

DRAFT

Regional workshop on supporting effective aid responses to
children affected by AIDS

Workshop Report
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World Vision International

AIDSTAR-One USAID

UNICEF

ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immunodeficiency Syndrome
CABA	Children Affected by HIV and AIDS
CATF	Community AIDS Task Force
CBO	Community-Based Organisation
CHAI	Community-Led HIV/AIDS Initiatives
CSO	Civil Society Organisation
DATF	District AIDS Task Force
EEC	Empowered Educated Children
ESA	Eastern and Southern Africa
FBO	Faith-Based Organisation
IATT	Inter-Agency Task Team on children affected by HIV and AIDS
IPC	Initiative Privée et Communautaire de lutte Contre VIH/SIDA
INGO	International Non-Governmental Organisation
JLICA	The Joint Learning Initiative on Children and HIV/AIDS
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MVC	Most Vulnerable Children
NAC	National AIDS Commission
OVC	Orphans and Vulnerable Children
POS	Programmes of Support
PSS	Psycho Social Support
RAISA	Regional AIDS Initiative of Southern Africa
RIATT-ESA	Regional Inter-Agency Task Team on Children and AIDS in Eastern and Southern Africa
SADC	Southern African Development Community
SAT	Southern African AIDS Trust
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
WASH	Water, Sanitation and Hygiene
WVI	World Vision International

Table of Contents

Executive Summary	3
1. Workshop Opening.....	5
2. Keynote Address.....	5
3. IATT/RIATT study “Supporting aid effective responses to children affected by AIDS: Lessons learnt on channelling responses to CBOs”	9
4. “OVC Granting and Reporting Requirements: A Review of Specific Requirements of Major Donors and Intermediary Organisations’ Perspectives	13
5. RIATT/World Vision Study “The role of civil society in tracking resources for CBOs caring for children affected by HIV”	15
6. Lessons Learned and Best Practices	17
7. Breakout Groups: Commitments and Messages to Key Stakeholders	20
8. Next Steps and Follow-Up	24
Appendix 1: Workshop Programme	25
Appendix 2: Participant List.....	26

Executive Summary

This workshop was aimed at stakeholders involved in channelling resources to vulnerable children and their carers, affected by HIV and AIDS in Southern and Eastern Africa. It brought together selected representatives of governments, donors, international NGOs, UN bodies, regional organisations, national NGOs and community based organisations to discuss the results of three regional studies undertaken in 2010. The goal was to discuss the lessons from these studies to both improve their practises at country level and to provide an advocacy agenda of how to work collectively to improve aid effectiveness to children affected by AIDS.

The workshop was opened by Dr Geoff Foster who demonstrated that community initiatives and community based organisations were the first to respond to the plight of orphans and other vulnerable children and still today provide the bulk of services and support. Yet despite their importance to children, they still have little access to the growing amounts of money set aside for their needs. Three papers were presented by Susan Amoaten and Nathan Nshakira: “Supporting aid effective responses to children affected by AIDS”, the framework of a study commissioned by AIDSTAR-One and USAID comparing and contrasting the regulations guiding donor and intermediary organisations’ grant mechanisms and a paper on the role of civil society in tracking resources for CBOs caring for children affected by HIV.

After each presentation participants were invited to contribute their experiences related to the results of the study and then to look at how the recommendations could be taken forward at country, regional and international levels. The most common themes emerging were:

- **Reliance on donors to fund CBOs work with children and their carers is a significant bottleneck to resource flows.** Delays in fund disbursements between donors and grant mechanisms or intermediary organisations are the norm, and grant managers appear to have little power to improve this. And donor resources are usually time bound, with little government commitment evident to bridge the financial gap if and when it arises. Donors should make greater effort to provide their funds within the agreed timeframes, and governments should put more effort into identifying internal resources perhaps by applying AIDS levies as in South Africa and Zimbabwe. The Paris Declaration framework was seen as helpful to improve accountability and predictability of financial flows, and something that all stakeholders should be more active in following.
- **The term OVC labels children and should be changed to something less stigmatising such as Empowered Educated Children (EEC).** Participants thought that children should be seen as having entitlements that stakeholders support them to access which help them move themselves from a state of vulnerability to independence. Programmes

working with EED should include family and household networks in order to improve sustainability for children.

- **Governments should play an integral role in grant mechanisms** as either the implementer of grant mechanisms or as a key stakeholder. This includes the Ministry responsible for children who should be properly staffed and resourced to improve their ability to advice and monitor programmes aimed at EED. Governments should also commit to research more intensely the underlying roots of children's vulnerability in order that programmes can be developed that address both the causes and consequences of vulnerability.
- **Decentralisation of aspects of grant mechanisms, particularly selection and monitoring of CBOs to be supported** can provide a better opportunity for meaningful collaboration between government, CBOs and EEC. The closer financial mechanisms are to CBOs, the easier it is to understand their support needs and to identify genuine CBOs focussed on improving services and support.
- **Short term funding timelines have a substantial negative effect on service access and support for EEC.** CBOs typically only are able to access funding for 8-12 month projects because of the way funding cycles are designed by financial mechanisms. This has a negative effect on children's access to care and support and creates an environment of uncertainty. Intermediary organisations can provide a useful platform between CBOs and national level stakeholders to bring these challenges to the public eye.
- **CBOs should build their financial independence to reduce their reliance on short term funding from external sources.** This could include closer links with shops and businesses such as Shoprite, Standard Bank or KFC who have supported community work in many parts of South Africa. Another idea is to support CBOs learn how to raise their own income through micro-projects – this was tried in the past in both Zambia and Uganda with some successes.
- **Capacity building of both CBOs and government departments responsible for EEC should be seen as mandatory going beyond organisational issues to improving CBOs' ability to support EEC.** Capacity building methodologies need to broaden from training through workshops to include mentoring and peer support and be based on a sound baseline assessment. REPPSI has launched a course in Community Based Work with Children and Youth in a move to professionalise community-based care for children and youth. This provides an accreditation that could be beneficial for CBOs in improving their capacity to a standardised level.
- **Collaboration, communication and lesson learning needs to be institutionalised into the working ways of grant mechanisms.** Evaluations of financial mechanisms have provided good successes but these have not necessarily been absorbed into the workings of new mechanisms. Intermediary organisations could improve collaborative working styles by sharing tools and experiences and sharing evaluations and lessons learned.
- **Accountability needs to extend from CBOs to EEC to improve the effectiveness of resource flows.** CBOs should be expected to share their plans and budgets with

