



khanya-aicdd  
African Institute for Community-Driven Development

## **4-country CBW Workshop Report 10 - 13 April 2007**

**Entebbe - Uganda**

**Community-Driven Development  
(Khanya-aicdd)**

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## Acknowledgements

The Community-based Worker project (CBW) is a 4 country action research involving Kenya, Lesotho, South Africa, and Uganda. The project is funded by DFID London to learn lessons from best practice in the world, and to explore how best services can be broadened using community-based worker systems, in-countries where there is an active interest in implementing such a system.

The four country partners organised a final workshop/ meeting in Uganda to share experiences from the 3 year action-learning process, and in particular findings from recent evaluations of the pilots and national workshops held in each country. This workshop concluded the current funding arrangements with DFID and hoped to identify other possible funding opportunities to take forward some of the current activities, either nationally or across the 4 countries. The workshop was held at the Imperial Resort Beach Hotel, Entebbe – Uganda, from 10-13 April 2007.

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To do this we work in action-learning processes linking government, communities, civil society and business, providing advice, facilitation, action research, implementation, sharing of experience and training, while drawing from global development thinking.

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## Contents

<b>Acknowledgements</b> .....	<b>i</b>
<b>Glossary</b> .....	<b>iii</b>
<b>1 Introduction</b> .....	<b>1</b>
1.1 Background.....	1
1.2 Opening and welcome .....	1
<b>1.3 Objective and Programme</b> .....	<b>2</b>
<b>2 Feedback on site visits - examples of CBW projects</b> .....	<b>3</b>
2.1 Kamwokya Christian Caring Community .....	3
2.2 Bulu STI/AIDS Awareness Group (BUSTIHA).....	5
2.3 Butuntumula Pilot Forestry Project.....	6
<b>3 Country Reports – Sharing from final country reports</b> .....	<b>9</b>
3.1 Kenya .....	9
3.2 South Africa .....	11
3.3 Lesotho.....	12
3.4 Uganda.....	13
3.5 Ngei 1 – Development Youth Group (Kenya) .....	15
3.6 World Vision (Zambia) .....	16
<b>4 Group work on specific issues</b> .....	<b>17</b>
4.1 Context .....	17
4.2 Best practice emerging from country reports.....	27
4.3 Opportunities for taking forward the CBW model .....	29
4.4 CBW project extension - developing guidelines for up-scaling the CBW system .....	30
<b>5 Way Forward &amp; developing country specific plans</b> .....	<b>31</b>
5.1 Context .....	31
5.2 South Africa .....	31
5.3 Lesotho.....	33
5.4 Kenya .....	34
5.5 Uganda.....	34
<b>6 Way forward group</b> .....	<b>35</b>
6.1 Developing Guidelines for up-scaling the CBW system.....	35
6.2 Regional workshop - policy-makers and practitioners in Southern & Eastern Africa to understand the findings and their implications .....	35
<b>7 Evaluation of the CBW Learning Process</b> .....	<b>36</b>
Annexes .....	38
Annex 1 Programme .....	38
Annex 2 List of Participants .....	40
Annex 3 Summary of participants evaluation of the workshop training .....	42

## Glossary

AIDS	Acquired immune Deficiency Syndrome
CAHW	Community Animal Health Worker
CBO	Community Based Organisation
CBW	Community Based Worker
CDD	Community Driven Development
CSO	Civil Society Organisation
DANIDA	Danish International Development Agency
FA	Facilitating Agent
GOL	Government of Lesotho
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit (German Development Agency)
HBC	Home Based Care
HIV	Human Immunodeficiency Virus
M&E	Monitoring & Evaluation
MOLG	Ministry of Local Government (Lesotho)
NAADS	National Agricultural Advisory Services
NGO	Non-governmental Organisation
NR	Natural resource
OVC	Orphans and Vulnerable Children
PLHAS	People living with and having HIV and AIDS
SA	South Africa
SETA	Sector Education and Training Authority
TOR	Terms of Reference
WASDA	Wajir South Development Agency
WV	World Vision

## 1 Introduction

### 1.1 Background

Partners in 4 African countries (Kenya, Lesotho, South Africa and Uganda) have been working together to see how community-based worker systems can be used **to widen access to services and empower communities in the process**. This has focused on promoting an active and dispersed network of locally accountable community-based workers who can work in a range of sectors providing services that are frequently needed, and are best delivered locally.

These four country partners organised a final workshop/ meeting in Uganda to share experiences from the 3 year process, and in particular findings from recent evaluations of the pilot projects and national workshops held in each country. This workshop concluded the current funding arrangements with DFID and hoped to identify other possible funding opportunities to take forward some of the current activities, either nationally or across the 4 countries.

The workshop was held from 10 – 13 April 2007, at the Imperial Resort Beach Hotel in Entebbe, Uganda. Forty-one participants attended the workshop representing various organisations including government departments, NGOs, and institutions of higher learning (see annex 1 for list of participants). 13 came from Uganda, 9 from Kenya, 10 from South Africa, 5 from Lesotho, 1 from Zambia and the 3 Khanya-aicdd staff members, who also facilitated the workshop: Patrick Mbulu, Ian Goldman, Monene Mamabolo. Most participants arrived two days earlier (Lesotho and South Africa) due to difficulties with flights during the Easter period. Many took the opportunity to familiarise themselves and do a bit of shopping in Kampala.

Participants spent the 1<sup>st</sup> day out on site visits, which had been organised with some of the CBW projects. They met and interacted with CBWs and their clients and gained good understanding of the work that CBWs do by accompanying them in the field. Two of these were with HIV & AIDS organisations – Kamwokya Christian Caring Community and Bulu STI/AIDS Awareness Group. The third visit was with an NR project - Butuntumula Forestry Pilot Project (not directly involved in the 4-country CBW project, but involved in an earlier work with Khanya, on the Reform of Forestry Advisory Services). The feedback on these site visits are reported on in Section 2 of the report.

Participants rated the whole workshop highly. In their evaluation forms participants had several positive comments about the nature, structure and purpose and running of the workshop. Overall, they assessed the workshop as excellent (89%). In addition, the achievement of the workshop objectives was also rated high (84%). Rating on the sharing of key findings from the updated country reports was 84% and identification of lessons learnt from the last 3 years 82%. Additionally, participants extremely valued the site visits and feedback session on these (93%). Individual country reports were also found very useful, as was the facilitation and the facilitators (88%). The full summary of the evaluation of the CBW workshop is in Annex 3

### 1.2 Opening and welcome

Dr Francis Byekwaso, the Chair of the Uganda National Steering Committee, opened the workshop and welcomed participants to the workshop and Uganda. He had hoped that a

senior government delegate would be available to come and open the workshop officially – unfortunately this did not happen. Dr Byekwaso commented on the excellent attendance to this important event, marking over 3 years of engagement for some. He also mentioned that the CBW project has enabled the emergence of a network of four countries, better understanding in-country for those involved, and that such a network should be maintained despite the ending of DFID funding of the project. He also noted some challenges of implementing a project like the CBW - how to manage virtual organisations and maintain momentum with active participation. For example, Francis pointed out that of the 42 participants present, not more than 5 people were there at the beginning of the project. How do you maintain interest especially when there are no direct incentives tied to organisations' participation? Another challenge noted was how partners present can take forward the institutional learning gained from this project and use it to develop a better system of service delivery in their own organisations. Francis finished by again welcoming all to Uganda and noted that Entebbe was quite a safe place to be, that people should venture out to Kampala for more shopping and contribute to the economy of the country.

After the welcome, Fatia Kiyange from African Palliative Care Association, led the introductions session. Participants were asked to introduce themselves (name and organisation they represent) and to say how they are involved in the CBW project.

### **1.3 Objective and Programme**

Patrick Mbulu, the CBW Project Manager, went through the objectives of the workshop. These were that by the end of the workshop we have:

- Shared key findings from the updated country reports (drafts due on 16 March 2007)
- Identified lessons learnt from the last 3 years
- Common areas identified from the evaluations including cost-effectiveness and impacts
- Planned the way forward including:
  - Possible mainstreaming in each country
  - Development of guidelines
  - Ways of continuing in contact

He provided an overview of the programme for three days highlighting key areas for noting. The programme is attached as annex 1. Patrick also pointed out that this workshop was essentially meant as the final sharing workshop of the three year programme. He however informed participants that DFID extended the completion period of the project with additional funding to produce guidelines and these will be shared at a regional workshop to be planned for early September 2007.

## 2 Feedback on site visits - examples of CBW projects

A day prior to the start of the workshop - on 10<sup>th</sup> April 2007, three groups visited some community-based worker projects. Two of these have CBW working on HIV & AIDS related issues, and one on NR. Brief background information for each of the organisations to be visited was provided to participants before they left for the visits. In the field delegates were to meet and interact with the CBWs, clients serviced by the CBWs and some institutions – formal and informal that CBWs link with in their day-to day work. The three teams were asked to prepare a 5 minute feedback report to share with others who did not have the opportunity to meet that particular group of CBWs.

Guidance questions to assist the discussions and to understand more about the work of the CBWs were provided. Some sample questions may include:

### To clients of services

- What services do you receive from the CBW and how often per week/month do CBW(s) visit?
- How are you benefiting from the services of the CBWs?
- What difference have they made in your life?

### To CBWs

- How were you selected?
- What is expected of you as a CBW? What services do you provide to clients?
- How many hours in a day/week do you put into this task?
- Who are you accountable to?
- What support mechanisms are in place to support the work you do and who provides that support?
- How do you know when a problem is beyond your capacity and to refer the matter accordingly? Who do you refer to?
- What challenges do you face in your daily work and your organisation while providing quality services to poor communities
- What suggestions would you like to make to improve your work?

## 2.1 Kamwokya Christian Caring Community

### 2.1.1 Background

Founded in 1987 by Small Basic Christian Communities (locally known as *Bubondo*) with the help of Dr Miriam Duggan, KCCC improves the quality of life of vulnerable and orphaned children, women and girls, the disabled, mentally ill persons and their families, the youth, street children, the elderly, persons infected with and affected by HIV/AIDS in the slum and low-resource areas of Kampala District. This is done through building and enhancing the capacity of target groups to identify and address their social, health, economic, spiritual, cultural and developmental needs. KCCC implements community development programmes and activities utilizing an integrated and multi-sectoral approach that seeks to mobilize the community for holistic social service provision, builds on community strengths and looks at the root causes of social development and health challenges such as poverty, HIV, and AIDS, and encourages communities to tap into existing capacities, resources and structures to overcome such challenges.

KCCC purpose was to address the then emerging community needs and problems arising from the impact of the HIV and AIDS epidemic. KCCC uses a comprehensive Primary Health Care Model integrating HIV and AIDS under the following programmes:

*Youth Programmes:* Peer education, rehabilitation, youth centres, community crusaders, parent sensitization, reproductive clinic, school sensitization, soccer tournaments etc.

*Advocacy & Communication:* Human rights sensitization for children, PLWHAs and disabled people, community campaigns, orientation into the local government structures

*PHC:* Follow-up on patients at home settings, VCT, Psychosocial support and networking with other organizations.

*Mental Health Programmes:* started in 2004 as a result of increasing mental health problems caused by HIV and AIDS. Problems of stigma encountered by patients. Established a user groups engaged in income generating activities funded through seed fund loan (4 million shillings) from the KCCC.

