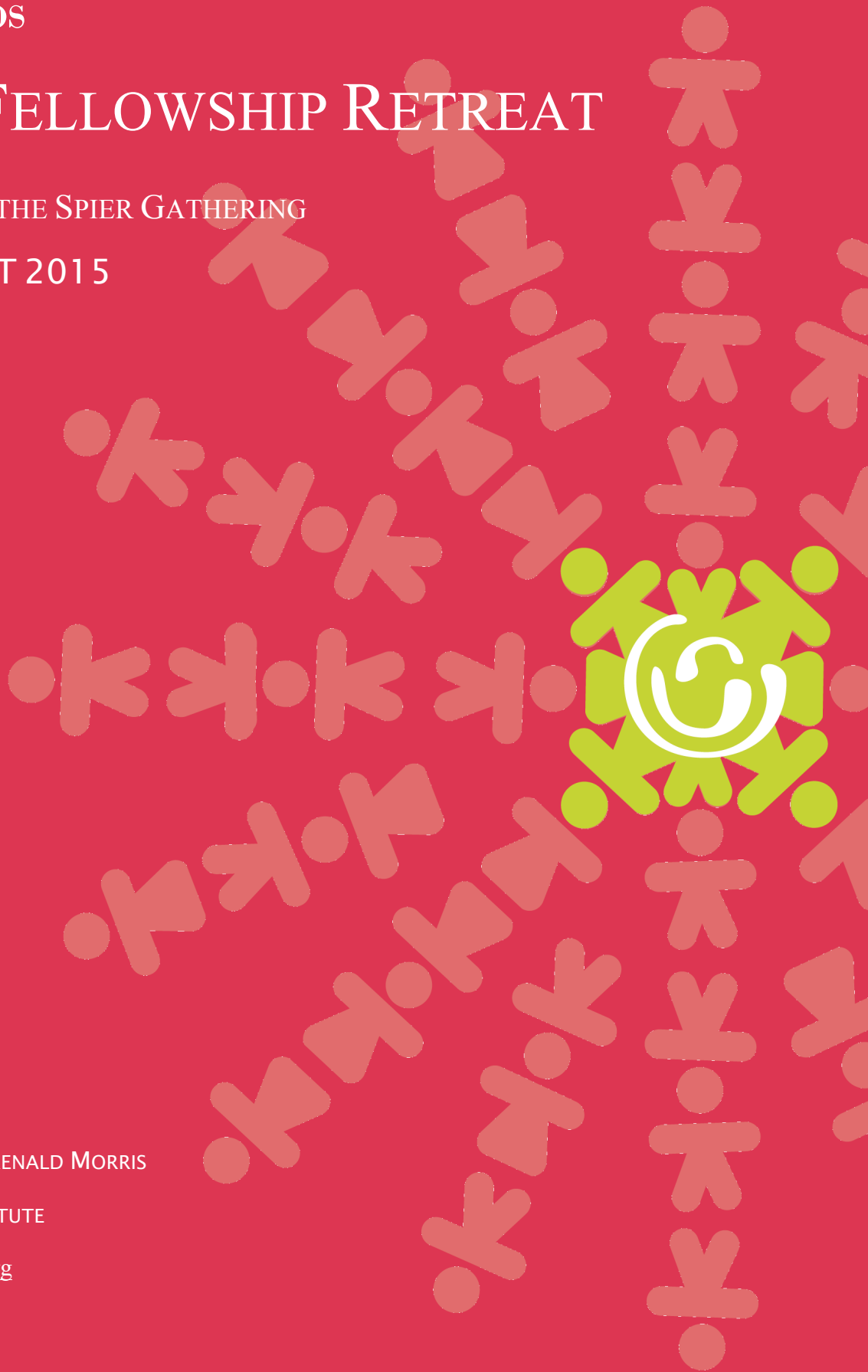




# LINC FELLOWSHIP RETREAT

REPORT FROM THE SPIER GATHERING

4 - 6 AUGUST 2015



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## EXECUTIVE SUMMARY

The 2015 LINC annual event brought together 45 critical partners in the sector over three days (4 – 6 August 2015) to deliberate, identify and respond to key challenges facing the children's sector. Overall, the event can be described as a success. The role of government (Department of Social Development- DSD) has been particularly strong this year and through the event there is renewed urgency and realisation across the membership that LINC is the most suitable (if not the only) structure to respond to the complexity facing the children's sector. Efforts will be made to increase representation in LINC of government leaders working in the Health and Education sectors.

Flowing from the various presentations and conversations, approximately 20 critical areas for action were identified in DSD alone with a further 10 areas identified by LINC as potential priority areas for the Fellowship. This included among others, children with disabilities, limited specialisation in child protection and court support services, developing child well-being indicators and setting up a children's sector barometer. This calls for a calculated approach as not all of these areas can be tackled at once. Another convening with DSD will be held to co-create a way forward.

At the core of the LINC programme lies leadership development, and this gathering no doubt enabled fellows - through the Synergos Body of Practice - to deepen their knowledge and sharpen their skills with regard to their personal and professional growth. The relevance of LINC has yet again been confirmed and its sustainability will continue to be top priority going forward. A team of fellows will be working closely with fundraisers to finalise and implement the sustainability plan.

## BACKGROUND

The annual gatherings/retreats form a vital element of the overall LINC leadership development programme and comprise one national event held annually supported by several provincial gatherings all directed at and contributing to enhancing leadership capacity in order to improve the quality of life of SA's vulnerable children.

