

# The Constellation

*connecting local responses around the world*



## FINAL REPORT:

### Supporting CATCH in Botswana through the transfer of the Community Life Competence Process

June 2015 – May 2016

#### South East District – Botswana



*Authored on behalf of The Constellation by Onesmus Mutuku*

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*Nairobi - June 2016*

## **Acknowledgement**

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The Constellation is indebted to UNAIDS for the opportunity to connect into the Botswana landscape and learn from the wealth of experiences within the HIV response so ably championed by NACA and the Dikgosi in the South East District.

This document is a testament to the inspirational journey and work of five selected communities together with their traditional leaders (Dikgosi) and partners implementing CATCH in SE District. The communities have consistently gone above the call of duty to uphold the values embodied by the New National strategy on AIDS response – CATCH: Communities Acting Together to Control HIV.

The Constellation has over this period stood along side and facilitated – guided by its core beliefs that every community has the inherent strength to envision, to act, and to adapt. Our experience over 11 years, in 63 countries is that communities can and do respond to the challenges that they face when they take ownership of those challenges. The change that we see and own becomes sustainable change. We refer to this path – Local response and we call the methodology that communities use as – Community Life Competence Process (CLCP) and with an approach that we characterize with the acronym – SALT.

Thank you for your gracious welcome and warm reception into your homes and neighborhoods, for so fully embracing the process of learning from action and sharing. We value the professional relationships and friendships that have formed as a result, and hope for continued connection in years to come as you roll out CATCH in other Districts.

## What People Say

*"In our work places we also have concerns as people. Stigma is a big issue, people are afraid of going for HIV testing....this exercise was useful as it stimulated us to think of ourselves in our workplace community and we now have a Dream. We are used to looking at the communities out there for change, while forgetting our work place community"*, Sarah Ranko – NACA, Botswana.

*"We are not left out; we feel part of this as it has come through the Dikgosi. CATCH is different from the way other activities are introduced to our communities"*, Otse Community member – Dream Building Session.

*"We have always been there, but never invited before"*, Kgosi Otse reflected during the CATCH workshop.

*"As the District AIDS Coordination Office we firmly believe that interventions that the communities will come up with to address the concerns raised will go a long way in the district response to HIV/AIDS"*, Gaborone Mothudi, Lesetlhana Support Group (Local CSO Coordinator communicated through a letter to the CATCH team)

*"...We were walking down the community to visit some families who had invited us, along the way we met some family members whom we had visited before. They were so happy and said to us: "We were very encouraged by the HIV conversation when you visited us. In fact, we have all gone to the clinic and tested to know our HIV status..."*, Cicilia – HUMANA.

*"Am happy since this being my first time to join in the CATCH workshop. I have been able to learn from the experience of others and particularly the self assessment and will adapt the tool in my personal life"*, Local Counselor Otse.

*"We have been able to do our self assessment; this has helped to surface our local reality. For instance, we have had local clinic around here but few of us have been going for testing. Today we have been stimulated through this self-assessment process and many people are testing for HIV these days. In one campaign, 37 people tested to know their HIV status."* Community member Taung.

*"We have more invitations to respond to, many of the community members are offering to join the facilitation team at their free time. We have to appreciate their participation"*, community facilitator.

*"At the beginning, we as facilitators didn't feel strong enough to take this forward. We are thankful today, because we can confidently handle things. And truly, we have seen change that you started talking about when you first came here"*, Erika – community Facilitator

## List of Abbreviations

<b>ACHAP</b>	AFRICAN COMPREHENSIVE HIV/AIDS PARTNERSHIP
<b>APC</b>	Advancing Partners and Communities
<b>ART</b>	Anti –Retroviral Treatment
<b>ARVS</b>	Antiretrovirals
<b>ASSIST</b>	Applying Science to Strengthen and Improve Systems
<b>CATCH</b>	Communities Acting Together to Control HIV
<b>CLCP</b>	Community Life Competence Process
<b>CFTs</b>	Community Facilitation Teams
<b>DAC</b>	District AIDS Coordinator
<b>DHMT</b>	District Health Management Team
<b>DMSAC</b>	District Multisectoral AIDS Committee
<b>FHI 360</b>	Family Health International
<b>HIV/AIDS</b>	Human Immunodeficiency Virus
<b>HPP</b>	HUMANA People to People
<b>HTC</b>	HIV Counseling and Testing
<b>MP</b>	Member of Parliament
<b>MOH</b>	Ministry of Health
<b>MOLG</b>	Ministry of Local Government
<b>NACA</b>	National AIDS Coordinating Agency
<b>NFT</b>	National Facilitation Team
<b>NGOS</b>	Non Governmental Organizations
<b>USAID</b>	United States Agency for International Development
<b>SALT</b>	Stimulate; Appreciate; Learn; Transfer
<b>VDCs</b>	Village Development Committees

