

STAY
HOME

SAVE SOUTH AFRICA



Lebogang Ramafoko

TEKANO CHIEF EXECUTIVE

A message from the CE'S desk

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I cannot believe that it has been three months since I joined Tekano. It has been an accelerated learning period for me, starting with a team building exercise on the first day I joined, a Lekgotla gathering with all of Tekano's stakeholders and the conclusion of the last module for the Cohort 2. Every moment has been a great learning journey for me. It has been a great opportunity to learn about Tekano, its strengths and weakness, its opportunities and challenges and the work that lies ahead for all of us to realise a vision of a more equal nation. This learning would not have been possible without the support of an incredible team at Tekano, the support of the board and Fellows who continue to demand of us to do better in order to deliver an effective programme. Each moment has been a moment of personal and professional growth. In this newsletter, Norma Kok, our Monitoring Evaluation and Learning Officer, shares her reflections on some of the lessons that we have learnt during Cohort 2.

I am also writing to you at an unprecedented time in the world. South Africa has been on a national lockdown since the 26th March 2020 in order to limit the effects of COVID-19. It seems as if overnight we have had to think of a new way of living our lives and doing our work. Since then, we have been working from home and trying to continue to deliver on our work, support each other and respond to this global pandemic.

In this newsletter, we chat to Dr. Tracey Naledi, the Chairperson of the Tekano Board, on her impressions of how South Africa is responding to the Coronavirus pandemic. We also have Dr. Harsha Somaroo, an Atlantic Fellow at Tekano (Cohort 2), reflect on what the virus is teaching us about Health Equity. This pandemic has put a spotlight on issues of equity and social justice.

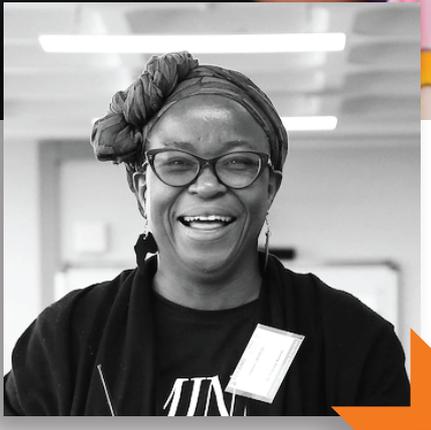
While everyone is affected by the Corona pandemic and South Africa is commended for taking decisive action by declaring this a National State of Disaster and imposing a lockdown, women, the poor, the homeless are disproportionately affected by the impact of this decision. For all of those who work in the informal sector, the lockdown means that they cannot go out to earn money to buy basic necessities. Those who live in informal settlements and townships cannot practically self-isolate when they share a one-room home with other family members. Most children in poor communities received at least one meal at school. With schools closed, it means that they cannot get that one meal. This was evidenced by some of the concerns at the beginning of the lockdown, with more affluent South Africans being concerned about not able to walk their dogs while the majority were worried about the impact this will have on their livelihoods. So the pandemic is demonstrating that health is not only the absence of illness but the broader social, political, economic and environmental of a people. It makes what Tekano and other social justice organisations stand for more poignant at this point.

This period has also shown what people can do when they come together. Many community initiatives have come up, supporting those that are most vulnerable. It is these community initiatives that are reaching the most marginalised and shining a spotlight on some of the equity challenges we still face in the country. The time for action to address poverty, gender-based violence, sexual and reproductive justice, access to land and decent housing, food security is long overdue. We need bold action to eradicate all forms of inequity in our society. We need to self-reflect and to ask ourselves difficult questions about how our economy is structured, how responsive and pro-poor our policies are and how efficient our state is run at a national and local level. We must also act to make universal health insurance a reality to ensure that everyone can have access to good quality health care, regardless of their social standing. We cannot expect the world to be the same post-COVID-19. We cannot expect ourselves to be the same post-COVID-19. But as our President said just before Easter when he extended the lockdown...

*“we shall recover, we shall overcome.
May God bless South Africa and her people”.*

Lebogang Ramafoko
Tekano Chief Executive





Tracey Naledi

TEKANO BOARD CHAIRPERSON

Our Chairperson, Dr Tracey Naledi, talks Covid-19 and Health Equity in South Africa

Q&A

Tracey, what is this pandemic teaching us about Health Equity?

