

Strategising towards **S**uccess:

Enhancing Project Management and Fundraising Skills of PWA Leaders in Southern Africa

Lusaka, Zambia 20 - 23 August 2001

Workshop Report

Contents

1. Introduction
2. Background and Objectives of the workshop
3. Workshop process
 - Workshop outline
 - Methodology
 - Workshop materials
4. Workshop process and themes: Day 1
5. Workshop process and themes: Day 2
6. Workshop agreements and Way Forward
7. Evaluation

Appendix 1: Opening speech

Appendix 2: Participant list

Appendix 3: Workshop programme

Appendix 4: Names exercise

Appendix 5: Participant Workshop Evaluation Summary

1. Introduction

According to the Joint United Nations Programme on HIV/AIDS (UNAIDS) and the World Health Organisation (WHO), by June 2000, the number of people living with HIV worldwide had grown to 34.3 million. Of this total over two thirds reside in sub-Saharan Africa - a region with only 10 percent of the world's population. Most of these infections are taking place in young men and women aged 15-24.

Although only a small percentage of persons living with HIV have openly disclosed their status, they have – the world over - become powerful catalysts for change: giving not only a human face to the statistics but increasingly as social commentators.

2. Background and Objectives of the workshop

In the majority of sub-Saharan African countries - characterised by high levels of denial, fear and stigmatisation - a paradigm shift needs to happen to allow for an environment that provides safety, support and care for people to disclose and have access to health options. Until this is created, people living with HIV/AIDS (PWA's) in Africa will continue to face a multitude of complex issues.

These include the lack of access to drugs due to cost and non-availability, ethical issues around drug trials, lack of sustained counselling and support services, high levels of stigma and discrimination, the lack of economic opportunities, and issues related to family management including orphans. In response to the HIV epidemic PWAs have however formed support groups and organisations at national, regional and international levels. Over the years these organisations have formed networks in order to share successes, tackle common difficulties and strengthen one another through advocating for necessary services and rights.

One such network is NAP+. (The Network of African People Living with HIV/AIDS) NAP+ is a forum, which aims to strengthen the voice of PWA's. Its focus is on information sharing, positive living through behaviour change and promotion of a positive response toward people living with HIV/AIDS in Africa. The Network of African People Living with HIV/AIDS recently hosted a strategic planning meeting in Nairobi from the 5 – 8 February 2001, where PWA's from 23 countries across Africa were represented.

Dr Mohamed S Abdullah, the Chairman of the National AIDS Control Council in Kenya, who opened the conference, highlighted that,

“The challenge for Africa is to bring about an enabling environment similar to that of more developed nations which will ensure the prolongation of life, the alleviation of suffering and premature deaths just because of lack of resources and understanding of the disease.”

Increasingly international donor agencies and NGO's have realised the importance of empowering PWA leaders, as this empowerment is one of the keys to addressing increased prevention and care issues.

The USAID regional program initiated and funded this regional HIV/AIDS summit in partnership with NAP + and The POLICY Project, in order to contribute to this effort in a meaningful and tangible manner.

This capacity building summit, **Strategising For Success: Enhancing Project Management And Fundraising Skills Of PWA Leaders In Southern Africa** identified and invited 30 PWA leaders representing eight countries in sub-Saharan Africa to participate in this summit.¹

These countries include; Botswana, Lesotho, Namibia, South Africa, Swaziland, Mozambique, Zambia and Zimbabwe. These countries form part of the South structure of NAP+. Unfortunately participants from Mozambique could not be reached due to communication difficulties.

The broad aim of this workshop was to strengthen the capacity of PWA's in sub-Saharan Africa to become more effective managers of their current and future projects.

Objectives:

- To develop the project management skills of participants in order to ensure that their programmes are carefully planned and efficiently implemented.
- To strengthen, develop and enhance the fundraising skills and capabilities of PWA organisations in Southern Africa
- To familiarise participants with various funding avenues and requirements (of international donors, foundations; etc)
- To increase communication and coordination of the NAP+ (South) Secretariat in order to strengthen the regional PWA networks in Africa.
- To strengthen the link between NAP+ and SANASO (The Southern African Network of AIDS Service Organisations) through exploring ways for these two networks to support each other in future.

