



SAT

GOOD PRACTICE STRATEGY

(WEB VERSION)

WWW.SATREGIONAL.ORG

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CANADIAN PUBLIC HEALTH ASSOCIATION
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EXECUTIVE SUMMARY

SAT definition of "Good Practice"

Good Practice is a continuous and empowering process of information exchange between SAT and its partners, stakeholders and specific peer intermediary organisations. The process focuses on learning and sharing appropriate lessons, identifying and transferring relevant skills, tracking and reporting on progress, promoting positive change in policy, and building and maintaining support for relevant approaches and resources.

SAT's Good Practice Strategy is integral to its capacity development programme with community groups in southern Africa, designed to build community competence in responding to HIV and AIDS.

This strategy is a major new approach for SAT. It integrates the work of many individuals and teams, explicitly linking their activities to the achievement of SAT's overall goal and four main outcome areas.

Led by the SAT Director, the strategy was produced through a participatory process that initially involved the Good Practice Team and later included a wide group of programme staff in workshop sessions. This process generated and defined the strategy and ensured its ownership.

To increase significantly the co-ordination, targeting and impact of SAT's Good Practice work, SAT has:

- Defined Good Practice in the context of our work and increased understanding of how Good Practice work contributes to achievement of SAT's goal and outcomes
- Clarified links between information-gathering and information-dissemination processes, i.e. Good Practice inputs and outputs
- Sketched the evolution of SAT's monitoring and information storage systems
- Outlined SAT's approach to operations research
- Identified the importance of networking with specified targets
- Re-affirmed established SAT procedures for identifying skills and learning lessons
- Specified target audiences for all Good Practice outputs
- Designed the strategic development of SAT advocacy, building from profile-raising activities towards targeted actions with specific audiences
- Conceived and planned a new portfolio of publications designed to generate specific results.

If the strategy and the individual elements within it are successful, SAT will:

- **Be better known** ... recognised as a key player in the regional response to HIV and AIDS
- **Be better respected** ... known as a highly professional outfit; seen as the leader that it is
- **Be a better advocate** ... more capable to persuade others to develop relevant and effective approaches
- **Be a better capacity builder** ... meeting partners' needs for skills, sharing experiences and funds or facilitating partners to meet these needs
- **Be recognised as an important intermediary...** providing a secure and "value-added" link between donors and communities
- **Be more sustainable** ... desired as a partner by major actors and funding agencies; widely supported and respected.

PART A:

STRATEGY

1 SAT'S GOOD PRACTICE STRATEGY

1.1 Introduction

Although the term Best Practice is widely used, SAT prefers the term *Good Practice*. Good Practice more accurately reflects that what is "best" for one community may not be "best" for another. For SAT, use of the term also helps to distinguish that Good Practice means something broader than the, albeit very important, process of learning and sharing lessons.

SAT definition of "Good Practice"

Good Practice is a continuous and empowering process of information exchange between SAT and its partners, stakeholders and specific peer intermediary organisations. The process focuses on learning and sharing appropriate lessons, identifying and transferring relevant skills, tracking and reporting on progress, promoting positive change in policy, and building and maintaining support for relevant approaches and resources.

SAT's Good Practice Strategy is integral to its capacity development programme with community groups in southern Africa, designed to build community competence in responding to HIV and AIDS.

SAT builds its Good Practice Strategy on a firm foundation. The SAT School Without Walls has a good reputation in south-south skills exchange and lesson sharing. In addition, SAT's publications have supported community-level implementation across the region (and elsewhere) and have pioneered new linkages between HIV and other issues, such as domestic violence and child abuse. In terms of advocacy and advisory work, SAT staff and partners have shared their experiences and perspectives in diverse ways in diverse fora, including high-level think tanks, conferences, seminars and workshops. More recently, SAT has strengthened and expanded its programmatic monitoring and evaluation (M&E) to complement effective and established financial monitoring procedures.

Among those knowledgeable about the community HIV and AIDS response, in Africa and elsewhere, SAT already is well known for its appropriate and effective Good Practice work.

Now, the challenge for SAT is to move beyond the relatively small arena in which it is currently known, to reach out, learn from and have an impact on a much wider circle of actors. This is necessary to shorten the learning curve for SAT and others, to maximise impact, and also as a key element in the SAT sustainability strategy.

This document explains the SAT Good Practice Strategy: what is involved, what we seek to achieve, whom we seek to reach and how we will reach them.

1.2 SAT results framework

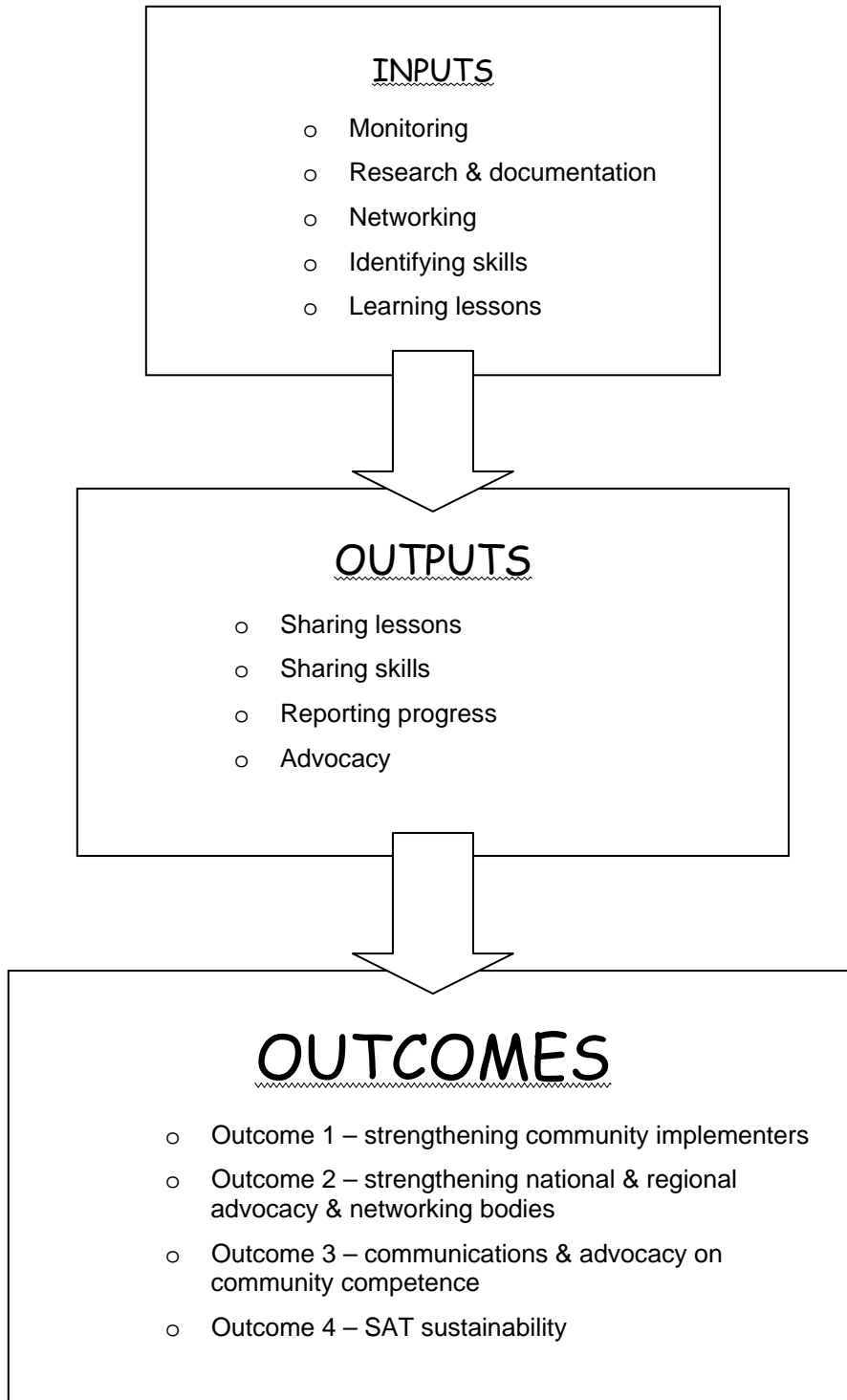
What determines the direction and nature of the Good Practice Strategy? And what result (i.e. outcome) is the process designed to achieve?