KCCC works with and through a number of community-based volunteers /workers that include youth peer educators, community health workers, child counselors, HIV and AIDS treatment Supporters (HATS) – specific project focusing on anti-retroviral treatment (ART) and foster mothers. 33 HIV and AIDS treatment supporters (HATS), also known as Community-based volunteers (CBVs) are involved in the 4-country action research project. These support the implementation of the KCCC ART project which is currently providing ARV treatment and psychosocial support to the PLHAs and their household members. In the CBW project, KCCC piloted the 20-30 hours per week CBW model in which each volunteer is paid a gross salary/stipend of two hundred thousand (200,000/=) Uganda Shillings with an increment of 5% per year. ART has been running for 3 years, and the results are very positive - 95% adherence rate. The programme has had no problems of stigmatization.

**Table 2.1.2 (a) Lessons Learnt**

<b>Achievements</b>	<b>Challenges</b>
<b>KCCC – as an organisations</b>	
High participation of the communities especially women compared to men	Mobile settings/nature of clients due to the place being a slum hence high mobility of residents
Networks with Traditional Healers, church leaders, MOHSW Traditional medicines even available at KCCC	
ARVs provided by the Government	
No problems of stigma	
<b>CBWs (n =33)</b>	
Community-based volunteers (CBVs), selected by the communities based on strength of character and accountable to KCCC	Some churches recommend that patients should not be on medication because GOD will heal them
Focusing in different zones with an average of 40 patients per member, receives monthly stipends	Poverty vs ARVs
Works for 8 hrs a day	
Trained by KCCC and ad hoc refresher trainings	
Reports through regular feedback meetings held at KCCC offices	
CBWs transfers patients through use of referral	

Achievements	Challenges
cards	
Patients' Home and Forster Homes	
OVCs who were born at the Home, or whose parents were members of the Home and have now died	Problem of integrating the children back to the original communities – can they fit back or will they return to the foster home?
Children go to boarding schools and some complete their studies	Others rebel against the rules
Promotes children playing with the community children to prevent isolation	
Adult literacy programme offered by KCCC and Adult education programme at the University	

## 2.2 Bulo STI/AIDS Awareness Group (BUSTIHA)

### 2.2.1 Background

Bulo STI/AIDS Awareness Group (BUSTIHA) is a community based organization registered with Mpigi District local government. It was initiated in 1995 to prevent HIV, other sexually transmitted infections, promote care and support for those living with and affected by HIV and AIDS. BUSTIHA targets people living with and having HIV & AIDS (PLHAS), youth, widows, orphans, caregivers and community members at the household and community levels. Its activities are implemented in 5 parishes (21 villages/Local councils) of Bulo sub-county, Mpigi district and rely heavily on volunteers, who are its members to implement the programme. The volunteers operate at sub-county, parish and village levels. The organization has 100 registered members (33 males and 67 females) who constitute its CBW system which is supporting 300 persons living with HIV and AIDS and their household members. BUSTIHA is funded by Concern Worldwide, also the facilitating agent. Its major activity is the community HIV and AIDS Home-based Care (HBC) programme, which involves:

- Routine home visits to PLHAS involving practical patient care, nutritional advice and positive living;
- Counselling of PLHAs and caregivers at home;
- HIV and AIDS awareness to PLHAS households and the community;
- Gathering information on PLHAS households and the community volunteer meetings at different levels- village/ parish, organization and at the sub county level.

Under the CBW Project, BUSTIHA piloted two models - the 4-8 hours per week CBW model for parish and village based CBWs and 20 (with exceptions of up to 40) hours per week model for the executive members (BUSTIHA leaders) that are based at the sub-county. In both models, volunteers are unpaid but their travel and lunch costs are met by the project/facilitating agent whenever on official duty when and if resources permit. Official duty or activities entail representing the organization in meetings, seminars and workshops or escorting beneficiaries to health centres and Hospitals for CD4 monitoring, for critical tests, admission, monthly follow-up clinics, or any emergencies/assignments as the case may be.

## **2.3 Butuntumula Pilot Forestry Project**

### **2.3.1 Background**

The Butuntumula sub-county falls within the Luweero District. There are seven parishes comprising of 52 villages, 6 000 households with a total population of 28 000 people. The sub-county council works with all of these communities and other organisations such as AMREF, NAADS (not at the initial start of the project) and others working with orphans and vulnerable children in the District.

The sub-county is very different from others in the district in terms of its environmental make-up, characterised by low rainfall. The Government has provided boreholes but some of them have dried up due to low groundwater levels. To address the water problem government has built a dam in one of the parishes and there are initiatives of rainwater harvesting using rock surface catchments.

The forestry pilot project is engaged in a variety of activities including bee keeping, woodlots and fruit trees. There are four key role players in this project, the community, Environment Alert (Facilitating Agent), the traditional leadership and sub country council. The community is considered a key stakeholder as success rests upon their interest in the project beyond the FA. Environmental Alert has since phased out as its mandate was to build capacity at different levels, including the district level, and to ensure these are in place.

### **2.3.2 Selection & training of CFAs**

The community workers, known as 'Community Forestry Advisors (CFAs), were selected jointly by the FA and through a self-selection process within interest groups (specific focus area), and the perception of local community members on who would best take forward their interests. Following their identification, capacity building of the CFAs was done - two one-week training in their specific focus area/component.

Three CFAs were selected in each parish and each was trained in one of the three focus areas of the project: bee keeping, woodlots and agro-forestry. This allows them to coordinate and meet the demands of the community. Additionally, because the CFA members were trained together, they have developed interchangeable skills and play a supportive role to each other and within their parish of responsibility. But over time these skills have been passed on across members and now one CFA is multi-skilled to provide the relevant technical support in their parish.

Initially, 21 Community Forestry Advisors (CFAs) were trained from the seven [7] parishes (3 per Parish). Their role is to co-ordinate project activities at the parish level and within the communities they service. Currently 16 CFAs are active, 3 of them are women. Women are often excluded due to the pattern of land ownership in the district. This can be attributed to the fact that few women are able to access the land necessary to grow trees or to keep bees. Of the three women participating, all were widows as it is only after the husband dies that a woman would inherit the land. Another reason given by the CFAs was that few women were interested in the type of projects identified. .

### **2.3.3 Sustainability**

Initial funding for the project was from DFID through the Facilitating Agent (FA) – Environmental Alert (EA), a development Non-Government Organization founded in 1988 with the purpose of addressing rural development issues and natural resources management. EA seeks to contribute to sustainable development by improving livelihoods of vulnerable rural and urban communities through increased agricultural productivity and sound natural resources management.

As part of its mandate to ensure long-term sustainability of the Butuntumula project, EA built the capacity and structures both at the community level (21 CFAs trained), and at the Sub-county and district levels. With its strong emphasis on community involvement and participation to enhance ownership by the community, the Butuntumula CFAs project was originally conceptualized as a one year project. When EA pulled out the CFA had gained enough confidence and commitment to continue their project, which is now included in the sub-county development plan. In terms of sustainability the CFAs have been working on the project without outside assistance since 2003. The project has been successful in the diversification fruit trees, bee keeping and woodlots for both the long and short term although it was noted that such diversification would have to continue to ensure sustainability.

### **2.3.4 Government engagement**

The government structure is organised in such a way that it allows and encourages community participation. The government is engaged in projects and officials are well informed about the projects taking place within the communities. On technical issues, the Town Planner, District Forestry Department and the Sub-County Chairman are hands on with projects. The Chairman took us outside his Sub-county Offices and showed us the bee multiplication project which he and the CFAs manage. The queen-rearing facility allows queen bees to be produced and distributed/sold to other communities wishing to engage in beekeeping project and also to expand the project. This kind of engagement allows community participation through the relationship built with the CFA and the technical personnel.

### **2.3.5 Planning & Budgeting**

The community participates in needs identification at the village level (LC1). The identified needs are fed into the Sub County annual/development/implementation plan, which is submitted to the District (LC3) for approval. The Sub-county has and manages its own budget, allocated both from Central Government and through Local Council Revenue collection. Although not enough, it has enabled the Sub-county to plan and implement its own plans.

### **2.3.6 Benefits and motivation of CFAs to continue working**

The CFAs are not paid to do their work. However, Environmental Alert had provided them a bicycle and a small allowance for maintenance. They are now benefiting directly from the products of their projects – e.g. selling honey, marketing pineapples fruit, and the Apiary colony-multiplication and queen-bee rearing projects (there are a number of these station centres in each sub-county). CFAs are the first to benefit when the sub-county and NAADS provide tree seedlings, and the apiary project.

Furthermore, CFAs have developed into entrepreneurs. They market their products easily with good roads access - main road from Kampala to the north, which is tarred and passes

through the district. CFAs had to engage and get most of the community members involved in production to ease the burden of marketing. They have established linkages with local microprocessors so that the bulk of their products (honey in particular) could be sold directly to such microprocessors, which remain fairly close to the communities themselves. It is also easy to phone and get a buyer from Kampala to bring their truck if he can be assured there are enough pineapples to fill his truck or a certain quantity of honey to merit driving the 70/80 kilometre trip one way. The role of CFAs therefore is to entice fellow farmers to grow more in order to widen their market niche.

CFA are motivated to continue because there is a big demand for forestry issues and their concern and care for the environment which is degraded, 'for our future generations, we have to preserve the environment'. People are also motivated once they start seeing the benefits of the projects, they see the three projects as improving their livelihoods and those of the community over the long term. To be able to achieve this, though they have to involve their neighbours and entice them so that they can widen their market base – 'cannot market my own pineapples alone without involvement of my neighbours – this way we have collective bargaining power with the market'!

### **2.3.7 Accountability – who do the CFAs account to?**

CFA are accountable to the management committee which comprises of a variety of members representing both community and government interests including; the sub-county chairman, district forestry officer and planner, and other local leaders. Any problems are dealt with through the structure, but it should be noted that funds are not dispersed through the management committee, but through Sub-country/local government structure. The CFAs also have a working constitution, established with the help of EA, which established guidelines for CFA behaviour, expectations, and selection.

### **3 Country Reports – Sharing from final country reports**

#### **3.1 Kenya**

##### **3.1.1 Context**

Kenya piloted CBW projects in both the Natural Resource (NR) and HIV/AIDS sectors. The CBWs reviewed were those involved as community based animal health workers, home based carers, and community based advocacy facilitators. The pilots reviewed and involved in the study were the Wajir South Development Agency (WASDA), Kibera Community Self-Help Programme (KICOSHEP), and the Advocacy, Behavioural Change and Communication (ABC) Project in Kisumu.

The Kenya report was in two parts – one part emphasizing on the country report while the second part was on findings from one specific case study.

##### **3.1.2 Project Impacts**

Over the past three years, the CBW projects in Kenya produced very tangible results. They found that CBW projects increased local capacity to leverage funds and improved programming in partner organizations. One example is the ABC-Kisumu project which secured funding from the DFID's Social Challenge Fund to expand its work to the neighbouring countries – Tanzania and Uganda. These projects have also increased the capacity of the CBWs themselves as they gained valuable knowledge and skills that will continue to benefit them and improve their lives. Through tours, workshops, and documentation, local communities gained a better understanding and awareness of CBWs and the CBW concept. Finally, in Kenya, it was found that there was a heightened level of experience sharing as learning, feedback and collaboration were used to challenge organizational structures that had previously inhibited the flow of information.

