



Pan African Christian AIDS Network

CCANet Review Meeting

Kings Conference Centre

2nd - 6th December 2013

Bujumbura, Burundi

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Acknowledgement

We take this opportunity to thank Dutabarane especially Madam Nyandwi Nicimpaye Cesalie and her team for accepting to host the CCANets review meeting on rather a short notice and coordinating the logistics for the time the team spent in Burundi. We also appreciate the opportunity the team got to be exposed to such a practical model where we saw congregations in action and in control of their response to HIV and AIDS at the grassroots. We thank Karen Sorensen from DMCCD for making this invaluable contact and recommendation for the venue of this event and her time to travel all the way to be with the entire team. To all the CCANet coordinators and the PACANet team, thank you. It was a worthwhile investment.

Introduction

The review meeting took place on 2nd to 6th December, 2013 at Kings Conference Centre in Bujumbura – Burundi. The choice of the venue was based on the interest for exposure and to learn from a promising model, and as per recommendation by DMCCD following a successful evaluation exercise at Dutabarane which revealed an effective approach to networking and innovative initiatives by congregations at the grassroots that the other CCANets could learn and benefit from. In this light and for the first time, the DMCCD project consultant Ms. Karen Swartz also participated at the meeting.

The meeting drew CCANet representatives/ coordinators from the 8 countries including Burkina Faso, Cameroon, Liberia, Madagascar, Sierra Leone, Swaziland, South Sudan and Uganda. Liberia was represented by a board member Ms. Pate Chon, while Madagascar was represented by Dr. Josephine Rasoampamojy. In the spirit of a shared vision and as host of the meeting, Dutabarane was invited and was represented by three of her staff, thus Bishop Pierre Claver, Mr. Ostophere and Madam Cesalie the director. The team too shared their contextual experiences of networking the church at congregational level in response to HIV and AIDS.

The review exercise mainly focused on assessing performance of all CCANets against 2013 work plans and targets including accomplishments, opportunities, challenges and lessons learnt. Experiences were also shared focusing discussions on the congregational response approach. A session on advocacy was conducted by Karen and the other was by Christine Baralemwa the resource person training on the training strategy. Towards the end of the 5 day's meeting, the Executive Secretary presented PACANet's strategic direction beyond 2013 which followed both group and individual planning for 2014.

The review meeting objectives were to;

1. Assess and discuss the performance of the CCANets against 2013 plans and targets.
2. Share experiences from the country networks.
3. Learn from a practical congregational response through field exposure.
4. Share PACANet Strategic direction beyond 2013, and
5. Plan for 2014

1.0 Proceedings and Activities

One day one, the devotion was led by Michael talemwa from CCANet Uganda. The reading was from the book of John 10:1-9. The highlights pointed to questions that the group needed to reflect on. Thus; what is the impact of our work to the grassroots and the wider communities? Why are there still raising cases of HIV infection even with our interventions? Are we using the correct voice for the sheep to recognize the shepherd and follow like Jesus said? The reflection: we need to find the missing link and the correct strategy. How have the Christian communities and leadership been used to intervene towards reduction of new infection? The emphasis was to get back to the issue of the kind of messages voiced out for the sheep (impacted communities) to follow.

2.0 Welcome Remarks from Dutabarane Executive

The official opening of the CCANet review meeting was done by Rev. Nzosaba Juvenal from Union Baptist church (President of Dutabarane and the national council of churches in Burundi). This was done in the presence of Rev. Arthemon Simbananiye, a former politician and served as minister of foreign affairs and currently the legal representative of living church in Burundi, also a board member of Dutabarane.

Rev. Nzosaba welcomed the participants to Burundi on behalf of the executive committee. In his remarks, he said it was an honor for Dutabarane to host PACANet. He reported that Dutabarane was a network that coordinated churches in the fight against HIV and AIDS. He noted that Collaboration between PACANet and Dutabarane a network of 28 church denominations would help both networks serve better in the fight against HIV and AIDS at country level and lessons shared at regional level. He further welcomed and requested for technical assistance to Dutabarane from PACANet as a way of consolidating the collaborative relationship.

