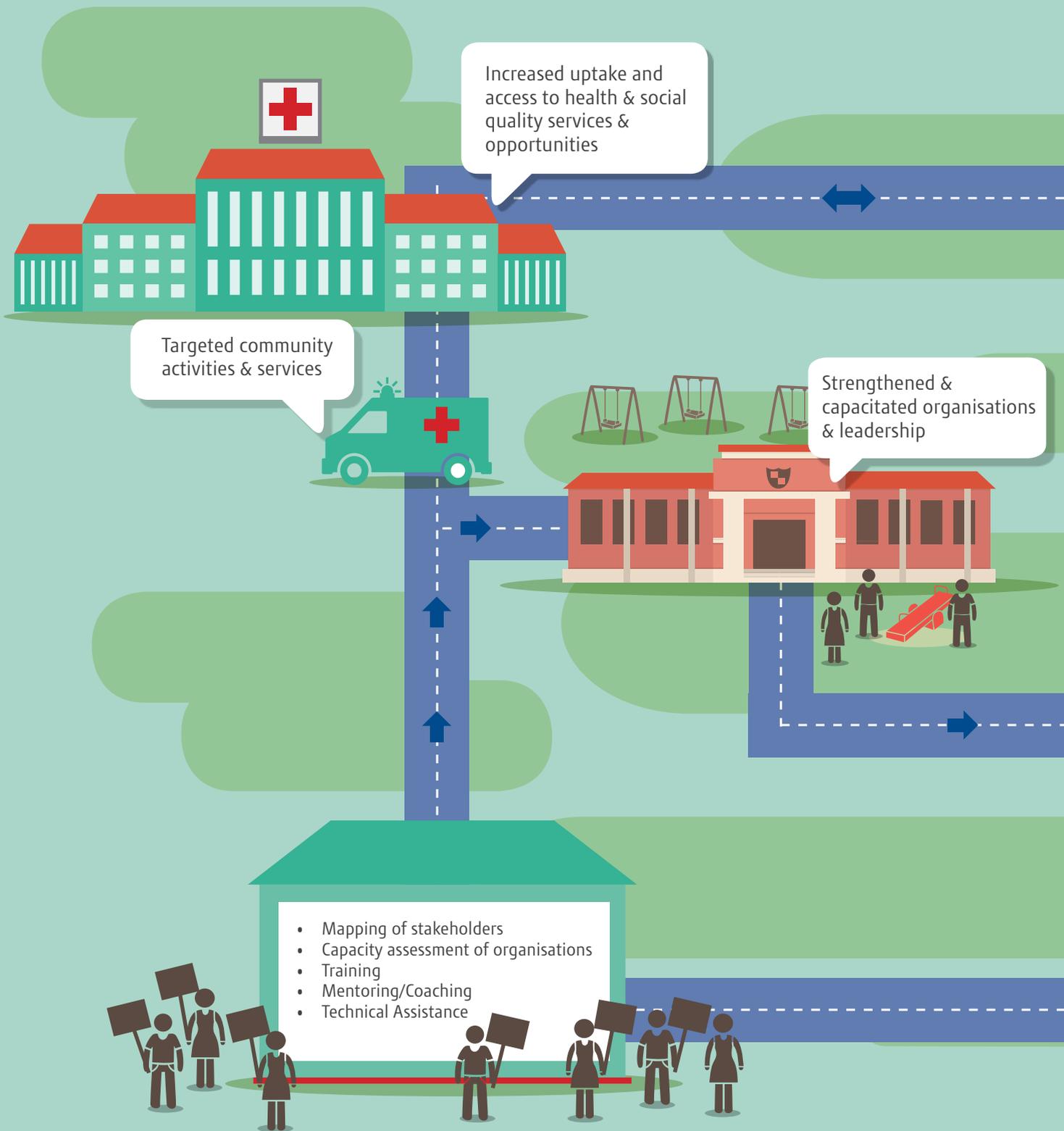




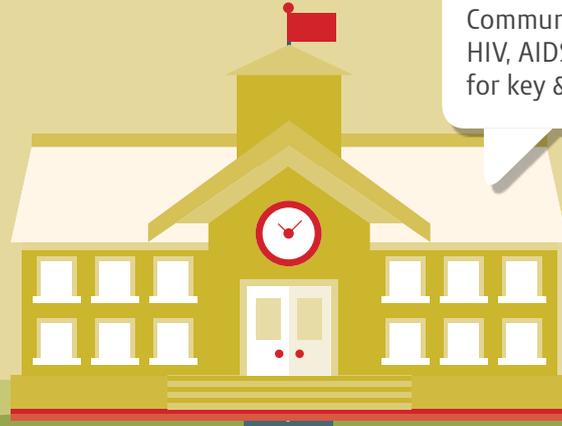
## CAPACITY BUILDING



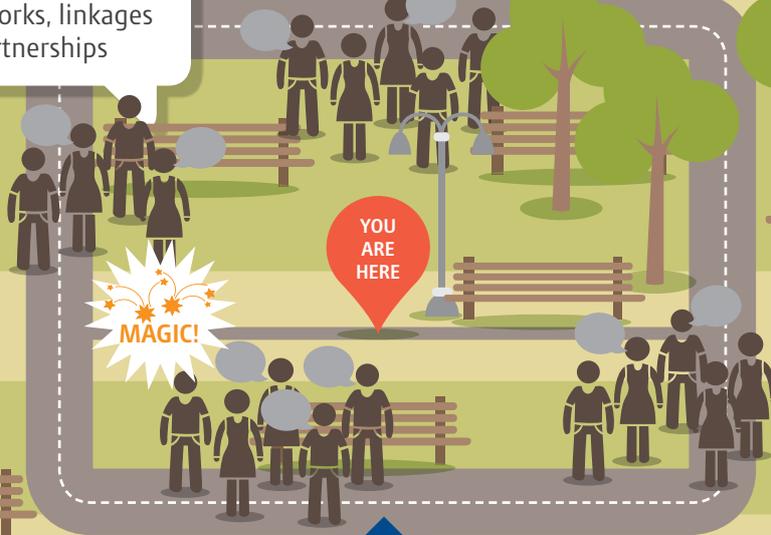


## NETWORKING

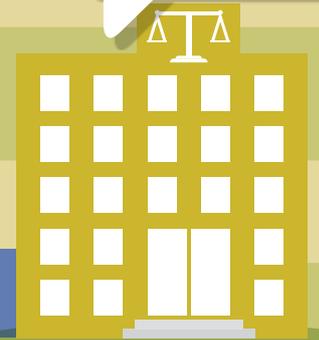
Communities that effectively respond to HIV, AIDS, TB, STIs & related social drivers for key & vulnerable populations



Strong community networks, linkages & partnerships



Networking, consultations, social mobilisation & advocacy opportunities



Policy & legal framework for key & most vulnerable people in place & implemented

- Develop position papers
- Consult with local government and district bodies (DOH, DOE, DSD, Dept of Premier, SAPS)
- Participate in the Intergovernmental Relations Meetings (IGR)

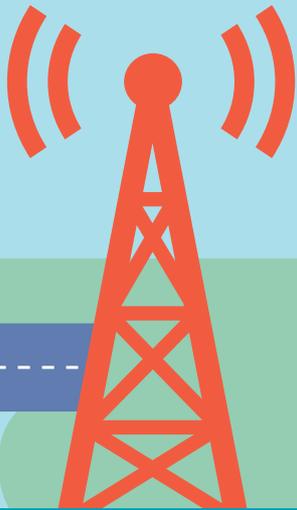
- Consultative meetings
- Provincial Council on AIDS meetings
- Quaterly PR meetings
- South African National AIDS Council (SANAC) meetings
- Communication strategy





## MONITORING AND EVALUATION

### Integrated M&E framework and a co-ordinated response



Evidenced based reporting and accountability

MOBILE SHOP

Effective M&E planning

- Collect data
- Consolidated reports
- Develop M&E plans and framework
- Document the most significant changes

#1

## COMMUNITY SYSTEMS TOOLBOX

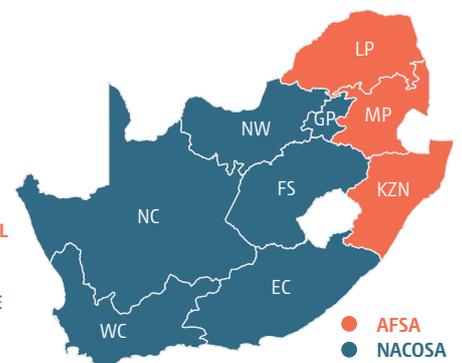
### COMMUNITY SYSTEMS STRENGTHENING

When laws, policies and services are developed, community voices are often ignored and their solutions overlooked. But communities have unique knowledge and experience of the issues they face. Coordinated, capacitated and resilient communities play a vital role in the development of national plans and can help to improve access to services.

