



SATellite

The International E-bulletin of the Southern African AIDS Trust (SAT)

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SAT in a nutshell

- ❖ Regional CBO/NGO support organisation in southern Africa
- ❖ Overall goal: to build the competence of communities to develop and manage effective, appropriate and sustainable responses to HIV and AIDS
- ❖ Supports the community response through long-term in-depth capacity-building partnerships with
 - Community-based CBOs/NGOs
 - National networking & advocacy organisations
 - Regional networking & advocacy organisations
- ❖ Encourages partners to develop comprehensive responses to HIV and AIDS
- ❖ Facilitates networking, skills exchange and lesson-sharing throughout the region and internationally
- ❖ Specialises in south-to-south approach to capacity development through 'School Without Walls':
 - Skills training workshops
 - Lesson-sharing workshops
 - Study visits & mentoring relationships
 - Networking meetings
- ❖ Cross-cutting themes of gender equality, human & child rights, greater involvement of people living with HIV and AIDS
- ❖ Signatory to the Code of Good Practice for NGOs Responding to HIV/AIDS
- ❖ Regional Secretariat offices in South Africa and Zimbabwe
- ❖ Decentralised offices in Malawi, Mozambique, Tanzania, Zambia

ED Recruitment

SAT is in the process of recruiting the new Executive Director.

Interviews for the ED post are scheduled for early July, with a view to the new recruit starting as soon as possible. In the interim, Flanny Chiganze, SAT Deputy Executive Director, will be acting in charge.

The new ED comes on board at an exciting time. SAT has begun the process of relocating the Regional Secretariat office from Harare to Johannesburg. SAT is also moving closer to securing major new donor funds to provide core support for regional and national level operations through until 2008. An organisational assessment is imminent, with the prospect of new funds flowing later this calendar year.

These and other developments ensure that there is a busy time ahead for all SAT staff.

Farewell to Tim Lee

At the end of June, SAT said farewell to Tim Lee, Executive Director since early 2002. Tim has moved on to focus on fatherhood and freelance consultancy.

Tim joined with a mandate to lead a complicated transition process, from SAT as a CIDA project implemented by a Canada-based executing agency, to SAT as an independent NGO with a secure multiple donor funding base. Registration of SAT, first in Zimbabwe in 2003, and then in South Africa and Zambia in 2005, coincided with the establishment of a new Board governance system.

Alongside these institutional developments, an ambitious expansion of SAT programming was achieved. Landmark achievements of the last three and a half years include:

- ◆ Near to doubling in the number of capacity development partnerships with CBOs/NGOs (i.e. partner grant recipients)
- ◆ Development and roll out of new procedures for monitoring and evaluating organisational capacity (the 'SOCAT' process) and the HIV and AIDS competence of communities served by our partner CBOs/NGOs (the 'SATCOMP' process)
- ◆ Development of the holistic SAT Good Practice Strategy and the SAT Research and Documentation Strategy
- ◆ Significant growth in SAT communications and publications portfolio, including new series such as *SHARE*, *Community Responses*, the *Annual Update*, and the *SAT Training and Practice Manuals*
- ◆ Strategic partnerships with major regional and international bodies
- ◆ Strengthening of human resources and performance management systems, and expansion of staff development opportunities.

SAT wishes Tim all the best for the future.

Acknowledgement

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2004-5 Report: achievement highlights

Overall, SAT showed a good completion rate on its plans over the course of the last financial year (April 2004 to March 2005):

- ◆ Total partner numbers climbed to 119; 37 new partnerships were established during the year
- ◆ Targets for both national and regional School Without Walls workshops were exceeded – a total of 899 participants benefited directly from attendance
- ◆ SAT held its second Regional Advisory Meeting, in addition to successful Programme Advisory Meetings and Annual Partner Meetings in all counties
- ◆ Significant progress was made towards realising an ambitious plan of developing publications such as the SHARE series
- ◆ In January 2004, SAT achieved another historical milestone, registering the regional secretariat in South Africa as an autonomous body
- ◆ Starting in April 2004, all SAT CBO and NGO partners began to collect data on two additional beneficiary groups – those receiving home-based care and counselling – using the same procedure as used for the collection of data relating to children affected by HIV and AIDS
- ◆ SAT continued to conduct participatory baseline studies of organisational capacity and community competence with all new partners
- ◆ Regular participatory updates of organisational capacity were conducted with all existing partners.

Many changes and improvements to the management of SAT continued to be implemented over the course of last financial year. Participatory procedures for planning, budgeting and reporting though still posing some challenges to

the SAT staff, continue to afford an inbuilt staff development function. Participation continues to promote a greater sense of ownership, facilitate confidence building and continues to lay a foundation for greater delegation of programmatic and financial responsibility in our day to day operations as staff become clearer about SAT vision and how to achieve it.

SAT's transition process continued to be characterised by critical reflection on the staffing capacity of the country programmes and regional office as we respond to the following needs:

- ◆ Capacity to deliver expanded plans for partnering, School Without Walls skills training and lesson sharing, and M&E
- ◆ Capacity to play a more active role in terms of national level and regional level affairs, i.e. raising SAT's profile and raising SAT's level of engagement/contribution at national level
- ◆ Capacity to articulate and demonstrate the different niche areas and complimentary at both the regional and national levels
- ◆ Capacity to develop new ideas and projects and respond to emerging opportunities.

Critically, SAT's Strategic Plan (2005-8) was developed during the course of last financial year. This plan addresses issues of sustainability and articulates both the 'raison d'être' and modus operandi of SAT, its partnerships and our impact on communities and individual beneficiaries.

SAT's overall budget for 2004-5 was 6.3 million Canadian Dollars. Over the year, a budget execution rate of 98% was achieved. In the first three quarters of the year, significant exchange gains were realised as the Canadian Dollar remained relatively strong against other hard currencies, including the US Dollar. The continued weakening of local currencies, particularly the

April 04 - March 05 a year of ...

- ❖ Success in attaining higher targets in terms of reach, activity, quality, consultation and ownership of programmes at community level
- ❖ Continued progress in strategic partnerships and raising the profile of SAT
- ❖ Successful expansion of country programmes and further articulation of the niche roles of the SAT regional and national offices
- ❖ Consolidation of M&E systems for tracking organisational capacity and community competence
- ❖ Strategic expansion of the SAT publications portfolio
- ❖ Transforming an improved organisational structure into a practical system with clearly defined policies and procedures and reporting system
- ❖ Continued increase and improvement in SWW and publications activities
- ❖ Registration of SAT in South Africa and Zambia
- ❖ Significant engagement with resource providers towards formation of a donor consortium to fund the activities of SAT regional and national offices.

Zimbabwe Dollar, significantly influenced the spend position.

As is now a routine practice, accomplishment of plans and budget execution were assisted by a major exercise of financial analysis, programmatic review, re-planning and budget re-allocation mid-way through the year.

~ Extracted from the SAT Annual Report 2004-5 ~