3.0 Review of progress in the CCANets

Individual CCANet representatives had each an opportunity to present and share on the progress made during 2013. This mainly focused on what was planned, accomplishments and achievement against plans, opportunities, challenges and lesson learned. Details are in the individual presentations. Below is the summary of the key highlights and considerations for CCANets follow-up and action;

Key highlights from CCANet Uganda

Considering funding challenges, CCANet Uganda attempted to mobilize resources locally especially for trainings and other events. In this light, the innovations below were made during the year.

- Partnerships were formed with service providers e.g. health facilities which enabled 295 people to take a test for HIV at congregational level. However it is also important to consider the kind of follow up support that is needed at that level.
- Self sponsorship to trainings and other activities worked well. Churches were encouraged to sponsor their participants at the trainings and they did so.
- On the issue of ownership and sustainability of the CCANet, Churches were encouraged to register with an annual subscription. This has however come too slow.
- There was response to the call for proposals in-country. This was followed up however the efforts did not materialize but hanged on promises.

On the issue of results, there are some tools but yet to be fully adopted by the churches. Measuring and reporting in the context of networking. CCANets were encouraged to consider the following as core indicators;

- Number of Churches congregations by denomination in the network
- Number of Church congregations with HIV and AIDS initiatives (interventions) by type.
- Number of people reached(Target groups)

Note: Record and report on the changes happening among the target groups in the communities as a result of the interventions by the Church congregations.

Key highlights from Church Forum, Swaziland

- Pro-activeness to work with local partners who have the resources is important and possible. Through this arrangement, Church forum got some resources.
- The other aspect for raising resources is diversification of programmes in line with CCANet vision but implement these with other organizations that have the funds/money. There is mutual achievement of results.
- The M and E plan is in place and Church Forum is expected to document and share results from what the church is doing. There are however expectations and a mindset at the grassroots raising questions such as *'what right do you have to demand for reports*

from us yet you have not facilitated us with resources to implement the activities we are undertaking’? This affected church forum in the area of feedback, documentation and M&E in general.

- On the issues of collaboration between the CCANets on specific themes such as advocacy related to gender, Church forum has been implementing in partnership with the Church of Sweden. CCANets can draw from Church forum experience.
- Church Forum is willing to share their M and E plan with those networks interested for purposes of learning.

Key highlights from CCANet Burkina Faso

- A data base of all the churches participating in the network is important as it would facilitate capturing basic information like denominational background, location, and HIV and AIDS activities/ interventions by the church. CCANet Burkina Faso however failed to develop the data base due to lack of resources, but CCANet Uganda had done it without money. Burkina Faso was to link with Uganda on how this was done at no cost.
- At the time, the network was implementing a 3 year OVC project. The caution for all CCANet however was to ensure that when projects come in, they should not collapse the network into a project as the network has a strategy beyond the project. It was important for the coordinators to understand how to utilize available project resources to achieve the network activities and objectives.
- On the question of the board! Contributing board VS a board with compensation expectation. The Board meetings have been regular without affecting budget and it is because the board in Burkina Faso is very committed and aware that they are a contributing board right from orientation. The other CCANets needed to learn from this model and the process that brought the kind of attitude among board members.
- Dutabarane shared their experience and cautioned that initially the board sacrificed with no allowances. A policy was later introduced with provision for allowances and this came with its own challenges as board members tend to look at that than the selfless service. But how do we ensure that the board is a contributing board other than one where members seek for what to benefit or get out.
- As Church both leaders and congregants should be encouraged to support the work of HIV and AIDS and respond to issues not fronting money otherwise it ceases to be ministry and a calling from God.

- Using special days for passing on messages on the critical issues of HIV and AIDS tends to draw the attention of the public and such days should be exploited in raising issues to the public.
- Considering the trends, CCANets need to review the approach and strategies for fundraising and these should not be limited to proposals and expectation from the little contribution from PACANet.