The Community Systems Strengthening (CSS) programme, funded by the Global Fund, will strengthen the coordination of the national response to HIV, AIDS and TB at provincial and local levels and build the capacity of community organisations and structures across the country. Working together as principal recipients, the **AIDS Foundation of South Africa (AFSA)** and **Networking HIV and AIDS Community of Southern Africa (NACOSA)** will implement the programme across all nine provinces (see map below).

The programme aims to increase access to quality health and social services and build strong community linkages and networks. It also seeks to strengthen coordination within South Africa's Global Fund programme, and its interface with other stakeholders, at national, provincial and local levels. By integrating Global Fund-supported activities into the TB/HIV District Implementation Plans (DIPs) being developed under the leadership of the Department of Health, we become part of a strategic coordination and planning tool that will shape future grant funding for districts.

- EP EASTERN CAPE
- FS FREE STATE
- GP GAUTENG
- KZN KWAZULU-NATAL
- LP LIMPOPO
- MP MPUMALANGA
- NC NORTHERN CAPE
- NW NORTH WEST
- WC WESTERN CAPE



BROUGHT TO YOU BY:



# Hello!

Welcome to the **Community Systems Toolbox #1**, the first in a series of informative poster-pamphlets produced by AFSA and NACOSA.

Aimed at community groups, organisations and structures, each **quarterly** edition will include:

1. An infographic poster
2. Networking and capacity building tools and tips
3. Information on the programme and how to get involved.

A major challenge facing organisations and community groups is the lack of resources, skills and organisational capacity. The Community Systems Strengthening programme offers a new approach, enabling any organisation in the 26 Global Fund identified districts to apply for training and mentoring – not just those funded to deliver services. This will help build capacity, learning and sharing across many communities.

**Speak to your AFSA or NACOSA representative for details or visit [www.nacosa.org.za/community](http://www.nacosa.org.za/community) to find out more.**

## OUR THEORY OF CHANGE

We all want to see our families and communities reaching their full potential; growing and developing to meet the changing needs of South Africa and the world. To do this, we need coordinated and resilient communities that can effectively respond to HIV, AIDS, TB and STIs and to those who are most affected. Our Theory of Change identifies **three roads** leading to coordinated and resilient communities:



### CAPACITY BUILDING:

**Goal:** Increased uptake & access to quality HIV, AIDS, TB & STIs services for communities, including key & vulnerable populations.

**Preconditions:** Capacitated leadership in strengthened & sustainable organisations that are aligned with local, district, provincial & national priorities, and are sufficiently resourced. **Achieved by:** Mapping of services to avoid duplication & identify gaps, capacity assessments, training, mentoring, technical assistance. (Speak to your AFSA or NACOSA representative for information on mentoring options.)



### NETWORKING & COORDINATION:

**Goals:** Dialogue & identify issues to be addressed locally or at provincial level through strong community networks, support, planning, linkages, partnerships. **Preconditions:** Social mobilisation & advocacy opportunities that keep civil society, government & other stakeholders accountable.

**Achieved by:** Consultative forum meetings, strengthened local structures, dialogue, regular network communications. (AFSA & NACOSA will table advocacy issues identified in the consultative forums at the PCAs, and facilitate a feedback loop with districts.)



### MONITORING & EVALUATION (M&E):

**Goal:** Integrated measurement framework to promote a coordinated response. **Preconditions:** Effective M&E planning & implementation – includes consolidated district & provincial reporting & data collection.

**Achieved by:** Understanding that the better we get at M&E, and broadcasting our results & impact, the better we understand, plan, and find funding for priority & advocacy needs.

