

Zimbabwe National Network of People Living with HIV/AIDS (ZNNP+)

**Shingaidzo Mupindu
Itayi Muvandi
Pascal Changunda**

Department for Africa

Zimbabwe National Network of People Living with HIV/AIDS (ZNNP+)

**Shingaidzo Mupindu
Itayi Muvandi
Pascal Changunda**

Sida Evaluation 03/05

Department for Africa

This report is part of *Sida Evaluations*, a series comprising evaluations of Swedish development assistance. Sida's other series concerned with evaluations, *Sida Studies in Evaluation*, concerns methodologically oriented studies commissioned by Sida. Both series are administered by the Department for Evaluation and Internal Audit, an independent department reporting directly to Sida's Board of Directors.

Reports may be ordered from:

Infocenter, Sida
S-105 25 Stockholm
Telephone: (+46) (0)8 506 423 80
Telefax: (+46) (0)8 506 423 52
E-mail: info@sida.se

Reports are also available to download at:

<http://www.sida.se>

Authors: Shingaidzo Mupindu, Itayi Muvandi, Pascal Changunda

The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

Sida Evaluation 03/05
Commissioned by Sida, Department for Africa

Copyright: Sida and the authors

Registration No.: U11 22.3/18
Date of Final Report: May 2002
Printed by Elanders Novum
Art. no. SIDA2175en
ISBN 91-586-8742-4
ISSN 1401-0402

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: S-105 25 Stockholm, Sweden. Office: Sveavägen 20, Stockholm
Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64
Telegram: sida stockholm. Postgiro: 1 56 34-9
E-mail: info@sida.se. Homepage: <http://www.sida.se>

Table of Contents

Executive Summary	1
1 Introduction and Background	4
1.1 Context of HIV and AIDS in Zimbabwe	5
2 Purpose of the Evaluation	7
3 Evaluation Methodology	8
4 Main Findings	10
4.1 Organizational Issues	10
4.2 Programmatic Issues	21
4.3 Financial Management and Resources	27
5 Future of ZNNP+	29
6 Conclusions	30
7 Recommendations	33
 Annexes	
1 Terms of Reference	36
2 Names of People Contacted	39

List of Abbreviations

AIDS	– Acquired Immune Deficiency Syndrome
ASO	– AIDS Support Organization
CADEC	– Catholic Development Commission
DAAC	– District AIDS Action Committee
FACT	– Family AIDS Care Trust
FASO	– Family AIDS Support Organization
FGD	– Focus Group Discussion
GIPA	– Greater Involvement For People Living With HIV/AIDS)
HBC	– Home Based Care
HIV	– Human Immune Virus
IEC	– Information, Education and Communication
MAC	– Matabeleland AIDS Council
MOH&CW	– Ministry of Health and Child Welfare
NAC	– National AIDS Council
NACP	– National AIDS Coordination Programme
NEC	– National Executive Committee
NGO	– Non-Governmental Organization
NZPW	– National Network of Zimbabwean Positive Women
PAC	– Provincial AIDS Council
PLWHA	– People Living With HIV/AIDS
SAT	– Southern African AIDS Training Programme
UNICEF	– United Nations Children’s Fund
ZAN	– Zimbabwe AIDS Network
ZNNP+	– Zimbabwe National Network of People Living with HIV/AIDS
ZNPW+	– Zimbabwe Network of Positive Women

Executive Summary

The Embassy of Sweden has taken a multi-pronged approach to its support of HIV and AIDS programmes in Zimbabwe. To this effect, the Strategic Planning Fund was formed through the bilateral agreement with Zimbabwe in 1998 to support projects and programmes not only in HIV and AIDS prevention but also in home based care and orphan care, gender, civic education among others. ZNNP+ started receiving financial support from Sida in August, 2001. The support that ZNNP+ received from Sida was Z\$3.6m for a period of 18 months and was primarily to support administration costs, home based care and information production and dissemination to members.

Sida commissioned GERUDE to undertake the evaluation. The questions answered by the evaluation related to organizational, programmatic and financial management issues of ZNNP+. Six provinces were visited during the evaluation. These are Harare, Bulawayo, Mashonaland East, Manicaland, Matabeleland South and Masvingo. Three methods were used for data collection, namely, literature review, individual in-depth interviews and focus group discussions (FGDs).

There is no common understanding of the ZNNP+ mission and objectives within the ZNNP+ membership and stakeholders. The objectives per-se are responsive to the needs of the PLWHAs but the magnitude of responsiveness has declined due to limited financial, human and material resources. ZNNP+ could consider organising a strategic planning workshop to redefine its vision and mission and objectives and develop a common understanding of the way forwards for the programme.

There is no clear understanding of the role and relationships of the different decentralised structures. The constitution has a lot of unclear areas which need to be worked out. Representation of membership using the existing structures is limited by limited intra-inter communication, accountability, understanding of roles and responsibilities and transparency. Office bearers in the different committees are not trained. There is need to build the capacity of the NEC office bearers as well as defining the roles between the staff and NEC. The constitution needs to be reviewed. The NEC should be involved in policy, strategic programming as well as overseeing the finance affairs of the organisation. ZNNP+ could consider opening of a district satellite office to facilitate district operations.

The absence of provincial and district committees in some areas reflect a serious weakness on the structure to represent the PLWHA constituency. ZNNP+ could urgently consider holding of democratic elections for areas where representation structures are not in place.

The human and finance systems for ZNNP+ are rather weak. The weak finance systems have been subject to abuse. There is need to develop an operational organisational manual, which will include human resources operations manual and a finance procedure manual. NEC should monitor the implementation of the manuals. NEC should consider to urgently have a fixed asset register.

The proposals that are submitted to ZNNP+ for funding by PLWHAs are prepared by members of support groups, a situation that means these projects are appropriate to the needs of PLWHAs. It is however, difficult to know whether the projects being implemented by PLWHAs are successful or not because there is no systematic monitoring and evaluation in place within ZNNP+. This is compounded by the fact that there are no evaluation checklists for use in the field and operational plans are non-existent.

The ZNNP+ interventions have had some impact on the intended beneficiaries. Of special importance are the support groups that have been a source of psychological and spiritual support to PLWHAs while they have provided an opportunity for members to share experiences in coping mechanisms,

nutrition and income generating projects. ZNNP+ has benefited a number of orphans through the payment of school fees, uniforms and provision of food. However, ZNNP+ has been less successful in lobbying for free medication for PLWHAs especially when they produce their membership cards at local health centres.

The evaluation revealed that ZNNP+ has a dearth of skills in strategic planning, monitoring, evaluation and reporting. Thus, ZNNP+ has been operating without a strategic plan until the year 2002 when a strategic plan was developed for the period 2002–2007. Furthermore, members of ZNNP+ in the decentralized structures at the provincial and district levels have been marginally involved in the planning process. Directly linked to planning is monitoring, evaluation and reporting. This is another area where the organization has limited skills and need to be improved.

However, ZNNP+ has power in numbers and they have successfully lobbied the Government for the establishment of the National AIDS Trust Fund from which the organization has received Z\$96m. The methods usually used for lobbying and advocacy are demonstrations, stay ins and discussions. However, there is need for the organization to apply these approaches judiciously. It is the evaluation team's opinion that lobbying and advocacy should not only focus on financial and material resources but should also address issues related to rights, for example, right to information, right to dignity, right to equality, etc. Furthermore, given the bad image that the organization has created, there is need for focused advocacy to rebuild the image of the organization and establish strong functional relationships with NAC and other stakeholders. A strategy for lobby and advocacy could be developed.

ZNNP+ has limited skills in documentation and information dissemination. Besides the information brochure that it has produced, no other information, education and communication materials have been produced. All the provincial offices that are supposed to be resource centers have no IEC materials, print or electronic to share with PLWAs and other interested parties who visit these offices. During awareness campaigns organized by the ZNNP+ membership, no HIV and AIDS IEC materials are distributed. Thus, the IEC functional area of ZNNP+ is very weak.

In terms of the human skill base currently in ZNNP+, the organization does not seem to have qualified staff members for the positions that they are holding. During the evaluation, respondents and participants to FGDs were asked whether ZNNP+ should employ people with the requisite skills irrespective of their HIV status. Responses were varied with some strongly advocating for employment of those who are HIV positive only while the majority advocated for employment of skilled persons irrespective of their HIV status, especially at the secretariat. This is especially important in the process of rebuilding the image of the organization, developing systems and instilling transparency within the organization.

Responses during the evaluation indicated that there are some people who feel that ZNNP+ should not be involved in programme implementation but only in coordination, lobby and advocacy. The evaluation team however noted that one of the major roles of ZNNP+ is lobbying and advocacy for PLWHAs a role that cannot be filled by any other organization except ZNNP+. Thus, the evaluation team's recommendation is that the organization continues with implementation, lobby and advocacy and coordination responsibilities.

The evaluation revealed that projects that were implemented by members of support groups who had not received training on selection, planning and management of small business were less successful compared to those projects implemented by members who had received the requisite training. Thus, training of support group members in basic business skills is important in the successful implementation of income generating projects.

Interviews with district and provincial representatives, provincial coordinators and FGDs with PLWAs indicated that support groups whose projects were approved by ZNNP+ for funding did not receive the funding as reflected in the project proposals. Thus, under-funding of income generating projects is one important reason for the limited success of income generating projects supported by ZNNP+.

Although NAC is the biggest donor and partner of ZNNP+, there exists an antagonistic relationship between the two organizations. This antagonism is mainly due to the difference in the way ZNNP+ has been distributing money to its membership and the way that is currently being employed by NAC. The other factor is that PLWHAs perceive NAC as being insensitive to the plight of ZNNP+ members. ZNNP+ could consider initiating dialogue with NAC in order to rebuild its relationships with the decentralized structures of NAC.

The image of ZNNP+ has gone down due to widely publicized mismanagement that has taken place in the organization. There is need for a ZNNP+ to consider having an organization image building exercise. The task force could play a crucial role in this.

This evaluation has revealed that ZNNP+ is a worthwhile organization that needs continued financial support. However, before any meaningful support can be provided to the ZNNP+, the organization needs to engage in strategic planning, putting transparent and functional systems in place and recruit competent staff members capable of steering the organization in the right direction.

1 Introduction and Background

The Zimbabwe National Network of People Living with HIV and AIDS (ZNNP+) is a national Non Governmental Organisation (NGO) which was founded in 1992. The founders of the organisation were twelve people who were living with HIV and AIDS who stayed in the city of Harare. It was initially called the Association of AIDS Affected Resource Persons (AAARP). This title was later on changed to the Zimbabwe National Network of People Living with HIV and AIDS (ZNNP+) in order to reflect the focus and nature of the organisation. The organisation was officially registered as an NGO in 1999.

ZNNP+ is a national umbrella body that represents and co-ordinates the interests and activities of PLWHA support groups throughout Zimbabwe. The organisation promotes empowerment of PLWAs through skills development, sharing of information, involvement in community home based care, counselling, education and by lobbying for the rights of PLWHAs. The support groups pay an annual membership fee and through their affiliation become part of a national network that seeks to unify the HIV positive community. On average five or more people can form a support group in Zimbabwe.

The ZNNP+ consists of a ten member national executive committee (NEC) representing the ten provinces including Harare and Bulawayo. These are elected at a national congress. The NEC ideally governs the operations of the organisation by forming policies and programmes derived from the members in the ten provinces. They are supported by a Secretariat, which is responsible for implementing and operationalising policies.

Sida has a long history of supporting HIV and AIDS initiatives in Zimbabwe. This support was initially channelled through the health sector programme. In recognition of the importance of multi-sectoral participation in HIV and AIDS efforts as well as the broad impact of the epidemic on many sectors, the Embassy decided to take a multi-pronged approach to its support to HIV and AIDS programmes in Zimbabwe. To this effect the Strategic Planning Fund was formed through the bilateral agreement with Zimbabwe in 1998 to support projects and programmes not only in HIV and AIDS prevention but also in home based care and orphan care, gender, civic education among others. The Swedish Government has decided that development co-operation with Zimbabwe during 2001 to 2002 should focus on support to civic society within the areas of human rights and democracy and HIV and AIDS under which the support to ZNNP+ falls.

ZNNP+ has received support from Sida since August 2001. The support ZNNP+ received from Sida was for 18 months and support would be to cater for administration costs, home based care and information production and dissemination to the members.

Other organisations that have provided financial support to ZNNP+ include Southern African AIDS Training Programme (SAT), National AIDS Coordinating Programme (NACP), Action Aid, UNICEF and NAC.

This evaluation was commissioned by Sida in order to ascertain the relevance and sustainability of Sida's support to ZNNP+. It focuses on issues such as sustainability of the organisation, its performance, impact, effectiveness, efficiency issues, democratic representation processes, capacity issues future direction, focus, capacity and appropriateness of operational systems.

