

Deseret's Response to the Challenge of HIV/AIDS in Zimbabwe

– MID Term Assessment

Hope Chigudu

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Sida Evaluation 03/03

Department for Africa

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Executive Summary

AIDS in ZIMBABWE and Deseret's Response: Summary of the Evaluation Findings and recommendations

(i) Introduction

The story of AIDS in Zimbabwe and elsewhere is well documented. Some reports/studies are written in a way that makes one believe that we are facing Armageddon. At the end of such reports one is paralysed. What is forgotten easily is that there is potential strength in our societies, at the grass root level, within institutions, and the society as a whole. If one could galvanise the governments, equip civil society and various institutions, address capacity and infrastructure, then the pandemic would be defeated. Deseret is attempting to find ways of defeating the virus. It brings a message of hope. The Deseret- Sida funded programme in Bulawayo targets youths, a vulnerable group but also a crucial one in fighting HIV/AIDS.

Deseret has been active in Zimbabwe for over ten years working on a programme called 'eyes for Zimbabwe'. About three years ago, it decided to get involved in the HIV/AIDS battle. After surveying the situation, Deseret decided the best approach would be in the area of prevention. Deseret's mission is to 'stop the HIV/AIDS pandemic by assisting individuals, families, and communities to adopt and maintain HIV/AIDS resistant behaviours.' Its area of expertise lies in the behaviour change (Education for Life) approach to HIV/Awareness.

Having tested the 'becoming HIV/AIDS free' programme in the greater Harare and been satisfied with the response, Deseret decided to open a regional office in Bulawayo. It asked Sida to provide financial assistance for it to be able to work with schools. In keeping with Sida's strategy on HIV/AIDS, *Investing in Future Generations*, Sida agreed to give Deseret 2, 2000,000 Swedish croners to support the Bulawayo school programme. The programme has so far received funding for the first two years. Deseret has got many programmes but it is the school programme that is being evaluated.

(ii) Aim of the Evaluation

The overall aim of the mid-term evaluation is to assess whether Deseret is on the right track as it works toward meeting its objectives... (See annex 1 for detailed TOR)

(iii) Methodology

Discussions were held with all staff, volunteers and students on attachment in the Bulawayo office. In addition, the staff members carried out a SWOT analysis of the organisation. Nine schools were visited. Discussions were held with the peer trainers and their teachers. The evaluators also met the International and Country Directors, and the accountant based in Harare. The evaluation is based, to a large extent, on the subjective views of those stakeholders who were interviewed. Their views were complemented by the interpretation of the evaluators.

(vi) Summary of Findings, Conclusion and Recommendations

Relevance of Deseret

During the evaluation exercise, we met with several school peer educators to discuss their role in stopping the HIV/AIDS pandemic. The intelligence, understanding and sophistication of these school children gave nothing but hope. They laughed self consciously in the presence of grown ups but they did not mince their words. There is no doubt that the organisation is succeeding in imparting knowledge to young people and may be in changing attitudes too.

The organisation's programme is appreciated by the schools that it has worked with; they said that it was relevant and timely. The teachers revealed that Deseret had bridged a gap between them and their pupils, they were, as a result of the training, able to discuss the issues of sexuality openly. In some schools, time has been set aside to discuss issues related to HIV/AIDS. Many confessed that for the first time, they could see that there was something—'I can do about the pandemic.'

The Ministry of Education's directive to schools to close and allow time for Deseret to educate teachers and peer educators about HIV/AIDS seems to have contributed to the success of the programme. The directive convinced the teachers that the Ministry was getting serious about fighting the HIV/AIDS pandemic. Consequently, they did not take the Deseret education lightly.

Meeting objectives

Deseret is doing some impressive work on the ground. It has however, not yet met some of its objectives such as evaluating the costs of programme implementation and bringing 'becoming AIDS free' to a wider audience outside of the capital city. The AIDS free councils are not yet in place. It is too early for Deseret to know the degree to which people adopt and maintain AIDS resistant behaviours as a result of its programmes. It has not met all objectives but this is expected as it is a young organisation.

Challenges

There are significant intrinsic problems

The organisation is bogged down in petty politicking, squabbles about 'who is the greatest,' territorial battles and personality clashes. Members of staff feel that they have no voice in the management of the organisation. Deseret functions along the lines associated with a missionary organisation where there is a strong vision and ideas but no systems. This creates tension, organisational stress and affects effectiveness.

Where there are no systems and structures, a lot can go wrong and it has done so. There are some members of staff who do not talk to each other as they belong to different camps in terms of supporting which leader at the top. There are no clear terms and conditions of service. There are no job descriptions. Deseret can be forgiven for all the omissions on the basis of its age. It is still young. However, young as it is, it is also growing very fast and something has to be done quickly before it becomes too late to teach an old dog new tricks!

- Hire a manager to put systems in place and run the organisation professionally.

There is no explicit and commonly shared strategy

The founding pioneer has an intuitive and tacit strategy. However, the strategy has not been discussed by the whole organisation. This situation and behaviour is very typically found in small organisations driven by a dynamic entrepreneur. However, as the organisation continues to grow, tacit strategy making needs to be replaced by an inclusive strategy making. Behaviours functional in one phase can quickly become dysfunctional in the next.

Founding strategies could also create path dependencies, which become difficult to change. In the absence of a written strategy, it becomes hard to notice, analyse, debate, improve and timeously change the path on which the organisation was set initially. The organisation also becomes vulnerable when the pioneer leaves.

- Carry out a comprehensive strategic thinking and strategy making process that involves all members of staff, board and other key stakeholders not later than three months following this mid-evaluation.

Lack of Gender analysis tools

Most compelling is the question of gender. Deseret's training materials and approach are 'gender blind.' Deseret needs to understand that where AIDS is concerned, gender inequality is lethal. It is not just a question of abstaining from sex; it is also a question of power and survival. Who has the power to negotiate what? Zimbabwe is a patriarchal society, power is in the hands of men. They determine when to have sex and how. Therefore, gender concerns have to be enshrined in everything that has to do with AIDS. Deseret needs to understand that AIDS has exposed the predatory sexual behaviour of adult males and the terrible vulnerability of women and girls who have neither sexual power nor sexual autonomy. Young people need to understand the levels of sexual violence and rape and how these inexorably transmit the virus. Whether it is the violence of conflict as has happened recently in Zimbabwe or domestic violence, women are the target.

- Mainstream gender in all the training materials and train staff to wear gender glasses. This recommendation should be prioritised

One size fits all approach

The teachers and the school children repeatedly raised the issues of sibling families or children heads of households, the orphan dilemma and possible child prostitution caused by extreme poverty and neglect. Then there are young HIV/AIDS women/men who want to be sexually active. They cannot be ignored otherwise they will not disclose their status. These categories indicate that not all people have a choice in terms of 'behaviour change'. The various needs of the young people indicate that Deseret should not assume a one size fits all approach. It needs to carry out a quick survey (base line) to find out what the major issues are in schools and adjust its training materials in according with the different needs of its constituency.