communities and gather qualitative feedback using participatory methodologies such as Community Conversations.

- **New technology can be better utilised** to share information, improve communication and coordination. Mobile phone technologies in particular are beginning to be a common method of sharing data and social networking sites such as Facebook could be used for sharing information.

1. Workshop Opening

Lucy Hillier, RIATT-ESA Focal Person, and Martha Newsome, World Vision International Global Director for Health and Nutrition and Deputy Chair of RIATT opened the Effective Aid Responses regional workshop and provided the framework for the day. **The purpose of the workshop was for participants to identify action steps to improve effective aid to children affected by HIV and AIDS (CABA) at both country and regional levels.** The day would focus on three major studies undertaken by RIATT, World Vision International and AIDSTAR-One in 2010 which offer evidence of how to improve resource flows, by looking at good practises of existing mechanisms in Burkina Faso, Uganda and Malawi, and resource tracking examples from Tanzania, Uganda and Malawi. The Chair expressed a hope that the workshop would enable good dialogue between the different actors present (see appendix 1 for workshop programme).

The workshop objectives:

- Provide a dissemination platform for three studies bringing results to SADC, EAC, key donors, National AIDS Committees and key government ministries, civil society networks; civil society organisations, regional bodies and advocacy groups.
- Identify additional dissemination platforms at country level;
- Develop advocacy and follow up actions which might include further studies at regional and country level to improve existing funding mechanisms and strengthen resource mobilisation;
- Feed next steps and action plans into the Global Partner Forum on June 3-4 2011.

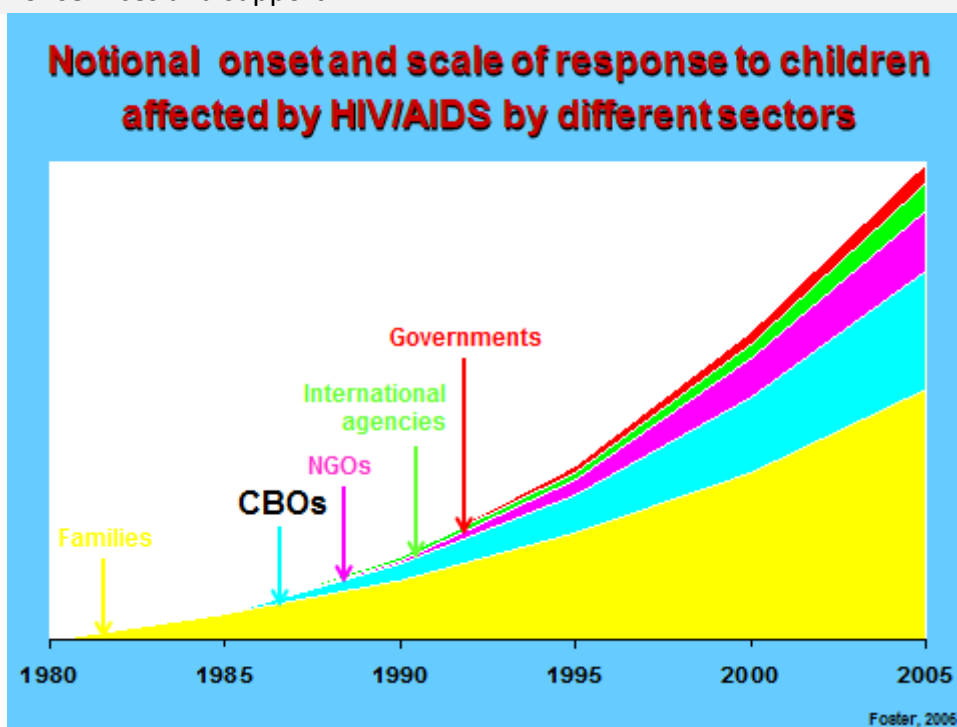
The opening session concluded with introductions by all participants representing government, UN agencies, International NGOs, national NGOs, CBOs, and regional bodies from six different countries (see appendix 2 for participant list).