Sida commissioned GERUDE to carry out the evaluation. A team of three consultants with various specialisations in the area of HIV and AIDS carried out the evaluation. The team's expertise in relation to HIV and AIDS relate to organisational development, management, gender, capacity building, public

health evaluation methodologies, HIV and AIDS programmatic aspects and financial management aspects. The evaluation team was composed of three specialists; **Shinga Mupindu** who was the team leader and who focussed on organisational, capacity, management and operational issues, **Ityai Muvandi** who focussed on programmatic issues and **Pascal Changunda** who focussed on financial management issues. In order to provide an adequate coverage of the evaluation GERUDE provided three trained research assistants who teamed up with the consultants who went to Gwanda, Bulawayo, Masvingo, Harare, Marondera, Buhera and Murehwa. The evaluation report is a result of the joint effort of the three main consultants.

1.1 Context of HIV/AIDS in Zimbabwe

In Zimbabwe, the first case of HIV was diagnosed in 1985. Since then, the numbers of HIV/AIDS cases have grown exponentially to crisis proportions with a prevalence rate of 35% among the adult population (CDC 2000 Surveillance). Usually 10% of the HIV positive population have AIDS and are in need of care. The majority of AIDS patients need hospital beds and/or home based care. Statistics show that more than 2000 deaths occur every week in Zimbabwe and between 60–70% of these deaths is due to AIDS-related factors. Most AIDS-related deaths are due to illnesses like Tuberculosis, meningitis, pneumonia and diarrhea diseases. The population sub-group with the greatest share of AIDS-related mortality is that of reproductive age, thus, the majority of the dependents who are left are mostly young widows and school-age going orphans. Currently Zimbabwe is estimated to have more than a million orphans (UNAIDS, 2000).

The age structure of the population of Zimbabwe has been distorted by high mortality largely due to HIV/AIDS-related factors. The population pyramid has thus, been transformed from the traditionally broad-based one to the current demographic chimney which is a reflection of a preponderance of deaths among the young.

HIV/AIDS should not be treated purely as a health problem, but should be seen as a developmental issue whose effects are felt across all sectors. Most of the development gains in the country have been reversed or wiped away by the epidemic. The infant mortality rate has been doubled while the under five-mortality rate has trebled the levels prevailing in the 1940s (UNAIDS, 2000). AIDS increases poverty at household, community and national levels. Family expenditures increase while savings are wiped away. Due to poverty, children are withdrawn from school (especially girls) and they are called upon to help look after sick family members.

This prevailing HIV and AIDS situation prompted the formation of the Zimbabwe National Network of People Living with HIV and AIDS (ZNNP+) in 1992. The roles and responsibilities of ZNNP+ include:

- Promoting material and psychological support to PLWHAs and their significant others
- Facilitate networking and sharing of information at different levels of the organization
- Production and dissemination of relevant information materials to members of ZNNP+ support groups
- Lobbying and advocating for the rights of PLWHAs in all aspects and in line with GIPA (Greater Involvement For People Living With HIV and AIDS)
- Providing support for PLWHAs initiatives
- Facilitating positive living through facilitation of orphan care including provision of educational materials and psychological support; mobilization and provision of resources for PLWHAs' occupa-

tional therapeutic activities; and advocating and lobbying for the rights of PLWHAs on issues of mutual support

It was through the lobbying on the part of ZNNP+ membership that was instrumental to the introduction of the AIDS Levy.

2 Purpose of the Evaluation

Sida commissioned the evaluation of the ZNNP+ with a focus on three key areas, namely, organizational development, programmatic and financial management issues. More specifically, the evaluation questions that were answered for each functional area are presented below.

Organizational Issues

The organizational component of the evaluation addressed issues related to five areas. First, the evaluation analysed whether the current mode of ZNNP+' operation, that is, networking the most strategic to achieve the organizational objectives. Second, whether the organization's objectives and priorities are responsive to the needs of PLWHAs. Third, whether the current ZNNP+ structures at national, provincial and district levels optimize the participation and ownership of PLWHAs to ZNNP+ resources and representation. This was followed by an analysis of the organizational capacity of ZNNP+ in terms of material and human resources, strategic planning and leadership. Finally, the organization's constitution was analysed with a view to assessing whether there is clarity in the separation of powers, roles and responsibilities of the various structures and offices in the organization including the chain of command and the process of decision-making.

Programmatic Issues

The evaluation questions answered under this section were three. These were relating to the effectiveness of ZNNP+' past and current programmes in achieving the set objectives; the impact of ZNNP+ activities on the target beneficiaries and relevance of these activities to the needs of people infected and affected by HIV and AIDS; and the type of monitoring mechanisms that are used to track programme progress and their effectiveness.

Financial Management

Issues addressed in this section during the evaluation were three. First, the evaluation answered the question "Have Sida funds been used as specified in the project document?" The second issue was whether financial, human and material resources within ZNNP+ were used effectively. Finally, internal control and accounting systems were analysed in terms of their existence and functionality.

Answers to the evaluation questions above would go a long way in assisting Sida and other donors in making funding decisions to ZNNP+.

3 Evaluation Methodology

This section discusses the methods that were used for collecting the requisite data for answering the evaluation questions and the approaches used. The reasons for selecting the proposed data collection methods are presented and the approach justified. Fieldwork covered six provinces namely, Bulawayo, Harare, Mashonaland East, Manicaland, Matebeleland South and Masvingo.

Data Collection

Due to the diverse nature of the evaluation questions that needed to be answered, four methods of data collection were used. These are review of relevant literature, in-depth individual interviews, group interviews and focus group discussions (FGDs). Each of these data collection methods is discussed in detail below in terms of the key informants/data source, the type of information collected and the relevance of collecting such type of information vis-à-vis the evaluation questions that needed to be answered.

Review of Documents

A number of documents were reviewed during the evaluation. The documents reviewed include the project proposal from ZNNP+ to Sida, strategy document for the period 2002–2007, workplan and budget submitted to Sida by ZNNP+, progress reports, annual and semi-annual reports, minutes of Board and Provincial Committee meetings, organizational chart and audit reports.

A review of these documents provided background information about ZNNP+; the objectives of the partnership between Sida and ZNNP+; whether activities are implemented according to plan; whether resources are utilized according to plan and budget; the management practices within the organization; strategic thrust and/or focus of the organization; diversity of organizational activities; successes to date; challenges that the organization is facing as it implements its programmes and the proposed solutions. This information was complemented by that generated during interviews and FGDs.

In-depth Individual/Group Interviews

In-depth individual interviews and group interviews are discussed together because they were used to collect the same type of information. The only difference is that in group interviews, between two and four people who have the same roles and responsibilities were interviewed together. The group interviews are superior to individual interviews because they allow other group members to validate factual information that is provided during the interviewing process.

In-depth individual/group interviews were conducted with the following categories of informants:

- Members of ZNNP+ secretariat
- Representatives from NAC
- ZNNP+ Provincial Representatives, Coordinators and District Representatives
- PLWAs
- Representatives from stakeholder organizations including donor representatives

Broadly, the information collected from these respondents include their perceptions about the relevance, coverage, efficiency and sustainability of ZNNP+ programmes; the role of PLWAs in the planning of ZNNP+ activities; the way money and other resources allocated to the organization are used; linkages between ZNNP+ activities and those of other organizations (private and public) who are involved in similar work; whether ZNNP+ is the appropriate organization to implement such activities;

achievements of the organization to date; challenges that the organization is facing and the solutions that have been tried as a way of addressing the challenges.

For ZNNP+ staff members, they were specifically asked about their educational qualifications; how they were recruited; the skills base within the organization pertaining to various areas of their operations; their relationship with their stakeholders; successes to date and challenges that they meet on a day-to-day basis.

Focus Group Discussions (FGDs)

Focus Group discussions were conducted with members of the support groups. The themes for the FGDs were:

- Role of PLWAs in planning the activities that are implemented by ZNNP+
- The role of family members in designing and implementing activities of ZNNP+
- Changes that have occurred to PLWAs attributable to ZNNP+ activities (impact issues)
- Problems/challenges that PLWAs are facing and proposed solutions
- What could be done differently by ZNNP+ or another like-minded organizations in order to enhance the benefits to accrue to PLWAs

In all, twenty-two FGDs were conducted and 35 in-depth individual interviews were conducted during the evaluation. The information from these FGDs and in-depth individual interviews form the basis of this evaluation report.

4 Main Findings

The main findings from this evaluation are discussed under three broad areas, namely, organisational, programmatic and financial management. Key findings discussed form the basis for recommendations that are in section 7 of this report.

4.1 Organizational Issues

Vision, Mission and Objectives' Responsiveness to PLWHA Needs

The organisation is guided by their overall mission which is:

“We are committed to representing our interests as people living with HIV/AIDS in Zimbabwe by capacity building, empowerment, and education for both the infected and affected.”

The specific objectives of the ZNNP+ which determine the nature of the programmes they implement include the following:

Objectives

1. To promote material and psychological support to PLWHA and their significant others
2. To facilitate networking and to share information at different levels
3. To develop and disseminate relevant information on HIV/AIDS related issues to PLWHA support groups
4. To Lobby and advocate for the rights of PLWHA in all respects and in line with GIPA principle (Great Involvement For People Living With HIV/AIDS)
5. To provide Support for PLWHA initiatives and build their capacity to respond in order to mitigate the impact of HIV / AIDS
6. To facilitate positive living through:
 - Facilitation of orphan care, which includes provision of educational material and psychological support.
 - Mobilization and provision of resources for PLWHA's occupational
 - Therapeutic Activities
 - Advocating and lobbying for the rights of PLWHA and issues of mutual concern

It is crucial to do an analysis of issues around the vision, mission and objectives of the ZNNP+ in order to get a clear understanding of the organisation's focus. The ZNNP+'s vision reads:

“To live positively and facilitate the reduction of HIV infection among the entire population, thereby creating an HIV and AIDS free generation. We hope to make the inevitable bearable”.

The vision for ZNNP+ focusses on two key aspects:

- a) Positive Living
- b) Prevention

ZNNP+' mission is derived from the vision. The mission for the organisation is

“We are committed to representing our interests as people living with HIV and AIDS in Zimbabwe by capacity building, empowerment and education for both the infected and the affected”.

The mission is related to the vision however it is noted that the mission does not seem to say anything about networking which seems to be the focus of the organisation. In relation to the mission it appears the organisational mission is not commonly shared and understood within the organisation. At lower

levels such as the support groups, district and provincial levels there is a diverse understanding of the mission where the mission is more understood to be provision of resources to PLWHAs. This is understandable in view of the fact that ZNNP+ has played this role before. The mission as stated above assumes an implementing role, for example, capacity building, empowerment and education are an implementing role.

The objectives of the organisation have been derived from the vision and the mission of the organisation. The objectives as put in the constitution are not similar to those in the proposal, brochure and the recently developed strategy plan. The brochure has included the issue of *“development and dissemination of relevant information on HIV and AIDS and related issues to support PLWHA”* which is not in the objectives enshrined in the constitution. On the other hand the constitution has objectives which are not included or have been modified in the proposals, brochure or the recently developed strategy plan. The constitution states as an objective *“the need to promote greater involvement of PLWHA in NGOs and ASOs in dealing with HIV related activities at all levels”*. This has not been included in the operational documents and yet this is crucial. The need to lobby for legal rights for PLWHAs has been left out in the operational objectives. Whereas the constitution provides for the need to *‘lobby and advocate for material, financial, psychological and social support for PLWHA support groups throughout Zimbabwe’* the operational objectives have been modified and lobbying has been replaced by promotion which assumes a different role.

The constitution indicate the need to *‘Provide the opportunity for people infected with the HIV to network and share information on a regular basis’* while the operational objective is *‘To facilitate networking and sharing of information at different levels’*. The objective in the constitution relating to *‘lobbying government in collaboration with relevant organisations to enact legislation, which will address the needs of PLWHAs’* has been excluded from the operational objectives yet this is quite pertinent. Other objectives that are in the constitution but have not been included in the operational objectives include the following:

- a. To promote, organise and mobilise resources for the annual assembly
- b. To obtain and channel equitably donor funds and other material and financial resources of PLWHA support groups throughout Zimbabwe.

The differences could be a reflection of limited common understanding on the organisational objectives within the organisation itself. There is need for an internal review and strategic planning workshop which among others will result in a consensus and harmonisation of objectives relating to the direction the organisation will take. The overall objectives are in any case stated in an activity fashion and they do not seem to be result or output oriented. It is the evaluation team’s opinion that each year there must be an annual plan with operational objectives for that year derived from the overall output oriented objectives.