The SAT results framework determines the Good Practice Strategy, as well as SAT's capacity development work with community groups and national and regional advocacy/co-ordinating groups and the organisational development and evolution of SAT itself.

SAT's work has one central goal, three purpose areas, and four main outcomes, as follows:

GOAL			
<i>To increase the HIV competence of selected communities in programme countries</i>			
Purpose 1		Purpose 2	Purpose 3
To improve the ability of partner organisations to: <ul style="list-style-type: none"> ➤ Encourage behaviour changes that result in decreased HIV transmission ➤ Help communities care for men, women, and children living with AIDS ➤ Help communities support families and children affected by AIDS ➤ Create and sustain comprehensive responses to the needs of the communities they serve and, in particular, better meet the needs of children affected by HIV and AIDS ➤ Mobilise sufficient resources to ensure their sustainability and ability to meet increasing (and increasingly comprehensive) needs ➤ Help create a social climate of reduced vulnerability to HIV and AIDS by promoting gender equality and respect of human rights and children's rights 		To broaden the international response to AIDS by documenting the effectiveness and relevance of promoting community HIV competence and by disseminating and promoting this strategy within Africa and internationally	To secure and sustain its operations and impact beyond the current project phase, SAT achieves independent status and develops a multiple donor base
Outcome 1	Outcome 2	Outcome 3	Outcome 4
Supported AIDS service organisations, community-based organisations and self-help groups in the five programme countries are more effective, efficient, relevant and financially viable in dealing with HIV issues at the community level	Supported national and regional advocacy and co-ordinating groups in the five programme countries are more effective and relevant in linking gender equality, human rights, children's rights and HIV-related issues	Organisations working in the field of HIV and development in Africa and beyond will have a better understanding of the effectiveness and a higher level of acceptance of the SAT III strategy of promoting community HIV competence	SAT develops its capacity and establishes structures and procedures to improve programme performance and sustain its operations and impact beyond the current project phase