##### **3.1.3 Lessons Learnt**

Looking back over the past three years of CBW implementation and analysis, there have been several important lessons learned through Kenya's unique experiences. The Kenya CBW project found that the level of service delivery provided by CBWs worked well within poor communities and amongst marginalized or dis-empowered individuals. They recognized, however, that it is difficult to compare such successes to other forms of service delivery as the approaches and expectations of different projects make for difficult comparisons. This also inhibits any analysis of CBW cost-effectiveness in relation to other projects and programmes within Kenya.

It was also determined that the CBW system, and CBWs themselves are constantly evolving, creating a dynamic and transient system. The flexible and open-minded nature of the CBW projects, both in design and evaluation are highly compatible with the similarly dynamic nature of communities. This stands in contrast to the efforts of facilitation agents, who often seek to interfere and control community processes. However, the transient nature of the CBW system makes it difficult to formalize, or protect through legal frameworks. Although the issue of whether formalization of CBWs is necessary for sustainability remains a topic for debate, the Kenyan participants raised the concern that while such formalization, protects the CBW workers better; it may constrict CBW evolution and thereby change the nature of the

entire programme. If the dynamism of the CBW system is reduced, CBW projects may end up being a system where what they offer is no longer needed.

A third issue raised by the Kenyan team surrounds the concept of sustainability and how to sustain continuity after the FA has withdrawn support. Through the experiences of their CBW pilots they found that the strengthening of community structures was critical for the survival of CBWs, as were a clear and balanced partnership strategy between the community and the FA, and the specific outlining of expectations and motivations. Kenya also noted that one cannot underestimate the importance of capacity building and that it is a continuous process that must be supported even after a project ends. Also important to sustainability is the issue of reporting, which many of the CBW projects lack. CBWs often fail to continue reporting once the FA has withdrawn and there is no agent to which they are directly accountable. Additionally, as there are no stipends paid to CBWs, FAs find it hard to enforce reporting when incentives to report cannot be offered. For this reason, more effort must be made to emphasize the importance of reporting in sustainability and better explain how reporting is used.

Kenya also sought to address the significant issue of unequal power distributions, or what they referred to as the “inverted pyramid dilemma.” They suggested that the current CBW framework is too top heavy, leaving most of the power with FAs, donors, and the government. This is dis-empowering to local communities and ignores their needs and issues.

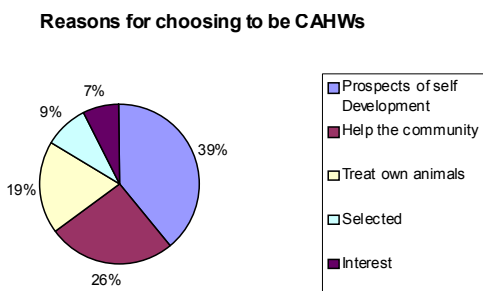
Finally, Kenya tackled the issue of influencing policy and learning at the individual, institutional, and national levels. They posed the question whether the CBW process would have been different if there had been direct involvement at the top management levels by partners? They suggested that this should be considered when reviewing the composition of national steering committees, and that top CEO support is critical for the internal learning process. A key lesson for other partner countries to consider is the high levels of turnover within organizations and how that affects learning and continuity of such as process. They suggested that National Steering Committees must be prepared to address such challenges.

### 3.1.4 Way Forward

Looking towards the future, Kenya suggested that there should be a move towards the upscaling of CBW projects. Special attention should be given to capacity building and strengthening of pilot organisations including targeted training. It was also suggested that more attention needed to be paid to monitoring and assessment, including considering the definition of impacts and the issue of sustainability. Finally, it was emphasized that the achievements of the research and information compiled over the last three years must now be turned into action.

### 3.1.5 Case study on Community Animal Health Workers

**Fig. 3.1.5 (a) Reasons for choosing to be a CAHW**

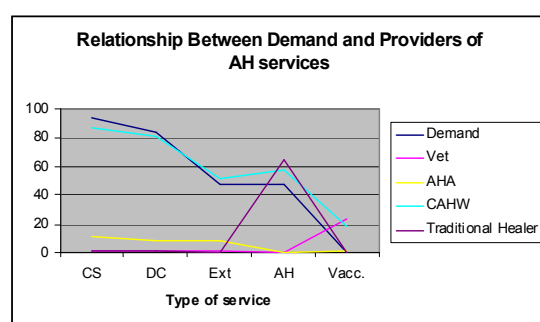


This study aimed to establish the relationship between CAHW performance and availability of government and NGO support in the study area; to establish community factors that influence service delivery by CAHWs; and to establish the actual types of services provided by CAHWs and their perceptions about the work they do. When asked the reasons for becoming

a CAHWs, a large proportion of respondents said because it offers them good prospects for self-development (39%), while 26% said they wanted to serve their communities. Such opportunities are multi-pronged – those that link to improved livelihoods for individual CBWs and those linked to providing services to fellow community members.

Regarding the relationship between demand for and actual services provided by different services providers, the graph below provides interesting contrast of the conventional services providers – Veterinary and Animal Health Assistants with those provided by the CAHW and Traditional Healers. As can be seen, the demand for clinical services and disease control is high and it is the CAHWs providing the services. The demand for services from Traditional Healers picks for Animal Husbandry services. This may be because the community would seek the divine powers of the healers to keep their animals healthy.

**Figure 3.1.5 (b) Relationship between demand and services provided**



**Key**

CS	Clinical Services
DC	Disease control
Ext	Extension
AH	Animal Husbandry
Vacc.	Vaccination

## 3.2 South Africa

### 3.2.1 Context

Similar to Kenya, South Africa also implemented CBW pilots within both the natural resources and HIV/AIDS sectors. In 2003, partners were identified in both Limpopo and the Free State provinces, and subsequent models of CBW obtained from these pilots. The models found in South Africa included the 4-8 hr model tested in the natural resources, 20-30 hours – paid a stipend and 40 hr model, paid a salary, in the HIV/AIDS sector. Also supplementing the South Africa's CBW project was a commitment to continuous learning, mutual evaluation, and two in-country workshops held and documented.

### 3.2.2 Challenges

Over the past three years, South Africa has experienced several challenges in the implementation of the CBW programme, many of which were discussed at their national workshop. One issue was the need to ensure that CBW systems are integrated into local planning mechanisms such as the Municipal and District Integrated Development Plans (IDPs). In doing so, it is hoped that this would link the IDPs to community planning and bring forward the voices of community members and CBWs. Similarly, CBW systems must also seek to find the community development policies within which it can fit. However, to date no such policy is linking grassroots network of service providers in their plans. The evaluation carried also identified an ongoing need for training and support and further clarification of the

CBW structure, including the nature of stipends, the role of CDWs/ward councillors, the role of CDWs and other cadre of service providers, and how to coordinate multitude of CBW initiatives operating in SA. One issue of confusion has been defining the roles of CDWs as compared to CBWs. This was clarified during subsequent discussion, as CDWs work is to inform communities of government services available to them, rather than provide the services themselves.

South Africa also suggested that there is a need to raise the profile of CBW models for service delivery, so that governments and communities might better understand the important role that CBWs have to play. It was suggested that if CBW models can raise their profile and show how the system improves quality of life, they might be able to influence local and national government structures, which in turn, may better support the CBW system. In order to do this, it was suggested during discussions that better statistics and information gathering on the work CBWs do need to be compiled.

The issue of stipends within the South African context raised several concerns during discussions. Other countries questioned whether a similar model could in fact be applicable in their own countries and whether this is sustainable, and whether the consideration of CBW as a job was a merit or disadvantage of the programme. This issue too raises concerns around concurrent levels of professionalism that must be attached to a stipend. In response it was noted that the Department of Health and Department of Social Development have created a regulatory framework for the distribution of stipends in order to address the above issues.

### **3.2.3 Way Forward**

South Africa suggested that in order for CBW systems to continue to play the important role in service delivery, it will be integral that CBW projects have the initial participation of key role players in all spheres of government, and that at least one national government body helps to play a coordinating role. Emphasis must also be placed on the strengthening of the national steering committee and their ability to implement their ideas, and the possible creation of a provincial steering committee as well.

## **3.3 Lesotho**

### **3.3.1 Background**

Lesotho is a small, poverty stricken country completely land-locked by South Africa. The country's poor infrastructure and lack of government coordination has plagued the improvement of services. The country has a high prevalence of HIV, estimated at 23.2%, largely due to its migrating workforce. There are limited employment opportunities, so the majority of its workforce migrates to its neighbour, South Africa, in search of economic opportunities. Those left behind, predominately women, live off small-stock livestock and subsistence farming.

Approximately 85 percent of the population lives in rural, mountainous conditions, which has complicated the improvement of services. Compounding the poor service delivery is the government's top-down developmental approach, the lack of Ministerial coordination, poor infrastructure (roads, telecommunication, etc.), and limited public participation.

### 3.3.2 Role of CBW in service delivery

CBWs are fulfilling significant service delivery gaps in both health and natural resource management in Lesotho. CBWs are the conduit for information and technologies and the link between the community and facilitating agents, including the Ministry of Health and the Ministry of Agriculture. CBWs have proven to be better able to mobilize resources, community involvement and improved service delivery, especially around animal health and HIV awareness. CBWs engage in training and demonstration activities with both the community and facilitating agents.

### 3.3.3. Strengths and Challenges of the system

The strengths of the CBW system is that in its nature, it is people centered, focuses on strength-based services, empowering, responsive and participatory, sustainable, flexible, and holistic in its approach. Current services are being supported by international organizations such as CARE International and the Red Cross Society and UNDP.

The CBWs have experienced significant challenges in bridging the service delivery gap because of a lack of government support. Nationally, there is no policy framework or regulatory framework to guide recruitment and selection of CBWs. Equally as challenging is the lack of legislative integration of CBWs in government policy and/or the national budget. In addition, CBWs also receive little, if any, remuneration or incentives for their work. Furthermore, CBWs receive little training and support from facilitating agents.

### 3.3.4 Way Forward

The CBW National Steering Committee organised and held a symposium on 5-6 December 2006, on the theme “Strengthening community-based services for sustainable service delivery.” Emerging from the symposium was the development of a vision which states that: “By the end of 2008 CBW systems will be properly coordinated, supported, regulated and integrated into Lesotho’s broad-based service delivery model.”

The Lesotho participants developed a model/programme for strengthening service delivery, specifically outlining the following principles: community empowerment, the achievement of concrete and tangible benefits, CBWs need to be selected and held accountable by the community; continuous learning and sharing, emphasis on sustainability, and the development of partnerships between government, civil society and the private sector.

The target audience will consist of local government structures, people living with HIV/AIDS, Government of Lesotho (GOL) Ministries, NGOs and CBW’.

## 3.4 Uganda

### 3.4.1 Background

In Uganda, the project was launched in January 2004 under four organisations namely: CARE International (lead partner and secretariat agency), National Agricultural Advisory Services (NAADS) Programme, Uganda AIDS Commission (UAC) and CONCERN – Uganda. The National Steering Committee (NSC) has involved other implementing partners to form the Uganda CBW partners. The project has involved and closely followed-up 5 pilot (implementing) partners, namely:

- Budongo Forest Community Development Organization (BUCODO), in Masindi District;

- Uganda Land Management Project (ULAMP) - NAADS, Mbarara District
- Bulu STI/AIDS Awareness Group - (BUSITIHA), Mpigi District.
- Kamwokya Christian Caring Community (KCCC), Kampala City.
- Rukungiri Functional Literacy Resource Centre (RFLRC), Rukungiri District

The project in Uganda was implemented in the context of decentralization process, which involves substantial transfers of political, financial and planning responsibilities from the Central Government to Local Councils. Within the decentralization policy, there is clear separation of powers and responsibilities between the central and local governments.