2. Keynote Address

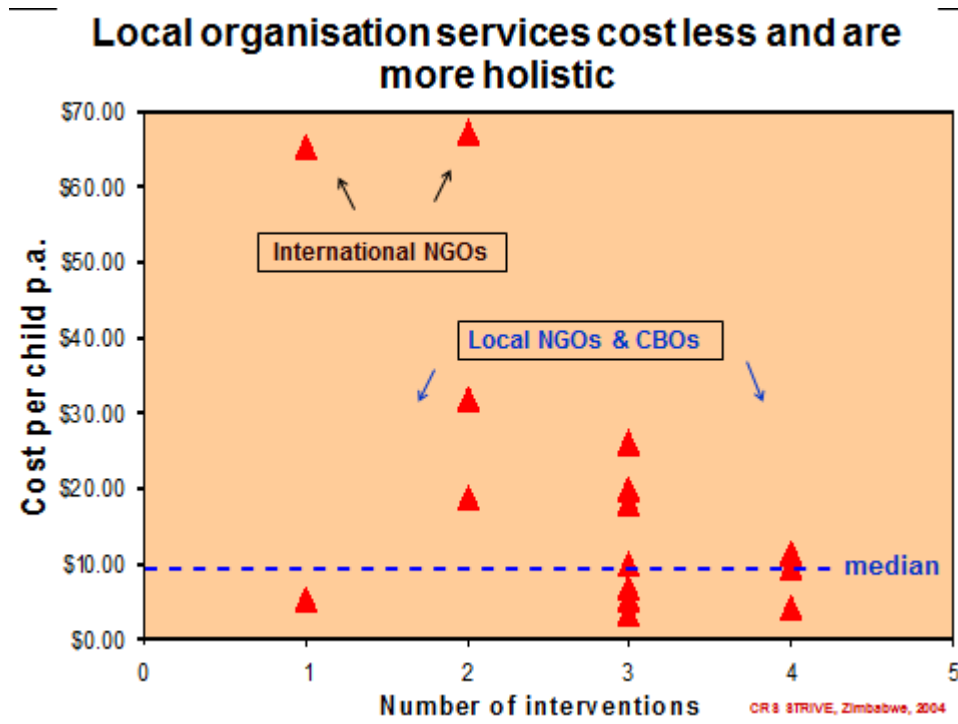
Dr. Geoff Foster, paediatrician with the Ministry of Health, Zimbabwe, and Founder and Chair of the Family AIDS Caring Trust in Mutare, Zimbabwe gave the keynote address. Based

on research undertaken in 2008, Geoff provided an overview of the role played by communities in meeting the rights and needs of children affected by HIV and AIDS.

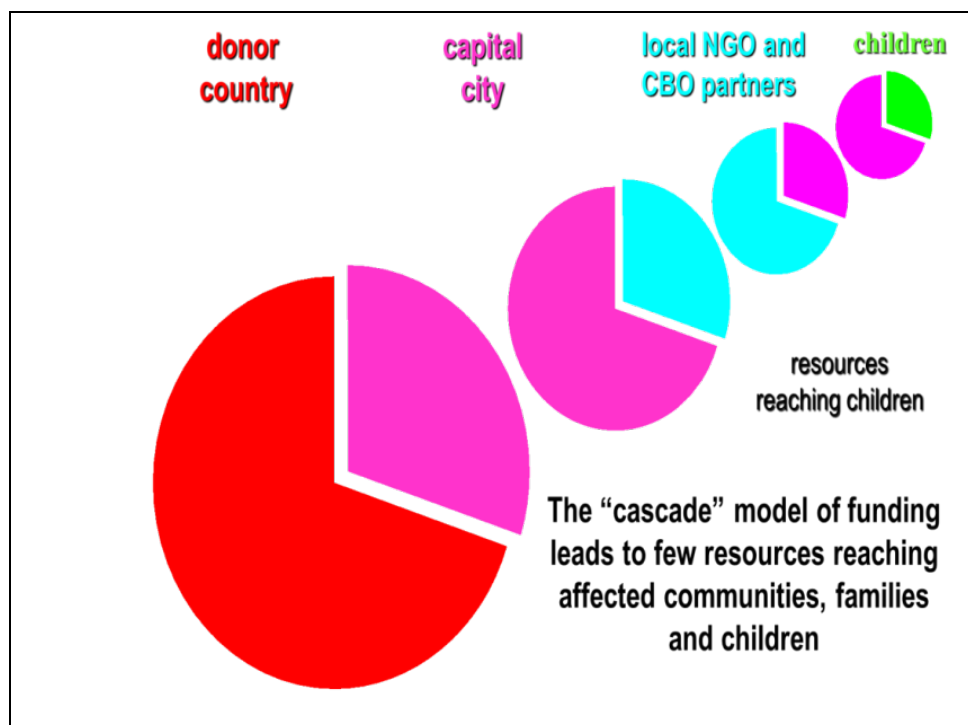
- Community initiatives have developed in many forms to provide support to children affected by HIV/AIDS (CABA) within their community such as support groups, savings associations, cooperatives, loan providers, philanthropic individuals, and faith and philanthropic groups but often remain “under the radar”.
- Community members attach great importance to the impact of AIDS on children and their responses have been broad and wide.
- Community-based organisations were an early response to CABAS, considerably before national NGOs, INGOs or national governments and continue to this day to provide the bulk of services and support.



- Their responses are often holistic, collaborative and more cost effective than alternative methods of providing support



- But despite their importance in service, delivery, few external resources reach community initiatives.



A plenary discussion followed exploring the themes raised. There was strong agreement with the key messages of the key note address and for the need to identify the bottlenecks that stop money from reaching to community level. In addition:

- There is a need to critically **review the poor absorption of funding by CSOs** in general i.e. smaller CBOs inability to report appropriately for larger grants.
- **Lack of CBO and NGO capacity** is often cited as the reason for poor absorption but participants wondered if this was always the case or was sometimes an excuse to warrant using larger CSOs as intermediaries. Examples were given of CBOs from Zimbabwe and Uganda where long term funding had allowed CBOs to grow and absorb larger funds, suggesting that such an approach can help CBOs to become significant recipients of larger funds.
- There was agreement that **CBOs must improve their commitment to reporting** to demonstrate they do have the capacity to access larger grants.

