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A Multi-sectoral Approach to HIV/AIDS Programme Implementation:
***Enhancing Advocacy Skills for the Management of HIV/AIDS Intervention
Programmes within Government Departments***

Workshop Report

*Hartebeespoort Dam, South Africa
March 3-6, 1998*

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I. Summary

The POLICY Project, in collaboration with the National AIDS Programme (NAP), conducted a four-day advocacy workshop from March 3-6, 1998, at Hartbeespoort Dam, Pretoria, for 34 participants from 28 national South African government departments, including representatives from the President's Office. The workshop, "A Multi-sectoral Approach to HIV/AIDS Programme Implementation: Enhancing Advocacy Skills for the Management of HIV/AIDS Intervention Programmes within Government Departments," had the following objectives:

- To enhance the skills of participants to develop holistic departmental HIV/AIDS programs.
- To establish an appropriate mechanism to support participants in the design, planning, and implementation of their departmental HIV/AIDS programs and initiatives.

A South African team of four led by POLICY staff Kevin Osborne designed and conducted the workshop. The workshop provided participants with practical skills to enhance their departments' responses to the management of HIV/AIDS. Emphasis was placed on creating a better understanding of the (1) current status and trends of the epidemic, and (2) interventions needed within participants' particular spheres of influence and departmental programs. Participants designed HIV/AIDS action plans around an issue pertinent to their specific department. To enhance cross-departmental collaboration for policy and program implementation, participants were requested to work in partnership with representatives from other departments. The issues identified by participants focused on (1) the lack of commitment and involvement of senior management in HIV/AIDS policy formulation and program implementation, and (2) the lack of HIV/AIDS policy; for example, the lack of policy for children born HIV positive in prison, and the lack of a workplace policy in a number of departments.

As a result of the workshop, participants committed themselves to implementing the departmental action plans they developed during the workshop. Participants also strengthened cross-departmental communication and collaboration in relation to HIV/AIDS program, policy, and implementation, as well as improved communication and relations between national departments and NAP. Participants requested follow-up support from the POLICY Project in implementing these plans as well as capacity building in strategic planning, facilitation, research, and presentation skills.

II. Background

The AIDS epidemic is well established in South Africa and continues to grow at varying rates in all provinces. By 1996, the prevalence of HIV in South Africans who attended antenatal clinics had reached more than 14 percent. In the latest national antenatal survey (results released March 1998), 16 percent of women attending public health service antenatal clinics were infected with HIV. New HIV infections occur at a rate of 1,500 a day, the majority from heterosexual transmission.

Support of political, government, and community leaders is critical to implement an effective HIV/AIDS and STD program. In July 1997, the National HIV/AIDS and STD Review identified the need to mobilize intersectoral commitment, support, and resources in

response to the HIV/AIDS epidemic.

On the October 8, 1997, Deputy President Mbeki announced in Parliament that the cabinet approved the establishment of an inter-ministerial committee on AIDS that he would chair. This initiative was viewed by those in AIDS prevention and care as a significant turning point in the South African struggle against AIDS. The initiative will reinforce the integral role that all government departments play in reducing the impact of the HIV epidemic — both in terms of educating and caring for staff and ensuring that departmental programs and policies consider the implications of HIV/AIDS in their planning.

Since August 1997, the USAID-sponsored POLICY Project has assisted NAP in capacity-building initiatives at both the national and provincial levels. POLICY Project activities included designing and conducting two national and nine provincial strategic planning/advocacy workshops for HIV/AIDS stakeholders from the public, private, and NGO sectors.

III. Workshop Objectives and Organization

To assist the National AIDS Directorate in encouraging a collective ownership of HIV/AIDS issues across all government departments, the POLICY Project designed and conducted a four-day workshop to focus on developing effective strategic HIV/AIDS campaigns. The overall objective of this workshop was to galvanize support for HIV/AIDS programs within all government departments which, because of the growing epidemic, are increasingly involved in this struggle. The facilitators included one U.S.-based POLICY staff (Mary Scott), two local staff (Kirsten Olson and Kevin Osborne), two local consultants (Solly Rasego and Nikki Schaay), and a facilitator from the National AIDS Convention of South Africa (NACOSA) (Pooven Moodley). The South African team conducted the training from Tuesday, March 3 through Friday, March 6, at Mt. Amanzi Hotel at Hartebeespoort Dam, Pretoria. NAP was responsible for workshop logistics, including participant selection, invitations, and venue, while POLICY designed and created the program and resource materials. USAID and the European Union funded the workshop.

The specific objectives of the workshop were to

- Increase the skills of participants to perform effective planning and advocacy of HIV/AIDS programs within their departments by providing participants a thorough understanding of the key steps in building a stronger commitment to reducing the spread of HIV/AIDS. These steps include identifying key policy issues, specifying target audiences, developing and disseminating policy-relevant messages, and using a variety of policy tools to analyze and disseminate HIV/AIDS information.
- Establish an appropriate mechanism whereby participants can be provided with the necessary support as their departmental HIV/AIDS strategies are developed and implemented.

The workshop provided participants with practical skills to enhance their departments' response to the management of HIV/AIDS. Emphasis was placed on creating a better understanding of (1) the current status and trends of the epidemic, and (2) the interventions needed within participants' particular spheres of influence and departmental programs.

Resource Materials

Participants received notebooks containing a workshop agenda, list of participants, detailed materials on the advocacy process, the Support for Analysis and Research in Africa (SARA) project advocacy manual, and a Natural Health Directory with contact numbers for national HIV/AIDS resources. In addition, participants received group and individual workbooks to develop and record their team and departmental strategies during the course of the workshop.

IV. Participants

Thirty-four participants representing 28 national departments attended the workshop including representatives from the President's Office, Defense Force, and Intelligence Department. Participants included the HIV/AIDS representatives of their departments, the majority also members of the newly constituted interdepartmental committee on AIDS — a committee convened by NAP to foster collaboration between departments in developing and implementing HIV/AIDS plans and programs. (See Appendix A for a complete list of participants.)

V. Session Content

This section gives a summary of the content of the workshop. The complete workshop agenda is provided in Appendix B.

Introduction

POLICY staff and NAP welcomed participants and gave a brief introduction to the POLICY Project and workshop. Participants introduced themselves by outlining their departmental roles in relation to HIV/AIDS and by highlighting their expectations for the four-day workshop. Facilitators presented an overview of the agenda, and participants established ground rules and norms for the four days.

The workshop was arranged into three sections: (1) contextual analysis of the HIV/AIDS environment; (2) capacity-building in the advocacy/strategic planning process; and (3) development of departmental HIV/AIDS action plans.

Contextual Analysis

On the first day, two keynote speakers presented particular aspects of the HIV/AIDS context:

- Dr. Malcolm Steinberg (HIV Management Services) delivered an overview of the social and economic impacts that the HIV epidemic will have on all sectors of South African society.
- Rose Smart (Director, NAP) presented some of the key findings of the country's National AIDS Review. She also presented the key components of the 1998-99 HIV/AIDS Operational Plan.

These two presentations provided participants with an overview of the context in which they are working and showed how crucial it is that all departments share responsibility in responding to the epidemic.

Capacity-building Sessions

On days two and three, participants analyzed and practiced the steps involved in designing an advocacy campaign, including identifying issues, goals, and objectives, selecting a target audience, shaping the message, and building support. Training methodology included the use of videos, case studies, team-building exercises, computer-based graphics, and the presentation of public and private sector AIDS media campaigns. Working in interdepartmental teams, participants designed, planned, and presented advocacy campaigns on an HIV/AIDS issue which they reached consensus on. Presentation techniques used by the five teams included radio spots, posters, debates, presentations to policymakers, and fact sheets.

Departmental Action Plans

Utilizing skills acquired during the first few days of the workshop, participants designed HIV/AIDS action plan on an issue pertinent to their specific department. In order to enhance cross-departmental collaboration for policy and program implementation, participants were requested to work in partnership with representatives from another department. The issues identified by participants focused on (1) the lack of commitment and involvement of senior management in HIV/AIDS policy formulation and program implementation, and (2) the lack of HIV/AIDS policies; for example, the lack of policy for children born HIV positive in prison, and the lack of a workplace policy in a number of departments.

