Children in Distress

CINDI

Networking for children affected by AIDS

www.cindi.org.za

Networking Toolkit

based on the CINDI Networking Model

May 2007

The CINDI Network
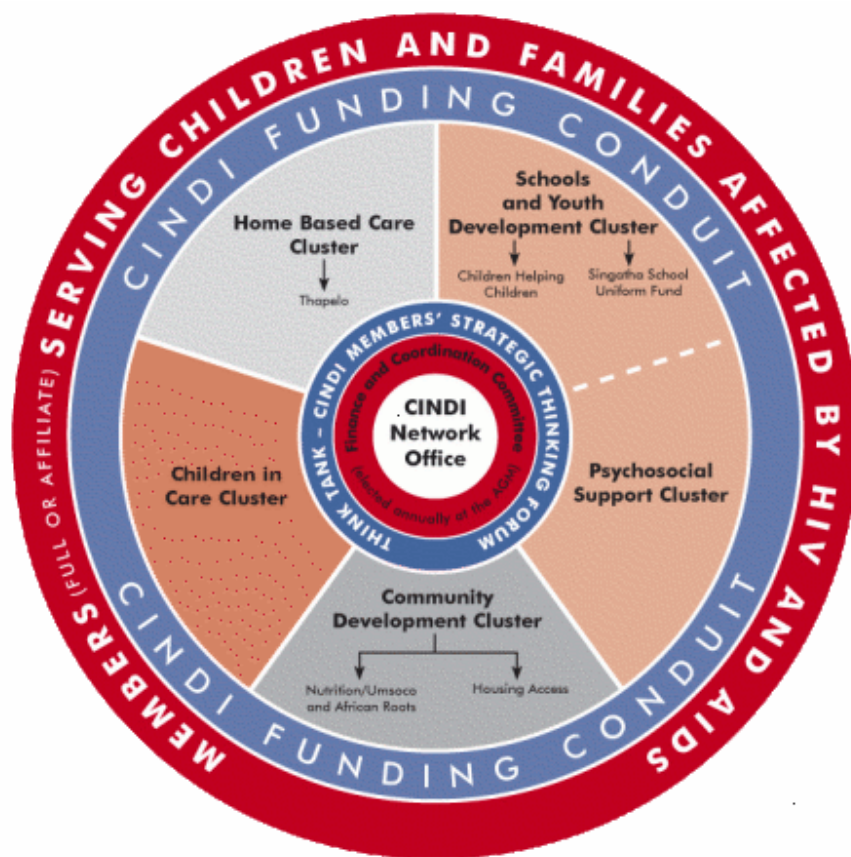
Acknowledgements

Please feel free to copy and reference this material, with acknowledgements to the CINDI Network.

Introduction

Starting a journey together as a network can be a rewarding experience. Together you can reach places you would never reach by yourself. Networking is a way of sharing resources and building one another up. Being part of a network journey can also help you to grow as a person and as an organisation, and can help you to feel less alone as you work in the demanding fields of HIV and AIDS or development.

This Toolkit hopes to inspire people to work together more effectively. It aims to give you some practical tools for starting your own network. In writing this toolkit we have borrowed from the experiences of the Children in Distress (CINDI) Network. We drew on both the successes and difficulties that this Network has been through in their own networking journey.

CINDI is a Network which was founded in July 1996. It now has more than 150 members who work with children affected by HIV and AIDS. The Network supports these organisations. It is our hope that this Toolkit will help other networks to grow around South Africa and elsewhere. We hope that you will learn from CINDI's mistakes and successes. Mostly, we hope the toolkit will be a starting point to give you confidence for your own unique network journey.

About the Guide

Why was this guide developed?
The CINDI Network is often asked by other organisations for assistance in setting up their own networks. These organisations are interested in learning from the experiences of the CINDI Network. The idea of sharing the successes, mistakes and lessons learnt during the process of developing the CINDI Network fits well with the concept of networking, and it is a privilege for the CINDI Network to offer this document to others who are embarking on a similar journey.

How to use the guide
The toolkit uses different ways of sharing information. Look out for sections and boxes on:

Travel stories:
These boxes give real examples of how the CINDI Network or its members have dealt with an issue. This will help you to make links between the CINDI story and the other parts of the toolkit.

Tools:
In a tool box you will find a practical tool which can be used in developing your own network. These include sample materials and workshop outlines which you may use with others interested in starting a network.
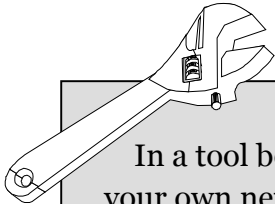
Tip:
In these boxes people from other networks give helpful tips from their own experiences.

OUR NETWORK JOURNEY

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2. NETWORK OBJECTIVES

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Section 1
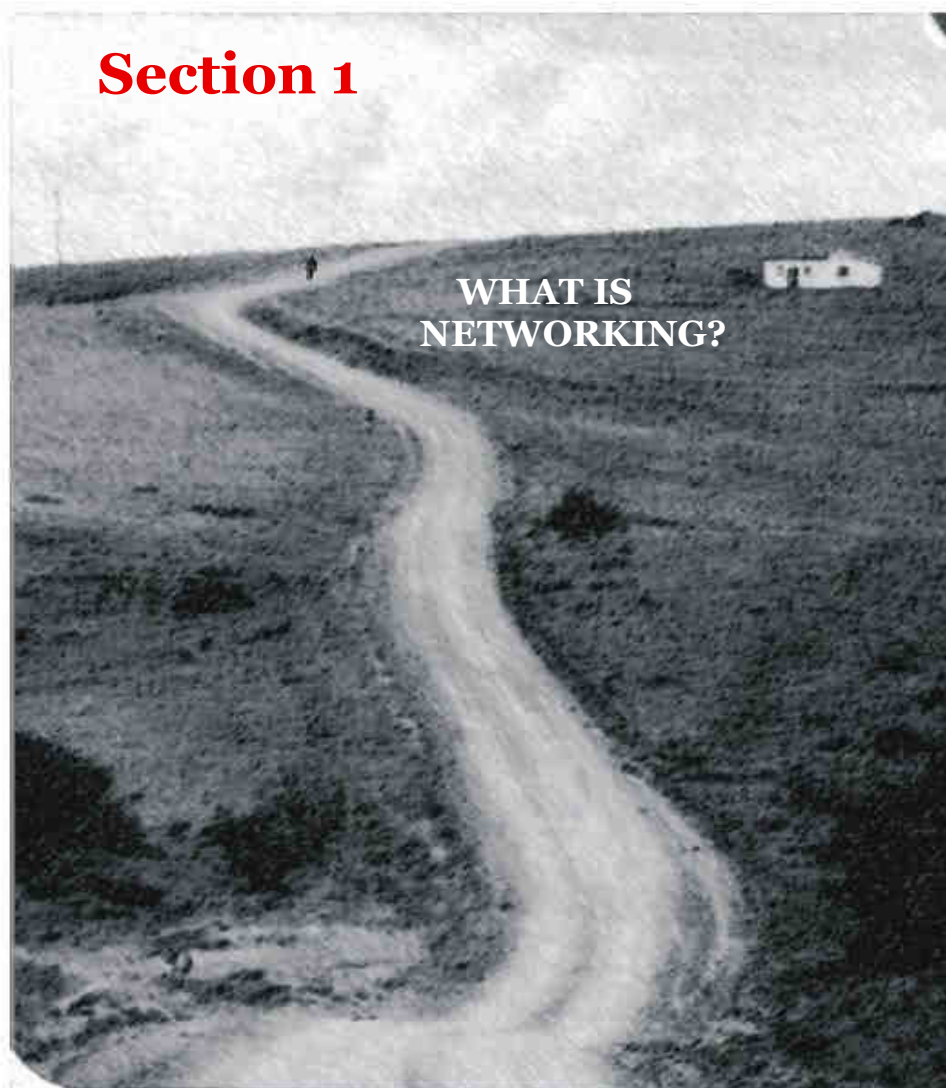
WHAT IS NETWORKING?

By the end of this section you will be able to:
- Understand what networking is and what networks do
- Explore the advantages and disadvantages of networking
- Make a decision about whether or not to start your own network

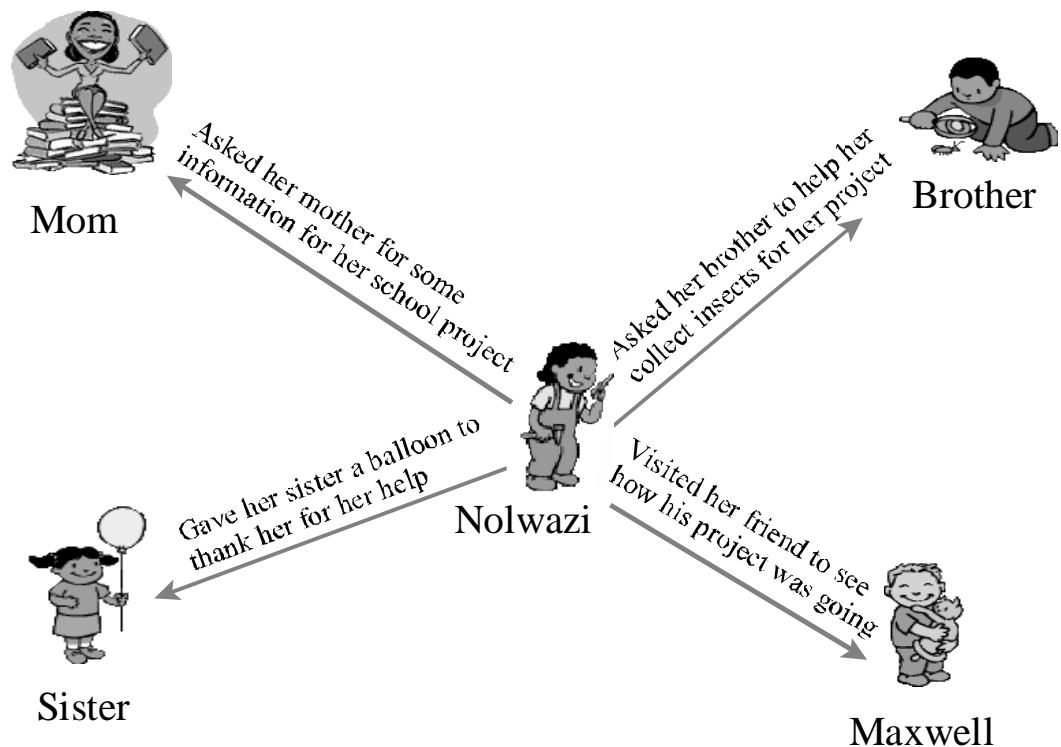**The following practical tools will help you on your way:**
- Tool 1: "Understanding networking"
- Tool 2: "Dreaming about networking"
- Tool 3: "The challenges of networking"
- Tool 4: "To network or not to network"

1.1   What is networking?

> **Networking** means working together with other people.

Most of us are networking every day. Each time you talk to someone else, share an idea or pass on information, you are networking.

Nolwazi needed to work on a project for school. The network that she used is shown below:

Mom — Asked her mother for some information for her school project

Brother — Asked her brother to help her collect insects for her project

Nolwazi

Sister — Gave her sister a balloon to thank her for her help

Maxwell — Visited her friend to see how his project was going

Networking means working together with other people. It is about:
- sharing information
- talking about problems to understand them better
- coming up with ideas on how to solve problems
- talking about successes and how you managed to do something
- sharing materials like handbooks and policies
- working together on projects that reach many people.

> **"Networking is about giving and taking"**
> CINDI Network member

Usually people who are networking share common goals.

You don't need to belong to a network to do networking. There are many people and organisations out there who have valuable information and knowledge to share. Talking to them about their experiences, and sharing your own experiences, is a good way to build your own understanding and knowledge, as well as to share your personal views and insights.

Tool 1: "Understanding networking"

Try this in your network group:

- On a piece of paper, draw yourself or write your name in the middle of the page.
- Around yourself, list or draw some of the people that you spoke to in the past few days.
- Add lines between yourself and each of these people.
- On these lines, write down the information, advice and ideas that passed between you and these people during your contact times.
- Discuss your diagram with the other people in your group.

If you work alone or in a small organisation in the HIV and AIDS or development sector, you should think about attending meetings, training courses, consultation workshops and events in your area, and visiting other individuals or organisations doing similar or complementary work - just to talk and learn.

Tip: Informal networking

Project Gateway give the following tips about networking with other people:

- Be friendly – smile and introduce yourself
- Listen more than you talk
- Try to prepare a short, interesting description of your work
- Give something before you expect to get something
- Exchange contact details like phone numbers

1.2   What is a network?

> A **network** is a group of people who come together to work on common goals.

A network is made up of a group of people who come together regularly to help each other. They work together to achieve common goals. The members may be individuals or organisations. They collaborate (work together) on issues which they agree to at the beginning. In other words, the network has a clear set of goals or issues.

> A **mission** explains the purpose of the organisation. It says what we do, who we do it with and why.

A network is usually:
- created from a shared mission, vision and commitment
- created by people who want to be connected and to communicate with each other
- created by people who want to plan and act together
- made up of members who own the network and take shared responsibility for it

> A **vision** describes the future direction of the organisation or where it would like to get to one day.

The main function of some networks is information sharing, while for others it may be collaboration on various types of joint initiatives.

> "Through the CINDI Network we have credibility"
>
> CINDI Network member

1.3   What networks do

Different networks may have specialised aims. However, most networks are formed to do the following:

> "CINDI helps me stay in touch with the latest trends in the sector"
>
> CINDI Network member

- **Build links between people**
  Networks allow for connections and strengthened relationships between members. They also foster relationships with other relevant agencies outside of the network.

> "Through the CINDI Network we have support"
>
> CINDI Network member

- **Generate and share information**
  Many networks focus mainly on sharing information with one another. In this way the network becomes a system of communication where information is circulated. Some networks also generate new information – for example the CINDI Network is collecting information from its members about the ways in which children are being affected by stigma about HIV and AIDS.

- **Advocacy**

  Networks may have a goal of changing a certain policy, practice or system. This usually happens when network members find that they are experiencing a common problem. These may be matters raised with government, schools, businesses or community leaders on behalf of all the other members. For example a network may decide to approach a government department about lack of delivery on a particular service.

"*Networking gives power to a collection of small organisations*"

CINDI Network member

The CINDI Journey: Advocacy

The CINDI Network members reported that it was difficult for home based care workers to get gloves, materials and basic medicines that they use in their care of people affected by HIV and AIDS. This issue was taken up by the CINDI Thapelo Working Group. They visited the Msunduzi Municipality who agreed to supply these materials to Members and their home based care workers through the Thapelo Project.

- **Build skills and capacity**

  Networks are likely to have a rich set of skills amongst their different members. They could therefore offer specialised training in specific approaches to the work, or they could help each other with organisational development, like sharing policies and systems with one another.

Capacity building means helping people to develop better ways of doing things.

The CINDI Journey: Skills and Capacity Building

The CINDI Network members belong to certain CINDI clusters which focus on specific types of work to support children affected by HIV and AIDS. These cluster members are able to offer training to each other. For example, the Psychosocial Support Cluster organised training in bereavement counselling from one member, and in trauma counselling from another member.

Build solidarity

Networks often build a sense of solidarity amongst people working in a similar field. It helps to know that one is not alone, and that there are others working on similar problems. This can boost morale as well as lifting one's courage to tackle difficult issues.

- **Create opportunities for cooperation**
  Networks often open up opportunities for working together. For example, someone may wish to pass on an important point to a national body, but does not have the time or money to participate in that meeting. They may pass on this information through another network member who is attending the meeting.

"Networking means creating synergy – therefore we can be more effective"
CINDI Network member

"I always gain something when I come to the CINDI Network meetings – whether it's learning something new, getting an idea, or meeting someone doing similar work"
CINDI Network member

1.4   The value of networking

Networks are beneficial because they help us to achieve together what we cannot do alone.

Here are some of the benefits of networking:

- Sharing resources, such as venues, materials, transport and equipment
- Sharing the load of the work
- Increasing the impact of our work by reaching a greater number of people with a wider range of projects
- Encouraging synergy (people working together effectively)
- Strengthening advocacy to achieve a greater influence on others
- Broadening understanding by bringing together different groups
- Exchanging information, ideas, lessons, experience and skills
- Mobilising financial resources and increasing opportunities for funding
- Equitable distribution of gifts in kind (eg blankets, clothing)

Tip: Sharing materials

It is a good idea to clarify how materials may be used by members of the network. This also relates to ownership of materials produced together by members for the network. CINDI believes in not having any copyright on its materials. Some CINDI members choose not to copyright their materials, while others rely on the income from their materials and so prefer to have them copyrighted. This is a decision to be taken together, depending on the aims of the network.

"Grab every opportunity you can to learn from others"

CINDI Network member

The CINDI Journey: The value of networking

A CINDI member from Matthew 25, met a social worker from the Cerebral Palsy Association (CPA) at a CINDI Network meeting. In the course of their conversation they talked about a child they knew with Cerebral Palsy. The child was living with her grandmother and was in need of a wheelchair. The CPA social worker arranged to accompany Matthew 25 staff to see the child. She also organized for better quality nappies at a better price to be delivered regularly for the child.