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## Executive Summary

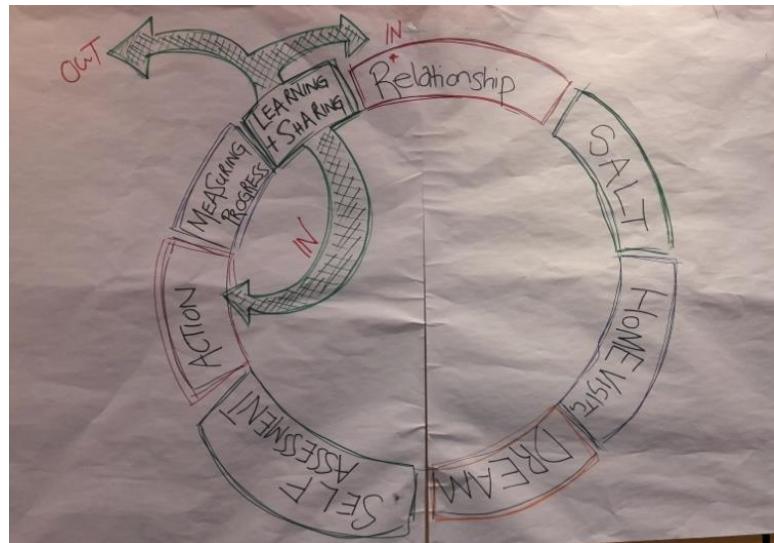
On the 9<sup>th</sup> of July 2015, the Constellation signed a consultancy agreement with UNAIDS Botswana, to develop capacity for facilitation of the CLCP through a pilot phase of the CATCH programme in one district in Botswana.

This End Term Report captures the process, main activities, outcomes and challenges of the project and proposes key lessons and recommendations for the future.

## Activities

The Constellation Coaches have visited Botswana four times between June 2015 and May 2016 to transfer the full SALT/CLC Process<sup>1</sup>, adapt it to the Botswana context and to give hands on coaching to both the National Facilitation Team and the Local Community Facilitation Teams during the implementation of CATCH strategy in SE district. These visits comprised of a combination of in-house workshop and field visit to project sites (Taung, Mogobane, Tlokweng, Otse and Ramotswa communities) geared around stimulating local action;

appreciating strengths; giving space to facilitators, Kgosis, partners and communities to reflect on their learning in each step of the process. During this period, National Support Team was instrumental in giving constant and regular support to Community Facilitation Teams where needed. SALT visit data templates were developed jointly with the communities, experiences were captured using community timelines and telling of stories – recorded in either written form, or on video as a build for the synthesis of learning from SE district during the Knowledge Fair in August 2016.



## Outcomes

The main outcomes resulting from these activities were:

- Over **10 community facilitators** drawn from 5 selected communities (Taung, Mogobane, Otse , Ramotswa and Tlokweng) are **trained** on the full **SALT and CLC process** and have a clear understanding through practice on how to facilitate every step of the process. Each community has at least two facilitators and 1 Kgosi)

<sup>1</sup> <http://www.communitylifecompetence.org/our-way-of-thinking-the-salt-approach.html>

