed by the previous incumbent in collaboration with CAP partners, and outlines further advocacy plans using this approach.

The effective hand over of work between the outgoing and incoming advocacy officers also bodes well for sustainability. This has been facilitated by the outgoing officer's willingness to continue engagement and support with the current officer.

- CINDI will demonstrate the effectiveness of the CAS's to government and will advocate for assistance in funding them. The Community Advisory Service centres will train 10 volunteers in each community to continue the work after 3 years. Volunteers will receive training from the CINDI CBO mentorship programme on management skills, funding leads for CBOs and how they can register as one.

To date, it is not clear whether either of these intentions have actually happened.

- The Msunduzi AIDS Partnership will be the lead partner and initiator of improved collaboration between government departments and NGOs and CBOs, and will continue to carry out this work after the end of the project.

For various political reasons, the Msunduzi AIDS partnership has not continued to function effectively. There are hopes that CINDI's advocacy officer will participate in the revival of the Provincial AIDS Council and the Local AIDS council at municipal level.

- CINDI's cluster groups will continue workshops and meetings if necessary.

CINDI's cluster groups will continue meeting and will take forward content, strategies and methodologies developed by CAP.

- 450 people from communities, government departments, NGOs and CBOs who received training, will be able to take this work forward within their own capacity once the project comes to an end.

Partners report that they will continue with many of the activities that formed part of CAP, such as support of elderly caregivers in accessing grants, sexual abuse education. Community food production groups report a commitment to continuing with the gardens, and community groups involved in education about livelihood and tenure security committed themselves to ensuring the information was verbally disseminated.

- CINDI's Funding Manager will target RSA foundations and trusts, such as the National Lottery Board, the National Development Agency, and national corporates, as well as government departments, including Health, Welfare and Education for further funding.

This is work in progress.

- ChildHope will also work with CINDI to develop an exit or follow-on strategy following a mid-term evaluation in year 2.

CAP embraced the findings of the mid-term evaluation, restructuring its decision making procedures, relocating one CAS site to the Mayibuye Centre where PCW was already working, and introducing new methodologies such as community theatre and inter-generational dialogues.

Other CAP activities to be continued past the conclusion of the project include:

- continuing to build up child participation in the work of CINDI and partners;
- sexual abuse free classrooms;
- Social awareness theatre.
- **How has/could collaboration, networking and influencing of opinion support sustainability?**

Relationships have been built between key personnel of CINDI and partners and between the personnel and officials of relevant government departments that will continue long after the end of CAP.

The work of CAP will also be sustained in the following ways:

- Benefits of cross-disciplinary learning between staff of partner organisations will be ongoing;
- CAP has capacitated volunteers who are now recognized advisors and supporters in their communities;
- Community groups involved in livelihoods express the intention of taking the work forward, and sharing their acquired skills and knowledge in their broader community.

Finally, and most significantly, CAP has educated a critical mass of about two thousand poor adults and children aware of their rights and of the processes for accessing these rights who can themselves advise, assist and support family, neighbours and friends.

7. Replicability: How replicable is the process that introduced the changes/had impact? Refer especially to innovative aspects which are replicable.

- **What aspects of the project are replicable elsewhere? Under what circumstances and/or in what contexts would the project be replicable?**

The advocacy strategy developed by CAP is widely replicable, with the support of the manual and possibly training from CINDI, and highly appropriate through out South Africa. It is most likely to be useful to consortia of civil society organisations wishing to influence government policy and practice in a co-operative and non-confrontational manner.

The CAS's also offer a model of community support that can be cost effectively implemented across South Africa in order to bridge the divide between poor communities and government services. The model should be of interest to government and to CBOs who are already working on access to rights.

The livelihoods and tenure security programme provides essential content for the sustainability of poor communities and CINDI should ensure that this information reaches appropriate government departments, CBOS and NGOs.

Models of alternative to institutional care have been developed for the purposes of replicability, and should be promoted throughout South Africa to local government housing departments as well as the plethora of civil society and faith based organisations attending to the needs of children.