### **3.4.2 Role of CBW in service delivery**

Utilising CBWs as a means of service delivery is nothing new in Uganda. The highly decentralized government has been using voluntary workers for the past 3 decades to address service delivery and the country's social development needs. In Uganda, CBWs are being used to complement existing services, rather than primary service delivery. The primary focus of CBWs has been to engage in a range of different activities such as home-based care (HIV sector) and agro-forestry (NR sector) with the hope to improve livelihoods. Other activities include eco-tourism, advocacy, wood-lots, and beekeeping. Each sector has developed its own strengths. The lessons from the pilot project indicated that the health sector is much more organised than the NR sector, which according to representatives from Uganda, needs more training.

### **3.4.3 Strengths of the in-country system**

Uganda has a highly effective and committed National Steering Committee (NSC). The NSC meets on a monthly basis to discuss strategy, CBW implementation and ways forward. The strength and guidance of the NSC has been vital in rolling out the CBW model across the two sectors. Additionally, the NSC has instigated opportunities for CBWs and key stakeholders to learn and share experiences of best practice. Moreover, the NSC facilitated peer pilot evaluations, cross sectoral field visits to enhance buy-in and ownership, and provided on-going support and training in the NR sector. CBWs had opportunities to learn through internships, which greatly improved CBW capacity. Further, broad-based national workshops were also used to share experiences, information and to network.

### **3.4.4 Selection, financing and training of CBWs**

Uganda learned that handpicking CBWs leaves room for corruption and nepotism, at both national and local levels, which is not a good practice. It strongly recommends that communities be empowered to identify CBWs who represent their values and beliefs, show commitment to the CBW model and can contribute information, knowledge and skills to the service plan. A lack of community involvement at selection may reduce sustainability. It was also noted that by involving local/village leadership this increases ownership and accountability.

Government plays a crucial role in supporting CBW systems (i.e. through local government budgets). Sustainability of CBWs is more likely when external support (government and FA) provides "kick-start capital upfront." It was noted that coordinated funding mechanisms ensures continuity of services.

Initial support and on-going training is an important aspect in increasing the sustainability of CBW programmes. Continued technical back-up improves performance and adherence to

sector standards. Enabling CBWs to learn from one another was also identified as a crucial aspect of on-going training. Giving CBWs an opportunity to learn from their peers improves knowledge and enhances understanding. Poor coordination of CBWs leads to conflicting messages and should be avoided.

Two other organisations participating in the 4-country workshop were also given the opportunity to share their experience of using CBWs as a mechanism for service delivery. The last one, World Vision- Zambia noted that although using the experience of Zambia, such work is being implemented across Africa. They did not respond directly to how they work with CBWs but in general, most of WV's work is carried using volunteers.

### **3.5 Ngei 1 – Development Youth Group (Kenya)**

#### **3.5.1 Background**

Ngei 1 was formed in 1997 and registered as a CBO in Huruma, Nairobi. The focus of the organisation is environmental health and youth development. To support these areas, members of Ngei 1 participate in garbage collection, water and sanitation, transportation services, arts and crafts, advice and counselling, and loan schemes. The entire project is run by volunteer workers and managed by a group elected from within the volunteers as committee members. Ngei 1 believes in a collective approach to leadership and all decisions are made by the group.

The structure of the CBW system is such that an average of 30 CBWs are engaged with the project at any one time, and currently have 25 male and 5 female members. The criterion for selection is primarily based on a willingness to work under the given conditions. They work between 5 and 40 hours a week and are given allowances on a monthly basis according to the work they have done. The CBO works with the community and engages them in many of their activities, and have become a role model for other community members to start similar projects.

Ngei 1 receives ongoing training for the services they render and capacity development programmes such as leadership training and management skills. They are supported by partner organisations such as Skillshare International and Youth Initiatives Kenya. However, Ngei 1 presenter, Alex, thought it important to note that it is the internal support mechanisms of Ngei 1 that keeps the members motivated and strong.

The achievements of Ngei 1 thus far include, notably, complete sustainability- Ngei 1 currently has no outside funding and the group is able to support itself and be self-sufficient. This is in part due to their development of income generating activities for the group, such as beadwork, which provide various sources of income (samples of these were on sale at the workshop). Ngei 1 also points to the high level of transparency and democracy within their organisation and a strong relationship with the community, police and other institutions.

In the future, Ngei 1 would like to initiate a recycling company in their area in order to make better use of the items being collected. Coupled with this, there are plans for the development of new income generating activities, the development of a community resource centre and continued organisational growth. When asked why Ngei 1 volunteers are motivated to do what they do, Alex pointed out that the work gave them (youth) a sense of purpose and a way to play a role in their communities and make a contribution.

### **3.6 World Vision (Zambia)**

World Vision – Zambia launched its HIV/AIDS Hope Initiative in 2001, which is World Vision’s commitment to address the HIV and AIDS crisis in Sub-Saharan Africa. The overall goal of the HIV/AIDS Hope Initiative is to reduce the global impact of HIV/AIDS on children, their families and communities through the enhancement and expansion of World Vision programmes and partnerships focused on HIV/AIDS prevention, care, and advocacy.

World Vision’s HIV/AIDS Hope Initiative has three specific objectives. The primary objective is to improve the quality of life for orphans and vulnerable children (OVC) through community care coalitions with an emphasis on enhancing capacity of faith-based organisations. Secondly, to enhance the capacity of children to protect themselves from HIV infection (i.e. life skills training, work with schools and churches, etc.). Lastly, the programme aims to create supportive environments that minimise the spread of HIV and provide maximum care for those living with and affected by HIV and AIDS.

OVC are at the centre of WV’s HIV response. This is because OVC are often left out of HIV/AIDS programme initiatives. Since children are the core of African communities, caring for children becomes a powerful tool for initiating broader HIV/AIDS responses in African communities.

The overall benefits of this approach is that firstly, it builds on local structures and strengths, secondly, community led care is affordable, thirdly, many children can be reached, fourthly, the community owns the care process, fifthly, it is sustainable and adaptable, and lastly it enables children to benefit from existing community and family structure. In addition, it also enhances community collaboration resulting in tangible and measurable results and meaningful impacts in the lives of vulnerable children and their families. According to World Vision – Zambia, this programme is developmentally sound and can be replicated widely.

## **4 Group work on specific issues**

### **4.1 Context**

In this first group activity individuals were divided into six groups based on the issues arising from the initial country reports. The issues covered in these six groups were: selection process, training/support, incentives, role of community, role of government, and up-scaling. Individuals were divided according to the activity they were most interested in and spent 3-4 hours discussing important aspects of each issue and recommended future actions.

The tables below show the product from groups feedback. Each group spend 10 minutes reporting back on elements of good practice that the workshop can take forward and apply nationally.

<b>Group 1: Selection</b>					
<b>Aspects of this theme</b>	<b>What works well</b>	<b>What doesn't work well</b>	<b>Recommendations (with example of good practice)</b>	<b>New work needed</b>	<b>Changes needed to policy/legislation</b>
Selection done by FA	<ul style="list-style-type: none"> <li>Depends on the interests of the organisation and the individuals</li> <li>Should arise from community needs, FA guiding the process (implementation based on what FA is set out to do)</li> </ul>	FA selecting CBW raises expectations and will result in lack of support from the community as they do not own the process	There must be clear clarification of roles, responsibilities and expectations to avoid conflicts. Also issue of gender inclusion should be clearly articulated	<ul style="list-style-type: none"> <li>Selection from religious based structures</li> <li>Issue of contracts between CBW and FA – how do we do this without raising labour legislation issues and exit strategies for individuals who may want to move on?</li> </ul>	General framework to guide the selection of CBWs
Communities identify and select CBWs	<ul style="list-style-type: none"> <li>Responsibility - ensuring CBWs integrated into community structures for support</li> <li>Accountability to community</li> <li>Ownership of the process</li> <li>Sustainability of the system</li> </ul>	<ul style="list-style-type: none"> <li>Drop outs due to lack of interest or better opportunities elsewhere</li> <li>When hidden interests are not fulfilled, CBW does not fulfil role expected</li> <li>Lack of support from the community</li> </ul>	<ul style="list-style-type: none"> <li>There is a need to clarify the expectations of both the FA and the CBW</li> <li>There must be clear clarification of roles, responsibilities and expectations of both the FA, CBW and the community to avoid conflicts</li> <li>There is a need for continuous support from the community</li> <li>Capacity building of the community</li> </ul>		
Volunteers	<ul style="list-style-type: none"> <li>Commitment</li> <li>Participation becomes high</li> <li>Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Resistance to change</li> <li>Stubbornness/possessiveness</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing the capacity of volunteers</li> <li>Clarifying the roles and responsibilities</li> </ul>		
Selection from existing structures where there is commitment (e.g. FBOs, wives of prominent leaders, etc)					

<b>Group 2: Training, Support and Supervision</b>					
<b>Aspects of this theme</b>	<b>What works well</b>	<b>What doesn't work well</b>	<b>Recommendations (with example of good practice)</b>	<b>New work needed</b>	<b>Changes needed to policy/legislation</b>
Standards for training (SETAs in SA)	Mentoring of learners	CAHWs reporting needs to be standardized and enforced	Networking by CBWs	2015 MDGs and the sustainability of organisations, FA, programmes and governments i.t.o. funding	Recognition of prior learning for countries not having it currently
Quality accredited training	M&E of CBWs according to training, code of practice, role, job descriptions	Inconsistent training standards in all nations	Systematic approach across individual nations regarding education standards	Advocacy for integration of indigenous knowledge and proven best practice systems	
Selection criteria to speak to training outcomes – specific to the interest group	Ongoing training	Short trainings without follow-up	Build sustainability and long term capacity of FAs	Partnerships between FA or NGO and government or donors	
<ul style="list-style-type: none"> <li>• Professional supervision</li> <li>• Training/ learning</li> <li>• Debriefing</li> <li>• Care for the carer</li> <li>• Report submission</li> <li>• M+E</li> <li>• Information transfer</li> <li>• Peer support</li> <li>• Networking and exchange</li> </ul>	Theoretical and practical training (experiential learning)		Initial training is sector specific	Functional adult literacy across all nations to strengthen training	
Practical support or tools for the job e.g. gloves, prophylaxis, stationary, travel assistance			Training modular – theory and practice	Upscaling through capacity building of FA, community, governments and donors	
Training & support for			Opportunities for networking		

<b>Group 2: Training, Support and Supervision</b>					
<b>Aspects of this theme</b>	<b>What works well</b>	<b>What doesn't work well</b>	<b>Recommendations (with example of good practice)</b>	<b>New work needed</b>	<b>Changes needed to policy/legislation</b>
community members to effectively own & support process			and exchange		
Governance & accountability issues at community level – to limit fraud and mismanagement			<ul style="list-style-type: none"> <li>• Community capacity building to get appropriate &amp; unbiased ownership &amp; support</li> <li>• Separation between governance &amp; leadership issues</li> <li>• Life skills, self development and health and safety capacity building for CBW across countries</li> </ul>		