- b. A **localized Botswana infrastructure** (National Facilitation Team) has emerged comprising of key resources person drawn from NACA, UNAIDS, HUMANA, Ministry of Local Government, Ministry of Health, and the Dikgosi. The team is well coordinated and working collaboratively to ensure constant and regular support is given to SE District.
- c. **SALT**, a strengths-based methodology was employed for **reflection**, analysis and identification of **strengths** to share with others (also areas to strengthen through learning from others). Subsequently, the ability to look for strengths has been deepened over this period of time
- d. Areas of common interest or high-potential for **joint learning** were identified from the "What we want to learn – **Buy** and we want to share - **Sale**" amongst communities and participating partners. Five of these areas were selected by the participants during the may 2016 learning event to practice and begin the development of **Knowledge Assets**. This step will be further refined through the Knowledge Fair – where more knowledge assets - resource 'bank' of learning and experience will be developed in order to distil transferable principles.
- e. Partners were supported in the process of **story-capture** through text and video, from identifying what to share, listening for it and transcribing the stories. Subsequently, a collection of more stories (in either format) will be compiled among the communities in readiness for sharing in the August 2016 Knowledge Fair.
- f. The collaboration between NACA, UNAIDS and The Constellation stimulated the interest of several **partners** (working in and outside SE) in the strengths-based approach for learning and sharing, and in integrating that process into their routine approach and activity. In the light of this, invitations for **approach harmonization** have been generated and some work towards this has been started with UNAIDS, NACA, URC and ACHAP coming together.
- g. Most of the community facilitators, local leaders, village development committees, and partners in SE district are presently at various stages of **integrating the strengths-based strategies** and process steps in their work with communities to reverse the dominant culture of dependency amongst communities in SE District. For instance, a local counselor from Otse learned about Self assessment tool and will apply it in his own life. Dikgosi see the process as an added value in their community consultation meetings done at the Kgotla.

## **Challenges**

Despite the major progress achieved, the process faced several constraints:

- a. Partners (NACA, MoH, Dikgosi etc) were at times occupied with planned activities for the year, and found it difficult to **firm up dates** as jointly scheduled in the previous learning event or host community visits in their areas of work. For the most part, the coaches together with the NFT adapted sufficiently to accommodate these challenges.
- b. **Keeping same staff members** from partner organizations was a good gesture for process purity and continuity in the one year learning period. This was however, not possible when some staff members were reassigned other duties, on their leave days, or enrolled for further studies. This generated a **variance in the level of understanding** and facilitating the process.
- c. **Facilitators retention** - this is being noted among several Community Facilitation Teams who are losing at least one or two of their team members to other organization that have a 'better' remuneration than CATCH. The NST together with the community facilitation and

the Kgosis have addressed this concern by being more inclusive – VDCs, and other volunteers in the community who show interested are invited to join the teams and mentored into the process.

## **Recommendations**

- a. The SE District CATCH experience supported through UNAIDS and NACA is incredibly immense and rich to date. It has potentially generated influence (effect on policy) and impact at community level. It is recommended that, even though UNAIDS had offered to support the pilot phase , that it continues to play a role around linking SE district experience to regional opportunities for learning and sharing,
- b. It is recommended that stories, knowledge assets – sets of principles generated through this process be intentionally and actively used as tools to inform and resource the transfer process, showcasing the wealth of experience and technical expertise available through CATCH in SE district and to new CATCH districts, other parts of the world where UNAIDS intends to transfer learning and capacity.
- c. It is recommended that ongoing support to each community and its facilitation team be encouraged – through joint-learning initiatives between the implementing communities and the National Support Team. This can be stimulated through, 5 existing Knowledge Assets as a foundation for some form of inter community-collaboration, focused around generating new knowledge that helps to deal with new challenges.

## **Process Description**

### **1. Project partners**

#### **1.1 UNAIDS/NACA - Botswana**

The development of the Combination Prevention Implementation Model, also known as Communities Acting Together to Control HIV (CATCH) was a collaborative effort by the National AIDS Coordinating Agency (NACA), the Ministry of Local Government, the Ministry of Health, the United Nations Family including UNAIDS, and development partners, among them USAID, FHI360 and CDC Botswana.

The CATCH Model is the first of its kind in Botswana to be driven by communities for HIV and AIDS response. The model will act as a catalyst for the implementation of the National Community Mobilization Strategy. The development of the CATCH Model would not have been a success without the financial and technical support from United States Government under the auspices of USAID through FHI360 Maatla Project funding mechanism and the technical assistance provided by UNAIDS. Through the funding Constellation was contracted to develop capacity for facilitation of the CLCP through a pilot phase of the CATCH programme in one district in Botswana.