This session also focused on what supportive mechanisms are currently available to participants, including the newly established interdepartmental HIV/AIDS committee. Participants discussed ways of strengthening this committee and their cross-departmental HIV/AIDS work.

Throughout the workshop — and in particular during this session — participants requested follow-up support from the POLICY Project in further capacity building for their departments. Areas of requested assistance included additional strategic planning, facilitation skills, presentation skills, and assistance in implementing the departmental action plans.

VI. Evaluation

Thirty of the 34 participants completed evaluation forms. In terms of content, participants felt that their expectations had been met and that the content was clear and concise. In general, participants thought that the workshop was “well prepared...workbooks and files were well organized.”

An overwhelming majority of participants felt the content was relevant. One participant noted that the content of the course “has given me power and fuel to tackle HIV/AIDS issues...the facts were indispensable.”

All of the participants felt that facilitation was excellent. Selected participant comments follow:

- “Facilitators are well versed and prepared for the unknown in the form of questions or queries.”

- “The facilitators have the ability to keep the attention and encourage the interaction of the group.”
- “The flow of format from one presenter to another was not disruptive and allowed continuity. It was holistic and clear.”
- “Well prepared, attractive presentations, confident speakers who know what they are talking about.”
- “Motivated active participation. Teamwork on the part of facilitators was beautifully complementary.”
- “The group involvement was exceptional. Tactics were fresh. It was creative.”
- “Fantabulous!”

Various methods of instruction were used including formal presentations, worksheets, discussions, group work, and case studies. Participants felt that the varied nature of instruction complemented the course. Most participants felt that the various methods of instruction used were “very effective,” ranging from 100 percent for presentations to 73 percent for case studies. Participant comments included the following:

- “This has been on the level of international standards.”
- “Very good flow of all instruction methods. Facilitators are confident with their subject area.”
- “Good use of colour....especially on the flipcharts.”
- “Group work was very good. It was very practical as experiences could be shared.”
- “The way the workshop has been tailored has made it easy to adapt from one section to another. This increased participant participation and enthusiasm.”

The follow up support that was identified by the participants included further skills development in the following areas:

- Research skills
- Writing skills, media skills and communication skills
- Presentation and facilitation skills
- HIV/AIDS counseling
- AIDS education methodology skills

Participants expressed the need to be updated on a regular basis with more advanced advocacy training and capacity building.

Following are excerpted questions from the evaluation forms and participants’ corresponding responses. (See Appendix C for the complete evaluation form. Participant responses are available under separate cover.)

1. Was the content of the training:	Too Much	3
	Sufficient	26
	Not Enough	0
	No Response	1
2. Was the time allowed for this training:	Too Much	1
	Sufficient	25
	Not Enough	3
	No Response	1

3. How do you feel about the overall quality of facilitation? Excellent 28
 Good 2
 Average 0
 Poor 0

4. How effective were the methods of instruction used?

	Very Effective	Somewhat Effective	Not Effective	No Response
Presentations	30	0	0	0
Worksheets	28	1	0	1
Discussions	28	1	0	1
Group Work	25	3	0	2
Case Studies	22	6	0	2

5. Were the following sessions relevant?

- A. Brief Overview of HIV/AIDS Statistics & Trends -
 Current Socioeconomic Model Ideas

Very Relevant 21
 Relevant 7
 Not Relevant 0
 No Response 2

- B. The HIV/AIDS Context: Summary of the National AIDS Review
*Findings & Summary of the main components of HIV/AIDS Directorate's
 most recent operational plan*

Very Relevant 24
 Relevant 6
 Not Relevant 0
 No Response 0

6. Do you think the objectives of this workshop programme were met? Yes 30
 No 0
7. Would you need support to implement what you have learned? Yes 24
 No 3
 Other 3

VII. Next Steps

During the closing session, participants committed themselves to implementing the departmental action plans developed during the workshop, and to strengthening cross-departmental communication and collaboration in relation to HIV/AIDS program, policy, and implementation. Participants requested additional capacity-building assistance and support from the POLICY Project and NAP in communication/writing skills, presentation and facilitation skills, media relations, and advocacy training. POLICY Project local staff will remain points of contact for participants and will discuss future activities with NAP and USAID.

Appendix A. List of Participants, Facilitators, and Keynote Speakers

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Appendix B. Agenda

National AIDS Programme and the POLICY Project (USAID)
Workshop on
**A Multi-sectoral Approach to HIV/AIDS Programme Implementation:
Enhancing Advocacy Skills for the Management of HIV/AIDS Intervention Programmes
within Government Departments**
March 3-6, 1998
Hartebeespoort Dam, South Africa

Tuesday, March 3, 1998

12h00	Arrival & Registration
13h00 - 14h00	Lunch
14h00 - 15h00	Welcome Introduction of Participants & Expectations Objectives of the Training Housekeeping Programme Review
15h00 - 16h30	The HIV/AIDS Context: <i>Brief Overview of HIV/AIDS Statistics & Trends - Socioeconomic Findings</i>
16h30 - 16h45	Tea
16h45 - 17h45	The HIV/AIDS Context: <i>Summary of the National AIDS Review Findings Summary of the main components of HIV/AIDS Directorate's most recent operational plan</i>
19:30	Dinner

Wednesday, March 4, 1998

08h30 - 10h00	Exploring the meaning and definition of Advocacy <i>A Motivation for Advocacy Skills</i>
10h00 - 11h00	Introduction to the Basic Elements of an Advocacy Strategy
11h00 - 11h15	Tea
11h15 - 13h00	The Basic Elements of an Advocacy Strategy <i>Focus: Issue Identification</i>

13h00 - 14h00	Lunch
14h00 - 16h00	The Basic Elements of an Advocacy Strategy <i>Focus: Identifying Goals & Objectives</i>

Thursday, March 5, 1998

08h30 - 10h30	The Basic Elements of an Advocacy Strategy <i>Focus: Selecting a Target Audience</i> • Identifying their Knowledge • Attitudes and Beliefs
10h30 - 10h45	Tea
10h45 - 12h00	The Basic Elements of an Advocacy Strategy <i>Focus: Shaping the Message</i>
12h00 - 13h00	The Basic Elements of an Advocacy Strategy <i>Focus: Building Support</i>
13h00 - 14h00	Lunch
14h00 - 14h30	The Basic Elements of an Advocacy Strategy <i>Focus: Building Support</i> (session continued)
14h30 - 15h00	Consolidation of the Advocacy Strategy Process <i>Case Study: Home-based Care</i>
15h00 - 15h45	A Case Study of an Advocacy Campaign <i>Violence Against Women in Senegal</i>
15h45 - 16h30	Consolidation of the Advocacy Process: <i>A Graphics Review</i>

Friday, March 6, 1998

8h30 - 10h30	Development of the Department's Issue Plans
10h30 - 10h45	Tea
10h45 - 11h30	The Elements of Networking and Collaboration Across Departments
11h30 - 12h15	Identification of Individual and Group Follow-up Support
12h15 - 13h30	Evaluation & Closure
13h30	Lunch & Departure

Appendix C. Evaluation Form

Evaluation of the Workshop on

*A Multi-Sectoral Approach to HIV/AIDS Programme Implementation:
Enhancing Strategic Planning Skills for the Management of HIV/AIDS Intervention
Programmes within Government Departments*

Tuesday, 3rd - Friday, 6th March 1998
Hartebeespoort Dam, South Africa

To enable us to improve our training workshops, we request that you answer this Workshop Evaluation Questionnaire. Your cooperation and honesty in responding to this questionnaire is greatly appreciated. For each question, please circle or tick the response that best matches your feelings about this workshop.

1. Was the content of the training:

Too Much

Sufficient

Not Enough

Comments:

2. Was the time allowed for this training:

Too Much

Sufficient

Not Enough

Comments:

3. How do you feel about the overall quality of facilitation?

Excellent

(competent, well prepared, created environment conducive to learning, etc.)