3. IATT/RIATT study “Supporting aid effective responses to children affected by AIDS: Lessons learnt on channelling responses to CBOs”

In the first of the study presentations, Susan Amoaten, freelance consultant, shared lessons from national grant mechanisms in Malawi, Burkina Faso and Uganda that had found ways of improving flows of resources to CBOs along with some unresolved issues.

Firstly, she gave a summary of the methodology used:

- A steering committee made up of members of the RIATT working group from UN, INGO and other organisations selected three countries to make up the in-depth analysis.
- In each country, the research was led by a local organisation: Southern African AIDS Trust (SAT) in Malawi. *Initiative Privée et Communautaire de lutte Contre le VIH/SIDA* (IPC) in Burkina Faso, and CARE in Uganda who also facilitated a feedback meeting at the end of each country visit.

The study focused on grant mechanisms with national coverage only, because they were the most broadly recognised by CBOs. It mainly drew on interviews with stakeholders ranging from CBOs to government representatives at district, regional and national levels as well as donors, UN, larger CSOs and intermediary organisations. To create a framework that is universally understood on effective aid, it utilised the principles of the Paris Declaration 2003, and focussed on identify good practises and unresolved challenges:

Paris Declaration Principles

- **Ownership:** Developing countries must lead and manage their own development and donors must support developing countries in building up their capacity.
- **Alignment:** Donors must provide predictable aid to support the priorities outlined in developing countries’ national development strategies.
- **Harmonisation:** Donors should commit to increase pooled aid.
- **Managing for results:** All parties should develop better tools and systems to measure impact.
- **Mutual accountability:** All parties, including civil society, must account for the transparent use of resources towards mutually agreed goals.

Broad lessons from the study included:

Pooled Funding Mechanisms

- Provide aid into harmonised systems which create a more predictable funding stream for CBOs than bilateral donor programmes, and when channelled through government

mechanisms are more harmonised with national action plans, and create a strong partnership between donors, government and civil society.

- However, many have unwieldy reporting requirements that slow down the flow of funds because each donor brings with it different financial systems. And ways have to be found to continue the funding streams in the long term.

Can there be greater harmonisation of reporting requirements that reduce the administrative burden and thus improve the flow of resources from pooled mechanisms? How can governments ensure these become a stable aspect of government systems?

Building Local Capacity of CBOs

- Can allow a greater number of community groups to grow into CBOs both increasing the quality of their support to EEC whilst growing institutionally to absorb more funds. Partnering larger CSOs with CBOs proved a popular method of capacity building but only when the CSO had a strong track record in mentoring and support. Building government capacity at district, provincial and national level simultaneously is essential so that funds reaching CBOs are captured within national expectations for EEC.
- However, no country had a clear vision of what capacity is needed at community level to be most effective, over what time period and to what end goal.

Should capacity building continue to be so linked to grant mechanisms, where so often it is a method of improving the reporting ability of CBOs or should it be seen as an end in itself in order to develop a more independent and vibrant CBO community?

The Grant Making Process

- The grant making process (i.e. the way the money moves from the donor to the CBO) is most successful when it allows CBOs to meaningfully input into the process rather than compete to implement activities decided by the grant mechanism. Systems that used open calls for proposals, simple programme formats and budgets and were highly decentralised had successfully increased funding to CBOs thus increasing service provision to EEC and their carers.
- However, the ability of CBOs to accurately reflect the needs of the community, appropriately manage programmes and reporting requirements and commit to submitting financial and narrative reports to quality and on time was a significant challenge.

Should the grant making process be overhauled, looking at the existing capacity of CBOs on a country by country basis, and supporting CBOs to determine the needs within their own community linked to national Plans of Action on EEC? This would make grant mechanisms more responsive to the current capacity at grassroots levels.

Making the Money Move:

- Partnerships between larger and smaller CSOs worked well at ensuring funds flowed more smoothly to CBOs (for example SAT serves a role of quasi-banker and absorbs the financial and narrative reporting responsibility), though there is a significant cost to this approach.
- Strong relations between donors and government improved the use of generic tools such as reporting and monitoring and evaluation tools thus reducing workload and improving resource flows.
- However, funding delays were the norm in every country, the average delays being between six and twelve months for CBOs which caused enormous problems within

communities. Whilst there were many reasons for these delays, poor quality and late reporting from CBOs was a significant challenge as were delays in disbursements from donor HQ to the grant mechanism.

Should a system of penalties and rewards be institutionalised to reward good performance with multi-year funding?

Collection and sharing of data:

- Pooled funding mechanisms working within one national plan of action have significantly improved coordination and reduced duplication. Donor collaboration around shared reviews and reporting reduces the pressure on national governments and there are moves to reduce the volume of indicators to improve monitoring data. Pooled mechanisms also create a forum for donors to meet and share data on a regular basis with government.
- However, there is a lack of opportunity for sharing of data between and within the CSO community. Intermediary organisations often see themselves as competitors and are reluctant to share data, poorly resourced national CSO networks reduce their ability to properly coordinate, smaller CBOs often have a poor understanding of the value of M&E and therefore are not fully committed and there is often suspicion between the CSO and government sectors that reduce opportunities for open dialogue.

How can intermediary organisations better facilitate collaboration, communication and accountability within the CSO sector? What can be done to improve national CSO networks to make these more functional and provide a stronger bridge between the CSO, government and donor stakeholders to improve resource flows? How can intermediary organisations use their unique position to better advocate the position of CBOs to national level actors?