#### **1.2 The Constellation ([www.communitylifecompetence.org](http://www.communitylifecompetence.org))**

The Constellation stimulates and connects local responses to HIV and other life issues around the world. Founding members launched the Constellation in December 2004. Increasingly restless with the notion that programs providing a mix of technology and money would suffice to solve the issue of HIV, they believe in the capacity of people themselves to respond to threats such as HIV. The 12

founding members come from the UN, the private sector, academic institutions, international NGOs and faith based organizations. The diversity of their backgrounds and experience is an added asset and the 'Competence approach' combines innovative Knowledge Management techniques and tools with bottom-up and participatory values from the development sector.

The Constellation has 70 coaches and is linked to processes in more than 50 countries. Coaches are skilled in facilitating and transferring the Community Life Competence Process and commit to serve in learning teams from local responses and to share lessons with other coaches. The Constellation extensively developed its experience in spreading AIDS Competence over the last 12 years, stimulating and connecting local responses. Its partners are, amongst others, the Asian Development Bank, UNFPA, UNAIDS, WHO, World Bank/GLIA and the Red Cross.

## 2. Purpose

Over a period of 1 year, The Constellation has offered to support UNAIDS and NACA to develop capacity for facilitation of the Community Life Competence Process (CLCP) through phased rollout of the CATCH programme in Botswana within an overall goal of reducing HIV incidence to Zero. CATCH is now being rolled out in South East district of Botswana. South East District has a population of about 85,000 people. The HIV prevalence rate for the District is at 18.5%. The most hit age group is between the 15 – 49 years of age with a prevalence rate 39.1%

The expected longer term impact, are coherent geographical and institutional 'communities' that self assess their strengths in their response to HIV and a subset of community issues ; that develop their own action plans, that act to tackle the issue of HIV prevention, treatment, care and support together, and learn from their own experiences and those of other communities and organizations.

## 3. Activities

### 3.1. Virtual introduction of SALT/CLCP to Botswana Team

In the first period of partnership march to may 2015, a team of three Constellation coaches and the Botswana team majorly drawn from UNAIDS, NACA, USAID, HUMANA, MoH, MoLG began the process of getting introduced to and adapting the SALT/CLC process to the Botswana context. This was possible through several email exchanges and Skype conversations. A team of 9 was enrolled for the virtual learning modules (blended learning) ahead of the first face to face CATCH workshop held in June 2015. This helped to orient the team to the approach, and to clarify the process, its facilitation and desired outcomes.

During the first face to face event, it was confirmed that a face to face learning as an introduction to SALT as a way of thinking and a way of working is an imperative part of the process to set the context of the CLC process.



### 3.2. Initial Learning Event – CATCH Workshop.

The first 10 days face to face learning event in the context of this partnership took place at Oasis Motel, Gaborone City, Botswana from 8-19, June 2015.

HUMANA hosted the event that brought together 10 community facilitators, Kgosis, UNAIDS, NACA, MoH, MoLG staff and 2 Constellation Coaches.

Before the event, most of the participants drawn from the organization (UNAIDS, NACA, MoH, MoLG, and HUMANA had gone through the theory and practice of the modules on blended learning. Therefore, the first face to face CATCH/CLCP was built upon this context. During the initial learning event (CATCH Workshop) the Coaches reinforced the facilitators understanding of the power of local response and ways of thinking and ways of working – through practical exercises and situational depiction. Two SALT visits were organized in two consecutive days and the facilitators practiced SALT in small teams during the community visit.

The SALT visits provided the facilitators with a clearer understanding on how to prepare for the SALT visit; on how to stimulate a conversation using strategic questions; reveal strengths to the community; value to listen and learn; work as a team; and on how to debrief after the visit. The SALT visits are a foundation for relationship building – knowing and getting known, and if done regularly and systematically, mobilizes the community to join and as well brings a mindset shift in the way of thinking and in the way of working among the facilitators.