Working directly and in a non-threatening way with children themselves around sexual abuse issues is a replicable methodology.

8. Lessons Learned: Key lessons learned throughout the period of the project, which can be utilised to guide future strategies, projects or agencies working in development. It is useful to divide these into project, sector and broader developmental lessons.

- **Were there any significant changes in the project design or the project context? How has the design of the project been amended as a result of lessons learned during implementation? What were the reasons for these and can any useful lessons be learned from this for application elsewhere? How do the lessons relate to any innovative aspects of the project that were highlighted in the project proposal?**

The project proved to be well designed, with a few changes necessary, such as the way in which legal advice was offered and how Community Advice Centres should be set up and run. Overall the project was well designed with most of the learnings being made in relation to the management of partnerships, rather than in the implementation of the programme itself. This is because CAP was designed around the existing work of partners and did not deviate partners from their core business, although sometimes new content was learned, strengthening the capacity of the partners. This was the case with BESH and the livelihoods work.

Some programme implementation issues that did emerge related to the implementation of the Community Advice Centres. These are:

- The model of the centres, in common with the delivery of much of South Africa's social services, depends heavily on the use of so-called "volunteers". The term is a misnomer: individuals enrolling as volunteers are usually unemployed and desperate for an opportunity to earn a wage. At the same time they are also motivated to help in their communities. There is some controversy around the use of volunteers,

with some arguing that so-called volunteers are working full days performing emotionally strenuous work for less than minimum wages while others argue that otherwise unskilled individuals are given compensation for community work that they would otherwise still be doing at the same time as being given skills development opportunities. Programmes using volunteers should be governed by policy that defines how volunteers are recruited, the tasks that they are expected to perform, hours of duty, compensation, management and disciplinary procedures, and skills development opportunities;

- As far as possible, individuals personing the centres should be based in the same community. This includes volunteers and co-ordinators of the volunteers;
- Volunteer teams should be encouraged to take ownership of the centre. This involves including them in strategic decision making, programme design and problem solving.

CAP demonstrated that advocacy is much easier when done by a network, backed by a network, is well researched and supported by real-life examples. An advocacy strategy that engaging positively with government, finds out their difficulties and constraints and works within these rather than attacking from outside has been shown to be most effective in a South African context.

The huge number of information based workshops planned for both beneficiaries and CINDI members and government staff proved to overwhelming and non sustainable. Innovative methodologies were developed in place moving from an information focus to participation, dialogue, engagement and theatre.

From a management / partnership perspective come the following lessons:

- The partnership is formed from the time of the first meeting to discuss the proposal. It is the partnership that must take responsibility for drafting the proposal, allocating responsibilities and taking care that the experience of developing the proposal and partnership arrangements is institutionalized within each partner organisation. Partnership arrangements need to be solidified during this preparation phase, including: agreements on cost structures, cost difference and common costs; salaries, transport, workshop costs; remuneration processes; drafting a memorandum of understanding (agreeing on confidentiality, conflict resolution, respect, dignity, communication); and though difficult, efforts need to be made to sustain the partnership through the appraisal phase. This might be a useful time to collect baseline data;
- Especially, the role and responsibilities of the lead partner need to be clarified and agreed on. There are special risks and benefits for this role, and the lead partner needs to be committed to playing the role and taking on the responsibility.
- Time should be allowed for a project inception phase of at least one month but preferably two or three months to enable partners to re-group and organise resources;
- Job descriptions and reporting lines, as well as agreement on the role of the project manager (should this be an executive or a decision

making position) should be worked out carefully before the hiring of staff;

