



Zimbabwe Aids Network
Civil Society Coordinating Platform on HIV/ AIDS, SRHR and Health

MEMBERSHIP AND DECENTRALISATION STRATEGY

Background

The Zimbabwe AIDS Network (ZAN) was established in 1992 as a membership driven network to coordinate Civil Society Organizations (CSOs) response to the HIV/AIDS pandemic. In the last few years ZAN has transformed itself to respond to the changing environment and at the same time broadened its mandate to focus on the wider Health/HIV and Sexual and Reproductive Health (SRH) issues. As a network, comprising competing interests ZAN has segmented its membership and CSOs into thematic sector namely: Women and Gender, Youth, Persons Living with HIV, Key populations and Disability. This was also necessitated by the desire to ensure that there is inclusivity and mainstreaming of cross-cutting themes and no one is left behind. ZAN is decentralized into ten provincial chapters and three regions. It is anticipated that the decentralization thrust will contribute to improved coordination of CSOs, increased membership base and increased vibrancy of CSOs in all the provinces amongst other results.

In this era of Universal Health Coverage (UHC), Sustainable Development Goals (SDGs) and Fast-track targets, the role of CSOs has become more critical than never before. In a context where the government is working towards reviving the country's economy, restoring social service delivery among other key deliverables, CSOs have taken it upon itself to meaningfully participate in the reconstruction phase. Thus the need for greater coordination has become imperative than ever before. The participation of CSOs in the various processes related to health, such as the Global Fund grants implementation, review of National Strategic Plans (NSPs) needs CSOs to be well coordinated and organized. Seizing on this huge responsibility, ZAN has already assumed its leadership role and is involved in the coordination of national processes such as the CSOs engagement with the Country Coordinating Mechanism (CCM), National Health Strategic Plan review processes and at the same time creating platforms for engagement between civil society and other likeminded institutions.

Introduction

This strategic document reveals the membership and decentralisation strategy feeding into the shared vision and strategic direction for Zimbabwe AIDS Network. The motive is to provide a roadmap for the direction in terms of its membership and coordination role cognisant of the role ZAN play in coordinating HIV, TB and Non Communicable

Disease (NCDs) management in Zimbabwe. This strategy is being developed at a time when the country is adopting a robust plan of action to reach the 90-90-90 targets, UHC and the SDGs. Additionally, the ZAN Strategic Plan has aligned to the key national policy strategies which include the Zimbabwe National Health Strategy, Zimbabwe National HIV and AIDS Strategic Plan (ZNASP3), and the National TB Strategy. These commitments require proper coordination, partnerships and collaborative efforts of ZAN and its members to effectively respond to these emerging developments and challenges hence the rationale behind development of this strategy.

Overview of the Membership and Decentralisation Strategy

This plan reveals the rebranding approach, shared vision and strategic direction for ZAN to effectively coordinate its MOs and CSOs nationwide. The motive is to provide a roadmap for the rebranding, repositioning, direction and role ZAN will play in coordinating HIV, TB and Non Communicable Disease (NCDs) management and the fulfilment of global commitments such as Sustainable Development Goals number 3 and 5 as well as the Universal Health Coverage. This document highlights the membership and decentralisation strategy, strengthening and expansion of ZAN operations in building networks among civil society, government and AIDS Service Organizations. This document is a product of self-evaluation of ZAN, PESTLE analysis and SWOT analysis of the operations of ZAN. It is imperative to note that there is need to rebrand, reposition and change the strategic direction of ZAN as a national coordinating body in Zimbabwe. The importance of a national coordinating body is attached to its members. As such, this strategy is developed-to revive ZAN structures-and would expect to see evidence of delivery of key expected outputs related to the decentralisation process, including:

- Greater empowerment and delegation of authority - systems and delegation of authority allowing decision making at community level;
- Optimizing of structures staffing levels and skills (with mix based on ZAN strategy priorities and key result areas);
- Change in the level of policy dialogue (e.g. process, reviews and follow up), and in the level of regional and chapter work;
- Appropriate monitoring and authority mechanisms to ensure the integrity of our work and processes

- An increase in the quality and frequency of supervision and timely, comprehensive and result oriented reporting for Member Organisations (MOs and CSOs) and Development partners;
- Continuous implementation support to MOs and CSOs.
- Accelerating progress towards achievement of national and global agendas and commitments.
- Key opportunities rapidly identified and partnerships among MOs and CSOs on emerging agendas and priorities in the broader health sector
- Clear visibility and actions taken on key priority areas as envisaged in the Strategic Plan at both local and national levels

Intermediate gains arising from the Decentralisation Strategy would be reflected in:

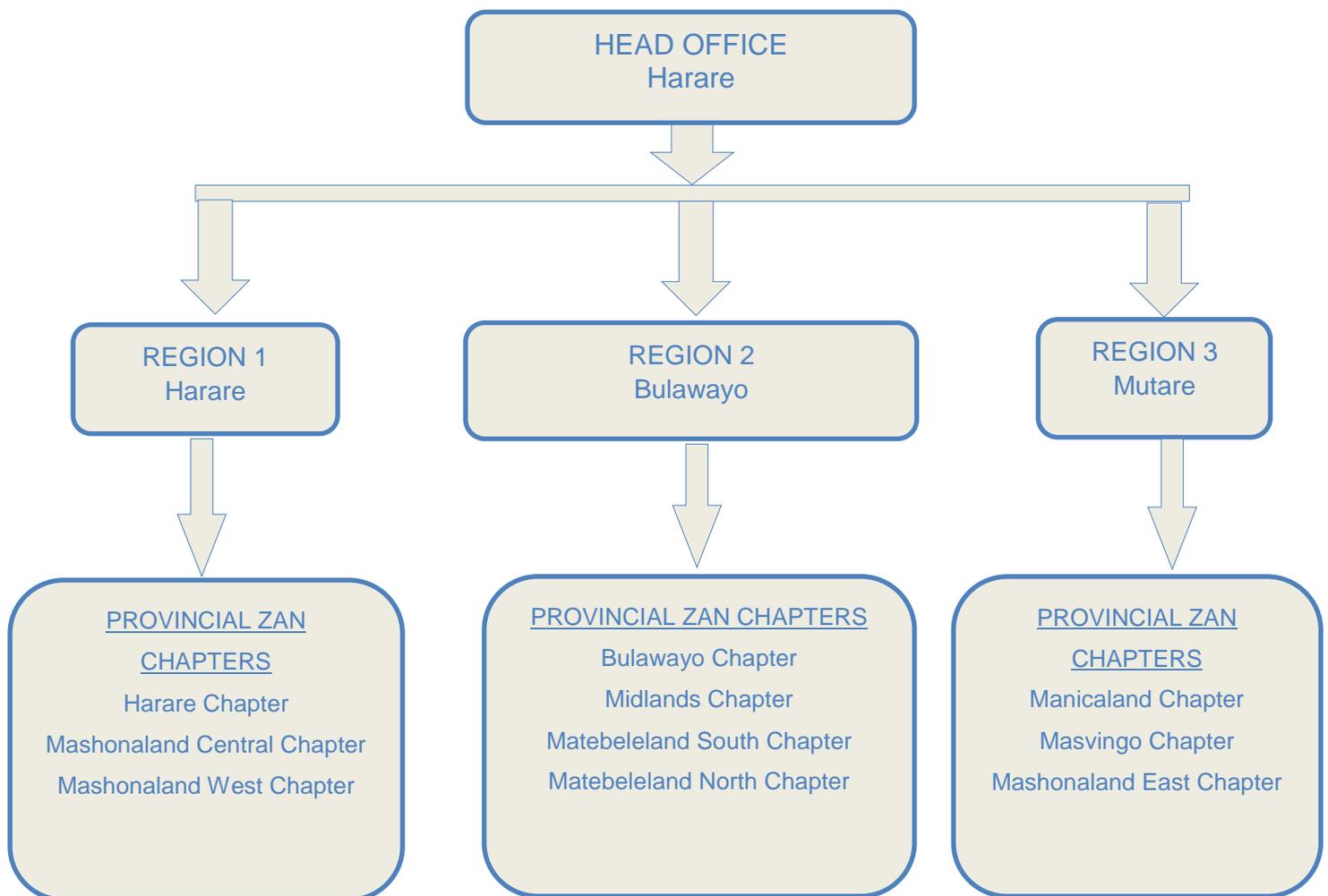
- An understanding of MOs and CSOs needs through creating proximity to them;
- Fostering of ZAN ownership by its members;
- Stronger alignment, harmonization and partnership working with MOs and CSOs;
- Significant improvements in the quality of the portfolio;
- Improved coordination across various thematic areas (advocacy and capacity building);
- Enhanced grassroots movement driving the social protection thrust at community level;
- A strengthened focus on results providing a stronger basis for mutual accountability; and
- Increased responsiveness to MOs and CSOs.

Organisational Structure

ZAN is organized as follows: The governance structure consists of the Annual General Meeting (AGM), the National Governance Board (NGB), made up of three elected officials at the AGM, independent professional individuals not linked to the membership and three representatives of social interest groups. Administration of the Network is run by the Secretariat, which is made up of the National Coordinator and staff at the Head Office in Harare, and in the 3 Regional Offices. The new governance structure emerged as a direct result of the challenges associated with the previous structure, creating what many corporate governance experts lauded as a solid arrangement. As a

network organization, ZAN continuously succeeded in allowing for greater participation of its members in strategy development process, through the Chapter level structures, which brings about a shared sense of ownership among the membership. Like MOs and CSOs network organizations, however, ZAN also suffers from common identity issues around the Secretariat and the Membership. Some of these challenges could be resolved through development of this strategy. It is also incumbent upon ZAN members to thoroughly acquaint themselves with the provisions of the institutional frameworks.