### A way of thinking

#### Shift from EXPERT to FACILITATOR

From Expert	To Facilitator
We believe in our own expert	We believe in people strengths to respond
We respond to needs	We reveal strengths
You have a problem, here is how to solve it	Together, we have solutions
We mobilize experts	We connect you with others
We instruct and we advice	We learn and share.

### A way of working: SALT.

We describe the attitude of facilitators and their way of interacting as **SALT**:

The practice of SALT lets people connect on a human level , creates confidence in their own capacities and motivates communities to take action using their own strengths.

Facilitators practice these skills by:

- **Learning from local action** during community visits;
- **Regular exchange and reflection** with local teams, within and between communities in the district, Nationally and the globally.

The facilitators were also introduced to and practiced among themselves the 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup> steps in the process (Dream building of an AIDS Competent Botswana, extracting practices, self assessment and planning for action).

The facilitators were grouped into their respective communities while the organizational people clustered in groups - confidently and successfully build their dream, did their self-assessment, and action plan.

### **3.3. Support visit # 1 – Dream building**

During the visit, facilitators and accompanying organizations spend some time on day one to catch up – shared their progress from the 5 community locations. Reflections were deep and helped to generate strategy questions for learning and exchange among the 5 implementing community teams. During this session, each community team was able to self assess themselves on whether they were ready to move to the next step – Dream building

Dream building modeling sessions were carried out in the Kgottas and in two different locations – Tlokweng and Otse. In each community, the host facilitators played the lead role together with their local Kgosi in facilitating the dream session. It was evident that, where the Kgosi was regularly involved in SALT visits, the community attendances during the Kgottla meeting were higher. Hundreds of community members, women and men; young and old, including PLHIV; community leaders; health facility staff; and the police gathered at the Otse Kgottla to participate in the dream building session organized in their community. They build their shared community dream.



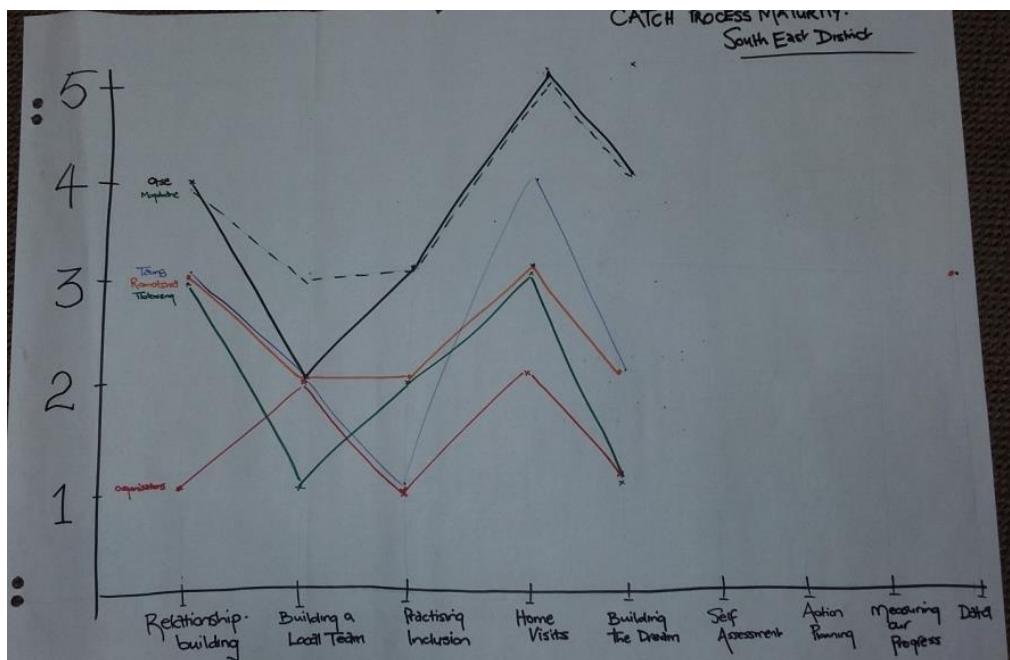
### **3.4. Support visit # 2 – Self-assessment, prioritization and action planning**

In September 2015, another CATCH workshop was organized in Gaborone. During this time, participants updated each other on their actions.