1.3 Good Practice results chain

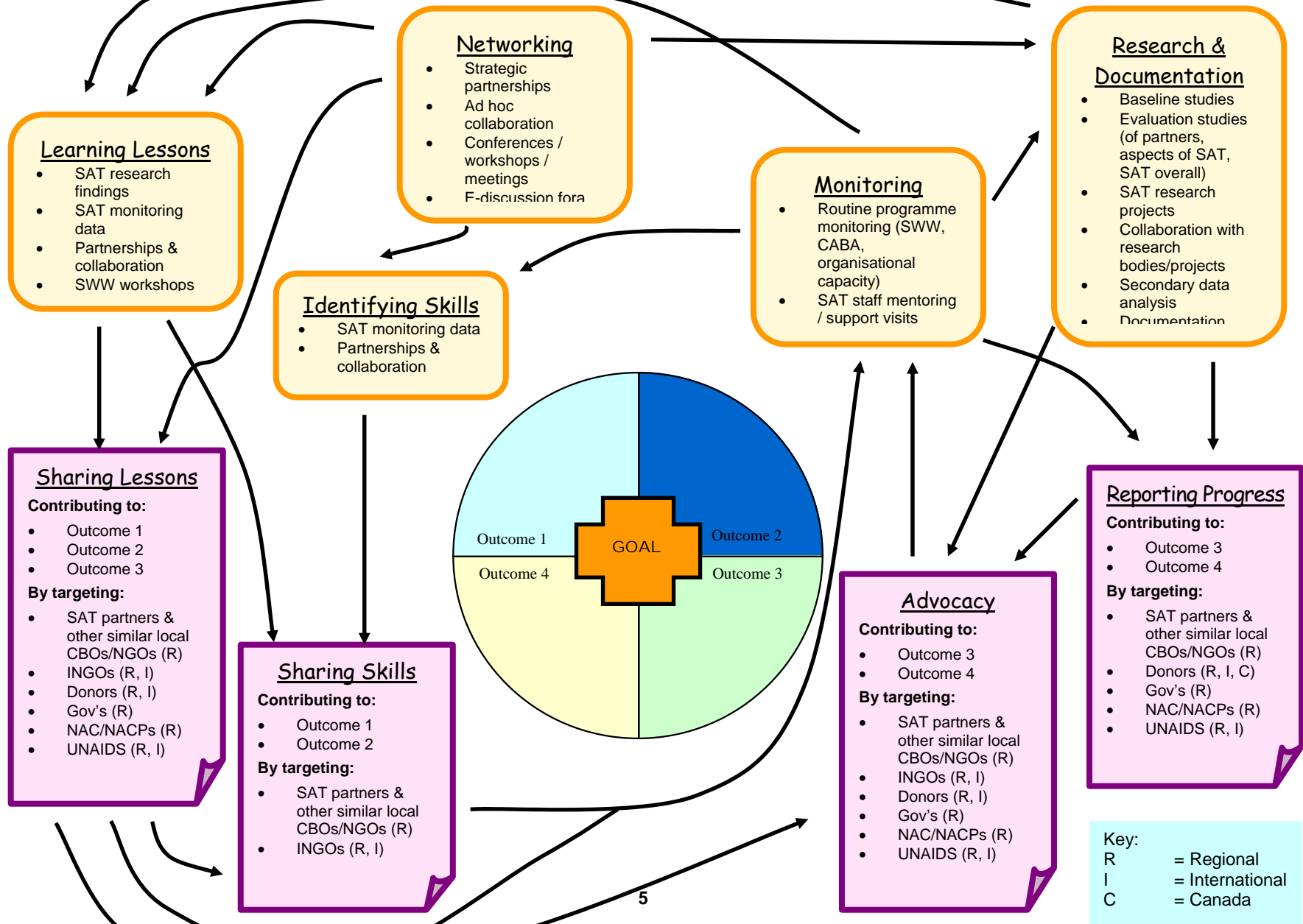


1.4 Good Practice Strategy flow chart

See the diagram for a graphical representation of the major components and relationships within the SAT Good Practice Strategy. The following sections fully describe and explain these components.

INPUTS

OUTPUTS



1.5 Key input activities

How will we gather the information and learn the lessons that we wish to disseminate as part of our Good Practice work?

For SAT, the Good Practice Strategy has five key **input** activities:

Monitoring	<p>Monitoring is driven by the need to report progress, but it also helps SAT to discover lessons and identify good skills among our partners. A considerable volume of regular monitoring information is now derived from:</p> <ul style="list-style-type: none"> • Organisational capacity assessments • Financial monitoring of contracts • Feedback from SWW activities • Publications data • Tracking CABA numbers • Regular country updates
Research & Documentation	<p>This includes SAT-initiated and SAT-conducted activities, such as operations research studies, or baseline studies of community competence and organisational capacity. It also includes the fruits of collaboration with individual researchers and research bodies, analysis of secondary data and documentation. The SAT research agenda is linked closely to our advocacy and progress reporting work. It is also a way by which we identify and test lessons from community practice.</p>
Identifying Skills	<p>Before SAT can facilitate the sharing of skills, we need to identify those who have good skills to share. Identification of skills occurs through routine SAT monitoring processes including staff monitoring visits and routine use of the SAT Organisational Capacity Assessment Tool (SOCAT). But SAT partners do not always already possess the skills we need for sharing. In a few critical areas, SAT will continue to identify good skills by tapping the networks and knowledge base of our strategic partners.</p>
Learning Lessons	<p>Lessons do not automatically extract themselves from practice – specific processes are required. Our sources of lessons include the results of research studies and routine programme monitoring. These activities will tend to identify practical, community-level stories and ideas. Regional SWW and networking activities will tend to yield more strategic level lessons to shape policy and influence national and regional thinking.</p>
Networking	<p>SAT itself generates strong input for the Good Practice Strategy. However, we do not always have the answers or the skills. Networking and strategic partnerships can be extremely effective and efficient ways of gathering Good Practice input. Networking can help us strengthen our research, skills-identification and lesson-learning inputs through mutually beneficial relationships. It ensures that SAT staff and partner organisations do not waste time and valuable resources attempting to re-create the wheel each time.</p> <p><i>SAT is fundamentally committed to promoting a co-operative and non-competitive environment for the response to HIV and AIDS.</i></p>

1.6 Key output activities

How will we use our monitoring, research and documentation, networking, skills identification and lesson learning activities to achieve outcomes?

For SAT, the Good Practice Strategy has four key types of **output**:

<p>Sharing lessons</p>	<p>Lesson sharing is at the very heart of SAT's Good Practice work. This output activity recognises, legitimises and shares the community experience of responding to HIV and AIDS. It draws on SAT's own work – events such as regional SWW workshops - and lessons documented by others and acquired by SAT through networking and partnership activities.</p> <p>The aim is to help increase the scale, speed and quality of the response to HIV and AIDS by transmission of lessons, i.e. a mixed bag of ideas, messages, warnings and encouragement.</p>
<p>Sharing Skills</p>	<p>This is the exchange of practical and technical expertise. SAT has pioneered the School Without Walls approach, emphasising skills transfer between local partner organisations and between regional partners in the SAT network.</p> <p>The strengthening and expansion of SWW is underway, designed to improve and increase the skill base of community organisations in SAT programme countries. Where relevant, SAT will draw on other organisations– in the region and internationally – to bring in skills that do not exist within the SAT network of partners.</p>
<p>Advocacy</p>	<p>This is planned action, aimed at a target audience, designed to achieve a specific reaction or result in terms of policy or practice. SAT's advocacy tools and products will be well presented packages of information.</p> <p>The initial objectives are a) to ensure SAT partners all fully understand SAT's approach and philosophy and b) externally, to raise the profile of SAT and develop relationships with our intended target audiences. This will be followed by a more persuasive campaigning and policy-focused approach.</p> <p>Advocacy information will come from three main sources of input: research results, progress data and lessons learned.</p>
<p>Reporting Progress</p>	<p>Descriptive and analytical information is produced to record SAT activities, progress towards desired outcomes, expenditures and value for money. Reports are designed to tell an analytical story of our work and to identify lessons from successes, failures and challenges.</p> <p>Progress reports will be informed by SAT monitoring data and research results.</p>

1.7 Linking outputs to outcomes

Which particular SAT III outcomes will our targeted outputs help us to achieve?

<p>Sharing Lessons</p> <p>Contributes to achievement of:</p> <p>OUTCOMES 1, 2 & 3</p> <p>By sharing evidence to guide and motivate others to strengthen their work and / or follow SAT's approach.</p>	<p>Sharing Skills</p> <p>Contributes to achievement of:</p> <p>OUTCOMES 1 & 2</p> <p>By providing the skills required for capacity development of SAT partners.</p>	<p>Advocacy</p> <p>Contributes to achievement of:</p> <p>OUTCOMES 3 & 4</p> <p>By providing information and evidence necessary to persuade others to follow SAT's approach and invest in our future.</p>	<p>Reporting Progress</p> <p>Contributes to achievement of:</p> <p>OUTCOMES 3 & 4</p> <p>By providing information and evidence necessary for accountability, to guide programme improvement, and to encourage long-term investment in SAT.</p>
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Viewed in a different way, our Good Practice work contributes to the achievement of:

- **Outcome 1** **through sharing lessons & skills**
- **Outcome 2** **through sharing lessons & skills**
- **Outcome 3** **through sharing lessons, advocacy & progress reporting**
- **Outcome 4** **through advocacy & progress reporting**

2 AUDIENCES (AND THEIR LOCATIONS)

Which organisations and institutions are relevant audiences for our Good Practice output activities of sharing lessons and skills, reporting progress and advocacy?