Unresolved Issues:

- There is a **lack of clarity about exactly what a CBO is**. Some stakeholders see them as very grassroots made up of a few committed individuals with few assets and limited administrative capacity whilst others would see them as fully fledged organisations with a Board, Secretariat, functional systems, legally registered and a staff team capable of absorbing budgets in excess of USD50,000 pa. This confusion about the term complicates the process of identifying whether funds are appropriately reaching this level.
- **Definition of EEC and their carers differed between different stakeholders in each country as did the package of support appropriate to meet their needs** with some taking a rights approach of entitlements but the more common package covering basic needs such as food and education.
- **The cost effectiveness of the different financial mechanisms was not covered in this study.**

A plenary discussion followed firstly allowing participants to add their perspective to the presentation.

- Many shared their concerns about **the extreme time delays in grant management** and agreed that reporting from CBOs was a factor in this.
- There were also fears that more and more **money was being 'lost' in grant mechanisms** rather than reaching through to families.
- Questions were raised on where is the **best base of the grant mechanism** some argued they should be based within a government ministry or National AIDS Commission and others thoughts they should be within the CSO sector.
- There was a debate on whether there would be merit in considering the impact that **social cash transfers** have had in getting money through to children and their families and whether these can exist alongside other funding mechanisms. Their benefit was that they reached directly to EEC with 'no strings' attached but there were concerns that the delays in making the payments made them an unreliable source of support.

The focus of the plenary discussion was on **capacity related issues**. The workshop agreed that there was a lot still to be learned about how best to look at the capacity of both CBOs and government departments with regards to EEC; on the one hand, everyone acknowledged that capacity support is necessary (and some recognition that having a more universal definition of what is a CBO would help in this), but there were concerns as to the costs of this support and exactly what a capacity building 'package' should look like.

The Chair concluded the discussion by commenting on the potential impact of new technologies such as cell phones to move money more quickly. They have been employed successfully in Kenya and could be utilised more broadly.

4. "OVC Granting and Reporting Requirements: A Review of Specific Requirements of Major Donors and Intermediary Organisations' Perspectives

Susan Amoaten presented the framework for a study commissioned by USAID and undertaken by AIDSTAR One. The study aims to identify the proposal and reporting requirements of five donors (GFATM, USAID/PEPFAR, CDC/PEPFAR, DFID, UNICEF) and five US intermediary organisations (Save the Children, CARE, CRS, World Vision, International HIV/AIDS Alliance) comparing and contrasting their requirements to identify areas to reduce bottlenecks. The methodology for the study included a desk review of existing documents that provide the policy framework for grant-making and key informant interviews. The framework includes the key benchmarks of the grant process: the regulatory framework,

DRAFT report

programme definition, period of grant mechanism, review committee role and responsibility, solicitation of proposals process, eligibility requirements, partner selection, proposal format requirements, receipt of proposals, notification of results to applicants, timelines of the grant, modifications to approved proposals, financial and narrative reporting requirements, and accountability mechanisms.

The study is currently in the second draft stage and has been dogged by a lack of documentation that evidences the requirements of donors and intermediary organisations. It was apparent that some NGOs see themselves as competitors for funding from donor agencies and that their comparative advantages lie in their intellectual property, such as grant making manuals and management system information. Such competition is unfortunate and problematic for their sub grantees, who may receive grants from multiple sources, each using a different system (and therefore having different reporting expectations).

Participants were very interested to learn more about the macro-environment for grant making and expressed their hope that the report would be available soon.

5. RIATT/World Vision Study “The role of civil society in tracking resources for CBOs caring for children affected by HIV”

Nathan Nshakira presented the findings of a multi-country study supported by WVI and UNICEF to look at the role played by civil society in resource tracking for CABA. The study was undertaken by multiple researchers in Tanzania, Uganda and Zambia and resulted in three country reports and a synthesis paper. The objectives of the study were to describe what would be considered as CABA entitlements from the perspective of participating countries, looking at what resources were available to meet these entitlements and then track how these resources were being used. Nathan summarised the findings under the core objectives of the study:

Entitlements for CABA

Entitlements have introduced a new focus in the form of service quality standards and can empower children to demand their rights. Evidence of how the concept of entitlements was influencing CABA access to services were shown in all 3 countries of the study. They were helping to inform programme development and resource mobilisation for government service provision, but so far there was little indication of community level civil society action.

Resource Pots

The three countries of the study have CABA population figures of between 16 and 19%, with Tanzania expanding the concept to include Most Vulnerable Children (MVC).

Resource Pots: needed vs. available

- **Tanzania:** Fully costed NCPA; targeting all MVC
 - US \$ 77.6 million over 4 years; annual cost at \$ 28 per MVC in YR 1; \$ 18 in YR2; and \$ 17 in YR 3 and 4 (average annual cost/MVC = \$ 20)
- **Uganda:** Block-costed NSPPI; targeting 7.6% of all OVC households (average annual cost/OVC-household = \$ 1,039)
 - US \$ 995 million over 5 years; annual cost at \$ 2,001 per household in YR 1; \$ 1,133 in YR2; \$ 849 in YR 3; \$ 910 in YR 4; \$ 975 in YR5
- **Zambia:** UNICEF estimate to meet the needs of new OVCs (no stand-alone OVC strategy or budget)
 - US \$ 55.2 million over 3 years; annual cost at \$ 132 per OVC in YR 1; \$ 163 in YR2; and \$ 193 in YR 3 (average annual cost/OVC = \$ 163)



There is a significant gap in funding to meet the estimated needs for CABA, with most funding coming from within communities. Donor funds usually come from within HIV/AIDS budgets for CSOs but these do not easily fit into entitlement frameworks, being more needs than rights based. Social protection resources (which more closely fit an entitlement framework) are still very limited.