- Multi partner arrangements need to take into account the variety of structures and decision making procedures that may exist in prospective partners and ensure that these are accommodated and respected;
- The partnership and management arrangements could have taken a multitude of forms, from linear and hierarchical (in the case of this option ensure that the lead partner is completely neutral and plays the following roles: hiring and managing the project manager; monitoring and evaluation; alignment of activities to the log frame; reporting to the donor; managing conflict) to flat and collective. No consensually preferred manner of organising partnerships developed, though individuals strongly propose their preferences. The key learning for the partners is that these should have been debated and agreed on prior to project inception and not during the operational phase of the project. In the case of the project being managed by a joint management committee, this structure needs to: set standards and procedures; manage referral between partners; manage the data base; standardise reporting formats and procedures both narrative and financial; principles and ethics; processes and methodologies; identify gaps;
- Planning is extremely important: understand what you are doing and why, set clear objectives and outcomes. Set clear parameters that are understood (and endorsed) by all. Establish a clear implementation plan, for the project as a whole and for each partner, ensuring that each partner's plan is aligned to the overall project plan;
- The budget should factor in extra resources especially for management, including the allocation of an appropriate management fee, and should accommodate the possibility of inflation during the appraisal period;
- Allow for shared, reflective learning, not just at the level of project or partner organisation management but for all staff involved in implementation;
- Factor in the possibility of loss of key staff or partners. Succession management is a challenge to organisations internally as well as within partnership arrangements;
- Keep written records of everything;
- The nature of financial management responsibilities must not be underestimated in a multi partner arrangement relating to an international donor. They require a high level of financial management ability, sometimes exceeding the ability of existing financial staff and this must be borne in mind when budgeting.

Programmatic lessons learned have been well documented and disseminated in the form of the best practice manuals. The advocacy strategy developed and implemented successfully by CAP is particularly well outlined in the best practice manuals and should provide valuable guidance to other civil society organisations both in South Africa and in other locations.

- **How did the project engage with poor and marginalised groups and support their empowerment most effectively?**

CAP worked with poor and marginalised people mostly as beneficiaries. The empowerment of beneficiaries could have been enhanced through engagement with representative groups, as did happen with the livelihoods security work where content was developed with input from groups and with the child participation groups which met to provide input on children's perspectives to CAP processes.

- **For whom could these lessons have relevance?**

CINDI, CINDI members and the CAP partners themselves have benefited most from lessons learned during the planning, implementation and evaluation of this project. The lessons would be of benefit to any set of agencies envisaging a partnership, as well as to donor agencies wishing to support such partnerships, especially if these are new to the concept of partnership. Similar NGOs and networks of NGOs will also benefit from these learnings.

- **Information, Dissemination and Networking: Detail the mechanisms used for dissemination to outside project stakeholders. Have lessons been shared during the life of the project – with whom, and to what effect?**

Dissemination of information has been shared through the best practice case studies, both in print and electronically via CINDI's website (as is information kept on the CAP database; through participation in numerous forums of government and non government organisations; through workshops; through the CAP conference which included a broad representation of CINDI members, government and other CBOs and NGOs. Information is also available on Child-Hope's website, and has been made available through newsletters produced by CAP and by CH in the United Kingdom. Two representatives of CAP facilitated a workshop in the UK with other practitioners and a DVD on community theatre is being produced.

Child participation as a strategy has been widely promoted within the CINDI network, including the research and dissemination of models of child participation. The strategy was practiced during the CAP conference where presentations were prepared and presented by child participants in CAP.

Child protection issues have similarly been promoted by CAP.

9. Recommendations: Recommendations for improvements based on observations during the evaluation process (e.g. for sustainability, future project design and management)

Sustainability:

- Advocacy with delivery is a greatly strengthened strategy. CAP has enabled organisations which are otherwise consumed by delivery to develop an advocacy focus which is strongly backed by partnership and practice. CINDI should ensure that this function is maintained

and actively supported in its future work, providing a support to those members involved in delivery. Advocacy continued in this way should recognise the need for a focus at national, provincial and local level, and support should be continued to operational staff of members to enable them to engage personally with their counterparts in relevant government departments. An appropriate way of initiating a new advocacy programme within CINDI would be to hold a strategising meeting with CINDI partners engaged in delivery to reveal where there are blockages in the system. A programme can then be developed which identifies appropriate role players, strategies and actions to be taken to support the service delivery of members through advocacy ;