- Condoms use (taking into account age, appropriateness, cultural and religious sensitivities) although not a hundred percent effective, should be promoted as a possible alternatives where there is no other choice.

HIV/AIDS free Councils and sustainability

Deseret's aim is to assist schools to establish HIV/AIDS free Councils that will ensure the sustainability of the AIDS programme. The councils have not been established. Once formed, they will need to be supported especially at the beginning.

- Deseret should facilitate the formation of HIV/AIDS free Councils in schools where it has already been, for sustainability purposes (as indicated in the proposal sent to Sida) see how they work and if they are the most suitable means of ensuring sustainability.

No road map

When one starts a journey, s/he needs a road map for guidance. Deseret does not have such a map. How will it know whether it has reached its destination or not?

- Deseret needs a facilitated organisational development process involving all personnel in the organisation to assist it to address some of the issues raised in this report. It needs a strategic plan.

- Deseret needs to formulate clear indicators of progress (behaviour change) as to evaluate success or lack of it. It could, for example, put a postal box in schools to enable school children to ask questions that they do not understand. The questions asked would enable Deseret to assess knowledge levels and gaps. Added to this is the need for proper analytical reports and an exit strategy.

Lack of follow up and need for impact monitoring

There is no solid follow up through and most of the work done with schools seems to be once-off affair. Not much has been done to monitor post training to find a way of knowing what the impact has been behaviour wise. It should be noted that success of the programme depends, to a large extent, on the commitment of the head of a school.

There is growth but where is this leading? There is a general feeling that the organisation has started well but is now adrift and needs to make some tough choices about its future direction.

- Unless Deseret employs more staff and puts systems in place, it does not have the capacity to 'invade' many other schools. It needs to consolidate its work in the schools where it has already been. In its engagement with schools, it should discuss indicators of commitment together with the schools. These indicators should be used to monitor a school's commitment to the issues of HIV/AIDS.
- Deseret should create and sustain better learning cycles. The aim should be to create a tighter fit with the operating environment, continuously improve organisational learning abilities, create new knowledge and incorporate the new knowledge in the training materials.

Next step

Discuss this evaluation report with staff members. Agree on the way forward in terms of addressing the issues raised, work out a budget and share the plan with Sida. We recommend that the partnership with Sida continues provided Deseret is willing to address issues raised in this report.

1 The Project History

Deseret has been active in Zimbabwe for over ten years. Up until more recently, its efforts were directed around Deseret International objective, 'to provide easy to perform and cost effective operations primarily for children.' The eyes programme provides cataract removal and intracocular lens implants. Seeing the eye programme growing but seeing HIV/AIDS destroying the effort, Deseret decided some years ago to get involved in the HIV/AIDS programme designed to help people adopt and maintain HIV/AIDS resistant behaviours.

It was registered in 1996 and its mission in the AIDS division is 'to stop the HIV/AIDS pandemic by assisting individuals, families, and communities to adopt and maintain HIV/AIDS resistant behaviours' Its area of expertise lies in the behaviour change (Education for Life) approach to HIV/AIDS awareness. It promotes the concept of behaviour change through its own implementation s and through assisting other NGOs, agencies and communities in embracing this approach. Wherever possible it works with the client to adapt the programme to the client's needs and to help the client build the internal capacity to implement, sustain and support the programme.

In 1999, Deseret started a 'becoming HIV/AIDS free' programme in the Harare region. In the proposal sent to Sida the following year, it stated, 'Our experience to date tells us we have at least part of a practical answer to slowing, and beginning to manage the HIV/AIDS pandemic' Deseret therefore decided to take what it had learnt and apply it on a larger scale in a new area, Bulawayo.

Description of the Project

In 2000, Deseret sent a proposal to Sida. The proposal was asking for funds to open a regional office in Bulawayo. Deseret indicated that it wanted to hire an operating manager, three full time trainers, a secretary, and six paid volunteers. Sida was asked to support the operational costs and it obliged.

Methodology

To begin with, the evaluator discussed the terms of reference with Sida. She had discussion with the accountant and the Director of Deseret before proceeding to Bulawayo.

The methodology used involved facilitated round table discussion with staff, peer educators and teachers. During the discussions, provocative statements were made just as to get the respondents' reactions. There were discussions with individual members of staff to assess the extent to which they understood their work and how they fitted within the organisation. Perusal of documents to get familiar with the work of Deseret was done. SWOT analysis was carried out by all the staff, volunteers and students on attachment..

An organisation needs the **capacity to be** and **capacity to do**. The capacity to be has to do with systems, structures and policies. The capacity to do is about operations in the field, the capacity to deliver. Just as a human being has to be in good health in order to perform her tasks, an organisation needs to be in good health in order to be effective.

In evaluating Deseret, we looked at both capacities. We were aware that Deseret-the Bulawayo office, is still in its infancy. It cannot be judged the way one would judge a mature organisation. The evaluation, therefore, should be seen as a capacity building tool. Its aim is to empower the organisation. It should be regarded as a tool for learning, critical reflection, constructive feedback, and the start of a more structured strategic conversation within the organisation.

Limitations of the study

The evaluators did not see the facilitators in action. It was not possible to bring the Bulawayo and Harare staff together to discuss the issues raised in this report.

Organisation of the report

The first part of the report looks at organisational and management issues, the capacity to be of the organisation. The second part looks at the deliverables (programme analysis). The third part looks at the financial systems and procedures.

2 Findings

Management and Organisational Issues

Mission statement

The mission state, ‘Stop the HIV/AIDS pandemic by assisting individuals, families and communities, to adopt HIV/AIDS resistant behaviour’. Deseret’s area of expertise lies in behaviour change (education for life) approach to HIV/AIDS.

Comment

Change is a long-term process especially among the people who have already indulged in sex. Deseret will need to be a learning organisation, reflecting on the strategies, documenting lessons learnt before spreading itself thin on the ground.

Recommendation

- Behaviour change is a process. In order to monitor this process, Deseret needs to carry out a simple survey of the community it intends to work with so as to establish what is on the ground and what needs to change. Without doing this, how will Deseret assess whether the behaviour has changed or not?

Governance

The staff in Bulawayo does not seem to know who the board members are. This is an issue of major concern. It is like being in a country without knowing its President.

Discussion

Introducing board members to staff is a matter of good governance; it does not mean that the staff will report to the board members. And for the board members, aren’t they curious to know whom they employ to run the organisation?

