

# **PART VI**

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## **RECOMMENDATIONS**

SAVE THE CHILDREN PROJECT OMAHEKE





This study has focused on the intersection of donor funding for AIDS, country strategies for responses to the epidemic, and the growing role of civil society organisations in AIDS-related activities. We have described a strong growth in numbers of civil society organisations involved in such work, as well as increasing levels of funding that have been made available to CSOs to address needs associated with AIDS. The research has directed attention to the need to better understand the significance of this phenomenon and to critically question and debate its future directions.

Making recommendations needs to be approached with caution because so much about the current context remains fluid. We have described a dynamic situation in which prevailing practices for funding CSOs have evolved through the interplay of international trends linked to thinking about development assistance and a myriad of country-specific situations, inclinations and opportunities. Any recommendations must be seen as tentative in the sense that the phenomena in question are newly emerged and it is not yet apparent what will remain in place as rapid growth turns into consolidation. However, interventions are likely to have greater impact if conducted before the growth of current trends run too far, and it is apparent that there are imbalances within the funding environment that require redress.

The recommendations presented below are divided into three main sections: recommendations for optimising funding for civil society in AIDS responses, recommendations for civil society organisations and networks, and recommendations for further study.

## 1. Recommendations for optimising funding to civil society

As this research has shown, there are many parallel and overlapping approaches in use for funding civil society organisations in AIDS response. Specific recommendations could be made for optimising the functioning of each of these various models, however these would be more appropriately formulated on the basis of thorough evaluations, rather than broad situational research such as that undertaken in this study. Without going into the specific details of individual funding arrangements and systems, the following general recommendations are made to donor institutions, national AIDS coordinating authorities, and other government agencies that bear responsibility for the shape of funding allocations for AIDS:

- *A strategic approach to funding and support for civil society is required.* Support for civil society needs to be approached strategically, with cognisance of the particular strengths, capacities and limitations of civil society organisations, as well as the range of roles they are suited to play. To the greatest degree possible, strategies need to be based on empirical evidence and research, as well as a participatory process involving civil society organisations themselves.
- *Support for civil society organisations must recognise the heterogeneity of the sector* and be sufficiently differentiated in approach to be able to cater for the needs of different types of CSOs. One-size-fits-all models are unlikely to be successful and a graduated approach to ‘funding risk’ may be required.

- *Capacity-building must be an integral component of funding strategies, not an add-on element. Funding for civil society organisations is only as useful as CSOs' ability to utilise funding effectively.*
- *Decentralised responses to AIDS should be supported, yet these require significant investment in local government institutions, decentralised AIDS structures, and other local entities. Support for decentralised governance systems has generally not paid adequate attention to AIDS.*
- *There needs to be a greater willingness to support CSOs as institutions. Current project-based, short-term funding cycles are not conducive for building the long-term sustainability of organisations. Support for institutional, administrative and human resource costs need to be provided alongside project funding.*

*For donor institutions, these recommendations might involve:*

- Maintaining some direct funding of CSOs alongside harmonised forms of support;
- Increasing allowable levels of support for administrative and institutional costs in grant awards;
- Reviewing and revising procedures and reporting requirements to make them less onerous for small organisations;
- Re-visiting standard 'risk' thresholds for funding allocations, particularly for small CSOs;
- Providing support to national civil society networks and umbrella bodies that can draw together small CSOs for greater collective significance and action; and
- Promoting and supporting small grants funds for civil society organisations, particularly in those countries in the region where they do not presently exist.

*For NACAs/governments, this might involve:*

- Prioritising funding and support for CSO networks within national plans and budgets;
- Increasing the proportions of funding available for cross-cutting projects that fall outside vertical programme categories;
- Investing in capacity-building programmes, at both a national and decentralised level;
- Promoting opportunities for funding and support more clearly and proactively at local level; and
- Initiating consultative processes with civil society organisations around long-term plans for AIDS response funding and support.

## **2. Recommendations for civil society organisations and networks**

Civil society organisations working on AIDS have been shown to work relatively independently and have not as yet joined together into a strong and viable force. Individually they stand in a disempowered position in relation to donor and government institutions that heavily influence

the funding environment. Yet CSOs are not passive entities and there are many basic things that even individual organisations can do to act upon the context in which they are operating.

Civil society organisations should:

- Recognise the importance of networking, not only for accessing information and resources, but as the foundation of a strong sector that can begin to advocate around its interests;
- Participate in the work of thematic and sector-wide associations that can represent concerns of the sector;
- Think beyond the day-to-day focus on programme implementation and identify issues around which to advocate for change;
- Contribute actively, including at the local level, to multisectoral forums that exist on AIDS-related issues; and
- Use opportunities to voice concerns about donor practices and requirements that are onerous or constrain effective work.