Kevin Osborne and Caroline Wills facilitated the workshop with the assistance of Prudence Mabele. Mr Emmanuel G. Kasonde, Chairman of the National AIDS Council on behalf of the Honourable E.P Kavindele, the Republican Vice President, opened the workshop. (See Appendix 1 for a copy of the opening speech)

3. Workshop Process

Workshop outline

The POLICY Project designed the 2-day programme, which would enable the workshop to meet its objectives. The content of the workshop was very focussed on the participation and the inputs provided by the participants. (See Appendix 2 for a detailed participant list.

The key themes of the workshop focussed on

- Fundraising
- Project management
- Project Planning
- Monitoring and Evaluation

A workshop programme is included in the report.³

Methodology

The workshop was designed in such a way as to allow participants:

- With an opportunity to critically look at the work of their PWA organisation in relation to project planning, fundraising, and project management.
- To explore the roles and responsibility of funders in relation to their context, project management and planning.
- To understand the importance of building the relationship between the funder and the organisation.
- To provide participants with an opportunity to identify their niche in relation to the priorities of PWA organisations
- To introduce a project planning tool, namely the Logical Framework Approach
- To explore the importance of monitoring and evaluation during project management

Workshop material

Participants received:

- A workshop manual with information including information regarding the logistics of the workshop, the content of the workshop, as well as additional relevant reading material. The manual is entitled “**Strategising towards Success: Enhancing project management and fundraising skills of PWA leaders in Southern Africa.**”
- A journal called “OD debate (December 2000) **Donors and development.** Vol 7, No. 5
- A booklet called **Positive Health** by Neil Orr for Metropolitan Life.
- Aroma Dough

4. Workshop process and themes: Day 1

Theme: Identifying and critically assessing our Core Business

Participants introduced themselves, and were asked to think about the origin of their name and what the meaning of their name is. ⁴