The CPA physiotherapist arranged for the child to receive a new wheelchair better suited to her needs. The Matthew 25 staff took the child and her grandmother to an event at a local shopping centre to receive the wheelchair. At the event they met members of the local Round Table, who expressed a willingness to help. As a result, clothing and food parcels have been delivered to the family.

"Don't try to reinvent the wheel. Networking saves time"

CINDI Network member

"Think sharing all the time, and then think it again! Share, share and share some more. Be generous."

CINDI Network office
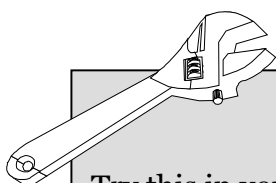
Tool 2: "Dreaming about networking"

Try this in your network group:

This is your chance to engage in some creative dreaming!
- On small circular coloured cards, write some ideas on what you would hope to gain from starting a network with other organisations who are involved in similar work. Write one idea per card. These are your "dream bubbles".
- Stick your dream bubbles up on a joint board.
- Talk about your ideas as you pin them to the board.
- Cluster the ideas together into common themes, and discuss these themes in your network group.

1.5 Challenges of networking

Networking can be very rewarding. But it can also be quite challenging and frustrating, especially since it usually involves multiple relationships between people. This section describes some of the things that the CINDI Network has struggled with and challenges that are common to many networks. These challenges include the following:

- **Mission of the network**
  One of the key challenges of networking is agreeing on and maintaining a specific focus, direction or scope. The network may end up confusing its purpose with the work of members or even other networks. This may be complicated by having:

  - a diverse range of members with different needs and interests
  - people and organisations with particular interests and passions which they would like to follow

"*As a network member, we need to find a good balance between giving and taking*"

 CINDI Network member

- difficulties in defining what the network should be doing and what is the responsibility and "territory" of members
- dealing with "borderline" types of projects which could be described as inside or outside of the scope of the network

The CINDI Journey: Mission of the network

As the CINDI Network grew in reputation, it started receiving more interest from donors and more requests for work. One of the members felt that the network was starting to take on work that should have been under the domain of the members. It was said that CINDI should not be doing "service delivery". It was argued that the network existed to support members to be more effective in doing their own service delivery. A debate followed about what was meant by service delivery. Eventually it was agreed that the CINDI Network would only help its members to do its work with children more effectively, and **not work directly with children**. (You can read more about CINDI's mission in the next section.)

This will remain an ongoing tension in the CINDI Network, and it will be important to keep the debate open about what is meant by "service delivery" versus capacitating members to do their work.

- **Network coordination**
  Networks involve a lot of work. Many networks stop functioning because of not having a professional, paid coordinator. Others fail because the network coordinator is not given a clear role and does not know how to keep the network going.

  The CINDI Journey: Coordination
  The CINDI Network decided early on to employ full time paid staff members to coordinate the Network. This helped the Network to reach its goals.

- **Network relationships**
  Networking is essentially about relationships between people, and this always brings challenges. Conflict is an inevitable part of relationships. Working together in stressful contexts also increases the likelihood of conflict. There may also be difficult people in the network who demand a lot of from others. There may be

misunderstandings between people. Some people may feel that they are on the outside of the network and may feel excluded in certain decisions. Constructive relationships rely on good communication between people and this is one of the main ways of ensuring that network relationships do not become unhealthy or destructive. Section 7 deals with this challenge.

- **Sustaining Commitment**
  Usually people are enthusiastic about starting networks, but it is often hard to sustain commitment. People may only come to certain meetings that they feel benefit them directly. Often the work of the network ends up resting on a few of the members. Some members may become "silent partners" who do not contribute much. This may be because they are too busy, too focused on their own work, nervous to make mistakes, or anxious about raising sensitive issues. They may also withdraw their comments if they do not agree with a direction that the network is taking.

> **The CINDI Journey: Sustaining Commitment**
> CINDI allows for the ebb and flow of Members and maintains continuity through the Network Office staff.

- **Competition between network members**
  Network members may have overlapping interests, such as funding, partner communities and a specialist focus. When members work together more closely, they may experience what another member is doing as a threat. Once again, good communication and clear role definitions are essential to avoid competition between network members.

> **The CINDI Journey: Competition**
> CINDI finds that keeping a focus on the interests of the child often helps Members to move beyond conflicts.

- **Rigidity**
  Sometimes networks can experience problems when they become too rigid. It is important for a network to stay focused on the goals of the network, while being flexible to handle change and new opportunities, through regular consultation with the members.

- **Time involved in networking**

Sometimes people complain that networking takes a lot of time. This includes time to attend meetings, sort out relationship tensions, manage the network resources, visit one another's projects, participate in joint fundraising etc. This becomes a problem when people feel that they are putting more into a network than what they are getting out.

"Being part of a network can be all-consuming. You shouldn't take on more than you can achieve - trying to do it all can be too much"

CINDI Network member
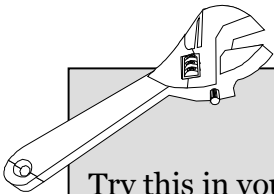
Tool 3:   "The Challenges of Networking"

Try this in your network groups:

- Using the list of ideas generated earlier as benefits of networking, write down on colour cards some of your "buts" - concerns and fears about networking.
- Collect these cards together, and cluster them together on a board.
- Discuss the general themes that emerge from these clusters.
- If time allows, break into smaller groups, each tackling one of the clusters of concerns. In these small groups to work out:
  o   what is the underlying or core issue behind this cluster's concern?
  o   how could this concern be effectively managed?

1.6 To form a network or not

The difficult decision about whether or not to start a network can only be made by those directly involved in the process. However, here are some tips and tools to help you make the decision:

Tip: Should we form a network?

One of the simplest ways of starting a network is to set up a meeting to invite people who are interested in the idea of starting a network to discuss the possibilities. At this stage the decision will need to be taken about whether to have an open meeting with many people, or a small meeting with a few people. It might be easier to start with fewer people, without actually limiting the participation too strictly.
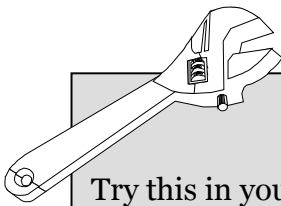
Tool 4: "To network or not to network"

Try this in your network groups:

- Summarise the values and challenges of networking in a table like this one:

Advantages of Networking	Disadvantages of Networking

- Try to identify the specific gaps or needs that you think exist in the organisations and the sector in which you are working. Discuss whether a network is the best way to meet these needs.
- Discuss any existing structures or networks that might be able to serve this function and whether there is a need for a new network.
- If time and resources allow, send a small delegation of people to visit another network to see how things work. Report back to the bigger group about your impressions.
- Summarising all the information above, call for a vote on how many people feel that a network should be started and how many people feel it should not be started.
  - o If the vote comes to a "yes" – proceed to the following steps and tools!

Tip: Who should drive the process?
It helps to have one or two people who are passionate about the focus area to drive the process. This person may prepare an introductory presentation on the possible reasons for starting a network and the possible focus of the network. However, this person should not adopt a defensive stance, and once the presentation has been made, the ideas should be critically discussed in an open manner.

Tip: Is a network needed?
One of the early discussions about whether or not to form a network usually hinges on whether or not there is a need for a new network. This may depend on which other networks or exchange forums already exist. Before calling a meeting with potential members, try to get as much information as possible on existing networks. Try to find out about their goals, projects and membership criteria. This will speed up the discussion on whether or not there is a need for a new network.

Tip: Record keeping
Be sure to take minutes of all initial meetings. This will avoid repeating discussions. It will also form a record of the development of the network.

Notes

Section 2

NETWORK OBJECTIVES

By the end of this section you will be able to:
- Understand the difference between network goals and objectives
- Develop your own network goals
- Develop your own network objectives
- Discuss and decide on some of your values as a network

These practical tools will help you on your way:
- Tool 5: "Imagining the destination"
- Tool 6: "Working out the network's path"
- Tool 7: "Rules of the journey"

2.1 Network vision

Yvonne Spain of the CINDI Network writes: "It helps if there is a 'strong cause' that everyone is passionate about fighting together…the glue that binds. In particular, CINDI's cause (networking for children affected by HIV and AIDS) is so important that it enables us to focus on **children** and not on issues like personal politics, turf etc.…because how could we allow issues like those to divert us if we profess to be acting in a child's best interest? Keep the child at the centre of your thoughts!"

The term "network vision" is being used here to talk about what the network and its members will eventually achieve "out there". It is the ultimate destination of the networking journey. Another way of describing this is talking about the network's cause or the issues you are trying to address. This is different from the network mission, which is more specifically about what the network will try to achieve through its own activities with members.

"*Unless networking is issue-based it doesn't work*"

CINDI Network member

The CINDI Journey: Network vision

The vision of the CINDI Network is to develop a multi-sectoral, well resourced network of civil society and government agencies capable of implementing diverse effective sustainable programmes for children affected by HIV and AIDS.

It is important to be clear about the ultimate cause of the network in relation to the communities being served. This is because it helps the network to stay focused. It helps to resolve conflicts when one is able to focus on the overall cause, instead of individual needs or differences.
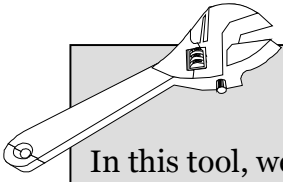
Tool 5: "Imagining the destination"

In this tool, we will use the metaphor of starting a networking journey together. Try this in your network groups:

- In preparing for your journey, it is important to be clear about both the end destination and the terrain through which you will travel. Look at the context in which you are working in terms of the needs and challenges of the people you are trying to help. This becomes the environment of your journey. Draw a long road on a big sheet of paper. Fill in the needs and challenges on your picture, as obstacles or things surrounding the road.
- Now start to imagine what your situation would be like if the work was complete – if people's needs are met and there is no longer any need for support from others. Again, if time allows, use your creativity to draw this vision on your picture as the end point of the journey.
- Each person or group should present their analysis of the current context and vision for the future.
- Using the common issues that have come up, try to turn this vision of the end-point of the journey into a realistic vision for the network.

The early discussions about network formation should begin to clarify the purpose and role of the network. This should be based on a thorough analysis of the sector and its needs. The purpose may be broken down into the overall (or end) goals or vision of the work of the sector. Then one may follow with a more specific set of objectives or mission of the network itself and its own functioning.

However, as Rose Smart (Revised HIV/AIDS Toolkit for Local Government) writes: "Few networks begin life with clearly defined goals, so it is reasonable in the start up period to expect some ambiguity."

2.2 Network objectives

A network should also try to be clear about its objectives as a network. This relates to the specific role that the network will play in contributing towards the overall vision. Usually this is about finding out how the network will assist its members in their work. It is often about the impact of the network on the sector or on other organisations working on this type of problem. This may be written up as a vision and mission statement for the network.

"A person with ubuntu is open and available to others, affirming of others, does not feel threatened that others are able and good, for he or she has a proper self-assurance that comes from knowing that he or she belongs in a greater whole.**"**

Archbishop Desmond Tutu (1999)

The CINDI Journey: Network objectives

The overall goal of the CINDI Network is to address the needs of children affected by HIV and AIDS. However the network itself does not work with children or communities affected by HIV and AIDS – only the members are directly involved in this work. Hence the objectives of the network are to develop the capacity of its members to provide better support for children affected by HIV and AIDS. This vision and the more specific objectives or mission are formally described as follows:

> The CINDI mission is to foster a spirit of *Ubuntu* among CINDI members, encourage collaboration, enhance mastery of members, coordinate research and unlock resource opportunities for the benefits of all members, through:
> - Problem Sharing
> - Problem Solving
> - Information Dissemination
> - Raising Awareness
> - Advocacy and Lobbying
> - Collaborative Fundraising

"The Network must beware of duplicating the work of a member – if in doubt, stay out. This is a recipe for conflict of interest**"**

CINDI Network office

The network objectives should show what the work of the network is, in contrast to the work of the member organisations. Clarifying the network objectives can help to prevent conflict and competition between the network staff and the members. For example, the CINDI Network has agreed that its role is to capacitate members. It does not take on any direct service delivery work with children or community structures. Its role is to help members to do this work better.

A network should try to start with realistic objectives. There may be many ideas about how a network can help its members, but it is better to start with one or two specific projects to build people's confidence in the network. For example, it may be a good idea to start with one joint training workshop, or by passing on information to one another rather than promising to produce a monthly newsletter for the whole year.

Each journey may follow a different path to reach the same destination. The following tool aims to help you plan your specific path in order to reach your ultimate destination.
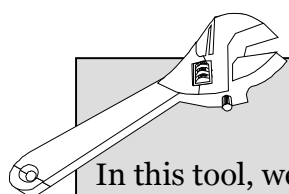
Tool 6: "Working out the network's path"

In this tool, we will continue with the metaphor of starting a networking journey together. Try this in your network groups:

- Start with an analysis of the services provided in your sector. This means looking at the other organisations and people travelling on the road to the destination that was imagined earlier in Tool 5. It means looking at the existing services offered, the gaps and the challenges in the services.
- Talk about how these different people and organisations are relating to one another while on their own journeys.
- Imagine that you are all on a networking journey together and that things are going well in the sector. How would it look different?
- Try to work the common gaps, challenges and vision into objectives for the network. In other words, try to answer the question: "How will this network impact on the sector?"

At the end of this exercise you should have a list of network objectives.

2.3 Network values

> **Values** are standards of behaviour. They are about things that are important to you.

Many of the challenges affecting the network go back to its core values. It is helpful to discuss some of these values early on, to clarify the network values and principles of operation. The values should be documented, and may become guiding principles in making decisions affecting the network and its members.

The CINDI Journey: Values

CINDI had to document its values clearly when trying to establish the policies of the funding conduit function of the network. The values and principles that the network uses in guiding policy decisions are shown in the Funding Conduit Policy Document, which is available on www.cindi.org.za.

Here are some of the values you might wish to discuss in developing a network:

- **Independence of members**

  It is important to decide about the degree of independence of the members in a network. For example, members may wish to maintain their separate organisational identity and only choose to subscribe to certain ways of operating during joint projects. Others may wish to become legally connected or organisationally integrated (eg develop an umbrella organisation which determines certain aspects of operation).

In general the CINDI Network has struggled with the issue of monitoring of its members. At times there are actions taken by members that the network does not agree with – for example, specific ways of working with children. There are still debates about the extent to which the network and its members should give each other feedback or even "monitor" each other, and where they should operate independently and without accountability to one another.

- **Transparency**

  It is important to determine the degree to which you are going to be open about:
    - decisions taken (eg during executive meetings)
    - membership applications and exclusions
    - finances of the network and member organisations
    - funding applications and allocations
    - conflict between members or in the network office
    - staff appointments and appraisals

> **Transparency** means being open and accountable.

> "Be so transparent that every member can see clearly what is going on. So keep sending minutes and reports – even if few members actually read them! This way there can be no accusations of doing unknown things"
>
> CINDI Network Office

The debate about transparency is often about balancing openness and accountability with protecting people's privacy. Neither of these ends of the continuum is wrong, and both views should be respected while trying to find a middle path.

The values become concretely realised through decisions like:
  - whether to circulate minutes of meetings to all members and outside organisations
  - whether to provide detailed financial reports
  - whether to report on information on individual organisations who submitted applications for funding and who were rejected

There may be a distinction between the degree of openness expected of the network itself and the degree of openness about its members.

In the CINDI Network there tend to be some people who believe in transparency at all levels, while others believe in only sharing relevant information. A balance needs to be found in specific situations, but it helps to refer to guidelines about the values and principles of the organisation.

- **Competition for shared resources**

  Within one particular sector, there will often be two or more organisations competing for the same resources such as funding, recognition or community participation. This is a normal part of working together. But it is a good idea to discuss what the network's principles are when possible competition comes up.

  For example, when the CINDI Network started becoming a funding conduit, it was important to clarify which of the donors were open for Network applications, and which were only approachable by members, so as to avoid competition.

  Determining this value might involve deciding on some type of hierarchy of who has "right of way" in certain areas where there may be a conflict of interest.

  Competition for resources may also arise between the network itself and some of its members. Using the example of funding, it could be decided that:
    - the network as a whole should be able to access any donors because this may benefit more members in the end, or
    - the network should not access any donors already supporting member organisations, or
    - the network should only access bigger donor organisations who are not interested in specific individual members.

Competition
happens when two or more people are trying to get the same thing.

There might need to be a decision about whether to respect the existing work of members, or whether to prioritise the needs of a greater number of members.

In general, though, competition for resources is often a "perceived" competition from a threatened party. Very often working together may lead to accessing even more resources than if one took a defensive or competitive position.

The CINDI Journey: Competing for resources
The CINDI Network advertised a specific vacancy within the network office. A staff member of a member organisation applied and was the most suitable candidate for the position. CINDI appointed this candidate without speaking to the member organisation's director, who was **not listed as a referee** because by South African law, you may not call someone not listed as a reference on the person's application to discuss the appointment. This caused serious conflict, and CINDI was accused of poaching good staff members from member organisations. Several meetings were needed to talk through the situation.