Recommendations

- Devise a board development plan, which includes introducing board members to staff and explaining the responsibilities of the board.
- Deseret should have a matrix of the skills it needs to have in the organisation and then use it in its next nomination of board members. It is important that the board members represent a broad range of skills. The skills should reflect Deseret’s work.

Structure and reporting relationships

In the Bulawayo office, the only people who seemed to be clear about whom to report to were students on attachment. One could not tell who was in charge. It was reported that the staff members report to the Director in Harare despite the fact that there is a Regional Manager and a deputy. The organisation does not have an organogram and this complicates the situation even more.

Discussion

Inability to know who is in charge and whom to report to can be a cause of tension in an organisation.

Recommendation

- Deseret needs to have an organogram showing the reporting structure in the organisation.

Social marketing

This is Deseret's strongest point. It has managed to penetrate the Ministry of Education in a way that most other NGOs working in the same area have not managed to do. It was as a result of effective social marketing that the schools Deseret worked with were asked to close to enable Deseret to carry out its programme.

Discussion

Communication and social marketing help increase the impact of the work of a single organisation, by making others aware of the need to get involved or by reaching out to people it could never have reached in the limited area of its own work.

Recommendation

- Everyone should have a role to play in social marketing but they need to know what that particular role is. Whereas the current Director can continue to play a facilitative role, provide advice and guidance and produce resource materials, which others in the organisation can then use, everybody should learn to market the organisation.

Staffing issues

Current staff in the Bulawayo office

There are 11 people in the office. They include volunteers, full time staff, and two students on attachment.

Recruitment

There does not seem to be a recruitment policy. People are given letters of appointment but no job descriptions in writing. It is not easy to know how people were recruited and why. What qualifications was Deseret looking for? The regional Director has got a human resources development background. His potential has not been exploited. Why was he employed?

Discussion

Where there is no policy indicating what is needed (qualifications) and procedures to follow in the recruitment of staff, it is possible to invite friends and relatives to join the organisation. Eventually this creates conflict. Even head-hunting should be guided by a clear policy.

Recommendations

- A recruitment policy is needed to make the process transparent.

Terms and conditions of services

There are no comprehensive terms and condition of service. This omission has increased the tension within the organisation. There is suspicion that those people closer to the Director have got better employment terms. All employees are on a one-year contract.

Recommendation

- Deseret needs to develop 'a terms and conditions of service manual' which, among other things, will clarify salary structures and increments. Our own observation is that the staff salaries are not commensurate with the work that they do. Besides, a contract of one year makes the staff members insecure. Funding can be a problem but funds allowing, at least staff members should be on a three-year contract as seems to be the norm in most NGOs.

Assessment of staff

There is no structured way of assessing staff. It is easy to keep dead wood or get rid of good staff in a situation where there is no assessment. How does the organisation decide on who should be a permanent member of staff or who should not be?

Discussion

Assessments provide an opportunity for the staff members to get a feedback on their performance. They also give management an opportunity to understand why some staff members under perform and the areas in which they could be strengthened.

Recommendation

- Put an assessment system in place. People should be told in writing about what is expected of them within a specified period and there should be indicators of expected performance.

Communications within the organisation

The real effectiveness and quality of an organisation such as Deseret partly depends on its communication culture, and the clear understanding among Deseret staff members about who is doing what and who can benefit and be strengthened through particular types of information.

It needs to be understood that not everyone is in need of the same information and at the same time, and that Deseret will thrive well by accepting differences in strategies, work styles and priorities related to different realities among the clients/beneficiaries as long as a basic vision exists and principles have been commonly discussed and accepted as non negotiable.

Communication at staff level is blocked by lack of systems and interpersonal problems within the organisation.

At the beneficiary level, there is lack of formal feedback from 'clients', telling what is happening in their own institutions, acknowledging information sent and commenting on it.

Discussion

When there is no clear organogram, it becomes difficult to know who should communicate with whom. It is equally difficult to keep in touch with what is going on in the field when there are no procedures for giving that kind of feedback.

Recommendation

- The beneficiaries/target group should be urged to communicate with the secretariat and guidelines for doing so provided. There are letters sent by heads of schools to indicate their appreciation of the programme but a much more structured way of giving feedback is needed.
- A communications policy is needed.

Accountability in Deseret

There is much speculation in the organisation. Who is talking to whom, who was recruited by whom, and who whispers in whose ear...For operational co-ordination, there is need for a mechanism where the staff members are informed of what is happening in the organization. Accountability in Deseret, therefore, is an issue at the level of programme, financial management and human resources. At these levels, the organization's mission and vision are articulated and translated into reality (programmes) and this can be as the management wants to see it or as the entire staff defined it. In Deseret, most planning and report writing is done by the 'management'. Bulawayo staff members are not allowed to write field reports. This creates tension and promotes suspicion.

The resources mobilized for the organisation are utilized or expended in the name of implementing the programme and it is critical to have sound accountability regarding the use of the organisation's resources. The human resource level is key because it is the level at which programmes are implemented. The human resource of each of the staff member represents the collective capacity of Deseret to design and implement programmes.

Discussion

Unless there are clear and non-contradictory mechanisms for the delineation of roles and accountability in relation to the appointment of staff to perform specified roles, and on what terms, this level will remain a source of conflict within Deseret.

Recommendation

- Deseret needs to reflect on staff related issues. What are their implementation /operational responsibilities? Clear systems will make accountability channels clearer.

Policies

There are hardly any written policies known to the Bulawayo staff.

Discussion

Where there are no policies, individuals use their own instincts. This means lack of consistency within the organisation.

Recommendation

- One of the major responsibilities of the board is to develop policies. It should do so.

Planning

There is some kind of weekly planning at the regional level. However, it is not comprehensive and is also problematic especially as it is not clear who at the regional level is in charge of the office and its operations. The regional manager does not seem to have authority. This situation has confused staff members.

The staff members have never seen the proposal sent to Sida, on which their work is supposed to be based.

Discussion

A plan is a road map. It guides an organisation in terms of where to go and how to get there. Without a road map, it is possible to go astray and not realise it.

Recommendation

- A strategic plan is needed.¹ It should be part of the organisational development process already recommended.

¹ Successful strategic planning improves the FOCUS of the organisation in that it generates:

- An explicit understanding of the organisation's purpose, and values between staff, board and other stakeholders. That understanding supports an increased level of commitment to the organisation and its goals.
- The plan is a conceptual framework that guides and supports the management and governance of the organisation, a framework that orients board and staff as they go about doing the work of the organisation.
- Broad milestone in which to monitor achievements and assess results.
- Information that can be used to market the organisation to the public and to potential donors.

