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Assessing The Programmatic And Financial Sustainability Of The Seriousfun Global Parternship Program Among Camp Directors: A Qualitative Study

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***Assessing the Programmatic and Financial Sustainability Among
SeriousFun Global Partnership Program Camp Directors:
A Qualitative Study***

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THESIS

*Submitted to fulfill the degree requirements
for the degree of Master's of Public Health in
Social and Behavioral Science and Global Health*

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Abstract

Background: After five years of programming, the SeriousFun Global Partnership Program (GPP) is looking to evaluate their model for programmatic and financial sustainability: specifically, among camp directors. To date, little is known about the facilitators and barriers camp directors face in working towards a sustainable program.

Objectives: To identify areas in which camp directors need more support from the SeriousFun staff to move towards programmatic and financial sustainability, and to highlight the Global Partnership Program's best practices for other public health programs striving for sustainability.

Design: A qualitative study that used in-depth telephone interviews with camp directors as well as face-to-face in-depth interviews with local SeriousFun staff.

Setting: Camp directors were located in nine countries (Cambodia, Ethiopia, Haiti, India, Lesotho, Malawi, Swaziland, Uganda, and Vietnam). SeriousFun staff was located in Westport, Connecticut.

Participants: Sixteen key informants were interviewed (eleven camp directors and five US-based SeriousFun staff).

Measurements: In-depth interviews were conducted in early 2013. Two coders trained in qualitative analysis used the constant comparative method to identify common themes amongst interviews.

Results: Six overarching themes categorized the facilitators and challenges camp directors face during implementation of the Global Partnership Program: global impressions, program benefits, implementation needs, cultural barriers, financial hardship, as well as logistical and staff related matters. Key results indicated that directors were well prepared to take over the camp programming due to support, training, and resources offered by SeriousFun but faced many difficulties in securing funding and a safe campsite.

Conclusions: The SeriousFun Global Partnership Program camps have had a positive impact on camp directors, camp staff, HIV+ children, their families, and local communities. The unique model of program and financial implementation used in the GPP could be beneficial to other programs hoping to build capacity, implement behavioral programs in international settings, and create leadership among local community partners. As they work towards sustainability, SeriousFun must provide more capacity building within their financial model, aid in creating a more permanent campsite, and address their future plans for growth as older programs become self-sustaining.

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Table of Contents

Title Page.....	i
Abstract.....	ii
Acknowledgements.....	iii
I. Background and Significance.....	1
II. Methods.....	7
III. Results.....	10
IV. Discussion.....	29
V. References.....	33
VI. Appendices.....	34

I. Background and Significance

The SeriousFun Children's Network, founded by Paul Newman in 1988, is a unique program that reaches out to kids diagnosed with serious illnesses. These camps have served over 384,724 people worldwide. The mission of these camps is to “provide opportunities for children and their families to reach beyond serious illness and discover joy, confidence, and new world of possibilities, free of charge” (SeriousFun, 2012).

SeriousFun camps located in the United States and Europe serve children with cancer, physical disabilities, heart disease, and many other disorders including: immunologic, blood, neurological, gastrointestinal, rheumatologic, genetic, and endocrine disorders (SeriousFun, 2012). The camp programs have been proven to provide long lasting benefits for children served, such as increased social connectedness to others with disabilities, increased resilience, and higher levels of self-esteem and independence (SeriousFun, 2012).

The Global Partnership Program (GPP) – a part of the SeriousFun Children's Network expanding into developing countries where children with serious illnesses are often marginalized – was created in 2008. The idea of the GPP was born as a result of Paul Newman's safari vacation, when he realized the necessity of his camps for the children of Africa. These camps primarily serve children living with HIV between the ages of eight and seventeen (SeriousFun GPP Overview, 2012).

The need for a camp focusing on children with HIV echoes the impact of HIV on children globally. Of all people in the world who died of HIV in 2010, one out of every seven were children (WHO, 2011). The World Health Organization estimates that 3.4 million children were living with HIV in 2011 (WHO, 2013), with the biggest impact in

Africa, Asia, and the Caribbean. More than 1000 children are newly infected with HIV every day (WHO, 2011). Children with HIV face many challenges that can hinder their social, mental, and physical health and development including knowledge about their disease, adherence to medication, stigma, social exclusion, and lack of emotional support (Rujumba et al., 2010; Da Baets et al., 2007; Rankin et al., 2005). Therefore, the development of a camp that provides a safe place for children to meet others sharing similar illnesses, learn knowledge about their disease, learn adherence and health care utilization skills, receive and give support, feel accepted, and be allowed to act like a regular kid, addresses an important global public health need.

Originally known as the African Initiative, programs were launched in Botswana, Malawi, and Namibia. Over the course of a few years, the camps shifted from an HIV-focus to a focus on environmental education and awareness, and the Initiative amicably parted ways from its African partners (Fox, 2013). In a second attempt to create this idea of camp in developing countries, the newly named Global Partnership Program began when partnerships with Baylor University arose and aided in establishing camps in Lesotho and Uganda. A new partnership with Worldwide Orphans Foundation shortly after led to the creation of a camp in Vietnam as well. These three locations served as pilot camps for the GPP. The expansion of the program has continued since 2008, and GPP camps are currently operating in eleven different countries (see Figure 1) reaching thousands of kids annually (Elliott, 2013). The GPP camps reached out to 2,813 campers in 2011 alone (SeriousFun, 2012).

Figure 1: World Map of SeriousFun GPP Camp Locations[†]



[†] This map indicates all 11 countries with operating GPP camps.

To date, only one program has been discontinued in the Dominican Republic.

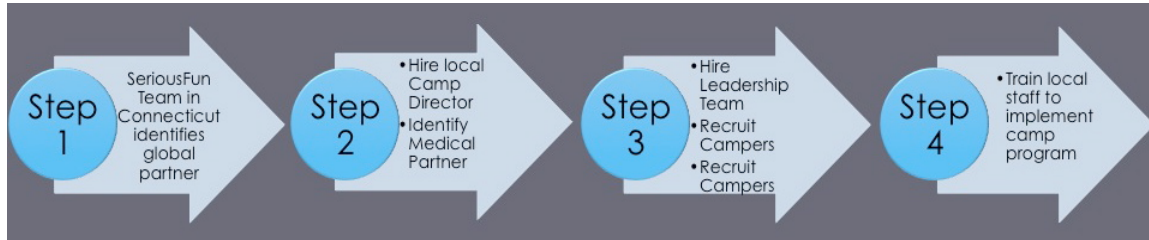
The Global Partnership Program builds on the idea of the SeriousFun Children's Network and aims to deliver a low cost, high impact psychosocial intervention to children with HIV in developing countries via a summer camp and year round follow-up programs (SeriousFun GPP Overview, 2012). Though the camp experience only lasts six days of the year for each child, it engages them during a week filled with typical camp activities (such as games, concerts, swimming, and arts and crafts) combined with health education that can increase adherence to medications, foster stronger relationships among HIV+ children and their medical doctors outside of camp, and create social connectedness among children who always feel marginalized (SeriousFun, 2012). Follow-up programs, which are held at various times throughout the year, provide campers with a day to reunite and reinforce the skills they learned at camp (SeriousFun GPP Overview, 2012).