Although there maybe slight differences relating to the objectives in the constitution and the operational objectives, the objectives definitely address the needs of PLWHA. They are responsive to the needs of PLWHA. The activities being carried out are also responsive to the needs of the PLWHA, however in view of the problems that ZNNP+ has been experiencing, its impact and responsiveness to the intended beneficiaries needs has been greatly reduced. According to the PLWHAs *‘ZNNP+ yakamboita, takaita masupport groups, vana vakaenda kuzvikoro, asi iye zvino tadzoka pa square one kutambudzika’* (*‘ZNNP+ assisted us, we formed support groups, our children got school fees but now we are back to square one experiencing problems again’*).

Human Resources and skills

The secretariat at ZNNP+ which is responsible for operationalizing policy is headed by a chief functionary who is referred to on the ZNNP+ structure as the National Executive Coordinator but in his written correspondences he is also referred to as the Director and President of ZNNP+. In this evaluation we will term this post “Director”. The first national director for the organisation was a lady who briefly headed the organisation and was relieved of her duties in December 1999 due to mismanagement of financial resources of the organisation and discontentment among PLWHAs that an HIV negative person was heading an organisation for PLWHAs. The then national chairperson of the ZNNP+ was requested to assume duty as a national director with effect from 1 January 2000. Under the leadership of this new director, NAC started to fund ZNNP+. The organisation became over-resourced financially and under-resourced in terms of human resources. The director was asked to step down in view of the alleged gross mismanagement of funds.

The programme used to be staffed by a substantive director, a finance manager, a personal assistant to the director. The Organisation also runs a project called Network for Zimbabwean Positive Women (NZPW+) and there is a coordinator for the project. The position of the NZPW+ does not appear to be mainstreamed in the overall ZNNP+ structure. The programme itself seems to be sidelined from the mainstream and is not even reflected on the ZNNP+ programming and information sheets.

The former director left the country and there is a programme officer who is now an acting director. There is now a new finance manager who is responsible for issues related to finances. There is also a receptionist. The personal assistant to the director seems to be still employed but her role does not appear to be very clear at the moment. The co-ordinator for the NZPW+ who is a volunteer and not an employee operates from the ZNNP+ office. She gets an allowance and does not have a contract.

In an endeavour to reach people in the provinces and in the districts, Provincial Co-ordinators have been recruited for the 10 provinces and each district ideally has a district representative. In view of the nature of the work, most of the staff members are trained in systemic counselling. Counselling is a very vital skill for an organisation such as ZNNP+ where one needs to counsel PLWHAs anytime when need arises.

Most of the provincial co-ordinators have basic academic qualifications such as five (5) O- levels and below. They have however done other courses such as counselling, project planning and management. Most of the courses done are certificates or in a majority of cases certificates of attendance were awarded. Comparatively the provincial heads of other organisations working in HIV and AIDS programmes are highly qualified and trained. One stakeholder indicated, “*ZNNP+ needs to go beyond using testing HIV positive as a qualification. They should look for qualified people within and outside their membership*”. The evaluation team considers the job of a programme co-ordinator to be quite strategic and of paramount importance. It is a level where lobbying and advocacy, programmatic activities takes place. It is the level where one can be heard when one has qualities that draws professional respect from stakeholders and intended beneficiaries. The issue of skill and competence at provincial level may require further internal review. There will be need to work out clear definition of the responsibilities of the Provincial Co-ordinators and work out specific qualifications, skills and qualities require for the post.

Strategic Planning, Monitoring and Evaluation, Reporting Skills and Systems

ZNNP+ has been operating without a strategic plan. No annual plans are made. Activity plans are sometimes made by the staff members. ZNNP+ has limited skills in participatory planning. Discussions with the decentralised structure of ZNNP+ indicated that intended beneficiaries and key stakeholders in the decentralised structures have not been involved in contributing towards the organisational programme planning process. For the Sida component the project proposal seems to have acted as a plan.

Related to the limited strategic planning skills is the issues of limited monitoring and evaluation skills. In view of the fact that there is limited strategic planning, indicators to measure both process and impact do not seem to have been developed. The limitation of skills in this area has resulted in the lack of a systematic strategy to get a picture of the trend and impact of the services ZNNP+ is providing. There are no internal strategic evaluation or review systems in the organisation to give the board and the staff an opportunity to review the direction where the programme is going, the progress and programmatic adaptations.

Reporting skills are also limited. The reports that are done relate to activities carried out. No reflection is made on impact of activities. Even the reports that were provided to Sida also had this limitation. Reports from provinces if they come, do not include financial reports for instance on how they have used the allowances for networking. The quality of the reports could be greatly improved in order to capture the pertinent issues which include what changes have been realised as a result of the intervention in that quarter.

The limited skills of the current incumbents relating to planning, monitoring and evaluation need to be addressed. The staff members realise their weaknesses in planning, monitoring and evaluation, and would like to get a strategic orientation and hands on issues related to planning, monitoring and evaluation.

Advocacy and Human Rights

Advocacy is about seeking solutions to problems in the “political” arena by changing the decision making “system”. People generally need strong organisations to influence change. ZNNP+ being a network has as one of its objectives “Lobbying for material, financial, psychological and social support for PLWHAs in Zimbabwe”. ZNNP+ has a huge following, they have power in numbers which is very good for advocacy. ZNNP+ has lobbied with government and this lobbying has contributed to the establishment of the National AIDS Trust Fund (NATF). The ZNNP+ has received money amounting to Zim\$ 96 million from the NATF for supporting the needs of PLWHAs.

There is some skill in lobbying and advocacy which in a way has been fruitful. The methods usually used are demonstrations, stay ins and discussions. It is the evaluation team’s opinion that ZNNP+ has a lot of potential to contributing towards strengthening civic competencies in HIV and AIDS issues. Its grounding is rich and should be used for advocacy especially in relation to influencing change in policy. This could be achieved if skills in this area could be further developed at different levels of the organisation to enable ZNNP to become a more vibrant ‘political player’ in the area of HIV and AIDS.

Lobbying and advocacy should also not only focus on resources but it should also focus on issues such as the right to information, right to dignity, right to equality, right to employment, right to property, right to marriage, right to medical treatment and drugs. ZNNP+ is not doing much in terms of lobbying in the areas above, perhaps it possibly could be due to a limitation of skills or preoccupation to lobby for practical needs such as funds for basic survival.

In view of the mismanagement problems that ZNNP+ has experienced, there is need for more focused advocacy to rebuild the organisation’s image, re-establish their relationship with various stakeholders including their own membership and NAC and attract funding.

ZNNP+ has not clearly defined its advocacy strategies. The organisation needs to build its advocacy skills in order to be effective. It needs to have skills to do advocacy planning. The strategies being used now are limited, consideration to use the media, printed education material could be made. ZNNP+ need to consider to strengthen its various levels in advocacy possibly through training practice.

Documentation and dissemination skills.

There is limited skill in documentation and dissemination. ZNNP+ has produced the information leaflet (Brochure) about ZNNP+ as an organisation. Being a network organisation ZNNP+ could benefit by documenting and sharing the experiences of its organisations. The written information could be useful for lobbying and advocacy, education and information sharing. ZNNP+ is in a very good position to document about the experiences of its members in various spheres. ZNNP+ could consider having a unit that deals with documentation and dissemination of information.

Gender

HIV and AIDS affect women and men differently both in terms of vulnerability and impact. This is mainly because of their unequal physiological, social, economic and political status in Zimbabwe. In view of the unequal power relationships between men and women, women are quite vulnerable to HIV infection. Some of the examples regarding this vulnerability are that: culturally women are supposed to be subordinate to their husbands thus placing them in inferior positions regarding decisions on sexual matters; women lack control over condom use, the female condom is not always accessible; tolerance of men's behaviour by society even if it violates women's rights such as having extra marital affairs or wife inheritance.

Above are just a few examples, however it appears that ZNNP+ is not doing much about some of these underlying gender related factors. We were informed that in Mashonaland East a ZNNP+ Provincial representative raped a 9 year old girl recently. This is gender violation at its worst but not much has been done around this violation within ZNNP+ itself. ZNNP+ should be more active in addressing gender issues in its programme.

There is need for ZNNP+ to address the underlying factors which include gender and HIV advocacy, empowering women, gender and cultural issues such as addressing the issue of wife inheritance and rape. ZNNP+ needs to mainstream gender in all its programming activities. There is need for building gender awareness in relation to HIV and AIDS at all levels of ZNNP+. Staff need to be equipped in skills to do gender planning and there is need to have a gender strategy.

The ZNNP+ has established a Network of Zimbabwe Positive Women (NZPW+). The network is being run by and for positive women with the aim of holistically empowering positive women so that they are better able to deal with the impact of HIV and AIDS. The network does not appear to be in the mainstream of ZNNP+. They have carried out workshops on the stepping stones and the memory book. If strengthened the network could be quite resourceful regarding empowering women.

It is commendable that currently the key positions in ZNNP+ NEC are occupied by women and also that there is a gender balance in the number of men and women co-ordinators. However the positions of the programme co-ordinator/acting director and the finance manager are occupied by men.

Human Resource Systems

The recruitment process and system in ZNNP+ does not appear to be systematic. For the post of the director, no advertisements seem to have been made, no interview minutes were available to the evaluation team to prove that interviews were made. For the post of the co-ordinators the evaluation team was made to understand that there was an advertisement that was placed in the national paper. People applied and were interviewed. It is our understanding that (five) 5 of the people who were provincial representatives before were taken on as provincial co-ordinators.

The minutes of the executive committee meeting indicated that the provincial representatives had asked to be considered for the provincial co-ordinator posts in view of the fact that the job they were

doing as representatives involved co-ordination tasks. In another meeting the then director advised that the provincial representatives who were willing to be co-ordinators would relinquish their positions as provincial representatives in order to be provincial co-ordinators.

It was correct for the director to advise that one person can not hold the position of provincial representative concurrently with the position of the provincial co-ordinator. However because of the various discussions that had taken place prior to the recruitment, and the coincidence that 5 of the former provincial representatives were offered employment the objectivity of the recruitment process is rather questionable. The advertisements, the persons who applied for the posts were not in the files, the minutes for the interviews were not available to make it possible for the evaluators to verify the objectivity of this recruitment process.

The evaluation team would like to note that being a provincial representative who is primarily put in office through elections does not necessarily mean that one qualifies to be a professional person who can do provincial programming and steer strategic developments in the programme.

According to information on the former director's CV it, appears he had appropriate qualifications for a director, with a masters in public health, degree in sociology, degree in social work, a degree in law and several diploma qualifications in the area of psychology and certificates in the area of herbal medicine and African medical practice. However, there were no any other sources to validate these claimed qualifications. Whatever the situation, it appears that, because of his academic and professional strengths compared to other staff and members of ZNNP+ he at times took advantage of the limited capacity in the organisation and took decisions above board.

It is the opinion of the evaluation team that there is a lot of untapped hidden professional human resources in ZNNP+ who could be drawn upon to provide professional services to the members. ZNNP+ needs to put up strategies that will enable professional and skilled people to join ZNNP+. It needs to reposition itself, build its image in order to be able to attract professional human resources who are supposed to be its members. According to discussions with some members the lack of direction and the mismanagement culture in the organisation discourages professional people to be involved in the organisation.

Relating to human resources the evaluation team discussed with various actors regarding whether the staff working in the secretariat should necessarily be PLWHA. The opinions received varied. The majority of the people discussed with feel that the secretariat does not necessarily have to be PLWHAs. What is needed are professional people who can deliver the services. Some, especially members of the support groups felt that a PLWHA secretariat would understand them better. They however also feel that the issue of democratic representation at district, province and national level should be able to address representation issues.

Committees who understand their roles and responsibilities should be able to control and monitor the secretariat and advise them on how best to deal with PLWHAs. It could be worth the while for ZNNP+ to have strategies to recruit professional PLWHA from within its huge pool of members. Where the professional skilled persons are not available within PLWHA, they could consider recruiting people who are not PLWHA.

The evaluation team noticed that some personal files were not in existence and those that were in existence did not have much information. Personnel information should be appropriately recorded and filed in the personal files of the staff. Information relating to the recruitment process should be kept such as the CV, certified copies of certificates, vacancy advertisement, invitation to interview letter, minutes of the interview, letter of appointment, contract and conditions of service, job description,

performance appraisal, any other personal communications relating to the staff member, resignation or termination letters, exit interview minutes.

A form was designed for performance appraisal purposes. The staff are assessed during their probation period. It appears the performance appraisals are not made after the staff members have passed their probation. It also appears the chief functionary had never had a performance appraisal made. The executive board was supposed to do the performance appraisal. The process of performance appraisal involved some of the Headquarters staff members, for example, the then finance manager, personal assistant to the Director carrying out the assessment when they have not been involved much on what the persons have been doing. Key result areas for the staff are not worked out, thus, it is not clear against what aspect the performance appraisal was being measured. There is need to have a system in place for appropriate performance.