Participants expressed the desire to want to see their work go far, to spread wide, to reach many and see their work go deep, to develop and ‘grow up’ in places it first started. Essentially to see work mature - and maturity is where real impact happens! On the basis of this understanding, a *maturity self assessment framework* was co-created for communities to self assess their progress in CATCH implementation at their respective communities.

The key domains for Maturity included: - *The stimulus process through SALT visits to homes, to build and strengthen relationships with families, stimulate a conversations around issues of concern with which communities they would want to act on; building local teams; build their dream; distill common practices for action; do a self assessment to know where they are and surface local reality about issues; prioritize and plan for action.*

The 5 selected CATCH communities were able to visualize in the self-assessment River diagram (page 11) that they were at different level in implementing the competence process at their respective communities and the need to connect, and learn from each other’s strengths. For instance Otse community had something to share with Mogobane regarding – building strong relationships with their community.



During this time, further skills set development around facilitating the self assessment; prioritization and action planning were deepened through both inhouse theory and practice in communities at Tlokweng.

### 3.5. Support Visit # 3 - Learning sharing, peer assist, impact measurement.

The last activity in the process comprised of a five day support visit to SE district of Botswana where CATCH is being implemented.

Main objectives for the CATCH support visit were;

- 1) Update each other – location by location to enhance learning among communities, facilitation teams and participating organizations.
- 2) Strengthen the capacity of all facilitators in facilitating story capturing, learning and sharing, peer assist, Knowledge assets building.
- 3) Generate a common understanding on the essence of a Knowledge Fair and agree on indicative dates.

#### Results <sup>2</sup>

In this 1<sup>st</sup> phase of CATCH rollout in SE district which has seen thousands of people actively participating, incredible leadership by the Kgosis, vibrant and energetic community facilitators who have worked tirelessly round the clock to stimulate their communities, and constant accompaniment by the National Facilitation Team to encourage and support the response in SE District.

The results of this last activity were:

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<sup>2</sup> For results and outcomes of the overall process, see Executive Summary (page 5).

1. Over 75 people participated in the event, that included Kgosis; local community facilitators; political leaders; UNAIDS; NACA and other Government depts; local clinics and village development committees.
2. The NFT together with the 10 Community facilitators completed the last stage in the learning cycle in becoming CATCH/CLCP facilitators.
3. The 5 community locations have become more awake to their own change and the enthusiasm to share and learn with others is rife within these communities.
4. Policy makers, organizations, and communities in Botswana have shown how adopting CATCH has impacted the 3 spheres of action.

The NFT together with community facilitators have successfully completed the last stage in the learning cycle. There are now 5 strong facilitation Teams with each comprising of at least 1 Kgosi from each location. The Local facilitation teams have become more inclusive and have expanded. The process is more integrated now, with the VDCs, police joining in process.

SE district is nurturing the baby – CATCH, progress is being evident and there is excitement in the 5 selected communities and beyond. In readiness for synthesizing learning's and inspiration from SE District, Preparations for the Knowledge Fair are underway and in top gear, with august 2016 as indicative dates