Unlike the camps in the United States and Europe, the aim of the GPP is to hand off the camps to local actors and partnership organizations within a three- to five-year period. There are two components to the GPP model: the programmatic model and the financial model. Both components of their model were created with sustainability in mind. Simply, SeriousFun staff teaches locals to run a program, provides start-up funding, and then serves as a technical advisor in order for the program to be self-operating within 3 – 5 years (Naglar, 2013). After the camps become sustainable, they will still remain in the network of SeriousFun camps and still have access to their materials and any technical assistance from SeriousFun staff (SeriousFun, 2012).

Programmatic Model

In each country running a camp program, the Global Partnership Program first identifies a local partnership organization (usually a local non-governmental organization (NGO)) that will collaborate with them in creating camp. Most often, an employee working at the local organization is chosen to be the camp director. After hiring the camp director, SeriousFun program managers and consultants aid camp directors in identifying a medical partner, recruiting leadership team members, camp staff, and campers. Over three to five years, American staff (hereafter referred to as SeriousFun) works to train those involved on camp programming and implementation of their program (see Figure 2). As the implementation of the program progresses from year one to year five, the responsibilities decrease for SeriousFun staff while increasing for camp directors and local partner organizations in each of their respective countries (SeriousFun GPP Overview, 2012).

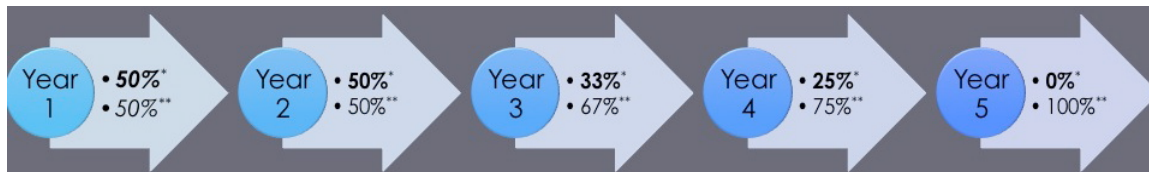
Figure 2: GPP Programmatic Model



Financial Model

In addition to setting up the camp program, the financial responsibility is also transferred from SeriousFun to the local partnership organization over the five-year period. In year one and year two, SeriousFun contributes 50% of the finances while the local partner contributes the other 50%. SeriousFun then lowers their financial contribution to 33% in year three, 25% in year four, and 0% in year five (see Figure 3). Thus, starting in year five, the local partner organization is funding 100% of camp costs, with no further financial commitment from SeriousFun.

Figure 3: GPP Financial Model



The SeriousFun GPP model is unique: they have adapted an American-based program into one that can be implemented in any developing country worldwide by establishing a local partnership, building a leadership team of six individuals, and investing five years to transfer the skills and knowledge needed to implement their program. This type of implementation model is new and has not been previously tested; therefore, no information is known about facilitators and barriers to successfully

implementing this model. Although the SeriousFun GPP model of programmatic and financial modeling is new, it shares characteristics with the concept of task shifting, as well as broadens the definition of leadership succession. Task shifting, in the traditional health care usage, is known as the transfer of duties from health care professionals to those with lower qualifications. Most often, this method is used in developing countries where there is a shortage of health care professionals or health care resources (Philips, Zachariah, and Venis, 2008).

In the GPP model, task shifting is taking place beyond the scope of health care professionals, such that local community members are trained to care for children with serious illnesses. Task shifting to the community level can provide health care and services in low resource settings with increased health outcomes, as demonstrated by a SeriousFun pilot evaluation conducted by Yale School of Medicine, which showed an increase in children's adherence to antiretroviral treatment (Nagler, 2013).

SeriousFun is also implementing a type of leadership succession, which is known as a long-term process that is crucial to ensure new leaders can successfully carry out the objectives and mission of the organization in the future (McKee and Driscoll, 2008). SeriousFun transfers knowledge to local leadership teams and staff in hopes that they will later take ownership of the program and eventually run it without their assistance (SeriousFun GPP Overview, 2012). Unfortunately, existing research on this topic is "still scarce," and deeper understandings of the dynamics of leadership transitions are still necessary (Manderscheid and Ardichvili, 2008).

The few studies conducted on SeriousFun camps have primarily focused on the children participating in the camps, and have not adequately assessed camp directors,

who are responsible for the management and maintenance of the camps. The overall success of the model depends not only on the effectiveness of the camp or the health and well being of the children attending camp, but on the successful building of capacity and transfer of leadership from SeriousFun to local leaders in international settings.

Therefore, it is essential to assess factors that influence capacity building, task shifting, leadership transfer, and the implementation and sustainability of these camps. The purpose of this study aims to fill the current gap in the literature by 1) understanding facilitators and challenges faced by camp directors before they assume responsibility of the camps without aid from the SeriousFun Global Partnership Program, and 2) offer best practices and lessons learned from the Global Partnership Program to other psychosocial programs focusing on a broader idea of task shifting, leadership succession transitions, and sustainability for programs being implemented in developing countries.

II. Methods

Study Design and Sample

Participants in this study included those currently serving as camp director to a GPP program in their country. SeriousFun provided the list of camp directors in Cambodia, Ethiopia*, Haiti*, India, Lesotho, Malawi, Swaziland, Uganda, and Vietnam. This list excluded camp directors in Paraguay due to potential language barriers, and Tanzania because it is a new program with limited information about the camp programming. Due to the nature and design of their program, camps vary in the number of years completed, have different partner organizations, and serve different amounts of children over different time periods (see Table 1).

* Camp has two camp directors. Both were interviewed for this study.

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Table 1: Overview of SeriousFun GPP Camps

GPP Camp	Camp Name	Local Partnership Organization	Years of Camp Completed (not including 2013)	Number of Campers Served in 2012	Number of Weeks of Camp
Lesotho	Camp 'Mamohato	Sentebale	5	252	5
Uganda	Sanyuka Camp	Baylor	5	120	2
Vietnam	Camp Colors of Love	WWO	5	93 (north)	2
				136 (south)	3
Cambodia	Camp Lotus	New Hope for Cambodian Children	4	170	4
Ethiopia	Camp Addis	WWO	4	144*	4
				102	3
India	Camp Rainbow	YRG-Care	2	154	4
Swaziland	Sivivane Camp	Young Heroes	4	181	4
Malawi	Camp Hope	World Camp	2	71	2
Haiti	Kan Etwal	WWO	1	81	2
Paraguay	Campuka	Arapacha	3	52	2
Tanzania	Salama Camp	Baylor	1	40	1

*Indicates day camp. (All others are residential camps) (Fox, 2013).