Key highlights from CHANOL, Liberia

- The area of communication with the constituency is important, but what are the information needs?, and what strategy do we use to ensure effective communication? Which tools do we apply relevant to the complex contexts we operate in? who are the target users of this information? As a network, what should we expect in return to the shared information?
- On raising local resources, even from the church, this has not worked well. There is need to identify the reasons as to why churches in Liberia are not interested or committed to contribute financially to the cause of HIV and AIDS as it has been in other countries as presented.
- CHANOL has however come up with an innovation and the plan is to use a joint day of prayer and fasting focusing HIV and AIDS and the plight of PLHIV.
- On raising resources locally, it is possible to raise resources from local NGOs e.g. CHANOL submitted a proposal which was approved and is now implementing a project of \$49,995 with funds from world learning.
- To enhance networking, CHANOL has decided to decentralize the monthly meetings to take place in the counties. At the meetings, the member churches will be able to share what is relevant in the local context, learn from each other, and in the process draw synergy.

Key highlights from MACANet, Madagascar

- Considering the trend and the facts on HIV and AIDS as presented and discussed at the national symposia, the national HIV prevalence reported at 0.03%, there is indication that people in Madagascar are still in denial as HIV was not yet very visible. People have struggled to respond to something they have not personally seen. There are however cultural practices such as LEBA that in the way it is performed is a key driver in the

transmission of HIV. Testing is still very low to give a true picture of the prevalence rates.

- The government is the main actor responding to HIV through the CNLS-NAC, and all other actors are expected to follow the national strategic plan, which MACANet also does.
- Churches are sensitizing a lot on prevention, and many MACANet members are carrying out HIV prevention related activities however the concern is the silence about the cultural practices, effects of sex tourism, among others which are continuing to fuel the spread of HIV.
- Considering the low prevalence, many donors may not be attracted to Madagascar. It was advised therefore that MACANet should not go for a generalized response. MACANet may consider targeting specific groups. Some donors/funding agencies have even declined funding Madagascar considering the low prevalence rate of 0.3%, yet the real situation could be different from what is publicly portrayed. There is a lot more advocacy work to be done in Madagascar.

Key highlights from CAMCANet, Cameroon

- Collaboration by churches has mainly been at the grassroots, and this is as a result of the trainings that were previously conducted with the church leaders and their congregation members.
- Drawing from Dutabarane's experience, as a new network, targeting to work in many regions could be challenging and this is what the board should consider and make adjustment.
- CNLS and the ministry of public health strongly recognizes CAMCANet as a new complementing organization especially in mobilizing the church, this relationship however young should be exploited to address the various aspects as identified by the situation analysis and the research on advocacy issues.
- CAMCANet should further explore the opportunity of the good relationship with CNLS-NAC. Consider lessons from Liberia and Swaziland and now Sierra Leone on how they have consolidated this relationship.

Key highlights from SSCANet, South Sudan

- South Sudan is a newly established network and is in the process of formalizing the legal requirements. Rev. Elinama shared on the experience gained from the network development process and also indicated that South Sudan was eagerly waiting for PACANet technical assistance in the newly established country.
- HIV related stigma is still very high in South Sudan due to partly a very big general knowledge gap on HIV and AIDS including the modes of transmission, the poor infrastructure is another factors and the transitional political processes with priorities on emergencies and security.
- Plans for the newly formed network where underway with the intention to work with existing churches and church networks. Initial meetings had been held with the inter-church committee.

Highlights from NECHRAS, Sierra Leone

- The governance challenge that had persisted was solved by changing the board and at inception, their mandate, roles and responsibilities were clarified, specifically on how to relate with the secretariat so as to minimize or avoid micro management.
- What is needed is PACANet periodic engagement with the board members on matters of strategy and to ensure that leadership maintains the focus and maintain their commitment.
- Pro-activeness to engage relevant stakeholders including NAS, UNAIDS among others has helped NECHRAS to harmonize and handle initiatives recommended from the ministry of health that are not necessarily in direct line with the organizational objectives. The partners now know what NECHRAS stands for. For example, they requested NECHRAS to mobilize Church bodies and other stakeholders at national level on specific issues such as domestic resource mobilization and initiate dialogue on how to engage key populations in Sierra Leone.
- The modules being used are Christian and promote Christian values. These have laid a strong foundation for the congregational response approach. However the church has no clear position on some cultural issues and how they should be handled such as initiation (FGM).
- Using the interactive radio call-in discussions on topical issues of HIV and AIDS moderated by NECHRAS has made NECHRAS more visible, a channel for information, an

opportunity to expand the network and a platform for addressing the issues of advocacy.

