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SAMEA HACKATHON

Theme: Monitoring and Evaluation in times of Crisis

Team 4 Assignment: Evaluation Design and Plan for HeartBeat Clowns

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ACKNOWLEDGEMENTS

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Please note that some of the comments/feedback by the theme leader and expert peer reviewer that the team was not able to consider because of time constraint have been included as footnotes. They have been included for consideration if the evaluation were to take place.

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ABBREVIATIONS & ACRONYMS

SAMEA	South African Monitoring and Evaluation Association
HWSETA	Health and Welfare Sector Education and Training Authority
NEET	Not in Employment, Education or Training
NPO	Non-Profit Organisation
QCTO	Quality Council for Trades and Occupations
SAQA	South African Qualifications Authority
TOC	Theory of Change
TOR	Terms of Reference
YES	Youth Employment Service

1. BACKGROUND TO HEARTBEAT CLOWNS

HeartBeat Clowns, a non-profit company, was founded in 2018. The staff currently comprises three volunteer directors. HeartBeat Clowns intends to pioneer the professional skill of medical clowning in South Africa, targeting unemployed youth. The proposed project is aligned with the Youth Employment Service (YES) Programme, an incentivised programme to encourage businesses to provide job opportunities for youth, launched by South African president, Cyril Ramaphosa, in 2018. HeartBeat Clowns aim to be a registered skills provider for the YES programme.

Medical clowning has been extensively researched abroad and has enormous psychosocial impacts. It makes use of expressive modalities (magic, music, puppetry, drama, dance, etc.) through therapeutic play and humour to provide a supportive hospital environment and experience for patients and their families. The medical clown, using a variety of tools, facilitates the process of connecting with patients to increase the happiness of all involved in the hospital setting. Research has shown that the interaction with the medical clown has significant positive effects, reducing stress and increasing serotonin levels in patients. The medical clown has the ability to put smiles on the faces of very sick people and help their families make sense of the trauma they are experiencing (Contemporary Pediatrics, 2015).

HeartBeat Clowns plans to contribute to tackling unemployment in South Africa by training African youth in the art of medical clowning. In this way, HeartBeat Clowns aims to promote economic growth while at the same time servicing healthcare facilities. The organisation would like to implement regular medical clowning sessions at government and private hospitals.

The organisation's long-term goal is to 'get Medical Clowning aligned with a professional skill' (HeartBeat Clowns, 2021), and it is working with the Health and Welfare Sector Education and Training Authority (HWSETA) and the Quality Council for Trades and Occupations (QCTO) to achieve this aim. HeartBeat Clowns is also in the process of making an application to the South African Qualifications Authority (SAQA) to register 'medical clowning' as a recognised professional skill, and thus far, has secured an academic accredited training programme, 'Diploma in Medical Clowning'.

The short-term goal of HeartBeat Clowns is to bring the art of medical clowning to government hospitals and medical professionals in South Africa by training unemployed youth to work as medical clowns. A specialised training programme is being planned in collaboration with Clown Doctors, New Zealand, which is supported by the International Institute for Integrated Diagnostics. The programme will be in the form of an academically accredited, 18-month training programme in Medical Clowning through St Elizabeth University, Bratislava, Slovakia.

Furthermore, HeartBeat Clowns would like to form long-lasting partnerships with corporate companies interested in making a social impact by providing youth with quality education and job opportunities through the Professional Medical Clowning Skills Development Programme.

HeartBeat Clowns conducted a pilot training programme in August 2018 with unemployed youth from the ages of 21 to 34 (mixed group made up of half performing artists and half non-performing artists). The 10-day training programme, Introduction to Medical Clowning, was facilitated by Dr Amnon Raviv, a medical clown from Israel with a PhD in Medical Clowning. Funding and assistance were provided by the Embassy of Israel and private businesses.