## OVERVIEW OF THE FELLOWSHIP

LINC was established in 2007 as a partnership between Synergos, Convene Venture Philanthropy, Reos Social Innovation and the National Department of Social Development as a multi-stakeholder initiative to improve the quality and quantity of services to South Africa's children. Fellows are drawn from government, civil society, the private sector, funding organisations and research/ academic bodies alike, and some of the challenges they are dealing with include overstretched resources in organisations and individuals battling overwhelming need in the context of bureaucratic systems, funding shortages, insufficient human capital and pressure on government to deliver. In short, the need was identified to establish a platform to support leadership development and promote strategic engagement across all the sectors that impact on children's rights in South Africa. LINC became part of Synergos in 2011.

## PARTICIPANT OVERVIEW

Fourty five participants attended the event representing four provinces and 25 organisations made up of NGOs (faith based, child rights, youth and media), government (national and provincial DSD and Department of Health), business, donors, advocacy, academic/research and independent practitioners. In addition to LINC Fellows, the chairperson of the Synergos South Africa board, Patrick Parring, and Len le Roux, Synergos Regional Director based in Namibia also attended the event. Staff at the event included: Renald Morris, LINC programme manager, Marlene Ogawa, Social Connectedness programme manager and Constance Monatla who is the Coordinator. Special guests/presenters included Ms Conny Nxumalo, Deputy Director-General, Social Welfare Services in the National Department of Social Development (DSD), Dr Rose September, Chief Director: Orphans and Vulnerable Children, Adoptions and International Social Services (DSD), Prof Shanaaz Mathews, Director of the Children's Institute at the University of Cape Town, Mr Brent Hutcheson, Director of Hands on Technologies and the Care for Education and he is also a partner of the LEGO Foundation Africa and Ms Carmel Marock an M&E expert at Singizi Consulting.

LINC fellows who presented at the event include Mr Zane Dangor, Special Advisor to the Minister of Social Development, Ms Joan van Niekerk, a renowned Child Rights Advocate and President of the International Society for the Prevention of Child Abuse and Neglect, Prof Shirley Pendlebury ex-director of the Children's Institute, Menaka Jayakody, National Manager: OVC at Networking HIV/AIDS Community of SA, William Bird, Director at Media Monitoring Africa and Karen Krakowitzner an independent consultant.