<b>Group 3: Incentives</b>					
<b>Aspects</b>	<b>What works well</b>	<b>What doesn't work</b>	<b>Recommendations (with example of good practice)</b>	<b>New work needed</b>	<b>Any changes for policy/regulation</b>
Stipends	<ul style="list-style-type: none"> <li>• In SA there are standard requirements for CBHWs e.g. report per month and the stipend fills the service gap</li> <li>• Works well when tagged to specific output</li> <li>• Good for monitoring of services CBW provide</li> <li>• Personal motivation</li> <li>• Links the CBW with the institution therefore good for accountability</li> <li>• Allows for gaps to be</li> </ul>	<ul style="list-style-type: none"> <li>• Has created chaos in Lesotho before implementation – who should receive the stipend? CHWs or CBWs in HIV/AIDS</li> <li>• In Uganda it will be the driving force for people to be involved if introduced</li> <li>• It doesn't work well with money</li> <li>• Misinterpreted as salary by CBWs and danger that they want more</li> </ul>	<ul style="list-style-type: none"> <li>• Should only be introduced where it is sustainable</li> <li>• There is a need for Government policy &amp; regulation on stipends for it to work well and to ensure equity, universal coverage etc</li> <li>• Need for a clear agreement between the FA and the CBW e.g. for 6 months then review</li> </ul>	<ul style="list-style-type: none"> <li>• Policy established</li> <li>• M&amp;E system for its implementation</li> <li>• Documentation of best practices around the use of stipends</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure its standardised if implemented across each country</li> </ul>

Group 3: Incentives					
Aspects	What works well	What doesn't work	Recommendations (with example of good practice)	New work needed	Any changes for policy/regulation
	covered in a situation of brain drain for professional staff	<ul style="list-style-type: none"> <li>• A problem if there is no sustainable fund</li> <li>• Kills the spirit of voluntarism</li> <li>• Inhibits continuity and selection of the right people</li> </ul>			
Fees for service	<ul style="list-style-type: none"> <li>• Specifying the percentage share for the CBW e.g. Lesotho, Kenya - CAHWs</li> <li>• It's transparent as the FA lays down the standards</li> <li>• Boosts morale and CBWs get income and community respect</li> <li>• Good for monitoring services</li> <li>• Supports better access/linkages to the services</li> <li>• If its coming from the service recipient</li> <li>• Creates value around service</li> <li>• In Kenya a percentage of the user fee goes to the CBW once they perform a task and it motivates them</li> <li>• TBAs in Uganda are being sustained in service due to this fee</li> </ul>	<ul style="list-style-type: none"> <li>• CBWs cannot set their percentage share of the fees</li> <li>• Communities may get reluctant to reach service/facility</li> <li>• Potential risk for corruption &amp; substandard service</li> <li>• Risk for manipulation of statistics</li> <li>• Risk of use or under-dose, adulteration, expired drugs etc..</li> <li>• In Lesotho it has caused conflict due to HIV/AIDS services that are free therefore communities are not willing to pay a fee.</li> </ul>	<ul style="list-style-type: none"> <li>• There is need for effective supervision and monitoring for it to work well</li> <li>• Must be administered across all sectors once introduced</li> <li>• Differs from country to country</li> <li>• Need an assessment system for those who cannot afford</li> </ul>	<ul style="list-style-type: none"> <li>• Document best practice</li> <li>• Explore current ways of administering fees for services</li> <li>• Document and share</li> <li>• Review current policies around fees</li> </ul>	<ul style="list-style-type: none"> <li>• To have a policy catering for those who cannot afford</li> <li>• Need an assessment</li> </ul>
Training	<ul style="list-style-type: none"> <li>• Recognised in Uganda as</li> </ul>	<ul style="list-style-type: none"> <li>• Need recognized training</li> </ul>	<ul style="list-style-type: none"> <li>• Refreshing training</li> </ul>	<ul style="list-style-type: none"> <li>• Specialized training</li> </ul>	<ul style="list-style-type: none"> <li>• Policies must</li> </ul>

<b>Group 3: Incentives</b>					
<b>Aspects</b>	<b>What works well</b>	<b>What doesn't work</b>	<b>Recommendations (with example of good practice)</b>	<b>New work needed</b>	<b>Any changes for policy/regulation</b>
	<ul style="list-style-type: none"> <li>a key incentive</li> <li>Demonstrations (tests) appreciated as they are relevant to own agriculture</li> <li>Experiential learning</li> <li>Improves existing services</li> <li>Training leads to confidence in CBW services</li> </ul>	<ul style="list-style-type: none"> <li>programs</li> <li>Lack of supervision</li> <li>Inconsistent and transparent training programmes</li> </ul>	<ul style="list-style-type: none"> <li>Must have supervision</li> <li>Standardized training and materials</li> <li>Technical auditing</li> <li>Expectation must be consistent</li> </ul>	<ul style="list-style-type: none"> <li>(i.e. fundraising)</li> <li>Training needs assessment</li> <li>Must be trained to train others</li> <li>Ongoing</li> <li>Linked to relevant organizations</li> </ul>	<ul style="list-style-type: none"> <li>support training programs</li> <li>Subsidised training for CBW</li> </ul>
Career pathing	<ul style="list-style-type: none"> <li>Recognition</li> <li>Work experience</li> <li>Improves job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>If there are no job opportunities post internship</li> <li>Take experience and leave community</li> <li>Expect FA will provide job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Should be integrated into existing CBW programme</li> <li>Transparency</li> </ul>	<ul style="list-style-type: none"> <li>Supporting CBW post internship</li> <li>Learning from existing programmes</li> </ul>	

<b>Group 4: Role of Community</b>					
<b>Aspects</b>	<b>What works well</b>	<b>What doesn't work</b>	<b>Recommendations</b>	<b>New work needed</b>	<b>Changes needed to policy/legislation</b>
Selection	<ul style="list-style-type: none"> <li>Establishment of village committees, so that all villages are represented</li> <li>Department of Health in SA has a database which is updated quarterly to keep track of CBWs</li> </ul>	<ul style="list-style-type: none"> <li>Nepotism, selecting CBWs based on favouritism</li> <li>When FA agent selects CBW that does not work well</li> <li>Illiteracy levels and rural disadvantage</li> </ul>	<ul style="list-style-type: none"> <li>Emphasise that community MUST select their own person to extract community issues</li> <li>Selection criteria must be established by community to guide selection process</li> </ul>	<ul style="list-style-type: none"> <li>Involve other sectors (FBOs, etc) in selection of CBWs so not only based on community leader decision</li> <li>Database on CBWs continuously updated</li> </ul>	<ul style="list-style-type: none"> <li>Policy with clear roles of CBWs within community, to avoid overburden or asked to take on additional roles</li> </ul>
Supervision	<ul style="list-style-type: none"> <li>Performing in-field supervision, following new trainees</li> </ul>	<ul style="list-style-type: none"> <li>When FAs do not provide support to allow for supervision</li> </ul>	<ul style="list-style-type: none"> <li>Community should supervise and support CBWs</li> </ul>	<ul style="list-style-type: none"> <li>Look into joint supervision by communities,</li> </ul>	<ul style="list-style-type: none"> <li>Policy setting guidelines for how supervision should</li> </ul>

<b>Group 4: Role of Community</b>					
<b>Aspects</b>	<b>What works well</b>	<b>What doesn't work</b>	<b>Recommendations</b>	<b>New work needed</b>	<b>Changes needed to policy/legislation</b>
	<ul style="list-style-type: none"> <li>In Uganda NR Buntunmula pilot - Sub-County chairman very involved, able to adequately supervise and advocate needs of CBWs</li> </ul>	<ul style="list-style-type: none"> <li>Supervision influenced by nepotism as well</li> <li>No clear exit for CBWs when not performing</li> </ul>	<ul style="list-style-type: none"> <li>Create supervision committee involving all key stakeholders</li> <li>Person supervising should be aware of activities being performed</li> </ul>	government, and FA	be implemented and what it should include
Accountability of CBW to community	<ul style="list-style-type: none"> <li>Examples of regular and regional reporting</li> <li>CBWs keeping track of each other, accountability within the group</li> </ul>	<ul style="list-style-type: none"> <li>Lack of reporting and documentation</li> <li>Stigma around CBWs impedes regular reporting</li> </ul>	<ul style="list-style-type: none"> <li>Set up community structures around key performance indicators</li> <li>Regional or zonal leader for CBWs to report and coordinate</li> </ul>	<ul style="list-style-type: none"> <li>Examine reasons why CBWs do not report (illiteracy, lack of transport, etc)</li> <li>Report writing classes to assist CBWs with better report writing</li> </ul>	
Relationship between community and FA	<ul style="list-style-type: none"> <li>Involvement and commitment of communities which allows CBW projects to work well</li> <li>Organisation of meetings between all participants, keeping up community participation</li> </ul>	<ul style="list-style-type: none"> <li>Roles for FA and community not well defined</li> <li>FA have imposed agendas</li> <li>FA makes decisions without community</li> <li>Low sustainability when FA leaves</li> <li>Dependency</li> </ul>	<ul style="list-style-type: none"> <li>Clarification of role of community, CBWs, and FA</li> <li>Need clear transfer strategy for when FA exits</li> <li>Communities must feel ownership of project</li> <li>Creation of joint management structure with all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>More research into FA that work well-a better profile of successful FAs</li> <li>More research into how communities can be involved in implementation</li> </ul>	
Integration of CBW system in local planning	<ul style="list-style-type: none"> <li>Model is being accepted in communities and replicated by others</li> <li>CBWs are being used to develop community development plans which encompass many stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>CBWs not considered in local budgets</li> <li>CBWs are not involved in planning</li> <li>When FA is imposing ideas and dictating plans, does not allow CBW view to be integrated</li> </ul>	<ul style="list-style-type: none"> <li>Participatory planning process involving all communities members, and FAs</li> <li>FAs and/ or govt support CBWs with facilities and tools</li> <li>Integration with existing service delivery</li> </ul>	<ul style="list-style-type: none"> <li>CBW work evaluated by all stakeholders for planning</li> </ul>	<ul style="list-style-type: none"> <li>CBW systems and CBW interests need to be better lobbied for in government.</li> </ul>
Empowerment of communities to	<ul style="list-style-type: none"> <li>CBWs mobilising communities to empower,</li> </ul>	<ul style="list-style-type: none"> <li>FAs are not allowing communities to own the</li> </ul>	<ul style="list-style-type: none"> <li>Educating and training of all community members</li> </ul>	<ul style="list-style-type: none"> <li>More work stigma issues</li> </ul>	<ul style="list-style-type: none"> <li>CBWs have access to</li> </ul>

<b>Group 4: Role of Community</b>					
<b>Aspects</b>	<b>What works well</b>	<b>What doesn't work</b>	<b>Recommendations</b>	<b>New work needed</b>	<b>Changes needed to policy/legislation</b>
manage the system	addressing illiteracy, gender issues • CBWs teaching communities income generating activities (bee-keeping, crafts)	process • Donor dependency • When communities get involved, but then government changes, communities left with empty promises	• CBWs need to pass their skills on and communities must be receptive to taking on those skills	• Individual rights vs. collective rights (in issues of TB, communicable diseases)	confidential information • Make communities better aware of existing policies to access and use