For SAT, the Good Practice Strategy has six main **audiences**:

SAT Partners & Other Similar Local CBOs / NGOs	Community implementing organisations and national/regional advocacy and networking organisations are key Good Practice partners. As actors in the process, partners and other similar community groups are the main contributors of lessons learned and skills for sharing, and they can be extremely effective advocates. As recipients, such groups are the primary beneficiaries of SWW activities and information captured in SAT publications. SAT partners also need to be informed regularly of progress.		
	<i>Regional:</i> <ul style="list-style-type: none"> SAT partners Other CBOs / NGOs in SAT countries 	<i>International:</i> <ul style="list-style-type: none"> N/A 	<i>Canada:</i> <ul style="list-style-type: none"> N/A
Intermediary / International NGOs	INGOs are strategically important for disseminating and implementing Good Practice information in the region and globally. They are targets for lesson sharing products and advocacy work, as well as being critical strategic networking partners, enabling SAT to benefit from their experiences. This networking shortens the learning curve and increases the speed and efficiency of skills transfer.		
	<i>Regional:</i> <ul style="list-style-type: none"> SAfAIDS ActionAid REPSSI SANASO Country specific: Alliance Zambia; UMOYO (Mal); FDC (Moz); CRS – STRIVE (Zim) 	<i>International:</i> <ul style="list-style-type: none"> International HIV / AIDS Alliance ICASO GNP+ ICW 	<i>Canada:</i> <ul style="list-style-type: none"> ICAD Canadian HIV/AIDS Legal network CARE (Canada) OXFAM (Canada) Canadian Council for International Cooperation
Donors	Donors have great potential leverage to influence policy and practice. They are targets for our advocacy work, which is linked particularly to broadening and improving the international response to HIV and AIDS through a community competence approach. SAT also needs to attract donors as potential funders of our work and maintain these relationships.		
	<i>Regional:</i> <ul style="list-style-type: none"> National or regional branch offices of ⇨ NACs (Global Fund and other \$) 	<i>International:</i> <ul style="list-style-type: none"> Sida USAID DFID Others 	<i>Canada:</i> <ul style="list-style-type: none"> CIDA

SAT Good Practice Strategy (public document)

Audiences continued ...

Governments	Governments in SAT programme countries have great leverage to influence policy and practice on a wide scale. They are targets for our advocacy work and key stakeholders requiring information on progress.		
	<i>Regional:</i> <ul style="list-style-type: none"> • Relevant ministries in SAT countries 	<i>International:</i> <ul style="list-style-type: none"> • N/A 	<i>Canada:</i> <ul style="list-style-type: none"> • N/A
NACs / NACPs	Within national bureaucracies, NACs / NACPs are the lead bodies in the response to HIV and AIDS. They have great potential to contribute to lesson sharing, by disseminating and recommending SAT's work. NACs / NACPs are also key targets for SAT's advocacy work.		
	<i>Regional:</i> <ul style="list-style-type: none"> • NACs/ NACPs in SAT countries 	<i>International:</i> <ul style="list-style-type: none"> • N/A 	<i>Canada:</i> <ul style="list-style-type: none"> • N/A
UNAIDS	UNAIDS has a strategic role in disseminating Good Practice information about the community response to HIV and AIDS in the region and on a global scale. It also has an important potential role to play in validating SAT's presence / expertise and utility in the southern Africa region.		
	<i>Regional:</i> <ul style="list-style-type: none"> • UNAIDS Pretoria • Country-specific UNAIDS offices 	<i>International:</i> <ul style="list-style-type: none"> • UNAIDS Geneva 	<i>Canada:</i> <ul style="list-style-type: none"> • N/A

3 TOOLS AND PRODUCTS

Which tools and products will we use to reach and produce the desired effect with identified target audiences? Also, how will we raise and define our profile? With which tools and products do we wish to be associated?

For SAT, the Good Practice Strategy has four main types of tools and products.

- Progress reports
- Publications
- SWW
- Representation activities.

3.1 Progress reports

Our need for reports is partly driven by formal reporting requirements. Routine reporting, however, especially by Country Programme Officers, also regularly informs a wide body of SAT staff and other stakeholders. Routine reporting is also an integral part of SAT’s management approach, ensuring information flow and early identification of problems.

Quarterly Country Update	<p>These reports are prepared by the SAT Country Programme Officers and are checked and approved by the SAT Deputy Director. They are written with two main functions / audiences in mind:</p> <ul style="list-style-type: none"> ▪ Collation of quarterly monitoring data per country, for inclusion in the SAT Quarterly Progress Reports to donors ▪ Regular updates for SAT staff, SAT Programme Advisory Committee members, local donor representatives. <p><i>Target: 4 per year per country</i></p>
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Quarterly Progress Report	<p>This is a formal project reporting document prepared by SAT for donors. SAT submits the report in the middle of the first month of the new quarter (January, April, July, October). The report contains data for completion of workplan activities and budget variance analysis.</p> <p><i>Target: 4 per year</i></p>
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Annual Report	<p>This is a formal project reporting document prepared by SAT for donors.</p> <p><i>Target: 1 per year</i></p>
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3.2 Publications

SAT has critically reviewed its portfolio of publications, in the light of the results we seek to achieve. Only one of the publications made it through the review unscathed: SAT's series of Counselling Guidelines. We need to revise the other publications, to focus them better for the intended audience or the specific impact we seek to have.

In analysing the publications portfolio, we identified several serious gaps. Our new portfolio provides scope for more effective lesson sharing, policy, case study, advocacy and public relations products. The new SAT publications portfolio is as follows:

<p>Counselling Guidelines</p>	<p><i>Ongoing</i> This existing series is well-established, well-known and by all accounts well-respected. We will continue the series in its current format in order to expand coverage of critical topics.</p> <p>Topics are decided by considering partner needs, gaps in existing resources, and possibilities for collaboration.</p> <p><i>Target: 3 per year</i></p>
<p>“SAT info”</p>	<p><i>Revised</i> The SAT leaflet has been re-designed as a more attractive and more powerful information and advocacy tool.</p>
<p>“SAT News”</p>	<p><i>Revised</i> The old SAT bulletin has been re-named “SAT News” and targets exclusively SAT partners. The content focuses on SAT programming issues, namely new developments, evolving partner requirements (e.g. M&E), the SWW calendar and SWW feedback, publications announcements and partner news. SAT News is disseminated quarterly (Jan/Apr/Jul/Oct).</p> <p><i>Target: 4 per year</i></p>
<p>“SATellite”</p>	<p><i>New</i> <i>SATellite</i> will be a regular newsletter for SAT's regional and international audience of INGOs and donors. It will provide an information update on SAT, but it is primarily an advocacy and public relations tool.</p> <p>SATellite will help SAT inform, influence and, we hope, impress key actors at a strategic level. It will be produced three times per year (Jan/May/Sept).</p> <p><i>Target: 3 per year (starting September 03)</i></p>
<p>“Community Responses”</p>	<p><i>New</i> This series is for lesson sharing and is targeted at community groups and, to a lesser extent, policy makers. Each edition takes a practical programming challenge, describes how a community responded, and extracts key lessons for sharing with others.</p> <p>Community Responses are meant to be inspirational and instructive.</p> <p><i>Initial target: 4 per year</i></p>

Continued overleaf ...