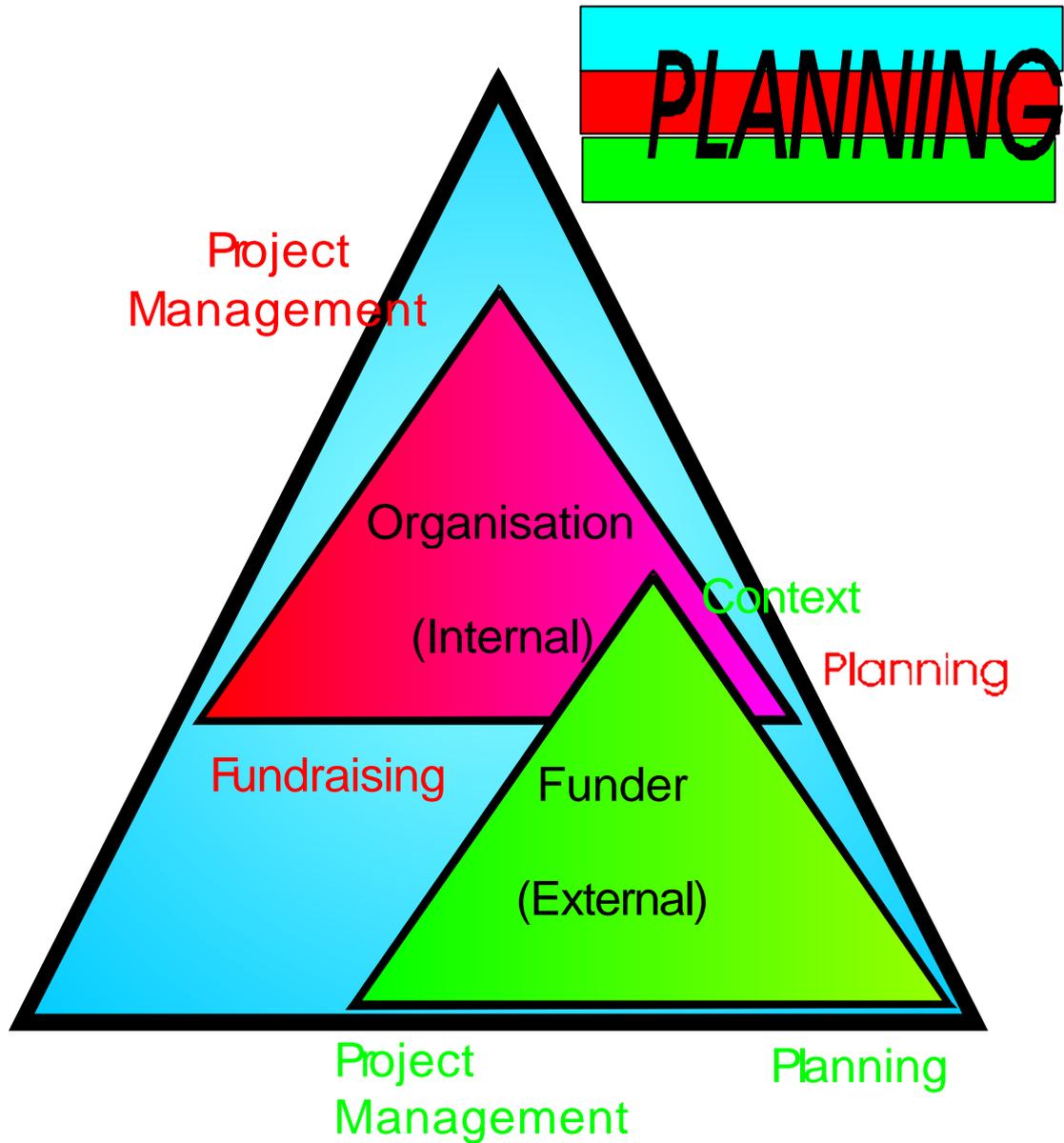
The following expectations were raised

Expectations of the workshop

To

- Learn and gather information
- Learn how to manage a project well
- Build relationships
- Learn how to go about fundraising
- Learn how to build sustainable projects
- Share lessons learnt from others
- Learn explore effective communication strategies e.g. Computer, emails, with one another?
- Learn how to work with other networks

The next session of the focussed introduced the process of the workshop by exploring the "Triangle." (Please turn over to next page)



 All green writing depicts labels for the funder triangle

 All red writing depicts labels for the organisation triangle

 The environment

Following this introduction the participants were asked to answer 5 questions:

1. (i) Who do you currently receive funding from?
(ii) Write down one word to describe why you think you receive / don't receive funding.
(iii) Write down one word to describe your feelings about your major funder.
2. Do you have sufficient funds to meet the demands of your plans?
3. How would you rate your ability to raise funds? (1- poor, 2 – fair, 3 – average, 4 – good, 5 excellent)
4. Why do you think you are so successful/ not so successful?

Below is a summary of the participant's responses.

1 (i) From whom do you currently receive funding?

- VSO, UNDP, government, STEP's, SAT
- International partners

(ii) Write down one word to describe why you think you receive / don't receive funding?

- Lack of strategic plan
- We are disorganized
- Lack of skills in fundraising and project management
- Pat experience of donors where funds are misappropriated in our PWA organizations
- Good plans

(iii) Write down one word to describe your feelings about your major funder

- Donors have their own agenda
- Beaucratic
- Too much red tape
- Sometimes imposing
- They are concerned about the HIV/AIDS problem
- Donor driven plans (power = cash)

2. Do you have sufficient funds to meet the demands of your plans?

- We don't have sufficient funds
- How much is enough, considering the magnitude of the problem?
- Not sufficient
- No

3. How would you rate your ability to raise funds? (1- poor, 2 – fair, 3 – average, 4 – good, 5 – excellent)

- 1 – poor
- ½ - poor/fair
- 2- fair
- 2- fair

4. Why do you think you are so successful/ not so successful?

- Lack of strategic plan and project management skills
- Lack of exposure, lack of marketing skills, lack of the right contacts
- Most PWA organizations have received training in this field and have good written plans and monitoring tools in place
- Donor approaches are not so flexible from top to bottom.
- Insufficient skills
- PWA participation limited
- Professionalism of PWA / GIPA
- Good leadership with strategic thinking

Following this session of critical analysis, participants were given a picture of an apple in which they had to identify their core business.