Good

Average

Poor

(lack of expertise, not prepared, controlled group too strictly, poor instructions)

Comments:

4. How would you rate the facilities and services? (please tick)

	Excellent	Average	Poor
Accommodation			
Workshop Room			
Food			
Other			

Comments:

5. How effective were the methods of instruction used?

	Very Effective	Somewhat Effective	Not Effective
Presentations			
Worksheets			
Discussions			
Group Work			
Case Studies			

Others (specify)			
------------------	--	--	--

Comments:

6. Were the following sessions relevant?

- A. Brief Overview of HIV/AIDS Statistics & Trends -
Current Socioeconomic Model Ideas

Very Relevant Relevant Not Relevant

- B. The HIV/AIDS Context: Summary of the National AIDS Review
Findings & Summary of the main components of HIV/AIDS Directorate's most recent operational plan

Very Relevant Relevant Not Relevant

Comments:

7. Do you think the objectives of this workshop programme were met?

Yes No

Comments:

8. What elements of the workshop can you use in your organisation and how?

9. Would you need support to implement what you have learned?

Yes No

10. Do you have any other comments or suggestions to improve future workshops?

**Enhancing Advocacy Skills for
HIV/AIDS Programs in South Africa**

Workshop Report

Pretoria, Republic of South Africa
August 17-22, 1997

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I. Summary

The POLICY Project in collaboration with the National AIDS Programme (NAP) conducted a one-week workshop, "Enhancing Advocacy Skills for HIV/AIDS Programmes in South Africa," August 17 - 22, 1997. The workshop was sponsored by USAID and the European Union.

Thirty-seven participants representing the private sector, all nine provinces, and the national level of the Republic of South Africa participated in the workshop. All official 11 languages were represented.

The goal of the workshop was to enhance advocacy skills for leadership support from a broad range of individuals, groups, and organizations for strong multisectoral HIV/AIDS programs at both national and provincial levels. The workshop focused on approaches to galvanize the support of government, NGOs, and community leaders for HIV/AIDS programs through better leadership understanding of the status and trends of the epidemic in South Africa and the interventions needed for desired results. There were two specific objectives for this workshop:

1. To increase the skills of the participants to perform effective advocacy for HIV/AIDS programs by providing the participants with a thorough understanding of key steps in building stronger leadership commitment including identifying key policy issues, specifying target audiences, developing and disseminating policy-relevant messages, and using a variety of policy tools to analyze and disseminate HIV/AIDS information.
2. To equip the participants with the ability to replicate this training on HIV/AIDS advocacy techniques at the provincial level.

II. Background

The AIDS epidemic is well established in South Africa and continues to grow at varying rates in all provinces. By 1995, the prevalence of HIV in South Africans who attended antenatal clinics had reached more than 10 percent. In the latest national antenatal survey (October/November 1996), 14.1 percent of women attending public health service antenatal clinics were infected with HIV. Extrapolations to the remainder of the population suggest that 11 percent of all adults in the country are infected. By the end of 1996, the estimated number of infected persons in South Africa, therefore, was just over 2.4 million. New HIV infections occur at a rate of 1,200 a day, the majority from heterosexual transmission.

Arising from extensive consultation, the National AIDS Convention of South Africa (NACOSA) developed a National AIDS Plan for South Africa in 1994. This

was accepted by the Minister of Health as the framework for the government's response. In recognition of the seriousness of the epidemic, the plan was accorded the status of a Presidential Lead Project within the Reconstruction and Development Programme in the Department of Health.

The HIV/AIDS and STDs Directorate of the Department of Health was established in January 1995 as a strong vertical program with an imperative to devolve implementation functions to the provincial structures as these develop sufficient capacity to assume and sustain the functions. The transition and restructuring within the national and provincial Health Departments, however, has delayed this process. With the recent appointments of most of the Provincial HIV/AIDS Coordinators, the relationships between the national and provincial structures are now being formalized and devolution is commencing.

The NACOSA/NAP is thus operated by the National HIV/AIDS and STDs Directorate, the nine provincial STD/HIV/AIDS structures, and the regional local structures, which include the 20 AIDS Training, Information and Counseling Centres (ATICCs). In addition, NGOs are either funded or subcontracted to run projects and provide services.

Support of political, government, and community leaders is critical to the implementation of effective HIV/AIDS prevention programs. The National STD/HIV/AIDS Review in July 1997 identified the need to mobilize commitment, support, and resources and to strengthen and expand the national, provincial, and local responses to HIV/AIDS. In response to these findings, the HIV/AIDS and STDs Directorate, in collaboration with the POLICY Project, planned this workshop for Provincial HIV/AIDS Coordinators and key NGO leaders at the provincial level, together with several national-level participants, to enhance their advocacy skills for mobilizing the required leadership support. Local costs of the workshop were provided by the European Union.

III. Workshop Objectives

The goal of this workshop was to enhance advocacy skills for leadership support from a broad range of individuals, groups and organizations for strong multisectoral HIV/AIDS programs at both national and provincial levels. The focus of the workshop on approaches to galvanize the support of government, NGOs, and community leaders for HIV/AIDS programs through better leadership understanding of the status and trends of the epidemic in South Africa, and the interventions needed for desired change. There were two specific objectives for this workshop as follows:

1. To increase the skills of the participants to perform effective advocacy for HIV/AIDS programs by providing the participants with a thorough

understanding of key steps in building stronger leadership commitment, including identifying key policy issues, specifying target audiences, developing and disseminating policy-relevant messages, and using a variety of policy tools to analyze and distribute HIV/AIDS information.

2. To equip the participants with the ability to replicate this training on HIV/AIDS advocacy techniques at the provincial level.

IV. Workshop Organization

POLICY Project staff organized the workshop in collaboration with NAP. The workshop facilitators included Alan Johnston, Kirsten Olson, Mary Scott, and Taly Valenzuela of the POLICY Project; Pooven Moodley of NACOSA; and Ria Schoeman of the HIV/AIDS/STDs Directorate. Rose Smart, Director of the HIV/AIDS and STDs Directorate, gave the keynote address. NAP was responsible for the logistics for the workshop. The venue was the Hamilton Conference Centre in Pretoria.

Workshop materials included a workshop workbook, entitled “Enhancing Advocacy Skills for HIV/AIDS Programmes in South Africa,” which included a workshop agenda; list of participants; a presentation on the policy process; handouts on the advocacy process; HIV/AIDS global trends; integration of HIV/AIDS and PHC/MCH/FP; internet resources; and research references on South Africa, as well as advocacy materials and information on the HIV/AIDS situation and NAP in South Africa. In addition, numerous other reference materials were distributed to the participants (see Appendix A).

V. Participants

Thirty-seven participants attended the workshop, representing all the provinces, NAP, and the private sector. Public sector participants were from the provincial Departments of Health, a district Department of Health, the Youth Commission, and various NGOs, including ATICC, NACOSA, ALN (AIDS Legal Network), and NAPWA (National Alliance of People with AIDS). Private sector participants included representatives from the mining industry. Provinces were asked to nominate participants from different sectors. Please see Appendix B for a list of the participants.

VI. Description of Presentations and Working Sessions

This section will give a summary of the content of the workshop. The complete workshop agenda is provided in Appendix C of this report.

Introduction: POLICY staff and NAP welcomed participants and gave a brief introduction to the workshop. It included a review of goals and objectives of the workshop as well as its agenda. Participants introduced themselves and discussed their expectations of the workshop.

HIV/AIDS status in South Africa and Current Programs and Priorities of the National AIDS Programme: The Director of the HIV/AIDS and STDs Directorate, Rose Smart, gave a keynote presentation about the status of HIV/AIDS in South Africa and the current programs and priorities of NAP.

Overview of the Policy Process: This presentation examined several conceptual frameworks to describe the policy process in general and the policy process of South Africa in particular.

Introduction to Advocacy: During this session, participants defined the concept of advocacy—the what, why, and how—reaching consensus on a definition. They examined a conceptual framework for advocacy and identified the key role that advocacy plays in the policy process. This was followed by a presentation by the National Advocacy Office of NACOSA, updating participants on current advocacy activities in the country.

Basic Elements of an Advocacy Strategy: The purpose of this session was to introduce the basic elements of an advocacy strategy including issue identification, goals and objectives, audience selection, message formulation, network building, fundraising, implementation, and evaluation.