Publications continued ...

<p>“Community Lessons”</p>	<p><i>New</i> This series is aimed primarily at intermediary bodies and policy makers and focuses on discussing and sharing lessons on key strategic programming issues. These documents deal with substantial issues and are serious in tone, yet designed to be attractive and accessible.</p> <p><i>Initial target: at least 2 per year</i></p>
<p>Training & Practice Manuals</p>	<p><i>New</i></p> <ul style="list-style-type: none"> • Training manuals support SWW training in key skills development areas, such as mainstreaming gender. • Practice manuals recognise that SAT’s own systems and procedures are important contributions to organisational capacity development. SAT will increasingly document and disseminate its practices – such as SWW operations, partnership and contracting process – in these manuals. <p><i>Initial target: at least 2 per year</i></p>
<p>“SAT Policy & Research”</p>	<p><i>New</i> These brief papers highlight SAT’s perspective on a key issue, based on our practical experience and ethical/philosophical viewpoint and/or research findings. They are meant to inform and motivate policy makers and SAT peers and to strengthen the association of SAT with certain stances or approaches.</p> <p><i>Initial target: at least 4 per year (starting 2004)</i></p>
<p>“Annual Update”</p>	<p><i>New</i> This publication is designed to summarise and popularise the information contained in the formal Annual Report for donors. This version will be brief (4-6 sides of A4), full colour including pictures, written and designed for an international audience, and emphasise SAT’s achievements and impact.</p> <p>The Annual Update is a key public relations and advocacy product for SAT.</p> <p><i>Target: 1 per year (June/July)</i></p>
<p>SWW Case Study</p>	<p><i>One-off</i> This will be a one-off publication submitted to the UNAIDS Best Practice series. Whilst providing a general overview of SAT’s evolution and activities, the document will focus particularly on SWW as an innovative south-to-south approach to skills exchange. In addition to existing material on SAT and SWW, new information will come from a planned evaluation of SWW.</p> <p><i>Target: 1 during 2003-4</i></p>

3.3 School Without Walls

School Without Walls has evolved to include a defined package of activities, consisting of workshops, study visits, mentoring relationships and network meetings. Each type of SWW activity plays a specific role in the Good Practice Strategy, as well as being integral to SAT's capacity development work with partners in the region.

<p>Workshops</p>	<p>These can be focused on skills training, lesson learning, lesson sharing, or some combination. SAT workshops create a forum for experienced partners to exchange skills and experience and to find solutions to problems. Workshop topics include technical HIV and AIDS programming issues and organisational development issues.</p> <p><i>Initial national target: at least 8 per country per year (including at least 2 related to children affected by HIV and AIDS).</i></p> <p><i>Initial regional target: at least 6 regional workshops per year (including at least 2 related to children affected by HIV and AIDS).</i></p>
<p>Study Visits</p>	<p>In study visits, groups with less experience or organisations that want to introduce new activities observe more experienced organisations' programmes in action. The visiting and host organisations are matched carefully to ensure the relevance of the concepts and skills to be transferred.</p> <p><i>Target: determined according to need.</i></p>
<p>Mentoring</p>	<p>Experienced SAT partners mentor new groups for weeks, months or even years. Staff of the mentoring organisation help the recipient organisation to design programmes, supervise and monitor activities, and solve technical or administrative problems, according to their needs and demand. Mentoring often develops into long-term organisational relationships of benefit to both parties. Mentoring is provided by organisations that:</p> <ul style="list-style-type: none"> ▪ Implement HIV and AIDS activities of proven effectiveness ▪ Demonstrate commitment to serving vulnerable groups in their communities. ▪ Have training capability and the desire to share their knowledge and experience. ▪ Work methodically and systematically and have a strong emphasis on accountability. ▪ Have the initiative and ability to sustain mentoring follow-up. <p><i>Target: determined according to need. Mentoring investment is targeted on newer, weaker SAT partners.</i></p>
<p>Network Meetings</p>	<p>These meetings provide mutual support and learning opportunities for our partners. SAT CABA network meetings allow new priorities and needs to be identified rapidly and translated into programming responses. Annual partner network meetings include sub-groups on thematic issues (counselling, prevention, care, etc), as well as addressing SAT advocacy and policy development issues.</p> <p><i>Initial target: 2 per country per year – 1 meeting on children affected by HIV and AIDS to create momentum around CABA; 1 annual partner network meeting.</i></p>

3.4 Representation

Although hard to specify, a successful Good Practice Strategy must include representation. For SAT, two main types of activities come under this heading:

Presentations	<p>This category of representation focuses on <i>personal</i> appearance activities, such as talking at meetings or seminars or in media interviews, as well as organisational appearances by SAT, such as operating a booth or hosting a satellite session at a regional or international conference. This aspect of SAT's work is especially important as a necessary follow-through on other Good Practice activities and products, for example to increase the impact of a publication or a policy statement.</p> <p><i>Target: determined according to opportunity and need</i></p>
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Advisory Services	<p>This is where SAT staff or partners provide others with the benefits of their technical skill, strategic viewpoint or practical experience, specifically to aid the recipient to think through an issue or challenge, strengthen or develop systems, or strategise. SAT is responsive to such requests and careful in analysing the potential benefit for the recipient and for SAT, as well as the time and other resource implications involved.</p> <p><i>Target: determined according to opportunity and need</i></p>
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3.5 Languages

First, SAT will continue to operate with UK English as the accepted language of communication.