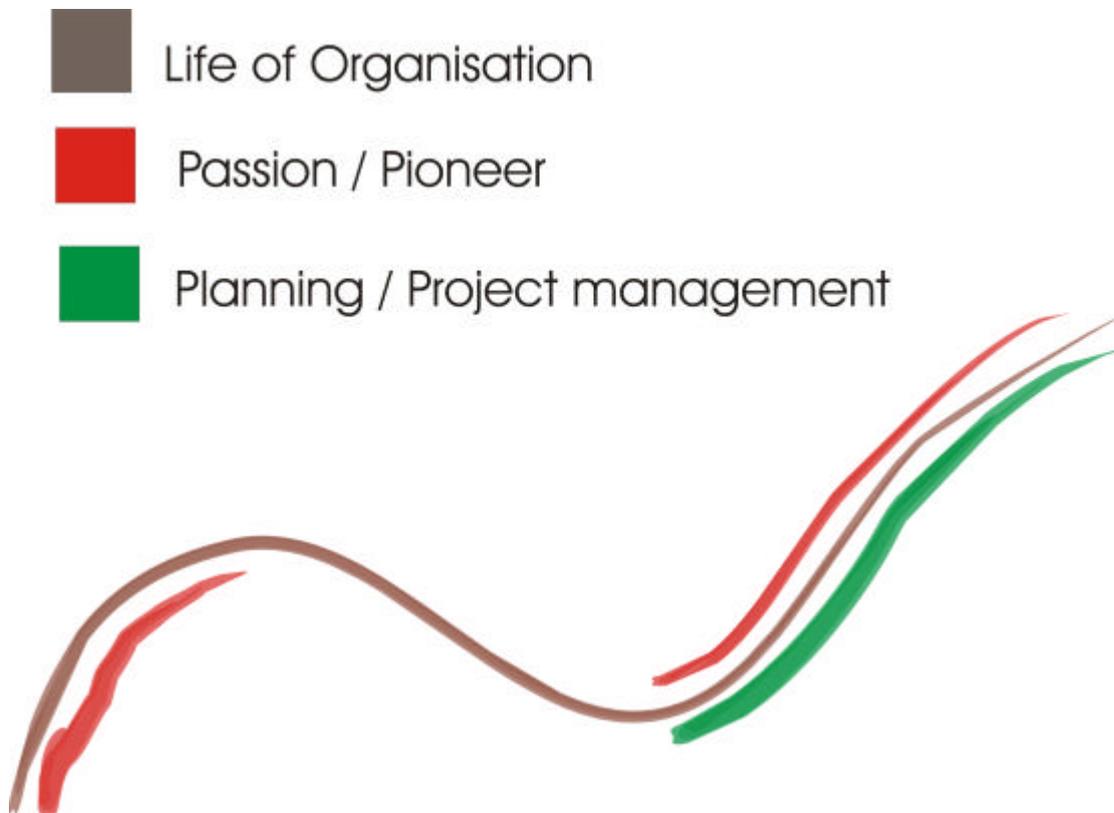


Theme: Analysing our Success Stories

Following a short tea break the participants identified their success stories within the work that they do. They then surveyed them critically in order to see how much of these successes came about through careful planning and how much came about through “luck”.

This raised a discussion about the nature and importance of building sustainable NGO’s where ones results are produced through careful planning.

The following trend was identified as being typical of the life of an NGO.



Prior to lunch, participants used their creative juices to mould with aroma dough, their core business.

Theme: Knowing your Funder

Following lunch, participants entered the room with the notion that they were now donors.

The following questions were posed to them:

As a funder

- Why would you not fund your organization at this moment?
- What are you looking for in a PWA organization in Africa?
- What do you bring to this HIV/AIDS relationship?

As a funder

1. Why would you not fund your organization at this moment?

- Inconsistency, not representative, no structure, no plan, no clear management system, no accountability
- Lack of a clear vision, good management
- Programme management is not there
- Scientific research
- NGO's doing the same work
- No proper accountability of the previous funding

2. What are you looking for in a PWA organization in Africa?

- Human rights issues, access to medication, economical empowerment
- Relationship with the government and other stakeholders
- Organizations capability
- Monitoring and evaluation system
- Sustainability, transparency, good financial control
- Good governance
- Capacity to implement accountability
- Operationalise structure to deliver the goods
- With your intervention targets – who do you serve and how benefit
- Involvement and participation of beneficiaries (GIPA)
- Good financial system
- Transparency

3. What do you bring to this HIV/AIDS relationship?

- Capacity development
- Technical support
- Resources – human, financial, capacity strengthening, meaningful partnership
- Financial support and expertise

Following this exploration, we focussed on the slides, which are highlighted in the workbook relating to “Knowing the funder”

The third theme from Day 1 looked at the importance of building the relationship between the funder and PWA organisations and some tactics to keeping this relationship strong. The facilitators also introduced the group to the tool of a funding proposal which is very valuable as it the channel through which funding is agreed or denied.