In addition Ms Ramola Thumbadoo who works with First Nations in Canada and Ms Katharine Miszewski, a Synergos Senior Fellow who assisted with facilitation services on the final day also attended. The Attendance List of all participants is attached as Appendix 1

## ACKNOWLEDGEMENTS

Synergos and the members of LINC value and appreciate the funding by the Samuel Family Foundation and Yellowwoods Social Investments which made this event possible.

## THE EVENT

The event was held at the Spier Conference Centre in Cape Town from 4 – 6 August 2015. The theme for the event was **Being Mindful, Being Present, Being Together** which served as a container to allow fellows the space to reflect on the important challenges facing the sector, the need to be intentional about our interventions and lastly, to work collaboratively towards a common goal.

## THE EVENT PROGRAMME

The event design/objectives was developed following the Synergos Bridging Leadership Approach incorporating phases of Theory-U i.e. co-sensing, co-presencing and co-creating that, roughly translated, means the programme allowed the group to 1) see together with depth and clarity being aware of their collective capital 2) letting go of non-essentials, meaning bringing in the new and transforming the old and 3) explore the future by identifying and prioritising activities i.e. prototyping. Emerging from the event were increased incidences of collaboration between Fellows/organisations, with working groups taking a firm focus on national imperatives.

Five fellows (Joan van Niekerk, Christina Nomdo, Maria Kurian, Karen Krakowitzer and William Bird) joined the Synergos staff to form a steering committee charged with the design, content development and overall execution of the event. A copy of the event programme is attached as Appendix 2.

## PROGRAMME OBJECTIVES AND OUTCOMES

### Objectives:

- Fellows to reflect and reconnect with each other and their work
- Reflect on and take forward suggestions from past LINC gatherings
- Engage on current key issues in the Children's Sector and identify responses
- Enhance leadership skills of fellows through Synergos' Body of Practice
- Solicit ideas around developing a sustainability strategy for LINC
- Discuss the Learning, Monitoring and Evaluation (LME) Framework and Feedback on 180° Assessment

### Outcomes:

- Fellows have a deeper understanding and enhanced capacity to respond to challenges in the children's sector
- Fellows collaboratively promote and lead initiatives in LINC, their institutions and in the sector
- Increased body of knowledge on good practice in the children's sector
- Sustainability framework drafted

# EVENT REPORT

## DAY 1

After a delayed start of about an hour due to late arrival of flights, participants were welcomed by the Synergos SA Board Chairperson, Mr Patrick Parring giving special recognition to the invited guests and presenters. Len le Roux gave an update on recent developments at the SA office and gave the assurance that a new Country Director will be found soon and that head office remains fully committed to growing the work in South and Southern Africa.

The first day focused primarily on reconnecting fellows and scanning the children's sector landscape in order to identify critical needs and priority areas for possible intervention.



## CHECK-IN

As is customary in most reflective processes the group assembled in a circle and each individual member was afforded the opportunity to formally check in to the meeting and connect with the group by reflecting on and answering the following questions:

- How are you?
- What have you been working on?
- What would you like LINC to take note of which is important to you and the sector?

The morning was spent on this session and all the inputs were recorded which formed part of the overall record of what is currently happening in organisations and the sector. Some of the fellows had this to say during their check-in.

“It’s good to see everyone and I’m looking forward to reconnecting and strengthening my work”

“It is always difficult to set aside time when you are at the office but once you are here, you realise how important it is to step aside and think”

“LINC remains a special place where I can learn from others and grow”

“Thank you to Synergos for giving me this great opportunity to reunite with the fellows”

## PRESENTATIONS AND DELIBERATIONS

Ms Conny Nxumalo opened her presentation by giving an update on the integration process of the Department of Women, Children and Persons with Disabilities into the national DSD in 2014. She reported that the unit has been fully absorbed into the DSD and that staff has adjusted well to their new environment. Services to children in particular have been greatly enhanced as a result and it can only get better in time.