- **Reaching decisions**
  Successful networks need to engage with diversity (differences between people) and conflict as a normal part of working together. However, it may be important for a network to decide about how to move forward after a long period of disagreement about a decision. The network might decide to keep discussing the issue until consensus is reached, or to make the decision by a majority vote after a certain amount of discussion has taken place.

The CINDI Journey: Reaching decisions

There was a time in the CINDI Network where a member strongly disagreed with the idea of the network becoming a funding conduit. The Executive Committee met several times with the member organisation to see if consensus could not be reached. However, finally the network decided to go ahead with the decision of becoming a funding conduit, because of the majority rule. The organization left CINDI for a period of time

"Respect the work of all members – regardless of the size or history of an organisation"

CINDI Network office

At times this may come down to a difficult decision about whether or not to accept the resignation of a member who strongly disagrees with a decision. However, care should be taken not to lose dissenting members (people who disagree). Dissident voices can add value to the network.
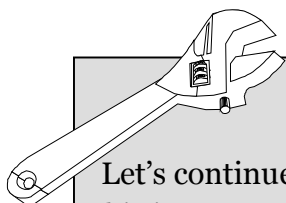
Tool 7: "Rules of the journey"

Let's continue with our metaphor of being on a networking journey together. Try this in your network groups:

- Discuss each of the following issues and decide on the values of your network for each of these.
  - o Independence of members
  - o Transparency
  - o Competition for shared resources
  - o Decision making
- There may also be other values you would like to address. Feel free to add any of these to your discussion.

Section 3

NETWORK MEMBERSHIP
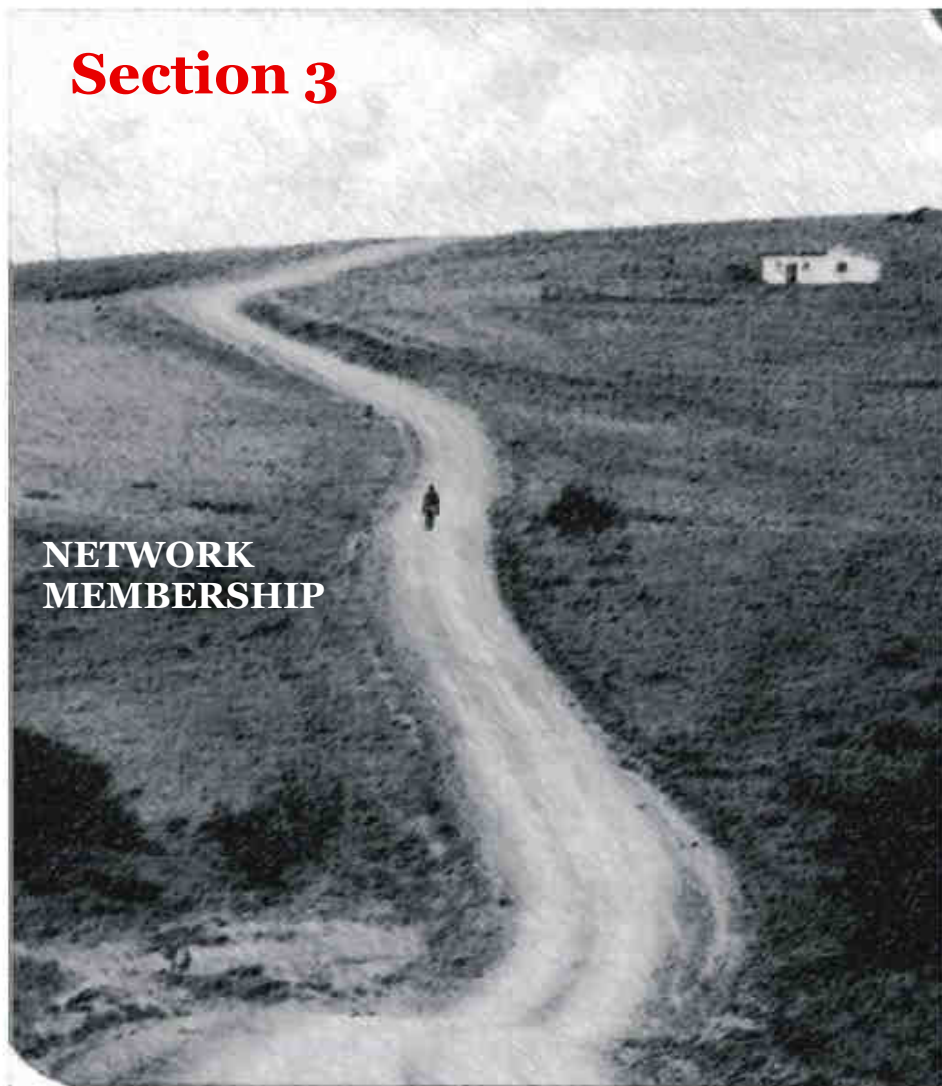
By the end of this section you will be able to:
- Decide whether membership should be inclusive or exclusive
- Develop criteria for membership
- Think about other useful partnerships

These practical tools will help you on your way:
- Tool 8: "Who should join us on our journey?"
- Tool 9: "Who can support us on our journey?"

3.1   Who should be part of the network?

This is one of the difficult decisions faced in the early stages of developing a network. It is a decision that might need to be revisited again at a later stage.

Bear in mind that conflict and differences of opinion are normal and expected in a network. In fact they may enhance the functioning of the network and help members to broaden their minds. A good network should have some diversity, and it is not helpful if all the members of the network are too similar. The differences make for a rich network where members may complement each other and add to what others are doing. However, it may be more practical to start with a small group of similar members.

3.2   Should membership be inclusive or exclusive?

One of the decisions that impacts on defining the membership of the network is the issue of inclusivity. This is a decision about whether anyone can join the network, or whether membership is limited to certain types of individuals and organisations. Here are some of the advantages and disadvantages of inclusive and exclusive approaches to networking:

NETWORKING MEMBERS	INCLUSIVE MEMBERSHIP	EXCLUSIVE MEMBERSHIP
ADVANTAGES	o Wide membership with rich diversity. o Range of members may learn from one another. o No difficult deliberations about who to include and who to exclude. o It is possible to positively influence members who are working in inappropriate ways.	o Clearly defined set of members linking to the network goals. o Network character becomes defined. o One can protect the integrity and reputation of the network.
DISADVANTAGES	o Lack of clarity of the nature of the network. o Difficult to exclude people who may damage the network reputation.	o Narrow set of members who are too similar. o Members may simply confirm each others' beliefs and practices rather than challenging each other and learning from one another. o Network may become elitist.

Inclusive means that anyone can join.

Exclusive means that only certain types of people or organisations can join.

The CINDI Journey: Inclusive versus Exclusive

CINDI adopted a more inclusive approach to membership. The Network believes in supporting members to adopt models of ethical practice to promote children's rights. In future CINDI plans to develop a working document to stimulate debate on good practices and promote the use of such principles and models by its members.

3.3 Membership criteria

When working on the decision about who should be included in the network, try not to think about specific organisations and individuals. In other words, try not to let personal differences set the foundations of policies for the future. Instead, try to think of the qualities or criteria of the members you would like to have in the network. This should be directly related to the goals and objectives of the network. Try to clearly document (write down) the membership criteria so that less time is spent arguing about these points later.

> **Criteria** are the things we use to decide if someone can join or not.

The CINDI Journey: Membership criteria

The CINDI Network vision is about supporting organisations working with children affected by HIV and AIDS. The network has had some intense discussions about whether or not to allow in organisations whose main work is not with children or with HIV and AIDS. For example, BESG is an organisation that works on housing and community development. CINDI took the decision to be more inclusive and to allow organisations who are impacting on children affected by HIV and AIDS, even if this is not their core business. This was helpful because CINDI has been able to work with BESG on housing issues for children and families affected by HIV and AIDS.

> "We joined because we are very small and needed to make contact with others with more experience and expertise"
>
> CINDI Network member

The CINDI Journey: Membership criteria

To be a full voting member of the CINDI Network, one must be an organisation that:
- is a registered Non Profit Organisation (NPO)
- works to support children affected by HIV and AIDS
- is based in KwaZulu-Natal
- attends at least 50% of the CINDI Network meetings for a full year before joining and renewing membership
- renews membership annually
- has participated actively in at least one cluster

> "Remember that no partner (including you and your organisation) is perfect."
>
> from "The Partnering Toolbook"

Membership fees

A network might decide whether or not to charge membership fees. Some
people feel that it is important for members to give some contribution to the
network. But bear in mind that the time involved in collecting fees may
make it difficult to keep up.

"We joined as a way of networking with organisations working in a similar field, and also to be available to organisations needing our training"

CINDI Network member

The CINDI Journey: Membership fees
The CINDI Network decided not to charge fees. Instead it requires
that all members renew their membership every year. This is a way of
staying informed about membership commitment to the Network.
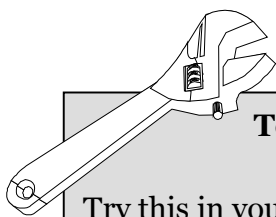
Tool 8: "Who should join us on our journey?"

Try this in your network groups:

- Recall the objectives for your network that you developed in Tool 6, and
  the list of values that you developed in Tool 7.
- Draw on your travel picture some examples of people or organisations
  you would like to join you in your journey.
- Looking at this list, try to work out "What are the key characteristics of
  fellow-travellers who will help us to reach our destination?" Use this to
  develop a list of membership criteria.

3.4 Other Partnerships

Aside from the members, there may be many other people or organisations who**that?** can help with reaching the goals of the network. The CINDI Network writes that one should "look beyond your members for support….the whole of society is a resource ie the press, museums, learning institutions, faith groups, schools, local government structures etc."

Rose Smart says networks may consider drawing people from the following sectors:
- relevant government departments
- political organisations
- traditional leadership structures
- the beneficiaries who one is trying to serve (eg people living with HIV and AIDS)
- religious organisations
- media
- the private sector
- schools and youth organisations
- sporting organisations
- academic and other research institutions

> "Openly share your vision with others with the hope of sparking more ideas and achieving buy-in to the idea"
>
> CINDI Network member

> "Give members something back. Add value to their work, so that the network is seen by them to be worthwhile."
>
> CINDI Network office
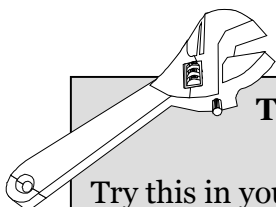
Tool 9: "Who can support us on our journey?"

Try this in your network groups:

- Try to identify other people or organisations who might help you to reach your goals and objectives.
- Using the metaphor of a journey together, draw these organisations as different places to visit on your trip.
- Now plan together which of these stakeholders you will visit on your trip and how you will involve them in the network journey.
  (For example, you may wish to visit the local Department of Health to explain to them about the network and its goals. Or you may wish to invite them to send a representative to join the network meetings. Or you may wish them to do a specific presentation at a network meeting.)

Notes

Section 4

NETWORK ACTIVITIES
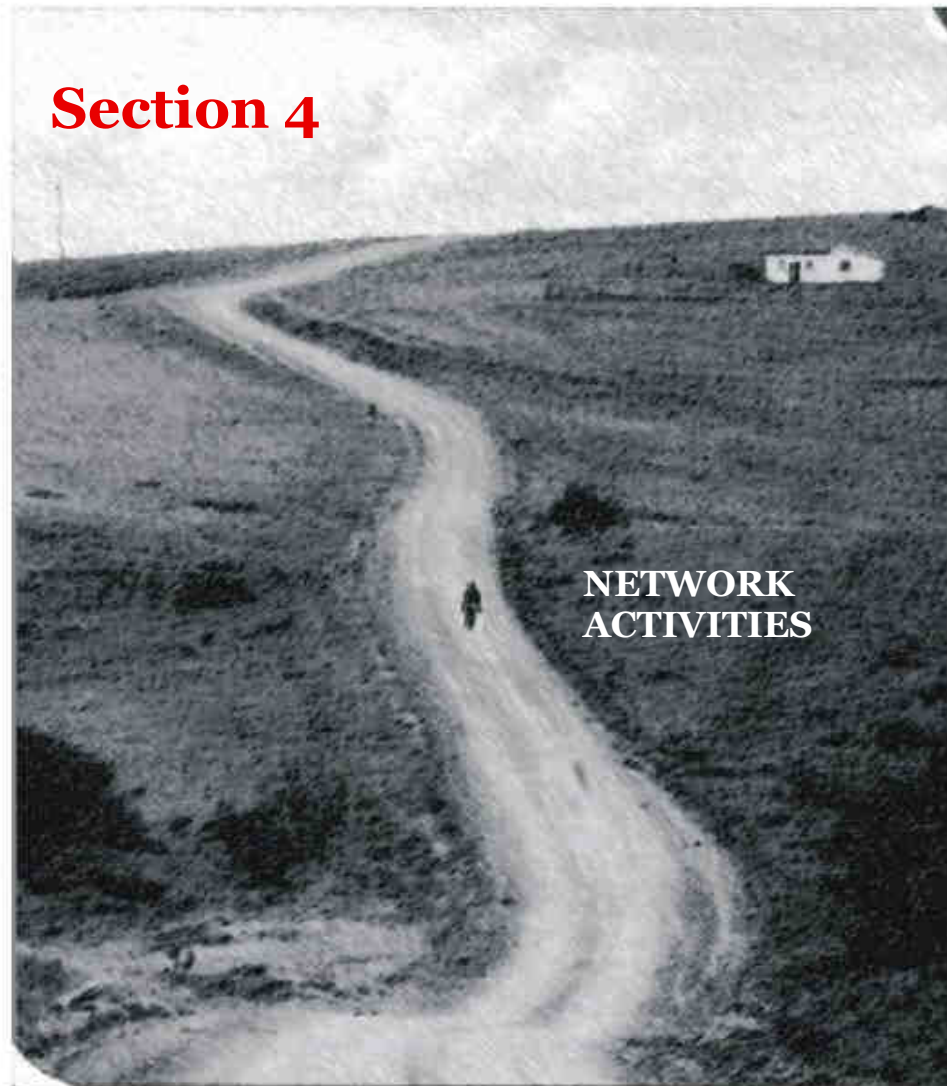
By the end of this section you will be able to:
- Get some ideas about the different things a network can do together
- Choose which activities are relevant for your network
- Design some procedures for how to carry out these activities

This practical tool will help you on your way:
- Tool 10: "The activities of the journey"

4.1   Information sharing

One of the most useful aspects of being connected to other people through a network is the sharing of information. The more connections with other people one has, the more likely one is to stay informed about different aspects of the work. Information may be shared about:

- new technical developments in the field (eg how to administer anti-retroviral medication to children)
- the work that other organisations are doing
- where to get help with specific issues (referrals and linkages)
- processes taking place in the sector (eg meetings, committees or task teams being developed)
- opportunities for accessing resources like funding or materials

Information may be shared in different ways, for example through:

- face to face meetings
- telephone calls and conference calls
- group text messages
- email
- web page news
- posting letters and minutes

The CINDI Journey: Information Sharing

The CINDI Network now sends out a weekly e-mail newsletter. This is called the e-newsletter. One of CINDI's main communication challenges is the information technology divide because some of the Network's members do not have computers and email. Recently CINDI bought a computer which is housed in the CINDI office reception area. It can be used by any Network members who do not have access to a computer.

Tip: Information sharing

It is easy to become flooded by too much information. You need to work out:

- what type of information should be shared
- in what format it should be shared
- how often information should be circulated

4.2 Skills development

Networks often have rich skills amongst the members. There may be good opportunities for learning technical skills from one another. These could be ways of doing the work more effectively, creative new ways of reaching people, or different areas of specialisation. This could take place through:

- informal discussions at meetings
- sharing of manuals and materials
- inviting members to training courses already being run by members
- specific workshops to exchange skills
- inviting experts in to run specific training sessions with members.

The CINDI Journey: Skills development

Once the CINDI Network members started working together in clusters, they became motivated to offer training to one another in their areas of specialisation. Some surveys were done in the clusters and then different members were appointed to offer workshops on specific techniques. They were able to submit a small budget for this training, and members were invited to attend the training free of charge. CBOs were assisted with transport costs. This was a valuable way of formalising the exchange of ideas.

Copyright is when your work is protected from being copied by others.

Here are a few thoughts to consider about skills development:

- Try to make the skills-sharing based on the needs of members. It might even be a good idea to start with a proper needs assessment and get members to help in prioritising their needs.
- It is a good idea to clarify copyright issues upfront
- If possible, members who share information may be paid for their time and resources. This is also a good income generating opportunity for members.
- Consider accessing information from people outside of the network, or the work may become too insular (closed).
- Be careful that you don't end up diluting the work of all members through skills development. This could lead to a situation where you are all doing a bit of everything. It might be better if different members specialise in some aspects of the work.

> **Tip: Skills development**
> It is a good idea to do a quick survey amongst members about their priority training needs. Otherwise people might not attend workshops, or some of the more forceful personalities may dominate the agenda.

4.3 Organisational capacity development

Organisational capacity development means strengthening an organisation. It is about improving the way that things are done.

Governance is about taking care of the organisation in a responsible way.

"*Be diplomatic – encourage good practice rather than criticize existing practice.*"

CINDI Network office

Sustainability is about strengthening an organisation to last a long time even if there are difficulties ahead.