As a preparatory task for Day 2, the groups were asked to identify one theme according to the following criteria.

- 1. Important in the HIV/AIDS field**
- 2. Are there any possible solutions to addressing the problem?**
- 3. The chosen theme should be a topic about which the group has experience and knowledge.**

The four groups chose:

1. Address stigma and discrimination
2. Disclosure
3. Stigma in the community
4. Advocacy – access to treatment

5. Workshop process and themes: Day 2

Reflections of the day

- Schmooz!
- Work yourself out of a job to ensure sustainability within your organisation
- Know your core business
- Prioritise funders

Theme: Project Planning and Zopp/ Logical Framework Approach (LFA)

The participants concentrated on the design phase of the LFA as the workshop was designed in such a way that the analytical phase had been covered in a different way on Day 1.

The participants used their identified themes from Day 1 to apply to the steps of LFA, namely identifying the Development Goal, Project Purpose, Results, Activities, Inputs, and External Factors/ Assumptions.

The LFA is an extremely rigorous approach to project planning and the themes chosen by the groups were extremely challenging as it forced participants to really unpack the notion what stigma comprises of.

To this end, Day 2 was a real brainteaser, but the facilitators felt comfortable with the fact that the groups understood the design phase of the LFA.

Further time needs to be given to critically unpacking stigma.

Theme: Monitoring and Evaluation

We addressed the process of Monitoring and Evaluation and the essential steps.

Within this framework we addressed Indicators and means of verification. The participants then applied this to their theme.

6. Workshop Agreement and Way Forward

- a) POLICY Project to send workshop reports including the participant list to participants
- b) There was agreement amongst the participants that it is important to create an open dialogue between NAP+ and USAID
- c) Communication remains an ongoing difficulty within the network. Computers in the form of laptops are an essential item to remain in touch with new trends and to create a flow of information, which would continue to build on the capacity of the organisations.

7. Evaluation

At the end of the workshop, 18 people completed the evaluation forms. Please see Appendix 5 for a short summary of the participants' evaluation.

Report compiled by Caroline Wills
The POLICY Project, Cape Town
South Africa
August 2001

20/08/2001.

**SPEECH BY THE REPUBLICAN VICE PRESIDENT
HON. E.P. KAVINDELE
Read on his behalf by
MR. EMMANUEL G. KASONDE
CHAIRMAN, NATIONAL AIDS COUNCIL**

Mr. Chairman Sir,

Distinguished leaders of people living with HIV/AIDS

Invited Guests

Ladies and Gentlemen

I am greatly honoured to be invited to officiate at this conference which to me is a good starting point especially that you are commencing with a dinner. People everywhere need to eat first in order to fulfil their various roles in society. I wish you Bon Appetite.

Mr. Chairman Sir, permit me to welcome you to Zambia our Brothers and sisters who are all leaders of people living with HIV/AIDS representing eight (8) countries from the Sub-Sahara Africa namely Botswana, Lesotho, Namibia, South Africa, Swaziland, Mozambique, Zambia and Zimbabwe. People living with HIV/AIDS are people like any other citizens of Africa and the world, and have a role to play in the development of their respective countries.

Mr. Chairman Sir, it is not through mere coincidence that this conference is being held here in Zambia. It is a fact that Zambia is one of the countries in the Sub-Sahara Africa after Uganda whose people living with HIV/AIDS came out in the open proclaiming their HIV/AIDS status. It is also not surprising that these

Zambians developed a Network among themselves in order to share their experiences in appreciating that they had a life to lead among their communities because HIV/AIDS is just like any other disease.

Mr. Chairman Sir, the formation of such a Network requires the involvement of Government, companies, Non-Governmental Organisations and individuals alike in order to ensure sustainability. The Zambian Government has been collaborating with the Network through various Government Ministries and Departments notable among them – the Ministry of Sport, Youth and Child Development in facilitating the activities of People living with HIV/AIDS in the provision of grants, family life education – where possible condoms are distributed as teaching aids.