General observations and suggestions from the experiences shared by the different CCANets;

- Lessons learnt should be documented and plans for their translation into action made at individual CCANet level. This will help the networks to be conscious of mistakes and missed opportunities and have informed action for their redress.
- Networking with other key partners is critical and is part of resource mobilization. Resources go beyond finances to connections, technical assistance and access to information. All the net works need to be more proactive especially at country level so as to position themselves strategically and tap from these available connections.
- Writing winning proposals is important, but it is out of continued practice. “When they hear, they forget, when they see, they remember, but when they do, they learn” we however need to re-strategize with emphasis on local in-country resource mobilization. Resource mobilization should focus the problem, who it impacts and what can be done locally even with no external funding. Identify areas for interventions right at the grassroots level.
- Interest and commitment by some members to finance their trainings and other activities locally are good examples of what has happened and should be reinforced and tried in all CCANets.
- CCANets should be relevant to local contexts than do things out of external pressure and at the same time, explore ways of sharing methods and lessons amongst themselves on crosscutting issues.
- Targeting and focusing on smaller groups brings strength to the network and comes with advantages of effective coordination and follow up, other than spreading so wide in scope yet so thin in terms of results.
- Strategic innovations for interventions are important, such as getting the right gate keepers (Church leaders) to take the lead, get contributing boards, both technically, even financially and otherwise, and at the same time be open by identifying stakeholders who could contribute positively to the case of the network.
- Documenting and reporting is reported as being consistently poor. Whilst the general cultural context is more of “storytelling than story writing”, there is need to identify why

this has been the case over the period despite the available basic tools for documentation. What should be further put in place?

- Perspectives, beliefs, taboo and attitudes towards PLHIV and HIV and AIDS in general still persist in pockets of churches which has sustained stigma, but the mobilization process has come a long way to address this and there are indicative clear changes, such as the more friendly messages by the church leaders, and increased space for addressing HIV and AIDS.
- Stigma shouldn't be blanketed. Factors that fuel stigma at the different levels are different and so should be addressed in context.
- All CCANet coordinators should periodically report not only on outputs generated from the activities undertaken, but also report on the changes that have happened as a result of their interventions. Monitoring and Evaluation should not be made too complicated. What is critical is to interact with the target groups and here the stories of what has happened as compared to the situation before these interventions which should be documented and shared with PACANet. This can then later be verified either by evaluation but reporting on results should not be compromised any more.

4.0 Field visit to Dutabarane Projects

The day began with devotion by Mr. JJ Ivaska from world relief. The scripture reading was from John 1: 43-51 and the message was "finding the kind and his kingdom in unexpected places" this followed the question..."can anything good come from Nazareth?" the inspiration pointed to people, places and situations and the question, " can anything good come from there" Jesus comes in the world and born in a manger... The quick question could be "can anything good come from a manger?"

Lesson: We need to see God. Seek to see what he is doing among his people, places, and situations and not in our expected ways but in his way, because he does things in unexpected ways. So what eyes do we use when we go to the communities? What and how do we see these people? Lets seek to see his kingdom manifest in the communities served.