Additional activities that took place in 2018 are listed below:

1. Mitzvah Day, 18 November 2018: with elderly patients from an old-age home in Orange Grove, together with SOS for the Aged;
2. Year-end party hosted by The Angel Network, 30 November 2018: performance with children at a multi-purpose hall in Soweto;
3. Christmas party, 6 December 2018: facilitated entertainment for children from the pulmonology ward at Charlotte Maxeke Academic Hospital at the National Children's Theatre;
4. Christmas party, 7 December 2018: entertained children in the orthopaedic department at Charlotte Maxeke Academic Hospital.

Since 2018, HeartBeat Clowns has not engaged in any youth development activities but has been focusing on the goals mentioned above of registering and obtaining accreditation for medical clowning as a professional skill and the development of a specialised training programme. In addition, the COVID-19 pandemic has had some effect on the progress of the programme.

2 FOCUS OF THE EVALUATION

The evaluation will focus on the design of the programme and the training pilot programme that was implemented in 2018 to establish which features of the programme are working and which are not, with the aim of refining and improving the programme design, particularly in light of the COVID-19 pandemic.

3 EVALUATION QUESTIONS

The proposed key evaluation questions, addressing the focus areas of the evaluation are stated below:

FOCUS AREA	EVALUATION QUESTIONS	EVALUATION TARGET GROUP	DATA COLLECTION METHODS
Programme design	What is the implicit theory of change (TOC) of the programme?	HeartBeat Clowns	<ul style="list-style-type: none"> • Document review (including a review of similar programmes implemented in other countries, with a focus on the design of these programmes and their outcomes) • Key informant interviews • TOC workshop
	Was a needs assessment developed for the programme?	HeartBeat Clowns	<ul style="list-style-type: none"> • Document review • Key informant interviews

FOCUS AREA	EVALUATION QUESTIONS	EVALUATION TARGET GROUP	DATA COLLECTION METHODS
	Is the target group clearly defined?	Youth training cohort	Semi-structured interviews
		Youth – not in employment, education or training (NEET)	Google Forms survey
	Is the programme model still applicable during the COVID-19 pandemic?	HeartBeat Clowns;	Key informant interview
		Private and government health institutions	Google Forms survey
Are there identifiable obstacles or design features that get in the way of the programme working well (design)?	HeartBeat Clowns;	Key informant interview	
	Youth training cohort;	Semi-structured interviews ¹ with training cohort	
		Private and government health institutions	Google Forms survey
Programme implementation	Which features of the training programme worked well and which did not during the pilot phase?	Heartbeat Clowns;	Key informant interviews
		Youth training cohort	Semi-structured interviews with training cohort
	Which components of the programme could be strengthened or adapted?	HeartBeat Clowns;	Key informant interview
		Youth training cohort;	Semi-structured interviews with training cohort
		Private and government health institutions	Google Forms survey

¹ **Comment:** Consider focus groups for HeartBeat Clowns and healthcare officials.

4 SAMPLING STRATEGY

Population and purposive sampling are proposed for this evaluation. Purposive sampling is relatively cost- and time-efficient and will be used to identify participants for both the programme design evaluation and the programme implementation evaluation.

Key informant interviews will be held with all the directors of HeartBeat Clowns and any other key persons who have been involved in the establishment of the organisation.

In consultation with HeartBeat Clowns, a list of health workers in private and government health institutions with whom they have worked before as well as those whom they might wish to approach will be identified to participate in a Google Forms survey.

NEET youth from various communities (and possibly school learners from selected schools) will also need to be identified to participate in a Google Forms survey.

Because the population of interest in the training programme pilot is small (10 young people), the whole population will participate in semi-structured interviews.

The surveys and semi-structured interviews should yield data about the knowledge of and interest in medical clowning and answer the evaluation questions pertaining to both design and implementation.

5 DATA COLLECTION AND ANALYSIS METHODS

The following data collection instruments will be designed:

- Key informant interview schedule for HeartBeat Clowns management and other key persons;
- Semi-structured interview schedule for the youth training cohort;
- Google survey for NEET youth (and possible school learners in Grades 11 and 12);
- Google survey for health workers from private and government health institutions.

5.1 Theory of Change and literature review

The evaluation will examine the TOC, using a document and literature review, to see what processes and interactions are expected to achieve the ultimate goals of the HeartBeat Clowns programme. Changes to the TOC will be recommended if any inconsistencies are found. A TOC workshop will take place with the management of HeartBeat Clowns.