Apart from the sharing of technical skills, network members may be able to help one another to grow as organisations. This may include improving the governance and functioning of organisations.

Organisational capacity development projects could focus on:
- programme planning, monitoring and evaluation
- fundraising
- documentation and reporting
- financial management, including
  - budgeting
  - bookkeeping and tracking expenditure
  - improving systems of supporting documentation
  - financial reporting
  - keeping track of different donor's funding
  - preparing financial statements and facilitating auditing
  - tax laws and benefits
  - development of financial management policies
- human resource management, including:
  - organisational structural development
  - policies around working conditions
  - job descriptions
  - remuneration structures
  - performance review processes
  - team building and motivation
- organisational sustainability

Simple sharing of organisational policies with one another is a good way of helping members to grow. There may also be more formal workshops facilitated by outside experts or amongst members.

The CINDI Journey: Capacity development

The CINDI CBO Mentorship project linked bigger organisations with newer community based organisations. It transferred skills between these organisations and encouraged them to work together more effectively to help children. Specific workshops were organised on topics like fundraising, financial management and organisational sustainability.

4.4 Advocacy

One of the most powerful things that a network can do together is advocacy. This is about using the power of the collective members to address higher level issues. Here are some possible steps for starting advocacy work as a network:

- Find out common issues which affect many members. There must be enough people willing to take the process forward. It should be something that people feel strongly about.
- Research existing government policies and regulations.
- Research what people have already tried to do to address the problem.
- Brainstorm possible gaps and avenues which have not yet been tried.
- Start with the least aggressive path and gradually become more confrontational. For example, you could try the following steps:
  - Meeting with a relevant person who has influence
  - Following up this meeting with a specific request
  - Writing a letter outlining your initial request and making a more specific demand
  - Going to a higher level person for assistance
  - Going to the media to make your complaint public
  - Hiring legal assistance to follow up the issue in court
- Keep records of every step of the process

The CINDI Journey: Advocacy

The CINDI Network took an early decision to avoid aggressive approaches. Instead it promotes "constructive engagement" – bringing people together to discuss better ways of doing things. CINDI works with other networks and organisations who are involved in more direct advocacy work – like Black Sash, ACESS and the TAC. This issue is being constantly revisited as some members feel that CINDI should be more confrontational in addressing problems with service delivery.

Tip: Advocacy Information

The following are the contact details for organisations involved in direct advocacy work:

- Black Sash
  12 Plein Street, Cape Town, 8001
  Tel: 021 461.7804   Fax: 021 461.8004
  Email: info@blacksash.org.za Web address:www.blacksash.org.za

- ACESS
  Private Bag X3, Plumstead, 7801
  Tel: 021 761 0117   Fax: 021 761 4938
  Email: info@acess.org.za   Web address:www.acess.org.za

- TAC
  34 Main Road, Muizenberg, 7945
  Tel: 021 788 3507   Fax: 021 788 3726.
  Email: info@tac.org.za Web address:www.tac.org.za

4.5 Funding and joint projects

Another powerful activity of a network is to do joint fundraising. Donors tend to appreciate it when different organisations are working together. However, joint fundraising can become very complicated and remember that money often challenges relationships. It is better if the network relationships are strong before doing joint fundraising.

Here are some points worth considering if you are thinking about funding and joint projects:

- Start small as a way of learning about the process and strengthening relationships
- Keep very clear records of all decisions
- Spend time developing policies which will eventually protect the relationships and avoid confusion
- Be clear about roles and responsibilities

Tip: Funding
The CINDI Network has developed a set of policies for their funding work. You can find this on their website free of charge (www.cindi.org.za)

"Do not begin to tackle joint funding projects until the members trust the network office and each other."
CINDI Network office

"The management of funding must be governed by stringent accounting practices, and policies must be developed for resolving conflicts."
CINDI Network office

"As far as the Funding Guideline is concerned – having a step by step policy in place for conflict resolution is marvelous – especially as money is involved."
CINDI Network office

4.6 Documentation and research

Networks with many members have a good opportunity to gain an overview of their sector. For example, if one wishes to know about the numbers of child-headed households, one could get a lot of information by consulting network members who are working with children. This is a powerful resource and networks might consider doing joint documentation and research, the results of which might be valuable to members in terms of planning their work and accessing funding.

Documentation means writing down what is happening. It is about keeping records.

Starting simply
There are many ways of starting with simple documentation processes. This might be better that trying to implement a complicated data base project, which often requires enormous resources.

Simple documentation might start with:
- taking minutes of network meetings
- collecting annual reports of different organisations
- asking for basic information in membership application forms (see example in Appendix 2)
- a simple surveys with members.

Data collection

As a network advances, it may wish to start collecting more information from members. This may be information about:
- the members
- the number of children or families that members reach
- the network's own activities and impact

The network members should agree on the type of information that is needed and how to collect this. They should also **agree on** how this information will be organised and stored.

Developing a data base

A **data base** is an organised set of information. It is usually stored in a systematic way on computer.

As the network grows, thought may be given to developing a more formal data base. This could cover more detailed information about the members (their expertise, what training they offer etc), the work of the members itself (how many children, families or communities they serve), or the gaps and needs of the sector.

For a data base process to be successful, one should think about:
- what the data will be used for
- starting with simple data collection (this may be expanded later)
- training of members to collect the data
- incentives to submit the data
- dedicated central data entry and management
- production and circulation of data reports
- confidentiality and transparency issues.

Ideally any data base should be linked to the mission of the network and members, as well as the monitoring systems (indicators). This is explained further in the next section.

4.7 Monitoring and evaluation

Reviewing the network itself

Networks should regularly stop to reflect on their work and the network relationships. These review processes may be a way of picking up problems at an early stage. They may also bring in people who are silent or feel excluded from the network. The review processes are also a way of sharing the successes and achievements of the network, which is important for building morale and strengthening relationships.

Keith, Provan and Milward (Do Networks Really Work? 2001) suggest that one should evaluate the following aspects:

- the effectiveness of the administration of the network
- the membership of the network
- the range of services provided by the network
- the strength of the relationships (connectedness) between the members
- the benefits of the network for the individual member

Developing M&E tools with members

Networks may also help members to develop their own monitoring and evaluation tools. This is especially important when it comes to developing impact indicators. If members can develop common impact indicators, it is easier to see what progress is making in their work with communities affected by certain types of problems.

> **The CINDI Journey: Development of M&E**
>
> The CINDI Network members felt that it was important to work together on developing impact indicators. They were struggling to measure the impact of their work. A consultant, Liz Clarke, was hired to help the members. Liz worked with the CINDI clusters to come up with specific indicators for each type of work. These were then put together into a CINDI M&E handbook which may be downloaded free of charge from the CINDI website (www.cindi.org.za).

> **Monitoring and evaluation** is about reflecting on your work and how it is being done

> "Networking helps to critically reflect on one's own work. – I always ask: How does this relate to what I'm doing?"
>
> CINDI Network member

> **Impact indicators** are ways of measuring whether or not your work is making any real changes at a community level.
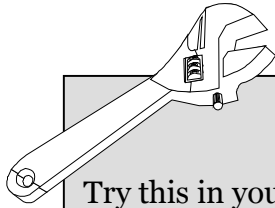
Tool 10: "The activities of the journey"

Try this in your network groups:

- Use the activities outlined in sections 4.1 to 4.7 to choose three or four network activities or projects. Try to choose only a few that are priorities for your own network objectives.
- Break down these projects into specific activities or actions which need to be undertaken. Use the table below to also plan who is responsible for the actions, what resources are needed, and by when this action needs to be completed. An example is shown below:

PROJECT	ACTION	WHO	RESOURCES	BY WHEN
Information sharing	Send out a quarterly newsletter	Stellar	Input from members Time to write the newsletter Printing and copying Postage	May and October

Section 5
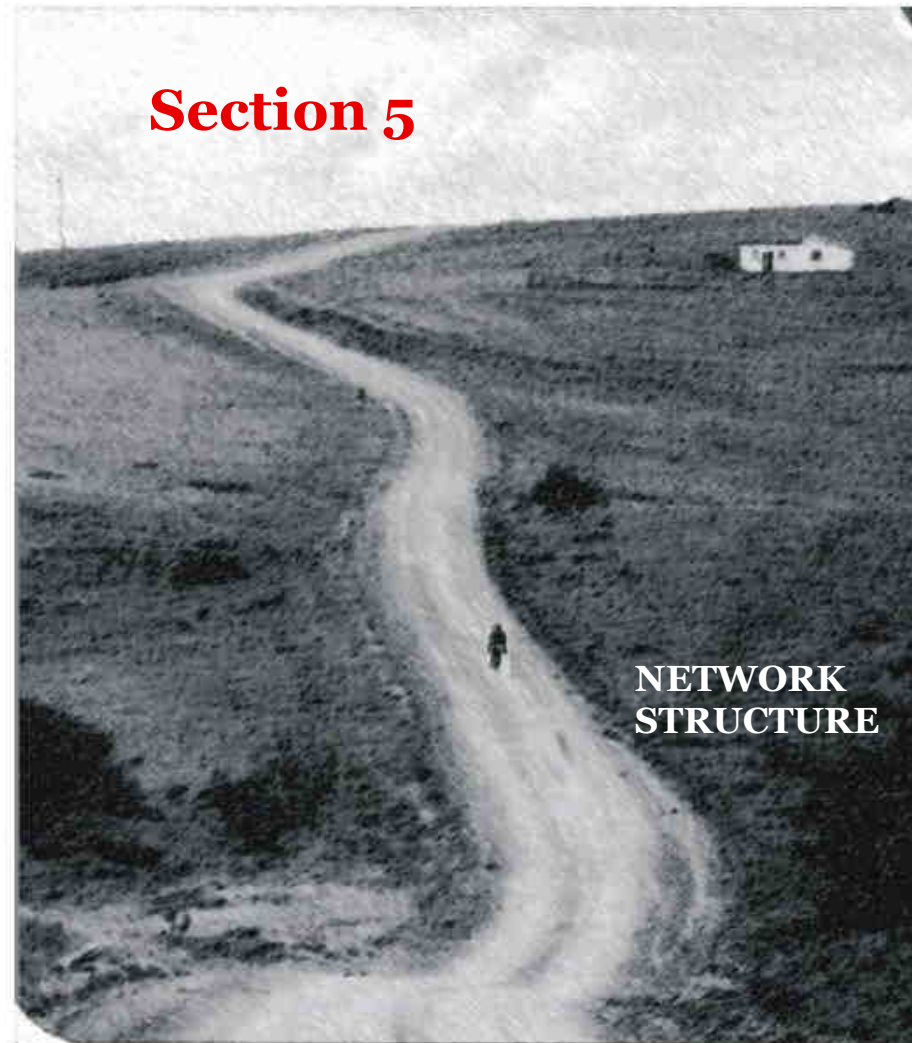
NETWORK STRUCTURE

By the end of this section you will be able to:
- Think about how decision-making should take place
- Draw up a constitution for your network
- Understand the steps involved in becoming a legal entity
- Work out the best leadership structures for the network
- Think about ways of clustering members

These practical tools will help you on your way:
- Tool 11: "Deciding about decision-making"
- Tool 12: "Developing a constitution for your network"
- Tool 13: "Choosing a legal entity"
- Tool 14: "Electing a management team"
- Tool 15: "Clustering members"

Working out the structure is like designing the foundations of a house. Without good structural foundations, networks may fall down or one may spend a lot of time repairing cracks and damages. Careful planning and consultation when starting a network are important ways to avoid some of the challenges mentioned earlier in Section 1. This includes thinking about the structure of the network, as well as the way people will relate to one another.

5.1 Decision making

New networks should discuss how decision making will take place in the network. This relates to power sharing and is affected by the values of the network. It also has practical considerations, like needing to get members together to make decisions. Some of the core issues around decision making are:

- whether power is shared equally amongst members or if there are different categories of members
- whether votes on decisions are made per organisation or per individual present
- how many members have to be present in order to reach a decision
- whether all members have to agree (reach consensus) or if a majority vote is taken
- processes of consultation of members about decisions
- how long before the meeting people are informed about it (notice period)
- what type of decisions are delegated to a committee or board
- what type of decisions are delegated to the network office or coordinator of the network

Tip: Decision making
In Section 3 you will find a list of CINDI's values and principles. Many of the decisions about ownership and participation go back to the core values of the network. So it is a good idea to have some early discussions to clarify the core values, or members may end up arguing in circles about specific decisions.

The CINDI Journey: Decision making

The CINDI Network decided early on that the power of the network would rest with the members. This meant that all full members had an equal vote in decisions affecting the network. It meant that all major decisions had to take place during network meetings. Although there is an executive committee (called FINCO) which meets to process issues, prepare policies and look into the finances of the network, the executive committee does not have the authority to make major decisions on behalf of the network. Instead the executive committee makes suggestions for discussion and voting at the general network meetings. These principles of shared ownership and equal power in the network have guided CINDI through some difficult situations.
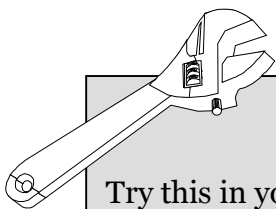
Tool 11: "Deciding on decision-making"

Try this in your network groups:

Imagine that someone offered you a lot of money to do something that is outside of the objectives on your network.
- Who should be involved in making this decision about whether or not to accept this work?
- What if people disagree – who holds the power to make the final decision?
- How do you make sure that the power of the network stays with these people, even if it grows very big?

5.2 Drawing up a constitution

A **constitution** is a legal document which outlines the rules of the organisation.

It is a good idea for a network to write up a constitution, even if the network is not formally registering as a legal entity. This protects the relationships when difficult decisions have to be made. Most constitutions have sections on the following topics:

- the name of the organisation
- the type of organisation or legal entity
- the goals and objectives (or aims, vision and mission)
- the area of operation (eg KwaZulu-Natal)
- membership criteria and selection
- the management structure (decision making structure or legal authority) of the network
- how the management is elected
- how decisions are reached
- how the finances are managed
- what happens if there is legal action (eg mismanagement of funds)
- the annual general meeting
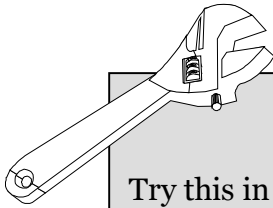
Tool 12:   "Developing a constitution for your network"

Try this in your network groups:

- Find the following that you have already developed in earlier sections:
    - Your network goals and objectives
    - Your membership criteria
    - Who has the decision-making power in your network
    - How decisions are reached
- Use the CINDI Constitution (Appendix 1) to decide on the following points:
    - How the management team is elected
    - How the finances are managed
    - What happens if there is mismanagement of funds (how will you protect your management team)
    - About the annual general meeting

5.3 Becoming a legal entity

Choosing a legal entity is like choosing the form of transport for your network journey. This is about the type of registration to become a more formal organisation that is recognised by the government. There are three broad options that new networks may follow:
- Remain an informal network, without a legal entity.
- Appoint the legal responsibilities to one member organisation. If there are staff members or funds, the member organisation takes responsibility for them and transfers funds to members for specific work.
- Register the network as a legal entity.

In the case of appointing the legal responsibility to one member, this does not necessarily give that member any additional power or authority over the use of those funds. They are simply acting as a conduit for the network business. In this case it would be wise to have a specific reference group, task team or management structure which takes responsibility for the funds. It is also advisable for that member to open a separate account for the network funds. Many networks start in this way.

It is a good idea to build in some costs for management and administration because facilitating a network and handling funds is very time-consuming.

If the network wants to register as a legal entity, there are several options:

Type of organisation
The first step in registration is to decide what type of organisation suits your network best. Broadly speaking, organisations may fall into two types:

- For-profit organisations
- Non-profit organisations

The main purpose of for-profit organisations is to make money for its members. An example of this would be a cooperative.

> A **legal entity** is an organisation that is registered with the government.

Non-Profit Organisations (NPOs)

Non-profit organisations (NPOs) do not exist to make profit from the work of the organisation for the owners or members of the organisation. They exist to serve the public in some way, rather than the personal interests of the owners. If members receive benefits, this is only in the form of payment for services or salaries. Any profits made by the work of the organisation are not shared amongst members, but are put back into the work for the betterment of others.

Most NPOs have to rely on grants and fundraising activities because they usually serve communities that cannot afford to pay for their services.

The Non-Profit Organisation's Act 71/1997 covers the functioning of NPOs and the processes for legal registration.

There are 3 different types of NPOs:

> **Voluntary Associations**

A voluntary association is governed by a constitution. There must also be some management control of the association (like having a committee). The constitution should explain election of office bearers to a management committee.

Special features of a voluntary association are:
- It can continue to exist as long as its members feel that it should continue to exist
- If there is mismanagement of funds, the individual members or managers are personally responsible
- The members have the right to vote people into management
- Membership is open to anyone who agrees to the values of the association

Voluntary associations do not have to be registered with the Registrar of companies.

> **Trusts**

A trust is managed by a Deed of Trust. It is managed by Trustees who are elected by the members of the trust. The members of the trust have the right to sue the Trustees for mismanagement of funds. So Trustees must be very careful about how they manage the Trust funds.