As part of the review meeting, a field visit was undertaken with the objective to learn from practical congregational responses at the grassroots. The visit took place on day 2 and was organized by Dutabarane team. The participants were divided into two groups for better learning purposes. One group visited Musema, while the other went to Ryansoro. This was a whole day's field excursion as both areas were out of town. The method used was mainly

interactive focused group discussion with both the beneficiaries and volunteers (peer-educators)

- **The Dutabarane model**

The Dutabarane program on HIV/AIDS and poverty works through church empowerment clusters (CECs), with an average of 15 congregations per cluster within a distance of 20 km. Each cluster is interdenominational and has organized leadership in a committee including the president, vice president and a delegate. The clusters work as the driving force to reach vulnerable households within their communities. The lessons learned are then replicated by nearby churches in the respective denominations. In response to the issues related to HIV and AIDS, Dutabarane uses a number of modules to achieve her objective and these include;

- i. Facing AIDS Together; focuses on HIV/AIDS prevention & care (encouraging a positive caring response towards those living with HIV and AIDS)
- ii. Choose Life; targets peer educators and youth leaders working with groups of youth leading to a decision making process that contributes to a commitment to abstinence.
- iii. Our Children; targets local church leaders to understand and take action on the needs of orphans in their communities and help families caring for AIDS affected children.
- iv. Hope at Home; focuses on providing physical, emotional and spiritual care for PLHIV
- v. Families for Life; aims to transform married couples
- vi. Shigikirana Savings for Life; trains community members to form own saving groups to care for those living with HIV and AIDS.

- **Volunteers/ Peer educators**

To implement the strategy, Dutabarane uses volunteers from the clustered churches. These are trained, availed with tools, thus training materials which they use to further train participants selected from the churches within a particular cluster. The volunteers are not paid but rather motivated with a certificate after a period of almost two year of proven commitment and action. They do this work as part of their ministry mandate and the value of caring for others. According to them, their source of motivation is;

- *Training by Dutabarane has given us skills and confidence to do what we do.*
- *The materials have content that speaks to life for both us the educators and those we educate.*

- *Despite the challenge of long distances covered with the furthest being about 20 Kms, and with no any facilitation, we feel encouraged and we see churches responding positively.*
- *The work we do as a result of the trainings we received has helped people to get the right information about HIV and AIDS including modes of transmission and, although there is still stigma, more PLHIV are open and freely associating and participating in community activities.*
- *People have opted to take HIV tests*
- *More young people are avoiding early sexual relationships*

- **Testimonies of change experienced by the Beneficiaries**

- *Savings increased incomes of the families and are now able to sustainably meeting basic family needs, some have constructed own houses and children have attended school.*
- *Members have accesses credit which probably they could not have accessed considering their local conditions and through this they are generating more income.*
- *The loans have made them busy working which has helped them not to be idle any more as in the past.*
- *Members of the scheme have been very supportive to each other, for example, a widow testified how she has been able to buy land and she has been able to grow food, and also plant trees.*
- *The programme has built a sense of helping one another. The sick are now supported to go to hospital or access treatment.*
- *People of all categories are now informed about HIV and AIDS and are aware of the modes of transmission. Stigma and denial is going down verified by those who are open about their status, taking HIV test and PLHIV freely participating in the church and the wider community. However the significant challenge observed was the issue of consistent access to medication and food.*
- *There is restored hope for the PLHIV, the widows and the orphans. The cluster built a hose for a widow from locally mobilized resources. They have also started breeding goats which will be shared among members on a rotational basis.*

- **Feedback from the field experience; the key highlights.**

What did we see? How is it done? Changes following the interventions and change facilitating factors? What did we learn? What are we taking home?

Structure: The church has been well mobilized and organized in clusters of 17 churches per cluster. The benefits that come with this according to the groups interacted with include;

- Organized coordinated response
- Manageable area
- Cluster members know each other and they feel a sense of belonging and ownership
- The churches in the cluster feel they are networking and collaboration is practical

Ownership: Members owned the program to the extent that the host Pastor was not necessarily the leader of the cluster. The resources they mobilized from amongst themselves, the resilience to carry on depicts a strong sense of belonging and ownership. Dutabarane only mobilizes and comes in technically, the churches are responsible and in full charge of their local response.

Training: Training modules are a motivation themselves because they are simple, specifically designed and structure to target specific groups with relevant messages to those groups other than the generalized trainings on HIV and AIDS. In addition, the training strategy through volunteerism which emphasizes helping and look out for one another as a calling and Christian service is part of the strong foundation of the church's response. Members are availed with materials with a biblical approach that easily transforms both the mindset of the volunteers and those they reach. Members have fronted issues other than financial resources and gain.