Community-Level Initiatives

More than 50% of support to CABA at community level is provided by CBOs in all three countries, with the focus being on education and psycho-social support. CBOs access to funding from external sources was mixed (50% of initiatives in Zambia, 63% in Uganda, and 71% in Tanzania) and often just one-off grants. External funding usually came through: national level grant mechanisms; programmes implemented by intermediary organisations (usually time bound for three years); direct donations (friends abroad) and local fundraising.

Resource Tracking

CSO resource tracking is still in its infancy, but it was clear that most resources were mainly accountable upwards from implementers to donors and governments, not towards CABA.

Nathan concluded his presentation by stressing the need for a comprehensive international tracking of CABA responses, not only to understand where resources are going, but what difference this money is making to the life opportunities for children.

Plenary discussion points included:

Participants were concerned at how **difficult it is to track resources spent** and their impact and questioned whether legislation could improve transparency and accountability in this area.

Changes in some donor approaches are having both positive and negative implications for EEC. On the one hand, donors are moving away from targeting specific groups such as EEC to a more broad vulnerability approach looking beyond individuals towards household and community vulnerability. This is more 'rights based' but may take the attention away from the issues of EEC.

There was a sense that **CSOs need to engage more in the issue of resource tracking** but some avenues for this dialogue were closing down. Good governance approaches may offer opportunities to include different key stakeholders such as EEC themselves, community members and service providers to enter into the debate.

Global Fund was singled out as presenting specific challenges around resource tracking because of its poor disbursement record.

The Chair concluded this section of the workshop by stating that it was encouraging to hear that there is some responsiveness and a willingness to change, and that making children's

voices heard was making a difference but more could be done to provide platforms for children to speak out.

6. Lessons Learned and Best Practices

The rest of the day concentrated on how the results of this research could be applied at country level and what advocacy or further research was needed to improve financial flows to EEC. The session split participants into two groups: government and civil society (civil society being split into smaller groups to improve participation) to explore how the results of the studies resonated with their experiences and what recommendations they had to take the findings forward.

Government and NAC Perspectives

- Value for money is very important, how can governments make best use of available resources?
- Countries need to review their safety nets for EEC
- Lack of national resources necessitates reliance on outside support, how can domestic resources be mobilised to break the cycle of dependence?
- Delays in grant-making and receiving funding is a major problem, it would be good to see if these have changed over recent years, improved or worsened
- Pooled funding mechanisms should be better linked to direct budget support
- Need to examine existing funding mechanisms to review their performance
- Capacity building is usually about administrative issues (M & E, reporting), and not about improving services for EEC
- Poor lesson learning hurts funding flows. Good systems are developed but some donors prefer setting up their own systems rather than support government-run, pooled mechanisms
- Communities should be encouraged to get involved in resource tracking
- The Paris Declaration makes a good framework for accountability; government should explore how to apply this more in-country with regards grant mechanisms, and ensure all donors comply with it (some of the biggest donors are the least aligned)
- EEC issues are often placed in government departments with weak capacity

Government and NAC recognised some good practises that were exhibited in their country that resonated with the findings of the studies:

- National EEC Action Plans are key to create a framework for funding, as is a good strategic plan and M&E framework as it allows for a more systematic approach to be followed

- Sitting grant mechanisms inside the NAC ensures stronger coordination, especially if the NAC is set within the highest Office of Cabinet to ensure good national commitment
- A multi-sectoral approach provides a strong framework to fund CBOs
- Decentralisation helps move decision making on funding to district levels, but this takes time and there is a need to build capacity especially at district level
- Strong partnerships with FBOs, youth groups, NGOs, Partnership Forums and other CSOs improves understanding of the CSO sector
- National CBO Guidelines provides a context for making funding decisions as does drafting by-laws at national level
- Civil society needs to have a network/forum to improve coordination;

Government representatives believed improvements could be made in the following areas:

1. Domestic government resource mobilisation strategies to reduce donor dependency
2. Lobby for multi-year funding for more sustainable impact
3. Strengthen alliances between civil society and government to improve service delivery to EEC and improve commitment to the Paris Declaration commitments to strengthen accountability
4. End ring-fencing for target groups i.e. EEC

Regional Bodies and CSO perspectives:

- Assistance received by EEC should enable them to move from vulnerability to independence i.e. away from a needs based approach to an entitlements approach
- We need to stop talking about OVC which labels children and move towards the term Empowered Educated Children (EEC)
- Programme activities should look at strengthening family and household networks as a commitment to sustainability when funding runs out
- Sustainable methods of financing need to be identified to reduce donor dependency. For instance, perhaps private companies can provide support locally such as Shoprite and Spar
- CSOs should be expected to be more transparent to the communities they are claiming to support by circulating details about their programmes and budgets
- CSO capacity development should focus on increasing independence and self-reliance
- Capacity building must move away from creating “expert report writers and accountants” to improve the services delivered to EEC
- Greater accountability between the CBO and beneficiaries will inevitably reduce fraud or mismanagement issues

- There is an urgent need to move away from short term funding for CBOs as it is putting unnecessary constraints on service delivery
- Some stipulations of grant mechanisms may actually reduce capacity of CBOs such as those regarding the payment of salaries and office overheads for CBOs. Many grant mechanisms put unrealistic caps on this money which directly affects the capacity of the CBO to deliver quality work.

