

# Improving the coordination of NGO and state-run services in Zimbabwe

**Children & HIV/AIDS:  
ACTION NOW, ACTION HOW**

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# THE FRAMEWORK

FOR THE PROTECTION, CARE AND SUPPORT  
OF ORPHANS AND VULNERABLE CHILDREN  
LIVING IN A WORLD WITH HIV AND AIDS

July 2004





- 1 - Strengthen capacity of families to protect OVC**
- 2 - Mobilize & strengthen community based-responses**
- 3 – Ensure access to essential services for OVC**
- 4 – Ensure that governments protect most vulnerable**



# Complementary roles of Government & NGOs Within the framework (Ideal world)

## Examples

Government	NGOs
•Keep children in school	•Get children back to school
•Register Children	•Facilitate registration (Transport)
•Provision of ARVs	•Home Based Care
•Etc.	•Etc.

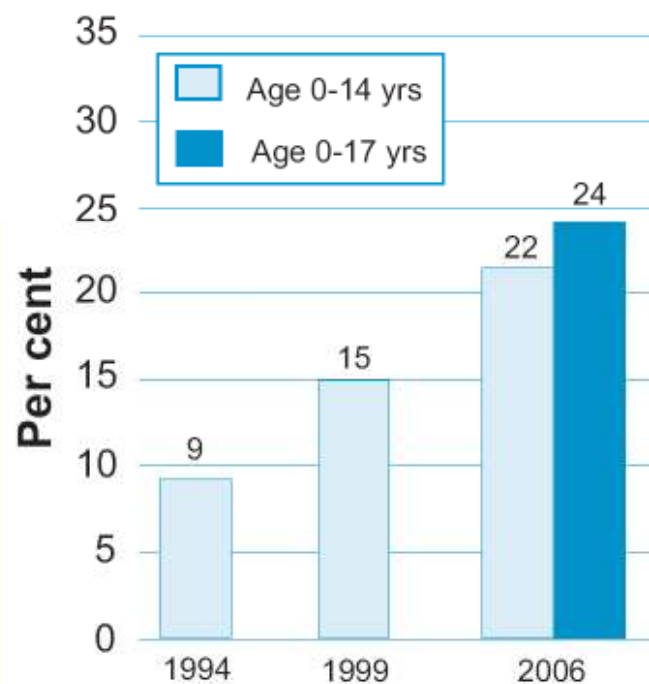
**These different roles in service delivery are complementary and to be efficient they need to be well coordinated**



# Situation of OVC in Zimbabwe



**Figure 1: Per cent of children with one or both parents dead. (Zimbabwe, 1994-2006)**



*Source: Demographic and Health Surveys 1994, 1999, 2005/6*

Orphans are less likely to:

- attend school
- access health care and other basic services.

Orphans are more likely to:

- have psychological problems
- be subjected to forced sex in adolescence, increasing their vulnerability to HIV.



# Programme Environment... (Challenges)

- Annual Inflation – 2,200,000%
- Adult HIV Prevalence – 15.6%
- By Dec. 2008 – Estimated 5,000,000 people in need of Food Aid
- Collapsing social services delivery system