Data Collection

In-depth interviews with camp directors and SeriousFun staff were conducted during February and March 2013. All interviews were conducted using Skype phone. Interviews followed a standard discussion guide (Appendix I), and lasted between 45-70 minutes. Questions address the roles and responsibilities of camp directors, preparedness in taking the program forward without SeriousFun staff on the ground, pressures they face while leading the camp programs, whether these pressures may impact their abilities to fulfill the role of a camp director, and whether they feel as though they are adequately

prepared for programmatic and financial sustainability of their camp without SeriousFun following the five year model.

The Yale Institutional Review Board approved the study protocol (#1212011206) and the Human Subjects Committee authorized a verbal informed consent process as they determined this project presented minimal risk to participants. Following each participant's given verbal informed consent, each interview was recorded for accuracy, transcription, and future analysis. The same interviewer conducted all sessions to avoid potential interviewer bias. During each interview, confidentiality was stressed, and all were encouraged to share any challenges they face without reservation. Participants were not compensated for participation.

Data Analysis

To ascertain key themes from the interviews, a two-member team used the constant comparison method of qualitative data analysis (Curry, Nembhard, Bradley, 2009). This rigorous method aided in identifying frequently mentioned themes common across multiple interviews. The team developed codes by using a 'start-list' approach, in which each member independently completed a line-by-line review of the first transcript then collaborated in drafting a preliminary code structure. After reviewing two more transcripts in this fashion, the team agreed on the major themes and subthemes to be used for the remainder of the transcripts. Subsequent transcripts were then independently coded by each reviewer, merged together, and further discussed in the event of coding disagreements until a decision was reached. In one case, a new subtheme was added to the codebook, and the final codebook was continuously revisited and refined until no new themes surface. All transcripts were constantly compared to the content in previously

coded data to ensure consistent assignment of the codes (Appendix II). Coded transcripts were analyzed using ATLAS.ti Scientific Software, version 6.2.

III. Results

The sample consisted of eleven camp directors in nine countries. Ethiopia and Haiti both have two camp directors instead of only one. Eight of the camp directors (72.3%) were female, and the average age of participants was 33.36 ± 8.09 years.

Despite the diverse locations, cultures, and partnerships among the SeriousFun GPP camps, there are many areas in which the camp directors have celebrated similar successes, faced similar obstacles, and have made similar suggestions that can be applied to the GPP program as a whole. Six overarching themes categorized camp directors' facilitators and barriers of implementing the Global Partnership Program: global impressions of the program, benefits of the SeriousFun programming, implementation needs, cultural barriers, financial hardships, as well as logistical and staff-related matters.

1. Global Impressions of the SeriousFun Global Partnership Program

Within this theme, three subthemes were identified: preparedness to run camp without SeriousFun on the ground, impact of camp on camp directors, and room for growth. Each theme is further discussed below.

Preparedness to Run Camp without SeriousFun on the Ground

In keeping with the original five-year model for programmatic and financial sustainability, more than half of the camp directors felt that they possessed the skills to run camp without SeriousFun on the ground with them. One director optimistically stated, “*Yea, of course!*” In general, younger camps (those with less than three years of camp completed) tended to say they were not fully confident in taking over the

programming, but felt that they were making large strides with every passing year of camp. A director stated, *“I can’t say [I’m] 100% [ready], but I feel good about it.”* In contrast, those hovering closer to five-years of camp experience were quite confident in being able to handle the program without on the ground help from SeriousFun. One participant said:

Well, we are definitely ready... I mean, with camp there is always something that’s going to come up, even with anyone that has run camp forever, there will always be something outside of their experience that will come up during camp season. I think the most important thing is how one handles a situation that they have not had to handle before. I don’t think anything has happened that could have been handled any better by SeriousFun. Differently, yes because people handle things differently in general, but the quality of the program has not compromised in anyway because they are not on the ground.

Despite their confidence with programmatic preparedness, not a single camp director said they felt prepared in leading the financial aspect of the program according to the SeriousFun model of sustainability. Although some directors felt more comfortable with fundraising methods, grant writing, and optimistic in their search for future donors, the unpredictability of the finances for camp was a major concern in carrying out camp programming. The concern was expressed by one participant who said, *“I know [SeriousFun] is cutting the funding a little bit more each year and I am just worried because it is difficult to find the funding.”* Others echoed the sentiment by realizing, *“Everything depends on our funds,”* and *“One of the things that may hinder our goals is [lack of] funds.”*

Regardless of the programmatic self-confidence and financial challenges in leading the program without SeriousFun on the ground, all camp directors articulated their need for continued phone and email contact with SeriousFun staff. One director firmly stated, *“Not on the ground means that we are still partners... we still celebrate*

our successes, we also share the stuff that we are doing here so we are definitely still in touch and are still very much partners” indicating that further communication with SeriousFun after “graduation” from the program should be a given.

Impact of Camp on Camp Directors

Every camp director felt that their experience with the GPP led to personal growth and a sense of empowerment. Many of them went into detail about how the GPP has changed their lives. One said, *“Camp has been a life-changing point for me. I have grown to be someone who is confident because of camp, you know. Camp has brought a meaning in life for me and a lot has changed in my life just because of camp.”* Another camp director spoke to experiences at camp that have helped them grow:

In the camp I am working on my communication skills and so leading people at camp is also something I do at my place of work however I’m understanding people from another perspective. At camp the people are all from different backgrounds so I find that interact with a lot of different people and it has made me grow in my skills in leading people, how to communicate well, and so that is one thing that has been important for me.

Another said, *“I feel I was empowered by the SeriousFun team because most of the professional development I got was from [them]. Like management skills I studied from school and previous jobs, but working in SeriousFun I can build my skills and capacity even more.”* Simple investment and capacity building among local staff helped to create camp directors who are 1) heavily invested in camp, and 2) willing to take over the leadership role with confidence. The impact of the camp on the directors is just as deep as the impact SeriousFun camps have on the children.

Growth

The empowerment and impact of camp on the camp directors has served as a catalyst into ambitious plans for scaling up the Global Partnership Programs in the future.

Camp directors are focused on serving more children, having more weeks of camp, serving children with illnesses other than HIV, and obtaining their own campsite. All camps expressed desire to grow in numbers: the number of campers they serve and the number of weeks of camps they have a year. This includes hopes of spreading GPP camps to the other four states of India, the other departments in Haiti, and the three regions of Malawi. A few directors mentioned opening the camp up to children with other serious illnesses and one even mentioned having camps for “*children who are having problems emotionally.*” One camp director dreams of having a camp like the U.S.-based SeriousFun camps; though, they recognize the long road ahead of them. Their closing remark was, “*More camp, we need more camp!*” Another camp director concluded:

SeriousFun needs to continue with their work because it is not finished yet. They have a lot of things to give to the world. It will not only change the life of the child, it will also change the life of his parents – it will change the life of his father and his mother – and his mother will change the life of her colleagues at work and so on. Yea, we can change the world if we continue like this.

Despite the generally positive impressions for the future of the Global Partnership Program, there are several potential barriers in getting to this process. The next five subthemes address the current situation faced by all camp directors, and what they need to move forward.