<b>Group 5: Role of Government</b>					
<b>Aspects</b>	<b>What works well</b>	<b>What doesn't work</b>	<b>Recommendations</b>	<b>New work needed</b>	<b>Changes needed to policy/legislation</b>
Funding the System	Government to coordinate all funding mechanisms	When Government sets its agenda without consultation with the Stakeholders	Government led consultations with all key stakeholders at all levels (macro, meso, micro)	• Functional decentralisation system • Participatory planning processes • Structured Feedback between Gov't , FA and communities	• Defined decentralization system – strong community driven process • Empowerment of civil society (checks & balance) • Effective Monitoring & Systems for delivery public services
	Country specific models	Borrowing concepts/models from countries with disregard to economic levels e.g. SA case – std payment of stipends to CBWs	• User fee models can be adopted for Natural Resource projects whereas it may not work for the social sector • Government to inject capital to kick start processes and ensure an exit strategy is built in	• Development of Generic CBW guidelines • Contextualize CBW guidelines to specific country context	• Integration of the CBW frameworks into country economic recovery strategy e.g. Poverty Reduction Strategies, MDGs, Medium Term Expenditure Frameworks

<b>Group 5: Role of Government</b>					
<b>Aspects</b>	<b>What works well</b>	<b>What doesn't work</b>	<b>Recommendations</b>	<b>New work needed</b>	<b>Changes needed to policy/legislation</b>
Standards	Government to lead the process of setting standards in consultation with key stakeholders	Inadequate resources for implementation of the national standards	Develop coordination frameworks outlining the roles of different sectors		Policy to enforce Licensing, Registration, Commissioning and Accreditation
	For HIV and AIDS programmes - Three ones principle: one coordinating authority, one action framework, one M&E system		Effective advocacy on the role of M&E systems		
Training	<ul style="list-style-type: none"> <li>Standardisation of tools (curricula, professions etc) in line with set policies; manuals, protocols etc</li> <li>Accreditation of training institutions</li> </ul>	Training not based on needs assessment	<ul style="list-style-type: none"> <li>Evaluation of impact from trainings and institutionalization of the lessons learned</li> <li>Sharing of best practices between countries</li> <li>Establish Accreditation bodies</li> </ul>		
Government acting as the FA	When Government has an oversight role of the programme under the FA	Where the FA contradicts Government policy	<ul style="list-style-type: none"> <li>Mainstreaming of CBW activities into the local government structures</li> <li>Promotion of involvement of community structures in decision making e.g. hospital boards</li> </ul>		
Coordination of NGOs	When Government is responsible for coordination of NGOs through relevant sectors/ ministries/agencies	When policies are restrictive and not responsive to change	To promote linkages between different sectors through Poverty Reduction Strategies	<ul style="list-style-type: none"> <li>Ensuring effective partnership</li> <li>More efficient coordination</li> <li>Financial support and monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Advocacy and public information on existing policies</li> <li>Policy formulation in countries where policy is non-existence</li> </ul>

<b>Group 6: Upscaling</b>					
<b>Aspects</b>	<b>What works well</b>	<b>What doesn't work</b>	<b>Recommendations</b>	<b>New work needed</b>	<b>Changes needed to policy/legislation</b>
Approach	Community Driven	Government/FA driven	Increasing participatory approach		Policy to support active participation
Training	<ul style="list-style-type: none"> <li>Well-defined training process</li> <li>Ongoing training</li> </ul>	CBWs not capacitated in their positions	<ul style="list-style-type: none"> <li>Capacity building programmes</li> <li>Mentoring between CBW and FA</li> </ul>		
Funding	Sustainability	Overly controlled by government or FA	<ul style="list-style-type: none"> <li>Need to incorporate recipients</li> <li>Funding around community needs</li> </ul>	Possible sources of funding for loans, cash transfers, outside investors	Funding policies surrounding CBW systems
Marketing	Communities aware of CBWs	Understanding of CBWs is haphazard	<ul style="list-style-type: none"> <li>Resource mobilisation for marketing</li> <li>Strengthening partnerships</li> <li>Standardisation</li> </ul>		Develop supportive legislation
Role of FA	FA involvement is standardised	FA enter and exit at will	<ul style="list-style-type: none"> <li>Network FA partnerships and linkages</li> <li>Form new alliances</li> </ul>		Policies and legislation guiding the role of the FA

## 4.2 Best practice emerging from country reports

Following the presentations from partner countries, the two other partners present (World Vision and Ngei1), and the 6 focus groups report backs, Ian presented what he felt were the resounding themes emerging from these and that can begin to form the way forward and best practice. Broadly he commented that the most professional CBW system would come from the combination of all best practice examples focused on a model of mass services provision. Ian also commented that in order for best practice in CBW systems to emerge the issue of volunteerism vs. stipends would have to be addressed.

More specifically, Ian touched on issues of upscaling including the necessity for a system driven by a community approach with the government acting primarily as a duty bearer. Supplementing this is the expanded role of facilitating agents in strengthening community structures and helping to develop a mainstreaming of funding. Ian emphasized the 3 C's as CBWs move towards expansion-coordination, collaboration, and cooperation.

Guiding any upscaling attempts is a refined and well-defined focus. Ian suggested that CBW systems must determine if they intend to be specialist or generalist and indicated that a specialist approach would ensure that CBWs add value and have significant skills. Additionally, while CBWs may engage in specific issues, the system must consider expanding their range of services and avoid focusing on only HIV/AIDs as this often brings issues of stigma. Finally, clarifications must be made on the relationship between personal goods and public goods, and under what conditions priority should be given to either.

In considering the role of the community and FAs, Ian pointed out the recurring issue of power balances. In order for power to be equally distributed between FAs and the community, there must be clear partnerships where roles are defined at the onset and agreements reached with regard to ownership. Additionally, to ensure long-term sustainability of CBW systems, in the face of FAs which will eventually retreat, focus must be given to empowering communities and involving them in the development and planning processes.

This partnership between FAs and communities should extend into the selection process, where both stakeholders identify their needs and interests and work towards the selection of CBWs/creation of a CBW system that is mutually beneficial. Through selection, roles responsibilities and rights can be established with CBWs and systems of accountability presented.

Once selection of CBWs is established there must be ongoing cost-effective training and support. This training should be standardized but within in-country set-up and might consider utilising partnerships with governments or FAs for implementation. Additional elements of support to be considered include mentoring, strengthening the capacity of CBOs in management, and referral networks for community issues that may arise which are beyond the scope of CBW expertise. Also supporting CBWs and ensuring accountability is a system of supervision. Ian suggested that regular in-field supervision should be a part of all CBW programmes, and that reporting was crucial to the future of CBW systems as it allows for learning across systems and lends professional credibility to the organisations.

While supervision is integral to accountability, supervisors cannot oversee every aspect and action of CBWs and the services they provide. In order to extend accountability beyond the realm of the supervisor, communities must be empowered to hold CBWs accountable for the services they provide, as well being accountable to each other.

Ian also broached the somewhat contentious issue of incentives, suggesting there is a need for awareness that countries may be different in their implementation and that stipends may be fine in areas where they can be sustained, but may not work for all. It was also suggested that the concept of incentives allocated to CBW workers should expand beyond a strict monetary definition to include the recognition and status CBW workers receive for their work and the training and skills they acquire. Ian also suggested that amongst countries unable to provide stipends, incentives could be rendered in the form of preferential access to services, such as ARVs, grants, or clinics.

Finally, Ian talked about CBWs in relation to systems and aspects of government. It was suggested that emerging best practices include a focus on integrating CBW systems into local planning and the possibility of integration supervision with local government structures. While Ian cautioned that the primary role of government was one of a duty bearer, government might also be considered as a financing system, means for standardization and accreditation, and source of information/skills for implementing monitoring and evaluation systems.

Another aspect of governmental integration is the inclusion of CBW issues in government policy. It was suggested that governments should recognise the key role that NGOs and private sector organisations provide in terms of experience and knowledge. Government should also consider policies to finance CBWs as a part of sectoral budgets and to invest in community capacity building for long-term sustainability. Finally, the creation of a national network on CBW systems, to interact with government and guide such policies may play an important role in sustaining best practice. Specific policies to be considered include:

- Guidelines for selection process/criteria;
- Brokering system for volunteers;
- Model agreements for CBWs with roles, rights, and responsibilities;
- National standards for training;
- National policies regarding stipends;
- Building in the possibility of fee for services;
- Policy considering the role of NGOs and their level of autonomy;
- Preferential access for CBWs to services such as ARVs/VCT;
- Standardised M&E and supervision systems.

### 4.3 Opportunities for taking forward the CBW model

Participants then broke into country groups and brainstormed on current opportunities that exist in-country and across countries for up-scaling and mainstreaming CBW systems.

The table below gives the product from countries. Opportunities across countries were also brainstormed. The ones marked in yellow are current opportunities that can be utilised.

<b>Across partner countries</b>		
National training for HBC	Resource mobilisation for CBWs	Professionals wanting to give back as volunteers
Linking CBW with IGAs	Use of retrenched from government (eg in Lesotho)	Govt systems promote community participation
Documentation of best practice for sharing/learning	Use of retired professionals e.g. nurses	Use existing steering committees to take forward
Coordinating bodies for CBW	EA Treaty – BMUs Guidelines – opportunity to include CBWs	Guidelines being funded by DFID
Standard format for documenting experiences	University graduates often don't have jobs and can be volunteers	Development of country specific Guidelines
DFID Governance and Transparency Fund		Global Fund - round 7 closing 4 July – country based
<b>South Africa</b>		
Political commitment now	DSD developing a policy on community development	Learning sites on community-driven development
National training for HBC	Use lessons learnt on CDD eg in Lesotho, Uganda	Learnership programmes
Standards for HBC services from COHSASA/HPCA	Political support for voluntarism	
<b>Lesotho</b>		
Political commitment now- 1st Lady's office wants design of national programme	Use new local government structures and strengthen links	Learning sites on community-driven development
National training for HBC	GTZ supporting community action plans	
<b>Uganda</b>		
National training for HBC	CBW system in agric extension needs to be documented	Land care with NAADS
Programmes for population development (funding)	LGDP Phase 3 – CDD is basis	DANIDA has a call for proposals to support CSOs for Kenya & Uganda through a Danish NGO
Devt Committees at each LC level – assoc of CBWs could be represented on these, as well as FAs		
<b>Kenya</b>		
National training for HBC	Involve CBWs in management of constituency development funds (also use CDF for funding)	Evaluation framework for Japanese or other international volunteers
Standards for HBC services	Push to involve community in govt of education institutions (training and vocational training)	Re-emergence of serious animal diseases in marginalized areas – so need to retrain service providers
Agric Sector Coordination Unit looking at policies re agriculture	DANIDA has a call for proposals to support CSOs including Kenya and Uganda through a Danish NGO (decent, govt finance)	

## 4.4 CBW project extension - developing guidelines for up-scaling the CBW system

### 4.4.1 Context

Patrick led a brief session to inform partner countries that DFID UK has extended the project duration for another 6 months. The extension too is linked to additional funding to enable us to develop and produce of guidelines. These will be shared at a regional workshop in early September 2007. The purpose is that 'policy makers and practitioners in Southern and Eastern Africa to be aware of the potential impact as well as best practice in the use of community-based worker approaches'.