Her presentation gave a good overview of the status of children in the country in terms of services and policy (Early Childhood Development, social protection), poverty levels (support grants, unemployment), health (under-5 mortality), environmental health (piped water, sanitation) and education (access, attendance, nutrition). About 20 critical challenges were identified, some of which included social inequality, harmonising legislation and poor coordination of services. The emphasis however on mitigating against these challenges is to move from the current crisis response to an ideal future where crisis intervention is reduced and the focus is more on prevention and early intervention. An invitation was extended for a delegation of the LINC network to meet with the DSD to explore and identify and agree on areas for collaboration.

Prof Shanaaz Mathews of the Children’s Institute based at the University of Cape Town introduced her session *Violence against Children in South Africa – lessons from the Child Gauge 2014* that highlighted a very grim picture of the situation in the country. Children continue to experience high levels of violence in their homes, schools, communities and relationships despite laws and policies government has put in place to protect children from violence. It also became clear that violence is preventable and that future programmes should focus strongly on prevention but for such responses to be effective, a country must attain a certain level of readiness. While SA is not far off, there are some areas that need improvement e.g. prevention and early intervention does not neatly match the public health conceptualisation of prevention, the shift to prevention has been slow and the low level of readiness to implement large scale prevention programmes needs to be looked at.

One of the gaps identified by Prof Mathews where LINC and the Children’s Institute can make a significant contribution is in the collation of violence data and development of child protection indicators. This will be pursued by one/some of the innovation teams.

Brent Hutcheson of the Lego Foundation Africa needed very little introduction and his session on Redefining Play and Reimagining Learning provided the necessary stimulus to carry the group to the



end of the day. Making use of the “six bricks concept” fellows were taken back to basics with a variety of fun-filled activities to build and understand:

- Inhibitory Control - the skill we use to master and filter our thoughts and impulses so we can resist temptations, distraction and to pause and think before we act;
- Working Memory - the capacity to hold information in mind and work with it, over short periods of time
- Cognitive Flexibility - the capacity to switch gears and respond to changes; think about something in a new light – problem solving & lateral thinking

The learning that emerged from this session resonated very well with the Social Connectedness work currently being undertaken in SA and the region and it is clear that most of the organisations in LINC will be pursuing a relationship with the LEGO Foundation to pick up on the training on offer by the LEGO Foundation.



## DAY 2

The second day started with an overview of the previous day and it was decided that the Feedback and Update session that was supposed to be held on day one, be pushed to the end of the day. The day was opened with a pop-corn check-in and the day saw the group taking a deeper dive into identifying sectoral challenges and applying the Synergos Body of Practice.



## PRESENTATIONS AND DELIBERATIONS

Mr Zane Dangor commenced with this presentation on Social Connectedness and Social “Disconnection” in South Africa. This presentation built on the work done by Synergos on Social Connectedness (SC) over the past three years but honed in on factors, often neglected and which contributes to “disconnectedness.” He drew on historical practices and policies that promoted separateness, dispossession and difference (among others) that culminated in race classification, different classes in society, and discrimination on the basis of sex and gender. Of particular interest was the manifestation of disconnectedness in areas such as violence against women, violence against children (pointing out the distinction between the two), poverty, inequality and violent deaths of young men. Another driver for disconnectedness stems from how language is used e.g. “war on poverty/crime”; “the poor are lazy”; “fight for peace” etc. while drug and substance abuse erodes trust, diminishes love and reciprocity in families and communities.

The presentation concluded with recommendations on how Social Connectedness can be promoted and strengthened through Early Messaging - to shape the consciousness of future society and having a Political and Economic system that is *solidarity* based – citizens enjoy social protection (decent work and wages) and children living in loving and nurturing environments.