Culture of organisation

There is so much tension in the organisation culminating in factionalism. There seem to be two main camps; one camp is reported to belong to Zuze and another to Nield, both of them based in Harare. According to staff, victimisation of perceived allies is the order of the day. It was reported that the Bulawayo based regional manager was ordered, in front of his juniors, not to perform any official duties or write reports and was given the green light to go and play football all day. One wonders why he was not fired, if there was a basis for doing so.

No shared vision and values: The major reason is that the whole organisation has never sat and planned together.

Wrong style of the management philosophy: Managers lack the organisational development skills needed to manage an organisation. This is not to say that they are not good men, they are, but it takes more than a GOOD MAN to run an organisation.

Staff has low trust and a depleted emotional bank account, and that low trust results in closed communication, little problem solving and poor co-operative teamwork.

Values in the organisation do not equal habits; there is no correlation between what I value and believe and what I do.

Recommendation

- Team building and soul- searching meetings are needed

Relationship with the government

Establishing viable relations with Government is seen by the organisation to be an important aspect of their work especially in the Zimbabwe of today. Deseret has managed to do this in a most impressive manner.

Recommendation

- Continue cultivating relationships with the government

Learning organisation

Deseret has not put systems in place to enable it be a learning organisation (as a collective).

Discussion

It has been observed in other development organizations that an essential condition for sustainable development is that the process of **critical reflection** is built into organizational functioning so that all involved can learn from their own experience. Deseret too needs to evolve ways of reflecting on its practice, and this requires a level of formality and a professional discipline.

Recommendation

- Mechanism for feedback about the impact of work, at all levels, should be established so the organisation can begin to understand either how to increase its current potential or why there was so great a degree of success with a particular course of action. As understanding grows about the qualities required for effective work at the organisational level, there will also be recognition of differing individual work competence. The structured process of action reflection should thus in time breed structures of organisational accountability.

Conflict resolution – mechanisms

Currently there are no written mechanisms for handling the staff grievances, yet there is much conflict in the organisation.

Discussion

It does not matter whether the current members of staff are reshuffled or not, dismissed or not as long as there are no systems in place, the organisation will remain conflict ridden.

Recommendation

- The warring factions should get together and re-establish trust.
- A series of confidence-building socials (e.g. retreats, Year-end socials) should also be held in addition to the team building meetings recommended above.

3 Programme Analysis

The last chapter looked organisational issues. Chapter three looks at programme issues. This section starts by discussing the approaches used by Deseret in programming and implementation of projects.

Approaches used by Deseret

The following are the approaches used by Deseret in its work

- Delaying sex until marriage
- Maintaining one faithful partner for life
- Getting tested to know one's status
- Getting early treatment for STDs and opportunistic disease
- Being able to openly talk about the disease with family, friends and children
- Treating HIV positive people like any other people
- Being involved with the care of the infected
- Being involved with the care of the affected

Comment

We would like to comment on some of the above approaches to indicate to Deseret that noble as these approaches are, each one of them should be discussed so as to find a realistic way of delivering it.

Getting early treatment for STDs... Most people have no money for consulting Doctors. Local clinics have no medicine. Even if a woman gets treatment, she will be re-infected if her spouse is not. Deseret needs to remember and publicly acknowledge that the rapid spread of HIV/AIDS is fuelled by gender inequality and sexual violence.

Getting tested to know ones status can be dangerous if there is no appropriate and adequate support system in place. People have been known to kill themselves after testing and finding that they were HIV positive. Deseret should encourage people to be tested but should also ensure that there are support systems in place.

Being involved with the care of the affected and infected... while emphasising this approach, Deseret should start challenging men/boys to be involved in taking care of the infected and affected. HBC is being left to the women/girls to cope with on top of their other responsibilities. This challenge means that Deseret itself should understand the issues of sexual division of labour and the implication of that division with regard to issues of HIV/AIDS.

Recommendation

- Deseret needs to analyse each of its approaches and assess its weaknesses and strengths, discuss how to mitigate the weaknesses while building on the strengths.
- Develop and implement comprehensive, gender-sensitive HIV/AIDS training materials.
- In its work, Deseret is bound to meet many people who are already infected and married or with permanent partners. There is need to encourage such people to use condoms.
- Understand the sexual/gender division of labour and its implication in terms of caring for the infected and the affected.

Deseret's prevention programmes are based on the belief that adopting HIV/AIDS resistant behaviour requires:

- Creating a sense of hope and providing people with a way forward.
- Helping people to understand their personal risk from HIV/AIDS and to take responsibility for it.
- Providing a consistent message about HIV/AIDS from multiple respected resources
- Providing a comprehensive programme and supportive environment for those adopting HIV/AIDS resistant behaviours
- Helping communities design and manage their own community led approaches to HIV/AIDS prevention
- Developing within the individuals and the community the ability to talk openly about the disease.
- Achieving a critical mass within the communities at grass root level

Comments

The people we met appreciated the prevention programme especially its ability to encourage individuals to see that 'there is something I can do and all is not lost...' However, there are issues that Deseret needs to pay attention to.

...Providing a comprehensive message... for the message to be comprehensive, Deseret will need to study the different needs of the people in the community. It will need the capacity to follow up on the trained people, monitor and evaluate before moving to another area. Leaving behind disciples is not good enough unless they are really grounded. Remember, Jesus took many years with his disciples, teaching, admonishing and strengthening.

Evidence from elsewhere suggests that sustained and consistent campaigns over a long period of time are most effective. One-off campaigns, on their own, do not bring about the attitudinal changes that are needed.

...From multiple respected resources... the word *respected* is based on Deseret's own values. The organisation needs to sit down and define what it means by respected, (characteristics of a respected resource) bearing in mind that there are many organisations in Zimbabwe working in this area and using various approaches.

...Supportive environment... an analysis of the target group will determine what a supportive environment is for each social group. For example, a woman who is driven to sell sex on account of poverty will need an environment that ensures that she has her daily bread. A rapist might need another kind of support. A woman in a violent marriage will need yet another kind of supportive environment. A child who exchanges sex with an old man for school fees will need someone to pay the school fees ...there are also infected and trapped young people, burdened with issues of disclosure, discrimination, pregnancy and their children's future. There are young women who have experienced abuse, who need access to counselling and legal services. Who will hear the unheard scream? Clearly, Deseret will need to carry out a stakeholder analysis so as to find out the supportive environment needed by the various social groups.

...Community led approaches... this is noble provided Deseret understands that communities need to first interrogate their own beliefs. HIV/AIDS should never be seen in isolation of the overall socio economic context of the target group. To change accepted patterns of male behaviour and expected patterns of female behaviour therefore, community organisation and collective action are needed. This far, Deseret is on the right path. Deseret needs to remember that there are issues that communities take for granted. For example, a lot has been written about property grabbing when a spouse dies. This

culture impoverishes the remaining members of the family. Yet it is a culture that is taken for granted. Dispossessed orphans end up on the streets taking drugs or prostituting. The community led approaches need to be gender sensitive.