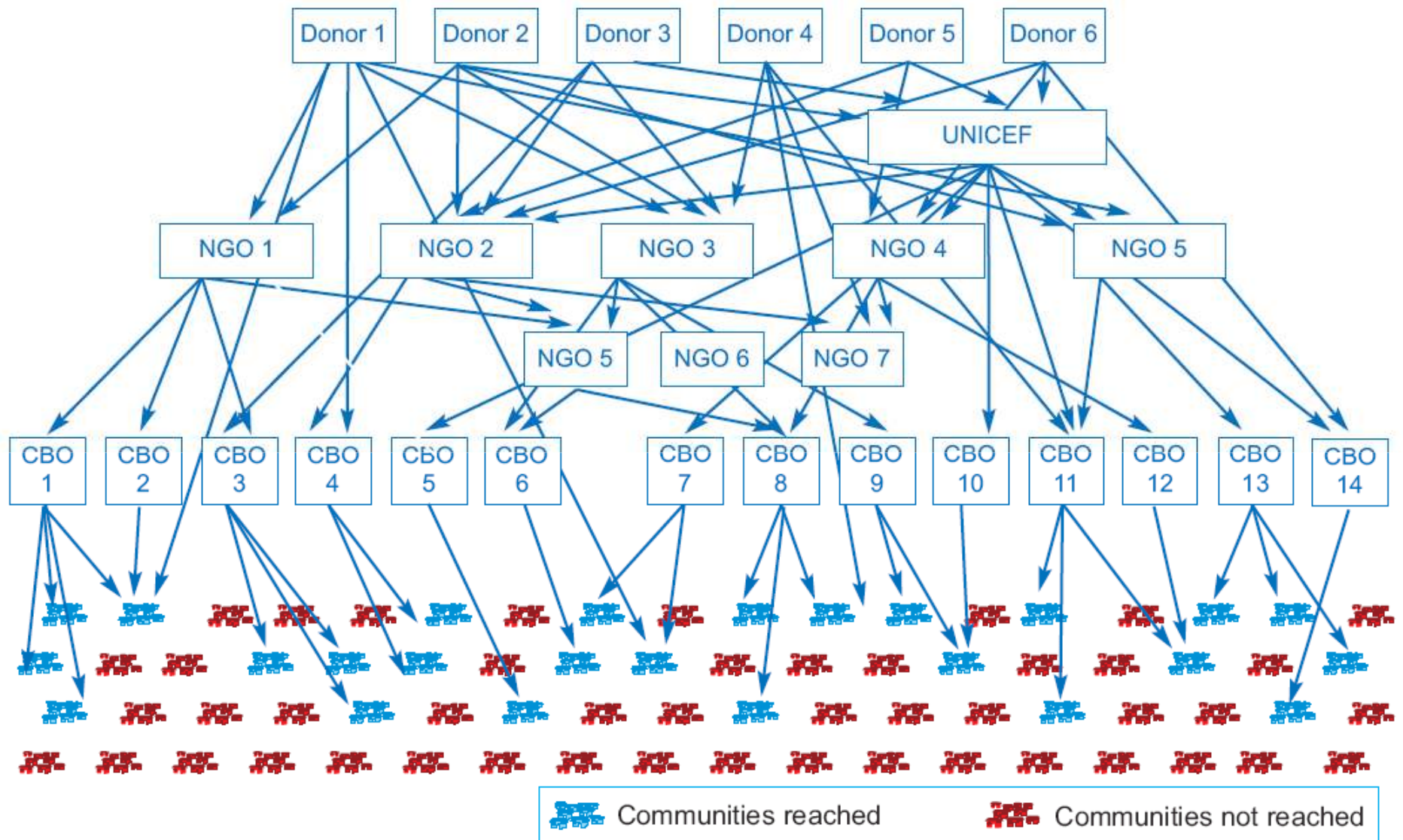
# By 2005 the Zimbabwe OVC response...