It is not clear who had the responsibility of the human resource function in ZNNP+. It appears the director had the responsibility on human resources and he would delegate some of the roles to the finance manager and his personal assistant. The background of these two was secretarial and they had no experience and training in dealing with human resources. Proper performance appraisal should be able to identify the professional weak and strong points for an individual, which can be used for staff development purposes. There was no staff development policy in the organisation. Human resources on its own is a very involving exercise with activities ranging from staff recruitment to retainment. The director's office seems to have been already overflowing with directorate tasks and duties related to human resources have not received adequate attention.

Mode of Operation

ZNNP+ by virtue of its title is a network organisation. This presupposes that the major thrust of the organisation should be to facilitate networking relating to HIV and AIDS. It implies a role that is not necessarily an implementing role. The constitution does not clarify the parameters of operation as a network. However, some of the roles of the organisation according to the constitution implies that the organisation is actually playing an implementing and co-ordinating role e.g to support the formation of self help groups of PLWHA, obtain and channel equitably donor funds and other material resources of PLWHA support groups throughout the country. Carrying out these activities implies an implementing role.

The role that ZNNP+ has been taking of distributing funds for school fees and support groups has been an implementing role. The ZNNP+ membership at different levels was asked about their opinion regarding whether it is strategic for them to operate as a network or an implementing organisation and the majority were of the opinion that ZNNP+ could continue operating having the two roles. Opinions were sought from the stakeholders regarding the most appropriate mode of operation. The majority of the stakeholders were of the opinion that the ZNNP+ could operate as a network and leave the implementing responsibility to other actors. ZNNP+'s role is seen as one of networking, co-ordinating creating of support groups, lobbying and advocating for its members.

According to our findings it is not clear why ZNNP+ calls itself a network organisation when in actual fact its objectives and practice do not seem to be focussing on networking. In actual fact ZNNP+ seems to be more appropriately an association of PLWHAs with membership from the support groups. As an association, networking, lobby and advocacy, co-ordination, seem to be the focus of the organisation. Operating just as a network does not appear to be strategic and in fact they in actual fact have not been operating just as a network it has been much more.

Constitutional Issues

There is an amended copy of the constitution, which assumes that the constitution has been reviewed before. It is not clear who has been involved in the constitutional review process, whether or not the general membership had an input in the review of the constitution. The current constitution requires further amendments in order to avoid flows and to give proper direction and vision to the operation of the organisation. It is not clear from the constitution why the organisation is termed as a network but the objectives are not necessarily focusing on it as a network.

The constitution defines that to be registered one needs to make an application for membership through the executive committee and one should be *'a person who has tested HIV positive, or who has a spouse or minor child tested positive.'* According to this definition one can be a member of ZNNP+ or a support group member even if they are not HIV positive. It is not clear why all applications to be a member should go through the Executive Committee. It is also not clear why one should be a ZNNP+ member. What benefits do members enjoy from the organisation. Should a person not join what does one lose out on. When the support groups are registered it appears ZNNP+ is not using the information from the registrations to develop its data base on its members. The data base could be used for ZNNP+'s planning and programming purposes. Its vital programme information system that need to be developed.

The constitution also gives possibilities for registration of associate membership who could be organisations and or individuals involved in HIV and AIDS related activities. It indicates that these do not have voting powers but it does not indicate what role these can play in the organisation. Why should an organisation or individual be an associate of the ZNNP+. It does also not give direction of how one can become an associate member of the ZNNP+. Is it through application or association or both?

Members pay an annual fee through the support group at a level set by the organisation. Our finding in some of the areas was that some of the district committee members took advantage of the members and asked them to pay more money, 10 times more. This money we understand did not reach the ZNNP+ office. This kind of corruption could be avoided if the groups could be empowered and get proper information from the office. There is need for the provincial co-ordinators to monitor the groups and empower them. It is not clear what happens in the event that a person or an organisation does not pay an annual fee. A provision is made that the executive committee is authorised to grant free membership to organisations, which are unable to pay membership fees. It is not clear whether organisation here refers to support groups and what criteria is being used to provide free membership.

The constitution does not appear clear on what a national congress is. There is no clarity whether the national congress is the same as the national assembly or the Annual General Meeting. This confusion was echoed during the evaluation by the members. The constitution specifies that the congress shall elect support groups to serve on the national executive committee, the democratic role of the district and provincial committees in relation to the election of the national executive are not mentioned. Also how these decentralised structures are going to be put to power is not mentioned. The issue of how the different representation structures relate is not mentioned in the constitution. From the evaluation findings there was no clarity from the majority of members regarding what the role of the district, provincial and national committees were.

The constitution makes it possible for the chairperson to call for an extraordinary meeting and indicates that provided the majority of the registered support groups are in attendance. The question that arises is what number of support groups constitute the majority to ensure that there is democratic representation? The constitution does not specify the term of office of the executive members. The constitution does not specify the qualities for persons who can be elected into the executive board.

According to the constitution the NEC can appoint a 5 member advisory committee which shall provide expert advice to the executive committee. The areas of expertise that could be required are not mentioned. The tenure of office for the advisory board is not mentioned. The advisory board is indicated on the ZNNP+ structure but the members the evaluation team discussed with did not know of any existence of such a board.

Some of the key functions of the executive committee are not clearly specified in the constitution its silent on the role of the executive committee in relation to policy making and monitoring implementation of the vision, which should be a vital role of the executive committee. The constitution is also silent on how it will relate to the organisation staff. It should have defined the parameters of the executive committee in programme operation. The committee should have a monitoring role to ensure that programme implementation is according to the vision and mission. It gives too much power to the chief functionary and does not define its own role in relation to the chief functionary.

No clear demarcation and role definition is given between the secretariat and the executive committee. For instance it would have been useful to define the job description of the chairperson, the chief functionary, the finance manager and the treasurer as these are key functions where there is a possibility of overlap and abuse if not concretely defined. It does not give an idea of who is responsible for what type of decision making between the executive committee and the secretariat. Maybe because of this limitation the former secretariat ended up taking policy decisions without consultation with the board. It is not clear how far the chief functionary should go in terms of decision making and operations.

The entire human resource function and decision making was given to the director, subsequently the recruitment and setting of salaries was made by the director without much input and decision making from NEC. It appeared like the director employed the staff yet they are supposed to be employed by the board and the director could have management and monitoring roles to make sure the staff are implementing the programme according to the plans. NEC does not seem to know their role in relation to staff, an example is, before the provincial co-ordinators were recruited, some of them who were part of NEC then, enquired from the director how much provincial co-ordinators would get. Remuneration and conditions of service setting are supposed to be a responsibility of NEC after which they can be implemented by staff. The constitution needs revisiting and tightening of its provisions.

Representation Structure

The ZNNP+ has a representation structure at three levels, the national level, provincial and district committees. Regarding how democratically elected structures are put in place and whether or not they represent the interest of the PLWHAs, we had discussions with the different levels of ZNNP+. Our findings according to the people we discussed with were that the different structures at district, provincial and national level were elected and put in place during the Gokomere Congress. However some people were saying they elected their committees in their provinces and districts.

An example of the above is the case for Mashonaland East where both provincial and district elections were held after the Gokomere elections. This could have been done perhaps after realising that the congress elections were not quite acceptable and internalised at the decentralised level. Members associated themselves more with this representation as it was locally done with popular participation of the majority. In some areas such as Manicaland there is no provincial committee and when the evaluation team visited them they were planning to have their elections.

In Buhera the district committee which was selected in Gokomere was said to be in place. However discussions with the support groups revealed that they did not know that they had a ZNNP+ district committee in the area. Discussions with two members of the committee revealed that they have never met as a committee after their election in Gokomere. They could not remember who the treasurer was.

The evaluation team discussed with a group of representatives from 14 support groups in Buhera. It was disappointing to know that only two groups knew ZNNP+.

In Masvingo they have area committees. The members discussed with indicated that at ward level there is good communication however communication from the district, province and national level is limited.

The communication and reporting structure is not quite clear within the structure. Accountability between the committees does not appear to be operating well. Support groups seem not to know what the district committees are doing, the district committees do not appear to know what the provincial committees and national committee is doing. When people go for meetings because of the limited resources (Bus-fares) report back meetings are limited. Representation goes together with accountability because a person who represents a constituency needs to represent it. In view of the somewhat weak structures representation and accountability appears to be limited.

The role of the different committees does not seem to be clear to the committees themselves as well as to the members. The committees that are in place have not received training on their roles and responsibilities as committee members. Accountability structures for e.g staff in provinces is unclear and communication and reporting organogramme is not clear either. In Masvingo the coordinator is accountable to the provincial committee while in most of the provinces the coordinator reports to the Harare Secretariat. NEC members should be trained once in office on their role as a matter of organisational principle. The basic orientation is essential for proper functioning of the committee. However such a training would be worthwhile if the term of office is more than one year.

At provincial and district levels it appears there are no constitutions guiding the operations of the committee at that level. It is crucial to have constitutions which will provide guidance relating to how the organisation will operate and relate to the other stakeholders at district and provincial levels.

While the structures exist at district, provincial and national level, limited accountability, transparency, understanding of roles and responsibilities and communication have reduced the representation of the interests and problems of PLWHAs by the different structure. The fact that in some areas the provincial committees and district committees are not in place is a clear reflection of a weak representation structure. From the sample visited it appears Masvingo is one of the best practices where there seems to be at least constant communication between the different levels.

Although communication between the different levels seems to be a problem generally, the rural membership seems to be more disadvantaged. The rural membership themselves also have the same feeling that the urban membership seem to get more informed and seem to get more benefits from being members of ZNNP+.

The evaluation team is of the opinion that there is limited attention by the executive committee in giving guidance in the form of policy development and strategic programming. There is need for joint board and staff review and planning retreats in order to strategize and harmonise broad organisational strategic issues.

Resources

Available resources

The organisation has an office in Harare where it is operating from. The office seems to be adequately equipped to meet the challenges of the work in the organisation. The organisation has one car which is stationed at the Harare office. When the car is down the mobility of the programme people at Harare level is affected. The organisation has decentralised its role and they have bought provincial offices and bought offices popularly known as resource centres in the various provinces.

The resource centres are not adequately resourced. The resource centres are supposed to be adequately resourced to enable people who need information on HIV and AIDS to be able to get it under one roof. However in all the resource centres visited there were limited resources put on a desk perhaps to serve people as they come in the centre, they can read and leave the information sheets there. In other centres such as in Mutare and Bulawayo there were no information sheets at all. For Mutare although the office was purchased in November the office was first used on the day the evaluation team visited the office.

This could be an indication that perhaps the resource centre is not being used. In another case part of the resource centre is being used as accommodation for the coordinator. It is the evaluation team's opinion that resource centres and offices should be used for purposes they are meant for. The co-ordinators are getting a salary and this could be used for payment of their own accommodation costs. Combining home with the office under one house may sometimes disrupt work operations when a person requires to attend to family and social affairs. Also it may result in the personalisation of the offices. It may be difficult to separate official business from social and family business.

There are no computers in the provincial offices and this makes communication difficult. However the majority of the co-ordinators visited did not have computer skills and they would require to be trained. Given this perhaps even if computers were there the existing staff members were not going to be able to use them. There are no phones in the offices and one wonders what kind of networking can be done without access to phone, fax, e-mail. Most of the networking is physically done. The co-ordinators are given allowances for networking and co-ordination. However their operations do not seem to be monitored either by the provincial committees or by the Harare secretariat. It is not quite clear who is supposed to monitor them and this requires attention.

The organisation has a car. There is transport policy, which is supposed to give guidance to the use of the car and NEC members, and staff who come to Harare on business. However for the car we also note that there is a clause in the director's contract which allows the director to use the car for personal use and it is our opinion that this is not proper. It is our opinion that the car should be used for business and that a logbook be kept where all trips are recorded. For the NEC members, use of personal car for approved and necessary trips to Harare should be minimised.

Potential resources

A number of representatives from donor agencies were interviewed as part of this evaluation. The rationale was to assess the extent to which these donors had interacted with ZNNP+ in the past. The strengths and challenges of working with ZNNP+ were also explored. The willingness of the donors to work with ZNNP+ in the future was also discussed. Representatives from four donor agencies were interviewed, namely, UNAIDS, SAT, HIVOS and CDC. It was noted that all these organizations have either linked ZNNP+ to some donors (for example, UNAIDS convened a round table for donors in which ZNNP+ was invited), or providing financial and technical support (SAT and CDC). All the organizations visited during the evaluation expressed an interest to work with ZNNP+. However, some organizations believe that a strategic planning workshop is critical before any meaningful partnership can be developed between themselves and ZNNP+. Representatives from these donor organizations indicated that they are also interested in participating in the strategic planning and review process.