- **Section 21 companies**

  A section 21 company is legally registered with the government. This registration is with the Registrar of Companies in Pretoria. It falls under the Section 21 Companies Act. This means that it must have a board of management. It must also have a proper annual audit by a qualified accounting firm.

  If a network is thinking about registering as a section 21 company, members should read this act carefully. Money can only be disbursed by a section 21 company for the same purpose as stated in the mission of the constitution.

Tip: Legal assistance
You can contact the Legal Resource Centre if you need help deciding which structure is best for your purposes:

> Legal Resource Centre (National Office)
> P.O. Box 9495
> Johannesburg
> 2000
> Phone: 011 836 9831
> www.lrc.org.za

NPO Registration

Then once the network has decided between one of these three structures (Voluntary Association, Section 21 Company or Trust), it can apply for registration as a non profit organisation (NPO). The NPO registration comes from the Department of Social Development (Welfare).
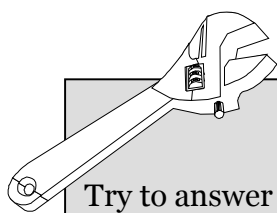
Tool 13: "Choosing a legal entity"

Try to answer these simple questions in your network group:

- Is there a need to be registered as a legal entity or not? (ie do you need this to access funding or for some other reason?)
    - If no – there may not be a need to register formally
    - Or you could simply register as an NPO as a voluntary association
- Will you be employing staff members or will people be operating on a voluntary basis?
    - If no, you could simple register as an NPO as a voluntary association
    - If yes, you could consider registering either as a section 21 company or as a trust
- Will you be distributing funding to other organisations that operate outside of your network's core mission?
    - If no, you could register as an NPO, either as a voluntary association or a section 21 company
    - If yes, you could register as a trust.

"To network properly, there is a necessity to pay networking staff to do the job – it cannot be an add-on to someone's core activities."

CINDI Network office

"There must be a group of people tasked with ensuring that activities of the network are kept on the agenda of its members and that actions decided on are seen to completion."

CINDI Network office

5.4 Leadership of the network

Many networks start enthusiastically, based on the goodwill and energy of a few committed individuals. But in order to be sustained, networks will need to give attention to leadership structures. This may be a gradual process, and it is possible to start with less formal leadership structures, moving towards more formal and even paid office staff in the network.

Management committee
Initially networks may operate by all members being involved in decision making. As the networks grow, most decide to elect a management committee. This may be called a Management Team, Board of Management or Executive Committee. Usually this team is elected democratically by the members during the Annual General Meeting.

Here are some tips for ensuring that the Management Committee works constructively to meet the goals of the network:

- Try to see the management committee as a body which exists to save the time of the bigger network. In other words, it is not the power or control centre of the network, but rather a task team which processes discussions and proposes decisions on behalf of the members.

- Try to clarify where the powers of the management committee begin and end. For example, they may exist to make policy decisions. Or they may only make proposals which still have to be ratified at the general network meetings.

- The members of this Committee could be rotated (eg every year or every 3 years) to ensure that power does not end up resting with a few members.

- The minutes of the Management meetings could be shared with all members, in the interests of inclusivity and transparency

- Usually the people elected to these positions are already quite busy. Keep meetings to a specific time and date of each month. Set clear time limits to meetings. Try to gradually focus on policy issues, rather than day to day running of the network. **Needs a gap here**

- Try to elect the Management Committee from a range of different members (ie not only from the big organisations) to ensure that you represent the full network

- Consider diversity issues which affect the management committee. These may even be written into the constitution (eg if you are a network focusing on gender issues, you may decide that at least 50% of the management committee members must be female)

Stages of internal organisational leadership development
As the network grows, a dedicated **staff?** leadership position may be required. Ideally this should come with funding for the costs involved in managing and administering the network. Most networks grow in the following way:

> "Management of a network, because it is accountable to many parts, needs to be constructively flexible."
>
> CINDI Network Office

> "I think that having network members on the board is key – they really do have a vested interest in ensuring that the network keeps smart and relevant."
>
> CINDI Network office