2. Benefits of the SeriousFun Program

Within this theme, two subthemes were identified: strengths of the approach and model, as well as resources offered. Each theme is further discussed below.

Strengths and Knowledge of the SeriousFun Approach/Model

All participants were able to accurately describe the SeriousFun GPP program model and openly expressed the strengths of the program. A camp director said of the program:

I have been involved in so many other programs that provide psychosocial support for kids and I have never seen a program that is very short like this but so effective at the same time. I know the SeriousFun program is just so effective and only 5 - 6 days for the kids... I have been appreciative of the SF approach. Definitely, the SF approach is the best – it is all about connection and engagement and support - we can really do something and I think anything is possible.

Most camp directors were optimistic of the camps and thankful for the things they have learned from SeriousFun. In the midst of their excitement, all camp directors carefully explained the SeriousFun model for setting up programmatic sustainability. Participants reported that SeriousFun staff is responsible for leading camp programming the first year, is co-leading with local staff in the following years until they are confident to take over the program, and then takes a more distant role and provides support to camp directors as needed. The model was described by one camp director as being “*very hands on*” and “*very ‘teach it’ and then ask the staff to repeat it.*” Throughout their training, directors are encouraged to make the camp their own and make the camp program culturally relevant. Almost all camp directors agreed that the SeriousFun model is one that allows them to be confident and empowered while leaving much room for flexibility. One director said:

...from the very beginning the idea is that – if you work with anyone you don’t want to be holding their hand forever, you want to be holding their hand until they are stable and then you let them go and once you’ve done that obviously they will not walk exactly as you do. There will be differences. They will do something different.

Resources Offered by SeriousFun

Not only were camp directors enthusiastic about the SeriousFun model, they were also exceedingly thankful of the trainings and subsequent skills they have received from SeriousFun and the resources available to them. One praised SeriousFun staff on their ability to “*see [their] strengths and [their] weaknesses... I don't know how they do it, they know what I need and what we need for camp.*” Another director spoke to the skills gained: “*I think from SeriousFun I have received so much, I refer to it as my 'backpack of treasure.'*” Others praised the organization's use of a Dropbox folder, where camp directors can search for any logistical form or camp activity they need, and share resources at the click of a button between American staff and global partners. Most of all, camp directors spoke to the staff exchange programs and network meetings offered that were essential to their development. Staff exchange, where camp directors and other staff can visit other camps within the SeriousFun network, provides them the opportunity to see how other camps are run. A camp director said of the staff exchange:

It was good seeing another camp [not as a camp director]. We are always just supporting everyone as leaders but when we went, we got the chance to work with the camp and see the activities for that camp and we have gotten a lot of ideas from them and have used some of their activities.

In addition, network meetings, a conference held once a year for directors and open to their leadership teams as well, were often mentioned as a useful resource. One said, “*you can take a lot from them and it is so helpful. You can get a lot of ideas.*” Many agreed that sharing experiences during the network meetings was helpful. In addition to sharing experiences at these meetings, camp directors can receive training in areas that are beneficial for all GPP camps. One said that last year there was a session on handling

frustrations and another on handling a crisis. Another camp director encapsulated all of the incredible resources offered by SeriousFun by saying “*From my opinion, I think we were very well trained and well prepared for camp.*”

Although camp directors are satisfied with the skills and trainings provided by SeriousFun, many specified gaps that could be filled by more support from the SeriousFun team. Most often, camp directors mentioned coming up with new and innovative ideas for camp. One participant explained, “*Some of the campers have already been to camp, so we need more ideas so the camp is not the same as the year before. You know, it needs to be better and better because most of the campers are returning... I don't want them to be bored.*” Others mentioned the need for trainings in risk management, camp management and camp site operations, public communications, help developing a manual of activities, a guide to assist directors hoping to fundraise, and help with expanding the outreach and follow-up programs.

3. Implementation Needs

Within this theme, two subthemes were identified: better dissemination, and planning/training issues. Each theme is further discussed below.

Better Dissemination

Despite the strengths of the camp program and the resources and skills learned, all camp directors felt that they were not adequately disseminating camp outcomes to their partnership organization, funding donors, and the government entities within their country. However, most recognize further dissemination of the camp outcomes as an important thing to do, an area of weakness, and they do have plans to improve upon this in the future. One said:

We need to be talking about camp to everyone. Everyone who we meet should know what camp is and what camp means for the children. You know we certainly need to send this word across and the difference it really makes.

More specifically, many said that dissemination of the results would really strengthen the commitment from financial donors and/or partners. A camp director thought that, *“sharing news and sort of letting the donor know how things are going, keeping them in the loop, and keeping them connected to the program in some way I think would create a valuable financial partnership.”* One camp that is currently striving to improve this part of their program knows that it can be tiresome. They stated that it is crucial to *“not getting tired of sharing the news and updating current donors about the impact of what they have given.”* This is helpful advice for other countries who expressed disseminating results as “time consuming” and others who are just now formulating a plan and need advice on *“communicating [the idea of camp] with others – it is a very new idea and it is hard for me and for the team.”*

Planning and Training Issues

In addition to ideas about dissemination, some camp directors are still struggling with the planning and training aspects of camp. Younger camps tended to be more stressed about planning and the time they put into it. One said, *“We plan camp the minute camp ends for next year.”* Camp directors often described the amount of tasks involved in planning: finding a campsite, recruiting staff members, working with the medical team and recruiting campers, planning all camp activities, training the staff before camp begins, and making sure all camp materials are prepared. One said the planning was very hectic because *“it’s making sure you have all of the materials... if you forget something*

once camps is happening, it is stressful, it is a challenge, you can't do anything." Older camps were more confident in the process and implementation of camp each year.

Camp directors also experienced difficulties in preparing their annual staff training. This six-day training is conducted among all staff one week prior to the children's arrival. A camp director stated:

Training staff also takes time and you need to put in a lot of time because you have to give the right information to the staff, you have to make sure that each staff is prepared before camp, you need to identify what they will need during training, and I also have to personally prepare a good training for them.

Another staff member named staff training as their most time-consuming task. Others named this as time consuming because they either 1) want their staff to continue coming back year after year, or 2) they need to carefully train their staff so they can properly deal with children living with serious medical conditions.

4. Cultural Barriers

Within this theme, two subthemes were identified: issues of stigma, and the cultural meaning of the camp concept. Each theme is further discussed below.

Issues of Stigma

Because SeriousFun GPP camps are serving children with serious medical conditions, primarily those infected with HIV, there is an incredible amount of stigma camp directors face in trying to carry out their roles and responsibilities. In some GPP camps, disclosure issues inhibit camper recruitment. A camp director reflected, "*HIV is very stigmatized. Like most people don't even know or care to find out their status because they are afraid to know their status.*" Another complimented that sentiment by adding, "*A lot of younger children are undisclosed. There are many reasons parents*

don't want to tell their kids they are infected. They are scared to tell kids their status... so getting children who meet the criteria is a challenge."