### 3. Recommendations for further study

This study is part of a growing body of research literature on the involvement of civil society organisations in AIDS response. Many areas of this field remain under-studied and further research should be encouraged, with linkages to the well-established fields of research on civil society, social movements, development studies and organisational development.

Recommendations for further study are clustered under two main areas of focus: tracking trends that have on-going significance for civil society organisations in AIDS response, and conducting work related to under-researched areas and gaps in knowledge.

#### *Tracking emerging trends*

Broad trends of relevance to CSOs in AIDS response include:

- The changing aid architecture and its impact on the growth and consolidation of civil society organisations;
- Impacts of general budget support on civil society organisations, including access to funding, relationships with the state, and advocacy/critical voice;
- The evolving role of international NGOs as conduits for bilateral assistance; and
- The roll-out and institutionalisation of the 'Three Ones' and their implications for CSOs.

#### *Under-researched areas*

Areas that have been under-researched and require focused attention include:

- *The basis of 'partnerships' between national-level CSOs and international NGOs in the AIDS sector.* International NGOs are

becoming increasingly important vehicles for the delivery of development assistance. One effect of this may be the 'juniorisation' of national CSOs who are drawn into implementing arrangements on uneven terms.

- *The impact of funding on the value systems of civil society organisations.* There has been little attention paid to the value systems that underpin civil society organisations and the ways in which these may be lost or eroded in the drive to partnership through service delivery funded by donors or the state.
- *The cost-effectiveness of delivering basic AIDS-related services through CSOs.* Important issues needing attention are: the cost-effectiveness of different models of funding disbursement; the costs of CSOs of different sizes and types providing basic services as compared to government; and the costs of capacity-building.
- *Effects of the trend towards centralisation and homogenisation of AIDS responses.* There is a need to critically examine the costs of growing AIDS bureaucracies and bureaucratic requirements, not least those of fast developing national monitoring and evaluation systems, and their implications for civil society organisations in particular.
- *Patterns of growth of CSOs.* There is a need to better understand different patterns of growth of CSOs working in AIDS, including tendencies towards increasing specialisation or towards increasing comprehensivity of services.

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# APPENDIX

## List of individuals interviewed

Country	Institution	Individual	Position
Lesotho	ActionAid International/SIPAA	Abraham Opito	Technical Advisor
	CARE Lesotho	Abigail Dreyer	LETSEMA HIV & AIDS Organisational Development Coordinator
	DFID	Tim Martineau	Senior HIV & Health Adviser, DFID Southern Africa (Pretoria)
	Global Fund	Nkhala Sefako	GFATM Coordinator, NAC
	GTZ	Kirsten Röttcher	Advisor, Community Development
	Irish Aid	Phinny Hanson 'Mawinnie Kanetsi	Programme Advisor
	Lesibe District	'Mamotheo Marumo	District AIDS Coordinator
	Lesotho Council of NGOs	Seabata Motsamai	Executive Director
	Ministry of Health and Social Welfare	M. Makhakhe	Director, Health Planning and Statistics
	National AIDS Commission	Keketso Sefeane	Chief Executive
	National AIDS Commission	Senate Molapo	Data Officer, Lesibe District
	Office of the First Lady	'Mathato Mosisili	First Lady, Kingdom of Lesotho
	Secure the Future (Bristol Myers Squibb)	Beryl Mohr Archie Smuts	Community Outreach Manager Research Project Manager (Johannesburg)
	Strengthening Civil Society in Lesotho (SCIL) Project	Lineo Nketu	Programme Manager
	UNAIDS	Tim Rwabuhemba	Country Coordinator
	UNICEF	'Mapaseka Selikane	Assistant Programme Officer, Health
	United States Government	Joan Atkinson	HIV/AIDS Programme Coordinator
	WHO	Angela Benson	WHO Representative
World Bank	Muhammad Ali Pate	Health Specialist	
World Food Programme	Adam Weimer	HIV/AIDS Coordinator	
Malawi	ActionAid	Boniface Msiska	Regional Manager, Southern Region
	CIDA	Johannes Lebede	HIV/AIDS Coordinator
	DFID	Comfort Khembo	Programme Officer, Rural Livelihoods
	GTZ	Huzeifa Bodal	National HIV/AIDS Coordinator
	NAC/FMA	Dave Runganaikaloo	Financial Officer, NAC
	NORAD	Agnes Muvira Kiromera	Programme Officer
	PLAN	Rex Chapota	Programme Officer