Resource mobilization: There was mobilization of local resources which enhanced ownership, commitment and contributed to meeting local needs. Notable in this area was the contribution made by the cluster members to construct a house for the widow and plans are underway to continue supporting those identified as most deserving as they proved it is possible. They also raised resources locally and acquired goats. Their plan is that everyone gets a goat as the young ones shall be passed on to the other members. The savings group is also run and managed by the members and not the church leadership which makes it easier to manage.

Sustainability: This is defined by the organized clustered churches that feel responsible and in charge of their area, the local contributions and participation, the representative

interdenominational leadership, the sense of ministry and service other than doing a mere job is indicative of a sustainable response.

Other observations by the two groups that took the field visit.

- The cultural context could be a contributing factor to the success so far. Burundi uses one local language, and is generally one tribe. This factor alone solves a number of issues including communication, sense of oneness and unity in confronting societal problems.
- Individual satisfaction by members benefiting from the groups/clusters initiative. There is always cause for action one benefit is clear, not necessarily money or other material but that sense of belonging and ownership where members are in charge of their own program.
- There is presence of systems at implementation level.
- There has been significant reduction of stigma within the church.
- Training certificates are only given out after implementation by trainees with achievements. The expectancy is another motivation factor.

Critical observation by Dutabarane

The general understanding and beginning point right from secretariat to grass root level is that this work is a ministry and a calling to the church. We are not merely an NGO. Therefore the message, the messengers and the users of the message at the grassroots contributes to how the ministry is perceived throughout to the grassroots.

Main Lesson learnt from Dutabarane model: The churches in other networks have been effectively mobilized, with some already running programmes close to what Dutabarane is doing, but these need to be organized for a better coordinated response.

5.0 Advocacy and Church

Prior to the session on advocacy and the church, the team had a devotion led by Florence Dilma from Burkina Faso. The scripture reading was from the book of Luke 5: 1 – 7. Below are the highlights;

If there was an opportunity for Jesus to speak to us today, what would he say to the work we are doing? He would definitely encourage us to move further ahead amidst the challenges. Make new strategies, expand our work and reach out to more communities in order to satisfy

the needs of those we serve, but above all trust in Him as our inspiration. Christ encourages us to throw the net further, even if we cannot see the fish. Participants were encouraged to continue with the good work amidst the challenges and have trust in Him even for the resources required.

The advocacy session was conducted by Karen Sorensen from DMCDD. The presentation was based on the journey of Moses's life in the book of Exodus chapter 2. Focus was on his calling from God, challenges he faced with the Egyptians and Israelites, strategies he put in place to manage, and how he overcame the challenges.

The group was challenged to reflect on 3 critical dimensions (preaching, praising and diaconia)

- Empowerment of the individual and community
- Transformation of the mind set of those infected with HIV/AIDS, community and whole life.
- Reconciliation - those with HIV to reconcile with themselves, with the community and with God.

It was observed that both PACANet and the CCANets had done excellently well in mobilizing the church internally however to bring sustainable change, there was need to learn how to collaborate with other partners especially in the area of advocacy. CCANets should be aware of HIV related policies and laws in their countries and which structures and personalities to engage on the policy issues. The analogy of Moses' experienced was used as below.

- *Exodus 2: 11-13, Moses spends time with the people suffering. It is critical to be reminded of the hardships of the target group. Are we so much used to the status and we are resigned as if nothing can change?*
- *Exodus 3: 7-10, We need to have the vision that things can change for the better.*
- *Exodus 4: 1-3, It is important to know your assets at the same time depend on God.*
- *Exodus 4: 14, 27-29, We need to pray for Godly strategies and for the right allies to join the fight.*
- *Exodus 4: 29-31, We need to include the target group in the fight "with and not only on their behalf"*

Moses' experience was a long process which lasted 40 years. Advocacy can take a long time to realize the results depending on the issue. The church can change not only those who go to church but those outside the church and the powers/ rulers.