*A graphic representation of our Theory of Change is on the reverse of this pamphlet.*



### SHARING IS CARING

If you find this toolbox useful, share it with others in your community and invite them to join the Strong Systems community. Visit [www.nacosa.org.za/community](http://www.nacosa.org.za/community) or email: [community@nacosa.org.za](mailto:community@nacosa.org.za) | [info@aims.org.za](mailto:info@aims.org.za)



## BUILDING CAPACITY | CREATE YOUR OWN THEORY OF CHANGE

*The Theory of Change methodology is increasingly used in the development world. You may already have been asked to produce a theory of change in funding proposals or have come across a grant-maker's theory of change.*

Theory of Change uses "backwards mapping". First, decide on your long-term goal; then think in backwards steps (often called pre-conditions) from your long-term goal to work out the assumptions, changes and interventions that will shape how you get to your goal. This creates a set of connected outcomes known as a "pathway of change", which provides the skeleton around which you can build the other elements of your theory.

### THEORY OF CHANGE STEPS:



### WHAT IS THEORY OF CHANGE?

"Theory of Change is a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context." (Center for Theory of Change)

Theory of Change:

- Is a method for planning, participation and evaluation used in civil society and government sectors to advance social change.
- Describes the connection between activities and outcomes and what influences change.
- Involves exploring a set of beliefs or assumptions about how and why change will occur in relation to a specific area of work.

### WHY CREATE A THEORY OF CHANGE?

Theory of Change can benefit organisations and community groups in the following ways:

**Programme planning, design and strategy:** Mapping out the change process and expected outcomes helps with programme planning and implementation and also assists us to prioritise actions and outcomes.

**Monitoring and evaluation:** This allows us to assess and measure our organisation's contribution to change. We can reflect on whether our programmes are working, and improve our accountability. Helping programme planners and implementers to understand how change happens can support the replication and scaling up of programmes.

**Communication:** Telling the story of how an intervention leads to social change helps us to develop a common understanding of a programme and how it works. We can use this narrative as a tool for engaging community stakeholders, fundraising and resource allocation.

**Learning:** Developing and clarifying the theory behind our interventions helps us improve our critical thinking, and promotes a participatory approach to programme planning and implementation.

Visit the Center for Theory of Change website for more information, tips, tools and free Theory of Change creation software: [www.theoryofchange.org](http://www.theoryofchange.org)



## NETWORKING | WHO SHOULD BE AROUND YOUR TABLE?

*In the social change field, our challenges are distinct. To find solutions, we need to involve the right people. An outside, objective eye can often see pitfalls or opportunities that we perhaps can't.*

**Who should be in your discussions, brainstorm and planning sessions?**

**Who can bring value, innovation and rigour to your work and how do you engage with them?**

PEOPLE WHO HAVE:



### A SIMPLE STRATEGY CALLED "ARE IN"\* CAN HELP YOU INVITE THE RIGHT PEOPLE AROUND YOUR TABLE.

People who have:

 **Authority to act** (e.g. religious leaders; government and public service departments, such as police, justice and social development; local ward councillors; traditional leaders; other civil society leaders).

 **Resources**, such as time, money or contacts (e.g. your bank manager; local business people; local government; donors; churches; schools; media; transport operators; retired people; students).

 **Expertise** specific to your challenges (e.g. women's organisations; nurses; academics; victim advocates; legal aid representatives; lawyers; human rights NGOs; traditional leaders; politicians).

 **Information** about the issue that others don't have (e.g. ex-offenders; men's groups; recovering addicts; victims; community members; youth; sex workers; union officials or shop stewards; teachers; health workers).

 **Need** – people who should be involved because they are directly affected by the issue (e.g. care workers; beneficiaries of the programme).

Plan how to engage the "ARE IN" people in your work. Invite them to your next brainstorm session or planning meeting, involve them in your organisational structures or create an advisory group. Help them to understand the value their insights bring to your organisation and you will soon start reaping the rewards.

For more networking information visit: [www.nacosa.org.za/community](http://www.nacosa.org.za/community)

\*AREIN reference: Weisbord, M. & Janoff, S., 2008. *Don't Just Do Something, Stand There!: Ten Principles for Leading Meetings that Matter*