ZAN Structures



Membership Analysis

MEMBER ORGANISATION NEEDS	ZAN EXPECTATION
<ul style="list-style-type: none"> ▪ Coordination ▪ Leadership ▪ Capacity Building ▪ Representation ▪ Financial Support ▪ Technical Support ▪ Linkages with resource systems ▪ Networking opportunities ▪ Opportunities to demonstrate their work and the results 	<ul style="list-style-type: none"> ▪ Membership subscriptions ▪ Outline of capacity building needs ▪ Documentation and sharing of issues for projection

Strengthening of ZAN Membership and Coordination

Key outcome is to have strengthened institutional and program coordination. This is going to be achieved through (not limited to):

- Conducting membership audit (using the CSO mapping results);
- Capacity Building based on skills identified;
- Developing a membership recruitment and retention plan;
- Linking activities for chapters, regions and national office guided by the national workplan;
- Consolidated quarterly reporting detailing the regional and national work done.

Logic Model Representation of the ZAN Decentralisation Strategy

	<i>Indicators/targets</i>
Goal:	A society in which communities prevent and manage HIV, TB and other Non-Communicable Diseases by ensuring equity and quality in health services.
Impact: (longer term)	Adoption of sound networking and coordination policies on broader health sector by ZAN
	Increased social accountability by ZAN members

Outcomes: (medium term)	Higher quality in health service delivery: Improved execution of projects/ programmes by ZAN and its members
	Improved member organisation satisfaction: Reduction in projects with poor outcomes
	Linking activities for chapters, regions and national office guided by the national workplan
Purpose:	<i>'Strengthening of ZAN Membership and Coordination'</i>
Outputs:	Quality assured on project implementation by ZAN members
	Greater understanding of the member's particular needs and circumstances
	Improved ZAN profile on health issues response
	Improved donor coordination
	Closer partnerships with members and development partners
Inputs/Activities: (major)	Full operationalization of the 3 ZAN regions and 10 administrative chapters
	Conducting the quarterly chapter meetings regularly
	Increased delegated authority to the fully operational structures

Membership Strategy

This strategy is intended to set out the framework the network will use to recruit, engage, support, maintain and develop membership. It is however not oblivious to the fact that focus on the latter two groups' may be restricted to engagement and retention. In addition, the strategy also spells the inextricable mutual roles and responsibilities of both the network, ZAN and the members themselves. Main areas of focus include:

- Database creation both electronic and hard copy directory
- growing the base
- communication
- recruitment and retention

Rationale behind the Membership Strategy

- Make it as easy as possible for organizations to enlist membership and be involved in local, regional and national activities as much as possible and feed into the national vision.
- Make the membership base as wide as possible covering all the thematic sectors of ZAN to ensure inclusivity and full representation.

- Enable varying levels and means of participation according to the expectations of individual member organizations .
- Ensure mechanisms are in place to seek the views of the members, be overtly consultative about the services provided by the regional office ensuring members view their membership is making a difference.

Database Management

- Ensure that members' records contain all of the necessary information. This implies the database must be accurate and up-to-date and make an attempt to indicate the extent to which members want to be actively involved their preferred method of communication.
- Ensure that all changes in MOs and CSOs circumstances are appropriately tracked, and the database will need to be cleaned for gone-aways and updated on at least a quarterly basis
- Various methods of communication will be used to maximise the opportunities for engaging members and maintain their interest. Efforts will be made for ensuring on-going recruitment through publicity and advertising campaigns, events and engagement with community groups. Campaigns will be targeted, according to the needs of the membership, and will include particular focus on any groups including Key Populations.

Membership Recruitment and Retention

A proactive approach to membership recruitment is required. The network will strive to reach out to Community Based Organisations (CBOs) and the bigger CSOs, which include regional and international organizations raising awareness on the value proposition of ZAN membership and the global 2030 agenda. The network strives for a membership that reflects the diverse sectors it serves specifically, strategies that shall be used includes:

- Simplify the process for becoming a member through accelerating application assessment at regional and chapter levels.
- Recognise and use members as a valuable resource. These could be a vital extension deployed to reach out and attract interest in would be members

- Maintain an accurate and informative membership database and to be a tool for developing membership.
- Target the many Community Based Organisations (CBOs) nationwide for membership recruitment.
- Continued stream of media releases and website updates.
- Exhibition at EXPOs and other likeminded events so as to enhance visibility.
- On-going work with the media to raise the profile of ZAN, spelling out the national and regional flagship programmes
- Conduct dialogue session and coordination meetings at region and chapter level