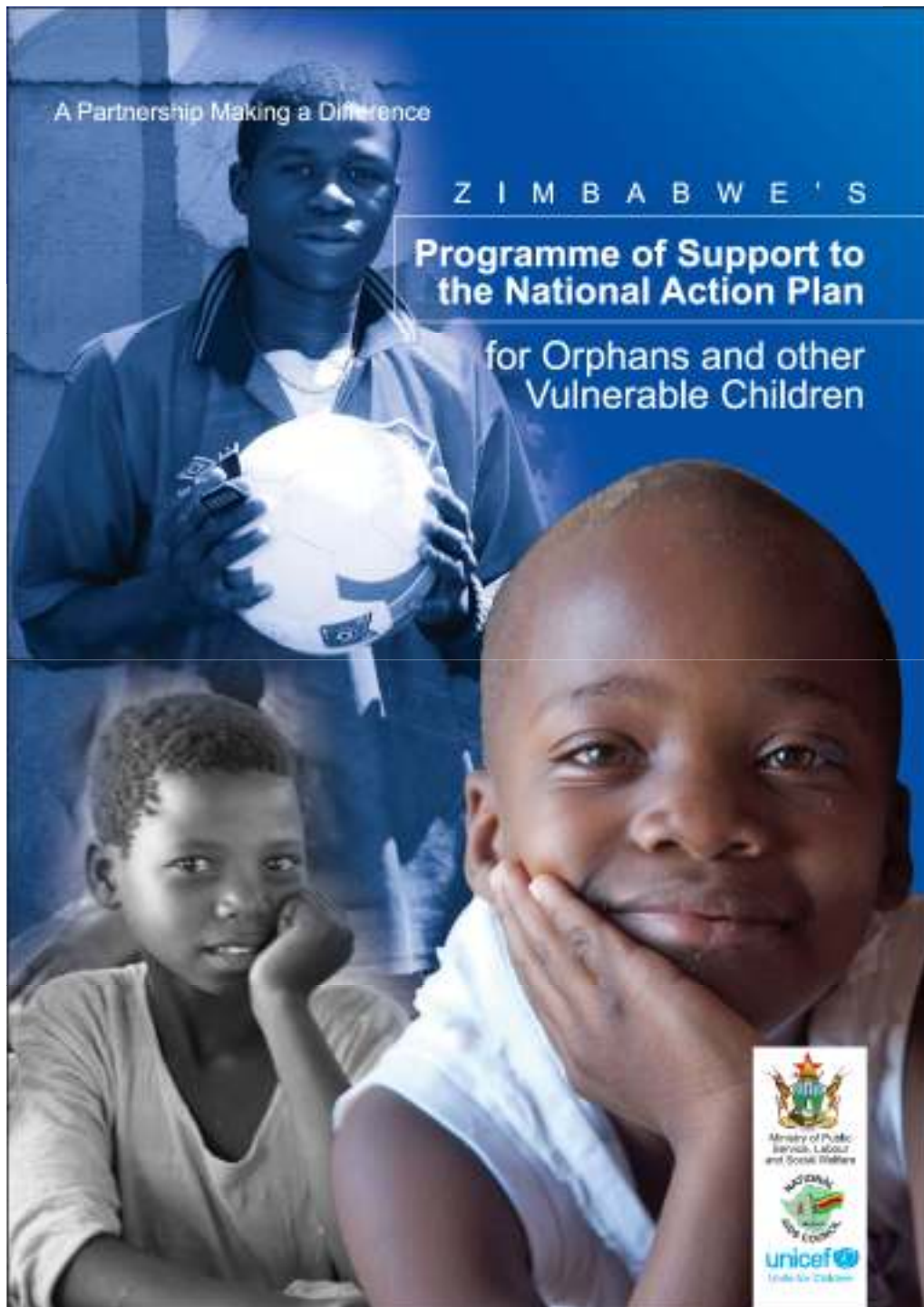


- We had a National OVC Policy (1999)
  - A Working Party of Officials was established (2003)
  - We had a National Action Plan for OVC (2004)
  - We did the RAAAP (2004)
  - We Costed the NAP & developed M&E indicators (2005)
  - BUT OVC programmes were still not coordinated.....
- 
- We needed a tool to make partners work together in a coordinated approach

UNITE FOR CHILDREN  UNITE AGAINST AIDS

# Support to OVC in Zimbabwe - NGO's before the Programme of Support





## **Coordination**

National Secretariat of the NAP for OVC coordinates - *Ministry of Public Service, Labour & Social Welfare* in collaboration with *National AIDS Council*