5.2 Key informant interviews with the staff of HeartBeat Clowns

Interviews will be conducted with each of the three directors of HeartBeat Clowns and possibly other key persons that are identified. These interviews will relate to both the design and implementation evaluation questions and will serve to inform the final data collection instruments. The interviews will take place via Zoom or another agreed-upon virtual medium and will be recorded.

5.3 In-depth interviews with the youth training cohort

Semi-structured qualitative interviews will be conducted with each of the 10 training programme pilot participants to assess their perceptions of the training programme. Although face-to-face interviews are preferred, the medium in which the interviews will be conducted will be decided on in

consultation with HeartBeat Clowns in light of the current situation regarding the pandemic. The interviews will be recorded, and the recordings will be attached to an interview summary document in Google Forms. Students will be provided with a small stipend to compensate them for travel/data expenses.

5.4 Survey with NEET youth

A Google Forms survey will be conducted with NEET youth (and possibly school learners) to ascertain their knowledge of medical clowning and desire for such a skill to be available to them. A video on medical clowning will be shown to sensitise them to medical clowning before they complete the survey. The survey form will be sent to the selected participants for them to complete.

5.5 Survey with private and government hospital staff

A Google Forms survey will be conducted with selected staff of private and government health institutions to ascertain their perceptions of the need for medical clowns. A video on medical clowning will be shown to sensitise them to the concept of medical clowning before they complete the survey.

5.6 Draft instruments

Questions for in-depth interviews with the youth training cohort:

1. Name
2. Are you currently:
 - a. Employed? (If so, what do you do?)
 - b. Studying?
 - c. Unemployed?
3. Where did you hear about the programme?
4. Had you heard of medical clowning before being introduced to the course?
5. On a scale of 1 to 10, how would you rate the training you received? Why?²
6. Do you feel the training was adequate to equip you to work as a medical clown at an institution? Probe for reasons.
7. Would you like to make medical clowning your full-time career? If not, why not?
8. Do you think medical clowns can make a difference in the lives of patients?
9. Would you encourage your friends to study to become a medical clown as a career?³
10. If there is one thing you could change about the programme,⁴ what would that be?

Survey questions for NEET youth and learners⁵

1. Have you ever heard of medical clowning before?

² **Comment:** A question to consider which would combine in some way Q5 & Q9: On a scale of 1-10 how likely are you to recommend...?

This is a net promoter score question and benchmarks have been set for this (based on the use of the question by others) which can enable to you interpret the data. See:
<https://www.surveymonkey.com/mp/net-promoter-score-calculation/>

³ **Comment:** Maybe ask specifically about the training first and then ask about the programme as a whole - this would depend on how much they know about the programme as a whole versus the training.

⁴ As for FN6

⁵ **Comment:** Based on my experience of developing & administering surveys for NEETs, the MAIN thing that is motivating an unemployed person is wanting to find a job, so this overriding concern may influence how they answer these questions. Piloting would likely help you to refine it.

2. After watching the video, on a scale of 1 to 10, what is the chance of you choosing medical clowning as a career? Would you please motivate your answer?
3. If you were in the hospital, would you want a medical clown to visit and support you?
4. Would you encourage your friends/family to study to become a medical clown as a career?

Survey questions for staff of health institutions

1. Have you ever heard of medical clowning before?
2. On a scale of 1 to 10, how significant is emotional support in the recovery of patients?
3. Do you currently have programmes⁶ in place to give this type of support?
4. On a scale of 1 to 10, how effective would you say these existing programmes are?⁷
5. After watching the video, do you think medical clowning can make a difference at your institution?⁸

Below are the links to the different interviews and surveys:

Heartbeat Clowns survey: NEET youth and possibly school learners

<https://forms.gle/QCsxJPUQUrxYjrgh9>

Heartbeat Clowns youth training cohort interview

<https://forms.gle/gTU5aUUcmiuqARzg6>

Heartbeat Clowns survey: hospitals, nursing homes and care facilities

<https://forms.gle/pZ2MV455FNmMeQsr8>

Heartbeat Clowns key informant interview

<https://forms.gle/ZVRrgsXbPhSCrwRGA>

6 BUDGET

	DAYS	PRICE
Inception phase (sampling, key informant interviews)	5	R 19,975.00
Document and literature review	5	R19,975.00
Design of data collection instruments	5	R 19,975.00
Data collection ⁹	6.5	R25,967.50
Data analysis ¹⁰	8	R31,960.00
Draft Report	5	R19,975.00

⁶ **Comment:** Do you want to know more about what type of programmes these are? I think you would.

⁷ **Comment:** Here it would be good to ask for reasons for the ratings they give.

⁸ **Comment:** Maybe you could ask what this difference would be, if there is one.

⁹ **Comment:** How much?

¹⁰ **Comment:** What methods?

	DAYS	PRICE
Presentation and finalisation of report	4	R19,975.00
Total excluding admin fee		R157,802.50
Admin Fee 5%		R7,890.13
Total		R 165,692.63
All prices exclude VAT		

7 IMPLEMENTATION PLAN (FOR UNDERTAKING THE EVALUATION)

The table below presents proposed timeframes for conducting the study.

7.1 Deliverables

7.1.1 Rapid Evaluation

The rapid evaluation is expected to be completed within 8–10 weeks after the appointment of the service provider. The data collection should take place between Month 1 and Month 2 2022. The deliverables discussed below will be expected at various points during the rapid evaluation; however, the service provider's proposal should reflect some engagement and consideration of the deliverables where relevant. Finalisation of all the deliverables will be approved by the steering committee.

7.1.2 Inception report

The inception report is a core part of the initial appointment process. The objective of the inception phase is to agree and capture revisions to the proposal that may be required by Heartbeat Clowns so as to ensure that the requirements of the assignment can be addressed. The inception report allows the possibility of using the learning from initial consultations to update the approach and methodology for assignments once direct interaction with stakeholders and the appointed service provider has taken place.

In preparation for the inception report, there will be a briefing session between the appointed service provider and the HeartBeat Clowns' project management team. This engagement is expected to inform the following, which form the main content of the inception report:

1. A comprehensive understanding of the terms of reference (TOR) reflected in revising the proposal;
2. Improvements to be made in the evaluation approach, design and methodology;
3. Addressing of any gaps in the risk management approach; and
4. Revisions to be made to the activity-based rapid evaluation plan.

7.1.3 Selective desktop analysis (document review)

It is not expected that the desktop analysis by the service provider should deal exhaustively with all the variables in the dataset. It is understood that the evaluation is partly aimed at producing a dataset that can be useful beyond the duration of the project.

7.1.4 Sample and sampling report

HeartBeat Clowns will provide the sampling frame including all available data. The service provider will be expected to draw the final samples for the qualitative surveys. HeartBeat Clowns will approve the final samples.

7.1.5 Key informant Interviews

The service provider will be expected to interview the key informants.

7.1.6 Data collection instrument design

The service provider will be required to make informed recommendations for the inclusion and exclusion of specific tools and questions based on the TOR and the service provider's expertise. The recommendations must be supported by documented studies and analysis of other studies, and the rationale for the recommendations must be presented. The service provider will be expected to develop or refine existing data collection instruments for the qualitative component of the study. These will be subject to approval by the steering committee.

7.1.7 Training manuals

The service provider must develop training manuals for the fieldworkers who will be collecting data. The manuals should be detailed and specific and include protocols for administration and data collection in addition to specific information about each instrument. The service provider is required to conduct clustered centralised training of the fieldworkers over two days per cluster. The planned fieldwork schedules must be provided in writing prior to the fieldwork. HeartBeat Clowns will monitor all the fieldwork. The fieldwork report should also provide some preliminary statistics on the completion rates of the various tools.

7.1.8 Data collection

The service provider will be expected to collect data using the refined instruments developed.

7.1.9 Data analysis

Data will be cleaned and verified and then analysed by the service provider.