TN. I think it's teaching us that at the core of Health Equity all of us, regardless of who we are in terms of our demographic or socio-economic class, have the same opportunity to prevent disease. We know everyone will get sick at some point but there are certain factors related to the way we live as well as the way our communities and societies are structured that make some people more vulnerable than others. This has held up a mirror to South Africans - if people were unaware, I think they are now very much aware of the many communities and people that have an unfair distribution and burden of disease purely because of their socio-economic status or demographics.

This is something that we've known for a long time. It's making it very prevalent and visible for everybody. So, even those who didn't know can no longer say they don't know because we all know now. The question is how do we respond to it? There's been a lot of emergency response, such as putting homeless people in tents, but that's short-term measures. I hope our government and civil society are all thinking critically about how these emergency initiatives can cascade into something more transformative and sustainable. So much so that after this we can say we've managed to change the living conditions of a number of people.

Sometimes crises give you the opportunity to innovate and think of different ways of doing things. For example, I was surprised to discover that some of our people have been crying for water for years. Suddenly Minister Sisulu has made a number of JoJo Tanks available to communities, finally giving them access to water. On the one hand I am grateful this is happening but I am asking myself why we're only doing this now? Why did we have to wait for this crisis to happen? This all speaks to service delivery at some point. People have been crying for housing, water and all sorts of things. Therefore, there's certainly an argument to be made for a seeming lack of urgency to address these issues in a systematic and a sustained way. Today it's *Covid asazi ukuthi k'sasa kuzobayini*, what will it be tomorrow? We need to future-proof our communities such that whatever comes, we've given people the best opportunity to have the best health and wellbeing they can have.

How do you think the face of activism has changed and how do we rethink activism during a time when we can't even stand closer than a meter from another?

TN. I think we are very lucky to have technology but I also put a caveat in that saying many of our people don't have access to data. There's a long-standing issue regarding the price of data in South Africa. Right now, I'm sitting in my home, using my laptop, I have WIFI and I'm connecting with others but many South Africans do not have this luxury.

They always say 'never let a good crisis go to waste' and I think this crisis is forcing activists to think creatively about how we work. I'm part of the C19 People's Coalition, a coalition of between 100 and 200 civil society formations/organisations that are working together. We're working via Zoom and WhatsApp - we're actually getting quite a lot done. I think there are ways in which we can do it. The ARAB Spring was an example of how social media can be used as an advocacy tool.

Certainly activists are using technology. It doesn't replace human connection though, which is what I think activism is also about. But what we are doing now shows it's possible for us to connect and there are possibilities to do things differently.

What do you think of our government's response to Covid-19?

I was reading an Oxford University document which profiled many of the initiatives put in place across numerous countries. It's their first publication, certainly the first I've seen, which reviewed various lockdown initiatives across 71 countries. They developed what they call a stringent index, which runs from 0 to 100 with 80 to 100 being the most stringent activities. Our country was grouped with the countries ranked 80 to 100. Our government has been applauded for making the right decisions to deal with this virus. But while the lockdown is a good response, 80% of South Africans earn less than R5000 per month, many are in informal jobs such as farmworkers and domestic workers and are negatively impacted by the lockdown. I've received many WhatsApp messages requesting the details of organisations that are distributing food and essential services. Government, civil society and all of us are working hard to get these resources to people in need.

Civil society is responding to the challenges in communities but many organisations feel ghosted by the government. There's frustration that the government is not bringing civil society into the conversation to allow them to be part of the solution. An example is the solidarity fund established by the private sector where civil society is not represented in the discussions regarding how the money will be spent or allocated. Civil society feels they should be included in the decision making and solutions because in fact they are the ones working with communities on the ground.

Another issue of consideration is the inequities in health between the private and public sector. Government has been working hard to get the NHI off the ground even before Covid-19. As far as I understand, there are roughly 7000 ICU beds and 5000 of them are in the private sector serving less than 20% of the population. My understanding is that the government is talking to the private sector regarding gaining access to their facilities. This is a good step. However, the concern is whether the private sector will charge the government for the use of these private health facilities and whether they will charge private or public rates. Perhaps our government could see this as an opportunity to catalyse the NHI and discover how we could have a pool of health services that are available to everyone, regardless of how much money they have. I think in the private sector that's a huge *tamelekie*, as they say here in the Western Cape.