### 4.4.2 Outputs

- Guidelines of best practice documented and printed
- Regional workshop held for policy-makers and practitioners to understand the findings and their implications

### 4.4.3 Activities

- Develop, edit, design and layout of 'good practice' guidelines
- Steering groups maintain momentum and reflection in country
- 3-day regional workshops to disseminate and debate – (40 participants) and use as a forum to launch the guidelines/manual and widely disseminate the idea, - targeting policy makers across the Southern and Eastern Africa region and/or wider.
- Develop newsletter and website
- Update video and disseminate

### 4.4.5 Timescale

- The current 4 country project should have ended on 31 March 2007. With the approval to develop and produce the guidelines – DFID has extended the project to 31 Sept 2007.
- Production of guidelines should commence immediately after this 4-country workshop, initially to produce the guidelines, and then to hold the regional workshop. The duration of this would be 6 months, to 30 September 2007, with the regional workshop held in early September 2007.

### 4.4.6 Budget

	SA	Leso	Ugand	Kenya	Flight (No)	Car Hir (d)	Accom (night)
<b>2. Common framework developed, with good practice</b>							
2.3 Develop, edit, design and layout of 'good practice' guidelines	10	10	10	10	10	15	35
2.4 Four-country & Regional workshops					30	50	160
<b>3. Pilots designed and implemented</b>							
3.2 Steering groups feedback learning in-country	10	10	10	10			

## 5 Way Forward & developing country specific plans

### 5.1 Context

Using the opportunities generated in the previous sessions, countries interrogated these further to check which are relevant for their country. They also discussed the potential role for the Steering Committee or another group to take forward CBW in-country beyond the project extension in September 2007. Then they brainstormed activities needed to take forward these ideas and organise. These were logically organised into a plan of action/Gantt chart. A 2-month work plan was produced from these with the relevant people to oversee the implementation assigned. These plans would assist countries to work towards improving the role of the National Steering Committees, expanding existing CBW projects, i.e. upscaling the systems in-country, and also developing CBW guidelines for sharing at the regional workshop in September. The tables below provide the plans for each country.

A separate group, with representatives from each partner country convened to look at a way forward beyond the workshop. They also developed criteria for hosting the regional workshop and who should participate. The product of this work is provided in section 6 - way forward.

### 5.2 South Africa<sup>1</sup>

Activity	Action	Undertaken by...	Completed by (2007)
Finalize SA country report	Circulate 4-C W/S Report	Khanya–aicdd	May 31
	Distribute draft SA report inc SCM	Khanya–aicdd	April 30
Finalise 4 Country Reports	Finalise 4 country synthesis report	Khanya–aicdd	June 30
	Other reports from other countries available for reference	Khanya–aicdd	April 30
Steering Committee	Confirm with Sadi Luka about chairing of Steering Committee	Mpontseng/lan	June 8
	Bring the identified stakeholders on board •Public Works •Dplg •dpsa	Khanya–aicdd, Mvula Trust, and DSD Frank Monene	May 4
Building broader interest	Discuss importance of work with Presidency	Ike Tshitlho	8 June
	Discuss importance of work with provincial network	Ike/Patrick	8 June
	Contact SAPs – relevance of CBWs for Reservists	Monene	15 June
	Make contacts on ECD – Alani provide contacts at UNICEF, Frank to follow up with DoE	Alani Frank	8 June
	Discuss wider implications of urban rangers with Environmental Affairs, also with DEAT	lan	8 June
	Consider paper at conference by PW on Employment creation	Patrick to discuss with Rashnee	
	Presentations to the provincial interdepartmental forums and clusters	Khanya, DSD	June/July

<sup>1</sup> The SA NSC has since met and revised the plan as shown above.

Activity	Action	Undertaken by...	Completed by (2007)
	Arrange for presentation to ISRDP/URP interdepartment task team	Mpontseng	July
	Introduce the CBW concept to new unit for NPOs in FSDoH	Puseletso to inform Patrick	July
		Mpontseng/Monene	29 May
	African Palliative Care – conference in Nairobi Sept 19-21 eg on utilization of CBWs – abstracts by end of 31 May (do paper after guidelines)	Patrick/Alani	31 May Conf Sept
	Monitor report by HST on additional areas for Social EPWP to widen use of CBWs and when may be relevant to be involved	Frank	Ongoing
	Develop the standard format for documenting CBW experiences – make it available in the web-site. Consider database of initiatives	Rahel/Khanya	Discuss 25th
Linkage to policy	Possible workshop for decision-makers post regional workshop	DOH Involve Khanya-aicdd (Vincent re lobbying policy makers)	Oct+
	Circulate report of the Community Development Policy workshop	Mpontseng	30 June
	Pursue CBWs in discussions with DSD	Khanya/DSD	July
	Oupa leading on getting common approach around community development (Frank EPWP to follow up)	Frank	8 June
	Regulatory Framework – needs local consultation and buy-in. Involve Lorna Scheppers so part of Guidelines	Patrick	31 May
Guidelines	Develop guidelines for implementing CBW models including generic scope of practice and M&E	Specific people led by Patrick	July
	Finalise individuals to assist in writing guidelines – i.e. CHOICE, HPSA, Mvula trust, HST	Khanya–aicdd and partners	End of May
Regional Workshop	Do initial concept and circulate	Patrick	8 June
	Finalise who attends	Patrick+SC	15 June
	Conduct the regional workshop	Khanya–aicdd and partners	3-5 Sept
Widening implementation	Consider accessing funds from the Global Fund	WVSA and CHOICE (Monene to follow up)	End of June
	Write proposals to implement recommendations from pilots	WVSA and CHOICE	End of June
	Consider use of CBW in learning sites pilot	Khanya/DSD	July
	Use pilots to draw/involve other Department's and stakeholders	Khanya, DoSD	June/July
Minutes out	Circulate	Monene	25 <sup>th</sup> May
<b>Next Steering Committee</b>		<b>All</b>	<b>Week of 16<sup>th</sup> or 23<sup>rd</sup> July (not Mondays/Fridays)</b>

### 5.3 Lesotho<sup>2</sup>

Activity	Action	Undertaken by...	Completed by (2007)
Update on CBW Programme	Provide workshop feedback to National Steering Committee	OFL and NAC	April
	Hold post symposium feedback sessions for the development partners	Steering Committee	May
	Finalize the country report for peer evaluation to DFID for submission	Khanya – Lesotho	End of April
	Identify policy level participation for the Regional Workshop	Khanya – Lesotho	April
Strengthening CBW leadership	Develop clear TOR: objectives, activities, reporting arrangements, etc.	Steering Committee	April
	Review the Steering Committee membership	Steering Committee	May
	Hold meeting between Steering Committee and MOLG	OFL and Chairperson	May
	Identify relevant home for CBW model	Steering Committee	N/A
Develop Lesotho CBW model	Identify country technical representatives to participate in developing generic outline of CBW guidelines	Steering Committee	April
	Develop CBW guidelines	4 countries	9-13 July
	Participate in workshops at policy level	Steering Committee	July
	Constitute technical working group to build CBW design, which will be reviewed by Steering Committee	Steering Committee	May
	Identify current FAs	TWG	June
	Develop country specific CBW model	TWG	July – August
	Present model to Steering Committee	TWG	August
Advocacy of CBW model	Selling model to key policy makers	Steering Committee	Sept '07 – Mar '08
	Presentation of CBW model to Minister	Steering Committee	September
	Development of CBW cabinet paper	Steering Committee	September
	Present paper to cabinet	Minister	October
	Integrate CBW model into government budgeting process	Key Ministers	Sept, Oct and Nov
	Sell model to development community for potential financing	Steering Committee	October
	Review budget to integrate pledged development budget	TWG	N/A
Implementation	Continued community dialogue		Jan - ??? 2008

<sup>2</sup> Note the additions of developing guidelines and actions on the regional workshop too

## 5.4 Kenya<sup>3</sup>

Activity	Action	Undertaken by...	Completed by (2007)
Reports	New Secretariat	Kicoshep	Current
	Evaluation Report	Stephen	April 20
	Complete Final Country Report	Joyce & Stephen	April 26
Meetings	Monthly Meeting	N/A	April 26
	Country Planning Session	John	April 26
CBW Guidelines	Development of concepts related to plan	Steve, Joyce and John	April 26
	Develop Country Guideline	Joyce	
	Finalise individuals to assist in writing guidelines – in Animal Health	Joyce & ?	Mid June
	Develop guidelines for implementing CBW models including generic scope of practice and M&E	Specific people led by Patrick	9-13 July
Regional Workshop	Do initial concept and circulate	Patrick	8 June
	Identify venue and get quotes	Stephen and Joyce	31 July
	Finalise who attends (policy makers and practitioners) from Kenya	NSC	15 June
	Conduct the regional workshop	Khanya–aicdd and partners	3-5 Sept

## 5.5 Uganda<sup>4</sup>

Activity	Action	Undertaken by...	Completed by (2007)
Review Reports	Review draft CBW guidelines in preparation for development workshop	Steering Committee	April – May
Meetings	Review steering committee composition – include agencies who participated in 4-country workshop	Steering Committee	April
	Steering Committee meeting – review checklist for stakeholders in hope of their participation in future meetings	Steering Committee	May
	Review CBW project management at local level	Steering Committee	N/A
	Review roles of key stakeholders	Steering Committee	N/A
	Stakeholders meeting to discuss the proposal and agree on activities for the next year	Steering Committee	N/A
Documentation	Document best practices from natural resource management sector	Steering Committee	May – Dec
	Document best practice at learning sites	Steering Committee	May – Dec
	Dissemination of findings	Steering Committee	May – Dec
Advocacy	Involve CBWs in parish development committees	Steering Committee	May – Dec
CBW Guidelines	Develop standard format for documentation	Steering Committee	May

<sup>3</sup> Note the additions of developing guidelines and actions on the regional workshop too

<sup>4</sup> Note the additions of developing guidelines and actions on the regional workshop too

Activity	Action	Undertaken by...	Completed by (2007)
	Finalise individuals to assist in writing guidelines – in Forestry and Agriculture	Steering Committee	Mid June
	Develop guidelines for implementing CBW models including generic scope of practice and M&E	Specific people led by Patrick	9-13 July
	Document best practices from agricultural sector	Steering Committee	Sept – Nov
Regional Workshop	Do initial concept and circulate	Patrick	8 June
	Finalise who attends (policy makers and practitioners) from Uganda	NSC	15 June
	Conduct the regional workshop	Khanya–aicdd and partners	3-5 Sept
Training	6 interns places within partner organizations on a bi-annual basis	Steering Committee	July – Aug

## 6 Way forward group

### 6.1 Developing Guidelines for up-scaling the CBW system

This is likely to be an initial 5 day meeting together, with considerable time on editing, finding additional good examples etc. The type of people needed are very practical and hands-on people who know the ins and outs of the system and how it works, how selection happens etc, and who can develop materials. A suitable person may well be a supervisor or trainer in CBW type programmes.

**Table 6.1 Possible representation**

Country	Possible people to bring
Lesotho	CHAL/CARE/MoH
SA	HST, Hospice (eg Alani)/CHOICE (Louise)/ World Vision other possibles DoH and DoA
Kenya	WASDA/FarmAfrica
Uganda	Grace/Dr Kyaka (NAADS)

### 6.2 Regional workshop - policy-makers and practitioners in Southern & Eastern Africa to understand the findings and their implications

#### 6.2.1 Objective

By the end of the workshop key policymakers and practitioners understand the CBW system and are committed to support implementation in their country.

#### 6.2.2 Logistics

The workshop is likely to be 3 days, 1 day field visit (with questions). For identifying a place (where to hold the workshop) criteria should be:

- Good examples to see on field visit (very important)
- Easy to organise visit/travel

- Strategic benefits from the links to that place (eg think of who “host” is)
- Value for money – but place policy makers will enjoy
- Accessible

SA and Lesotho it is difficult to see NR examples, so felt that E Africa better, and since we had had this meeting in Uganda, better to go to Kenya which has good animal health workers.