> "Choose people who are respected and recognized by all concerned to be responsible for tasks."
>
> Rose Smart (Revised HIV/AIDS Toolkit for Local Government, 2001)

```
┌─────────────────────────────┐
│   Members share leadership  │
│       of the network        │
└─────────────────────────────┘
              │
              ▼
    ┌──────────────────────────────────┐
    │  A lead organization is appointed to │
    │ act as a legal entity on behalf of the network │
    └──────────────────────────────────┘
          │
          ▼
┌──────────────────────────────────────┐
│   Funding is found for a staff member to │
│ coordinate the network within the lead organisation │
└──────────────────────────────────────┘
              │
              ▼
    ┌─────────────────────────────────────────────┐
    │ An independent network office with a coordinator │
    │        and additional staff is developed.        │
    │   A lead organisation is appointed to manage     │
    │        and administer the network               │
    └─────────────────────────────────────────────┘
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"Start with a **paid** person whose sole task is to give birth to the network....who creates interest about the network, continues to communicate with existing/potential stakeholders, publicising events, etc."

CINDI Network office
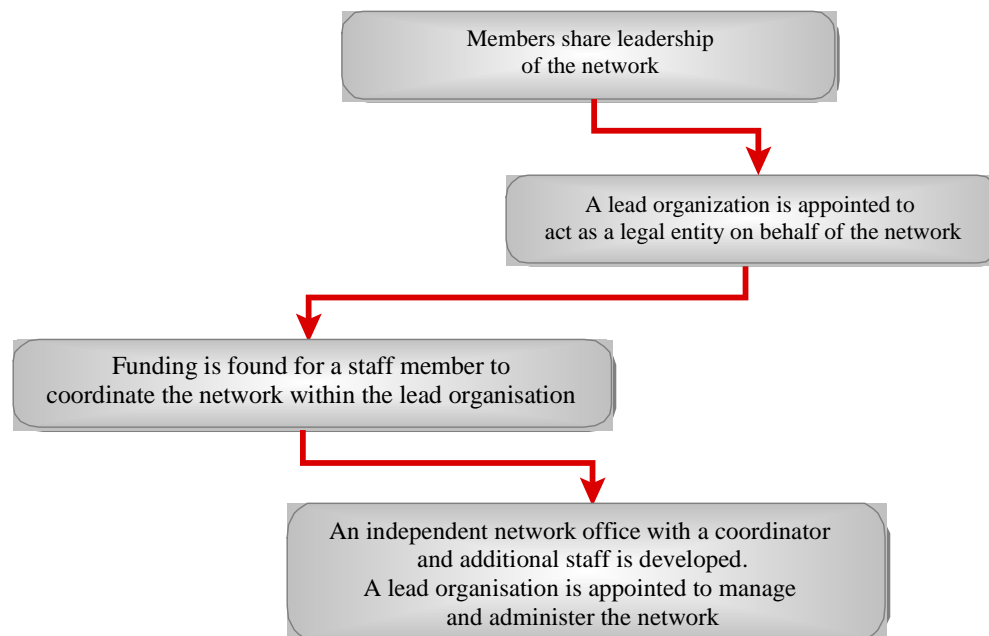
Appointing a network coordinator

If funding allows, it is a good idea to appoint a dedicated person to facilitate the network activities. This person is then responsible for:

- Setting up the structure of the network
- Keeping members informed about the development of the network
- Facilitating the activities of the network

Appendix 3 shows a sample job description for a network coordinator.

> **Tip: Choosing a network coordinator**
> Being a network coordinator is a challenging job. One may think about someone who is:
> - Passionate and energetic about the work of the sector
> - Has good technical knowledge about the sector
> - A peoples' person who connects well with people from different levels in the sector
> - Someone who consults other people about important decisions
> - Someone who is diplomatic and handles conflict wisely

Growth in coordinating functions

Once the network has a coordinator and even an independent network office, there is often a temptation to grow. However, members should take care not to let the network grow too fast, or it may struggle with the following:

- Organisational growing pains, internal conflict and lack of role clarity
- Becoming dependent on large amounts of funding to sustain its staff and administrative costs
- Taking over the work of its members

The CINDI Journey: Leadership of the network

The CINDI Network has kept to the idea that it should keep a small central network office with minimal costs of management and administration. This has been more difficult as the opportunities available to the Network have grown. The network has managed to release some of this workload by outsourcing tenders and contracts to its members and to other organisations.

5.5 Clustering of members

It is difficult for all members to be involved in every activity of the network. It is also difficult to do deeper networking with too many organisations. As a network grows it may also need to talk about how to group or cluster different members. Smaller groups help to focus times of working together and learning from one another.

It may be helpful to cluster members according to their type of work or focus areas. This means that members have a common interest, and also ensures that newer organisations are grouped with more developed organisations. In large networks, clusters could also be organised geographically. This is the model followed by the South African NGO Coalition (SANGOCO) which has provincial clusters.

In order for clusters to be successful, they need good leadership to assist with convening meetings (making sure that they take place) and keeping the cluster focused on its objectives.

"The network's potential was watered down until the clusters were formed. – and this is still being worked out."

CINDI Network office

"The cluster model is good – it is issue-based."

CINDI Network office

Working groups

There are also specific working groups which operate under the clusters. These working groups are **action-driven** responses to address specific needs identified by members. They consist of members with specialised expertise or interest. Currently and in the past, the following working groups have addressed specific issues on behalf of the Network:

- Thapelo (Medicines Access) Working Group
- Nutrition Working Group
- Children Helping Children
- Education Access
- Housing Access
- Local Government Working Group
- Child Intervention Panel

The working groups are set up from time to time as the needs come up. They are then closed when there is no longer a need to focus on that issue.

The CINDI Network Model
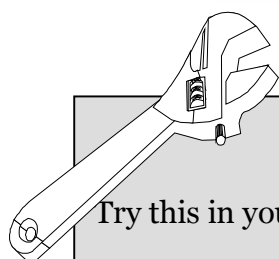
Tool 14: "Clustering members"

Try this in your network group:

- Try to fill in the following table for all your network members:

MEMBER	FOCUS OF WORK	METHODOLOGY
Eg: Rob Smetheram Bereavement Home for Children	Children affected by loss	Weekly support groups Individual counselling

- Try to work out what are the core focus areas and methodologies of the members. Use these to create 3-5 clusters of members.
- Present these clusters at a network meeting for feedback.

Notes

Section 6

NETWORK RELATIONSHIPS

By the end of this section you will be able to:
- Think about the culture of your network
- Foster open communication in your network
- Clarify the roles and responsibilities of members
- Think about how to manage conflict
- Develop strategies to keep members participating in the network

6.1 Network culture

The network culture relates both to the values adopted by the network, and to the style and ways of doing things together. Here are some examples of different network cultures:

- professionalism and efficiency
- business oriented focus on money and impact
- caring, supportive, process-oriented focus on relationships
- inclusivity, giving everyone a chance to give input
- philosophical and academic interest in theoretical orientation
- interest in research, statistics and facts.

The network culture impacts on the network in practical ways, such as the amount of time dedicated to discussing a particular topic. Finding a culture that is comfortable for the members takes time. It requires self-reflection and regular review of the ways of doing things.

The CINDI Journey: Network culture

At one point the CINDI Network was taking on a lot of different projects. The meetings became very oriented towards making business-like decisions. Some members expressed frustration that they did not feel included in the process because they could not understand or follow what was happening. They said that they missed the more supportive and caring atmosphere of the past. It was decided to try and get more of the business decisions covered in the executive meetings and leave more interesting discursive topics to the broader network meetings. This remains an ongoing tension that the network tries to balance.

6.2 Communication

Because networking is about relationships between people, regular and open communication is essential. This may be through text messages, emails, telephone calls, meetings, workshops and visits. Be aware that only communicating through email may not be enough – there is nothing like a face to face meeting to build a relationship. Informal meetings and visits like going for a meal together may further strengthen relationships.

Transparency or open communication is also essential for the success of a network. All members should be kept informed about the progress of the network. If decisions need to be made about something, it is better to copy others, even if they are not directly involved in the decision. Financial accountability is especially important if there are shared resources.

"To project the individual member organisations' identity is important, not just the identity of the network as a whole.**"**

Jive Media

> **Tip: Communication**
> Try to find a balance between keeping people informed of the progress of the network versus flooding people with too much information. It may help to organise systems of communication, for example CINDI has a weekly e-news letter. This may also link with structural frameworks of the network – like dividing members into clusters who are interested in specific topics.

Deciding on how often to meet or communicate is crucial to the success of the network. Many networks start with meeting too often, and this puts people off coming. It is better to work out the timing that suits people best, in order to maximise participation in communication.

"Be prepared to learn from members – be open to new things and sympathetic to their problems.**"**

CINDI Network office

The CINDI Journey: Regularity of communication
The CINDI Network communicates with its members mainly through emails. At one stage members were complaining that their inboxes were being flooded by CINDI emails. They stopped reading all the emails and ended up missing important information. It was agreed to try and limit the emails to members to one weekly e-newsletter. This has worked well in keeping people involved in the Network.

> **Tip: Communication**
> CINDI has found that sending group text messages (sms's to cell phones) is an effective way of sending reminders, especially to people who do not have regular access to email and internet.

6.3 Roles and responsibilities

"*Everyone has a niche in the crisis and I try and honour their niches even if some philosophies are different to mine.*"
CINDI Network member

Having clear roles and responsibilities protects relationships and prevents conflict. Within both the management and membership of a network, it should be clear who does what. The limits of each person's powers (mandate) should also be clear. Decision making processes should also be documented. One way in which this can be done is through developing a comprehensive constitution for the network (see Section 5.2) and through developing specific job descriptions of office bearers, members and employed staff members.

> **The CINDI Journey: Roles and responsibilities**
> At one stage one of the CINDI members felt that the CINDI Network Office were taking on projects that could have been done by members. It was agreed that the Network Office would not engage in any direct service delivery to children. This clarified the role of the Network Office as supporting members to do their work with communities affected by HIV and AIDS.

6.4 Managing conflict

"*I think that the people on FINCO are respected and completely trusted by the members and this helps to resolve conflict too.*"
CINDI Network member

Networking is essentially about managing multiple and often complex relationships. Very often there are people working together under stressful conditions, and there are sometimes personality clashes. Sometimes in a network you are overseeing someone else's work (acting like a boss) and at other times those same people are overseeing your work and actions. You might find the following dynamics and principles around managing network relationships helpful:

- Encourage members to be respectful of one another
- Give one another the benefit of the doubt
- Be in contact regularly, both socially and professionally
- Maintain clear lines of communication

In the case of conflict that may arise, the following points might be useful:

- **Advisory members**
  It might be helpful for the network coordinators or even individual members to have one or two people they can trust to discuss difficult issues emerging from members. Without being divisive or creating cliques in the network, it does help to have someone wise with whom to talk through challenges before acting.

- **Mediation**
  If it becomes difficult to resolve a conflict between two parties, it may be useful to ask a trusted neutral person to mediate.

> **Tip: Advisory members**
> When an emotive issue arises, it may help to avoid responding immediately and rather to take time to think and talk through the situation with someone else. One can use a respectful phrase like "That sounds like an important issue you have raised. I'd like to take some time to think about that and then get back to you about some possible ways forward."

"It is important to stay open to constructive criticism – to stay open to shifts and changes in the Network."
Jive Media

"Managers of the Network have to avoid taking things personally and always think "network" not "me"."
Jive Media

- **Resolve conflicts of interest**
  There are times during networking where there are conflicts of interest. For example, someone serving as an executive committee member may also be representing the needs of a member organisation. It helps to be clear and open about these conflicts of interest and try to structurally factor out any possible conflicted involvement in decisions. This protects the relationships in the network, and is a good practice for accountability towards all members and donor partners.

The CINDI Journey: Roles and responsibilities

CINDI faced this tension early on during its decisions about allocation of funds to members submitting applications. It was decided that there should be a separate funding panel comprised of representatives who have no vested interests in the funds. This meant that no-one having submitted an application could be on the funding panel. CINDI also appointed two neutral people who would never be in a position of applying for funds – in this case someone from another funding conduit and someone from a government department.

- **Multiple roles**

  In networks there are often complex relationships between who is managing and being managed. For example, the CINDI Network currently operates as a funding conduit. This gives some power over members, who may be applying for funding. At the same time, the power of policies and decisions affecting the direction of the network rests with members. One may cope with the multiple roles through clarity and open communication in some of the following ways:

  o One way is to have very clear policies and principles which protect the relationships and guide decisions within a specific framework.

  o Another way of dealing with these tensions is to realise that you are taking on a role for a specific period of time. It is like putting on a hat for a specific meeting. This means it is not about you as a person, but you acting in a role or on behalf of a group of people.

  o Another way to manage this tension is by stepping back from the situation and becoming an observer or commentator on the activities or relationships. For example, during a meeting someone could say "I am now speaking as a FINCO representative, not as a member."

6.5 Sustaining participation

The UNDP publication "Networks for Development" speaks about having enough direction to keep members on track and the action moving, while on the other hand having enough space for members to use their expertise and to build relationships.

Here are some ideas about how to keep people interested in participating in the network:
- Make sure that people get something from the meetings (eg information, advice, meeting donors, getting resources)
- Facilitate regular needs assessments to find out what people want to focus on
- Keep meetings short and do not have too many meetings
- Balance meetings with training, presentations and other useful activities
- Allow people to choose various projects or clusters they find relevant to their work

Tip: Sustaining participation
Annual membership renewal is an important device. Members have to actually make a physical effort to resubmit their names and think about whether it makes sense to remain a member or not. If the member numbers were to fall off – this would be cause for alarm.

Sometimes bigger organisations feel that they are mainly supporting other newer organisations and not gaining as much from the network. Sometimes newer or smaller organsations struggle to understand what is happening or they feel excluded in the bigger decisions. Try to make sure that there are different activities to meet both the needs of bigger and smaller organisations.

Notes

Section 7

CONCLUSION

"I am genuinely in awe of the work that people are doing with children and caregivers who face such overwhelming odds. If my administrative actions, passion can help them in any way, my work as a networker is meaningful. My admiration for the members, their staff and volunteers, is such that I think they do the REAL work, and we at the network are doing sort of virtual work.....they move and inspire me."

Yvonne Spain (CINDI Network Director)

Notes

Conclusion

Networking is both a rewarding and challenging journey. It can take one to places one could never reach alone. But it can also be an interesting journey which helps one to grow as a person and as an organisation.

Borden and Perkins (1999) list 12 factors of good networking:
1. open and clear communication
2. a plan for sustaining membership and resources
3. information has been obtained and used to establish clear goals
4. clear processes for decision making
5. clear means of access to needed resources
6. clear reason for existing as a collaboration
7. implementation of policies that allow the collaboration to function effectively
8. a history of working cooperatively and solving problems together
9. members are connected and communicate informally and formally
10. the leadership facilitates and supports team building, and makes use of the diversity and strengths of members
11. clear information channels that encourage the exploration of issues, goals and objectives
12. an understanding of the community, including its peoples, cultures, values, and habits.

The challenge of building a good network seems to be about keeping an eye on the needs of the work "out there" (network goals) and making sure that the needs of the members are addressed (network objectives). This is a difficult balancing act which relies on good communication and regular feedback. At the end of the day, networking is about relationships, and if the relationships amongst members remain a priority focus of the network, great things may be achieved through working together.

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Appendices

CINDI Network Documents:
1. Constitution
2. Membership application form
3. Sample CINDI Network Office job descriptions
4. Sample terms of reference for projects
5. Tender policy
6. Sample of a weekly e-news letter

Appendix 1
The CINDI Network Constitution

Children in Distress

CINDI

Networking for children affected by AIDS

Ref 011-496 NPO

47 Temple Street, Pietermaritzburg, 3200
P.O. Box 157 Pietermaritzburg 3200

Tel 033- 3457994, Fax 033 – 3457272 E-mail: info@cindi.org.za Website: www.cindi.org.za

CONSTITUTION

DEFINITIONS
CINDI Network – paid up Members of the Network with full voting rights.

Finance and Co-ordination Committee (hereinafter referred to as "FINCO") – elected by Members of the Network.

Co-ordinator – paid employee who is accountable to FINCO and who executes decisions taken by FINCO on behalf of the Network.

1. NAME

1.1   The Network hereby constituted will be called the **CHILDREN IN DISTRESS NETWORK.**

1.2   Its shortened name will be **"CINDI"** (hereinafter referred to as the Network).

1.3   **Body Corporate**
       The Network shall:
       • Exist in its own right, separately from its Members;
       • Continue to exist even when its membership changes and there are different office bearers;
       • Be able to own property and other possessions;
       • Be able to sue and be sued in its own name.

2. OBJECTIVES

(a) The Network's main objective is to encourage collaboration between Members in their implementation of prevention, early intervention and children-in-care programmes in the context of HIV/AIDS and its effects on children's lives in the Province of KwaZulu Natal.

(b) The Network's Ancillary Objectives are to improve communication; and enhance and share the learning experiences of the Members.

3. INCOME AND PROPERTY

3.1 The Network will keep a record of everything it owns.

3.2 The Network may not give any of its money or property to its members or office bearers. The only time it can do this is when it pays for work that members or office bearer had done for or on behalf of the Network. The payment must be a reasonable amount for the work that has been done.

3.3 A member of the Network can only get money back from the Network for expenses that she or he has paid for on behalf of the Network.

3.4 Members or office bearers of the Network do not have rights over things that belong to the Network.

4. MEMBERSHIP

4.1 Individuals or organisations seeking affiliation shall apply for membership by completing the prescribed application form for submission to the Network Co-ordinator, accompanied by the membership fee as prescribed from time to time by the Network.

4.2 All applications shall be tabled at the first FINCO meeting after their receipt and presented, with recommendations for acceptance or otherwise, to the next Network meeting where a final decision will be made.

4.3 Membership fees are payable on an annual basis corresponding to the beginning of the Network's financial year of 1 April of every year.

4.4 FINCO is authorized to waive the membership fee, in accordance with criteria that may be decided from time to time by the Network, or receipt of a written request for exemption from a member or prospective member.

4.5   Members of the Network should attend the Network Meetings which will be held no less than three times per annum.

4.6   In order to share expertise and further the aims of the Network, the Network may invite individuals and organisations to join or be co-opted to the Network.

5. TERMINATION OF MEMBERSHIP

5.1   The Network may at any time for good cause shown, terminate a membership provided that FINCO has given written notice setting out the reasons for such notice and has given such member a reasonable opportunity to reply thereto in writing.

5.2   If such member fails to submit a reply within 21 days of receipt of such notice which in the opinion of the Network exonerates the member concerned, such member shall be deemed to have forfeited her/his membership.

5.3   A notice shall be deemed to have been received by a member upon delivery thereof or ten clear days after posting thereof.

5.4   A member may at any time resign her/his membership by giving 30 days written notice to the Network.

6. POWERS AND FUNCTIONS OF THE NETWORK

6.1   The Network shall meet no less than three times per annum.

6.2   The Network shall at its first meeting elect a Chairperson, Vice Chairperson and Treasurer. These shall be the office bearers of the Network.

6.3   The Network shall elect a Finance and Co-ordination Committee (FINCO made up of the Chairperson, Vice Chairperson and Treasurer of the Network and not less than two more paid up members of the Network.

6.4   The office bearers of the Network and members of FINCO shall hold office for one year only and new elections shall be held at each Annual General Meeting of the Network. Existing officers or committee members can continue to stand for re-election for further terms in office if they so wish.

6.5   The Network membership in a general meeting shall:

6.5.1 Be entitled to act on behalf of CINDI on all matters affecting the conduct of its affairs within the constraints of this Constitution.

6.5.2 Take action to ensure that the objectives of CINDI are attained.

6.5.3 Appoint Task Groups when necessary to carry out tasks aimed at attaining the objectives of CINDI and confer upon such Task Groups such powers and authority as deemed necessary for the successful completion of their task including the power of co-option. On completion of a task, the Task Group will disband.

6.5.4 Delegate powers to FINCO to fulfil the Financial Management and Co-ordination Function in accordance with this Constitution.

6.5.5 Canvas the opinion of the members regarding matters which arise.

6.5.6 In consultation with FINCO, consider and accept or refuse applications for membership.

7. MEETINGS AND PROCEDURES OF THE NETWORK

7.1 The Network must hold at least three general meetings per annum.