- *Issue identification.* This session introduced a step-by-step approach to designing a strategy (campaign), beginning with issue identification. Participants worked in groups and selected and prioritized three policy issues for their provinces. The groups were as follows: KwaZulu-Natal with Eastern Cape, Mpumalanga with Northern Province, Western Cape with Northern Cape, and the Free State with the North West Province.
- *Goals and objectives.* Once these issues were identified and analyzed, participants reviewed criteria for developing a policy goal and SMART objectives to address these issue.
- *Selecting target audiences.* This session focused on how to analyze primary and secondary audiences on the basis of their knowledge, attitude, and beliefs. An audience mapping tool was introduced to select the appropriate audience for a particular policy issue.
- *Shaping messages.* This session focused on defining and shaping a message to the appropriate audience. Participants reviewed the key elements of a message, including content, language, format, and effective dissemination

tools. The provincial groups then worked through the steps necessary to develop a message that includes stating the problem, formulating the solution, and calling for action.

- *Building support.* During this session, participants identified and analyzed supporters/opponents/undecideds of their provincial policy issues. Participants suggested strategies on how to increase and strengthen support for their advocacy efforts and to neutralize their opponents. Participants also took part in an exercise that illustrated the power of networking.

Program Issues and Lessons Learned: Findings from the National STD/HIV/AIDS Review: In this keynote session, Rose Smart, Director of NAP, highlighted the key findings from the National STD/HIV/AIDS Review, which had been conducted from July 4-18, 1997, in each of the nine provinces and at the national level. Many of the workshop participants had been members of the review teams for their provinces and had attended the national "report back" workshop held on August 7-8. The discussion following the presentation focused on those review findings that identified topics for which advocacy strategies need to be developed.

Reports from the Provinces: Program issues and lessons that have been learned from program implementation to date: During this session, provincial groups reviewed the National AIDS Assessment document. The participants analyzed the strengths and weaknesses of the program in their provinces and shared experiences and lessons learned.

How to Organize a Workshop: The purpose of this session was to help provincial groups design and conduct an advocacy workshop. Discussion included logistical arrangements, funding, participant selection, agenda, and content design.

Evening Sessions: Several sessions were conducted in the evenings to reinforce and complement the materials presented during the day. These sessions included the following: *Demonstration of Computer Software for HIV/AIDS Presentations: the AIDS Impact Model (AIM); Demonstration of Computer Graphics Presentations; Tools for Effective Message Dissemination; and Sources for Information on HIV/AIDS: the Internet.*

Special Event: Networking with religious leaders: On Wednesday evening, August 20, representatives from a number of national religious communities were invited to join the workshop participants for informal discussions and brainstorming about the role of religious leaders and religious groups in national HIV/AIDS programs. The representatives from Christian, Muslim, and Hindu communities were all active in the Religious AIDS Programme (RAP), which collaborated in organizing the session. Representatives of the religious communities also joined the participants for dinner following the lively discussions. Many of the participants used this networking opportunity to discuss specific follow-up activities.

Practicum: For the next day and a half, the five provincial groups were given an opportunity to practice their new advocacy skills by developing an advocacy strategy around one of the policy issues identified on the first day. In addition, each of the provinces developed an action plan to conduct an advocacy workshop at the provincial level within the next four months. Workshop plans included an agenda, session descriptions, timeframes, and logistics.

Participants presented the five advocacy strategies and nine workshop action plans on the last day of the workshop.

VII. Advocacy Goals by Provinces

Gauteng Province

Establishment of pre-employment testing bill

Free State and North West Provinces

Establishment of policy and guidelines on HIV testing and counseling

Western Cape and Northern Cape Provinces

Development and implementation of an appropriate management and care protocol for the provision of home-based care at the primary care level

Eastern Cape and Kwa-Zulu Natal Provinces

Policy established at the provincial level for NGO funding

Northern and Mpumalanga Provinces

Increase manpower in HIV/AIDS program as a result of lack of policy facilitating structures of human resources in the program

VIII. Evaluation

To evaluate the workshop, organizers asked participants to fill in evaluation forms. The evaluation forms are presented in this section. For detailed participant comments, please refer to Appendix E. Out of 37 participants, 34 completed the evaluation form.

Was this workshop able to change the way you think in approaching an advocacy strategy?

Yes	32
No	1
NR	1

Did you learn new, useful advocacy skills?

Yes	34
No	0
NR	0

How confident are you to conduct an advocacy skills workshop?

a) yourself? (1 = not confident; 5 = very confident)

Number responding	32
Average Rating	3.84
Lowest Rating	1
Highest Rating	5

b) with your provincial team? (1 = not confident; 5 = very confident)

Number responding	34
Average Rating	4.24
Lowest Rating	1
Highest Rating	5

How useful are the materials distributed at the workshop (reports, presentation charts, training manuals)? (1 = not useful; 5 = very useful)

Number responding	30
Average Rating	4.97
Lowest Rating	4
Highest Rating	5 (and one was marked 6)

IX. Next Steps

On the final day of the workshop, NAP and NACOSA led a discussion on workshop follow-up activities. Among the many requests and comments were the following:

1. NAP committed itself to fund local costs for all provincial advocacy workshops within the next four months.
2. All provinces intend to conduct advocacy workshops within the next four months. The majority requested technical assistance in the design and implementation of their workshops.

3. Participants committed themselves to turning the workshop group into an ongoing advocacy network. They discussed and proposed several strategies for coordination and communication. One proposal consisted of selecting a person to act as advocacy coordinator at the central level, who would be part of a coordinating committee consisting of representatives from the nine provinces. They agreed that the group should meet regularly and not just on an ad hoc basis.

4. The majority recommended that a follow-up workshop take place in November to enhance their advocacy and training skills including presentation and facilitation skills. The workshop would also serve as a forum for lessons learned from the provincial workshops. It was also suggested that NAP develop a set of critical questions to guide the participants in assessing the successes/problems/challenges in conducting their workshops. These completed forms would be shared with all provinces immediately upon completion of the workshop.

Appendix A

Materials Distributed in Workshop Briefcase

1. Workshop Workbook: "Enhancing Advocacy Skills for HIV/AIDS Programmes in South Africa." Includes: Workshop Agenda; List of Participants; The Policy Process (presentation); The Advocacy Process (handouts); HIV/AIDS Global Trends; Integration of HIV/AIDS and PHC/MCH/FP; Internet Resources; and Research References on South Africa.
2. "An Introduction to Advocacy: A Training Guide," Support for Analysis and Research in Africa (SARA).
3. "Cairo, Beijing, and Beyond: A Handbook on Advocacy for Women Leaders," CEDPA.
4. "Training of Trainers: A Handbook," CEDPA.
5. NACOSA, South Africa United Against AIDS, "A National AIDS Plan for South Africa, 1994 - 1995," July 1994.
6. *HIV/AIDS and The Law: A Resource Manual*, AIDS Law Project and Lawyers for Human Rights, Johannesburg, May 1997.
7. "Advocacy Study on Lobbying Parliamentarians," Pooven Moodley, NACOSA, Capetown, July 1997.
8. AIDS CAPTIONS, Vol. III, Number 2, July 1996, "New Paths in HIV/AIDS Prevention," FHI AIDSCAP.
9. AIDS CAPTIONS, Vol. III, Number 3, November 1996, "HIV/AIDS Prevention: Perspectives from the Field," FHI AIDSCAP.
10. AIDS CAPTIONS, Vol. IV, Number 1, June 1997, "Building on Success: The Next Generation of HIV/AIDS Programs," FHI, AIDSCAP.
11. The South African STD/HIV/AIDS Review, 4-18 July 1997: Contextual Analysis.
12. The South African STD/HIV/AIDS Review, 4-18 July 1997: Comprehensive Report.