...Achieving a critical mass... indeed hardly anything changes at community level without a critical mass. The challenge regarding the formation and maintenance of the critical mass is to ensure that systems are put in place that will keep the critical mass interested, energised and connected, bearing in mind that the ‘masses’ have got other competing demands.

Recommendation

- The evaluation strongly supports the idea of engaging communities in the process of ensuring ownership of the programme. However, Deseret should bear in mind that experience shows that community-level organizational development needs constant technical backstopping services. This is particularly important if issues of ownership and sustainability of community-based initiatives are to be effectively factored into program design.
- Engaging community requires some knowledge of community development. Deseret should employ a community development mobiliser.
- Deseret staff members are urged to try and understand the gender dynamics at community level so that the approaches used take those dynamics into consideration.
- Work closely with other organisations so that they can bring in other expertise which Deseret may not have. Ensure that the target group and its needs are understood. One size fits all does not work all the time.

General comments on the approach and philosophy of Deseret

People are not always in charge of their destiny. They do not always have choices. There is power imbalance within communities. Deseret talks about communities as if they are homogeneous, but they are not. Age, sex, religion, class etc make communities heterogeneous. For example, members of the apostolic faith are allowed by their faith to marry several wives. It is not possible to remain faithful to one partner in such marriage. The strategy used to approach them might be different from that used to address members of the Anglican Church who emphasise monogamy.

While at one of the schools, we were told that some of the parents survive by selling sex and that is the way they send their children to school. The school in question is near a growth centre. The approach used to discuss AIDS related issues will have to take this reality into consideration.

The importance of understanding the relationship between men and women cannot be over emphasised. Gender refers to the widely shared expectations and norms within a society about male and female behaviour, characteristic and roles. It is a social, political, economic, religious and economic construct that differentiates men from women and defines the ways in which women and men interact with each other. Power is central to the relationship between men and women and their sexuality.

Power determines whose pleasure is given priority and when, how and with whom sex takes place. There is unequal power balance in gender relations that favours men. An understanding of male and female sexual behaviour requires an awareness of how gender and sexuality are constructed by a complex interplay of many forces. Gender and sexuality are therefore significant factors in determining the spread of HIV. They also influence the availability, access and quality of treatment, care and support. Gender influences the way the various categories of people respond to the Deseret approach. Deseret **cannot** afford to **be blind to gender** issues as currently seems to be the case. The blindness is not deliberate and it is not incurable; it can be corrected by wearing proper gender glasses.

Recommendation

- The organisation needs to understand why and how the HIV/AIDS epidemic affects women and men differently and the way each group copes. That way, it will understand the gender specific vulnerability and obstacles to prevention and coping.
- A gender-based response to AIDS requires key actors to focus on how different social expectations, roles, status and economic power of men and women affect and is affected by the epidemic.

How Deseret works on the ground and how the beneficiaries perceive it.

In June 2002, Deseret, supported by Sida, started working in schools. The training targeted teachers and peer educators. The number of training and peer educators corresponded with the number of classes in each of the respective schools. The selected people were trained in three days in 'education for life', which was followed by the training of trainers. The idea was that a teacher paired with a peer educator would train each class.

The second phase of the training involved the trained teachers and peer educators training their respective classes. Deseret staff was posted to each of the schools to monitor the implementation of the three-day programme in the whole school.

Comments

All the people we met spoke about the approach with a lot of respect and some with passion. The fact that Deseret managed to convince the bureaucratic and rigid Ministry of Education to close schools to devote a week to issues pertaining to HIV/AIDS is significant and unheard of. Teachers were impressed. They could not understand how it was done! Deseret earned their respect.

While visiting schools, we found that the success of the activity in the school depends on the head of the school. If a head is not interested, h/she will not support the peer educators.

In most schools, there was already an HIV/AIDS club and the training strengthened such clubs.

Below are quotations indicating what the peer educators and the teachers think about the Deseret programme. From the comments, it is clear that there are intended and unintended benefits.

- *Training used interesting methods*
- *Video on sexually transmitted diseases made the greatest impact, people sobered up after watching it.*
- *Deseret had an impact; we were surprised that the Ministry gave it a week*
- *The Deseret training was the first to break silence*
- *Deseret broke a wall between teachers and students*
- *Students are not shy to speak about sex and AIDS in front of teachers.*
- *Students have become innovative in terms of drama, debates and music around the issues of HIV/AIDS.*
- *The Deseret training covered issues that the youth were concerned about*
- *I had many questions but did not know whom to ask. I used to feel ashamed when condoms were advertised on TV in front of my parents. I used to walk away. After the training I received from Deseret, I stopped going away and my parents became curious. That is how we started discussing issues related to HIV/AIDS.*
- *I used my certificate as an entry point to discuss AIDS with my parents. My mother listened but my father was irritated that I was trying to teach him about AIDS.*
- *When discussing AIDS in classrooms, there is an academic atmosphere. Sports has reduced tension by creating space outside the classroom*

- *Kids are opening up more than they used to. They are coming up and telling us that ‘my parents died, I am the only one taking care of my siblings’*
- *Some of the form six students, currently on holiday, are getting jobs with organisations that work in the AIDS sector as a result of Deseret training*
- *Since the training, the school has set aside time to talk about AIDS once a week*

...And the challenges as given by the respondents.

- *Most form two students believe that all this talk about AIDS is fiction.*
- *Some of the students think that ‘these are old men who do not want us to enjoy a good life’*
- *Talk to parents before addressing us, we are not getting support from them*
- *Difficult to invite parents to school as travel to school is expensive. They do not attend any of our AIDS related activities as school is far from town (Boarding school-Silunduka)*
- *Many of the pupils are heads of households and impoverished. Their major concern is survival. Some of the students have got parents who went abroad in search of greener pastures. They send money home and the money is used in an abusive manner.*
- *Need visual AIDS and new sources of information, can’t keep talking about the same thing.*
- *Need information on how to deal with the stigma*
- *Not much support from the teachers*
- *Need a directory of organisations, which work in the AIDS area so that we can invite them to the school*
- *Difficult to combine AIDS related work with teaching especially with hot sitting*
- *Ensure that the HIV/AIDS as a subject is introduced in teacher training colleges.*
- *It has to be a continuous process, follow up is needed. We need reinforcement, the first training was a starter, and we now need the main course. We are asked questions which we cannot answer as we do not know all that there is to know about AIDS.*
- *A strong element of counselling is needed.*

Discussion

There are some major issues that stand out in the response from peer educators and their teachers: Deseret training has changed many lives especially of those that had not indulged in sex. All schools insist that the parents need the same training. Reinforcement of what is already on the ground is necessary, so Deseret needs to go back to the same schools and give more information. The youth need to be trained by the youth...people who understand their language and culture... as to dispel the belief that ‘this old man has outlived his time and does not want us to enjoy ourselves..’ Strategies for sustaining energy need to be devised. Working closely with other organisations would be an added advantage as Deseret does not have the capacity to monitor work on the ground or deal with all aspects of HIV/AIDS.