7.2 The Chairperson, or two other members of the Network, can call a special meeting provided at least 21 days notice is given in writing to all Network members. They must also tell the other members of the Network which issues will be discussed at the meeting. If, however, one of the matters to be discussed is to appoint a new member of FINCO, then those calling the meeting must give the other FINCO members not less than 30 days notice.

7.3 Nine members present at a Network meeting shall constitute a quorum.

7.4 For the purpose of a quorum or voting at meetings, a member shall be:
 i. an individual member, or
 ii. a representative of a member organisation, provided that each member organisation shall be entitled to cast one vote on any resolution.

7.5 Minutes will be taken at every meeting to record the Network's decisions. The minutes of each meeting will be given to Network members at least two weeks before the next meeting. The minutes shall be confirmed as a true record of proceedings by the next meeting of the Network, and shall thereafter be signed by the chairperson.

7.6   When necessary, the Network will vote on a resolution which shall be carried if it receives the support of the majority of the members present. If the votes are equal on an issue, then the Chairperson has a deciding vote.

7.7   The Network shall ratify decisions taken by FINCO.

7.8   The Network members in a general meeting have the right to make by-laws for the proper management of the affairs of the Network, including procedures for application, approval and termination of membership.

7.9   The Network will decide on the powers and functions of office bearers and FINCO.

8. FINANCE AND CO-ORDINATION COMMITTEE (FINCO)

8.1   Subject to the ratification by the Network in a general meeting; FINCO has the responsibility to recruit, select and appoint a paid co-ordinator who shall become, ex officio, a full voting member of FINCO and the Network.

8.2   If a member of FINCO does not attend three FINCO meetings in a row, without having applied for and having obtained leave of absence from FINCO, they will be deemed to have resigned. FINCO will find a new member to take that person's place.

8.3   FINCO will meet at least once a month. More than half of members need to be at the meeting to make decisions that are allowed to be carried forward. This constitutes a quorum.

8.4   Minutes will be taken at every meeting to record FINCO's decisions. The minutes of each meeting will be given to FINCO members at least two weeks before the next meeting. The minutes shall be confirmed as a true record of proceedings by the next meeting of FINCO, and shall thereafter be signed by the chairperson.

8.5   When necessary, FINCO will vote on issues. If the votes are equal on an issue, then the Chairperson has a deciding vote.

8.6   Encourage maximum participation at Network and FINCO meetings through the timeous distribution of relevant documentation and adherence to proper meeting procedures.

8.7   FINCO has the authority and responsibility to manage the activities of the Co-ordinator, within an approved budget, as delegated by the Network.

8.8   Control of the financial affairs of the Network in accordance with this Constitution and prepare a financial report for presentation to the Network at least every 6 months.

8.9   Prepare the annual budget and present it for approval at the Annual General Meetings.

8.10   Present audited financial reports to the Network and at the Annual General Meetings.

8.11   Secure necessary funding for the effective operation of the CINDI Co-ordination, and monitor expenditure.

8.12   Submit required progress reports to donors, sponsors and the like.

8.13   Execute decisions taken by the Network.

8.14   Co-ordinate and facilitate the functioning of the Network Task Groups.

8.15   Buy, hire or exchange any property that it needs to achieve its objectives.

9. ANNUAL GENERAL MEETINGS

The Annual General meeting must be held once every year, within six calendar months from the end of the financial year.

The Network should deal with the following business, amongst others, at its annual general meetings:

- Agree to the items to be discussed on the agenda;
- Write down who is present and who has sent apologies because they cannot attend;
- Confirm the previous meeting's minutes with matters arising;
- Presentation and adoption of the Chairperson's Report;
- Presentation and adoption of the Treasurer's Report;
- Appointment of auditors;
- Changes to the Constitution that members may want to make;
- Elect new office bearers;
- General Items as have been submitted to the Co-ordinator for inclusion in the agenda not less than 30 days prior to the date of the Annual General Meeting;

- Close the meeting.

10. FINANCES

10.1   An Auditor shall be appointed at the Annual General Meetings. His or her duty is to audit and check the finances of the Network.

10.2   The Treasurer's job is to control the day to day finances of the Network. The Treasurer shall arrange for all funds to be put into a bank account in the name of the Network, and must also keep proper records of all the finances.

10.3   The Chairperson, Vice Chairperson, Treasurer and Co-ordinator shall have signing powers, and whenever funds are taken out of the bank account any two signatories must sign the withdrawal or cheque.

10.4   The financial year of the Network ends on 31 March of each year.

10.5   The Network's accounting records and reports must be read and handed to the Director of Non-Profit Organisation within six months after the financial year end.

10.6   If the Network has funds that can be invested, the fund may only be invested with registered financial institutions. These institutions are listed in Section 1 of the Financial Institutions (Investment of Fund) Act, 1984. Or the Network can get securities that are listed on a licensed stock exchange as set out in the Stock Exchange Control Act, 1985. The Network can go to different banks to seek advice on the best way to look after its funds.

11. CHANGES TO THE CONSTITUTION

11.1   The Constitution can be changed by a resolution. The resolution has to be agreed upon and passed by not less than two thirds of the members who are at the Annual General Meeting or Special General Meeting. Members must vote at this meeting to change the Constitution.

11.2   Two thirds of the members shall be present at the meeting ("the quorum") before a decision to change the Constitution is taken. Any Annual General Meeting may vote upon such a motion, if the details of the change are set out in the notice referred to in 11.3

11.3   A written notice must go out not less than fourteen (14) days before the meeting at which the changes to the Constitution are going to be proposed. The notice must indicate the proposed changes to the Constitution that will be discussed at the meeting.

11.4   No amendments may be made which would have the effect of making the Network cease to exist.

12. DISSOLUTION/WINDING UP

12.1   The Network may close down if at least two-thirds of the members present and voting at a meeting convened for the purpose of considering such matter, are in favour of closing down.

12.2   When the Network closes down it has to pay off all its debts. After doing this, if there is property or money left over it should not be paid or given to members of the Network. It should be given in some way to another non-profit organisation that has similar objectives. The Network's General Meeting can decide what organisation this should be.

13. ADOPTION OF THE CONSTITUTION

This Constitution was amended by members of the

CHILDREN IN DISTRESS (CINDI) NETWORK

At a Special meeting held on 28[th] November 2005

_____
_____
CHAIRPERSON   SECRETARY

Appendix 2
The CINDI Network Membership Application Form

Children in Distress

CINDI

Networking for children affected by AIDS

Ref 011-496 NPO
Section 18a Ref 930008976
55 Jabu Ndlovu Street, Pietermaritzburg. 3200
P.O. Box 157, Pietermaritzburg. 3200
Tel: 033-3457994, Fax: 033-3457272 E-mail: info@cindi.org.za Website: www.cindi.org.za

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MEMBERSHIP APPLICATION FORM FOR June 2007 to July 2008

FULL VOTING

OR

AFFILIATE MEMBERSHIP

(PLEASE DELETE ACCORDING TO CATEGORY OF MEMBERSHIP)

1. INSTITUTIONAL INFORMATION

Name of Organization:	
NPO No:	
Physical address:	
Postal Code:	
Postal address:	
Postal Code:	
Tel:	E-mail:
Cell:	Website:
Fax:	

Number of staff:
   o Project staff:
   o Admin/Support staff:
   o Other…..	

2. AREAS OF EXPERTISE

FIELD	BRIEF DESCRIPTION OF ACTIVITIES
Training	
Research	
Advocacy	
WHICH CLUSTERS DO YOU BELONG TO? 1) HOMEBASED CARE CLUSTER	
2) PSYCHOSOCIAL SUPPORT CLUSTER	
3) CHILDREN IN CARE CLUSTER	
4) COMMUNITY DEVELOPMENT CLUSTER	

Description of services to children affected by HIV/AIDS:
Vision:
Mission statement:

3. EXPECTATIONS FROM THE CINDI NETWORK

What do you hope to gain:
 	
    o   Specific activities
 	
    o   Particular topics:

How do you intend to contribute:
 	
    o   Specific activities
 	
    o   Particular topics:

Name of Contact Person:
Position:
Contact No:
Name of Alternative Contact:
Contact No:

I confirm that I have read and will abide by the CINDI Constitution and Membership Guidelines (available on www.cindi.org.za)

SIGNED…………………………………………………….

DATE……………………………………………………

Official Use Membership Manager   ☐ Director   ☐ Listserve   ☐ Date:……………………………..

NB: CINDI DOES NOT PROVIDE ANY ENDORSEMENTS FOR MEMBERS

Appendix 3
Sample Job Descriptions

THE CINDI NETWORK : JOB DESCRIPTION: DIRECTOR

CINDI STAFF ETHOS : In the interest of the functioning of the CINDI Network Office, staff will assist each other in a spirit of goodwill whenever possible.

Job Title	Director	**Department**	
	CINDI Chairperson	**Date**	25/02/2005
Name of supervisor			

Position in the organisation **Director**

Subordinates	CINDI Co-ordinator, CINDI CBO Project Manager, CINDI Book Keeper, CINDI Receptionist, CINDI Funding Manager; and together with the Book Keeper, the Learner in the Book Keeping Department
(Unusual relationships)	CINDI Members, FINCO, Funding Panel, Donors, Funding Beneficiaries;

Other Important Contacts:
The Natal Witness, the Deputy Mayor, the Medical Officer of Health, Institute of Natural Resources, the CINDI Nutrition Training Officer; officials in the Depts of Health, Welfare, Home Affairs and Education; Networks like ACESS, HIVAN, AIDS Consortium, KZN Civil Society Network; Research Institutes like Children's Institute, HSRC, civic organisations and individual members of the public; Syd Kelly and his distribution warehouse, the PCB; KZNCC, HIVAN,

Liaison with strategic partners, passing or collecting information	The Natal Witness, the Deputy Mayor, the Medical Officer of Health, Institute of Natural Resources, the CINDI Nutrition Training Officer; officials in the Depts of Health, Welfare, Home Affairs and Education; Networks like ACESS, HIVAN, AIDS Consortium, KZN Civil Society Network; Research Institutes like Children's Institute, HSRC, civic organisations and individual members of the public. In addition, I read the press, journals and the internet and pass on information via the weekly eNewsletter.

1. Purpose of the job: Use the CINDI Network Office Vision
To maintain a network that exists to serve its Members by sharing information, sourcing funding, encouraging collaboration and facilitating capacity building in the context of HIV/AIDS and its impact on children in KZN.

2. List Key Performance Areas and Detail Key Tasks and Responsibilities (Use Objectives and Summarise the Tactics& Actions columns of your 1 year Operational Plan).

2.1   Communication
2.1.1   Read emails groups, journals and newspapers and refer relevant articles to the weekly e Newsletter
2.1.2   Compile and distribute the weekly e Newsletter
2.1.3   Feeding information to the web designer and monitoring the number of visits to the site.
2.1.4   Monthly reports to Members and FINCO
2.1.4   Preparation of the Annual Report

2.2   PR and Branding
2.2.1   Six media releases pa
2.2.2   6 CINDI Presentations pa
2.2.3   3 Conferences pa
2.2.4   4 speakers pa
2.2.5   Network with other Networks (2 x monthly)
2.2.6   Convene information meetings with visiting funders, researchers and government officials
2.2.7   Take enquiries from Members, the public etc and refer to appropriate service providers

2.3   Together with the Coordinator and Conference Organiser, plan and promote the 10th Anniversary Conference.

2.4   Lobbying and Advocacy
2.4.1   As per Members' requests
2.4.2   Be aware of issues and prompt Members
2.4.3   Attend the City AIDS Task Team meetings each month

2.5   Funding
2.5.1   Supervise the Funding Manager
2.5.2   Convene meetings of the Funding Panel
2.5.3   Direct leads to the Funding Manager
2.5.4   Meet with Donors
2.5.5   Set Budgets with the Funding Manager and Book Keeper
2.5.6   Maintain oversight of narrative and financial reports to Donors
2.5.7   Convene information meetings in order to process donor calls.

2.6 Administration
2.6.1 Convene and record meetings of FINCO
2.6.2 Convene reference group meetings (eg Independent evaluator, best practice etc)
Call for tenders and convene adjudication meetings.

2.7 Encourage Member Collaboration through Cluster Development
2.7.1 Convene and record Psycho Social Support Cluster
2.7.2 Attend and have oversight of the progress of the remaining four Clusters.

2.8 Human Resource Management
2.8.1 Convene and record staff supervision meetings (Coordinator, CBO Project Manager, Book Keeper, Receptionist and co-supervise the Learner (assisting the Book Keeper)
2.8.2 Review Job Description before Staff appraisals each year.
2.8.3 Develop and monitor staff performance
2.8.4 Encourage staff development
2.8.5 Review HR Policy document at least annually
2.8.6 Relocation of CINDI Office

2.9 Financial Management – during Supervision of the Book Keeper
2.9.1 Check Reconciliations for Cash Flow, Bank Statements, Creditors Journals, Petty Cash etc
2.9.2 Ensure that money is invested in accounts that yield the highest interest
2.9.3 Check telephone expenses
2.9.4 Check mileage on CINDI vehicle
2.9.5 Check staff team's work sheets

3. Planning Necessary in the Job:
3.1 Annual
3.1.1 Factor traditional CINDI events into the Annual Diary eg Valentines Day/CHC Warm the Heart; Annual Report Preparation; Starfish Dinner of Hope (April), Annual General Meeting; Women's Day/CHC Party; Volunteer Christmas Lunch
3.1.2 Factor in deadlines for Donor Reports and plan accordingly with Funding Manager

3.2 Monthly
3.2.1 Monthly supervision meetings with staff team.
3.2.2 Monthly FINCO meetings
3.2.3 Monthly PSS Cluster Meeting
3.2.4 Monthly Director's Report
3.2.5 Attend meetings convened by Strategic Partners eg City AIDS Task Team, KZNCC
3.2.6 Ensure that Members meet deadlines for reports/feedback by diarising deadline dates. Factor traditional CINDI events into the Annual Diary eg Valentines Day/CHC Warm the Heart; Annual Report Preparation; Starfish

Dinner of Hope (April), Annual General Meeting; Women's Day/CHC
Party; Volunteer Christmas Lunch

3.2.7   Factor in deadlines for Donor Reports and plan accordingly with Funding
Manager

3.3   Weekly
3.3.1   eNewsletter
3.3.2   Ensure that Members meet deadlines for reports/feedback by diarising
deadline dates

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4.   Deadlines in the Job:

4.1   Annual
4.1.1   Factor traditional CINDI events into the Annual Diary eg Valentines
Day/CHC Warm the Heart; Annual Report Preparation; Starfish Dinner of
Hope (April), Annual General Meeting; Women's Day/CHC Party;
Volunteer Christmas Lunch
4.1.2   Factor in deadlines for Donor Reports and plan accordingly with Funding
Manager

4.2   Monthly
4.2.1   Monthly supervision meetings with staff team.
4.2.2   Monthly FINCO meetings
4.2.3   Monthly PSS Cluster Meeting
4.2.4   Monthly Director's Report
4.2.5   Attend meetings convened by Strategic Partners eg City AIDS Task Team,
KZNCC
4.2.6   Ensure that Members meet deadlines for reports/feedback by diarising
deadline dates. Factor traditional CINDI events into the Annual Diary eg
Valentines Day/CHC Warm the Heart; Annual Report Preparation; Starfish
Dinner of Hope (April), Annual General Meeting; Women's Day/CHC
Party; Volunteer Christmas Lunch
4.2.7   Factor in deadlines for Donor Reports and plan accordingly with Funding
Manager

4.3   Weekly
4.3.1   eNewsletter
4.3.2   Ensure that Members meet deadlines for reports/feedback by diarising
deadline dates
4.3.3   Weekly
4.3.4   eNewsletter
4.3.5   Ensure that Members meet deadlines for reports/feedback by diarising
deadline dates

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5.   Degree of Supervision Received (How, How Often, By Whom?):

5.1	FINCO – report back at monthly meeting
5.2	The Chairperson – ad hoc requests when necessary

6.   Required Competencies in the Job:
6.1   Administrative skills
6.2   Be well organised and able to work under pressure
6.3   Be a team player
6.4   Human Resource Management
6.5   Project Management
6.6   HIV/AIDS knowledge
6.7   Awareness of current affairs and politics
6.8   Computer literacy
6.9   M&E Skills
6.10 OD Skills
6.11 Facilitation skills
6.12 Ability to speak isiZulu
6.13 Good spoken and written communication skills in English
6.14 Networking links with NGOs, other Networks and civil society
6.15 Passion, compassion and energy
6.16 Willingness to go the extra mile
6.17 Public speaking

Agreed by incumbent:.......................................   Date: ....
                              (Signature)

Agreed by Supervisor:.......................................   Date: ....
                              (Signature)

THE CINDI NETWORK : JOB DESCRIPTION: COORDINATOR

CINDI STAFF ETHOS: In the interest of the functioning of the CINDI Network Office, staff will assist each other in a spirit of goodwill whenever possible.

Job Title	Co-ordinator	**Department**	Networking
Name of supervisor	Yvonne Spain: Director	**Date**	25/02/05

Position in the organisation
Network Co-ordinator
(Use Job Titles Only)

Subordinates	Thapelo Co-ordinator and VCT Counsellor.

(Unusual relationships)	Network Members, Government Departments such as Social Welfare and Population Development, Home Affairs and the Department of Health; Hospitals; Local Government; Schools, ACESS, SASPCAN; and Other Networks

Other Important Contacts:

Liaison with strategic partners, passing or collecting information	The press in consultation with the Director; Members of the Public; Church Groups and Service Clubs

7. Purpose of the job: Use the CINDI Network Office Vision

Co-ordination for the CINDI, a Network that exists to serve its members by sharing information, sourcing funding, encouraging collaboration and facilitating capacity building in communities in the context of HIV/AIDS.

2. List Key Performance Areas and Detail Key Tasks and Responsibilities (Use Objectives and Summarise the Tactics& Actions columns of your 1 year Operational Plan).

2.1 Formalize Clusters: SYD; CIC & HBC
2.1.1 Draw and maintain Cluster Membership registers.
2.1.2 Convene monthly meetings.
2.1.3 Distribute minutes and follow up on action decided at meetings
2.1.4 Formalize the budget according to strategic planning document for each cluster.

2.2 Maintain Working Groups
2.2.1 Convene WG meetings, distribute the agenda and minutes
2.2.2 Act on follow up actions and report at meetings
2.2.3 Draw up proposals for appropriate sections of work for WGs and report to Funders

2.3 Assisting Members of the Public
2.3.1 Receive members of the public and open files on cases reported
2.3.2 Contact relevant CINDI Members or Government Department offices
2.3.3 Follow up on action done on each case and report to client/member of public.

2.4 Review Frequency and format of Network Meetings
2.4.1 Invite new Members to meetings with all dates of meetings.
2.4.2 Maintain the attendance register
2.4.3 Contact Members not attending with reminders
2.4.4 Convene meetings: distribute agendas, minutes and follow up on decided actions
2.4.5 Give feedback to Members and conduct quarterly reviews.

2.5 Develop a programme of Speakers
2.5.1 Consult Members on suggestions for speaker or areas of discussion.
2.5.2 Invite speakers to meetings; send out reminders towards the date.
2.5.3 Receive feedback from Members and monitor attendance.

2.6 PR and Branding
2.6.1 Respond to speaking engagements and bookings
2.6.2 Organise and manage events for the Network.
2.6.3 Monitor press coverage.
2.6.4 Conduct visits to Members.
2.6.5 Register for and attend Conferences and W/Shops.

2.7 10th Anniversary Conference
2.7.1 Draw up a plan for organization of the conference.
2.7.2 Convene meetings of Task Team and follow up on actions decided by the Team.

2.7.3 Invite speakers and seek out sponsorship, conference organizer and formulate and maintain Subcommittees.
2.7.4 Co-ordinate the child and youth participation components.
2.7.5 Co-ordinate the Conference Pack activities by the Network Members.
2.7.6 Co-ordinate Cluster conference activities

2.8   Networking with other Networks
2.8.1 Maintain contact at least twice a month.
2.8.2 Respond to correspondence and respond to queries.

2.9   Integrate CBO into Clusters
2.9.1 Convene meetings ensuring that CBOs are registered and attending meetings.
2.9.2 Encourage CBO participation at meetings and Working Groups.
2.9.3 Ensure that CBOs can access minutes and agendas.

2.10   Mapping CINDI Members activities within KZN
2.10.1 Draw up Cluster Membership Form and collate information from the forms.
2.10.2 Set up consultation meetings with the Municipality.
2.10.3 Employ advice of experts and form a Task Team
2.10.4 Convene Task Team Meetings and implement follow up actions.
2.10.5 Update the electronic version of the Map at every AGM.

2.11   Personal Development
2.11.1 Reading Newspapers, Newsletters, Journals and Books to update knowledge of the area of work.
2.11.2 Register and study relevant courses approved by FINCO.
2.11.4 Attend seminars and talks relevant to area of work.

2.12   Funding
2.12.1 Attending Department of Welfare Liaison Committee meetings
2.12.2 Filling out annual evaluation and reporting forms.

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3.   Planning Necessary in the Job:

Currently there a 12 Month Operational Plan being implemented.

4.   Deadlines in the Job:

The deadlines/time frames are spelt out in the operational plan. On a monthly basis reports are written for the Network. Monthly meetings are used as deadlines for work relating to Clusters, Working Groups, Supervision and Network Meetings

5.   Degree of Supervision Received (How, How Often, By Whom?):

Supervision meeting are held monthly with the Director.

| **6.** | **Required Competencies in the Job:** |

6.1 Communication: Writing and public speaking
6.2 Organization skills and ability to work under pressure.
6.3 Meetings Procedures: Convening meetings, minute taking, drawing up
agendas and following up on actions.
6.4 Networking including making and maintaining relevant contacts.
6.5 Project Management
6.6 HIV/AIDS knowledge
6.7 Awareness of current affairs

Agreed by incumbent:......................................   Date: ....
(Signature)

Agreed by Supervisor:......................................   Date: ....
(Signature)

THE CINDI NETWORK : JOB DESCRIPTION: RECEPTIONIST

CINDI STAFF ETHOS : In the interest of the functioning of the CINDI Network Office, staff will assist each other in a spirit of goodwill whenever possible.

Job Title	RECEPTIONIST	**Department**	ADMIN
Name of supervisor	Yvonne Spain (Director)	**Date**	18/10/2005

Position in the organisation: **RECEPTIONIST**

Subordinates	NOT APPLICABLE
(Unusual relationships)	NOT APPLICABLE

Liaison with strategic partners, passing or collecting information	Maintaining a professional approach - serve as a bridge between the CNO and members of the public.

1. Purpose of the job: To fullfill the CINDI Network Vision
VISION: To maintain a network that exists to serve its Members by sharing information, sourcing funding, encouraging collaboration and facilitating capacity building in the context of HIV/AIDS and its impact on children in KZN.

2. List Key Performance Areas and Detail Key Tasks and Responsibilities (Use Objectives and Summarise the Tactics& Actions columns of your 1 year Operational Plan).

2.1   SWITCHBOARD
2.1.1   Prompt answering of the telephone
2.1.2   Transferring calls to relevant CNO staff
2.1.3   Handling and Routing Members' telephone queries and requests from CINDI and members of the public
2.1.4   Reporting any faults on the telephone system