Joan van Niekerk led the next session that reflected on the Millennium Development Goals (MDGs) but focused more deeply on the process of finalising the Sustainable Development Goals (SDGs).

The general view held is that the SDGs are more extensive and ambitious than the MDGs and could work in favour of children’s needs. International studies carried out by UNICEF and the World Health Organisation (WHO) draws attention to the high levels of violence against children across the globe and the question that arose is whether the SDGs cover this adequately and whether boys are catered for. Joan noted that there does seem to be a gap. In a separate process to combat interpersonal violence, including that against children the WHO has drawn up a draft Global Plan of Action with the following objectives:

- Strengthen leadership, advocacy and governance of the health system in addressing violence, in particular against women and girls, and against children.

- Strengthen the capacity of health services and health-care providers to respond to violence, in particular against women and girls, and against children.
- Strengthen the capacity of the health system in programming to prevent violence, in particular against women and girls, and against children.
- Improve research and evidence on violence, in particular against women and girls, and against children.

Some of the LINC Fellows committed to reviewing the draft plan in preparation for the September 2015 meeting to advocate for the needs of all children to be made a priority. The process going forward include a meeting in February 2016 where the draft will be discussed which will lead to the adoption of the SDGs in June 2016. LINC will be part of these processes.

The third session before lunch consisted of a panel made up of Marlene Ogawa, Prof Shirley Pendlebury and Menaka Jayakody. The panel shared the different areas of work they've been involved in and how it has contributed to the overall social connectedness (SC) body of knowledge. What emerged from the conversations were strategies/concepts that were found to positively promote SC and strengthen communities and families, which included Indigenous Models of Care, Community Dialogues, Curriculum Development for Child and Youth Care Workers and Practice Briefs for practitioners. The discussion finally ended and pointed in the direction of the need to develop indicators that can measure child well-being. The team has already given this some thought and as a first step a paper will be prepared and presented at the International Society for Child Indicators Conference in Cape Town later this year. More detailed work will be looked into afterwards.

Next, it was time for fellows to process and analyse all of what has been presented and discussed. Initially fellows would have been asked to think about sectoral challenges and opportunities but because the energy in the room was leaning more towards Social Connectedness, it was decided to explore this more fully. Sectoral challenges and opportunities were shelved for the next day and fellows were asked to go on a reflection walk and in the context of Social Connectedness reflect on and answer the following questions.

Social Connectedness/Disconnectedness presents a central theme or dimension of “I” and “We” therefore consider:

- “I” - The way I work and function within the system
- “We” - The work I need to do in my organisation to collaborate more effectively with others in order to improve impact

The general feeling was that social connectedness can be seen as one of the tools that can bring about new possibilities but where there is disconnectedness, there is often despair. At organisational level these connections are often overlooked and what may appear as a team is just a group of individuals working together – this gets transferred into the work we do. There has to be more intentionality in building connectedness and to realise that the “I” and the “We” are inter-connected.

Some fellows had this to say:

“There is no I without We, and no We without an I”

“It made me think of how do we take shared responsibility and move from I to We?”

“I can achieve a lot but We can achieve much more”

“It is almost impossible to have a successful We if the I is not in the right space”

“People need to reflect within themselves before working in a group and ask yourself several questions: who am I, why am I here, where am I going and what do I want?”

Carmel Marock started off the next session by providing feedback on the LINC Programme Evaluation which showed that: The majority of fellows indicated that their expectations of the LINC Programme have either been met or exceeded, LINC assists them with networking opportunities and is contributing to their personal and professional growth. The LINC environment is described as an unthreatening space filled with warmth and empathy which enables fellows to table frustrations/anxieties/fears and also allows for intellectually stimulating debates that evoke more innovations and creativity. Fellows confirmed that LINC has significantly influenced how they work in their organisations and in the sector and as such describe themselves as having become “better leaders and managers who are eager to explore and innovate.”