- Efforts to engage at an advocacy level with the Department of Health around issues such as child access to treatment, access to PCR testing etc (all contained within the National Strategic Plan on HIV and AIDS) should be re-doubled;
- Models of alternatives to institutional care have been developed for the purposes of replicability, have formed part of CAP's submissions to the new Children's Act and should continue to be promoted actively throughout South Africa to local government housing departments as well as the plethora of civil society and faith based organisations attending to the needs of children. Submissions were made by CAP to the new Children's Act on this and other matters and the act has taken cognisance of orphaned children's housing needs, reinforcing further promotion of the alternatives developed by CAP;
- CINDI and all partners should actively work towards breaking down social and self-stigma around HIV;
- The livelihoods and tenure security programme provides essential content for the sustainability of poor communities and CINDI and partners should ensure that this information reaches appropriate government departments, CBOS and NGOs. Organic methods of food production should be considered as these are less expensive, more sustainable and involve less use of toxic substances which is a concern for children and immune compromised individuals;
- Community advisory centres are necessary but resource intensive and need to be in existence for longer than three years. There is an argument for CINDI or a partner establishing mobile resource centres, clearly researched with communities and building on existing networks and structures;
- Some consideration should be given by CINDI and its members to engagement with the Department of Health, if not already done;
- CAP did not sufficiently educate school principals and school governing bodies on accessing school fee exemption subsidies. There is a need to work more intensively creating this awareness: this could take the form of a short term campaign;
- PCW should continue its innovative dialogues between elderly caregivers and children and should consider ways of spreading this methodology. In addition, there is space for all CINDI members to continue to explore ways of lifting the practical, material and emotional burden placed on elderly women;

- CINDI and members should continue the pioneering work done on child participation and child protection, considering also the need for non-child focused organisations to understand the importance of these;
- The work done by CAC must be supported and sustained. The small organisation needs to be helped to develop a succession plan as its vital work is heavily dependent on individuals;
- Innovative methods such as community theatre, and the focuses on child sexual abuse and domestic violence must be continued and spread;
- CINDI and its partner organisations should actively work for the rights of foreign nationals especially economic migrants resident in its catchment areas. Foreign nationals are present in numbers in the province, count amongst the poorest of the poor and are socially and economically excluded. Climate change and global economic recession can only increase migration into South Africa and with this xenophobia is likely also to increase. At the same time, CINDI should work on prejudice reduction towards foreign nationals with all stakeholders. CAP was overtaken in its design by contextual changes from 2003 – 2008, especially the massive influx of Zimbabwean citizens into South Africa and the increase of economic migrants from other Southern African states, especially from Lesotho in the context of Pietermaritzburg. While there was no way that CAP could have predicted these events, children's organisations need to be aware of the implications of economic migration for future project design.

Project design:

- CINDI needs to build in work around gender equality and the promotion of alternative domestic and community responsibilities. It is important for a network on child rights that both girl and boy children grow up with an understanding of the need for gender equality and how this can be realised in practice;
- CINDI and its partners need to consider ways of including disabled children and adults in future programmes;
- None of the above recommendations necessitates the establishment of separate projects;
- As part of the inception phase, adequate time and resources for community consultation and preparation need to be allocated
- Build in adequate resources throughout the life span of the project for monitoring contextual changes and ensuring that future projects adapt adequately to these;
- Continue and develop the use of innovative methodologies such as community theatre, inter generational dialogues.
- As far as possible, individuals personing the centres should be based in the same community. This includes volunteers and co-ordinators of the volunteers;
- Volunteer teams should be encouraged to take ownership of the centre. This involves including them in strategic decision making, programme design and problem solving.