## **Implementation**

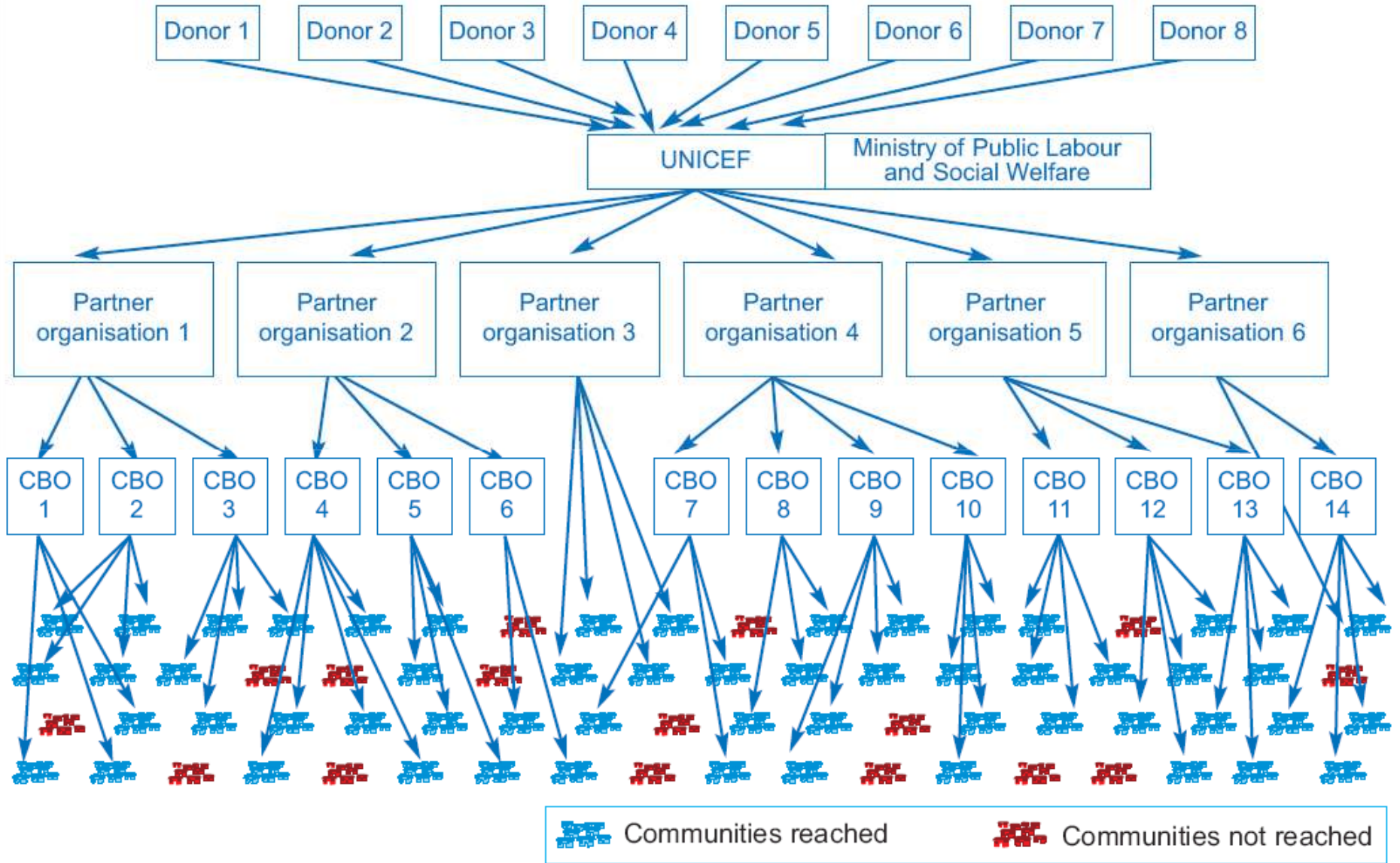
26 NGOs receive funds and implement together with over 150 sub-grantees

Reach 1<sup>st</sup> year – 184,000 OVC  
Expectation for 2<sup>nd</sup> year – 370,000 OVC