The second part of her session dealt with providing guidelines and examples on writing Most Significant Change (MSC) stories. MSC stories are integral to the LINC Learning, Monitoring and Evaluation Framework as it helps to identify very specific changes that occur within the lifespan of a leader as well as identifying what specific “thing” contributed to that change. After an in-depth engagement fellows were asked to start writing some stories overnight and to send these through to Carmel as and when they are completed.

The last session of the day gave an opportunity to innovation teams to share what they will be considering to take forward in the next period.



**The list of issues identified by LINC innovation team members includes:**

- Collation of Violence Data and development of Child Protection Indicators (Children’s Inst.)
- Children’s Sector Barometer (Bheki Sibeko, Maria Kurian and Shirley Moulder)
- Mondi Youth Crime Prevention Project in KZN and Mpumalanga (Corne Peters, Renald Morris and Marlene Ogawa)
- Participation in process to finalise Sustainable Development Goals (Zane Dangor, Joan van Niekerk)
- Draft National Liquor Policy – schools and religious institutions (Aadielah Maker)
- Developing Child well-being Indicators (Connie Kganakga, Shirley Pendlebury)
- Religious Ministry – professionalising child focused initiatives (Johannes Malherbe)
- Lego Foundation – Social Connectedness Power of Play (Marlene Ogawa)
- 2016 Local Government Elections – children’s issues (Joan van Niekerk and William Bird)
- Meeting with DSD – exploring areas for collaboration and on-boarding members in Health and Education (Renald Morris and Joyce Siwani)

Innovation teams will be meeting after the event (over the next month) to decide on priority areas

**The list of issues identified by the DSD includes:**

- Social inequalities and income inequities
- Lack of support to strengthen and capacitate families in terms of child rearing practices and parenting responsibilities
- Children with disabilities
- Harmonisation of the various pieces of legislation governing the implementation of child protection and children’s services in general
- Poor coordination of programmes by various departments and service providers resulting in duplication, lack of replication, and uncoordinated referral system.

- Insufficient resources, such as human, structural, capital and skills, impacts on appropriate and effective service delivery by all sectors.
- Limited specialization in child protection services and court support services
- Lack of joint planning to optimise resources
- Increase in social crime: gangsterism, alcohol and drugs, child pornography, child trafficking and organized crime
- Current emphasis on intervention instead of prevention and early intervention
- Appropriately streamlined child protection system to avoid children falling in between cracks
- Poor implementation of child protection protocols which makes children vulnerable to secondary abuse.
- Implementation of a Ward System encouraging identification of families at risk for escalation to inform interventions.
- Integrated Development Plans at local level that are centred on child rights.
- Fragmented Information Management Systems(IMS), resulting to poor data collection
- Lack of a joint accountability framework with indicators to measure and determine the impact of child protection services.
- Disaggregated data is still lacking on gender, age, disability and district.

## DAY 3

Before engaging with the programme for the day, William Bird gave a brief presentation on one of the tools, Wazimaps which they (Media Monitoring Africa) have developed to monitor how journalists report and analyse issues during elections. While the SA media are overwhelmingly fair they have found a general tendency across all the media monitored (on average 50 different media titles for each period) to have their elections agenda set by political leaders and political parties contesting. With some clear and often excellent exceptions that prove SA has quality journalism, the news on offer tends to be event based, and fails to focus on the bigger issues faced by the country i.e. unemployment, gender-based violence, crime, health, education etc.

Wazimaps serves as an interactive platform that the public can use to follow a more comprehensive overview of the challenges being covered as well as positive trends that may emerge. To access go to <http://www.wazimaps.co.za>





## PRESENTATIONS AND DELIBERATIONS

The last day focused mainly on discussing and developing a framework to drive LINC's sustainability. The session was facilitated by Synergos Senior Fellow, Katharine Miszewski. Len le Roux opened the conversation by sharing the vision and plans for the Synergos SA Office and how LINC contributes to the overall organisational strategy and impact. Karen Krakowitz who has been leading the LINC fundraising efforts gave an overview of her work throughout the year, the funding landscape with regards to Leadership Development and ideas on how LINC could be made more attractive for funders/partners

Katharine engaged the entire group in a process to confront and answer critical questions. Most of the key elements of the sustainability framework were worked out and Julia Zingu offered to join and work with Karen Krakowitz on the fundraising initiatives.