Recommendation

- Deseret should take time to organise a facilitated review workshop, which will enable it to:
 - Review the needs of the communities it is serving
 - Understand what it has achieved and what capacities it has to take into the future (capacity audit)
 - Review its vision, mission, identity, values, broad strategies and developmental objectives.

This exercise should be part of discussing the recommendations from this evaluation. It should be able to bring the organisation to a new point in its development.

Training of the parents

All the trained peers that we met said that parents needed to be trained

Discussion

It is hard for the youth when they are being pulled in various directions. Deseret teaches them to avoid many sexual partners but they see their parents indulging in sex without restraint. They find themselves torn between what their culture dictates and what Deseret teaches.

Recommendation

- A supportive environment beyond the school is needed hence the need to involve parents.

Rights of the child

Teachers said that HIV/ AIDS is playing havoc with the fundamental rights of the child to education, especially the girl child. We were informed about the many children who go to school but are also looking after their sick parents. To what extent do these kids concentrate on their studies? What can Deseret offer them? Most girls are in charge of home based care, which is not normally analysed in terms of its gender implications.

Recommendation

- Since Deseret seems to have the Ministry of Education's ear, it should use this opportunity to lobby the Ministry to take seriously the issues of children dropping out of school especially the girl children. As long as girls continue to drop out, the poverty cycle will not stop. AIDS flourishes in poverty situations.

Ownership

A question facing most NGOS and thereby Deseret is, who is the organisation and who owns it? Is it the beneficiaries or the Secretariat or the two leaders at the top? Ideally, it should be all the three.

The question of who drives the organisation depends on the relationship between these three components. Although borne of extensive consultations in the country, in its early life, (as with all organisations in their pioneering stage) it is currently being driven (mostly) by the two leaders. Ownership should now be moving closer to all the major stakeholders. The current situation is not healthy.

Discussion

Unless key stakeholders own an organisation, it is doomed to fail in the long run.

Recommendation

- All the staff members should have a voice and not just act as a shadow. The ownership of the organisation needs to be consciously shared with all the major stakeholders.

Linkages

In the schools programme, strong linkages with other service providers have not been forged. Yet there are gaps that cannot be filled by Deseret alone. For example, counselling of the affected and possibly infected (in one school we were told that a school boy died of AIDS) cannot be done by Deseret alone which does not have the required expertise.

Recommendation

- Forge strong linkages with other organisations working in the same sector.

Monitoring and documenting

Deseret does not seem to be documenting trends in schools in respect of HIV/AIDS related issues of absenteeism, poor performance, number of school children living on their own or with grand parents, even death in schools and the children caring for the infected. Yet there are many such stories in schools. This is useful information in terms of analysing the impact of HIV/AIDS on schools and by implication, the future human power..

Recommendations

- When Deseret works with a school, it should ensure that relevant statistical and qualitative information is available. In fact collecting the information should be part of the training of teachers.

Sustainability of the organisation

So far, the services, products and functions offered by Deseret are needed and seem to be appropriate and in demand. Deseret can even attract financial resources. However, if it does not deal with management and organisational issues, it will not be sustainable.

Strengths, Weaknesses, Opportunities And Threats (Swot) Analysis

This exercise was carried out by the Bulawayo staff as part of the evaluation. It was one way of getting information but was also a way of imparting skills of analysis to the organisation.

Strengths

- Energetic workforce
- Diversity; the old and the young work together and bring richness to the organisation.
- Sufficient training in HIV/AIDS
- Equipped office
- Action oriented
- A good number of tools to use during training
- Accessible office (people find their way to the office very easily).
- Ability to take on students on attachment and provision for volunteers

Weaknesses

- Hardly any known policies in the organisation
- Unclear organisational structure (no organogram and if it exists Bulawayo staff members do not know about it)
- Unclear reporting systems
- Top down decision-making model, very limited consultation
- No freedom of expression-culture of fear
- No clear grievance procedure
- Interpersonal relationships poor
- No training for staff in organisational development
- No transparency and accountability structures
- No induction procedures for new staff
- No equal opportunities, favouritism
- Channels of communication not known.
- Not clear about how salaries are determined or staff recruited

- No training manual for enabling organisations to form councils
- Vindictiveness and victimisation (if you see something burning you fear rescuing it in case you are accused of being the one that burnt it!)

Opportunities

- Support from the Ministry of education, churches, communities and business.
- Government policy on HIV/AIDS supportive of organisations trying to work in the area of HIV/AIDS
- The world's attention is on HIV/AIDS
- Providing information that is needed by the people
- Few organisations working with schools
- Large market share

Threats

- Lack of cooperation and support from other NGOs
- The current political situation not supportive of NGOs
- Other NGOs offering simpler alternative
- Inflation
- Poverty
- Shortage of basic commodities, most people concerned with survival
- Fuel shortage

Recommendation

- Deseret needs a soul searching process, it should analyse its weaknesses and find ways of solving them.

4 Conclusion and Recommendations

Organisational development versus deliveries

The problems of HIV/AIDS and the challenges facing Zimbabwe are great. It is easy for an organisation to want to have impact there and then without being fettered by issues of organisational development. It is easy to see developing an organisation as a waste of resources when people are dying out there (the mother Theresa style of management). An organisation might even see this kind of evaluation as a waste of time or just a donor requirement. Deseret needs to know that when there are no systems, a lot of negative energy is created and it interferes with the smooth delivery of programmes. When people are employed and external resources solicited, systems are needed. They are also needed for sustainability of the organisation.

It is also easy to be tempted to concentrate on outputs rather than outcomes. To report the number of people trained is easier than to identify the impact of the training programmes. Deseret seems to be falling in the output trap and hence the need to train and train without a clear follow up strategy.

There is no solid follow up through and most of the work done with schools seems to be once-off affair. There is growth but where is this leading? There is a general feeling that the organisation has started well but is now adrift and needs to make some tough choices about its future direction

The organisation is bogged down in petty politicking, squabbles about 'who is greater' territorial battles and personality clashes. This seems to be a daunting challenge. Members of staff feel that they have no significant voice in the management of the organisation. The organisation functions along the lines of that associated with a missionary organisation where there is as strong vision and ideas but no systems. This creates tension, organisational stress and affects effectiveness.