In one organization, SAT, ZNNP+ have already submitted a proposal for funding which is currently being considered for funding or not. Another, CDC has requested for proposals from NGOs for support in organizational systems development and ZNNP+ has expressed an interest and they are likely to submit a proposal. It should however, be noted that these proposals will be funded on a competitive basis, thus, ZNNP+ is not guaranteed but still has a chance of receiving financial support. Thus, there

is a lot of interest among the donor communities to work in partnership with ZNNP+. However, ZNNP+ has to have a clear agenda to present to the donors.

4.2 Programmatic Issues

This section discusses activities that have been implemented by ZNNP+ members through the facilitation of the ZNNP+ Secretariat. More specifically, issues discussed include projects and activities implemented by ZNNP+ members including their effectiveness, training received by members, home based care activities, linkages between ZNNP+ and other players in the HIV and AIDS sector, importance of support groups for people living positively with HIV and AIDS, monitoring and evaluation of ZNNP+ activities, impact of ZNNP+ activities and the provincial resources centres for ZNNP+.

Lobbying and advocacy are central to the roles of ZNNP+. This evaluation revealed that lobbying has been quite effective as exemplified by ZNNP+' lobbying with the Government that led to the establishment of the National AIDS Trust Fund from which the organization received Z\$96m. However, ZNNP+ has not effectively lobbied for free medication. This is demonstrated by the fact that ZNNP+ members with membership cards are generally refused free treatment at most health care service delivery points throughout the country even after producing their ZNNP+ membership cards. This is an area that ZNNP+ and MOH&CW need to work closely in order to ensure that PLWHAs get free medication from their local health centres.

Projects

ZNNP+ does not allow individuals to join as members but its membership is made up of support groups of People Living with HIV and AIDS (PLWHAs). Thus, money provided by ZNNP+ to its members for purposes of implementing projects is channelled through support groups..

ZNNP+ has provided some financial support to a number of support groups throughout the country. It should however, be noted that not all support groups have received financial support from ZNNP+. Thus, the coverage of ZNNP+'s support for income generating projects coverage was not universal. It should be noted that most of the PLWHAs understand the rationale for being members of a support group as a pre-requisite for receiving money for income generating activities. Although the money was provided to some support groups, most of the projects implemented were individual projects while a few were group projects. The individual projects included peanut butter making; buying and selling old clothes; buying and selling fish; while group projects included gardening; poultry; wire making; cattle fattening; and sewing.

Most of the support groups who received financial support for projects had not received any form of training in business selection, planning and management then. Thus, those initial projects were largely not successful. However, in some areas, for example Harare and Bulawayo, some support groups were given money for projects after they had received training in business selection, planning and management. Interviews with PLWHAs and District representatives, provincial representatives and Provincial Coordinators revealed that projects implemented by PLWHAs who had received some training in business selection, planning and management were more successful compared to projects implemented by people who had never received any training. However, there was no systematic evaluation of the success of these individual and/or group projects. Thus, training of support group members is important in the implementation of successful projects.

An interesting case is the one in Masvingo where after receiving money for projects from ZNNP+, they started pilot projects. These pilot projects were important in providing a learning ground as support groups actually implement projects.

Another important issue that came up during the evaluation is that some support groups were given project money some two or three months after the projects had been approved. In volatile economic environments characterized by high inflation, prices will have changed after two months, thus, the project money may not be able to purchase the requisite inputs. Another factor that militated against the success of these projects is that approved projects were not given the money as reflected in the project proposal budgets. Thus, under-funding contributed to the failure of some of the projects supported by ZNNP+.

Proposals submitted to ZNNP+ for funding by members of support groups were developed by members of the support groups with technical assistance from district representatives, provincial representatives and provincial coordinators. The fact that support group members chose their own projects meant that the projects, which were ultimately implemented by PLWHAs, were relevant to their situation. However, an issue of concern from the decentralized structures is their limited role in the project proposal approval process. Projects are approved by the Secretariat with minimal involvement of Provincial Coordinators. It is the evaluation team's opinion that the district and provincial level structures need to be fully involved in the project proposal approval process.

It was noted during the evaluation that ZNNP+ has no bereavement fund that would provide funds during the deaths of their members. Thus, the burden of funeral expenses for PLWHAs has largely been the responsibility of other PLWHAs whose economic situations are already constrained.

Importance of Support Groups

ZNNP+ district representatives, provincial representatives and provincial coordinators facilitate the formation of support groups for PLWHAs. Support groups are important as they allow members to share experience relating to coping mechanisms, learning about nutrition and appropriate diet and income generating activities. Members of different support groups especially in Harare and Masvingo provinces used to meet and share experiences. However, this is no longer happening due to resource constraints.

ZNNP+ has the policy to assess the needs of support group members at the time when the groups are being formed. The rationale for this needs assessment is to allow the provision of appropriate services and support to the different support groups. What is not clear is whether this practice has been institutionalized or not. It is the evaluation team's opinion that this practice should be institutionalized and the needs assessment results be used as the basis for providing support and advise to support groups.

In Manicaland and Masvingo provinces, members of support groups are involved in conducting HIV/AIDS awareness campaigns, thus, support groups are important in both mitigation and prevention of HIV/AIDS activities. These awareness campaigns may be responsible for the increase in the numbers of people who now demand Voluntary Counselling and Testing (VCT) services. Members of support groups conduct awareness raising sessions in schools, factories and churches. Thus, support groups are important in mobilizing communities for HIV/AIDS. During these sessions, PLWHAs publicly talk about their HIV status. The ideal situation would be for the members of support groups to leave written materials for the audiences after these awareness sessions so that people can refer and learn more about HIV/AIDS. However, due to lack of information materials, no information materials are left with the audiences.

Support group members participated in the home based care activities providing care to members within their groups. Sida supported ZNNP+ home care activities to the tune of Z\$58,000. This money was mainly used for purchasing HBC kits.

Linkages and Training

ZNNP+ is in partnership with a number of organizations that include private consultancy companies, AIDS Support Organizations like FACT Masvingo, FACT Mutare, Family AIDS Support Organization (FASO), Catholic Development Commission (CADEC), New Start Centers and Zimbabwe AIDS Prevention and Support Organization (ZAPSO), Matabeleland AIDS Council (MAC) other non-governmental organizations (NGOs) like Zimbabwe AIDS Network (ZAN), PACT and Island Hospice, The Centre, Red Cross and government entities like the Ministry of Health and Child Welfare (MOH&CW) and the National AIDS Council (NAC). These different organizations work in partnership with ZNNP+ in a number of areas that include training and other capacity building activities; provision of information to members; awareness creation and other promotional activities; provision of materials like home based care kits; and provision of drugs. These linkages are important because even if ZNNP+ does not have in-house skills in the areas mentioned above it simply plays a facilitative role and engage these other organizations to provide the specialist services.

Some members of support groups have received training in various areas that include, home based care, business skills, counselling and gender. PACT and Island Hospice have been very instrumental in providing training in home based care (HBC) and palliative care. PACT has also provided HBC kits for use by trained HBC facilitators while Island Hospice has provided drugs especially in Mabvuku and Tafara and conducted awareness campaigns in Epworth. It should however, be noted that PACT and Island Hospice do not target ZNNP+ members for these training activities, but they train community members of which PLWAs are part. Thus, ZNNP+ has been proactive and sent its members to these training sessions.

In other areas FACT Masvingo, FACT Mutare, CADEC (Manicaland), MAC (Bulawayo), the New Start Centres (Harare, Bulawayo, Masvingo), Dananai (Manicaland) and Red Cross (Matabeleland South) have provided training or facilitated training of PLWAs within the ZNNP+ network in areas of home based care, counselling and income generating activities. These training sessions have been important because trained ZNNP+ members are providing HBC services and counselling to their group members and using business skills in their income generating activities.

In Harare, some members of ZNNP+ are also members of the Moving On Clubs supported by PACT whose main area of focus is stigma reduction and disclosure. When the Provincial Coordinator has meetings with members of support groups, she invites experts from various thematic areas attached to the Moving On Clubs to give information to PLWAs. Experts from organizations like The Centre are called to give presentations on nutrition. Thus, linkages are important in facilitating the provision of information updates on HIV and AIDS at minimal costs.

NAC is the major donor and partner of ZNNP+. NAC has created structures from the ward level up to the national level. In some provinces like Mashonaland East they are in the process of establishing village structures. The NAC structures have committees that are multi-sectoral at all levels from the ward to the national. It is a statutory requirement that all these committees must have someone who is HIV positive to represent the interests of PLWAs. Thus, in all these committees, there are PLWAs who are supposed to represent the interests of people living positively with HIV/AIDS. However, these representatives are not necessarily members of ZNNP+.

Although almost all district representatives are members of the District AIDS Action Committees (DAACs) they reported that they are marginalized and sometimes are not even invited to DAAC planning meetings. According to members of ZNNP+ interviewed during the evaluation, they believe that the marginalization is due to perceptions from DAAC members that PLWAs are not educated. Thus, as far as ZNNP+ members are concerned, DAAC plans for them. This is demonstrated by a remark by

one of the ZNNP+ district representative who participated in an FGD *“Isu ZNNP+ haticharongi asi tonorongerwa”* this means that DAAC does the planning and then plans are shared with ZNNP+ members who have not been involved in the planning process. Thus, as far as ZNNP+ is concerned, the representation of PLWAs is only symbolic and does not serve any practical purpose. In some provinces, members of DAAC reported that they do not know anything about ZNNP+. For example, in Mutare, Manicaland Province some DAAC members reported that they know FASO and not ZNNP+ while in Buhera District some reported that they know Dananai and not ZNNP+.

The other problem that members of ZNNP+ are not happy about with their relationship with NAC is the payment of school fees. According to PLWAs, before NAC came into being, ZNNP+ was paying school fees for their children. However, since January, 2002 children of PLWAs have not had their fees paid and they are being chased away from school. ZNNP+ members interviewed during the evaluation are convinced that money from the AIDS Levy is being used to pay fees for children with parents who can afford paying school fees, thus, according to them, the money is not reaching the intended beneficiaries. On the other hand, NAC staff members who were interviewed during the evaluation reported that they do not take care of the infected alone but they care for both the infected and the affected. Thus, even in the selection of beneficiaries of the fees package, they follow the criteria used by the Ministry of Education's Basic Education Assistance Module (BEAM). Thus, NAC staff members are of the opinion that it is not proper to have money specifically set aside for children of the infected. Moreover, there are some orphans who have lost one of their parents due to HIV/AIDS but the remaining parent who is also HIV positive is not a member of ZNNP+.

FGDs with PLWHAs revealed that members of DAAC are not very sensitive to the plight of PLWHAs. This is demonstrated by the language that they were reported to be using when they interact with PLWHAs. In an FGD that was conducted with PLWHAs in Harare, one of the participants reported that a member of the DAAC indicated that *“Ma PLWHAs muri tsine munoda kunamira paDAAC”*. This means that PLWHAs are parasites who want to stick to and benefit from DAAC funds. PLWHAs strongly feel that they are being stigmatised by DAAC. For example, an FGD participant in Bulawayo reported that a member of the DAAC told him off when he attended one of their meetings. The DAAC member is reported to have said *“people with AIDS are a problem. They just want to use money that they have not worked for”*. This PLWHA has vowed never to attend any DAAC meeting.

In another FGD in Bulawayo, a participant reported that DAAC wants to start a project of coffins/ parlour for PLWAs. As far as PLWHAs are concerned, this is an insult because they need something done now to improve their livelihoods instead of DAAC preparing for their deaths. This participant reported that a DAAC member laughed about AIDS and he said there is need for a parlour because *“AIDS is killing many of you guys”*.

It is the evaluation team's viewpoint that the problems of misunderstanding between ZNNP+ and NAC discussed above could be a result of two factors. First, lack of communication on the part of the two organizations. Because of limited communication, there is a possibility that ZNNP+ members come up with their own reasons for the perceived antagonism, which may not have any objective basis. Constant dialogue can shed light on these linkage problems and improve the relationship between the two organizations. Second, the insensitivity of DAAC members to the plight of PLWAs could be contributing in important ways to the antagonism between the two organizations.

Although there are strong relationships between ZNNP+ and other organizations involved in the HIV and AIDS sector, the nature of the relationship is not clearly articulated. This is an issue that can be addressed through the strategic planning process that ZNNP+ needs to engage in.

Monitoring and evaluation of ZNNP+ activities

District representatives, Provincial representatives and Provincial Coordinators have the responsibility of monitoring the progress of activities that PLWAs as members of support groups are involved in. However, limited resources available to ZNNP+, especially lack of transport, negatively affect monitoring and evaluation of these activities. This becomes especially so in rural areas where districts are geographically very large and the District representative is expected to visit every support group in the district once a month.