## **Lessons and recommendations**

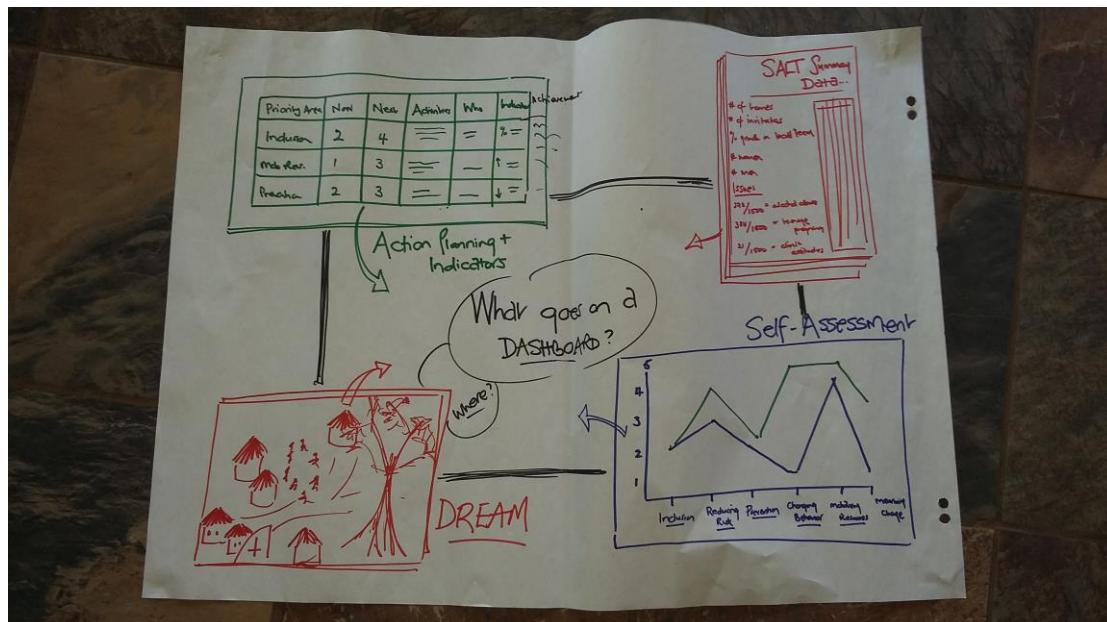
### **Lessons**

- a. A **focus on appreciating strengths** within teams, local leadership, and local structures creates a non-hierarchical environment that promotes reflection and learning together. During the workshop and community visits, facilitators and participants continued to practice the discipline of listening, reflecting and learning from experience – their own, and that of others. There was a priority placed on appreciating the experience of others, creating a **rich environment for learning and sharing**, without competition and as such more people become more open to share their own living experiences.
- b. Acknowledging the **power of stories and the strengths across Africa** tied to our tradition. People used to share Folk tales as a way to pass a message, entertain, offer counsel etc. Stories stimulate people to learn and share from experience, not from opinion. The Story-telling approach continues to interest both those telling the stories and those listening for it. This is evidenced by an increase in the number of people in each community, and organizations offering to share their stories for inspiration to others. Narrative approaches of this nature help to focus knowledge capture as they **ground principles in reality and practice**, and not in empty theory.
- c. **SALT/CLCP**, a participatory learning approach **builds solidarity and transformation** at multiple levels. The strengths-based approach for stimulating local action and generating knowledge for sharing within and with others helps communities to confidently deal with issues locally and in turn develop competence to mobilize other strengths from outside to add synergy to their effort. This is possible as SALT levels the ground and **all players** (communities, Kgosis, VDCs, Local counselors, community facilitators, program managers) **see each other as teammates** and appreciate each other strengths.

- d. **Local partnerships** are **critical** to the success and sustainability of CATCH. There is high acceptance and community willingness to participate and act together with **Kgosis leading** from the front in mobilization together with the local facilitation team. There is a self realization by communities to tap local resources to strengthen own response. This has been possible through staying awake to the questions: Who is here? Who is not here? Why are they not here and how can we include them? For example, Local health facilities have joined to speak to the community demand for HIV testing and treatment.
- e. Facilitator confidence and competence has improved since there have been several partner engagement and inter community **opportunities for sharing** of experience. For example, a team of 7 participated in Constellations Global Learning Festival in Mauritius. Durban International AIDS conference is coming too. All these opportunities are a window to sharing knowledge and experiences on the facilitation of local response through CATCH and will in turn enhance long term success and sustainability of CATCH program.
- f. The idea of having HPP as an **intermediary agency** was wise, as they have been able to give **constant and regular accompaniment** to the Community Facilitation Teams and been readily available to engage and bring onboard Kgosis and other key project stakeholders.
- g. A **Community Dashboard** is envisaged as an information-sharing platform at community level. Clarity about the content of this dashboard is increasing at community level and there is now great desire to have one in each community taking action, a need emerging from several responding communities themselves as they look for ways to **record their progress**. This is even stronger, particularly in those communities that have reached the level of implementing their action plans. Information on progress is being acknowledged as useful – not only for **encouraging** the community taking **action** and proud of their results, but also for **inspiring others** that are watching and want to **transfer the vision** to help deal with their own concern relating to HIV/AIDS.
- h. Each step in CLPC can trigger **immediate action**. For instance, it was noted that through self-assessment, conversations around HIV helped surface the local reality. In Taung, self assessment has triggered specific actions around one of their priority areas of action (HIV testing) in the next 6 months period. The community has started implementing these actions to move from level 2 to level 4, increasing the inclusion of Health facility staff, and collaboration with clinics for HIV testing in their communities. As a result of these actions, they are awake to the gains: 37 people tested in one campaign. People in their own communities are becoming more open to talk about HIV/AIDs and open to knowing their status.