## **Funding**

US\$ 85 million (4 years)  
Managed by UNICEF  
6 donors - pooled fund

# Support to OVC in Zimbabwe - through the Programme of Support



## 5-Components contributing to more successful coordination between Government & NGOs delivery of services

Mapping

Standardized  
Proposals/Plans

Donors

Capacity  
Building

M&E



# Components contributing to more successful coordination between Government & NGOs delivery of services

Mapping

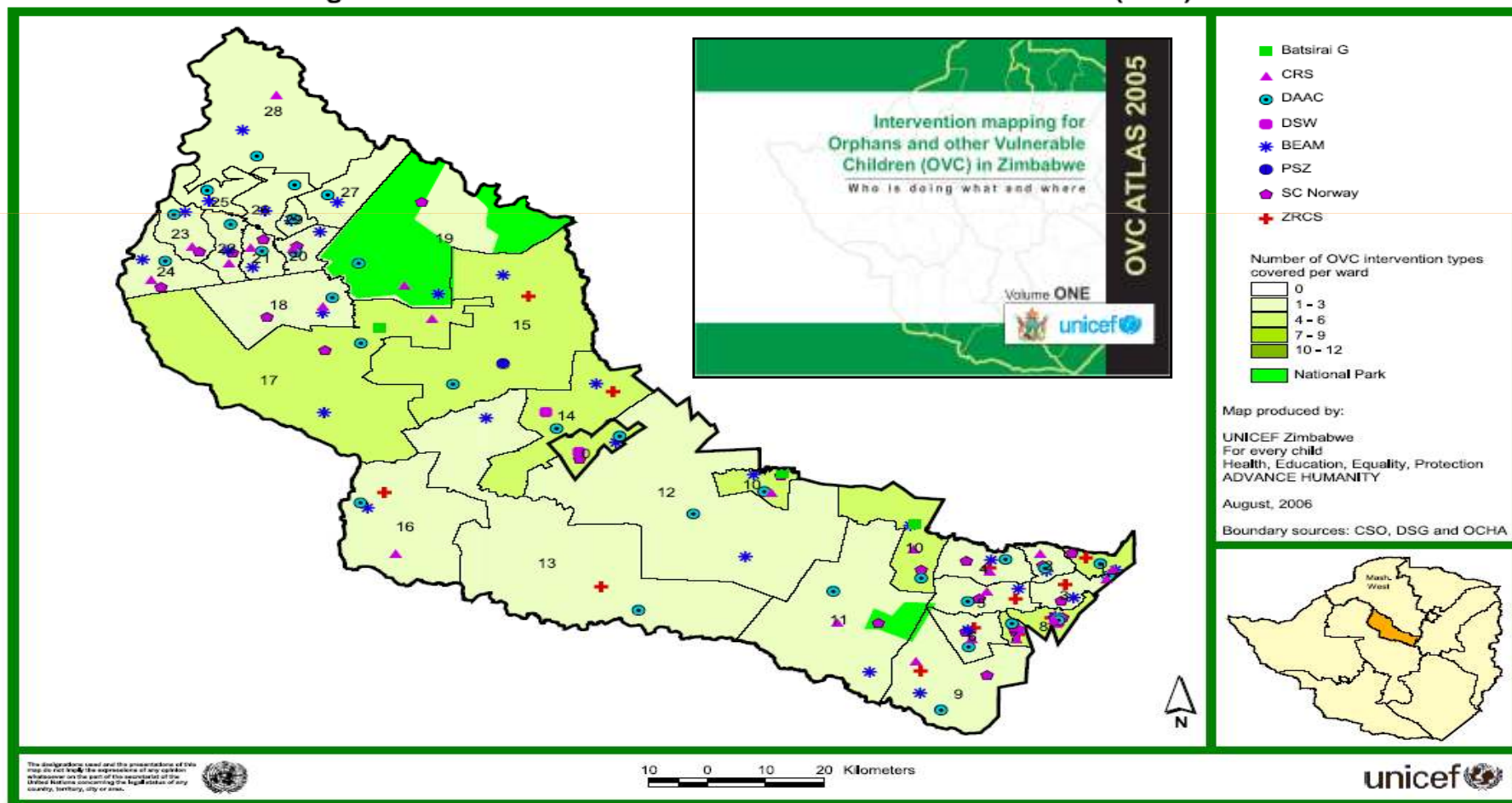
Standardized  
Proposals/Plans

Donors

Capacity  
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M&E

Organisations involved in OVC interventions - Kadoma District (2005)