In few provinces like Masvingo, districts develop quarterly plans that are used by district representatives for monitoring and follow-up purposes. In other areas like Manicaland, there are no quarterly plans for example, there was no quarterly plan for the first quarter of 2002. Thus, there would be no basis for monitoring progress. However, what is problematic is the lack of clarity on what the district representatives do when they go for monitoring visits because there is no standard monitoring checklist that is used by all those people who are involved in monitoring activities of support groups. However, even if there is a monitoring checklist for use by the district representatives, provincial representatives and provincial coordinators, what is also critically important is to have a budget for monitoring and evaluation activities.

In all provinces visited during the evaluation, sometimes the Provincial Coordinator and District Representatives make spot checks to support groups with a view to assessing whether the groups are involved in activities that they purport to be implementing. At times, the support group leaders visit the Provincial Coordinators and give them reports on activities happening within their groups.

While activity monitoring is generally a problem within ZNNP+, Masvingo Province presents a unique case. In Masvingo, there is a reporting format that was developed in a participatory workshop with the District representatives, Provincial representative and the National Office. Thus, reporting of ZNNP+ activities in Masvingo has been standardized and is used as a way of documenting the progress and bottlenecks that are being experienced in the province. All the six districts of Masvingo has a Bank Account and they have a good and functional record-keeping system where they record the following type of information:

- Assistance provided to PLWAs
- Names of members of support groups
- Number of orphans
- Number of the sick
- Group activities being implemented
- School fees being paid per school
- Workshops conducted

Such record keeping is important for assessing the progress that different support groups are making. It is the evaluation team's contention that such planning, record keeping and report writing should be institutionalized within ZNNP+.

Impact of ZNNP+ activities

The different activities that ZNNP+ members have been involved have resulted in a number of changes to the intended beneficiaries. PLWAs make testimonies and freely talk about their HIV status for example in Harare as they move around factories. There were claims from participants to FGDs and respondents to in-depth individual interviews that there has been reduction in stigma associated with HIV and AIDS. However, this is only anecdotally because there is no systematic way of assessing the reduction in stigma that has resulted from activities implemented by ZNNP+.

In Masvingo, respondents and participants in FGDs reported that although still happening, the practice of wife inheritance (*kugara nhaka*) is on the decline. Increased numbers of people are visiting provincial offices for more information on HIV and AIDS in all the six provinces visited during the evaluation. This is partly a demonstration of confidence in the organization on the part of the general populace. In Manicaland, Harare and Masvingo, due to awareness campaigns and other promotional activities being conducted by members of support groups, more and more people are going for HIV testing. However, the number of HIV testing centres is limited in all the provinces except Harare.

Impact of the ZNNP+ activities has been militated against by lack of resources. Instead of PLWAs getting food packs, blankets, assistance during funerals of PLWAs, currently, members of support groups are contributing their own resources to help other PLWAs. There is no bereavement fund to help when members of support groups die.

In some areas, it is not possible to talk about the impact of ZNNP+'s intervention because it is not well known among the people. For example, in Buhera District in Manicaland Province, it was reported by stakeholders and PLWAs that ZNNP+ needs to conduct publicity campaigns for people to understand what the programme is all about. People in the area know Dananai (an ASO) better than ZNNP+. Due to the lack of clarity of ZNNP+'s role, ZNNP+ support to projects implemented by PLWAs is generally interpreted as political.

Resource Centres

Every province has a ZNNP+ Office. These offices are supposed to be resource centres for the provision of information about HIV and AIDS to those who are interested. However, the provincial offices do not have print or electronic information, education and communication (IEC) materials about HIV and AIDS that can be used by members of support groups.

Most of the offices are not strategically located, they are in high density suburbs where they run the risk of being labeled HIV and AIDS homes, thus, being stigmatized. Typical examples are Bulawayo and Mutare where the offices are in high-density residential areas, places that are very difficult to access. The offices also do not have any cooking facilities and food reserves to facilitate preparation of food for PLWAs when they visit provincial offices for some group activities.

All the offices do not have enough space to allow for privacy and confidentiality for people who need counselling. It is the evaluation team's opinion that these offices need to be located in areas that are easily accessible, have enough space for individual counselling and have IEC materials that can be used by those who like to learn more about HIV and AIDS.

Linked to the idea of a resource centre is the issue of documentation and general information dissemination which constitute elements in the roles and responsibilities of ZNNP+. There are no documentation skills within the organization. The evaluation team is of the opinion that this problem may be addressed if ZNNP+ recruits a qualified Information Officer to be stationed at the Secretariat but working closely with Provincial Coordinators.

4.3 Financial Management

ZNNP+ does not have clear financial objectives, strategies and activities. There is no official organisational financial procedures manual through which financial procedures are clearly spelt out. The absence of an official written document allowed for operational deviance especially in handling amounts as large as Zim \$96 million from NAC.

ZNNP+ operates on a manual system though computers are available in the offices. The Accounting function for ZNNP+ is centralized and all transactions are done through the Head Office in Harare. Recording of transactions is on a cash basis and a system for Accruals is not yet in place although the acting finance manager has recommended that it be implemented. The Organization has seven (7) Cashbooks in Operation. Each cashbook has a Bank account. Every Programme has its own Bank Account, these are: National Aids Council; National Aids Council Projects; Sida, ZNNP+ Congress, UNDP Todii Project, S A T; and Administration. National Aids Council is the biggest donor contributing about 80% of ZNNP+ 's funding.

Procedures and control systems

It has been noted that there are times when the organization has some unused cash, which is banked and recorded as income. For instance, some \$20 000 in the Sida account was re-banked and recorded as income in December 2001. Ideally, this amount should go in and reduce the expense item, as it would have been overstated in the first place. These amounts sometimes go for a long time before being re-deposited. This practice is not proper if any cash remains, this should be banked straight away because cash can easily be subjected to theft or abuse.

There are instances where there have been programme inter-payments which is not proper for accounting purposes. For instance payments were made out from the NAC account only to be reimbursed later from the Sida account. Similar transactions also happened in February and May this year. When any requisition is done, it should state the programme that is sponsoring the amount. The authority to the requisition should check whether the payment is in accordance with the terms of reference of the Programme before authorising it.

There were instances where cheques were made and yet the cheque requisition was not signed as authorised. There are instances where cheques were pre-signed and up to now they are still there fortunately signatories have been changed.

A single person, the finance manager does all the ZNNP+ accounts. This means that he can initiate a transaction, do a cheque requisition, write a cheque and enter the transaction into the cashbook. The finance manager also receives bank statements from the bank and does the bank reconciliation. Until recently, the finance manager was also a bank signatory. However, this has since changed and the finance manager is no longer a signatory. The finance manager is also responsible for the administrative functions. During the evaluation, we noted that he spent considerable time with the lawyers trying to sort out issues of fraud that occurred last year. There is need for recruitment of another qualified and experienced person to assist the finance manager. This will help in the segregation of duties as one's work can act as a check on the other. This could allow for timeous and efficient production of accounting information. To further tighten the system, at no one time should both the finance manager and the co-co-ordinator be both allowed to be signatories on one account.

Expenditure on Sida Account

The expenses paid for by Sida were looked at on a month-to-month basis for the period from September 2001 to May 2002. A detailed Income and Expenditure Summary is attached. The most notable issue though is that almost all the expenses were incurred on allowances except for a few items like Positive Living Books (\$278 300); Security \$40 000 and \$70 000 spent on systemic counselling courses and \$55 416 for purchase of home based care kits.

Allowances are paid to provincial co-ordinators and the secretariat (i.e. the Acting Finance Manager and the Acting Director) These allowances are supposed to cover expenses incurred when staff go out in the field. However, no effort is put to reconcile what was spent and the amounts given. This leaves it very open to abuse. Though the secretariat and co-ordinators get allowances from the Sida account,

they are still paid their salaries from NAC. It is the evaluation team's opinion that Anybody who is given an allowance be made accountable for it, otherwise it becomes just another salary increase. The accounts department should demand (where applicable) a reconciliation of expenses incurred on the money issued in the first place.

Capital Expenditure and staff loans

This area seems to have been the most abused in the ZNNP+ system. For instance two amounts (\$2 000 000 and \$2 200 0000) as reflected in the cashbook, indicated that the money had been used to purchase assets. No evidence of any board authorization could be obtained for the purchases. It later turned out that these amounts were used to purchase two houses that are now under dispute. The evaluation team are of the opinion that any asset, be it a property, computer, furniture or any other asset be purchased only on the basis of a resolution signed by NEC. Similarly, if any disposal were to occur, this should be subject to board approval and the method of disposal clearly stated as this area can be subject to abuse.

A review of the NAC Cashbook showed an amount of \$2 000 000 was issued out as staff loans. At the time of writing this evaluation report, the evaluation team was still trying to gather evidence relating to its authorization. The evaluation team are of the opinion that by the nature of the transaction, every staff loan should be authorized by NEC.

A review of the NAC cashbook and investments file reflects that there was some money that was invested with financial institutions in the first half of 2001. The amount of \$2 000 000 issued as staff loan as explained above had actually been transferred from investments. A NEC resolution should allow for any investment and NEC's permission should be sought if there is need for dis-investments.

Fixed Assets Register

A proper fixed Assets Register is not yet in place at ZNNP+. This issue requires urgent attention since the organization has purchased quite a few assets. The Register can be reviewed thoroughly at least once every year and a complete physical verification is required. Important documents like the title deeds should also be inspected and ensure they are registered in the correct names.

Financial oversight by NEC

NEC does not seem to have done their role regarding overseeing the finances of the organization. NEC took a backseat in financial issues which gave way to the then Director and Finance Manager to run financial affairs on their own without any thorough monitoring. Although there has been staff changes, it is still of paramount importance to ensure that the systems are water tight and that NEC oversees the finances. For instance, the current secretariat should not be allowed to do transactions from start to finish without the involvement of NEC.

5 Future of ZNNP+

In both individual in-depth interviews and FGDs the question of the relevance of ZNNP+ was asked. Responses from ZNNP+ staff members, ZAN, NAC, other stakeholders such as donors e.g. and PLWHAs indicated that ZNNP+ is an organization that has a purpose to serve the interests of PLWHAs more than any other organization. It has this favoured position because it is PLWHAs who know and fully understand the plight of people living HIV and AIDS. The donor organisations talked to seem interested to work with ZNNP+. Some of the organisations discussed with include UNAIDS, SAT, HIVOS and CDC. Thus, the organization needs funding from NAC and other donors like Sida, UNAIDS, SAT, HIVOS, CDC.

However, before the organization receives funding, it is necessary for a number of things to be done so that the organization can account for financial and material resources provided and maximize on the effectiveness and efficiency of its operations. Among the things that need to be done are the following:

- Engage in a strategic planning process with a view to clearly articulating its strategic direction
- Developing and implementing functional organizational systems
- Building the image of the organization
- Recruiting competent staff

Once all these are in place, definitely it will be in the interest of the country in general and those who are positively living with HIV and AIDS for a new look ZNNP+ to receive funding.

6 Conclusions

1. The vision of ZNNP+ is relevant to the organisation. The mission and objectives do not focus on ZNNP+ as a networking organisation. The objectives of ZNNP+ as reflected in the constitution are more comprehensive and appropriate but they are slightly different from the operational objectives used in ZNNP+ information leaflet and proposal. The objectives are responsive to the needs of PLWHA.
2. Working with PLWHAs requires a multi-sectoral team. The following can be concluded regarding ZNNP+:

There is limited skills in ZNNP+ in the area of strategic planning; monitoring, evaluation and reporting skills are limited. Monitoring, evaluation and reporting systems do not seem to be in place. The activity planning currently in place does not allow for impact monitoring, and evaluation; There is some skills in lobbying and advocacy which has resulted in the organisation getting Zim\$ 96 Million. However, lobbying and advocacy skills are more linked to material and finance resources. Human rights and legal issues have not received much attention; Staff do not appear competent for the positions they are holding; 80% of the staff have been trained in counselling. ZNNP+ in addition to its internal resources on counselling, uses counselling skills from other organisations such as FACT, Island Hospice, Red Cross and Dananai.

There are no burnout strategies especially for staff, district and provincial representatives who are daily confronted with the sensitive and emotional situations of PLWHAs.
3. In view of the mismanagement and problems experienced by ZNNP+ recently, the image of ZNNP+ has gone down.
4. ZNNP+ is not taking an active role in gender. Gender is not mainstreamed in the programming of ZNNP+. It is positive that ZNNP+ has established a network for Zimbabwean positive women which aims to empower these women so that they are better able to deal with the impact of HIV and AIDS. However ZNNP+ programming, monitoring, budgeting and organisational structure do not include NZPW+. There is limited skill in gender planning in relation to HIV and AIDs in ZNNP+.
5. There are no standardised human resource systems in the organisation. For some jobs, advertisement are made whilst others they are not. For some there are personal files while for those who have personal files they have incomplete information.