Management:

- Programmes using volunteers should be governed by policy that defines how volunteers are recruited; the tasks that they are expected to perform, hours of duty, adequate levels of compensation, management and disciplinary procedures, and skills development opportunities. CINDI should take the lead in developing such policy and ensure that the process and the policy are brought to the attention of network members;
- In future initiatives of this nature, space should be built for ordinary staff as well as managers to meet for reflection, learning and cross over of skills. CAP created structures for managers to meet and reflect, largely through the JMT but there was no forum open for implementers of the programme to get together and reflect on their experiences;
- Other recommendations for management systems have been included under Learnings above.
- CINDI CINDI CINDI need to make recommendations on its role. CINDI was set up by members to facilitate resource sharing, enhance service delivery etc. must not become a competitor to its members, but rather a servant facilitating partnership. Does not mean that it should not have authority over processes for which it takes responsibility but must take responsibility and perform support tasks professionally.

Annexure One: Achievement Rating Scale

- 1 = fully achieved, very few or no shortcomings
- 2 = largely achieved, despite a few shortcomings
- 3 = only partially achieved, benefits and shortcomings finely balanced
- 4 = very limited achievement, extensive shortcomings
- 5 = not achieved

CAP struggled to develop an adequate monitoring and evaluation system and this is evident in the difficulties experienced by the evaluator in compiling the final log frame report.

	Achievement Rating for whole project period	Log frame Indicators	Base line for indicators	Progress against the indicators	Comments on changes over the whole project period, including unintended impacts
Overall Goal Children and their families infected/affected by HIV/AIDS in South Africa access their rights	1				Awareness within CINDI network about accessing rights increased hugely during this period. Referral systems were enhanced by CAP.
Purpose Improved policy and practice by local/regional Departments of Health, Housing,	2	Policy recommendations and best practices written and disseminated.	No baseline	Policy recommendations and best practices written and disseminated: Dept of Housing and Children's Act Best practice booklets written and disseminated	With the exception of the Department of Health, which is very difficult for CSOs to access, and with which none of the partners had a pre-existing relationship, all departments were positively influenced by CAP.

	Achievement Rating for whole project period	Log frame Indicators	Base line for indicators	Progress against the indicators	Comments on changes over the whole project period, including unintended impacts
Home Affairs and Welfare to address the rights of children infected/ affected by HIV/AIDS		Workshop to draw up action plans conducted.	No baseline		
		Timetable for implementation plans agreed with officials from govt depts. of health, housing, home affairs and welfare.	No baseline		
Outputs (list the main outputs below, rate against each , then give an overall rating): 1., 2., 3. etc. 1. Documentation and dissemination of best practices and policy recommendations.	1	Best practice action plans for improving access to health, housing and welfare rights for children and families infected/affected by HIV/AIDS	No baseline		
		Policy gaps identified and enabling policies developed	No baseline	Amendments submitted on Children's Act and National and Provincial Strategic Plan on HIV and AIDS: over 30% of proposals adopted Participant in Home Affairs	

	Achievement Rating for whole project period	Log frame Indicators	Base line for indicators	Progress against the indicators	Comments on changes over the whole project period, including unintended impacts
				<p>Campaign for improvement of service delivery Research disseminated on unregistered children's homes. Models adopted by Depts. of Housing and Social Welfare. CAP staff elected as deputy chair of National Special Needs Housing Forum Alternatives to institutional care research disseminated One Place of Safety redeveloped in accordance with proposals Research on access to indigent support and free basic services delivered to Councillors and public and included in Municipal budget</p>	
		Increase awareness to secure tenure and livelihood security.	No baseline	<p>31 CINDI members trained in livelihoods security Two demonstration gardens established 158 ward committee members trained in succession planning 72 community members trained in livelihoods and tenure security 85 community members trained in</p>	

	Achievement Rating for whole project period	Log frame Indicators	Base line for indicators	Progress against the indicators	Comments on changes over the whole project period, including unintended impacts
				<p>food gardening Rates relief and access to free basic services extended to poor households</p>	
		<p>Increased access to education for children excluded from school due to lack of finances for school fees</p>	<p>No baseline</p>	<p>Workshops on school fee exemptions 455 children assisted to access education</p>	
		<p>Improved capacity of elderly caregivers</p>	<p>No baseline</p>	<p>1990 caregivers receive information on accessing support and services including grants, and life skills 36 caregivers and 40 children engaged in dialogue-based workshops around foster-care relationships</p>	
		<p>Government departments and NGOs provided with copies of best practice manual, which is also available on internet.</p>	<p>No baseline</p>	<p>523 educators and 1358 learners received education in sexual abuse 416 community workers and carers received education on sexual abuse 87 sexual abuse survivors received counselling and support</p>	