While finding disclosed campers is one part of the battle, many camp directors expressed difficulty in finding a campsite due to stigma. Two countries in particular use campsites where they informed the campsite manager that the children coming to use the site are HIV+, but the manager felt it was best to withhold this information from campsite cleaning staff. Others felt that a remote campsite is best to protect the children and also keep local communities unaware in order to avoid interference or other problems. One said, *"Yea, [an HIV+ camp] is very stigmatized. Most people don't know about it...we are having the camp outside the city so nobody knows the kids are HIV+ at camp."* Another said of the nearby village, *"the community around the site – they don't know what we're doing and we don't tell them."* Despite the confidentiality of camps to protect the children due to stigma, one of the oldest camps felt that the secrecy of camp was okay, because they were certain the kids leaving camp would become young ambassadors for children living with HIV, which may aid in decreasing this stigma.

Cultural Meaning of the Camp Concept

In all countries where the SeriousFun GPP camps are located, the very idea of "camp" is novel to all local partners and staff. One participant said,

"When we began the program, I didn't even know what camp meant because it is [sic] a new concept... so when I joined I didn't have any idea what to do. Even the position... my boss told me what I'm supposed to do, but I didn't really understand until I actually was on the team and the kids came. That's when I learned about what camp means and what to do at camp."

Many echoed this sentiment by stating that they learned the meaning of camp through SeriousFun. Another camp director agreed that, “*camp is new for our culture, but it is not against our culture.*”

Though camp directors and staff members are eager to learn about and embrace the very idea of camp, the pure novelty of the concept has proven difficult in other aspects of the GPP programs. Almost half of the participants expressed difficulties in finding a medical team supportive of their camps. One director said that in the beginning of the program “*doctors and nurses in the hospital weren’t familiar with camp programming, so it was difficult for them to give us their time or attention. It required a lot of meetings, a lot of going there after hours, a lot of emails, a lot of trying to get them excited about something they had never seen.*” Other directors, who had been running camps for a longer period of time, said that having a successful program can really help gain support from the medical team. One said, “*The hospital was blown away by how changed the children were coming back.*” Many agreed that a strong camp program propels further support from both the partnership organization and the medical partner, and that SeriousFun has an excellent camp program.

5. Financial Hardship

Within this theme, four subthemes were identified: lack of knowledge of the financial model, differences in partnerships, inconsistent funding patterns, and creating a financial plan. Each theme is further discussed below.

Lack of Knowledge of Financial Model

While each camp director thoughtfully and properly described SeriousFun’s model for programmatic sustainability in-depth, only a few could speak accurately to

their model for financial sustainability. One camp director admitted, *“The only thing I don’t know a lot about for the camp program is creating the funds, but I can tell you a little of what I do know about the funds.”* This pattern seems to be attributed to the wide array of partnerships among GPP camps and the role of the partnership organization in funding the camps. In the current model, both SeriousFun and the local partner contribute 50% of the camp funds during the first year. The SeriousFun financial contribution decreases gradually over five years such that the partner organization is contributing 100% of the funds after five years. One camp director, prepping for their fifth year of camp programming, said of SeriousFun, *“they are great to split the funds with us like maybe 60/40 or 50/50, I’m not sure.”* Unsurprisingly, not only were camp directors unsure of the actual model for financial sustainability from SeriousFun, but every camp director was seriously concerned about future financial issues and many of them stated that they were stressed about money as one simply urged, *“Having funds to do camp is necessary!”*

Differences in Partnerships

Partnerships and funding streams vary widely among GPP camps. Four camps are partnered with organizations that provide all funding for camp, and the camp directors in these countries feel minimal stress running the camp as a result of not having to worry about the financial component. One director in this situation simply stated, *“I don’t really know about the money – [the partner organization] pays, and I don’t have to worry.”* But while this might relieve some stress on the camp directors, they are still very realistic about the partnership: *“It is [our partner’s] policy that we cannot fundraise, so we cannot control the funds for the budget each year and this is a problem... I think that*

there are issues about sustainability of funding and the sustainable plan because they do not exist.” With the exception of these four camps, the directors in the remaining locations were very realistic and somber about their financial limitations. A participant said, *“Everything depends on funds. We really have to reach out to donors and write grant proposals.”* Another stated, *“Without funds we cannot have camp.”* A third echoed, *“Funding is our biggest issue here.”* On top of finding annual funding, camp is just one program of many run by the partner organization, so if the partner experiences financial hardships, camp could be the first program dropped.

Inconsistent Funding Patterns

Due to the very nature of the SeriousFun GPP model, sources of funding can change quite frequently, making it difficult for camp directors to keep track of funding and be certain that funds will be adequate in years to come. Since funding from donors and grants are limited and have the potential to change every year, camp directors expressed extreme concern in meeting the financial needs of the program. One mentioned the inconsistency in funding as reason for concern, *“When we had the grant, it was easy for us. The last two years were easy, but this year we are very worried because we have to find another funder and the camp is very expensive. I try not to stress about it, but I just need to find the money.”* Another agreed by stating:

This year was pretty difficult for us to actually get funding from organizations that we got funding from last year. So right now, we have been using funding from [another organization] but they wanted us to do training with their own curriculum... for now we are not going to partner with them.

Financial stresses seem to fluctuate from year to year and vary across camps. While some struggle annually to meet their budgets, others have encountered some luck in financial support. Three camp directors received large financial contributions during

one year of camp that covered all or nearly all of their costs. For example, a camp director reported:

Actually, to be really honest... [during the] first year, 90% of the money came from SeriousFun directly. Second year, uh, we had about 75 – 80% of funds that were contributed by a foundation. But again, you know, the connection was made by SeriousFun, not us.”

Although pleased when a donor is identified or a grant is awarded, directors are still very aware that a particular funding stream is not permanent. Overall, they expressed much concern for the future of camp due to the uncertainty of funding; and, they also admitted that they were largely unaware of funding sources and the percentages contributed by their partnership organization each year.

Creating a Financial Plan

Many identified the potential solution to their financial hardships as twofold: 1) finding a permanent source of funding for yearly donations, and 2) setting up a more robust plan for fundraising. Some felt that the ideal option for financial security is finding a permanent donor. One director hoped, *“If we can find a permanent donor, then we can have our campsite and not worry about the future of camp every year.”* Finding a permanent donor for some is a necessity if they want to expand their program. A participant said, *“The only thing that stresses me out is when we need to take a certain number of campers but we have too many because there is not enough money. We are looking for funds so that we have a pool that we can always rely on and can always have money so the people can come to camp.”*

Whether or not each GPP camp finds permanent donors to support the cause, many agreed that a fundraising plan of action was necessary. For all countries where GPP camps are located, fundraising is a relatively new concept and less than half of the camp

directors have laid out concrete fundraising plans and/or found methods that work. Despite their optimistic plans, camp directors still recognized the shortcomings. One director who was well versed in local fundraising shared, *“Fundraising actually takes – even to think strategically about what works and what won’t work – takes a lot of time. So like this time, we wanted to actually try out a method that has proven to work, but that was not really successful for us.”*

The few camps that have made serious attempts at fundraising and have formulated a robust fundraising plan recommend that their fellow GPP camp directors start thinking about it early. One suggested, *“It’s really a burden, getting the finance, which is really the reason why we thought we should get into the fundraising component so early.”* Others are looking to SeriousFun to provide more training in regards to finances. One camp director plainly stated, *“We need to strategize ways to get funds,”* while another camp director described possible training sessions from SeriousFun in the future, *“These are really challenging issues: writing impressive letters, making some good pamphlets, printing donation coupons.”* Overall, camps are in need of a more strategic plan for being proactive about fundraising but they are uncertain about how to begin.