According to management, in future the organisation is going to have various projects funded by various donors. It seems that Deseret hopes to deal with some of the issues raised in the report that way. If so is close to so and so, then they should work together in Manicaland. This will solve some problems but not all problems. It will compartmentalise the organisation. Deseret needs to build all the projects into a coherent whole, irrespective of who is funding them.

Currently Deseret does not have the capacity to scale up. It should address the issues raised in the report before scaling up.

In Deseret, it is believed that once AIDS free Councils are in place, then Deseret can exit. However, it does not have indicators of behaviour change. It does not have a system for monitoring the impact of the councils.

It is suggested that this report be shared and discussed with all the major stakeholders. Deseret and Sida should then discuss ways of moving forward. There is no running away from organisational development issues. Deseret will do this at its own peril.

Mission statement

- Because of the kind of work Deseret is carrying out in schools, we recommend that Sida should continue funding and in fact increase the funding provided Deseret is willing to address the issues raised in this report. It is also suggested that Sida should fund the organisational development process and commit funds to issues of institutional support.

- Deseret on its part should present a time table indicating when the changes will take place and the resources required to effect the change.
- Behaviour change is a process. In order to monitor this process, Deseret needs to carry out a simple survey of the community it intends to work with so as to establish what is on the ground and what needs to change. Without doing this, how will Deseret assess whether the behaviour has changed or not?
- Deseret needs to formulate indicators of change based on a simple baseline survey. The indicators will inform its exit strategy.

Governance

- Devise a board development plan, which includes introducing board members to staff and discussing the responsibilities of the board.

Board composition

- Deseret should have a matrix of the skills it needs to have in the organisation and then use it in its next nomination of board members. It is important that the board members represent a broad range of skills. The skills should reflect Deseret's work.

Social marketing

- Everyone has a role to play in social marketing but they need to know what the particular role is. Whereas the current Director can continue to play a facilitative role, provide advice and guidance and produces resource materials, which others in the organisation can then use, everybody should learn to market the organisation.

Recruitment

- A recruitment policy is needed.

Terms and conditions of services

- Deseret needs to develop 'a terms and conditions of service manual' which, among other things, will clarify salary structures and increments. Our own observation is that the staff salaries are not commensurate with the work that they do. Besides, a contract of one year makes the staff members insecure. Funding can be a problem but funds allowing, at least staff members should be on a three-year contract as seems to be the norm in most NGOs.

Assessment of staff

- Assess staff basing the assessment on clear indicators of expected performance. People should be told in writing about what is expected of them within a specified period.

Communications within the organisation

- The beneficiaries/target group should be urged to communicate with the secretariat and guidelines for doing so provided. There are letters sent by head of schools to indicate their appreciation of the programme but a much more structured way of giving feedback is needed.
- A communications policy is needed

Accountability in Deseret

- Clear systems will make accountability channels clearer.

Policies

- One of the major responsibilities of the board is to develop policies. It should go ahead and do so

Planning

- Strategic planning is needed. It should be part of the organisational development process already recommended.

Relationship with the government

- Continue cultivating relationships with the government

Learning organisation

- Mechanism for feedback about the impact of work, at all levels, should start to be established so that the organisation can start to understand either how its potential could have been increased or why there was so great a degree of success with a particular course of action. As understanding grows about the qualities required for effective work at the organisational level, there will also be recognition of differing individual work competence. The structured process of action reflection should thus in time breed structures of organisational accountability.

Approaches used by Deseret

- Deseret needs to analyse each of its approaches and assess its weaknesses and strengths, discuss how to mitigate the weaknesses while building on the strength.
- Develop and implement comprehensive, gender-sensitive HIV/AIDS training materials.
- In its work, Deseret is bound to meet many people who are already infected and married or with permanent partners. There is need to encourage such people to use condoms.
- Understand the sexual/gender division of labour and its implication in terms of caring for the infected and the affected.

Engaging communities:

- The evaluation strongly supports the idea of engaging communities in the process of ensuring ownership of the programme. However, Deseret should bear in mind that experience shows that community-level organizational development needs constant technical backstopping services. This is particularly important if issues of ownership and sustainability of community-based initiatives are to be effectively factored into program design.
- Engaging communities requires some knowledge of community development. Deseret should employ a community development mobiliser.
- Deseret staff members are urged to try and understand the gender dynamics at community level so that the approaches used take those dynamics into consideration.
- Work closely with other organisations so that they can bring in other expertise which Deseret may not have. Ensure that the target group and its needs are understood. One size fits all does not work all the time.

General Comments On The Approach And Philosophy Of Deseret

- The organisation needs to understand why and how the HIV/AIDS epidemic affects women and men differently and the way each group copes. That way, it will understand the gender specific vulnerability and obstacles to prevention and coping.
- A gender-based response to AIDS requires key actors to focus on how different social expectations, roles, status and economic power of men and women affect and is affected by the epidemic.

Deseret's work on the ground

Deseret should take time to organise a facilitated review workshop, which will enable it to:

- Review the needs of the communities it is serving

- Understand what it has achieved and what capacities it has to take into the future (capacity audit)
- Review its vision, mission, identity, values, broad strategies and developmental objectives.

This exercise should be part of discussing the recommendations from this evaluation. It should be able to bring the organisation to a new point in its development.

Training of the parents

- A supportive environment beyond the school is needed hence the need to involve parents.

Rights of the child

- All the staff members should have a voice and not just act as a shadow. The ownership of the organisation needs to be consciously shared with all the major stakeholders.

Linkages

- Forge strong linkages with other organisations working in the same sector.

Monitoring and documenting

- When Deseret works with a school, it should ensure that relevant statistical information is available. In fact collecting the information should be part of the training of teachers.

Exit strategy

- Deseret should come up with an exit strategy showing clear indicators of behaviour change and how to measure the impact of that change. Then it should sit with the schools and agree on exit procedures. For examples, what needs to be put in place for the schools to manage the programme, where are knowledge gaps...

5 Way Forward

Deseret should share and discuss the report within the organisation at least within the first three weeks of receiving the final report.

February: During the month of February, it should work out short and long term strategies, for example gender training, team building and putting systems and policies in place. These are issues that need immediate attention. Organisational development is a long term process. Deseret might want to use the services of a reputable firm such as Symacon (phone in directory). A team building expert, Mr. Mel Adisu, Phone number 091 325 482 could be asked to assist.

