**APPENDIX A: EXAMPLE OF A TRANSCRIBED VERBATUM REPORT**

Respondent 6 (R6)

**Onderhoudvoerder:** Nioma Venter (NV)

**Tyd:** 13:06

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| NV | So, the conversation is with respondent 6 and she is part of the operational team of Little Seeds. She has been involved with Diaconia since March 2019, until the collaboration with Badisa began in May 2019.  So I have given you the framework, within which we are going to talk.  The first question is about the idea of, let's say two parties coming together.  Two parties that are each different, unique, coming together, we now know it's Diaconia and it's Badisa. And we came together around ECD.  Your experience, about that process. |
| R6 | I think on paper it was a good idea. But in practise it is challenging. Getting into the collaboration didn’t go so smoothly at it seemed to be working on paper. I was not part right from the beginning, so maybe I missed a lot. I hear what others experienced. I hear about promises that was made that never materialised. But I am not sure. I was not here. |
| NV | You are right, the original negotiations actually started in 2018. |
| R6 | Ja |
| NV | There was a certain dinamic to the first phase of negotiations. |
| R6 | Ja |
| NV | And when you arrived, you were very young and very new. |
| R6 | Ja |
| NV | Ja |
| R6 | I did not really know of all the dinamics. |
| NV | Okey |
| R6 | I think both Badisa and Diaconia did their best in what they were doing. They were working in different areas and places. They were never before expected to work together, to make decisions together. Badisa has many rules and regulations. Little Seeds is also not their only focus; they have many other interests that they serve. I observed that Badisa and Diaconia did not really gel in the beginning. They had very different ways of working. |
| NV | This is very important observations. You say the two parties work very different from each other? |
| R6 | Yes, the church has its way and Badisa has its way |
| NV | Ok |
|  | They approach a project very different. The one comes with its legal structures and the other one comes with its compassion to see how it will uplift and support people. They dont just throw the rules and Child Policies. |
| NV | But dont you think we need both - the regulations and the compassion? |
| R6 | Ja |
| NV | An appreciative reflection then will hightlight both as important. |
| R6 | Yes, that is what we try to bring together in Little Seeds. When we approach a community, we keep both in mind. We know now that we need to check for certain requirements in the process. You enter with your eyes wide open. And you try to assist people to grow and develop so that they can succeed. |
| NV | So compassion does not go without the importance of governance and seeing to regulations being aknowledged? |
| R6 | You are more concious of the rules, yes, when you go to people. |
| NV | It is very important observations. So you do think it is possible to collaborate between the two organisasions to achieve even more? |
| R6 | Yes, but I dont think we are fully there yet, not in all the Little Seeds projects. I only work in SmartStart. |
| NV | Okey |
| R6 | So I cant answer for all the other projects |
| NV | I understand |
| R6 | Yes |
| NV | Do you only work in a administrative supportive capacity? |
| R6 | No, I also work with the coaches and through them with the concregations. I know what they are doing. I get feedback all the time. |
| NV | Okey, great. Anything else that you think the two parties brings to a merger as unique attributes? Anything else than the regulative strenghts and the compassion? |
| R6 | Those are the main things I see. The culture between the two differs a lot. |
| NV | Okey. Please tell me about that? |
| R6 | Diaconia feels more warm in their approach. I suppose it is because it is church. In Badisa you just feel like a number. Diaconia is more open. Everyone works with everyone. But in Badisa if you are number three, you are not allowed to speak to number one. You speak to number two, and number two will speak to number one. There is a ladder and you never know where you are allowed and where not. It caused a lot of uncertainty and stress. You never know what happens next. You dont have all the information. You are not important enough to know everything. |
| NV | So do you find communication lacking in the Badisa system? |
| R6 | Yes |
| NV | Please correct me if that is not what you meant |
| R6 | No, you are right. You never know what is going on. |
| NV | Ok |
| R6 | You dont know what is coming. You can ask, but you are not sure to get an answer. I asked something a year ago. They never came back to me. Now, a year later, it became an issue. If they listened to my question and allowed me to speak, it could have been resolved a year ago. Now there are many spin offs. So that is the problem. Noboby takes you serious. And when they realise it later, it is too late. |
| NV | The culture of the organisation does not invite you to give your opinion? |
| R6 | Yes. It feels as if you are not allowed an opinion. |
| NV | I appreciate your boldness to share this. Are there any other lessons that you have learned during this last four years that you would like to share with me? What should we attend to, going forward? |
| R6 | I think the team needs to get more attention from management. There should be more and better communication. Involve the team in planning forward. Let them in in the visioning of the way forward. |
| NV | So the distance between the strategic and management teams should be smaller? |
| R6 | Yes. That we also know what is going on. |
| NV | That is very helpful. |
| R6 | The team can make management aware of challenges and they can share in descision making and problem solving. They can plan together. |
| NV | You are highligting the experience and wisdom in the team? |
| R6 | If they feel that their opinion is not valued, they will not warn you of trouble coming. Why would they if their opinion are not asked? |
| NV | Okey |
| R6 | The team should feel they are part of the bigger picture. Otherwise you just come in at eight and leave at four and that is all there is. |
| NV | Thank you for your valuable contribution. |