Second, SAT remains committed to translating selected publications into Portuguese. Translation decisions take into account the target audiences for each publication and resource constraints. At this point, the policy is as follows:

Not Translated	Translated by SAT Staff	Professionally Translated
<p>These publications are for audiences - across the SAT programme countries – that tend to find English accessible. They will, therefore, be published exclusively in English and disseminated via pdf file and hard copy.</p> <ul style="list-style-type: none"> ▪ SATellite ▪ Community Lessons ▪ SAT Annual Update ▪ SAT website text 	<p>These publications are brief and relatively straightforward. They will be translated by the SAT Mozambique Country Programme Officer and disseminated via pdf file and/or photocopy.</p> <ul style="list-style-type: none"> ▪ Community Responses ▪ SAT News 	<p>These publications are lengthy and relatively complex, but the target audiences in Mozambique do not always find English accessible. They will be translated professionally, printed and disseminated via pdf file and hard copy.</p> <ul style="list-style-type: none"> ▪ Counselling Guidelines ▪ SAT Training and Practice Manuals

Third is the issue of local languages. Many people at community level do not speak or read English or Portuguese, or have difficulty doing so. There is massive demand for SAT publications in local languages, but the large number involved make it impossible to centralise translation and adaptation. SAT is keen to encourage translation, however, and will consider giving financial

SAT Good Practice Strategy (public document)

support to the process. If SAT provides financial support, it will be because of a demonstrated need and a wide audience for the specific language version.

3.6 Other issues

3.6.1 SAT and the Internet

The SAT website, www.satregional.org, will be upgraded to operate more efficiently, look even better and host an increasing body of material. The website is not viewed as a product per se. Rather, it forms a means by which to increase access to all SAT-produced printed materials. The ongoing technical development of the website is shaped primarily by the needs of SAT partners and other NGOs in the region (hence a relatively simple structure and minimal graphics).

SAT has recently been silent on the main e-groups, but could play an active part in relevant discussions. Specific individuals will be tasked to engage in the AF-AIDS and CABA fora and to assess progress. SAT will also ensure publication notices are sent to relevant e-groups, especially AF-AIDS and CABA. SAT already distributes much of its material as pdf file copy. This will be increased, alongside the review and refinement of our database to ensure effectively targeted and efficient dissemination.

3.6.2 Corporate identity

During FY2, SAT made significant progress towards strengthening its corporate identity. This will be completed during FY3. Elements of the identity will be:

- Standard font and formatting for each type of SAT document (publications, in-house reports, presentations, etc.) and appropriate level of consistency/similarity between types.
- Reference to “SAT”, rather than “SAT Programme”, and prominence of the SAT logo.
- Consistent use of the strap line “Supporting Community Responses to HIV and AIDS in Southern Africa”
- SAT will increasingly emphasise “School Without Walls” and the acronym “SWW” as a brand name for our approach to south-south skills and lesson exchange. Numerous other organisations have already used the brand in their proposals and practices, and this will be further encouraged. N.B.: This does not refer to the legal process of trade marking, but more the active proliferation and naming of an idea or technology.

3.6.3 Film and print media

At this stage in the evolution of SAT’s Good Practice work, and given decisions concerning who we want to reach and for what specific purpose, engagement with media such as film/video and print journalism has not been prioritised. This is not to say that good opportunities will be shunned. It does mean, however, that for the time being these media will not be pursued.

PART B:

IMPLEMENTATION

OF THE

STRATEGY

4 INPUT ACTIVITIES

4.1 Introduction

SAT has identified five main areas of inputs for the Good Practice Strategy: monitoring data; research and documentation; networking; processes for identifying skills; and processes for learning lessons.

Although SAT has some established procedures in these areas, all require additional development to improve our ability to achieve our goal and key outcomes.

4.2 Monitoring

How will SAT improve and expand its monitoring activity? What data is already collected and what will be collected in the future? How will data be stored and processed?

As noted above, SAT has recently upgraded and expanded its programmatic monitoring. Gathered through a mixture of routine and ad hoc processes – e.g. partner report forms, SAT staff monitoring and support visits, etc – the new monitoring portfolio includes:

- Organisational capacity assessment (using the SOCAT)
- Financial monitoring of contracts
- Feedback from SWW activities
- Communications and publications data
- Tracking numbers of children affected by HIV and AIDS (CABA)
- Regular country updates.

This portfolio will be extended once new developments have been consolidated. In particular, SAT needs to develop better ways of tracking the reach of SAT partner activities in terms of numbers and types of beneficiaries. For the present, however, SAT's focus is to put into operation these new monitoring procedures and to ensure that the resulting data is well used to inform programming and well documented in progress reports.

In terms of data storage and processing, SAT has a programme database capable of storing monitoring data on partners. At present, the database generates and monitors partner contracts, especially with respect to financial monitoring. During 2003, SAT will build the database to include all partner programmatic monitoring data. This will significantly increase the speed and quality of data management and data extraction processes.

In addition to this programmatic monitoring, SAT is significantly improving monitoring of its own organisational capacity development, often by following processes similar to those used with its partners. The SOCAT, for example, aids SAT to track organisational capacity over time. In addition, routine systems are in place to track other aspects of SAT operations, such as the production and dissemination of publications, procurement practices, financial procedures and expenditures, etc.

Full details of the SAT performance measurement framework are contained in a separate document, available on request.

4.3 Research and documentation

What will be the extent and the focus of SAT's operations research work? What underlying principles will guide this work?

Research forms a relatively small, but important, aspect of SAT's work. It serves many purposes, including in particular:

- Critical analysis and measurement of SAT's work and SAT's methods
- Deepening understanding of the dynamics of community HIV competence, especially in the communities served by our partners
- Practical testing of programmatic ideas in an iterative way under real conditions
- Sharing research skills and improving research capacity for SAT staff and partners

In terms of approach, SAT is committed to ethical, participatory, applied research activities that link directly to and support the strengthening of community HIV competence. In addition, SAT sees research activities as a way of building and strengthening relationships with community-level partners and strategic supporters.

In terms of substance, over the next four years SAT will have three main strands to its research and documentation strategy:

- Partner-focused
- SAT-focused
- Programming-focused

4.3.1 Partner-focused research and documentation

This falls into two main categories: baseline research and partner evaluations.

During 2003, a majority of SAT research work will continue to focus on baseline assessments of community competence and organisational capacity. After conducting baseline research with all new partners during 2002, a rolling programme through 2003 will include all existing partners and their communities.

SAT is committed to working with partners to improve their organisational capacity through critical analysis. Evaluations of partners, led by SAT staff, will be planned with relevant partners, especially those close to graduation from SAT's financial support or those where serious problems hamper performance.

4.3.2 SAT-focused research and documentation

Some SAT-focused research will be externally funded, for example the mid-term review of SAT III or any other ad hoc evaluation exercises required by CIDA.