	Achievement Rating for whole project period	Log frame Indicators	Base line for indicators	Progress against the indicators	Comments on changes over the whole project period, including unintended impacts
		Increased awareness for the development sexual abuse free classrooms		112 survivors tracked within system and supported	
2. Children, families, NGOs and CBOs enabled to access relevant information and services from Government and NGOs in 2 communities in Greater PMB, KZN.	2	Increased numbers of people able to access information and services on HIV and AIDS and accessing government grants.	No baseline	1032 cases supported 225 children received daily meals during year 3 and 150 children receive after care	During the first one and a half years community use of the service did not meet target due to implementation problems. Thereafter good use of service, numbers increased tremendously, but how this helped people further not measurable.
		Community Advisory Services (CAS's) effectively operating in 2 communities	No baseline		Difficulties experienced as a result of poor strategising and internal difficulties in implementing partner
		20 community volunteers trained to give advice and assistance	No baseline	More than 20 trained	

	Achievement Rating for whole project period	Log frame Indicators	Base line for indicators	Progress against the indicators	Comments on changes over the whole project period, including unintended impacts
3. Improved collaboration btwn govt depts. and NGOs/CBOs in KZN working with HIV and AIDS issues in KZN.	3	Increased dissemination of information on changes in the law, policy and practice Increased collaboration between departments and NGO/CBOs Increased participation in and effectiveness of coordinating structures for children's issues Improving networking and addressing blockages through workshops and Advocacy	No baseline	27 CINDI members attended workshop on legal issues pertaining to OVCs CAP represented on National and Provincial Forums (KZN Advisory Council for Children; Child Justice Alliance; ACCESS alliance) 326 children educated on accessing rights 3 Newsletters were distributed to CINDI members with information on changes in policies, accessing grants and prevention of mother to child transmission	Very hard to get the Departments of Housing and Social Welfare together, although this did happen. Design weakness – to have multi-sectoral task teams, as this output was not in the control of the partners. Local and provincial AIDS councils are still not operating and again this output is not in the control of CAP. Representations to the Children's Act were impressive as was advocacy work generally.

	Achievement Rating for whole project period	Log frame Indicators	Base line for indicators	Progress against the indicators	Comments on changes over the whole project period, including unintended impacts
4. 180 CINDI members (NGOs/CBOs), 180 government community/social workers and 90 community volunteers strengthened in their work with children infected/affected by HIV/AIDS. (60, 60, 30 each year). 20 Project staff and CINDI members trained on action research	1	CINDI Members trained in advocacy and lobbying techniques.	No baseline	35 CINDI members trained	CINDI members, other NGOs, volunteers and ward committees, workshops on the south coast: ngo's and government No community health workers
		Community volunteers and community health workers have increased knowledge of nutrition and health, greater ability to access government services, increased counselling skills.	No baseline	210 community members trained 620 male learners and educators and 680 females trained in child protection and service access 100 people in child sector trained on Children's Act 60 CINDI members, 18 govt officials, 29 councillors trained in govt grant system and govt-civil society collaboration	
		Project staff and CINDI trained to conduct action research.	No baseline	CAP volunteers trained	

	Achievement Rating for whole project period	Log frame Indicators	Base line for indicators	Progress against the indicators	Comments on changes over the whole project period, including unintended impacts
<p>Activities Please comment on the relevance, efficiency and effectiveness of the activities overall</p>	<p>Activities were for the most part designed well to support the objectives of the project. When difficulties were experienced these related more to the competence of the implementing agency assigned to the task, such as the difficulties experienced in setting up and implemented the CAS sites.</p>				