As you know we have been on the journey towards creating a Universal Health System in South Africa due to the inequity between the public and the private sector. I believe, and so do many others, that we need a Universal Healthcare System. Some countries have literally taken over the private sector and said "government, as the public sector we are going to do this".

Unfortunately, information regarding some of the discussions have been private. Only if you are in the know or in the circles do you know what's going on; the rest of us just hear from the media. Certainly, I think that's one of the issues here. Yes we have a private sector but we're already in junk status and we have financial issues - so the thought of using our limited resources to pay the private sector, at possibly much higher rate than we would pay in the public sector, is a concern. But as I said, I'm speaking from a position of being ill-informed because I don't know what discussions the government is having with the private sector and how that's going to work.

Q&A

Tracey Naledi
Tekano Board Chairperson



Harsha Somaroo

ATLANTIC FELLOW AT TEKANO, COHORT 2

Reflections on COVID-19 in South Africa



On 30 January 2020 the World Health Organisation (WHO) declared COVID-19 a Public Health Emergency of International Concern. At this stage there were 83 people from 18 countries, outside of China, diagnosed with COVID-19. Immigration controls were amplified but the world could not have imagined that the virus would not be contained. However, five weeks later WHO declared COVID-19 a pandemic, reporting a 13-fold increase in the number of COVID-19 cases outside China with 114 countries now affected. On the same day, 11 March 2020, 13 cases were reported in South Africa. Four days later, as the country's number of cases increased to 51, President Cyril Ramaphosa declared a National State of Disaster. He introduced travel restrictions, schools closures, and prohibited mass gatherings. Days later, on 23 March 2020, in an attempt to limit further spread of the virus the President declared a three-week national lockdown (from 26 March 2020 to 16 April 2020).

The best available evidence, experiences in other countries, and the highly contagious nature of SARS-CoV-2 advocated that a nationwide lockdown was unequivocally necessary to attempt to interrupt transmission of the virus in South Africa. This interruption was critical because patients with a chronic illness or any form of immune-compromise have a higher risk of dying from COVID-19. Given the high burden of diseases such as HIV, TB, hypertension and diabetes in the country, this move was vital for us. Another concern was how the health sector would manage an exponential increase in the number of severe cases should the spread not be contained. As the number of severe cases increases so does the demand for hospital beds, especially ICU beds. This demand is very likely to exceed the availability in our health system resulting in many ill patients not receiving the health care they need. All things considered, the well-deliberated and decisive resolution for a national lockdown was subsequently announced.

The call to action was clear: abide by the lockdown rules and stay at home, maintain social distancing, maintain hand hygiene, maintain cough hygiene, avoid touching one's face and seek medical care if unwell. Despite these seemingly uncomplicated guidelines, best intentions were threatened by the complexity of existing inequities in the country. When considering just the lack of basic housing and amenities, adherence to behaviours that limit the risk of viral transmission poses a challenge for the 13.1% of the population reported living in close proximity and in informal dwellings. Furthermore, appropriate handwashing for 20 seconds is not as straightforward for the 15% of people living in homes without access to piped water in their dwellings or onsite. But the bold decision to quarantine a nation was certainly not without consideration of the serious societal consequences. Therefore, the President simultaneously announced targeted interventions aimed at supporting vulnerable groups during the lockdown period, though as could be expected during an outbreak, most were not implemented rapidly enough. This was a glaring reminder that if these inequities are not addressed in a more sustainable manner, then there is no doubt the country will remain compromised, especially during outbreaks, and the basic right for all to have equitable health will never be achieved.

As we navigate through familiar challenges, albeit during unfamiliar circumstances, the unparalleled urgency to protect ourselves, our families, and our fellow South Africans has inspired a level of extraordinary patriotism and social solidarity. As we journey on through the next few weeks, living through the trajectory of the COVID-19 curve, every person, organisation, and sector has been called upon to serve the country by combatting risks for viral spread and mitigation. When we emerge from these exceptional circumstances, we will need to remember this moment and the critical nature of our advocacy and work to address the health inequities we are exposed to every day. This pandemic has emphasised our interconnectivity, highlighted that the health of one depends on the health of all and that health risks for one are health risks for all.



Harsha Somaroo

Atlantic Fellow at Tekano, Cohort 2



Crystal Dicks

INTERIM PROGRAMMES DIRECTOR
AT TEKANO

Programme team update



It has been a busy period for the programme team who also said goodbye to Mmatshilo. We cherish her and her invaluable contribution.