Ladies and Gentlemen, it is a fact of life that HIV/AIDS is one of the endemics confronting the world today largely because of human behaviour and as such it is up to the human beings themselves to make decisions whether to continue living carelessly or act responsibly. In Zambia as well as elsewhere in Africa AIDS has spared no family. It is either your sister, your brother, your cousin, uncle or your niece who is affected in one way or another. It is therefore cardinal to take stock of what could be done in order to alleviate the occurrence of the scourge and minimise the incidence of loss of lives as well as the rising numbers of orphans and diminished national labour force. Hence the importance of the summit on 'Strategising Towards success via Enhancing Project Management and Management and Fundraising Skills of people living with HIV/AIDS leaders in Southern Africa'.

Mr. Chairman Sir, you need empowered people to generate successful projects. Under the Network of African People living with HIV/AIDS Forum (NAP+), the people living with HIV/AIDS have a powerful voice to air their concerns on information sharing, positive living with HIV/AIDS in Africa. This forum therefore suggests the existence of structures to facilitate the operations of the Network.

Ladies and Gentlemen, allow me to remind you that over the years the Networks have been sharing their successes tackling common difficulties and strengthening each other through advocacy for necessary services and rights such as access to drugs and medical care.

Borrowing from the statement made by the chairman of the National AIDS Council in Kenya when he opened the strategic planning meeting in Nairobi from 5th February 2001 where people with HIV/AIDS from 23 African countries were represented, Dr. Mohammed S. Abdullah said –

‘ The challenge for Africa is to bring about an enabling environment similar to that of more developed nations which will ensure the prolongation of life, the alleviation of suffering and premature deaths just because of lack of resources and understanding of the disease’.

It is from such a premise that the African Continent was divided into five (5) Co – ordination Regions with Co – ordination Secretariats. You the leaders gathered here fall into the Southern Region whose supporting secretariat is housed here in Zambia. By drawing lessons from the not distant past, the Networks had the following problems.

- ❖ **Communication difficulties where members failed to reach their members and other Regional Co – ordinators,**

- ❖ **Lack of human and material resources, and**
- ❖ **Lack of advancement of the NAP+ Agenda by members.**

It is in this context that the International Donor Agencies and NGOs ‘ realised the need to empower Leaders like you in order to address the above mentioned problems. The NAP+ strategic planning meeting held last February 2001 in

Nairobi has made it possible for you leaders to come and attend this important conference here in Lusaka in collaboration with USAID/Policy Project. I thank USAID – Southern Africa Regional Office in Pretoria, South Africa for their support. Zambia as host country is very grateful for both financial and technical support rendered to this conference.

Ladies and Gentlemen, through this conference you will be expected to undergo serious training from the facilitators. The onus is on you to ensure that get the most what will be presented during the course of the three days. It is a lifetime opportunity and the task at hand is not easy but very demanding. Upon your return to your respective homes you will be expected to transfer the skills you will have acquired to your members.

The major outcome of the training will be that Leaders will be in a position:

1. To develop project management skills in order to ensure that your programmes are carefully planned and efficiently implemented.
2. To strengthen, develop and enhance the fund raising skills and capabilities of people living HIV/AIDS organisations in Southern Africa.
3. To familiarise participants with various funding avenues and requirements of International Donor Agencies and Foundations, etc.
4. To increase communication and co-ordination of NAP+ (SOUTH) Secretariat in order to strengthen the link between NAP+ and SANASO – (Southern African Network of AIDS Service Organisations) by exploring ways for these two Networks to support each other in future.

Armed with this knowledge the Southern African Region people will expect improved communication between members and co – ordinators leading to prolonged and meaningful lives.