In terms of SAT-funded work, our strategy is to prioritise the documentation and analysis of our core approaches: partnership and contract development; SWW skills transfer; M&E and so forth.

During 2003, the major SAT-focused research activity will be an evaluation of School Without Walls. This is important in exploring the impact, relevance and cost effectiveness of SWW and ways in which the SWW approach can be propagated. This evaluation will generate a volume of detailed documentary evidence for sharing with a wide audience through a planned UNAIDS Best Practice Case Study book and a SAT Training and Practice Manual on planning and administering SWW (see below for discussion of publication types and publication plans).

4.3.3 Programming-focused research and documentation

SAT is involved in researching the operation and practical improvement of programming. The focus will tend to be on issues of widespread importance to many SAT partners (such as how to mobilise men as community care volunteers or how communities care for vulnerable children). These studies will be iterative and closely linked to ongoing programme refinement by SAT partners.

4.4 Networking

Networking is an essential source of information and contacts for SAT. It is also a major means – in effect a “tool” - by which SAT can achieve desired results.

4.4.1 Country-level networking

SAT partners represent a cadre of important stakeholders and players in the response to HIV and AIDS. With appropriate stimuli by SAT, country-level partners provide an extensive and vibrant network for information exchange.

These stimuli include regular monitoring and support visits by SAT staff, thematic network meetings (e.g. focused on CABA) and the innovation of the Annual Partner Meeting, as well as SWW workshops and other ad hoc events. In addition, SAT structures, such as the Programme Advisory Committee meetings, and other national level fora, such as technical working groups, steering committees, theme groups and so forth, provide SAT with excellent networking options.

At the country level, SAT is well placed for networking – our emphasis is to maintain and increase the good networking that already exists and to empower Country Programme Officers to give SAT a higher profile in major national fora.

4.4.2 Regional and international level

SAT needs to improve its information-gathering mechanisms in order to: stay at the forefront of the response to HIV and AIDS; grow through the knowledge, skills and experiences of others; and minimise duplication of others' efforts. To achieve this SAT needs to become more active and more focused in its networking.

In the following sections, we have identified the key audiences for our Good Practice work. These audiences are also the main targets of our networking, i.e. we are seeking to establish and/or maintain processes of mutual information exchange. In addition, however, SAT will network with a much wider and more fluid group of organisations through e-mail, websites, face-to-face meetings and so forth, as dictated by opportunity and need.

4.5 Identifying skills

SAT has established proven systems and staff expertise for identifying skills. This process involves recognising and assessing skills that can be shared with others (and not identification of skills gaps that need to be met, though SAT's capacity development work with partners also includes this process).

The main mechanisms include programme monitoring activities (including staff monitoring visits and formal M&E procedures), proactive searching for relevant skills through networking and SWW activities. Recent strengthening of SAT's M&E with partners will enhance this already strong and effective capacity. (See separate documentation of the SOCAT).

4.6 Learning lessons

SAT also has established proven systems and staff expertise in the process of learning lessons, which involves making strategic decisions about priority areas where learning is needed and facilitating the distillation of practical experiences.

The main mechanisms include programme monitoring activities (including staff monitoring visits and formal M&E procedures), learning from others through networking, the SWW initiative, and evaluation and operations research. Recent strengthening of SAT's M&E and operations research capacity and improvements in planning SWW lesson-learning activities will enhance this area where SAT is already strong.

5 OUTPUT ACTIVITIES

5.1 Introduction

As noted previously, the SAT Good Practice Strategy has four key types of **output**:

- **Sharing lessons** – recognising, legitimising and sharing the community experience of responding to HIV and AIDS to help increase the scale, speed and quality of the response
- **Sharing skills** – exchanging practical and / or technical know-how through SAT's pioneering south-to-south School Without Walls approach
- **Advocacy** – initially raising the profile of SAT and then informing and influencing target audiences
- **Reporting progress** – producing descriptive and analytical information to record SAT activities and demonstrate impact.

Considerable pressure is on SAT to deliver results. There is also great ambition from within SAT itself. However, our human and financial resources are constrained. For SAT to achieve desired results, given available time and staff and funds, our Good Practice Strategy outputs must be targeted carefully and systematically.

As noted, this targeting happens in two main ways:

First, we must reach and make an impact on the right audience. Our chosen priority audiences are:

- SAT partners & similar local CBOs/NGOs
- Donors
- Intermediary / international NGOs (including networks and regional initiatives)
- Governments
- NACs / NACPs
- UNAIDS

Second, we need the right approach, i.e. we must produce and use carefully designed tools to produce the desired reaction from the specific target audience. We have described the following main groupings of tools and products:

- Progress reports
- Publications
- School Without Walls
- Representation

Given these decisions, how are we going to implement the Strategy? For each type of output activity, who will we reach, and with which tool or product, to achieve desired outcomes?

The following sections give details of our plans.

5.2 Sharing lessons

Sharing lessons

Contributes to achievement of SAT Outcomes 1, 2 & 3:

- Outcome 1 – strengthening community implementers
- Outcome 2 – strengthening national & regional advocacy & networking bodies
- Outcome 3 – communications & advocacy on community competence

By sharing evidence to guide and motivate others to strengthen their work, and / or follow SAT's approach.

SAT draws on, synthesises and disseminates its partners' hard learned lessons at community level. This continues to be a high-impact, high-profile niche role for SAT in the regional response. To share lessons, our practice-oriented publications and presentations target partners, peers, and stakeholders. SWW activities also reach SAT partners.

We will focus on the following audiences, using the specified tools and products:

		Audience					
		SAT Partners & CBOs / NGOs	INGOs	Donors	Gov's	NACs / NACPs	UNAIDS
Tools & Products							
Publications	Counselling Guidelines	✓	✓	✓	✓	✓	✓
	SAT Policy & Research	✓	✓	✓	✓	✓	✓
	Community Responses	✓	✓	✓	✓	✓	✓
	Community Lessons	✓	✓	✓	✓	✓	✓
	Training & Practice Manuals	✓	✓	✓	✓	✓	✓
	SWW Case Study	✓	✓	✓	✓	✓	✓
SWW	Workshops	✓	✓	X	X	X	X
	Study Visits	✓	X	X	X	X	X
	Mentoring	✓	X	X	X	X	X
	Network Meetings	✓	✓	X	X	X	X
Repre-sentation	Presentations	✓	✓	✓	✓	✓	✓
	Advisory Services	✓	✓	✓	✓	✓	✓

5.3 Sharing skills

Sharing skills

Contributes to achievement of SAT Outcomes 1 & 2:

- Outcome 1 – strengthening community implementers
- Outcome 2 – strengthening national & regional advocacy & networking bodies

By providing the skills required for capacity development of SAT partners.