Performance appraisals are done for probation purpose only. The director had never had a performance appraisal. The performance appraisal form used has limitations.

There are no exit interviews that are done, this could facilitate learning from past history. There is no organisational policy which could be inclusive of issues related to human resources.
6. ZNNP+ is officially a network organisation but on the ground it is operating as a implementing organisation, doing networking, co-ordination, lobbying, advocacy and awareness raising and at times distribution of resources to its members. Operating just as a network does not appear strategic, because its operations as a network would be rather limited and unrealistic given the expectations of its constituency.
7. The constitution has a lot of unclear areas such as:
 - Why a network?
 - Democratic role of district and provincial committees.
 - How the decentralised structures can be put to power
 - How the Different decentralised structures relate to each other.

- Role of key office bearers such as national chairperson and treasurer in relation to the director and the finance manager.
 - Relation between NEC and the staff
 - Role of NEC in relation to human resources, policy and decision making
 - While structures exist at district, provincial and national levels limited accountability; understanding of roles and responsibilities; and communication have reduced representation of PLWHAs by the different structures. Lack of provincial and district committees in some areas reflects a serious weakness on the structure to represent the constituency.
8. The NEC has given limited attention in guiding policy development, strategic programming and financial oversight. It has been rather weak and has not done much relating to its responsibility over human resources. The various decentralised structures of NEC and NEC do not appear to be clear of their role.
 9. ZNNP+ has resource centres at provincial level although they are not strategically placed and do not have the necessary equipment and resources. At Head Office level there is a car and the necessary office equipment and office furniture. The HQ level seems appropriately resourced.
 10. ZNNP+ has potential to get funding from donors. The donor organisations discussed with seem to have an interest in supporting ZNNP+.
 12. Although there is no absolute consensus on whether people who are not PLWHAs can be employed as staff or secretariate, the majority of the people discussed with were of the opinion that as long as a person has the required skills and has experience working in the area of HIV and AIDS one could be employed by ZNNP+. However this consideration could be made only if there are no PLWHAs who are skilled in the area who are forthcoming to fill up the post.
 13. Decentralise representation structures exist at district, provincial and National levels. Representation of PLWHAS at different levels is affected by limited accountability, understanding of roles and responsibilities by the different structures; and limited intra- and inter-communication. Lack of provincial and district committees in some areas reflects a serious weakness on the structure to represent the constituency.
 14. The evaluation revealed that projects that were implemented by members of support groups who had not received training on selection, planning and management of small business were less successful compared to those projects implemented by members who had received the requisite training. Thus, training of support group members in basic business skills is important in the successful implementation of income generating projects.
 15. Interviews with district and provincial representatives, provincial coordinators and FGDS with PLWHAs indicated that support groups whose projects were approved by ZNNP+ for funding did not receive the funding as reflected in the project proposals. Thus, under-funding of income generating projects is one important reason for the limited success of income generating projects supported by ZNNP+.
 16. ZNNP+ is linked with some ASOs and private organizations who provide training to its members in the areas of home based care, counseling and management of small businesses. However, due to the large numbers of PLWHAs, most of them embark on income generating activities without the requisite training
 17. PLWHAs who have received training in home based care provide HBC services to members in their support groups. However, the effectiveness of HBC activities is attenuated by limited resources at the disposal of PLWHAs who have been trained as HBC facilitators

18. Members of support groups for PLWHAs are involved in raising awareness about HIV and AIDS in schools, factories and churches. These activities are perceived to have contributed in important ways to the increase in the number of people currently demanding VCT services.
19. There is no bereavement fund for ZNNP+, a situation that leaves PLWHAs with the responsibility for meeting the funeral expenses of other PLWHAs.
20. ZNNP+'s provincial offices do not have information, education and communication materials to share with PLWHAs and other interested parties who visit these offices. During awareness campaigns organized by the ZNNP+ membership, no HIV and AIDS IEC materials are distributed. Thus, the IEC functional area of ZNNP+ is very weak.
21. The project proposal approval process for proposals submitted by PLWHAs to ZNNP+ for funding is largely the sole responsibility of the ZNNP+ Secretariat with minimal involvement of the Provincial Coordinators.
22. Although NAC is the biggest donor and partner of ZNNP+, there exists an antagonistic relationship between the two organizations. This antagonism is mainly due lack of communication and trust between the two organizations and also due to the differences in the way ZNNP+ has been distributing money to its membership and the way that is currently being employed by NAC. ZNNP+ members perceive NAC as having no sympathy to the cause of ZNNP+ members.
23. The funds disbursed by Sida to ZNNP+ have been utilised and accounted for. Of the amount disbursed there is an amount of Zim\$119 000 left. The bulk of the money disbursed has been used for allowances and salaries as detailed in the agreement. Around 11% has been used for programmes.
24. The internal finance control system for ZNNP+ has been rather weak and have resulted in abuse. For instance some payments have been made without authorisation, cheques were pre-signed before payments were made. Up to now there are cheques that have been pre-signed fortunately the signatories have changed.
25. NEC has not adequately played its role regarding controlling and overseeing the financial issues of the organisation. The former director and the finance manager who were both signatories ran the financial affairs of the organisation their own way without any thorough monitoring from NEC.
26. A proper fixed asset register is not yet in place at ZNNP+. There is no purchasing policy at ZNNP+. There is no finance accounting procedure manual at ZNNP+.
27. The current finance manager seems appropriately placed but he would need an assistant especially if the organisation is going to handle a lot of money.

Although ZNNP+ has experienced several management limitations, it has a lot of potential and its purpose relating to lobbying and advocacy for PLWHAs needs will always remain relevant. It is an organisation that is best suited to represent the interests of PLWHAs. Stakeholders and donors representatives discussed with during the evaluation see the need for ZNNP+ to get continued funding so that it remains in operation.

7 Recommendations

The ZNNP+ objectives, and mission are not commonly understood and shared within the organisation. ZNNP+ could consider having a strategic planning workshop where they can clarify and harmonise their understanding of the vision and mission of the organisation. The workshop could be used to define the way forward regarding the recommendations from this evaluation. Strategic plan for the next 3 years could also be worked out during this workshop.

ZNNP+ could consider having an organisation image building exercise in order to re-establish the confidence, support and trust in the organisation by its membership and other stakeholders. The task force could assist in this image building exercise.

ZNNP+ could consider mainstreaming gender in its programming. It could consider equipping its staff with gender skills in gender planning, monitoring and evaluation, gender and development, gender analysis and gender and advocacy in HIV and AIDS programmes. It could consider building the capacity of NZPW+ to play a more vibrant role in spearheading gender in the programme as a task-force. NEC and the decentralised executive committees could be considered for gender awareness training and gender and lobby. ZNNP+ could consider development of a gender strategy for its programme. NZPW+ could be instrumental for this.

The constitution has a lot of unclear area. ZNNP+ could consider reviewing the constitution and clarify all the unclear areas in the constitution, this could include, issues such as why it calls itself a network, the role and relationships of district and provincial structures and how they get in power, role and relationship of NEC and secretariate, specification of maximum period a person can serve in NEC. This could be done through a workshop.

As a matter of principle to ensure empowerment and understanding of roles and functions, district committees, provincial committees and NEC should be trained on their roles and responsibilities each time a new committee gets in power. NEC could consider giving more attention to its role in human resource, guiding organisation policy, strategic programming and financial oversight.

Where there are no district and provincial committees in place, ZNNP+ could consider holding democratic elections to ensure that members are represented. Consideration could be made to further decentralise the budget and make resources available at district level to facilitate communication, networking and inter-linkages with other actors. Decentralisation of the budget could only be effected on condition that disbursement and accounting systems have been developed. A tight financial monitoring system has to be put in place before the funds are disbursed. Consideration could be made on possibility to have district satellite offices in the districts to facilitate district operations.

ZNNP+ could consider reviewing the posts of provincial co-ordinators and NZPW+ co-ordinator posts in line with the professional requirements of such posts. Professional competence for the provincial co-ordinator could include a degree or diploma the social sciences, qualities such as experience and knowledge in management and co-ordination, strategic planning, monitoring and evaluation, being HIV positive or experience working in AIDS service organisations. For NZPW requirements could be similar to the Provincial co-ordinator but knowledge and experience in gender planning will be essential and the person should be a full time employee.

ZNNP+ could consider recruitment of paid professional staff who may not be PLWHAs, but who have experience working in HIV and AIDS programmes, in cases where the expertise required is not available or forthcoming from the PLWHAs.

ZNNP+ could consider development of an organisational operations manual which could include operational policies for the organisation including human resources manual. This would standardise and guide organisational operations.

ZNNP+ could consider recruiting a substantive director who should have at least a degree in the social sciences, be a visionary and strategist who can carry and drive the organisation and be able to build the image of the organisation. The posts of programme officer and finance manager seem appropriately filled and ZNNP+ could consider maintaining them. ZNNP+ could consider recruiting an information, lobby and advocacy officer for the documentation and dissemination unit. There is not much need for a personal assistant to the director at the moment but there is need to have an organisation and programme secretary who will do all the secretarial functions.

The task force that is currently assisting ZNNP+ could continue working with the ZNNP+ until the restructuring and image building exercise has been finalised then it could be relieved of its roles and ZNNP+ could consider having a substantive board of advisors composed of technical people who will provide professional advice to the organisation.

Sida could consider provision of their continued support to ZNNP+. It could consider using the remaining Zim\$ 10 million to support ZNNP+ in building up their image, strategic planning, and putting up of systems in ZNNP+.

Lobbying and advocacy are central to the roles of ZNNP+. This evaluation revealed that ZNNP+ lobbying has been quite effective as exemplified by ZNNP+'s lobbying with the Government that led to the establishment of the National AIDS Trust Fund from which the organization received Z\$96m. However, ZNNP+ has not effectively lobbied for free medication. This is an area that ZNNP+ and MOH&CW need to work on closely in order to ensure that PLWHAs get free medication from their local health centres.

The project proposal approval process for proposals submitted by PLWHAs to ZNNP+ for funding is largely the sole responsibility of the ZNNP+ Secretariat with minimal involvement of the Provincial Coordinators. There is need to involve the district and provincial level personnel in the project proposal approval process given that they are familiar with the environments within which the approved projects will be implemented.

The evaluation revealed that projects that were implemented by members of support groups who had not received training on selection, planning and management of small business were less successful compared to those projects implemented by members who had received the requisite training. There is therefore a need to train members of support group in basic business skills as a way of preparing them for the successful implementation of income generating projects. Thus, ZNNP+ may want to develop effective networks with grassroots business development enterprises so that their members can receive requisite training before they receive funding for income generating projects.

Interviews with district and provincial representatives, provincial coordinators and FGDs with PLWHAs indicated that support groups whose projects were approved by ZNNP+ for funding did not receive the funding as reflected in the project proposals. Thus, under-funding of income generating projects is one important reason for the limited success of income generating projects supported by ZNNP+. It is recommended that if a project proposal is approved without cutting on some of the activities, then the whole budget needs to be approved as well.

ZNNP+ may want to have a specific budget to support home based care activities implemented by its members who have received training in HBC. This is the only way to make the HBC activities within the ZNNP+ membership effective.

ZNNP+'s provincial offices do not have information, education and communication materials to share with PLWAs and other interested parties who visit these offices. During awareness campaigns organized by the ZNNP+ membership, no HIV and AIDS IEC materials are distributed. Thus, the IEC functional area of ZNNP+ is very weak. ZNNP+ may want to consider recruiting an Information Officer to be based at the Secretariat but working closely with the district and provincial level structures to address the documentation and information dissemination gap.

ZNNP+ may want to consider having a bereavement fund that will take care of funeral expenses for its members. This is especially necessary given the deteriorating economic environment that is likely to increase mortality of ZNNP+ membership.

Although NAC is the biggest donor and partner of ZNNP+, there exists an antagonistic relationship between the two organizations. This antagonism is probably due to limited communication between the two organizations and the insensitivity of NAC personnel towards the plight of PLWHAs. ZNNP+ may want to initiate sustained dialogue with all levels of the NAC structure as a way of dealing with the existing antagonism.

ZNNP+ could consider the following recommendations in relation to financial management and Resources:

- Introduction of a financial procedures manual which could cover the following:
 - Accounting procedures
 - Accounting instructions
 - Budgeting and budgeting control
 - Authorisation procedures and major changes to financial decisions
 - Purchase of fixed assets procedures
- Funds spend on allowances should be accounted for by the respective persons.
- All purchases should be authorised through a requisition. All fixed assets should be discussed and approved by NEC who will also have an input and interest in the purchase.
- Cheque signing powers could be any three of the NEC chairperson, treasurer, secretary or the chief functionary or programme officer. The chief functionary and the programme officer may not at any one time be allowed to sign cheques it will be either one or the other.
- NEC could be trained in basics of finance to equip them with the necessary rudiments of the area of financial management. NEC should spearhead ZNNP+'s finance controls at all levels.
- ZNNP could consider using a computerised accounting package for its accounts.