Participants List**20-Aug-01 to 23-Aug-01****STRATEGISING TOWARDS SUCCESS****Lusaka, Zambia**

First Name	Surname	Organisation / Position	Contact Numbers	Physical Address	Postal Address	E-Mail
Michael	Angaga	NAP+ Co-ordinator	W 254 2 228776 F 254 2251324	Haramber Ave 9th Floor KICC Building	P.O. Box 30218 Nairobi	nap@africa online.co.ke
Thulie Nkambule	Chapa	Saso - Swaziland Aids Support Organisation Co-ordinator	W 268 -4221640 F 268- 4221640	SOS Clinic Sidvwashini Swaziland	P.O. Box 6102 Mbabane Swaziland	saso@realnet.co.sz
Augustine	Chella	Network Of Zambian People National Vice Chairperson	W 260 1 223152 F 260 1 223191	Plot 1069 Off Great North Road	P.O. Box 32717 Lusaka Zambia	napuzp@zamnet.zm
Doreen	Chimama	NZP+ Board Secretary	W 260 1 776147	House No 73/08 Soweto	P.O. Box 32717 Lusaka Zambia	
Hannie	Dlamini	Swaziland Aids Support Organisation Chairperson	W 268-4 221640 F 268-4 221640	Sos Clinic Sidvwashini	P.O. Box 6102 Mbabane Swaziland	saso@realnet.co.sz
Thanduluxolo	Doro	NAPWA SA Programme Manager	W +27 011- 8720975 F +27 011-8721343	2nd Floor Germiston 1400	P.O. Box 66 Germiston 1400	napnat@sn.apc.org
Boleloa	Faku-Falten	Positive Action Volunteer	W 266-8869126 F 266-312310	Ha Tsosane Maseru Lesotho	P.O. Box 1835 Maseru -100 Lesotho	

First Name	Surname	Organisation / Position	Contact Numbers	Physical Address	Postal Address	E-Mail
Frank	Guni	ZNNP+ President	W 263 4 741824/ 741445 F 263 4 741445	Ave Belvedere Harare - Zimbabwe	P.O. Box A 1769 Avondale Harare- Zimbabwe	frank@goldnet.co.zw
Joseph	Katele	Network Of Zambian People Living With HIV/AIDS Co-ordinator	W 2601-223152 F 2601-223191	Compound Chishango Road Lusaka - Zambia	P.O. Box 32717 Lusaka Zambia	napuzp@zamnet.zm
Moureen	Katjatakoko	Positive But Confident PLWA Support Group Chairperson - Voluntary Base	W 264 200219 C 081-2528479 F 264 200291	Walvisbay	P.O. Box 7243 Walvisbay	figaji@africa online.com.na
Catharine	Kotungondo	Lironga Eparu Counselor	W 261 244864 C 081 2475772 F 261 218673	Wanaheda Erf 579 Cambia Street	P.O. Box 7418 Katura Windhoek - Namibia	
Prudence Nobantu	Mabele	Positive Women's Network Executive Director	W +27 012-344636 F + 27 012- 3430953	Sunnyside Pretoria 0132	Suite 159, Sunnyside Pretoria 0132	pmabele@mweb.co. za
Vusi Sheldon	Matsebula	Swaziland Aids Support Organisation Vice Chairperson	W 268-4221640 F 268-4221640	Mbabane -Sidrwashini Sos Clinic Khayakholo Ward	P.O. Box 838 Manzini Swaziland	saso@realnet.co.sz
Elizabeth Mpule	Montsheng	BONEPWA+ Secretary	H 9267-533242 W 267-30622	Batlokwa National School House N0 TT3 Tlokweg	P.O. Box 30421 Tlokweg Botswana	
Thabiso	Motsusi	Positive Action Secretary	W 266- 8850069 F 266-312310	Qoaling Maseru	P.O. Box 13138 Maseru 100 Lesotho	info@positiveaction. org