13. The National STD/HIV/AIDS Review, 4-18 July 1997: Team Reports: National Level; Free State Province; Northern Cape; Eastern Cape; Gauteng Province; KwaZulu Natal; North West Province.
14. South African HIV/AIDS and STDs Programme: Strategic Plan: 1996/7-2000/1.
15. "HIV/AIDS Status in South Africa and Current Programmes and Priorities of the National AIDS Programme," (handouts and transparencies), HIV/AIDS and STDs Directorate, Department of Health, July 1997.
16. "Seventh National HIV Survey of Women Attending Antenatal Clinics of the Public Health Services," October/November 1996, Department of Health.
17. "Letters to Legislators," (guidelines).
18. "Being Interviewed by the Media," (guidelines).
19. "How to Organize a Workshop," (handouts).
20. "Action Plan for Organizing Your Own Advocacy Workshop," (handouts).
21. "RAP Focus," Religious AIDS Programme, April 1997.

Appendix B

List of Participants and Facilitators

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Appendix C

Agenda

National AIDS Programme and The POLICY Project - USAID Workshop

“Enhancing Advocacy Skills for HIV/AIDS Programmes in South Africa”

Hamilton Conference Centre - Pretoria
Best Western - Pretoria Hotel

August 17-22, 1997

Agenda

Background: The support of political, government, and community leaders is critical to the implementation of effective HIV/AIDS prevention programmes. The National STD/HIV/AIDS Review in July 1997 identified the need to mobilise commitment, support, and resources and to strengthen and expand the national, provincial and local response to HIV/AIDS. In response to these findings, the HIV/AIDS and STDs Directorate, in collaboration with the USAID-supported POLICY Project, has planned this workshop for Provincial HIV/AIDS Coordinators and key NGO leaders at the provincial level, together with several national level participants, to enhance their advocacy skills for mobilising the required leadership support. The European Union has provided funding for the local costs of the workshop.

Workshop Objectives:

1. The overall objective is to increase leadership support from a broad range of individuals, groups, and organisations for strong multisectoral HIV/AIDS programmes at both national and provincial levels. The focus of the workshop is on approaches for galvanizing the support of government, NGO, and community leaders for HIV/AIDS programs through better leadership understanding of (a) the status and trends of the epidemic in South Africa and (b) the interventions that are needed and the impact of these interventions.
2. The specific objective of the workshop is to increase the skills of the participants to do effective advocacy for HIV/AIDS programmes by providing the participants with a thorough understanding of key steps in building stronger leadership commitment, including identifying key policy issues, specifying target audiences, developing and disseminating policy-relevant messages, and using a variety of policy tools to analyse and disseminate HIV/AIDS information.

3. The participants will be equipped to replicate this training on HIV/AIDS advocacy techniques at the provincial level.

Sunday, 17 August

Afternoon Participants arrive

19:00 Opening Dinner, Welcome and Introductions

Monday, 18 August

08:30 - 09:00 Introduction to the Workshop

*Ms. Ria Schoeman, Deputy Director - Intersectoral Liaison,
HIV/AIDS and STDs Directorate*

Mr. Alan Johnston, The POLICY Project

09:00 - 10:00 Purpose of the Workshop and Review of Agenda

Participants' workshop expectations

Ms. Taly Valenzuela, The POLICY Project

10:00 - 10:30 Coffee/tea break

10:30 - 11:30 HIV/AIDS Status in South Africa and

Current Programmes and Priorities of the National AIDS Programme

Ms. Rose Smart, Director, HIV/AIDS & STDs Directorate

11:30 - 12:30 Overview of the Policy Process

Mr. Alan Johnston

Overview of the South African Policy Process

Mr. Pooven Moodley, National Advocacy Office, NACOSA

12:30 - 13:30 Lunch

13:30 - 15:00 Introduction to Advocacy

What is Advocacy?

Advocacy Conceptual Framework

Ms. Taly Valenzuela

15:00 - 15:30 Coffee/tea break

15:30 - 16:30 Update on National Advocacy Activities

Mr. Pooven Moodley, National Advocacy Office, NACOSA

16:30 - 17:30 Basic Elements of an Advocacy Strategy

Ms. Taly Valenzuela

Tuesday, 19 August

08:30 - 10:00 Basic Elements of an Advocacy Strategy (continued)

Ms. Taly Valenzuela

10:00 - 10:30 Coffee/tea break

10:30 - 12:30 Basic Elements of an Advocacy Strategy (continued)

12:30 - 13:30 Lunch

13:30 - 15:30 Basic Elements of an Advocacy Strategy (continued)

15:30 - 16:00 Coffee/tea break

16:00 - 17:00 Basic Elements of an Advocacy Strategy (continued)

17:00 - 17:30 Tools for Effective Message Dissemination

Ms. Kirsten Olson, The POLICY Project

17:30 - 18:30 Demonstration of Computer Graphics Presentations

Wednesday, 20 August

08:30 - 09:00 Networking Techniques

Ms. Taly Valenzuela

09:00 - 09:30 HIV/AIDS Technical Resources and Internet Resources

Mr. Alan Johnston

09:30 - 10:30 Programme Issues and Lessons Learned:

Findings from the National STD/HIV/AIDS Review

Ms. Rose Smart, Director, HIV/AIDS and STDs Directorate

10:30 - 11:00 Coffee/tea break

11:00 - 12:30 Reports from the Provinces:

Programme issues and lessons that have been learned from programme implementation to date

12:30 - 13:30 Lunch

13:30 - 15:30 Development of Advocacy Strategies

15:30 - 16:00 Coffee/tea break

16:00 - 17:00 Development of Advocacy Strategies (continued)

17:00 - 19:00 Informal Networking with Religious Leaders on the role of Religious Leaders and Religious Groups in HIV/AIDS Advocacy (in collaboration with the Religions AIDS Programme - RAP)

19:00 Religious Leaders join participants for dinner

Thursday, 21 August

08:30 - 10:00 Development of Advocacy Strategies (continued)

10:00 - 10:30 Coffee/tea break

10:30 - 11:00 How to Organise a Workshop

Ms. Ria Schoeman, HIV/AIDS and STDs Directorate

Ms. Kirsten Olson, The POLICY Project

11:00 - 12:30 Development of an HIV/AIDS Advocacy Workshop

12:30 - 13:30 Lunch

13:30 - 15:30 Development of an HIV/AIDS Advocacy Workshop (continued)

15:30 - 16:00 Coffee/tea break

16:00 - 17:00 Development of an HIV/AIDS Advocacy Workshop (continued)

17:00 - 18:00 Demonstration of Computer Software for HIV/AIDS Presentations:
The AIDS Impact Model (AIM)

Mr. Alan Johnston

Friday 22 August

08:30 - 10:30 Presentation of Advocacy Strategies and Provincial Workshop Plans

10:30 - 11:00 Coffee/tea break

11:00 - 12:00 Evaluation and Closing

12:00 - 13:30 Farewell Lunch

Afternoon Participants depart

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Appendix D

Evaluation Form

Evaluation

Workshop on Enhancing Advocacy Skills for HIV/AIDS Programmes in South Africa

August 17-22, 1997 - Pretoria, South Africa

Please fill out the following evaluation. Thank you.

1. Was this workshop able to change the way you think in approaching an advocacy issue?

Yes

No

If yes, how? If not, why?

2. Did you learn new, useful advocacy skills?

Yes

No

If yes, name a few and how they will benefit you and/or your organisation.
If not, why not?

3. How would you as a trainer use the skills that you learned at this workshop?

4. How confident are you to conduct an advocacy skills workshop

(a) yourself? (1 = not confident; 5 = very confident)

(b) with your provincial team? (1 = not confident; 5 = very confident)

5. What type of follow-up would benefit you the most?

6. How useful are the materials distributed at the workshop (reports, presentation charts, training manuals)? (1 = not useful; 5 = very useful)

7. Please add any additional comments.

Appendix E

Comments on the Evaluation

The following are the comments recorded by the participants on the evaluation forms.

1. *Was this workshop able to change the way you think in approaching an advocacy issue?*

If yes, how?

Having started from no-where and not even knowing the concept, the workshop and especially the presentation and group work did just that and more.

Ability to analyse advocacy strategies more deeply and approach this more logically than before and not in a haphazard way.

Working for the ATICC, I'm supposed to go out and advocate HIV/AIDS programmes to other organisations. Having been through this course I have realised that I was wrong at some techniques I have used. I feel more motivated, effective, and powerful to do my job and get across the message in a powerful way. To tell you the truth, I was getting bored with my job because I wanted challenge. Now I have it and I am going to educate my working mates so that we do one thing together in a more effective, cost-effective way.