Regional bodies and CSOs recognised some good practises that were exhibited in their country that resonated with the findings of the studies:

- Kenya has used the entitlement concept to successfully support households as well as children and as a result, orphans have been absorbed into extended families without their being labelled as vulnerable or as orphans
- SA and Zimbabwe have included EEC work into their national budgets and found ways of raising resources to reduce donor dependency through a levy
- Supporting small business development projects with revolving loans can help to put money into the community that is then used to meet its own goals
- Intermediary organisations should help donors understand that CBOs have their own mandates rather than imposing donor mandates upon them

Regional bodies and INGOs believed improvements could be made in the following areas:

1. Clarify what empowerment means at community level and monitor it on an on-going basis
2. Improve commitment to monitoring and evaluation systems to look at financial efficiency and effectiveness. Intermediary organisations need to capture and share this data and improve their commitment to transparency and accountability perhaps by establishing a code of conduct for grant management
3. Intermediary organisations could also do more to advocate with the donors on behalf of CBOs in areas such as multi-year funding for CBOs
4. There is pressure on grant mechanisms to spend all their money irrespective of the availability of quality proposals. Grant managers should target capacity support at a select few CBOs building clusters of organisations each year to build in quality. Over time these CBOs can transition to mentor other CBOs
5. Capacity building is an essential part of grant mechanisms and needs developing. Baseline capacity assessments are very important to gauge level of capacity from the start and approaches need to broaden beyond training to mentoring and distance-learning. REPSI is introducing a training programme in EEC that could improve technical capacity through creating a standard accreditation system. Teaming stronger NGOs with newly emerging CBOs is a good idea to build capacity over time in a cost effective and sustainable way
6. Funding mechanisms should use a decentralised system close to the CBOs to improve communication, rather than the hit and run system often used by intermediary

organisations (INGOs). Not all CBOs work in the best interest of beneficiaries, the only way of selecting motivated CBOs is by being close to the community

7. Advocacy issues include donors including institutional costs and thereby limiting the case of organisations having to reallocate funds meant for something else to cover these costs.
8. It is important to identify the role of government departments responsible for EEC in funding CSOs

7. Breakout Groups: Commitments and Messages to Key Stakeholders

Working in regional or country groups, participants were asked to **identify five commitments they could take forward themselves** and **three messages they would like to send to different stakeholders**. The results make up the advocacy programme of the workshop that will be taken forward at the Global Partners Forum in New York in June 2011 and other fora.

KENYA AND SOUTH AFRICA

Commitments

1. Financial support needs to be sustainable and available for holistic HIV responses
2. Capacity building must include technical support & mentoring methodologies
3. Working with children should refocus from targeting OVC towards empowering and educating vulnerable children to be independent
4. We must push towards stronger alignment of government tools and reporting protocols as part of the Paris Declaration commitments
5. Share data and good practices with other organisations

Messages to national government

1. Governments must improve internal coordination and leadership that ensures accountability and integration of HIV into all aspects of the national agenda
2. Governments must make resources available to reduce underlying causes of vulnerability to HIV particularly women and young girls
3. Government commitment to financial transparency must improve to ensure funds reach the intended beneficiaries

MALAWI

Commitments:

1. Share findings of the three studies at national and district level and within NGO forum; and include them at National Best Practices Annual Review conference.
2. Broaden capacity building to include improved service delivery within NGOs/CBOs, rather than just for grant-making and reporting.
3. Emphasis resources reaching beyond the CBOs to the children, in the next call for proposals
4. Build capacity of chiefs and Village Development Committees to understand the work of CBOs to improve accountability.
5. Mobilize local income generating ideas based on community assets.

Messages to national government

1. Increase safety net programmes for vulnerable households e.g. social cash transfers with encouragement for households to invest and save.
2. Reduce donor-dependency through introduction of HIV & AIDS levies to be added to pooled funding for CBOs to access.
3. Strengthen coordination at national, district and community levels in terms of communication in particular.

MOZAMBIQUE

Commitments:

1. To disseminate the results of this workshop to key stakeholders in Mozambique including Ministry of Health, Donor Group, Civil Society, and other members of the NAC.
2. Share the results at provincial level with government, churches and other NGOs.
3. Share the workshop report through existing networks.
4. Ensure the results of this study are properly reflected in the NAC AIDS Strategic Plan.
5. Look to see how the NAC can negotiate with government to allocate funds for priority issues including EEC within the Strategic Plan.

Messages to donors/international NGOs

1. Delays in funding results in people focusing on other priorities. A more efficient flow of funding is required.
2. Donors do not spend a lot of time in the field and they spend less time than any other group, seeing what happens. Encourage donors to go to visit CBOs to have a stronger understanding of the reality at grassroots level.
3. Harmonisation between donors and government need to be more practical and less political.

ZAMBIA

Commitments:

1. Strengthen coordination mechanisms – develop MOUs with partners at sub-national level.

2. Harmonise mechanisms by using the coordination role of the NAC better and review the efficacy of different mechanisms and adopt best practises.
3. Improve joint organisational capacity assessments and mentoring between government & CBOs.
4. Engage donors to support existing policies and frameworks rather than set up parallel programmes.
5. Improve networking and horizontal coordination at sub-national level.