Deseret will need a consultant to help in gender training. The Women's Leadership and Training Institute based on 6 Argyle road, could assist Deseret in the exercise. The initial training will take one week but there should be a follow up after, for example, three months. This should be a two day training course. Other than training, there is need for a gender expert to look at Deseret's training materials and engender them. Gender training should be taken seriously. By gender, we are not talking about numbers but about issues of power. Power determines whose pleasure is given priority and when. An understanding of male and female sexual behaviour requires an awareness of how gender and sexuality are constructed by a complex interplay of many forces. Without understanding the gender dynamics, in the long run a large part of Deseret's work might be in vain.

Systems should include terms and conditions of service, code of conduct, assessment of staff, communications policy, recruitment of staff etc. The formulation of policies should be a participatory process.

March: By mid March, Deseret should have an administrator in place . It should also address issues related to the governance of the organisation. Deseret should carry out a skills audit and identify board members with skills that are required in the organisation. One of those skills should be gender expertise.

April: Follow up of activities in Bulawayo schools and possibility of forming councils should be done.

End of may: Come up with a strategic plan

Early January: Come up with a programme indicating how the above is going to be done, by who and when. The programme should also indicate the resources needed. Share the programme with Sida.

Annex 1

Terms of Reference for Mid-Term Review of Deseret International Foundation

1 Background

The Strategic Planning Fund through the bilateral agreement with Zimbabwe was created in 1998 to support projects/programmes in an effort to combat the spread of HIV/AIDS.

Since 2001 the Swedish Government has decided that development co-operation should focus on support to civic society within the areas of human rights and democracy and HIV/AIDS.

Deseret International Foundation (referred to in the document as Deseret) is a non-governmental organisation that has been working with education, health care as well as various agencies and communities on both local and national level.

The Swedish Embassy agreed to fund a three-year programme 2001–2003 "Matabeleland becoming AIDS-free" through a behavioural change programme with the aim of opening a regional office in Bulawayo, training over 100.000 people many, organise more than 100 AIDS free school councils and an additional 50 community councils, and organise six major projects during the course of three years. The total budget for the three-year period is 2.200.000 Swedish crowns with 800.000 year 2001, 700.000 year 2002, and 700.000 year 2003. The programme has received full funding for the first two years,

2 Purpose and scope of the mid-term review

The mid-term review should establish to what extent Deseret has reached the objectives, assess whether the organisation has a sufficient administrative structure in place for financial and programmatic follow-up, and establish if the programme is cost effective. The mid-term review shall assess by sample if sufficient structures are in place within the organisations, i.e. schools, companies, etc, Deseret have worked with to be able to sustain the programme after Deseret has moved on. The mid-term review shall also assess the message conveyed during the training, particularly as regards gender and correctness of facts- Finally, to assess whether the organisation has a capacity for a possible expansion of the programme.

The findings from the mid-term review are expected to assist and guide the Embassy on the way forward as regards the programme, as well as the organisation itself and other interested stakeholders.

3 Mid-term review methodology and time schedule

The mid-term review will consist of:

- Desk review of the project proposal, work plan and budget submitted by—Deseret to the Swedish Embassy, project narrative and financial reports etc, and other relevant documentation
- Interviews with Deseret staff in the Bulawayo office
- An interview with financial staff in Harare
- Assess office, programmatic and documentation routines in the Bulawayo office
- Visits to selected schools and workplaces in Bulawayo where programme has taken place

The proposed time schedule is 10 man-days. The evaluation is planned to be carried out and finalised before the end of 2002.

4 Reporting

A draft report shall be presented to the Embassy latest two weeks after the completion of the field visit. The Embassy will comment on the draft report within two weeks of receiving the report. A final report shall be submitted latest one week after the Embassy's comments have been submitted to the consultant. The reports shall be written in English and include an executive summary, and not exceed 30 pages excluding annexes. The final report shall be submitted in three copies as well as a copy on a diskette. The consultant is expected to present the final report during a joint meeting between the consultant, Deseret and the Embassy.

Subject to decision by Sida, the report will be published and distributed as a publication within the Sida Evaluation Series. The mid-term review shall be written in Word 97 Office for Windows NT (or in a compatible format) and should be presented in such a way that enables publication without further editing.

5 Organisation and Co-ordination

The consultant will report directly to the responsible Programme Officer within the Embassy, in this case Johanna Palmberg. The contract for the assignment will be between the consultant and the Embassy.

Annex 2

List of Deseret Staff

Peter H Mpofu	Regional Manager
Linus F Tsuru	Assistant Regional Manager
Joe Maphosa	Gwanda Coordinator
Patrick Mapholisa	Programme Consultant
Sinanzelele Moyo-Mpofu	Secretary/Bookkeeper
John Msipa	Programme Facilitator
Mgcini Sibanda	Programme Facilitator
Jane Mutongerwa	Programme Facilitator
Sibqnokuhle Moyo	Programme Facilitator
Gift Hondo Matsiya	MSU Student (Attachment)
Thabani Nyoni	MSU Student (Attachment)
Thasanqa Chesa	Volunteer
Barbara Kamba	Volunteer
Fundile Ngwenya	Volunteer
Awakhiwe Ndlovu	Volunteer
Reg Nield	Director
Michael Whiting	Chief Financial Officer s

Annex 3

Responsibilities of Governance Boards

Determine the organisation's mission and purpose.

It is the board's responsibility to create the mission statement and review it periodically for accuracy and validity.

Select the Chief Executive

Boards must reach a consensus on the CEO's job description and undertake a careful search to find the most qualified individual for the position.

Support the CEO and review her/his performance

The board must ensure that CEO has got moral and professional support he or she needs to further the goals of the organisation. The CEO together with the entire board must decide upon a periodic evaluation of his or her performance.

Ensure effective organisational planning

Board must participate with the staff on an overall planning process and assist in implementing the plan's goals.

Manage resources effectively

Ensure that proper financial controls are in place.

Determine, monitor and strengthen the organisation's programmes and services

The board role is to determine which programmes are the most consistent with the organisation's mission and to monitor their effectiveness.

Enhance the organisation's public standing

An organisation's link to the community, including the constituents, the public and the media is the board. Clearly articulating the organisation's mission, accomplishments and goals to the public as well as garnering support from important members of the community are important elements of a comprehensive public relations strategy.

Ensure legal and ethical integrity and maintain accountability

The board is ultimately responsible for ensuring adherence to legal standards and ethical norms. Solid personnel policies, grievance procedures, and clear delegation to the chief executive of hiring and managing employees will help ensure proper decorum in this area. The board must establish pertinent policies and adhere to provisions of the organisations by laws and articles of incorporation.

Recruit and orient new board members and assess board performance

All boards have a responsibility to articulate and make known their needs in terms of member experience, skills, and many other considerations that define a 'balanced' board composition. Board must also orient new board members to their responsibilities and the organisation's history, needs and challenges. By evaluating its performance in fulfilling its responsibilities, the board can recognise its achievements and reach consensus on which areas need to be improved.

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