Annex 1

Terms of Reference

Evaluation of the Zimbabwe National Network of People Living with HIV/AIDS (ZNNP+)

Background

The Swedish Embassy has a long history of supporting HIV/AIDS initiatives in Zimbabwe. This support was initially channelled through the health sector programme. In recognition of the importance of multi-sectoral participation in HIV/AIDS efforts as well as the broad impact of the epidemic on many sectors, the Embassy decided to take a multi-pronged approach to its support to HIV/AIDS programmes in Zimbabwe. It was thus that the Strategic Planning Fund was formed through the bilateral agreement with Zimbabwe in 1998 to support projects/programmes not only in HIV/AIDS prevention but also in home-based and orphan care, gender issues, civic education among many others. The Swedish Government has decided that development co-operation with Zimbabwe during 2001 to 2002 should focus on support to civic society within the areas of human rights and democracy and HIV/AIDS under which the support to Zimbabwe National Network of People Living with HIV/AIDS (ZNNP+) falls.

Founded in 1992, ZNNP+ is a national umbrella body representing and co-ordinating the activities of PLWAs' (people living with HIV/AIDS) support groups throughout Zimbabwe. ZNNP+ promotes the empowerment of PLWAs through skills development, sharing of information, involvement in community home-based care, counselling, education and by lobbying for the rights of people living with HIV/AIDS. In the past ZNNP+ has received support from UNICEF, Southern African AIDS Training Programme, ActionAID and NACP. In 2000, ZNNP+ received ZWD 96 million from the National AIDS Trust Fund. This funding was only for programmatic costs and excluded administrative expenses.

In August 2001 the Embassy of Sweden entered into an agreement with the ZNNP+ for the period 1 July 2001 to 31 December 2002. The funds allocated to this *Programmes and Administration* project total SEK 2, 585, 000 (approximately ZWD 13 million) of which ZWD 3.6 million was disbursed in September 2001. Activities in this project proposal included training of support groups in home-based care and providing carers with kits, production of literature on positive living and training of PLWAs in economic empowerment. Funds were also allocated for salaries of the secretariat and other administrative expenses.

Since the last quarter of 2001, ZNNP+ has been rocked by internal turmoil attributable to the alleged gross misappropriation and mismanagement of the ZWD 96 million National AIDS Trust funds. The Director of the organisation has since been suspended from the organisation pending dismissal. An audit carried out by Price Waterhouse Coopers recommended that the organisation's system of internal and accounting control needed to be strengthened. The auditors also recommended further investigation into the circumstances surrounding the issuing of a loan totalling ZWD 3 million to the director that was not sanctioned by the Board. The Auditor General is in the process of carrying out a similar audit that will be presented to Parliament.

It is in the context of these events that a significant delay in implementation in Sida-funded programmes has been noted. Although expenditure has been incurred, little or no substantive activities have been undertaken. Although the Sida-funded Programmes and Administration project began only six months ago, the current crisis threatens the viability of the this programme.

Purpose and scope of evaluation

The Swedish Embassy needs to ascertain the relevance and sustainability of its current support to ZNNP+. To address this issue, fundamental questions regarding, not only the sustainability of the organisation and its future direction and focus, but also its capacity to represent the needs of PLWAs, the relevance of its core functions and the adequacy of its operational systems need to be answered.

Interested parties are:

1. The Embassy of Sweden – to determine the relevance of its current support to ZNNP+ and the direction of possible future support
2. ZNNP+ – to clarify their mandate and comparative advantage in representing and supporting PLWAs and strategize on the best way to do so.
3. Other development partners who would consider supporting or collaborating with ZNNP+

Objectives of the evaluation

The overall objective of this evaluation should be to assess the relevance, viability and the sustainability of the Sida-funded *Programmes and Administration Project*. The evaluation should culminate in concrete recommendations on the way forward for ZNNP+ in terms of strategic focus and prioritisation, organisational restructuring and operational systems. The evaluation should also make recommendations on the direction and nature of future support to ZNNP+ by the Swedish Embassy.

Specifically the evaluation should answer the following questions:

Programmatic issues

1. How **effective** have the past and current programmes been in achieving the set objectives?
2. What **impact** have ZNNP+' activities had on the target beneficiaries and how relevant have these activities been to the needs of people infected and affected by HIV/AIDS?
3. What **monitoring mechanisms** (including report writing) are used to track programme progress and how effective have these been?
4. Have **Sida funds** been used as specified in the project document?

Organisational issues

5. Is the organisation's **current mode of operating** the most strategic to achieve the organisation's objectives? (network vs. implementing agency)
6. Are the organisation's objectives and priorities responsive to the **needs of PLWAs**?
7. Do the **current structures** at national level, provincial level etc optimise the participation and ownership of PLWAs to ZNNP+ resources/representation etc?

Operational issues

8. Does ZNNP+ have the organisational capacity in terms of material and human resources, strategic planning and leadership, mobilisation and use of financial resources to fulfil their mandate?
9. Have the financial, human and material resources within the organisation been used efficiently? i.e. have maximum outputs been obtained from these resources?
10. Are there adequate **internal and accounting control systems** in the organisation?
11. Does the **constitution** clarify the separation of powers, the roles and responsibilities of the various structures and officers in the organisation, the chains of command and the process of decision-making?

The evaluation should comment on the extent to which human rights and gender issues are mainstreamed into the organisation's activities.

Evaluation Team

The composition and competence of the evaluation team should be proposed in the tender. The team leader is responsible for preparation and submission of the draft and final evaluation reports. The evaluation team should have relevant qualifications and experience in public health evaluation methodologies, strategic planning, organisational development and management, capacity building, HIV/AIDS programme planning and implementation, advocacy, networking and community mobilisation and empowerment strategies. The team should have in-depth knowledge of HIV/AIDS issues in Zimbabwe, as well as those regarding care and support of PLWAs in resource poor settings. Knowledge and experience in human rights and gender issues would be beneficial.

Evaluation Methodology and Timetable

The evaluators shall propose the methodology for carrying out this evaluation of ZNNP+; but this should include

- Document review of project proposal, workplan and budget submitted by ZNNP+ to the Swedish Embassy. Programme narrative reports, activity plans, annual reports, minutes of meetings, and any other relevant documentation.
- Interviews with members of the ZNNP+ secretariat and board, representatives of support groups, government ministry officials, National AIDS Council, donors and UN agencies and other relevant stakeholders
- Site visits to ZNNP+ offices and projects around the country.

The proposed time schedule for the evaluation is three calendar weeks (15 working days).

Reporting

A draft report shall be presented to the Swedish Embassy and ZNNP+ by latest 5 July 2002. The Swedish Embassy shall comment on the draft report within two weeks of receiving the report i.e. by 19 July 2002. Three copies of the final evaluation report as well as a copy on diskette, shall be submitted to the Embassy by 2 August 2002.

The evaluation shall be written in English and include an executive summary. Subject to decision by Sida, the report shall be published and distributed as a publication within the Sida Evaluation Series. The evaluation should be written in Windows 97 for Windows NT (or a compatible format) and should be presented in away that enables publication without further editing.

Organisation and Co-ordination

The consultants will report directly to the responsible Programme Officer within the Swedish Embassy (Harare) Josephine Ruwende. The contract for the evaluation will be between the Team of Consultants and the Swedish Embassy.

Annex 2

Names of People Contacted

Ms. T. B. Chimusoro	– ZNNP+ Chairperson of the National Executive
Mr. J. Mxotshwa	– ZNNP+ Acting Director
Mr. M. Mupazviriyo	– ZNNP+ Finance Manager
Ms. S. Ndlovu	– ZNNP+ Provincial Representative, Bulawayo Province
Mrs. T. Shoniwa	– ZNNP+ Provincial Representative, Mashonaland East Province
Mrs. P. Mugutso	– ZNNP+ Provincial Representative, Manicaland Provinces
Ms. S. Mutunha	– ZNNP+ Area Representative, Buhera District
Mr. D. Nkomo	– ZNNP+ Provincial Coordinator, Bulawayo province
Ms. G. Linda	– ZNNP+ Provincial Representative, Matabeleland South Province
Mrs. F. Mpofu	– ZNNP+ District Representative, Gwanda
Mrs. A. Juake	– ZNNP+ Provincial Coordinator, Harare Province
Mr. Farai	– ZNNP+ Provincial Representative, Harare Province
Ms. Agatha	– ZNNP+ Provincial Coordinator, Manicaland
Mrs. N. Makambanga	– District Representative, Buhera
Ms. K. Mhambi	– ZAN, National Coordinator
Mr. D. Sengamay	– Acting District Coordinator, Buhera
Ms. N. Masara	– Dananai Centre, Coordinator – Peer Education Programme
Mr. O. Chaponda	– DAAC, Acting District Coordinator
Mr. M. Madzikanga	– NAC, Task Force Members for ZNNP+
Mr. Mundondo	– Director, FACT Mutare
Mrs. Mupita	– DAAC Coordinator
Mr. Chigayo	– DAAC Chairperson, South Western District, Harare Province
Mr. T.S. Mashababe	– DAAC Chairperson Mutare
Mr. J. Taruvinga	– NAC Provincial Coordinator, Mashonaland East Province
Mr. D. Matanhire	– NAC Secretariat
Mr. E. Maricho	– SAT
Dr. L. Gavin	– CDC
Ms. J. Manjengwa	– HIVOS
Dr. G. Tembo	– UNAIDS

Recent Sida Evaluations

- 02/33:1 Supporting Ownership: A Study of Swedish Development Cooperation Programmes in Kenya, Tanzania, and Uganda – Vol II: Country Studies**
David Andersson, Chris Cramer, Alemayehu Geda, Degol Hailu, Frank Muhereza, Matteo Rizzi, Eric Ronge, Howard Stein and John Weeks
Department for Evaluation and Internal Audit
- 02/34 Syntes av Svenska Enskilda Organisationers Utvärderingar**
Holger Nilén, Per-Ulf Nilsson, Jocke Nyberg
Avdelningen för Samverkan med Enskilda Organisationer och Konflikthantering
- 02/35 Implementation of the 1999–2003 Country Strategy for Swedish Development Cooperation with Vietnam**
Bob Baulch, Mick Moore, Anuradha Joshi, Jan Rudengren
Department for Evaluation and Internal Audit
- 02/36 Implementation of the 1999–2003 Country Strategy for Swedish Development Cooperation with Laos**
Dan Vadjal, Tim Conway, Jan Rudengren, Marc Juville
Department for Evaluation and Internal Audit
- 02/37 Country Plans: the Missing Middle of Sida's Country Strategy Process.**
Samuel Egerö, Göran Schill
Department for Evaluation and Internal Audit, Asia Department
- 02/38 Samata's Centre for Advocacy and Support – Project Activities and Directions for Future in India**
R. Sridhar, R. Rajamani
Asia Department
- 02/39 Participatory Research in Asia (PRIA) to Support Democratic Decentralisation in India**
James Manor, R Parasuram, Anand Ibanathan
Asia Department
- 02/40 Evolving Strategies for Better Health and Development of Adolescent/Young People: a Twinning Institutional Collaboration Project in India by MAMTA and RFSU**
Gordon Tamm, Rukmini Rao, Viveca Urwitz
Department for Democracy and Social Development
- 03/01 Sida Support to the PRONI Institute of Social Education Projects in the Balkans**
Birgitta Berggren, Bodil Eriksson
Department for Central and Eastern Europe
- 03/02 Swedish Bilateral Assistance in the Field of Migration and Asylum in Central and Eastern Europe 1996–2002**
Kjell-Åke Nordquist, Martin Schmidt
Department for Central and Eastern Europe
- 03/03 Deseret's Response to the Challenge of HIV-AIDS in Zimbabwe – Mid Term Assessment**
Hope Chigudu
Department for Africa
- 03/04 Sida Support to the Pact Home Based Care Programme in Zimbabwe**
Shingaidzo Mupindu, Itayi Muvandi, Paschal Changunda, Caroline Maphoshere
Department for Africa

Sida Evaluations may be ordered from:

Infocenter, Sida
S-105 25 Stockholm
Phone: +46 (0)8 506 423 80
Fax: +46 (0)8 506 423 52
info@sida.se

A complete backlist of earlier evaluation reports may be ordered from:

Sida, UTV, S-105 25 Stockholm
Phone: +46 (0)8 698 51 63
Fax: +46 (0)8 698 56 10
Homepage: <http://www.sida.se>



SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
S-105 25 Stockholm, Sweden
Tel: +46 (0)8-698 50 00. Fax: +46 (0)8-20 88 64
Telegram: sida stockholm. Postgiro: 1 56 34-9
E-mail: info@sida.se. Homepage: <http://www.sida.se>