Message to Donors:

1. Consider funding for capacity building especially for CBOs
2. Harmonise funding mechanisms aligned to national plans
3. Consider multi-year funding

ZIMBABWE

Commitments:

1. Task RIATT :
 - a. To produce a policy brief on evidence presented at this workshop.
 - b. Develop an addendum to the policy brief which is country specific
2. Use the policy brief to provide feedback to own organisations / networks / departments
3. Lobby international NGO's and intermediaries, about building coalitions on grant mechanisms

Key Messages to NGOs and Intermediaries

1. Work together to ensure sustainability of previous successful programmes

REGIONAL BODIES:

Commitments:

1. Create a RIATT aid effectiveness paper summarising key advocacy messages from papers/meetings to be presented at The Korea Aid Effectiveness Meeting in October, the SADC HIV donors' forum (UNICEF), the SADC Ministers of Social Welfare meeting (UNICEF/UNFPA), and the PSS forum to discuss the SADC minimum package of support to EEC.
2. Send the workshop report to the Global Fund to see how they can take some of the recommendations forward.
3. Commit to lobbying with the donors based on the research and workshop report.
4. RIATT to develop an abstract for a panel event at the RIASA meeting in December.

Messages to Steering Committee/Members:

1. Open a discourse on financial mechanisms in all possible arenas by creating an advocacy calendar.

Points made in post-presentation discussion:

- **Lobby the African Union.** Most of the points raised today are important to African Ministers' of Health. The last Universal Access Meeting will be held in June and is an important opportunity to raise the problem of effective aid for CABAs.
- **The focus of this workshop has been about aid effectiveness, broader than just HIV,** we should structure the findings today into an advocacy paper on social accountability and good governance are ways of promoting aid effectiveness in terms of the Paris Declaration at meeting in Korea. By linking these studies with social accountability and good governance, we can create an alignment of themes within health, education, debt and general aid effectiveness. It is important to think in new ways of enhancing aid effectiveness generally and then improve the flow of resources to children as well.
- **We need to commit to talking more about Empowered and Educated Children** not OVC as a move away from disempowering terminologies.
- We should use social networking platforms like Facebook and other new technologies to engage young people. Take care however to safeguard messages and have rules in relations to these.

Participants were also invited to share personal commitments.

Personal Commitments:

- As an NGO we live in a paradigm of *"I'm okay"*. We need to move towards joint planning and a *"we're okay"* approach. We need to let communities know about the funding we have received and do joint planning. We need to be more honest with the communities and allow them to let us know where the funds would be used more effectively. The commitment is therefore towards ensuring greater transparency.
- We need to commit to sharing our tools and then seeing how to use them ourselves. Adopt mentoring as utilised by SAT would improve capacity building. And PACT methods for CBO assessment could help World Vision in its grant mechanisms.
- The Paris Declaration is something I will take with me and make sure it works for the children.
- Network with others at this workshop to make sure that we promote the issues of children.
- World Vision will commit to do a 3-country study between Malawi, Mozambique and Zambia to showcase our best practices and share with others
- World Vision will try to identify opportunities to improve the voice of children such as Tiny Miss South Africa
- Pact commits to sharing its organisational assessment tools with others. It was noted that these would also be placed on the RIATT website.
- The NAC Zambia is developing a tool to improve national coordination of funding to CBOs, once it is finalised it will share it to help other coordinating bodies.

8. Next Steps and Follow-Up

RIATT made the following commitments based on contributions of participants at the workshop:

- To present the recommendations from the Workshop at the Global Partners Forum in New York June 3-4 2011.
- To share the workshop report with the RIATT steering committee in other Regions and internationally
- To follow up with all participants of the workshop to monitor how they are progressing with their commitments
- RIATT East and Southern Africa is preparing a conference based on effective aid which will highlight lessons learnt from these studies and workshop recommendations

In closing, participants were thanked for their attendance and support in this theme.

Appendix 1: Workshop Programme



Regional Interagency Task Team on Children and AIDS – Eastern and Southern Africa (RIATT-ESA)

World Vision International (WVI) and AIDSTAR-One

Regional workshop on

Supporting effective aid responses to children affected by AIDS

9.30- 4.30, 4th May 2011

Protea Wanderers Hotel, Johannesburg, South Africa

9.30 – 9.35	Welcome and workshop objectives – Martha Newsome
9.35 – 9.55	Keynote address – Geoff Foster
9.55 – 10.15	IATT/RIATT study of <i>‘Supporting aid effective responses to children affected by AIDS: Lessons learnt on channelling resources to CBOs’</i> – Susan Amoaten
10.15 - 10.35	Q&A
10.35– 10.45	Preliminary findings from USAID study of <i>‘OVC Granting and Reporting Requirements: A Review of Specific Requirements of Major Donors and Intermediary Organizations’ Perspectives’</i> – Susan Amoaten
10.45 –10.50	Q&A
10.50 –11.15	Tea and coffee
11.15 –11.30	RIATT/World Vision study of <i>‘The role of civil society in tracking resources for CBOs caring for children affected by HIV’</i> – Nathan Nshakira
11.30 –12.00	Q&A
12.00 –13.00	Breakout groups: made up of stakeholder groups (government & NAC, grant management bodies & networks, donors & UN) to discuss i) lessons learned in presentations which are relevant to countries represented and ii) specify other best practices from countries represented
13.00 –14.00	Lunch
14.00 –15.00	Breakout groups: organised by country representatives to discuss what 5 actions they can take as individuals/organisations in their different countries/regions (write-up on cards)
15.00 –15.30	Gallery walk of action plans
15.30 –15.45	Tea and coffee
15.45 –16.25	Next steps and follow-up
16.25 –16.30	Closure

Appendix 2: Participant List

Name	Title	Organization	Contact Details
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DRAFT report

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