Suggested date for the workshop **3-5 September**.

### 6.2.3 Participants

8 participants from each partner country and possible up to 8 additional from other countries (market earlier for others to pay). 5 of the participants should be policy makers, with 3 from partner organisations.

**Table 6.2.3 Possible key participants from each country**

Uganda	Kenya	Lesotho	South Africa
Health – MoH, TASO, UAC	MoH – Director, NAC	DG MoH, NAC	DoH national – DG
Ag – Silim Nadi, MoA	NASCOP	MLG – Mrs Majara, DA	FS DG + EM Health
Gender and comm. Dev – Commissioner	DVS/MoA	MoAFS – PS, DFS	DSD – Sadi Luka
WB eg Willie Odwongo but pays way	MFP	MoFEP, CEO Private Sector	Limpopo DoA - Mannya

## 7 Evaluation of the CBW Learning Process

The closing Session was an interactive exercise facilitated by John Cornwall from Ngei 1 Youth Organisation. The session aimed to draw key learning from the 3 year action-learning project. Using different techniques John facilitated the first part of the session using long-term trends where people plotted major or key activities and events on a timeline as in the photograph below. The activities focused on the network, the country and individual organisations. Unfortunately there was not much information plotted in earlier parts of the project, indicating the newness of the majority of the participants at the workshop, a challenge identified in the next session.

The next part of the session, John asked participants to respond to a number of questions: What were the major highlights for you? What have been major challenges for you or your country in implementing the CBW project? What have been significant lessons learnt? And what recommendations do you have for the future. People wrote their responses in different colour cards and their responses are captured in the table on the next page.

People appreciated this form of reflection as they could see a picture emerging as well as the gaps eg the lack of owned CBW institutional memory by the many present. They were not there in the earlier parts of the project.

What have been key highlights for re CBW process?	Challenges experienced in implementing the CBW model	Lessons learned in implementing the CBW project over the years	Recommendations for the Future
<ul style="list-style-type: none"> <li>• Community involvement</li> <li>• Diversity of countries on implementation</li> <li>• Experiencing Uganda</li> <li>• Networking at country level still strong</li> <li>• Multi-level partnerships approach</li> <li>• Strengthen the CBWs</li> <li>• Closer relationships with CBW</li> <li>• Cross cultural diversity of knowledge, skills and experiences</li> <li>• Getting reports from the four countries</li> <li>• Developing the way-forward</li> <li>• Working together with different sectors</li> <li>• Networking between the four countries</li> <li>• The shift from approaches to a system</li> <li>• The four country networking and learn together</li> </ul>	<ul style="list-style-type: none"> <li>• Motivating and sustaining CBWs, especially if FAs leave</li> <li>• Non-harmonized activities</li> <li>• Lack of history in process (i.e. ¾ started this workshop, ¼ only involved 1 year and that organization has three managers involved)</li> <li>• Effective secretariat</li> <li>• Lack of continuity (inconsistent representation)</li> <li>• Finding a home for the process</li> <li>• Partnership challenges</li> <li>• Link the NR and health</li> <li>• Continuity and staff turnover</li> <li>• Loss of institutional memory</li> <li>• The process</li> <li>• Issues around organizations taking a long time in understanding</li> <li>• Country commitment</li> <li>• No frequent networking with the 4 countries</li> <li>• Getting government on board</li> <li>• Bringing the two provinces together (South Africa)</li> <li>• Inadequate resources to run project</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing and networking provides learning opportunities for countries</li> <li>• We can continue the network and continue learning from each other</li> <li>• There are gaps in CBW process for country</li> <li>• Focus on a specific area of operation</li> <li>• It is important to contextualize different nations (i.e. resources, skills, laws, etc.)</li> <li>• Integration with government, NGOs and private sector</li> <li>• How important political commitment is (i.e. the Lesotho case of political access and process vs. RSA bureaucracy)</li> <li>• Awareness on CBW models</li> <li>• We have learned best practices from the other countries</li> <li>• We have identified role of CBW as very important</li> <li>• The change of the mind-set of organizations in terms of structures</li> </ul>	<ul style="list-style-type: none"> <li>• M&amp;E studies for the four countries</li> <li>• Documentation</li> <li>• Emphasis on flexibility</li> <li>• Strengthen the role of steering committees</li> <li>• Country level ownership of the CBW programme</li> <li>• Mainstreaming CBWs into our programmes</li> <li>• Strengthen network between four countries and sharing of best practices</li> <li>• Identifying common lessons from four countries</li> <li>• CCC (3 Cs) of all community development agencies</li> <li>• CBW representation (i.e. workshops and steering committee)</li> <li>• Regular sharing of lessons</li> <li>• Country level harmonization meetings</li> <li>• Establish technical working groups for CBW</li> <li>• More documentation on CBW process</li> </ul>

## Annexes

## Annex 1 Programme

Time	Session	Resp
<b>DAY 1</b>		
08/09 April	Arrival of participants	
<b>DAY 2</b>		
<b>10 April</b>		
09 - 1630	Site Visits	Dr Francis Byekwaso, Christine Achieng & Peter Byansi
1830-1930	<b>Supper Registration</b>	<b>Chair – Monene Mamabolo</b>
1930 -2000	Opening Feedback on field visits	Dr F Byekwaso/ Ugandan dignitary
2000	Close	Ian
<b>DAY 3</b>		
<b>11 April</b>		
0830	Introduction	Stephen
0930-0940	Objectives and Programme	Patrick
0950 -	Sharing findings from final country reports	Chair/Ian
1020	<b>TEA BREAK</b>	
1050	Country 2	
1120	Country 3	
1150	Country 4	
1220	Discussions – in buzz groups on issues/lessons emerging from presentations	Patrick
1230	Plenary on issues	Presenters & scribes – Brad and Lauren
<b>1300</b>	<b>Lunch</b>	<b>Lesotho</b>
1400	Other presentations	John Cornwall World Vision
1500	Group work on issues (groups on recruitment, training/support and supervision, incentives, role of FA, linkages with community, linkages with government, coordination & accountability)	Patrick Mbulu
<b>1530</b>	<b>Tea</b>	
16.00	Group works continue	
<b>1830</b>	<b>Supper</b>	
2000	Day close/Facilitators meeting	Patrick
<b>DAY 4</b>		
<b>12 April</b>		
0900	Report backs from groups, including the group on way forward	Chair
1000	Opportunities (DFID) – brainstorm both in-country and across the 4 partners  Way forward across the project	Ian & Patrick
<b>1030</b>	<b>Tea</b>	
1100	Report Backs	
1230	Way forward in-country, mainstreaming and up-scaling (see group task)	

<b>Time</b>	<b>Session</b>	<b>Resp</b>
<b>1300</b>	<b>Lunch</b>	<b>South Africa</b>
1400	Way Forward continued in country groups	
1500	Report backs on what to take Forward (may include concepts per country)	
<b>1530</b>	<b>Tea break</b>	
1600 - 1730	Report backs continues	
1800	Sunset boat ride in Lake Victoria	
<b>1900</b>	<b>Celebratory meal</b>	
<b>Day 5 13 April</b>		
0900	Recap on the week long meeting	John Cornwall (interactive reflection)
0930	Presentation on Developing Guidelines (manual on how to implement a CBW system & Regional workshop –extension to Sept 2007)	Patrick
1000	How do we ensure these guidelines are produced on time and of good quality?	Ian
<b>10.45</b>	<b>Tea</b>	
1105	Report backs	
<b>1300</b>	<b>Lunch</b>	
Afternoon		

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### Annex 3 Summary of participants evaluation of the workshop training

Scoring: 0=very poor/not at all, 1=poor/a little, 2.5=satisfactory, 3=good, 4=very good, 5=excellent/completely

ISSUES/QUESTIONS	Ave	%
What is your overall assessment of the 4 County CBW Meeting?	4.4	89%
<b>Overall did we reach/ obtain our objectives:</b>		
• Shared key findings from the updated country reports	4.2	84%
• Identified lessons learnt from the last 3 years	4.1	82%
• Identified common areas looking at cost -effectiveness and impacts of using CBWs	3.8	76%
Planned for way forward including discussion on:	3.9	77%
o Possible mainstreaming in each country		
o Development of guidelines		
o Ways of continuing in contact		
<b>How useful did you find:</b>		
• The site visits and feed back session on these?	4.6	93%
• Opening session	3.7	75%
• Objectives and Programme presentation	4.2	84%
<b>Specifically - how useful did you find the sharing of findings from:</b>		
o Kenya	4.4	87%
o South Africa	4.1	83%
o Lesotho	4.3	85%
o Uganda	4.4	88%
o Ngei 1 project (Kenya)	4.1	82%
o World Vision (Zambia)	3.8	75%
Did you enjoy the buzz groups in issues/lessons emerging from the country presentations	4.1	82%
<b>How useful and relevant did you find:</b>		
• Group work on specific thematic issues - selection, training/support/supervision, etc	4.4	89%
• Report backs from the groups' work above	4.2	84%
• Plenary on what is emerging?	4.3	85%
• Brainstorming on specific opportunities that exist in - country and elsewhere to take forward the CBW system?	4.2	84%
• Presentation on the Concept & Extension of the CBW project - process of developing CBW guidelines & Regional workshop?	4.0	80%
• Worked in countries to develop ways forward to upscale CBW and an action plan for the next 2 months?	4.0	80%
Did you enjoy the boat ride on Lake Victoria and the evening celebratory meal?	4.6	93%
How useful did you find the feedback from other countries on their plans	4.3	86%
How would you rate the facilitation and facilitators?	4.4	88%
What was the overall organisation of the event like (before and during)?	4.1	82%
How would you rate the catering for the event?	4.2	84%
How would you rate the venue for future meeting?	4.6	91%

## General comments

- Venn diagram was very informative
- We need more case studies. There is a need for the Community Development Directorate to venture out on site and test the SLA strategy. To some extent, more needs to be done. Our group was in disarray most of the time with little participation.
- Useful but demanding. More training is required. Very good but not specific. I was hoping that critical participatory tools and methodology would be used
- Very confusing in terms of coordination though I was intimidated I stood my ground to explain my capability. Moderate – sarcasm staggered and in disarray.
- Helpful to clarify the concept. The time length at workshop was too short. More time is needed to realise this. This was helpful as we did not have access to business plan of the CD.
- It would be better if the expectations were incorporated as part of the outcomes of the workshop. Little confusing on governance issues.
- The air conditioning in the room was terrible.
- The SL training was fine.
- Unpacking the PIP was absent/ what is the PIP box, this was not clearly explained?/ Very explicit in unpacking of the PIP box.
- Overall assessment of the training excellent fully empowered with adequate ammunition to go SL haywire.
- As catalysts of development it is imperative that we understand both welfare and development diagrams for efficient application and SL approach. Informative and friendly.
- Very useful particularly as we manage for impact.
- A good guide into achievement of overall objective.
- Saw clear linkages on governance issues.
- Still familiarising myself with next duties.
- A challenge on implementation. Challenging yet informative.
- Group work encompasses diverse ideas and opinions.
- Still adapting to workplace. Challenged by physical and mental exhaustion. Good planning and indication of good knowledge base. Good planning and preparation
- Nutritionally balanced. Privacy and comfort.