## Recommendations

- a. The SE District CATCH experience supported through UNAIDS and NACA is incredibly immense and rich to date. It has potentially generated influence (effect on policy) and impact at community level. It is recommended that, even though **UNAIDS** had offered to support the pilot phase, that it **continues to play a role** around **linking** SE district experience to regional opportunities for learning and sharing.
- b. It is recommended that stories, **knowledge assets** – sets of principles generated through this process be intentionally and actively used as tools to **inform and resource the transfer process**, showcasing the wealth of experience and technical expertise available through CATCH in SE district and to new CATCH districts, other parts of the world where UNAIDS intends to transfer learning and capacity.
- c. It is recommended that **ongoing support** to each community and its facilitation team be encouraged – through **joint-learning initiatives** between the implementing communities and the National Support Team. This can be stimulated through, 5 existing Knowledge Assets as a foundation for some form of inter community-collaboration, focused around generating new knowledge that helps to deal with new challenges.
- d. The NFT, CFT , Dikgosi and their local communities need to quick begin to figure out from the information generated already , on what they see as **useful information** they would want to see displayed on the **Community Dashboard** placed at the Kgotsa. And in addition how that information begins to get shared within and among communities.



e. It would make sense to **retain HPP as a technical intermediary organisation** for the on-site support, mentoring, supervision and coaching of teams in next-generation districts following the pilot of CATCH in South East district, and/or in a close advisory capacity to other intermediary organisations that might be similarly engaged for this function in some districts. HPP has, over the course of the one-year CLCP-transfer process, generated a considerable level of technical expertise and process literacy with the approach that is a strategic national asset for scaling up CATCH.

f. The Constellation has supported the transfer of the CLCP process as a vehicle for CATCH in the South East district. For the most part that technical and process support has focussed on a sequence of phased workshops to build the capacity of, primarily, local community facilitation teams. And this approach has met with considerable success.

**Complementary work**, however, is necessary **to build the architecture and infrastructure** that **supports the local responses** at structural and institutional levels. This may be especially relevant should the CATCH process be expanded to new districts beyond the urban centre of Gaborone. For instance, focussed capacity-support would be beneficial with the technical support teams associated with CATCH (for instance, NACA, the Ministry of Health, the Ministry of Local Government) to think about strategy, policy alignment, institutional adaptation towards a bottom-up, community-led approach; to coach the development of robust, systematic monitoring, analysis and interpretation at the institutional level to allow CATCH to make a sound argument for how it contributes to prevention, to increased public health outcomes, to better reach by facilities and health services, and especially to treatment. Local responses in communities are growing in strength and confidence, but will not be sufficient to build real sustainability of strategy and accompaniment and response and national level, without **corresponding institutional strengthening** of those policy and programme structures within the administrative environment of health and social development.

g. Over the course of the pilot phase, large amounts of **qualitative and quantitative data** have been generated at multiple levels of response: at community level in five villages, at district level, at national level between the organisations and agencies comprising the National Facilitation Team. Those data speak not only to activities and reach, but also to patterns of response and principles for approach that are relevant to future HIV, health and social development programming. There is an argument to be made from the accumulating data for the effectiveness and potential of a truly community-led, facility and service-connected response. Presently, however, this data is not sufficiently consolidated, interpreted, and organised in ways that make it **usable as evidence**. NACA, UNAIDS and the Botswana government would benefit from investment in a consultancy that collects, analyses, interprets and communicates existing data as compelling evidence of the CATCH strategy and approach.

## **List of Annexes**

1. Initial Training – CATCH workshop report
2. First Support Visit Report
3. Mid Term Report
4. Third Support Visit Report