# Components of contributing to more successful coordination between Government & NGOs delivery of services

Mapping

Standardized  
Proposals/Plans

Donors

Capacity  
Building

M&E

- ✓ Standardization of proposals for funding
- ✓ All partners develop plans in line with NAP (agreed goals)
- ✓ Clarity on intervention costs (Cost/Child)
- ✓ Selection process supported by Government/Donors/UN
- ✓ Improved targeting– reduced double dipping

IMPROVED TRANSPARENCY



# Components of contributing to more successful coordination between Government & NGOs delivery of services

Mapping

Standardized  
Proposals/Plans

Donors

Capacity  
Building

M&E

- ✓ Donor-NGO link extended to Government & NAP for OVC
- ✓ Donor coordination guides NGOs to work with Government
- ✓ Build Policy dialogue between Donors and Government
- ✓ Prioritization of OVC activities – Improved targeting



# Components of contributing to more successful coordination between Government & NGOs delivery of services

Mapping

Standardized  
Proposals/Plans

Donors

Capacity  
Building

M&E

- ✓ Standardized Capacity Assessment (68 NGO/FBO/CBOs)
- ✓ Common approach to Capacity Development
- ✓ Benefiting from expertise of other partners (NGO & Gov)



# Components of contributing to more successful coordination between Government & NGOs delivery of services

Mapping

Standardized  
Proposals/Plans

Donors

Capacity  
Building

M&E

- ✓ Single M&E system, harmonized within the national HIV/AIDS M&E system is used by all partners;
- ✓ Monthly reports including activities from all partners
- ✓ Same data used by Government (District, National), Donors, Partners, NAC