SAT has pioneered the technique of networks of peers learning from and sharing skills with each other. Skills training is a key component of our partnership process with community groups. In addition, INGOs will find certain SAT materials useful in their own skills training activities. We will focus on the following audiences, using the specified tools and products:

		Audience	
		SAT Partners & CBOs / NGOs	INGOs
Tools & Products			
Publications	Counselling Guidelines	✓	✓
	Training & Practice Manuals	✓	✓
SWW	Workshops	✓	X
	Study Visits	✓	X
	Mentoring	✓	X

5.4 Advocacy

Advocacy

Contributes to achievement of SAT Outcomes 3 & 4:

- Outcome 3 – communications & advocacy on community competence
- Outcome 4 – SAT sustainability

By providing information and evidence necessary to persuade others to follow SAT's approach and invest in our future.

SAT's advocacy will primarily consist of targeted publications and presentations, with some careful use of ad hoc symposia and workshops as an advocacy forum. Our main target audiences are those with leverage to influence policy and effect change at a higher level / wider scale and / or potential supporters and donors. SAT partners are also important targets for advocacy work, to ensure appropriate understanding, buy-in, and solidarity on key issues. SAT advocacy reaches from our implementing partners to national, regional, and international bodies. We will focus on the following audiences, using the specified tools and products:

		Audience					
		SAT Partners & CBOs / NGOs	INGOS	Donors	Gov's	NACs / NACPs	UNAIDS
Tools & Products							
Publications	SAT Info	X	✓	✓	✓	✓	✓
	SATellite	X	✓	✓	✓	✓	✓
	SAT Policy & Research	✓	✓	✓	✓	✓	✓
	Annual Update	X	✓	✓	✓	✓	✓
	SWW Case Study	✓	✓	✓	✓	✓	✓
SWW	Workshops	✓	✓	✓	✓	✓	✓
Repre- sentation	Presentations	✓	✓	✓	✓	✓	✓
	Advisory Services	✓	✓	✓	✓	✓	✓

5.4.1 Advocacy messages

SAT's key advocacy messages will be:

"The sustainable solution: strengthening community HIV competence"

Highlighting the efficacy, cost-effectiveness, suitability and sustainability of building community HIV competence through capacity building of community organisations

"The best way to learn: School Without Walls"

Highlighting the empowering nature and relevance of south-to south skills exchange and lesson sharing; also SAT's seminal role in developing SWW.

"A strong and innovative regional intermediary: SAT"

Highlighting the quality, impact and accountability of SAT's work, plus our attractiveness and reliability as a recipient of funds.

5.4.2 Cross-cutting themes

Throughout SAT's advocacy work, there are several cross-cutting themes. Cross-cutting themes are no less important than the main messages. Rather, their central importance to our work is recognised by their integration into all aspects of our advocacy. Key cross-cutting themes are:

- **Gender** - the centrality of gender issues in causes and solutions to the HIV and AIDS pandemic
- **GIPA** - the central role and involvement of people living with HIV and AIDS
- **CABA** - the needs of children affected by HIV and AIDS
- **Human rights and development** - HIV and AIDS as issues of social development and human rights, not simply medical conditions or health-related issues.

5.4.3 Stages involved in increasing SAT's advocacy role

SAT's ability to undertake advocacy work effectively is limited by a number of factors, including:

- A historical legacy of maintaining a low profile
- Insufficiently strong relationships with those to be influenced / with the power to influence, i.e. government bodies, donors and international actors
- Relatively undeveloped staff capacity in policy analysis and advocacy work.

Considering these factors, SAT has planned its advocacy work in two distinct stages:

- **Stage 1 (2003)** – activities focus on raising the profile of SAT and developing relationships with identified target audiences (both individuals and organisations), and building staff capacity and refining tools / products.
- **Stage 2 (2004 onwards)** – activities focus on influencing target audiences on specific policy issues, often through alliances with other like-minded bodies.

5.5 Reporting progress

Reporting progress

Contributes to achievement of SAT Outcomes 3 & 4:

- Outcome 3 – communications & advocacy on community competence
- Outcome 4 – SAT sustainability

By providing information and evidence necessary for accountability, to guide programme improvement, and to encourage long-term investment in SAT.

Solid routine reporting ensures accountability and provides progress update information required by CIDA and other stakeholders. It is also integral to SAT's strategy to ensure good project management.

We will focus on the following audiences, using the specified tools and products:

		Audience				
		SAT Partners & CBOs / NGOs	Donors	Gov's	NACs / NACPs	UNAIDS
Tools & Products						
Publications	SAT Policy & Research	X	✓	X	X	X
	SAT News	✓		X	X	X
	Annual Update	X	✓	✓	✓	✓
Reporting	Qtrly Country Update	X	✓	X	X	X
	Qtrly Progress report	X	✓	X	X	X
	Annual report – CIDA	X	✓	X	X	X
Representation	Presentations	X	✓	✓	✓	✓
	Advisory Services	X	X	X	X	X

5.6 Long-term planning matrix

The table below summarises the volume of output activity planned over the course of SAT III. These are deliverable within current budget – none are dependent on SAT receiving additional funds from new donors.

As noted in the following section on Human Resources, however, SAT will require some additional staffing to meet its targets. These additional recruitments are also achievable within current budget parameters.

SAT III Good Practice Strategy long term planning matrix

	Tool / Product	FY3 Apr 03-Mar 04	FY4 Apr 04-Mar 05	FY5 Apr 05-Mar 06	FY6 Apr 06-Feb 07
Publications	Counselling Guidelines	3	3	?	?
	SAT Policy & Research	0	4	4	4
	SAT Info	1	<i>If required</i>	<i>If required</i>	<i>If required</i>
	SAT News	4	4	4	4
	SATellite	3	3	3	3
	Community Responses	4	5	5	5
	Community Lessons	2	3	3	3
	Training & Practice Manuals	2	2	?	?
	Annual Update	1	1	1	1
	SWW Case Study	1	X	X	X
SWW	Workshops	8 nat. & 6 reg.	?	?	?
	Study Visits	Acc. to need	Acc. to need	Acc. to need	Acc. to need
	Mentoring	Acc. to need	Acc. to need	Acc. to need	Acc. to need
	Network Meetings	2 per country	?	?	?
Repre- sentation	Presentations	✓	✓	✓	✓
	Advisory Services	✓	✓	✓	✓

5.7 Monitoring Integrated good practice activities

SAT's Good Practice Strategy is integrated closely with its other capacity building activities. Monitoring the strategy is inherent in the main SAT performance-monitoring framework (see separate document).