6. Logistical and Staff-Related Matters

Within this theme, four subthemes were identified: trouble securing a campsite, recruitment issues, staff support, and staff turnover. Each theme is further discussed below.

Trouble Securing A Campsite

Camp directors were equally as anxious to secure a good campsite, as they were fearful about their financial futures. Only two camp directors have secured a campsite that they will continue to use in future years, and felt confident and content with that site. The nine remaining camp directors shared past and current campsite difficulties demonstrating the causes behind their much-justified apprehension for finding a site. One director shared:

In the future, I am most concerned about a campsite. It has been a major challenge for us. Even if we have the budget there is a possibility that we might not find a site because the site might be taken by the people, like other people that use the camp. Last year, when we went to the site we used the previous two years, they just said, 'You can't use this camp anymore.'

Other directors simply expressed their concerns in finding good sites that meet the SeriousFun safety criteria and a site that can be sustainable. The search of good campsites was considered time-consuming by over half of the camp directors either because 1) camp is not really a culture in the GPP locations, or 2) the camp is too expensive to be financially sustainable. One said, “*mainly, we just have issues choosing the camp site*” while another said “*it's quite difficult to find a venue that will accommodate our campers and that will cost a reasonable amount of money and allow us to serve all of the children we want to serve.*” Growing out of this insecurity, the majority of camp directors were seeking a more permanent campsite to serve the children in their programs. One summed up general feelings when she said, “*Oh yea – a campsite! We would love to have our own even though it seems impossible now!*”

Recruitment of Campers and Staff

Camp directors unanimously agreed that the logistical feat of recruiting campers and camp staff has proven difficult. Though recruitment seems straightforward and camp directors are well-trained, the processes are long and very time-consuming. A camp director provided the following account of camper recruitment and the many factors to account for in doing so:

The camper recruitment we usually start very early. Camper recruitment takes a lot of time because we first have to go to the sites where we get campers. We have to do information sessions with the caregivers and parents, and we then have to select campers that need the chance to go to camp... and sometimes this is difficult because some of the caregivers take a long time to get back to you to respond after the info sessions. Like some parents don't even come to the info session. So we have to call them and see if their children will come to camp. So we usually try to do this earlier because there are a lot of issues when doing camper recruitment. But yea, it takes lots of time. I mean, like campers need to go to the doctor before they can give us their final consent form and that can take a while.

Other camp directors expressed the same time-consuming obstacles, but during staff recruitment. Though finding people that want to work at camp may be easy, finding qualified people required a longer, more thorough process. One director shared their experience with staff recruitment:

I have to go to find all of the camp staff: I post in the Internet, I also post in the university, and also I post at the church. I have to give them some time, because we don't know when they will be busy or not and when they will have time to come to interview... maybe I have 200 people apply, but I don't want to call the houses of 200 people and then have them come to my office and then they are actually not really good for camp. I have to go to all the cities to interview and see all the people to see which ones are good candidates for camp and, in doing that... maybe I go to 50 different cities.

Camp directors also spoke of their caution and care in hiring camp staff because they will be a working with children with serious illnesses, which adds to the time commitment needed to complete staff recruitment.

Staff Support

Every camp director agreed that a high level of support from all involved parties fosters the creation of a stronger program and enables more confidence among camp directors. Support from SeriousFun was highly valued by each director. SeriousFun staff was praised for “*giving the right amount of technical support*” and “*exactly the right amount of assistance.*” If camp directors have questions or need assistance, they valued their ability to “*just call and figure something out*”. One camp director shared:

It's been a great experience working with SeriousFun on the journey. They are a really professional group of people who work really hard and they're respectful for [sic] people from all over the world. And I guess what they try to do is to make sure that what they share is always, always up to a really good standard. And for me that is very important. I think the quality is so important.

In addition to the support from SeriousFun staff in the United States, some camp directors emphasized that they also have full support from their local partnership organization (often the organization where they are employed). The three countries that repeatedly expressed their satisfaction with their partnership seem to be progressing faster down the path to programmatic and financial sustainability. One said, “*The organization is very supportive, the director is very supportive, and the project... they see the value of camp for children so that really makes my job very simple. I am really comfortable with them so I can always go with that confidence.*” The other two echoed the sentiment that their partnership organization values the camp, and deem it important enough to continue the program. A director even described the relationship with their

partner as “lucky,” and would encourage other directors to “*find people who are quite committed to the program, who believe in the program, and that will really give anything to make sure that camp is successful.*” The strong commitment by the partnership organization is one of the most essential partnerships, as they will be implementing and funding the camps after SeriousFun is no longer on the ground.

Finally, all camp directors repeatedly spoke to the importance of a strong leadership team as a source of support. One said, “*I think with the current leadership team I feel well prepared because they are such a great team bringing to the table all the skills we need to really run a great camp.*” Many were confident about the quality and implementation of camp programming due to the high level of trust they had for their leadership team and the team’s ability to fulfill their roles and responsibilities. Some named having a “*cohesive and stable leadership team*” as one of the keys to programmatic sustainability. A few directors were even hopeful of expanding the leadership team to build more capacity among adults involved with SeriousFun camps.

Staff Turnover

Given that each camp director endorsed the importance of his or her leadership team, almost all voiced concern regarding staff turnover. Some programs have already lost leadership team staff over the years, and know that re-building capacity with new members is often difficult because it feels as if they are starting over. One director who has experienced constant turnover in their leadership team said, “*[the team] is so different every year, so I cannot even say what I need from [them]*” in regard to depending on others to fulfill their roles. Another camp director said that a loss to their leadership team in terms of building capacity was “*a hell of a challenge.*” Those who have yet to

experience leadership team losses are still worried about how to sustain the program and grow in the event of constant turnover. In the event of leadership team turnover, all directors hoped they could rely on support from SeriousFun under these circumstances.

VI. Discussion

This study has identified the positive impact of SeriousFun GPP camps within camp directors, camp staff, the HIV+ children being served, as well as their families and local communities. All camp directors have become empowered, confident, and satisfied with the skills they have learned through the Global Partnership Program and have seen a ripple effect of the positive feelings and outcomes from camp within all people involved in the program, which speaks to the strengths of SeriousFun's model and programming. Overall, the camp directors were enthusiastic in their support of the mission and program model of the GPP, and felt positive about its overall impact and outlook for the future.