- *In the area of advocacy, we need to look at the structural issues of injustice.*
- *We need to look at the issue and the root causes*
- *What is critical is to have the right information about the issue*
- *Advocacy is a process and includes information and awareness, civic education and citizen rights, empowerment and mobilization, civic action, structural changes.*
- *To address the issues, there is need for a clear advocacy strategy.*

6.0 The Training Strategy

This session was led by the networking officer and the PACANet resource person for Training.

Focus was mainly on the place and power of training in the process of stimulating empowered congregations in response to HIV and AIDS at the grassroots.

It was communicated that PACANet had a desired situation that it intended to achieve but this would be through the CCANets in the different countries. One of the ways through which PACANet would achieve this is through trainings.

The aim of all the trainings is that the participants should return to their congregation and transfer these skills by way of training others at the same time translate the same skills into action. The trainings target knowledge, skills and change of attitude as a means of transformation. All these should translate into a sustainable congregational response at the grassroots which has the following advantages; Common culture, shared leadership, shared mode of worship, a smaller unit of the wider church, may speak the same language, common mode of communication, knowledge of each other, the congregations reach deeper and wider on the issues addressed.

7.0 PACANet Strategic Direction

The Executive Secretary Rev. Edward Baralemwa shared PACANet's strategy 2014-2019 that was structured to respond to the identified needs and suggestions made by the constituency. This was to further the vision, mission and strategic direction of PACANet. The strategy was presented in a diagrammatic form, consolidating 4 strategic objectives under the theme *"A self sustaining and comprehensive Christian response to HIV and AIDS, leading to total community transformation in Africa"*.

The objectives as presented include;

1. *Facilitating a comprehensive HIV and AIDS Christian response for prevention and care services in 9 countries over the next 5 years.*
2. *Supporting and equipping for personal development, to ensure economic empowerment through the country Christian AIDS networks (CCANet) in the 9 countries.*
3. *Initiating and developing sustainability strategies for PACANet and the response it coordinates and facilitates.*
4. *Sustaining a pan African collaborative response and ensure synergy through coordinated regional engagements.*

The objectives above were proposed and presented to the CCANets for adoption, and could be implemented concurrently through the time of the proposed strategy.

Responses and comments to the proposed strategy

- It was observed that the strategy built on what the churches were already doing such as mobilization and trainings and thus a good entry point.
- On the issue of sustainability as linked to the new direction, CHANOL reported that they had already secured own land. Shalom as a member of CHANOL saw this long ago and was already doing fish farming and farming.
- Members were concerned about the management of the project and cautioned that it would be a possible challenge with the current capacity. PACANet assured members that systems and structures would be put in place especially at the initial stages till that time when the desired capacity is realized and able to handle the project of this magnitude.

Considerations and proposals to the strategy;

- To build and strengthen structures.
- To include an objective on how the structures will be managed.
- There should be a clear relationship between the proposed and previous strategy. Indicate the link as a continuity of the previous strategy.
- The resources are within the country

- There is diversified funding incorporated within the project based on different interests.
- In the model, where do we place successful models such as Dutabarane, and the network in Zambia?
- Burkina Faso reported that the network name is limiting and so it may not be possible to take on the strategy since it involves business.
- MACANet representative reported that the network was not well versed with the previous strategic plan. What happens to them in the proposed strategy?
- South Sudan – Since they were just newly established, they requested for more support from PACANet in the establishment of the proposed strategy.
- Swaziland representative noted it was time to talk about sustainable development especially with the 2015 MDGs. The new strategic plan eliminates donor driven agendas/programs, and positions both the church and CCANets to drive own agendas. The mindset in churches should be transformed. We should raise own resources within the church to support our work.

Comments from Karen the DMCCD representative at the meeting;

PACANet in this presentation indicated that it was becoming a more stable organization. But should;

- Consider organizational sustainability and the impact is more critical therefore don't lose focus of the original mandate by focusing more on sustainability strategies?
- From previous experience, there is concern for the church getting involved into business. They tend to lose focus.
- With business incorporated in the strategy, how does the mission of 'service to God' continue?
- The unified voice within/outside the church is missing in the strategy.
- Funding issues should not cause PACANet to change her mission. Instead, PACANet should purpose to indicate changes happening in communities in order to attract more funders.
- PACANet should have both a short term and long term strategy.