February was a month of reflection. In preparation for the Fellowship's post-incubation period, we gathered the board, staff, Fellows, partners, mentors and coaches across varied spaces to reflect on the shared experiences of Cohorts 1 and 2. From the Lekgotla to a weekend of reflection; we listened, considered and engaged. The Tekano Monitoring, Evaluation and Learning Officer complemented this work with a detailed evaluation of Cohort 2.

In March we moved from reflection into planning mode. Ready ourselves to meet a number of critical deadlines to secure future funding for the post-incubation Fellowship as well as the Lifelong Fellowship. We successfully reworked the Fellowship Handbook, and amidst challenges, we now have a very solid draft of the Lifelong Fellowship Handbook. Both of these were made possible by the rich contribution of Fellows and others we have worked with. As the month drew to an end, we geared up to work from home and hosted Zoom meetings to keep the work moving.

During April we are developing critical support mechanisms to successfully welcome a new Cohort. We are finalising our communications strategy as well as policy frameworks that support the Fellowship and includes monitoring, evaluation and learning framework. We also completed the Code of Conduct that was initially developed by Fellows. While Fellows project work continues, COVID-19 and the resultant lockdown has slowed down the conclusion of their projects. We also postponed the Cohort 2 graduation and will communicate an assessment framework that outlines the critical criteria for Fellowship completion. Most critically we continue to offer material and financial support to Fellows engaged in community activities around the COVID-19 pandemic.

We have also started preparing for Cohort 3. There are substantial knowledge generation hubs from which we are already curating Cohort 3 ideas – these include what emerged from the February Lekgotla; Module 4; the 3-day planning retreat with staff, partners and mentors; the incubation evaluation from Barbara Klugman and various internal evaluations produced. The board has agreed that we launch Cohort 3 in January/early February 2021. Learning from the incubation period we are implementing two significant changes in Cohort 3: a longer recruitment period (complemented by a two-phase selection process) and a shift from individual project work to the development of collaborative social change initiatives (rooted in sending and/or partner organisations). We are excited about trying our new approach and will share more in future newsletters.

Again, we are thankful to Fellows for the lessons learnt!

The new Tekano CE has built a strong and efficient team that will deliver on the mandate of the organisation as one of her first tasks. As the programme team, we are committed to working with the CE to help craft a stronger and more efficient Tekano. We are learning from our mistakes, working hard to develop an open, accountable and collective team ethos and ensuring that we are centred around the values and principles Tekano was founded on. This commitment extends to ensuring transparency, inclusivity, co-creation and critical pedagogy with Fellows, while always keeping the broader Tekano vision in mind.

The lessons learnt during incubation and the new strategic orientation presents exciting options and opportunities for where we go next. While this is a difficult period, the possibilities of what lies ahead keep us going right now!



Crystal Dicks
Interim Programmes Director

TEKANO TEAM CHANGE



Ms Mmatshilo Motsei

Thank you for
your service.



Norma Kok

MONITORING EVALUATION
& LEARNING OFFICER

Norma Kok reflects on where we've been, how much we've grown and where we're going



I joined Tekano as the Research, Evaluation and Learning Officer in March 2017. This was just a few months before the first Cohort started its Fellowship Programme in September 2017. These mid-career Fellows were from diverse backgrounds, experiences and areas of work which address determinants of health inequity, they graduated from the Fellowship Programme in March 2019. Thereafter, Tekano's second Cohort started their Fellowship year which they completed in February 2020.

During Tekano's incubation phase, which consisted of these two Cohorts, I used participatory and developmental evaluation approaches to monitor and evaluate the Fellowship Programme. These approaches were comprehensive and the lessons learned are being used to shape and adapt the Fellowship Programme for successive Cohorts.

As the incubation phase comes to an end, and Tekano enters the implementation phase, I want to reflect on what worked well during Cohort 2 and what we learnt.

Ongoing reflection, evaluation and learning

Tekano's monitoring and evaluation for the Fellowship Programme is based on ongoing reflection, evaluation and learning. After each module we have a post-module evaluation, a midterm review and an end-of Fellowship evaluation.

What worked for Tekano was the thorough design and programme planning that we had for Cohort 2. The design of the Fellowship Programme ran from October until December 2018. It involved staff as well as Tekano learning partners and used a phased approach.