Facilitators to implementation of the program included: high levels of support and encouragement provided by SeriousFun staff and consultants, limitless resources and training offered to camp directors, and the ability to see positive health outcomes for children, staff, parents, and community members. These key facilitators have fostered capacity building, leadership succession, and task shifting that have resulted in ownership of the program by local staff in nine very different countries. These results suggest that the importance of organizational support, conveyance of resources, and thorough and comprehensive training that is properly disseminated to local staff. These themes are consistent with previously successful task shifting identified for clinical applications to combat HIV in international settings (Lehmann et al., 2009). Because of this, the SeriousFun program model has instilled enough confidence within each camp director

such that they are committed to the continued implementation of the Global Partnership Program.

Despite the many strengths of the GPP, challenges identified by camp directors must be addressed in order ensure programmatic and financial sustainability in the future. First and foremost, directors were most concerned about financial instability, as well as a general lack of plan to generate funding for the camp program. The time spent training locals on the financial model must equal the robust training and time spent on enforcing the programmatic model among locals to ensure sustainability. A lack of financial support and training has been identified as a potential barrier to successful task shifting in international settings (Lehmann et al., 2009). Without providing the skills to fundraise, write and receive grants, and secure yearly donations, camp directors and partnership organizations will consistently have trouble meeting their annual budget. This is common of most NGOs, who often rely on one source of funding without taking income-generating approach, and SeriousFun should consider training local partnership organizations on different financial techniques such as one being used in Central Asia by Counterpart International (Alymkulova and Seipulnik, 2005).

Second, camp directors encountered many difficulties when trying to secure campsites. By creating a more permanent site, directors will not have to face expensive campsite rentals, fear changing sites each year, or be hindered by any existing stigma among campsite managers. In the future, if a GPP camp is approaching or has reached sustainability after five years, a plan should be set in place to build a more permanent campsite at that location. SeriousFun could create a small grant program to fund GPP camps that meet their five-year goals and aid them in buying land and building a

permanent campsite. Another option for SeriousFun is to encourage their local partners to apply for small grants, such as the PEPFAR Orphans and Vulnerable Children (OVC) Small Grants Program, which is a one-time fund that is intended to help organizations continue a sustainable project involving orphans and vulnerable children (PEPFAR OVC Grants, 2011).

Finally, now that the GPP has been operating for five years, SeriousFun must take the time to address future program expansion. Creating more camps (either with current partnership organizations or creating new camps in new locations) and designing a more uniform follow up and outreach program for children year round is necessary to expand the program to even more marginalized children due to their HIV status. There are many people worldwide who will benefit from SeriousFun's unique and well-designed program. Not only does SeriousFun build capacity and skills within the people involved in the Global Partnership Program, but they are also fostering responsibility among whole communities by expanding the very idea of task shifting beyond a clinical setting and creating leaders via leadership succession. The Global Partnership Program should also serve as an example to be considered by programs hoping to build a similar type of model.

This study has several limitations. First, the study sample is small due to a limited number of camp directors. In addition, because SeriousFun staff members are constantly travelling, reaching out to the other program consultants that train GPP camp directors within SeriousFun might provide more insight. Second, although most participants knew sufficient English, perhaps some language barriers made it difficult for them to express all of their opinions. There is also a possibility that interviewing over the phone further

perpetuated any language barrier, making it harder to understand than a face-to-face interview.

This study also has several strengths. Reaching out to camp directors over Skype phone is a new and innovative way to expand research beyond the confines of any given country. In addition, there was a 100% response rate among contacted camp directors indicating that our results are representative of the organization as a whole. Once leadership teams become more stabilized, future studies on this topic would be greatly strengthened by listening to all members of the leadership team and also staff from the partnership organization. Furthermore, SeriousFun should continue to conduct evaluations among their camp directors and leadership team to continue moving towards financial sustainability.

Overall, this study highlighted important facilitators and barriers to implementing a complex program globally aimed to improve the lives of children living with HIV. Despite the numerous challenges and barriers identified to implementing the program, camp directors remained optimistic and committed to a program aimed at improving the health and well being of vulnerable children worldwide.

V. Resources

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VI. APPENDICES

APPENDIX I: Standard Discussion Guides

INTERVIEW QUESTIONS – CAMP DIRECTORS

- 1. Explain how the partnership developed between your organization and SeriousFun Global Partnership Program, and how you became involved.**
- 2. Describe your role in the GPP camp in your country.**
- 3. Describe your understanding of SeriousFun’s approach for setting your program up for programmatic and financial sustainability?**
- 4. Tell me the top three most time consuming aspects of your role as camp director.**
- 5. Describe in detail how prepared you feel to run the camp without SeriousFun GPP staff on the ground in the future.**
- 6. Do you feel any stress/pressure/difficulties in leading the programs? If you do feel pressure, do you feel it might impact your ability to fulfill your roles and responsibilities as a camp director?**
- 7. Do you feel empowered to take ownership over the program and lead it? If you do feel empowered, how do you expect that to influence your ability to fulfill your roles and responsibilities as a camp director?**
- 8. Tell me about the funding for the camp – which local partners will be providing funding, are you confident they will fund the camp in the future?**
- 9. Please describe your vision for sustainability of the camp and where you see your camp in five years from now.**
- 10. What do you feel are the three most important things to establish programmatic sustainability?**
- 11. What do you feel are the three most important things to establish financial sustainability?**
- 12. Describe the kind of assistance or help that would be most beneficial to you before you take over as camp director without GPP staff present?**

INTERVIEW QUESTIONS – GPP STAFF

- 1. Can you tell me about SF GPP in detail? What are the goals, missions, and visions for sustainability?**
- 2. Describe your role at SF GPP.**
- 3. Next, can you tell me about how you decide where to open camps and how you recruit camp directors?**
- 4. How much do you interact with camp leaders over the five years of establishing sustainability?**
- 5. How can you tell a camp leader is ready to take over the camp without your staff on the ground?**
- 6. Do you think that any camps need more than 5 years of your help for sustainability?**
- 7. What do you think are the biggest obstacles to programmatic sustainability for camp leaders?**
- 8. What do you think are the biggest obstacles to financial sustainability for camp leaders?**
- 9. Is funding provided differently to each camp?**
- 10. What are your three biggest concerns for camp directors?**
- 11. What are your three biggest success stories with your camp directors?**
- 12. Are there any areas at SF GPP that you really excel at in training camp staff?**
- 13. Are there any areas at SF GPP that you feel are inadequate for training camp staff?**
- 14. Do you have plans to open more camps when you pass these along?**
- 15. Will you still be in contact with camp directors after they are self-sustainable?**
- 16. Where do you see SF GPP in 5 – 10 years from now?**