- An example of sustainability was given in reference to Dutabarane which had a saving scheme run by the individual churches and not the organization, so that sustainability is more from the communities other than the organization.

8.0 Planning for 2014

The program manager encouraged the coordinators to reflect on the new knowledge gained from the exposure at Dutabarane, in addition to their contextual issues in generating the 2014 work plan guided by the formats normally used.

The session also sought to agree and harmonize the dates for the crosscutting issues that included;

- Strategy development, where most of the CCANets had their strategies expired or expiring, but at the same time align their strategies with the PACANet strategy 2014-2019.
- Governance and board trainings
- Proposal writing

Other trainings and activities agreed are in the 2014 work plan.

9.0 Conclusion

Whilst previous review meetings gave an opportunity to the CCANets to reflect, assess themselves, share, learn and plan for the way-forward, this particular meeting hosted by Dutabarane a partner but not necessarily a CCANet initiated by PACANet provided a new dimension and exposure on how the mobilized church can be organized to work more effectively as a network through congregations at the grassroots. This was clear from the approach of clustering churches and the benefits that come with this. The CCANets were encouraged to take this lesson as they continue to pursue their missions and vision in the specific country contexts.

Appendix

CCANet Review Meeting Program

2nd-6th December 2013

Objectives:

1. To assess and discuss the performance of the CCANets against 2013 plans and targets.
2. To share experiences from the country networks.
3. To learn from a practical congregational response through field exposure.
4. To share the PACANet Strategic direction beyond 2013
5. To Plan for 2014

Date	Time	Activity	Responsibility
	9.00	Team Arrives Bujumbura	Betty
Day 1			
2nd Dec	7.30	Break Fast	
	8.30	Devotion	Michael
	9.00	Welcome, opening remarks and introductions	ES
	9.30-09.45	Communication from DMCDD	Karen
		Review of progress	
	10.00	Uganda	Michael
	10.30	Swaziland	Rev. Shabalala
	11.00	Tea/Coffee Break	
	11.30	Burkina Faso	Florence
	12.00	Liberia	Pate
	12.30	Madagascar	Dr. Josephine
	1.00	Lunch Break	
	2.00	Cameroun	Laura
	2.30	Sierra Leone	Doris
	3:00	South Sudan	Jacob
		General comments, suggestions and insights <i>(How is it done, what did we learn and what are we taking home?)</i>	Christine/Pascal
		Programme Highlights of 2013	Joel/Pascal
Day 2			
Date	Time	Activity	Responsibility
3rd Dec	7.30	Break Fast	
	8.30	Devotion	Dutabarane

	9.00-4.00	Debrief and Field Visit	Dutabarane
	4.30	Feedback: <i>What did we see, how is it done, what did we learn and what are we taking home?</i>	Betty
Day 3			
Date	Time	Activity	Responsibility
4th Dec	07.30	Break Fast	
	08.30	Devotion	Florence
	09:00–10:00	Advocacy	Karen
	10:00-10:30	Tea Break	
	10:30-01:00	The Training strategy	Christine/Pascal
	01:00–02:00	Lunch Break	
	02:00–04:00	The Training strategy	Christine/Pascal
Day 4			
Date	Time	Activity	
5th Dec	08:30	Devotion	Rev. Shabalala
	09:00–10:00	PACANet Strategic Direction	ES
	10:00-10:30	Tea Break	
	10:30-01:00	PACANet Strategic Direction	ES
	01:00-02:00	Lunch Break	
	02:00-04:30	Planning for 2014	Joel
Day 5			
Date	Time	Activity	
6th Dec	08:30	Devotion	Dr. Josephine
	09:00-01:00	Planning for 2014	Joel
	01:00-02:00	Lunch Break	
Day 6			
Date	Time	Activity	
		Departure from Bujumbura	Betty