One of the key things I think worked well was that Module 1 was longer than the others. This module was eight days long and focussed more on the Fellows getting to know one another. There were a number of activities that allowed them to share insights about their personal life, work and activism.

Another highlight was that from Module 1 Fellows sat in a circle, there were no desks which created a community atmosphere and a non-formal classroom. The modules were interactive, the content was less academic and this really worked well as it complemented the seating arrangements. Facilitation, particularly process facilitation, really improved in Cohort 2. I think this had a lot to do with Training for Transformation (TFT), that provided process facilitation in the modules and supported Tekano in the design of the relational leadership component of the programme. In my opinion, one of the key lessons is to keep process facilitation in the modules as well as continue involving process facilitators and all other core partners in the conceptualisation, planning, implementation and evaluation of the programme as a whole.

What worked well and what needs improvement

The “Buddy system” is another intervention we introduced in Cohort 2 to allow Fellows to get to know one another and support each other during and between modules. It worked and I got a sense that Fellows were engaging with and supporting each other. What struck me was that some Fellows did not think they were supporting each other. But when asked they named their “buddies” or other Fellows they supported through WhatsApp check-ins or sharing relevant articles and information between modules. Some of them made conscious efforts to meet up especially when they travelled for work. What I found particularly interesting was the camaraderie and solidarity among Fellows, despite them reporting “ageism” after Module 2.

Concerning the pedagogy, I found the handbooks on the three cross-cutting themes (relational, conceptual and advocacy) useful as it grounded the programme and improved consistency. The content still needs some improvement though. For instance, the content should be more relevant and focused to help Fellows understand it as well as how to use the tools. Glossaries should also be used to help Fellows understand certain words and phrases.

Coaching, especially group coaching, also worked well. We learnt a lot from the coaching learning circle held in September 2018 and implemented a number of changes based on these lessons. What stood out was how we integrated coaching into the modules. Firstly, we hosted group coaching sessions. The Fellows found this highly beneficial as they learned much both individually and as a collective. Secondly, the Ubuntu Coaching Foundation presentation during the programme



planning and evaluations strengthened the actual module processes. This amplified that coaching was not a standalone offering from Tekano. Thirdly, we reduced the number of compulsory coaching sessions to four and gave Fellows an option to continue with another four, if they wished. This was beneficial for Fellows coaching experience as everyone does not take to coaching equally. It also allowed Fellows to get a “feel” for coaching without the added pressures of having to complete eight sessions, this made coaching successful.

One area in the modules that perhaps needs more attention is Fellow participation or Fellows-led sessions. I am aware that this is an area that all Atlantic Fellows Programmes are struggling with as all Fellows want more Fellows-led sessions. Similarly, our Fellows are also raising it. They presented their work in Modules 2 and 3, but have indicated that there should be more Fellows-led sessions.

The advocacy project was really challenging for Cohort 2. I know both Cohorts experienced challenges with it for a number of reasons. Since I started in March 2017, we have had numerous discussions regarding advocacy projects: what it should be, how it should be done and what the end result should look like. Quite sadly we never really nailed it for many reasons, some of which were out of our control. Some issues were related to the design of the advocacy project component, project finances, feedback on projects (from Tekano and mentors), and Fellows` readiness to start, implement and follow through on the projects.

The way forward

Looking forward, after consultation with our different stakeholders, we have a few good ideas to transform this aspect of the programme and I cannot wait for us to conceptualise and put it into action. I am excited about the new ideas. I think they will make this part of the programme a successful one going forward. One thing that is needed in Cohort 3, which was lacking in Cohort 2, is to have reflection sessions in the mornings during the modules. This will help discover if Fellows understood the previous day's sessions and also gain an understanding of "key take-aways" from the previous day. I normally led this session and did it as a creative exercise e.g. in groups Fellows create a poem or the front page of a newsletter on key issues emerging from the module sessions. I think this should be re-introduced and facilitators need to assess the quality of Fellows' confidence or understanding of issues and if/how well Fellows understand new ideas or tools.