2.1.5   Read faxes especially if they have an RSVP date and refer if necessary should the recipient be out of the office.

2.2   COMMUNICATION
2.2.1   Read journals, E-mails (E Newsletters) and newspapers
2.2.2   Cutting out and archiving of articles relating to CINDI
2.2.3   Assisting with the compiling of Annual Report

2.3 ADMINISTRATIVE SUPPORT

2.3.1 Taking minutes at staff meetings, record and distribute them
2.3.2 Assisting the Director on ad hoc basis
2.3.3 ECHO translations
2.3.4 Back up for contacting the service providers
2.3.5 Maintain a filing system
2.3.6 Preparing for meetings
2.3.7 Faxing if and when required by staff
2.3.8 Receive and distribute incoming mail and sending outgoing mail
2.3.9 Typing and photocopy as and when required by staff
2.3.10 Managing membership applications and updating members' lists
2.3.11 Keeping and updating Annual Report database.
2.3.12 Responsible for sending out of Annual report
2.3.13 Possibility of database management – pending

2.4 PR AND BRANDING

2.4.1 Planning events
2.4.2 Making bookings (Hall bookings, travel bookings and accommodation bookings)
2.4.3 Receiving and sending RSVP's
2.4.4 Advertising layouts
2.4.5 Making thank you and invitation cards

2.5 RECEIVING AND DISTRIBUTION OF GIFTS

2.5.1 Receive and record gifts from members of the public
2.5.2 Keep a record of donors
2.5.3 Receive and distribute donated gifts to members equitably
2.5.4 Keep lists of members receiving gifts
2.5.5 Ensure that gifts are collected in good time

2.6 ASSISTING MEMBERS OF THE PUBLIC

2.6.1 Receiving members of the public
2.6.2 Assisting the members of the public by taking statements, opening files and refer to appropriate agency or organisation if necessary
2.6.3 Refer them to the relevant member of staff – manage visitor's book
2.6.4 Keeping the reception area tidy at all times

2.7 PERSONAL DEVELOPMENT

2.7.1 Reading journals and newspapers.
2.7.2 Possibility of enrolling for an Administration Course

3. Planning Necessary in the Job:
3.1 Monthly planning through the monthly planner that has weekly activities

4. Deadlines in the Job:

4.1 Attend supervision and act on feedback

4.2 Check diary for work that needs to be accomplished in the week

4.3 Ensure that gifts in kind are distributed and filing is maintained

4.4 Collate the stats collected from visitors' book and donation register to members

4.5 Annual Report (Updating database and sending out)

5. Degree of Supervision Received (How, How Often, By Whom?):

Monthly by the Director

6.   Required Competencies in the Job:

6.1 Hold a Secretarial Diploma

6.2 Hold Communication and Banking Certificate

6.3 Attended training on Business Skills and Telephone Reception (Attitude, voice, listening, assertiveness, transferring calls, handling calls of complaint and important callers, other reception duties, handling visitors and Security)

6.4 Attended training on Time Management

6.5 Good Communication skills

6.6 Able to use own discretion when dealing with confidential matters

6.7 Computer Literacy : MS Word, EXCEL, Access, PowerPoint and Outlook Express

6.8 Be a team player

6.9 Well organised

6.10 Able to work under pressure

6.11 Willingness to extend a helping hand to staff

6.12 Compassionate

6.13 Experience in Secretarial, Switchboard and Administration duties (8years)

Agreed by incumbent:..   Date: ....
                         (Signature)

Agreed by Supervisor:..   Date: ....
                         (Signature)

Appendix 4
Sample Project Contract

Children in Distress

CINDI

Networking for children affected by AIDS

Ref 011-496 NPO, Section 18a Ref 930008976
47 Temple Street, Pietermaritzburg. 3200 South Africa
P.O. Box 157, Pietermaritzburg. 3200 South Africa
Tel: +33-3457994, Fax: +33-3457272 E-mail: info@cindi.org.za Website: www.cindi.org.za
_____

MEMORANDUM OF AGREEMENT – RESEARCH PROJECT 1

Entered into between:

CHILDREN IN DISTRESS NETWORK

Address: 47 Temple Street, Pietermaritzburg, 3201

Hereinafter referred to as CINDI

And

Sinani KZN Programme for Survivors of Violence
Address: 104 Tembalethu Community Centre, 206 Burger Street, Pietermaritzburg, 3201

Hereinafter referred to as Sinani

1. **BACKGROUND**

    1.1   CINDI is a Non Governmental Organization (NGO) whose mission is to foster a spirit of Ubuntu among CINDI Members, encourage collaboration, enhance mastery of Members, coordinate research and unlock resource opportunities for the benefit of all Members.

1.2   Sinani is a non-governmental organisation which has extensive experience in community development, research, training and materials development.

1.3   CINDI has been granted funds by Irish Aid (IA) to conduct operational research to enhance the provision of quality services to children and families affected by the HIV/AIDS pandemic within the geographic areas serviced by Members of the CINDI Network. The overall objective of the research is to improve service delivery and programme development. (This contract will hereinafter be referred to as "the main contract").

1.4   In terms of the main contract between CINDI and IA, CINDI has undertaken to contract various service providers for four research projects.

1.5   By this contract CINDI engages the services of Sinani to render certain services for conducting research related to children affected by HIV/AIDS in the following area: **reduction/management of stigma**.

2. PURPOSE OF THIS CONTRACT

2.1   The purpose of this contract is to define the rights and obligations of both CINDI and Sinani.

3. SINANI'S CORE OBLIGATION

3.1   A copy of the funding proposal which CINDI approved from Sinani is annexed hereto marked "A".

3.2   Sinani undertakes that it will perform the services referred to in the approved funding proposal within the time frames referred to therein.

3.3   Sinani undertakes to comply with directives and instructions from the Director of CINDI, with regard to the time, manner, quality, and nature of the tasks and services rendered in terms of the contract.

3.4   Sinani undertakes to furnish verbal report-backs at a meeting every 3-months and to provide written reports on their activities every 6-months – these

requirements will be negotiated. A copy of the required reporting format is annexed hereto marked "B".

4. MONITORING AND EVALUATION

4.1   The Director of CINDI, or a person delegated by him/her shall at all times be entitled to monitor the performance of Sinani in terms of this contract.

4.2   In particular the Director of CINDI, or a person delegated by him/her shall at any reasonable time be entitled to:-

4.2.1   enter Sinani's premises and inspect all books, documents, records and materials pertaining to the project contemplated by the main agreement;

4.2.2   to interview Sinani employees or staff concerning their work on the project;

4.2.3   to require officials and/or staff of Sinani to attend evaluation and monitoring meetings.

5. CONTRACT PRICE

5.1 The contract price payable by CINDI to Sinani for the services contemplated by this contract is R275,000.00. A copy of the budget format, containing the funds earmarked for use by Sinani, is annexed hereto marked "C".

5.2 The said sum will be payable as follows :

•   Paid quarterly in advance according to the budgeted amount per item for that quarter and dependent on a claim form being completed – a copy of the claim format is annexed hereto marked "D".

5.3. Sinani will be obliged to make a written request for payment to the CINDI director and such request shall be accompanied by a written report in a form required by CINDI.

5.4 Subject to the Director of CINDI being satisfied that Sinani has properly fulfilled all its contractual obligations under the contract CINDI will make a payment within 7 days after receipt of the request for payment

5.5. In the event of a dispute between CINDI and Sinani as to whether Sinani is entitled to a payment or as to whether Sinani has properly and faithfully performed its obligations such dispute will be referred to arbitration as provided for in Section 7 of this contract.

6 NATURE OF RELATIONSHIP BETWEEN CINDI AND SINANI

6.1 The legal relationship between CINDI and Sinani under this contract is that of Principal and Independent contractor.

6.2. It is specifically agreed that the persons performing the tasks and doing the work contemplated under this contract are employees of Sinani and not of CINDI.

6.3. Sinani nevertheless undertakes that it will ensure that the employment contracts of all its employees engaged in work under this contract will at all times be compliant with law and in particular the Labour Relations Act, The Basic Conditions of Employment Act. The Compensation for Occupational Injuries and Diseases Act and the Unemployment Insurance Act.

6.4. Sinani hereby indemnifies CINDI against any losses or claims for damages by any person (whether natural or legal) arising from any act or omission whatsoever of any person hired or engaged by or contracted to Sinani to perform any of the work or tasks contemplated by the Main contract or anything ancillary thereto.

7 ARBITRATION

7.1. In the event of any dispute arising between the parties to this contract regarding the interpretation of it, or concerning whether any party is in breach of any obligation under it

or in regard to any matter arising from the performance or non performance of any obligation or act under the contract such dispute will be referred to arbitration.

7.2 The parties shall attempt to reach agreement on the identity of an arbitrator but in the event that they cannot agree either of them will be entitles to request the Chief Executive Officer of the KwaZulu-Natal Law Society to appoint an arbitrator, and the person so appointed will be empowered to determine the terms of reference of the arbitration, the rules of the process, and who will be liable for the costs thereof.

8 Breach Clause

8.1 Subject to Section 7 hereof in the event of either party committing a breach of their obligations under this contract the other party (the victim) shall be entitled to cancel this contract.

8.2.The right of cancellation shall be subject to the victim giving the party in breach written notice to remedy the breach within seven days of delivery of such notice and of the party in breach remaining (or continuing) in breach notwithstanding delivery of such notice.

8.3. A letter either hand delivered to or sent by registered post to a party's chosen domicilium shall be deemed to constitute proper compliance with this clause.

8.4. A letter sent by registered mail shall be deemed to have been delivered three clear days after the posting thereof.

9 Domicilium Clause

9.1 The parties select as their chosen domicilia citandi et executandi for all purposes associated with this agreement the addresses given at the heading of this contract

10. Whole agreement.

10.1. This contract is the entire agreement between the parties and no amendments or variations hereto will be of any force or effect unless reduced to writing and signed by them

Dated at Pietermaritzburg   this   day of   2006

------------------------   Witnesses

for CINDI

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for Sinani

Appendix 5
The CINDI Network Tender Policy

THE CINDI NETWORK OFFICE: PARTNERSHIP AND CONTRACT MANAGEMENT GUIDELINES

March 2007

1. The tendering process will apply to contracted services OR fees paid to consultants for work done costing in amounts of more than R50 000 where CINDI NETWORK OFFICE needs extra capacity.

When conducting this process CINDI NETWORK OFFICE will ensure that all applicants / providers are treated fairly taking into consideration issues of Equity and Local Economic Development. The CINDI Network Office will use the tendering system when looking for providers of services .CINDI Members will be given preference if they meet the criteria and have the expertise. However external providers will be given fair treatment and will be appointed on proven merit, expertise and experience.

The main reasons for contracting services are as follows:
- Avoid overstaffing
- Lack of internal capacity at CINDI NETWORK OFFICE
- Access to a better / specialist expertise
- Minimise project risk
- Easy to manage and monitor the project
- Economic Development and Empowerment
- Increase in effectiveness and efficiency

2. DEFINITIONS
Partnerships
Partnerships may be defined as a relationship between two or more institutions. The institutions may be Government, Business, Non –profit Organisations, Non – Government Organisations, Community Based Organisations or individual service providers who strive to make positive impact in a defined area of need.

Contract Management
Tendering and contracting is the process of inviting, evaluating and selecting the provider/s of goods and services according to the predetermined selection criteria. The contract is a legally binding agreement between the institutions. In the event of the breech of the contract mediation, arbitration and legal action will proceed by either institution.

The key issues to consider in the process of preparation of tender document are as follows:

Tender specification: project / activity should be defined and its objectives, outcomes and performance standards. This information is included in the section of tender document called: request for proposal, or expression of interest or request for tender

Risk management: analysis and evaluation of potential risks, and planning how to deal with them.

Accountability: developing appropriate accountability strategy

Performance management: developing performance indicators, monitoring and evaluation mechanisms

3. The Tendering Management Process

3.1 Composition of the Tender Committee
The Committee comprises of members from the following
- FINCO – ideally the Chairperson
- CNO – Director (Minutes keeper) and Staff member
- Network member with expertise
- Outside individual with technical expertise

All decisions taken by this committee should be recorded in the form of minutes signed by the Chairperson and Secretary. The tender Committee should endeavor to always make informed and accountable decisions. It must take cognizance of the legal implications of their decisions and must act with consistent objectivity and transparency through out when deliberating on tenders.

3.2 The process

A. Preparation of tender document
B. Tender advertising : The key issues related to tender advertising are presented below :
- ensuring that potential providers receive the document in time
- ensuring a transparent process
- cost- effectiveness
C. Evaluation of tender proposals and short-listing
D. Selection of tender proposal
E. Signing of contract
F. Managing the contract
  - Ensure both parties understand and agree to the contract
  - Define overseeing responsibility

- Agree on mechanism to monitor progress and correct poor performance
- Be prepared to discontinue contract

3.3 Tender selection criteria often include factors such as:
- price
- approach and methodology of executing the tasks
- experience in executing similar tasks
- capacity and quality of human resources
- equity ie gender, race and age
- institutional capacity, flexibility and expertise
- references

3.4 The following key items may be included in contract document
- Technical specifications
- Financial arrangements
- Guarantees
- Confidentiality Clause
- Duration or Time Frames
- Government Tax
- Changes or Termination
- Dispute Resolution Procedures
- Signatures
- Date of contract agreement

4. Performance Management

Performance targets are identified as part of the initial planning for a contract, and set out clearly in the contract documentation. The Director , is expected to monitor and evaluate contract performance, this is essential in determining whether requirements are being satisfied and to avoid ant future conflict over unsatisfactory performance.

5. Contract Evaluation and Final Report

At the end of the contract the service providers are required to submit final narrative and financial reports.

Appendix 6
Sample of a CINDI Network Weekly
e-Newsletter

CINDI ENEWSLETTER # 23 :16 JULY 2007

BREAKING NEWS

1   HOME BASED CARE CLUSTER FORUM - DR TONY MOLL FROM
TUGELA FERRY CHURCH OF SCOTLAND HOSPITAL - VENUE : THE
CATHEDRAL AT 1200 ON THURSDAY 19 JULY 2007

2   CINDI Diary - (See attachment)

3 Announcements/Members Newsletters/Miscellaneous Minutes and
Reports
3.1   Via Keith Wimble "...The musical drama Forever Home will be staged at
the Hilton College Theatre on Friday 10th August at 7.30pm and Saturday
11th August matinee performance at 3.00pm.
3.2   Children's Rights Centre AGM 16 August 2007, Durban

4   Recommended Reading
4.1   The Department of Social Development - Clarity on clauses in the
Children's Act, Act No 38 of 2005
4.2   SPEECH BY THE DEPUTY MINISTER OF SOCIAL DEVELOPMENT,
INVITATION BY NACCW FOR A BIENNIAL CONFERENCE IN DURBAN
3, 4 AND 5 JULY 2006 (Note from Yvonne - includes mention of
government's ECD initiative, foster grants and children's homes - all new to
me) (attached)
4.3   Family Planning: A Global Handbook for Providers Johns Hopkins
Bloomberg School of Public Health www.fphandbook.org
4.4   The HIV/AIDS Epidemic in South Africa Kaiser Family Foundation,
Jun 2007 available on www.sarpn.org

5   CINDI Agendas, Minutes and Reports
5.1   Yvonne's Report 1 - 18 June 2007 (attached) - this should have been
circulated last month. Sorry for the delay

5.2   CAS Centre Edendale June Report (attached)

5.3   Stellar's June Report 2007 (attached)

6   Volunteers

6.1   Marie Sahre - Student Social Worker from Germany - one year
practical/volunteer April 08 - March 09 (cv and letter attached)

7   Funding Leads - none this week

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1   BREAKING NEWS - see above

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2   CINDI Diary (See Attachment)

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3   Announcements/Members Newsletters/Miscellaneous Minutes and
Reports from Members

3.1   Via Keith Wimble "...The musical drama Forever Home will be staged
at the Hilton College Theatre on Friday 10th August at 7.30pm and Saturday
11th August matinee performance at 3.00pm. Produced by the Oblates of
Mary Immaculate Youth Ministry, Forever Home is an original, homegrown
musical drama which conveys a message of empowerment especially to
young people. No family is perfect and every child grows up searching for
identity, security and respect.   FOREVER HOME is a story of hope
acknowledging the struggles of urban society in a new age of cultural fusion.
Nate leaves home to find his dream. His mother Anne, bravely lets him go
and her strength calms the anguish of his father Joe. She is confident that
the love that they have given Nate will be his redemption. In a rough and
ready gangster world, Nate realizes what he's left behind. Grace helps him
find it. Under the direction of Vita Award Winner Hamish Kyd, the youth
who have bravely made up the cast and crew of Forever Home, are
themselves an expression of Nate's journey. We applaud their success and
are delighted to bring their message to the Hilton College Theatre. Backed
by a live band, the story is told through vibrant acting and music styles
familiar to and enjoyed by today's teenagers. Tickets are R35. Bookings may

be made at the Hilton College Theatre office Tel: 033-3830126 or email tickets@hiltoncollege.com. Teachers accompanying youth block bookings come free. (One teacher per mini-bus - negotiable).

3.2   Children's Rights Centre AGM 16 August 2007
Diakonia Centre, 20 Diakonia Avenue (St Andrews Street), Durban

08.30 -10.00 Business Session

10.00 – 13.00 Workshop

Topic: Strengthening 'ChildNets' Ensuring an effective children's rights network is in place for children in need and for supporting those responsible for caring for children.

Speaker: Jill Donahue - will present lessons on community organising for children at risk and in need. Co-author of 'Community Action And The Test Of Time: Learning From Community Experiences And Perceptions - Case Studies of Mobilization and Capacity Building to Benefit Vulnerable Children in Malawi and Zambia'
RSVP: Bongi Kuzwayo -email: bongi@crc-sa.co.za

 Fax: 031 3076074 Tel: 031 3076075\6

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4   Recommended Readings
4.1   The Department of Social Development - Clarity on clauses in the Children's Act, Act No 38 of 2005
The DoSD is concerned about the misinterpretation of the Children's Act, especially the clauses relating to the provision of contraceptives to minors and reduction of the age of majority from 21 to 18.

 The Children's Act gives effect to certain rights of children, sets out principles relating to the care and protection of children, defines parental responsibilities and rights and makes provision for matters such as children's courts, adoption, child abduction and surrogate motherhood.

The Act provides that children should be provided with access to contraceptives. This is in realization of the fact that children are sexually active at a very young age, even though the legal age of consent is 16.

Furthermore, given HIV and AIDS, especially amongst teenagers, it would be unwise to deny children access to condoms.

Provision of the reproductive health services to minors will most importantly; help us to detect children who are in need of care. We are mindful of the fact that a sexually active child may be a child in need of care. Therefore the health practitioners would be required to report suspicious cases to a child protection organization, social workers, police officers or children's court. The child would then receive proper attention and assistance. This would assist children who are abused, neglected and exploited.

In addition, access to contraceptives should go hand in hand with appropriate sexuality education.

Regarding the age of majority, there has been a grey area in relation to the age of adulthood since 1972 when the Age of Majority Act of 1972 stipulated the age of 21 as the age of majority. "Child" has always been defined as a person under the age of 18. Between 18 and 21 you're neither a child nor an adult. The Children's Act, 2005 clarifies that grey area and brings in line with section 28 (3) of the Constitution. Now any person under 18, unless married or emancipated by order of Court, is a child and any person over 18 is an adult.

In addition, the Constitution and the African Charter on the Rights and Welfare of the Child define a child as any person under the age of 18 years. Government felt that the changed socio-economic and political circumstances in South Africa justify the advancement of the age of majority to 18 years.

The main objectives of the Act are –

(a) to promote the preservation and strengthening of families;

(b) to give effect to certain constitutional rights of children;

(c) to give effect to the Republic's obligations concerning the well-being of children in terms of international instruments binding on the Republic;

(d) to make provision for structures, services and means for promoting and monitoring the sound physical, psychological, intellectual, emotional and social development of children;

(e) to strengthen and develop community structures which can assist in providing care and protection for children;

(f) to protect children from discrimination, exploitation and any other physical, emotional or moral harm or hazards;

(g) to provide care and protection for children who are in need of care and protection;

(h) to recognize the special needs that children with disabilities may have; and

(i) generally, to promote the protection, development and well-being of children.

4.2   SPEECH BY THE DEPUTY MINISTER OF SOCIAL DEVELOPMENT, INVITATION BY NACCW FOR A BIENNIAL CONFERENCE IN DURBAN 3, 4 AND 5 JULY 2006 (attached)

4.3   Family Planning: A Global Handbook for Providers Johns Hopkins Bloomberg School of Public Health

This new handbook offers clinic-based health care professionals in developing countries the latest guidance on providing contraceptive methods - the book has been prepared through a unique collaboration between Johns Hopkins Bloomberg School of Public Health, the United States Agency for International Development and over 30 organizations around the world. Orders already received will ship within the next few weeks. To learn more, and secure your copy please visit: www.fphandbook.org

4.4   The HIV/AIDS Epidemic in South Africa Kaiser Family Foundation, Jun 2007 available on www.sarpn.org

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7   Funding Leads - none

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