## ASSESSMENT AND CONCLUSION

The event can be described as a success in that it achieved not only the event objectives but it also managed to support the mandate of LINC, as a network, by bringing together critical partners and leaders to think about and respond to the numerous challenges faced by children who continue to be a critical and underserved sector of society. The level of attendance by the DSD partners is to be commended given that the meeting coincided with a sitting of parliament, and it is noted that there is renewed interest by the DSD leadership to work more closely with LINC in addressing some of the problems facing the country. A collective effort will be made to increase representation by on-boarding members in Departments of Health and Education.

The feedback on the fellows' assessments confirmed the need and relevance of a network like LINC and that the network is making a difference in the sector. It remains the only functional multi-stakeholder network in the country. It is pleasing, despite the number of attendees being slightly lower than expected, that all sectors in the network were represented and that the group was able to have substantive discussions and make resolutions to take forward in the next period. The aim was to get at least total of 60 delegates to attend the event but the final number stood at 45 (48 confirmed) reason being Synergos could not cover all the flights and transfer costs of those who expressed an interest to



attend. It should also be noted that some of the fellows covered their own flights, which is a step towards LINC becoming more sustainable. Fellows are working on finalising the network's sustainability plan with focus on strengthening the funding base of LINC over the next year.

## CHECK-OUT

The event ended with a formal check-out and appreciation for the privilege to meet as a group working for children.



Some quotes from fellows during the check-out

“I was able to use the space for reflection and drawing wisdom from the giants in the sector”

“Thank you to LINC for the ability to convene power around the table”

“I have grown a lot as a manager since I joined LINC and I still learn a lot from meeting with the fellows”

“Thank you for a safe space to express myself without being judged - space to grow and learn the lingo in children sector”

“I have made serious connections which I’m going to follow up on”

“This is my favorite event thus far. I was more relaxed and engaged a lot – my head is spinning with ideas from all the conversations”

“I love the space because its where we interact and network”