I did have an idea already about what went into it. But the workshop really helped us to think systematically and carefully—work out which step to follow. Problem one, I did not realize (until the second to last day) that the purpose of the workshop was to strengthen intersectoral collaboration. Problem two, it was not made clear enough in the workshop structure initially why the policy process was emphasized. This led to confusion.

Because I used to fail in my attempts, because my approach was very much haphazard in dealing with issues.

It has learnt me to think in a systematic way and do proper planning toward a specific goal.

It has given me a logical way of thinking, writing, and presenting an issue. It has empowered me with skills in networking. Some of the tasks seemed to be daunting, but with the skills gained, one is in a position to tackle tasks.

I have been using a DOTMABE approach. The AIM approach learned puts a much greater emphasis on the analysis of the target audience (opposition, support, neutral)

than the approach I have been using in programme development. Though I will not entirely abandon the approach I have been using to date, I definitely will be integrating the two approaches.

I always thought advocacy is about demanding things in a negative and forceful way; instead, I've learnt that one is to put forward an issue in an assertive persuasive way through demanding an action.

Mobilizing support is very important so that you speak as one voice and this involves networking. Adequate preparation is needed. One does not necessarily have to follow the steps in a linear process.

It was systematic, planned, and specific. I personally thought I was advocating for programmes before but not in this structured manner.

One of my weak points is that I am quite disorganized in my thinking processes. This reinforces the issue of organising.

In the way that I now know that I must first identify the issue and test if the issue is widely supported or perceived as a burning issue. Then one has to come up with a goal and objectives of achieving that goal. The advocacy is directed to policy matters who are both primary and secondary audiences.

I now have a practical way of approaching advocacy rather than theory. I gained some hands-on experience.

It changed my networking strategies (improved). In my province we are dealing with too many NGOs and we never network, etc.

Assisted in helping me learn for the first time about steps one takes in designing and implementing an advocacy campaign. Gave me insight into advocacy theory and where I can access information (additional).

By the end of one workshop I have been able to distinguish between a policy issue and an issue that is not policy related. I've also learned to distinguish between objectives and goals, and I have also learned the policy process—the channels depending on the type of issue.

Yes, it changed my attitude toward advocacy. I am now more open and free to talk about it, it's no longer a radical government-opponents thing.

If not, why?

It has aided in gathering information.

No response.

As I have had a bit of training and experience, the workshop did not change the way I think about approaching advocacy. However, it helped me crystallize my thinking and provided a framework/structure for me to order my ideas, thinking.

2. *Did you learn new, useful advocacy skills?*

If yes, name a few and how they will benefit you and/or your organization. If not, why not?

Planning of workshops and planning advocacy strategies—skills that I have never had before. Presenting advocacy messages and also networking and skills for building support.

How to identify the issue. How to clarify the goal. How to set objectives and building support and identifying primary audiences.

From identifying the issue to implementation. Especially the goals and objectives. The whole process was exceptionally good and was money well spent. The shaping of the message to different target groups and the step by steps of advocacy.

Networking and forming coalitions. Although we do networking, I've learned more that not all having to share a similar view about all issues. The painful process of reaching a consensus and giving in on strongly felt issues.

The identification of an issue. The correct way of putting across the message. The need to identify opposition to an issue, analyse them, and still manage to win the opposition.

The use of factual information at all times.

How to organise an advocacy workshop. This affords my organization the skills of setting up its own advocacy workshops in the future.

Networking—will be able to get support from other stakeholders. Planning—prioritising issues. More negotiating skills.

Ways to put forward your message clearly. Collection of enough facts before putting forward the issue. Every issue to have a solution. Putting forward clear, measurable, achievable, specific, realistic, and time-bound objectives.

Networking - in my department I am the only one responsible for the programme and have now been able to network in this very workshop.

The skill to be focused and visual and systematic in addressing your issue. This will aid my organisation in the very common problem of budgeting, as AIDS is not seen (in practise, only in theory) as a priority.

All elements of advocacy. This will assist me to strongly advocate on issues important to the HIV/AIDS/STD programme in my province.

How to build support, networking—seeing that I am only starting with an AIDS Centre now and need these skills very much.

3. *How would you as a trainer use the skills that you learned at this workshop?*

At first I will be nervous and maybe not feel that confident. But with the help of the team I am going to do my level best. I am going to use every skill I have learned in an effective way and evaluate my work.

I will be conducting workshops on two levels.

1. Training new advocates to increase the number of advocates for the HIV/AIDS National Programme.
2. I will use the training skills from this workshop to trainers on advocacy skills for AIDS and the law.

Impart these skills to fellows identified, advocated in the province for capacity building.

The skills learned will be used to empower my support group, so that issues could have strong support when brought forward.

With skills learned I will advocate for improvement in implementation of HIV/AIDS programmes in the province and contribute positively to policy formulation.

I will, after consulting with my supervisor, organize a leadership/advocacy workshop—targeting young people (reps) in all the six regions; this is where I'll impart these skills to them, so as they will know how to advocate for certain policy issues affecting them.

Replicate this workshop to the different AIDS committees to empower them to advocate for fully functional AIDS programmes on their mines and in their immediate communities.

First, I will have to practise the skills learned thoroughly before I transfer them to others, and I am willing to use them to influence policy issues at the work level and on HIV/AIDS programmes through working together with other potential advocates toward a better change.

Train others to become advocates. Help to develop a provincial advocacy strategy with the trainers. Have a strong provincial network of HIV/AIDS advocates.

That health problems are not the responsibility of the Health Department alone and together networking is very important in attaining intersectoral collaboration.

By committing myself to help to facilitate workshops. I think these skill will be strengthened by facilitating the training and therefore it will ensure that it will benefit my department as well.

Using presentation skills to introduce the idea of a provincial advocacy task force.

Tackle projects/campaigns provincially by working with the existing team and new recruits.

By making them my own, go through the process on my own again and again!!!

One-to-one lobbying.

In my own organization—ATICC to help staff work out a way of advocating for the future of ATICCs.

(Questions 4 - 6 contained no comments.)

7. *Please add any additional comments.*

At least has a similar workshop in a year's time, get all people trained, and see how they are.

Preparation of workshop materials at regional level is a big problem as there are no equipment in various regions. Support from the department is not as forthcoming as one would wish.

Congratulations to the Department of Health. This is what SA wants. Together we learn. Together we advocate. Together we succeed.

Thank you for the opportunity. I definitely will be practising my 'sharpened' skills and reading all the workshop materials. Only wish someone could help me translate them into Afrikaans for the workshops I'll be presenting!!!

I think that this was an excellent course, but time was too short. Thus, it caused exhaustion, because the issues which were dealt with were very new (some not so new) and intense. Thank you very much!

The whole workshop was very well organised; re: logistics (thank you Ria and DOH) and you could feel how carefully the facilitators had thought of how to make the participants feel comfortable.

Committee to sustain the project for the nation.

Trainers/presenters of this workshop are proficient, professional, and very flexible. This is the only workshop I have ever attended for more than three days and I still feel like continuing. Where any cultural/boundary differences did not matter (as they usually do) within the ASO. You are dynamic people continue doing the good work. For the National AIDS Programme, this was time and money well spent and thank you.

It was wonderful having such a competent and caring people here to present these skills to us. We feel as if the department is acknowledging us.

At times, things could have been speeded up, e.g., the provincial review report back seemed irrelevant to this course and badly placed. I see the value of it, but the time consumed by the workshopping of this exercise did not, in my opinion, warrant the results.

Things that can be added to presentations:

1. The use of audio visual aids
2. Presentation to audience, individuals
3. Touch on listening skills
4. Communication

Thank you.