Country	Institution	Individual	Position
Malawi	UNDP	Fred Mwanthengere	Programme
	USG/CDC	John Aberle-Grasse	Epidemiologist
	USG/USAID	Sosten Chilumpha	HIV/AIDS Specialist
	World Bank	Susan Kraemer	Programme Advisor
Mozambique	CIDA	Marcia Colquhoun	
	European Commission	Rui Ferreira	Social Sector & Thematic Budget Lines Support
	Global Fund	Gertrudes Machatine	National Director for Planning and Cooperation, Ministry of Health
	MONASO	Ana David	Coordinator
	RENSIDA	Júlio Mujujo	National Executive Secretary
	Royal Netherlands Embassy	Annie Vestjens	Primary Secretary for Health and HIV/AIDS
	Sida	Maria Aguiar	Programme Officer for HIV/AIDS
Namibia	Catholic Aids Action (Omaheke)	Dollene Mouton	Administrator
	Children of the Light Foundation	Pastor Hank Olwage	Coordinator
	DFID	Tim Martineau	Senior HIV & Health Adviser, DFID Southern Africa (Pretoria)
	European Commission	Jutta Pomoell-Segurola	NGO and HIV/AIDS Programme
	Family Health International	Lucy Steinitz	Senior Technical Officer, Faith-based Programmes
	German Development Cooperation	Stephan Sckell Kathrin Lauckner	Counsellor for Development Cooperation Programme Manager, GTZ
	Gobabis Municipality	Detlivine Katamelo	HIV/AIDS Coordinator
	Ministry of Health and Social Services	Dr Ikandi	Physician, Omaheke District Hospital
	NANASO	Eliezer Hamburee	Monitoring & Evaluation Officer
	NANGOF	Daphne de Klerk	National Coordinator
	Omaheke Regional Council	Laura McLeod	Governor
	Regional AIDS Coordinating Committee (Omaheke)	Reinhardt Kavendjii	Regional Aids Coordinator
	Secure the Future (Bristol Myers Squibb)	Beryl Mohr Archie Smuts	Community Outreach Manager Research Project Manager (Johannesburg)
	Sida	Ylva Lindstrom	First Secretary
	Small Grants Fund	Salvator Niyonzima	UNAIDS Country Coordinator
	UNICEF	Eiichima Shimuzu	M&E Officer
USG/PEPFAR	Aaron Daviet	Emergency Plan Team Coordinator	

Country	Institution	Individual	Position
Swaziland	AMICAALL	Bongani Motsa	Finance Manager
	DFID	Tim Martineau	Senior HIV & Health Adviser, DFID Southern Africa (Pretoria)
	European Commission	Sharon Moynihan	
	HAPAC	Nhlanhla Nhlabatsi	
	Italian Cooperation	M. Almaviva	Programme Director
	NERCHA	Dumisani Kunene	Finance & Administration Manager
	Secure the Future (Bristol Myers Squibb)	Beryl Mohr Archie Smuts	Community Outreach Manager Research Project Manager (Johannesburg)
	UNDP	Harinder Janjua	Programme Officer
	UNICEF	Zodwa Mtetwa	Monitoring and Evaluation
Zambia	Church Health Association of Zambia (CHAZ)	Charles Byemba	Executive Director
	DanChurchAid	Niels Vestergaard	Junior Programme Officer
	DFID	Terri Collins	Civil Society Advisor, STARZ
	Dialogue Africa	Rueben Lifuka	Chief Executive Officer
	Irish Aid	Patricia Malasha	HIV/AIDS Advisor
	National AIDS Council	Alex Simwanza	Director of Programmes
	NORAD	Dorothy Hamwele	Programme Officer
	Royal Netherlands Embassy	Petra Staal	Programme Assistant, Health & HIV/AIDS
	Sida	Njakwa Nkandu	Assistant Programme Officer
	UNAIDS	Catherine Sozi	Country Coordinator
	UNDP	Dellia Yerokun	
	UNICEF	Christine Muntanga Joanna Nikulin	Project Officer Assistant Programme Officer, HIV/AIDS
	USG/PEPFAR	Cristina Garce (Provided written answers to questions)	PEPFAR Coordinator
	World Bank	Agatha Shula	Regional Coordinator, CRAIDS
	Zambia National AIDS Network (ZNAN)	Barnabas Chiboboka	Grants Manager