Appendix II: Code Structure with Examples

1. Global Impressions of the SeriousFun Global Partnership Program		
<i>Subcodes</i>		<i>Example</i>
1.1	Prepared to Run Camp – Programming	“Last year SeriousFun was on the ground with us only during training and the first camp session.... And not on the ground during the second session and we were actually able to carry on without SeriousFun. I think we are prepared to do camp on our own because SF has shown us all the ways to carry out camp and given us all the support that we really needed.”
1.2	Prepared to Run Camp – Financing	“So, it’s really a burden, getting the finance... which is really the reason why we thought we should get into the fundraising component so early and this program should be sustainable on its own.”
1.3	Empowerment	“I am a social worker, I do a lot of counseling, and the communication is one of our most important things. In the camp I am working on my communication skills and so leading people at camp is also something I do at my place of work however I’m understanding people from another perspective. At camp the people are all from different backgrounds so I find that interact with a lot of different people and it has made me grow in my skills in leading people, how to communicate well, and so that is one thing that has been important for me.”
1.4	Plan to Scale Up	“I just see growth in us, which I hope will eventually take place. I see us just moving forward from where we are now... now we are in our learning phase but because we are getting everything we need from SeriousFun now, we will be able to sustain our program and have growth.”
1.5	Future Uncertainty	“I don’t know how we can be sustainable without doing fundraising. Now we are not allowed, so I just can’t see how we can do this without fundraising by the local staff - having different fundraising activities. As I told you before I don’t know much about the money. We just run camp, we plan camp and run it.. We request materials and run camp. But I don’t know how camp will be without support from SF. I do know that the government thinks our budget is too high because at camp, for camp there is a lot of money budgeted for camp because we need a lot of material. I have thought the money for camp is too much, but I don’t know much about the money.”
2. Benefits of SeriousFun Programming		
2.1	SF Model/Approach	“In that first year they run all the camp. Then they ran the camp with us side by side in year two. By the third year they do the empowering from behind you know, the back. The fourth year they are entirely from the back. The fifth year, according to their model, we will run the camp 100%.”
2.2	Resources Offered	“I use the Dropbox and it’s very helpful because I can find anything I need in the folders.”
2.3	Gaps/Training still needed	“The one thing that is always a challenge for us is coming up with new ideas. So like this year, it is our fifth year and so some of the campers have already been to camp so we need more ideas so the camp is not the same as the year before it. You know, it needs to be better and better because most of the campers this are returning campers and I just don’t know any more ideas to give them. I don’t want them to be bored.”
2.4	Camp Outcomes	“I think that everyone who has been working at camp are always excited for camp. Especially one or two months before camp... everyone is like “Oh my god, camp is coming!” Everyone is excited. For me, I am very proud being the camp director, working with the team to deliver the camp session to the campers, which is very useful and informative for them, and so working with the team for camp makes me very proud and I hope that they can develop in any way.”
3. Implementation Needs		
3.1	Dissemination	“Dissemination – the key is not getting tired of sharing the news and updating current donors about the impact of what they have given.”
3.2	Planning	“We plan camp the minute camp ends for the next year. Camp planning just takes a lot of time because we need to find campers, staff, and a site before we can start.”
4. Cultural Barriers		
4.1	Stigma	“We don’t want to take children there without the management knowing about it. So when we actually took the children to the resort, the first year we were pretty open about the children who were are going to bring are HIV+ kids. The management said, thank you for telling us but don’t tell the other hotel staff because we do not know how they will react.”
4.2	Culture/Concept of Camp	“My first year of camp - it just taught me about camp since camp is new here in Cambodia. I had no idea what camp means, in Cambodia there is not camp. This is a brand new thing for me, and our children, too. And so, I cannot even picture it... it sounds fun and looks fun but I couldn’t be sure at this time.”

5. Financial Hardships		
5.1	Fundraising (Plan/Method)	"So, it's really a burden, getting the finance... which is really the reason why we thought we should get into the fundraising component so early, and this program should be sustainable on its own. People come every year to ask us what we did and we can show them what their contribution is now. Which is really going to make the camp be sustainable."
5.2	Funding Stream (donor/grant)	"For this year, I think that we're still looking for private donors and things but there are no local partnerships yet for sustainability. There's a possibility of looking at UNICEF down the road as a partner, and I think that's the only one we've explored to date."
5.3	Funding Inadequacies/ Budget Issues	"So when we had the grant it was easy for us... the last two years were easy, but this year we are very worried because we have to find another funder and the camp is very expensive. It costs a lot of money for camp. I try not to stress about it because I just need to find the money. I just need to go out and find money. We have to find the funding for camp."
5.4	Inconsistent Funding Pattern	"Last year was a unique situation. There was a SeriousFUN camp running in France that got shut down, and the French government gave the permission to use the leftover funding for that camp toward [our] camp. So, we got kind of a free year of funding to get started."
6. Logistical and Staff Related Matters		
6.1	Campsite Issues (+ or -)	"Yea, last years campsite was not sustainable; the price of it was very expensive. So, we are still in the process of trying to find a site. Yea, all around, so we have a few that we visited and are looking into but we still cannot get anything confirmed and it is hard."
6.2	Recruitment – Campers	"We recruit the campers from the clinics we work with. It also takes a long time though because we have to talk to all of their parents and their guardians because we have to make them understand camp is good for them and it just takes a lot of promotion of the camp and then maybe we have to talk to the doctor, to the social worker, and a lot of people just to get one child for camp and I am just tired of doing this, you know?"
6.3	Recruitment – Staff	"Staff recruitment is hard [here]. It is hard to recruit staff because most of the time they have no idea about camp, they just search the Internet to find out information about camp... So staff recruitment takes a lot of time to make sure they understand correctly about camp before they oblige. And um, staff recruiting...the interviews... so that process takes up to two months."
6.4	Governmental/Country-Specific Issues	"The government has policies that change all the time and we have difficulties with the government. So like because we use a lot of money for the camp program they don't really approve and they want the money to be used in other material kind of ways because they don't see the importance of psychosocial support they want us to spend the money to buy them food or clothes or shoes so we have a challenge when it comes to our budget so that really concerns me when I think about camp in the future."
6.5	Support from SeriousFun	"I would say SF has always been there for us, I love SF, they give us all the support that we need and we know we can count on SF for anything and everything that we need. They are always on our side. I just wish SF could know that we've learned so much and so much has changed in our lives... not our lives but the whole country."
6.6	Support from Partnership Organization	"The director is very supportive, and the project is like they see the value of the camp for children so that really makes my job very simple. I am really comfortable with them so I can always go with the confidence that this will be approved. They are able to because it's really, really simple to make them understand that."
6.7	Support from Leadership Team & Staff	"I think having a leadership team works really well, it has really created trust from the CDs and it helps us not worry because we don't have to manage everyone ... it is much more easier to manage the camp than you know having more ambitious... but yea we will keep the large leadership team in the future."
6.8	Staff Turnover	"The leadership team keeps on changing so we have problems that we are facing now with that. I would say I am worried, but I know [our previous leader] will always be supportive. But yea, I do feel that if we want to sustain and be able to grow our leadership team needs not to change always. Yea, I would say I am a bit worried about changes in the leadership team. I am positive though that this leadership team will stay the leadership team and not have changes."
6.9	Staff Issues (other)	"I was giving feedback for the staff and it's not that much hard but it a different concept from the USA. They don't accept it the critique they think I am wrong. It was a little bit hard. I feel ready give it to but I still need some SF support so they can help my staff understand their feedback."