I strongly believe that the knowledge one got from this workshop has opened a way of approaching the way I should go about:

1. identifying problems
2. analysing my audiences
3. lobbying for policy or anything

**Enhancing Advocacy Skills for
HIV/AIDS Programmes in South Africa**

Part 2: Presentations/Networking/Sustainability Issues

Workshop Report

*Western Cape Province, South Africa
December 7-11, 1997*

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I. Summary

The POLICY Project, in collaboration with the National AIDS Programme (NAP), conducted a follow-up workshop "Enhancing Advocacy Skills for HIV/AIDS Programmes in South Africa, Part 2: Effective Presentations/Networks/Sustainability Issues," from December 7-11, 1997. The workshop was held in the Western Cape Province, which was the first province to replicate the August 1997 workshop, and is home to POLICY's local consultant and the National AIDS Convention of South Africa (NACOSA) facilitator. The workshop was sponsored by USAID and the European Union.

Thirty-three of the 37 participants who attended the first workshop attended this second one. They represented all nine provinces and the national level of the Republic of South Africa. As an introduction to the workshop, representatives from the provinces delivered focused reports on their advocacy activities since August, highlighting the strengths, weaknesses, and future plans of their initiatives. Local POLICY consultant Kevin Osborne facilitated this process.

The follow-up workshop was designed to enhance further the advocacy skills of participants who attended the August workshop. The specific objectives for this second workshop were to (1) strengthen advocacy skills in developing and presenting effective messages; (2) strengthen advocacy skills in creating and maintaining provincial advocacy networks; and (3) address provincial concerns to ensure sustainability of advocacy initiatives.

As a result of the workshop, representatives of the provinces committed themselves to strengthening the existing AIDS advocacy networks (five provinces) and to forming networks (four provinces). Participants also planned and scheduled regional advocacy training workshops within the provinces. One important result of this workshop was improved communication and relations between the national and provincial programs, especially in resource allocation.

II. Background

The AIDS epidemic is well established in South Africa and continues to grow at varying rates in all provinces. By 1995, the prevalence of HIV in South Africans who attended antenatal clinics had reached more than 10 percent. In the latest national antenatal survey (October/November 1996), 14.1 percent of women attending public health service antenatal clinics were infected with HIV. Extrapolations to the remainder of the population suggest that 11 percent of all adults in the country are infected. By the end of 1996, the estimated number of infected persons in South Africa, therefore, was just over 2.4 million. New HIV infections occur at a rate of 1,200 a day, the majority from heterosexual transmission.

Support of political, government, and community leaders is critical to the implementation of an effective HIV/AIDS/STD program. In July 1997, the National HIV/AIDS/STD Review identified the need to mobilize intersectoral commitment, support, and resources in responding to the HIV/AIDS epidemic.

In response to these findings, the USAID-sponsored POLICY Project, in collaboration with NAP, conducted a one-week workshop, "Enhancing Advocacy Skills for HIV/AIDS Programmes in

South Africa,” August 17-22, 1997. The goal of that workshop was to enhance advocacy skills for leadership support from a broad range of individuals, groups, and organizations for strong multisectoral HIV/AIDS programs at both national and provincial levels. The workshop focused on approaches to galvanize the support of government, NGOs, and community leaders for HIV/AIDS programs through better understanding of the status and trends of the epidemic in South Africa and the interventions needed for desired results.

During this initial workshop, the representatives from the provinces committed themselves to enhancing advocacy skills at the provincial level by conducting similar workshops. One of the workshop’s participants, Kevin Osborne, was engaged by the POLICY Project to facilitate and coordinate this process. With Mr. Osborne’s assistance, seven of the nine provinces designed and executed advocacy training workshops from October to November that were attended by an average of 30 participants per province. As a result of these workshops, five of the provinces developed provincial advocacy task forces or networks to maximize their new advocacy skills and capacity.

III. Workshop Objectives and Organization

To assist in achieving sustainability of HIV/AIDS advocacy activities at the national and provincial levels, the POLICY team designed and conducted a follow-up advocacy workshop, focusing on developing and delivering effective presentations, network building, and program sustainability. This follow-up workshop “Enhancing Advocacy Skills for HIV/AIDS Programmes in South Africa, Part 2: Effective Presentations/Networks/Sustainability Issues,” was designed to enhance further the advocacy skills of participants who attended the August workshop. The training team included two U.S.-based POLICY staff (Mary Scott and Taly Valenzuela), two local staff (Kirsten Olson and consultant Kevin Osborne), and facilitators from NAP (Ria Schoeman) and NACOSA (Pooven Moodley). USAID and the European Union funded the workshop.

The specific objectives for this workshop were to (1) strengthen advocacy skills in developing and presenting effective messages; (2) strengthen advocacy skills in creating and maintaining provincial advocacy networks; and (3) address provincial concerns to ensure sustainability of advocacy initiatives.

The workshop was conducted from Sunday, December 7, through Thursday, December 11, 1997 in the Western Cape Province, which was the first province to replicate the August workshop and is home to POLICY’s Kevin Osborne and NACOSA’s Pooren Moodly. POLICY and NAP were responsible for the logistics for the workshop and the venue was the Protea Ritz Hotel.

The workshop content was based on the following reference materials:

1. “An Introduction to Advocacy: A Training Guide,” Support for Analysis and Research in Africa (SARA).
2. “Training of Trainers: A Handbook,” CEDPA.
3. A module on “Making Effective Presentations,” developed by the RAPID IV Project.

In addition, a workshop workbook titled, “Enhancing Advocacy Skills for HIV/AIDS Programmes in South Africa, Part 2: Effective Presentations/Networks/Sustainability Issues,” was

distributed, which included a workshop agenda, list of participants, and handouts for the different sessions.

IV. Participants

Thirty-three participants of the first workshop attended this second workshop. Participants represented the Provincial Departments of Health, one district Department of Health, a Youth Commission, and various NGOs, including ATICCs (AIDS Training, Information and Counseling Centres), NACOSA, ALN (AIDS Legal Network), NAPWA (National Association of People Living with HIV/AIDS), and NAP. (See Appendix A for a complete list of participants.)

V. Session Content

This section gives a summary of the content of the workshop. The complete workshop agenda is provided in Appendix B.

Introduction. POLICY staff and NAP welcomed participants and gave a brief introduction to the workshop. Representatives from the nine provinces delivered focused reports on their advocacy activities since August, highlighting the strengths, weaknesses, and future plans of their specific advocacy initiatives. The goals and objectives of the workshop as well as the workshop agenda were then presented.

Making Effective Presentations. During this full-day session, participants were introduced to theories of communication (i.e., how people send and receive information) as well as a training module on developing and delivering effective presentations developed by the RAPID IV Project. Participants developed messages addressing policy issues in all nine provinces. Each participant designed and delivered a presentation around these messages. Using a checklist, participants assessed and provided feedback on the content, format, and delivery of the presentations.

Building Support for Advocacy. Networking for Political Impact: This session examined concepts of networking and coalition building, reviewed the benefits of forming networks for advocacy purposes, and reviewed methods for building and maintaining effective advocacy networks. Using a network guideline, participants designed strategies to develop and maintain advocacy networks at the provincial level. Through a simulation exercise, participants practiced how to become effective network members.

National Sustainability. During this session, participants addressed issues concerning sustainability of advocacy activities in the provinces. They discussed the need for effective communication systems between the national and provincial programs and among and within provinces. They underlined the need for role clarification at the national and provincial levels as well as a better understanding of the role of the provincial Department of Health AIDS coordinators in the decentralization process. One important result of this discussion was improved communication and relations between the national and provincial programs, especially in resource allocation. Participants also specified the need for additional training and technical assistance in determining how the policy

process works in South Africa; working with the media; developing materials; preparing and implementing provincial action plans; and developing facilitation skills.

VI. Evaluation

During the last session of the workshop, participants were asked to fill out an evaluation form to provide feedback on the workshop's content and methodology. The evaluation scores are presented in this section. Out of 33 participants, 30 completed the evaluation form (see Appendix C for the evaluation form).