## Appendix 1

### Attendance Register Spier 4 – 6 August 2015

Title	1st Name	Surname	Position	Organisation	Sector
Ms.	Aadielah	Maker	Part time Coordinator	SAAPA (Suthern African Alcohol Policy Alliance )	NGO
Mr.	Andile	Xonti	Independant Practitioner	Independent	Independent
Ms.	Anisa	Moosa	Chief Social Worker	Islamic Careline	NGO/Faith based
Mr.	Ashley	DuPlooy	Independant Practitioner	Independent	NGO/ Youth
Mr.	Bheki	Sibeko	Director: Health Department IPPR	City of Joburg	Govt/Prov
Ms.	Bongi Dina	Mofukeng	Deputy Manager: Child health Programmes	Department of Health - KZN: Directorate Child Health	Govt/Prov
Mr	Brent	Hutcheson		Care for Education	NGO
Ms	Carmel	Marock	Director	Singizi Consulting	Private
Ms.	Charmaine	Smith	Communication & Knowledge Manager	Children's Institute (UCT)	Academic/Research
Ms.	Christina	Nomdo	Executive Director	RAPCAN (Resources Aimed at the Prevention of Child Abuse and Neglect)	NGO
Dr.	Connie	Kganakga	Executive Manager	South African National AIDS Council Trust	Independent
Ms	Conny	Nxulamo	DDG	Department of Social Development	Govt/Nat
Ms.	Corne	Peters	Social Programme Coordinator	Mondi - Forest	Donor Business
Mr.	David	Chabalala	Director: Children's rights	Department of Social Development	Govt/Nat
Ms.	Dumisile	Nala	National Executive Officer	Childline	NGO
Ms.	Elsinah	Mhlongo	Manager: Office on the Rights of the Child	Office of the Premier	Govt/Prov
Ms.	Giuliana	Bland	Director	Jim Joel Fund	Donor
Dr.	Hermanean	Laauwen	Independant Practitioner	Independed	Independent
Ms.	Joan	Van Niekerk	President	International Society for the Prevention of Child Abuse and Neglect	Independent
Dr.	Johannes	Malherbe	Head: Post-Graduate School	SATS (The South African Theological Seminary)	Academic/Faith based
Ms.	Joyce	Siwani	Stakeholder Relations	National Children's Rights Committee	Advocacy
Ms.	Julia	Zingu	Independant Practitioner	Independed	Independent
Ms.	Karabo	Ozah	Attorney	Centre for Child Law	NGO/Child Rights
Ms.	Karen	Krakowitzer	Director	K.Krakowitzer Consulting	Independent
Ms	Katharine	Miszewski		City of Cape Town	Govt/Prov
Ms.	Lynette	Mudekunye	Deputy Director	REPSSI (Regional Psychosocial Support Initiative)	NGO
Ms.	Lynn	Campbell	ECD Project Manager	Bhabhathane ECD and Fundraising	NGO
Ms.	Maria	Kurian	Independant Practitioner	Independent	Independent
Dr.	Marnie	Vujovic	Manager: Adolescent	Right to Care	NGO

			Psychosocial Programme		
Ms.	Menaka	Jayakody	Programme Manager	NACOSA (Networking Aids Community of South Africa)	NGO
Ms.	Musa	Ngcobo-Mbere	Chief Director of Early Childhood Development	Department of Social Development	Govt/Nat
Ms.	Nombulelo	Mabombo	National Director	LifeLine South Africa	NGO
Mr.	Richard	Montsho	CRG Programme Manager	Save the Children SA	NGO
Dr	Roseline	September	Chief Director	Department of Social Development	Govt/Nat
Mr.	Russell	Davies	Director	REAP (Rural Education Access Programme)	NGO
Ms.	Sandra	Oosthuizen	Manager: Operations & Skills Development	NACCW (National Association of Child Care Workers)	NGO
Ms.	Selina	Palm	Former: Africa Director	HOPEHIV	Donor
Ms	Sinah	Moruane	Chief Director Children's rights and responsibilities	Department of Social Development	Govt/Nat
Dr	Shanaaz	Mathews	Director	Children's Institute (UCT)	Academic/Research
Ms.	Shirley	Raman	Chief Director : NPO Partnerships and Welfare Financing	Department of Health and Social Development - Gauteng	Govt/Nat
Ms.	Shirley	Moulder	Independent Practitioner	Religious Leaders Forum	NGO/Faith based
Prof.	Shirley	Pendlebury	Independent Practitioner	Ex-Director – Children's Institute - Independent	Academic/Research
Mr.	Peter	Fenton	Independent Practitioner	Independent	Independent
Ms.	Sylvia	Stevens-Maziya	Director: Community Development Workers	Cooperative Governance and Traditional Affairs	Govt/Nat
Ms.	Tarisai	Mchuchu-Ratshidi	Deputy Director	RAPCAN (Resources Aimed at the Prevention of Child Abuse and Neglect)	NGO
Ms.	Tshidi	Maaga	Director, OVC and ECD	Department of Social Development	Govt/Nat
Mr.	William	Bird	Director	Media Monitoring Africa	NGO/Media
Ms.	Zeni	Thumbadoo	Deputy Director	NACCW (National Association of Childcare Workers)	NGO
Mr.	Zane	Dangor	Special Advisor to Minister Social Development	Department of Social Development	Govt/Nat