STANDARDIZED M&E SYSTEM

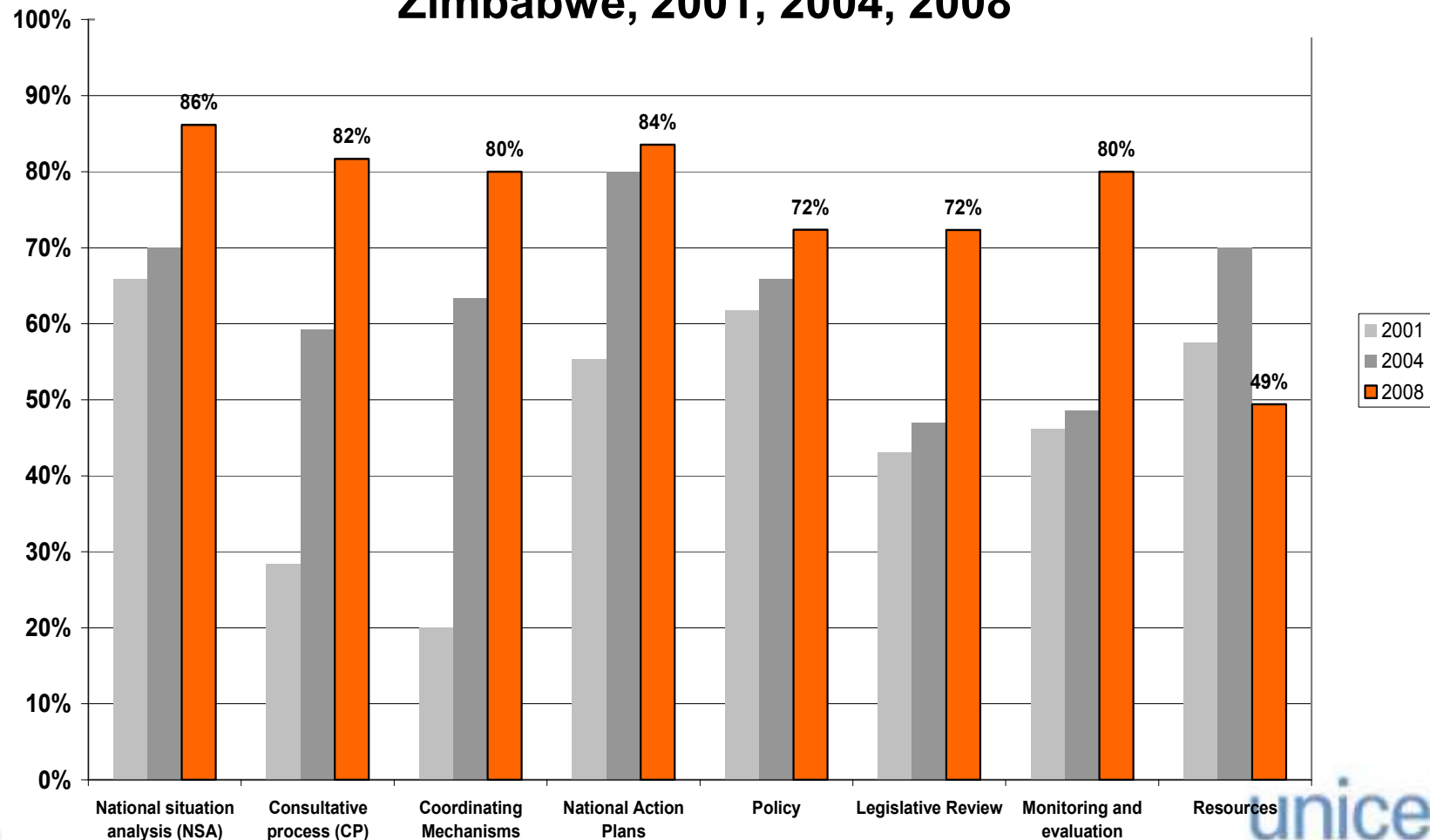


# Evidence - Did it make a difference?



## OVC Policy & Planning Effort Index by Component

Zimbabwe, 2001, 2004, 2008



# Important Lessons Learned (1)



1. NGOs need to **align with the Government framework** of action (NAP for OVC);
2. Agree on **practical coordination mechanisms** between all actors (Government, NGOs, Donors, UN)
3. **Be inclusive**, there is a tradeoff between moving fast and complete involvement by all partners
4. **Donor's active participation**: Encouraging the active participation of all donors
5. **Cost-effectiveness**: Standardized concept notes tend to be more cost-efficient than when NGOs directly submit proposals to individual donors