7.1.10 Reporting

The service provider will begin the report writing process once data analysis has been completed.

7.1.11 Presentation of findings

The draft report will be shared with relevant stakeholders once finalised by the service provider.

7.1.12 Finalisation of report

After stakeholder engagement, all feedback and recommendations will be included in the final report.

7.1.13 Deliverables and timeframe

The table below provides a summary of deliverables and timeframes. All deliverables submitted will be subject to scrutiny by HeartBeat Clowns and approval will only be granted if the deliverables are of the required quality. Finalisation of deliverables may entail several revisions, based on feedback provided. Feedback on the submitted deliverables will be completed within days after the receipt of the deliverables, with the exception of the final report. The feedback may be the approval of deliverables or a request for revision.

NO.	DELIVERABLES	DELIVERABLE TIME FRAME
1.	Inception phase (sampling, key informant interviews)	Week 1
2.	Literature review	Week 2
3.	Key informant interviews	Week 2
4.	Sampling	Week 4
5.	Data collection instrument design	Week 4
6.	Fieldwork logistics and training	Week 4
7.	Qualitative data collection (fieldwork)	Weeks 5 and 6
8.	Data cleaning	Week 7
9.	Data analysis	Week 7
10.	Draft report	Week 8
11.	Draft main qualitative report	Week 9
12.	Presentations	Weeks 9 and 10

8 PAYMENT

Heartbeat Clowns will make payments within 30 days of receipt of the service provider's invoices, based on approved deliverables. The table below provides a summary of the phases and payments.

NO.	DELIVERABLES	PAYMENT %
	First Tranche	30%
1.	Phase 1: Preparation for data collection	
2.	Phase 2: Piloting	
3.	Phase 3: Finalisation of data collection processes	
	Second Tranche	40%
4.	Phase 4: Fieldworker training	
5.	Phase 5: Administration and collection of data	
6.	Phase 6: Quality assurance of administration and collection of data	
	Third Tranche	30%
7.	Phase 7: Data analysis and reporting	
8.	Phase 8: Finalisation of reporting and project conclusion	

9 EVALUATION USERS AND USES AND DISSEMINATION STRATEGY

HeartBeat Clowns will be the main users of the evaluation, which will be used to:

- inform their TOC and programme design and revise them, if necessary
- assess the training pilot programme
- provide recommendations for strengthening components of the programme

HeartBeat Clowns will share the research findings as they deem necessary, which could include but is not limited to:

- donors
- stakeholders involved in the research
- end users and other stakeholders
- publication purposes

10 EVALUATION MANAGEMENT AND GOVERNANCE ARRANGEMENTS

The evaluation is envisaged to take ten weeks, and it will be managed by the project management team of HeartBeat Clowns and the project leaders of the evaluators (service provider), who will comprise the steering committee. This team is also responsible for quality assurance. Fortnightly meetings will be held to report on progress, look at challenges, if any, and agree on mitigation where possible. The meetings can either be virtual or face to face.

REFERENCES

Contemporary Pediatrics (2015). *Medical clowning*. Retrieved from: <https://www.contemporarypediatrics.com/view/medical-clowning> HeartBeat Clowns (2021), supplied document.

Proposed sources for literature review:

- A Clown most serious – Patch Adams
- Being a therapeutic clown - An exploration of their lived experiences and well-being
- Canadian Clown – A Generations journey to legitimacy, innovation and excellence
- Canadian Theatre Review – Clowning in Canada
- Clown Doctors – Healers
- Clown Doctors as treatment for preoperative anxiety in children a random EBSC
- Do you have a place for Therapeutic Clowning?
- Effects of laughter therapy on the treatment of fatigue in cancer patients undergoing chemotherapy
- Drama therapy role theory as context for understanding medical clowning
- The Hospital Clown
- Hospital clowning as Play Stimulus in Healthcare
- Humour – An Essential Communication Tool
- Humour and Health Promotion (Clowns in Hospitals)
- Incorporating Art and Creativity into Medical Practice
- Is there a role for clowns in the paediatric intensive care units?
- Laughing away the pain – A narrative review of humour, sense of humour and pain
- Medical Clowning - Even Adults deserve a Dream
- McGill Research – Elder Clown
- More than just clowns - Clown Doctor round and their impact for children and staff
- Savings Costs for Hospitals Through Medical Clowning
- The essence of humour and its effects and functions - A Qualitative Study
- The Sensitivity Training Clown Workshop enhancing Therapeutic Communication Skills in Nursing
- Virtual Therapeutic Clowning - Report
- Virtual Clowning during a Global Pandemic
- When healing is more than simply clowning