There are a few things that Tekano still needs to iron out such as Fellowship support, logistical arrangements and communication. A key lesson for me in Tekano, is to have clear and open communication. No matter how good we conceptualise the Fellowship we need to communicate. I am glad to note that since the new leadership was introduced, we are constantly working on outlining new policies that will guide engagement with Fellows. We are about to finalise a communication strategy and Lifelong Fellowship Handbook that will guide how we continue to engage with the Fellows who complete the initial year-long programme. We are aware that frustrations still persist. But I have been at Tekano from the very beginning and know we have had to learn a lot. However, we are reviewing all of our lessons and are committed to implementing all the changes based on what we have learnt. While we understand the frustrations, we also recognise that Tekano is still a young organisation and we have been flying the airplane while building it. We have just completed an incubation phase while building a new organisation. Our future lies in implementing these lessons and then we can fly our Tekano airplane as far and high as we can!



Norma Kok

Monitoring Evaluation & Learning Officer



Amanda Fononda

ATLANTIC FELLOW AT TEKANO, COHORT 2

Tekano reflective report



A. The application process

I applied for the Tekano Fellowship because I always wanted to be part of a Fellowship. The opportunity came at a time when I decided to do something selfishly mine. I also wanted to prove to myself that I could be accepted into a Fellowship. Many had rejected me, including Tekano when they recruited their first Cohort.

The application submission was quite simple. However, I knew how important the advocacy project is, as it was a huge focus during the application process. So this left me feeling anxious as I anticipated an interview question that would be about my advocacy project and how I would get support from my sending organisation. I must have said something right, because I was accepted. Receiving the acceptance news was amazing. You know that moment you realise *you still got it*.

B. The advocacy project – “trust the process”

The beginning

From the onset you are made aware of the importance of your advocacy project. As mentioned even during the interview I was asked about it. I recall saying something about TB, but I was not sure exactly what about it. In the weeks leading up to Module 1 I spent time with a few colleagues that could help me with the advocacy project. I specifically wanted to know how to link it to what the organisation was already doing (mainly focused on TB and HIV). I spoke to the Research Manager, the CEO and Programme Managers. It was evident that I was panicking about this project.

Those I consulted shared what their programmes are: commercial sex workers (CSW), people who inject drugs (PWUD), adolescent girls and young women (AGYW), voluntary male medical circumcision (VMMC) and inmates. If anything this left me confused and scared of what I would present as my project during Module 1. There was also the additional fear of not graduating if I didn't do this, so I was quite apprehensive.

One of the requirements was to find a mentor to support me. So, I asked the Programme Manager of the AGYW. He had just started rolling out pre-exposure prophylaxis (PrEP) for HIV in Ekurhuleni and UMgungundlovu. Initially I thought looking into the knowledge, attitudes and practices of the AGYW in the roll out of PrEP would be my advocacy project. He was reluctant to agree because both us were unsure of what the relationship entailed. Needless to say our relationship didn't last because Tekano had changed the mentorship requirements for the project. I also did not continue with the AGYW project as I moved into TB surveillance and still felt I needed to do something within my everyday life and in the organisation.

Writing the advocacy project

This process was quite daunting and confusing but I have learnt a lot about advocacy, especially constituency engagement. I decided my project would focus on raising the voice of people affected by TB. I wanted to provide a platform to help build their agency of TB advocates as part of a community that helps to fight to end TB and people dying from a curable disease. It wasn't as easy as that because there were many conflicting inputs within the project.

Rural Health Advocacy Project (RHAP)

In the first module we were all introduced to RHAP as a resource for writing advocacy projects and a team that reviewed them before implementation. So my first comments were from RHAP. I received good comments but they were also very academic and now we had to cite all references made. The comments were also more about applying concepts such as: but why tool, causes and consequences and problem tree. In the middle of the writing, RHAP was no longer available because Mareje moved to the Netherlands and I suppose our mentors took over.

The mentor

I chose my mentor from three resumes I received from Tekano. I chose her because her biography spoke about her work building the capacity of advocates across the continent. Our relationship focused on me sending her my project writing to review and her providing input. I only met her twice over the past year as she lives in Johannesburg and I lived in East London before moving to Durban. The meetings via Skype/Zoom/telephone never really worked and as a result there was limited contact between us. The last time I saw her was in 2019 and there has been no communication from either of us since. The process was rather confusing as I was not sure whether I should contact her, should she contact me, does she have a set number of times that we must consult or could I consult as needed?

Her review of my work also confused me as she had a different approach to RHAP. Hers was more community based and needed my own voice. I remember one of her comments was that my writing is missing my voice. She encouraged me to place myself in the project and be part of it.