First Name	Surname	Organisation / Position	Contact Numbers	Physical Address	Postal Address	E-Mail
Clement	Mufuzi	NPZT/ MinistryOf Community Development National United Nations Volunteer	W 08-821683 F 08-821337	MDSS Solowezi	P.O. Box 110023 Solowezi	napnzp@zamat.zm
Farai	Mugweni	Southern Africa Network Of Aids Services Organ Executive Secretary	W 263 4745748 F 263-4745749	N06 Dunkirk Drive O Id Alexandra Park Harare, Zimbabwe	P.O. Box 6690 Harare Zimbabwe	farai@africaonline.co.zw sanaso@mango.zw
Florence	Mulenga	CHEP PLWHA - Field Worker	W 260-2-229512 F 260- 2 222723	112 Kalunhwishi Kitwe	P.O. Box 23567 Lusaka Zambia	chep@zamnet.zm
Lawrence	Mulenga	NZP+ Northern Province Chairperson	W 260 -4- 221096 F 260 4 -221096	NZP+ Lusaka Zambia	P.O. Box 410156 Kasama Zambia	
David Chizao	Ngele	BONEPWA Chairperson	W 267-314023/306224 F 267-570487	695 Kutlwano Close	America embassy P.O. Box 90 Gaborone Botswana	moloi@cdc.gov
Thabo Aron	Rannana	Positive Action Motivational Speaker (PWA)	W 266-850069 F 266-312310	AA Thetsane	Pitso Ground Maseru 100	info@positiveaction.org
Mpho Sipo	Sibanda	BONEPWA Member	W 267-306224/324647	H17096 Gaborone West Phase One Lesotho	P..O. Box 502307 Gaborone Lesotho	
Emma	Tuahepa	NANOSA Lironga Epara People Living with HIV/AIDS	W 261 234198 F 261261778	Rockly Crest Liberty Island 301	P.O. Box 61592 Katutura	waundjua@hotmail.com

MY NAME

- ⇒ What does my name mean?
- ⇒ Who gave it to me?
- ⇒ What was happening in the world at the time I was given my name? [socio-historical- political contextuality]
- ⇒ Was I named after anybody? [E.g. A relative, famous pop icon, political figure, film star, sports personality]
- ⇒ How do I feel about my name? Do I like it? Why? / Why not?
- ⇒ How does my name fit in my extended family tree?
- ⇒ Has my name evolved, changed or transformed over the years? How?
- ⇒ Does my name relate to my work in HIV/AIDS? How so?

Strategising towards Success:

Enhancing Project Management and Fundraising Skills of PWA Leaders in Southern Africa

Lusaka, Zambia 20 - 23 August 2001

Participant Workshop Evaluation Summary

Sixteen of the participants felt that the summit assisted in strengthening their organizations development. Participants felt that they would “be able to plan well and write a good proposal”. Another participant felt that they “learnt new skills on fundraising and will disseminate the information when they go home.”

Further comments included:

“ As coordinator of our national network, I will have a chance to use the skills I have learnt”

“ One needs to be clear and specific about our core business, set SMART goals, monitor and evaluate their performance.”

“Quality of the proposals will be improved”

“I have learnt how to strategise my goals, also focusing at what as an organization we could do to prioritise and what we can do better.”

The vast majority of the participants felt that the content of the summit was sufficient. Two participants felt it was too much and two felt it was not enough.

Some comments included:

“ I think that the practical sessions, along with the text I received, will suffice to help me fundraise more easily for my organization.’

Twelve participants felt that there should be more time given to the summit. Five participants were satisfied with the allocated time. The majority of the comments requested further training and an opportunity to demonstrate the skills that they learnt. “ I hope there will be a follow up summit to assess whether we’ve put into practice what we have learnt, we need at least five days of work.”

The responses to the following question “What new information concerning a comprehensive Fundraising Strategy did you gain and how will you be able to use this information in your current work situation?” included,

“ I have identified our core business and this has given us some ideas on why we fail to convince donors to give us funds.”

“ZOPP Matrix was fantastic”

“The tool I have now acquired an instrument that would help me reach my vision.”

APPENDIX 5

Additional information needed about organizational development that could further strengthen your HIV/AIDS response identified by participants included, networking and regional communication skills, leadership training, management skills, advocacy skills

All of the participants found the materials that were distributed at summit very useful.

Below is a summary of the participants rating of the effectiveness of the methods of instruction used.

	Very effective	Somewhat Effective	Not effective
Guest Presentations	10	6	1
Plenary Discussions	13	4	
Group Work	14	2	2

Participants felt that more time was needed to apply their themes to the ZOPP example.

What was your experience of the logistical arrangements for this workshop?
(Rate the following items from 1=excellent to 5=poor)

	excellent	very good	good	average	poor
Consultation registration & introductory information	8	5	3	2	
Travel Arrangements	10	4	2	1	
Accommodation	13	3	1		
Catering	11	1	3	1	1
Suitability of Venue	11	2	4		

Do you have any other comments or suggestions to improve any other proposed regional HIV/AIDS Summits?

“We as PWA’s in all our different regions not only need fundraising skills, they are other critical issues such as communication difficulties which need addressing.”

“This was a very good workshop.”