Proposed sources for document review:

- Background to HeartBeat Clowns
- Budget – HeartBeat Clowns
- Business Plan – HeartBeat Clowns (2021–2022; Oct 2021)
- Content – HeartBeat Clowns NPC (SAMEA)
- Diploma – Medical Clowning (structure)

- Dr HeartBeat Training budget (Amnon Raviv, 5 Aug 2018)
- HeartBeat Clowns Pitch Deck
- HeartBeat Clowns Presentation (SAMEA)
- Medical Clowning
- HeartBeat Clowns NPC (SAMEA Questions)
- HeartBeat Clowns NPC Social Business Model Canvas

ADDENDUM

Training Budget¹¹

TRAINING BUDGET - PIONEERING MEDICAL CLOWNING IN SOUTH AFRICA						US Dollar Rate	Total Costs (US Dollar)
EXPENSES			Total Costs (Rand Value)	Costs Covered			
PART 1			R 62 439				\$ 3 524,70
Flights							
Return Airfare - Sponsored	1	R	12 430,68	Embassy of Israel			
Accommodation/Venue/Catering		R	37 365,96	Embassy of Israel		\$ 2 534,70	
Meals	18	R 10 800,00	R 12 642,30	Embassy of Israel	\$ 55,00	\$ 990,00	
PART 2			R 133 252	Israeli Businessmen			\$ 10 000,00
Training (10 Days)	1						
Guest Speaker Event							
PART 3			R 10 000	Moshe Siberhaft			\$ 4 698,51
Training Material - Marketing and PR		R	10 000,00				
PART 4			R 10 000	Moshe Silberhaft			
Props, Puppets and clothing	1	R	10 000,00				
PART 5			R 55 000	Theresa Clase			
Book - Medical Clowning - The Healing Performance	100	R 550,00	R 55 000,00				
PART 4			R 25 000	Israeli Businessmen			\$ 2 208,38
Contingency (10%)							
TOTAL			R 162 439				\$ 18 168,24

Implementation Budget

With secured funding in place, we envisage one medical clown to complete three (3) two (2)-hour sessions per week.

	Rate per session	Sessions (2 hours per week)	Weeks	Number of medical clowns	Annual budget for medical clowns
Medical clown	R1,000,00	3	4	10	R144,000,00

¹¹ **Comment:** Is this the programme cost? Useful information to include in the evaluation design but can it be introduced/explained?

This works out to an average supplementary salary per medical clown of R12,000,00.

We plan to ensure that the medical clowns are enabled to work in the following government hospitals:

- Charlotte Maxeke Academic Hospital
- Chris Hani Baragwanath Academic Hospital
- Nelson Mandela Children’s Hospital
- NetCare Hospitals

Their work will primarily be with children in various wards.

The following institutions and the targeted audience in each have been identified as potential beneficiaries of Medical Clowns.

NAME OF INSTITUTION	TARGET AUDIENCE	TYPE OF INSTITUTION
DL Link	Cancer patients	NPO
Malka Ella Foundation	IVF patients	NPO
The Nashua Children’s Charity Foundation	Children	NPO
SOS for the Aged	Elderly	NPO
Our Parents Home	Elderly	NPO
Sandringham Gardens	Dementia patients	NPO
Golden Acres	Elderly	NPO
Silwood Lodge	Dementia patients	Private
Union of Jewish Women	Dementia patients	Unknown
St Georges Retirement Home	Dementia patients	Private
17a Oaklands Road	Dementia patients	Private

Note: NPO=Non-profit organisation