1. Did this workshop enhance your advocacy skills in

a. developing presentations?	Yes	30
	No	0
b. delivering presentations?	Yes	30
	No	0

2 Do you have a better understanding of

a. the concept of networking?	Yes	29
	No	0
	NR	1
b. the purpose and benefits of networking?	Yes	29
	No	0
	NR	1

3. How confident are you in developing an advocacy presentation? (1=not confident; 5=very confident)

Number responding	30
Average rating	3.95
Lowest rating	2
Highest	5

4. How confident are you in delivering an advocacy presentation? (1=not confident; 5=very confident)

Number responding	30
Average rating	4.20
Lowest rating	2
Highest	5

5. What specific skills with regard to advocacy presentations did you learn from this workshop?

(Responses included how to organize a presentation; how better to use visual aids; and the importance of practicing one's presentation, knowing the content well, maintaining eye contact with the audience, and timing one's presentation properly.)

6. Do you feel confident in forming or strengthening your provincial network?

(1 =not confident; 5 =very confident)

Number responding	30
Average rating	4.27
Lowest rating	2
Highest	5

7. What do you need to make your advocacy activities sustainable?

(Responses included a strong networking system, assistance in preparing and implementing action plans, financial support, and strategic planning.)

VII. Next Steps

During the closing session, representatives of the provinces committed themselves to strengthening the existing AIDS advocacy networks in five provinces and to forming networks in the other four provinces. Task force meetings are scheduled for the first quarter of 1998. Participants also planned and scheduled regional advocacy training workshops within the provinces. POLICY Project local staff and NACOSA anticipate providing limited assistance for these activities.

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Appendix B. Agenda

National AIDS Programme and The POLICY Project
USAID Workshop
“Enhancing Advocacy Skills for HIV/AIDS Programmes in South Africa
Part 2: Effective Presentations/Networks/Sustainability Issues”
December 7-11, 1997
Western Cape Province, South Africa

Sunday, 7 December - “*Bienvenue*”

Afternoon	Participants Arrive
18:30 - 20:00	Opening Supper, Welcome and Introductions
20:00 - 22:00	Reporting by Provinces

Monday, 8 December - *Workshop Overview* *Making Effective Presentations*

08:30 - 09:00	Introduction
09:00 - 10:45	Developing Presentations
10:45 - 11:15	Tea/coffee break
11:15 - 12:30	Practicum
12:30 - 13:30	Lunch
13:30 - 15:00	Practicum (continued)
15:00 - 15:30	Tea/coffee break
15:30 - 17:30	Individual Presentations

Tuesday, 9 December - *Building Support for Advocacy*

08:30 - 10:30	The Power of Numbers: Networking for Political Impact
10:30 - 11:00	Tea/coffee break
11:00 - 12:30	Shared Ownership of Goals
12:30 - 13:30	Lunch
13:30 - 15:00	Practicum
15:00 - 15:30	Tea/coffee break
15:30 - 17:30	Building Functional Networks: Provincial Workgroups

Wednesday, 10 December - *National Sustainability of Provincial Advocacy Initiatives*

08:30 - 10:00	Sustainability Issues
10:00 - 10:30	Tea/coffee break
10:30 - 12:00	Sustainability Issues: A Detailed Provincial Analysis
12:30 - 13:30	Lunch
13:30 - 14:30	Report Back to Plenary
14:30 - 15:30	Consolidation and Recommendations
15:30 - 16:00	Tea/coffee break
16:00 - 16:45	The National AIDS Programme Response Questions and Answers
16:45 - 17:45	Way Forward ... The Next Step

Thursday, 11 December - *"Hasta la vista"*

08:30 - 10:00	Evaluation and Closing
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Late Morning/ Participants depart
Afternoon

Appendix C. Evaluation Form

*Workshop on Enhancing Advocacy Skills
for HIV/AIDS Programmes in South Africa
Part 2: Presentations/Networking/Sustainability Issues*

December 7-11, 1997 - Western Cape Province, South Africa

Please fill out the following evaluation. Thank you.

1. Did this workshop enhance your advocacy skills in
 - a. developing presentations? Yes No
 - b. delivering presentations? Yes No
2. Do you have a better understanding of
 - a. the concept of networking? Yes No
 - b. the purpose and benefits of networking? Yes No
3. How confident are you in developing an advocacy presentation? 1 2 3 4 5
(1 = not confident; 5 = very confident)
4. How confident are you in delivering an advocacy presentation? 1 2 3 4 5
(1 = not confident; 5 = very confident)
5. What specific skills with regard to advocacy presentations did you learn from this workshop?
6. Do you feel confident in forming or strengthening your provincial network?
1 2 3 4 5
(1 = not confident; 5 = very confident)
7. What do you need to make your advocacy activities sustainable?
8. Any additional comments . . .

NIH ACTIVITIES IN SOUTH AFRICA

Partially Funded by BNC/USAID, or Initiated under BNC Auspices:

- National Institute of Alcohol Abuse and Alcoholism led a delegation of U.S. experts on fetal alcohol syndrome (FAS) to meet with counterparts in Pretoria, Johannesburg, and Cape Town, September 9-18; FAS rates in the Western Cape may be highest in the world; collaboration is planned under NIH grant mechanisms; an exchange program has been established and a workshop is planned at the University of the Western Cape
- National Institute of Allergy and Infectious Diseases and the U.S. Centers for Disease Control and Prevention are working to coordinate two workshops in South Africa on emerging and reemerging infectious disease, tentatively scheduled for April 20-23, 1997
- National Institute of Mental Health is planning a workshop in South Africa on Mental health services research; purpose is to identify (1) alternative ways of incorporating mental health into primary care services and (2) opportunities for cooperation in research on the delivery of effective mental health services in the community
- National Heart Lung and Blood Institute supported a regional conference on "Life Styles and Hypertension in Black Populations" in South Africa, December 1996
- National Institute on Drug Abuse is pursuing collaboration with the Mental Health and Substance Abuse Division of the South African Medical Research Council; an expert from NIH may soon travel to Cape Town to consult on drug abuse and violence

Grants and Contracts for Research Collaboration:

- National Cancer Institute (NCI) supports Univ of Pretoria in the U.S.-based Eastern Cooperative Oncology Group, a group of hospitals and research centers contributing patients under protocols studying various forms of breast and ovarian cancer
- NCI supports Boston Univ and the Univ of Cape Town are collaborating on a case control study of DMPA and breast cancer
- The Laboratory of Infectious Diseases of the National Institute of Allergy and Infectious Diseases (NIAID) is collaborating with the Medical Univ of Southern Africa on the molecular epidemiology of rotaviruses
- NIAID supports collaboration between the Univ of Washington, Seattle and the National Center for Occupational Health in Johannesburg; the researchers have used electron microscopy to demonstrate the presence of *Chlamydia pneumoniae* in atherosclerotic lesions of coronary arteries

- NIAID supports collaboration between the Univ of Cincinnati, Johns Hopkins Univ, the Univ of Witwatersrand, and colleagues in Korea and Mexico to study geographic variation of humoral responses to *Pneumocystis carinii*
- NIAID supports collaboration between Univ of Minnesota and King Edward Hospital to study natural immunity to *Entamoeba histolytica* under an International Collaboration in Infectious Disease Research (ICIDR) award; the U.S. Principal Investigator is also collaborating with Medical Research Council, Durban, to study mucosal immunity
- NIAID supports the Univ of Arkansas and the Univ of Stellenbosch to study insertion sites of the insertion sequence element, IS6110, in *M. tuberculosis*
- National Institute of Child Health and Human Development have a research contract with the Univ of Witwatersrand and the Univ of Zimbabwe to identify the gene responsible for African iron overload
- National Institute of Dental Research supports Johns Hopkins Univ and the Univ of Witwatersrand in a study of craniofacial bone regeneration in primates with bone morphogenetic proteins (BMPs) delivered by suitable carriers.
- Fogarty International Center (FIC) International Research Fellowship (IRF) Program supports two or more South African scientists in the United States for up to two years; the Nominating Committee Chair is Professor Walter Prozesky, President of the Medical Research Council, Tygerberg
- FIC supports AIDS International Research and Training Program grant to Emory and Columbia Univ, under which 10 South African scientists have trained in the United States
- FIC supports research training for South Africans at the Univ of Pennsylvania under the new International Training and Research in Population and Health Program
- FIC requested and received funding from the Office of AIDS Research Emergency Discretionary Fund to supplement two research projects in South Africa: one on HIV and tuberculosis coinfection, and one on HIV transmission through breast-feeding