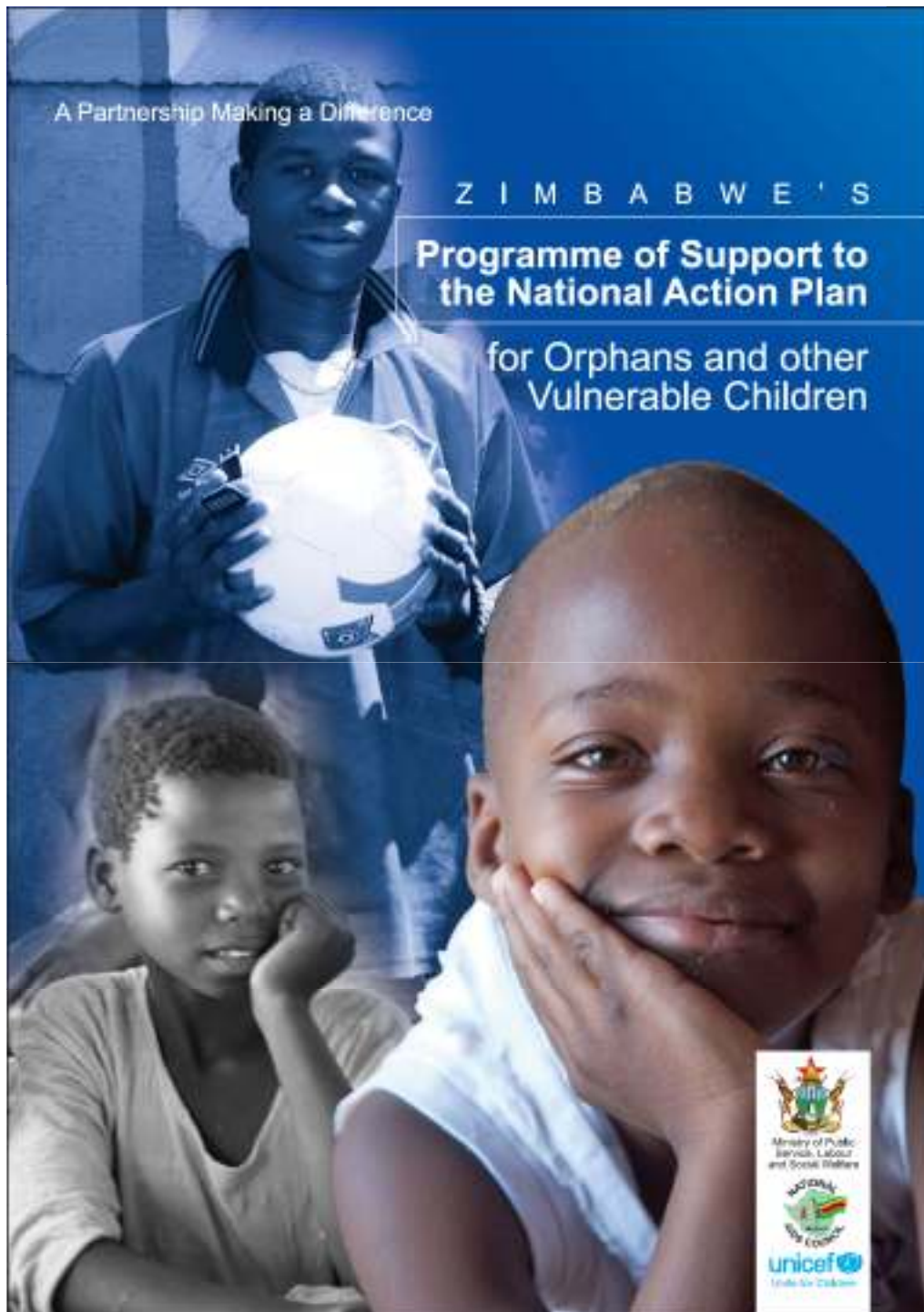


# Important Lessons Learned (2)



6. **Standardised financial procedures for all NGOs** can be time-consuming in the beginning, but once in place, it ensures funding is rapidly and consistently transferred to communities
7. **Capacity development as integrated part of the NAP for OVC implementation:** Investing time and resources in improving the capacities of NGO/FBO/CBOs & Government is vital
8. **Monitoring & Evaluation from the start:** clear goals and measurable targets are vital to ensure that all partners maintain focus and those efforts are adequately monitored and the impact of the overall programme can be measured





## **Details on Zimbabwe's Programme of Support:**

**DAY 2 - AUGUST 2nd**  
**PARALLEL SESSIONS:**  
**14:30 – 15:50 Close**

**Eliminating service bottlenecks:**  
*The best examples of getting non-cash resources down to families and communities*

**MODERATOR:**  
Dr. Geoff Foster, Consultant,  
Government of Zimbabwe

**SPEAKERS:**  
Nathan Nshakira, FARST Africa  
Chris Ngwerume, UNICEF Zimbabwe

**DISCUSSANT:**  
Stuart Kean, Hope for a Child in Christ