Resource people

Tekano has a well-resourced social capital. The resource team I have been exposed to over the past year has brought their own expertise to the space. What has always been a challenge is when there is an expectation to use the concepts and methodologies of the resource person. An example is the resource person for the Asset Based Community Development (ABCD) approach. She joined in November, a few weeks before we started implementing. When my budget was reviewed the comment was I must use the ABCD approach as part of saving costs. As mentioned earlier this brought further confusion to the process of the project and its implementation.

The coach

I believe that had both our lives not been filled with so much happening in 2019, my coach and I would really have made this work. Him living in Cape Town and me in East London and later Durban was always a stumbling block. I realised that I had so much more to say and connected with him better face to face as opposed to video or phone call. We managed to meet face to face because his home is in East London and my Head Office is in Cape Town. The process was good and his guidance provided much needed reflection in my life. The individual and group coaching are two moments at Tekano I would do over and over again.

C. The sending organisation

I have gone through three line managers (one man and two women) since the Fellowship started. It has been one part that I still don't understand how it fits into the Fellowship, especially with the advocacy project. When I was accepted into the Fellowship my line manager was a man. He reluctantly signed the contract because he was concerned about how much time I would need to take off. He made sure I signed for leave, accounted for my work before I left and gave a catch-up plan for when I returned. If I didn't sign for leave, then I needed to be available whenever needed. The two women on the other hand have been so invested in my development. I didn't have to sign any leave and never received calls during the Tekano sessions. Instead both said I should leave my work up-to-date and should they contact me then I know it's really urgent.

My Fellowship has only been featured in the organisation's weekly news once. This was when we invited our sending organisation representatives to a writing weekend. I brought our Communications Manager who is a close friend but had no clue what the process entailed and what the expectations were. I invited her because I had to tick the box and it was an expectation. I wish there was another opportunity to bring a representative from work because my current boss would most definitely be a contributor.

D. Finance

Personal finance

When I started the Fellowship what was communicated was that Tekano would cover all related costs. As one went through the Fellowship I received a R2000.00 advance to cover transport from home to airport or any other related costs. They also provide a R1500.00 quarterly data/airtime allowance. When I was unemployed I asked for a monthly subsistence as part of Tekano assistance. Before I could receive it I returned back to work but Tekano paid it nonetheless as it was still due from the two months I was unemployed. This was a great assistance for me as I had just moved and needed all the assistance I could get. Ndiyabulela Tekano.

Personal life

I started 2019 with the possibility of moving to Cape Town. However, for two months I had no job and later relocated to Durban in October. During this time my mom and my sister were seriously ill as well. Being jobless for two months was harder emotionally than financially. I went through emotions that I never knew existed, from pity, doubt, to feeling incapable, worthless and unappreciated. Coming out of that has been a journey of self-discovery. Being part of the Fellowship was another stress because I had to implement my project within eight weeks in a province I just moved to and where I knew very few people. My new role also expected me to launch a new awarded grant, start an office, recruit staff and introduce the organisation to the district. So Tekano took a back seat because I had no clue how to start and more importantly with who.

Project Finance

This has been the most confusing part during the implementation of the project. At first I assumed I would receive R50 000.00 then it was 'up to' R50 000.00 depending on activities and costs submitted. In December I submitted a budget requesting up to R35 000.00. The comments were that it was high and I needed to use community resources which were linked to the ABCD approach. Before I could revise my budget I received R5 000.00 which I assumed to be the seed funding amount. Seed funding was explained as an amount of R5 000.00 that a Fellow receives to start the first activity. This will then inform what the next activities will be and how much is needed. As I reflect on this, two months after receiving the seed funding, I am grateful for it. Implementing the first activity in the last few weeks has been an eye opener and I have since revised my project implementation funding.

E. Building a new constituency

I had long decided that my advocacy project would focus on people affected by TB. I chose this because my new position in Durban focuses on it. As I continued with introducing the new TB surveillance award in eThekweni I started meeting organisations that work in the space, especially directly with TB clients and their families. As early as October I introduced myself and the advocacy project to see if it's something they would like to do. They consulted with their members in the community and hospitals and it was agreed that this is another way that people affected by TB can contribute in ending TB. From October 2019 till to date I have worked with 4 civil society organisations and one non-governmental organisation to really start the process of what the advocacy will be.

F. Journaling

I am amazed at how I get into myself when I journal. I am honest and transparent. Enkosi Tekano for the books. Let the journaling continue.



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