



**Zimbabwe Aids Network Civil Society Coordination Platform on Health, HIV/AIDS and Sexual  
Reproductive Health and Rights**

## **RESOURCE MOBILIZATION STRATEGY 2019-2020**

## 1. INTRODUCTION AND BACKGROUND

The Zimbabwe AIDS Network (ZAN) was established in 1992 as a membership driven network whose mandate is coordination of Health, HIV and Sexual and Reproductive Health (SRH) Civil Society Organizations (CSOs) sector. In its efforts to secure the necessary funds ZAN undertakes various fundraising and resource mobilization strategies at various levels.

The strategy builds on the new strategic thrust and it seeks to steer the network from a silo approach to HIV and AIDS services to include emerging development issues such as integration of HIV/AIDS with Maternal Health, Sexual and Reproductive Health, HIV and development, co-infections, TB-HIV linkages, gender dimensions of the epidemic, Key Populations (KPs), promotion of rights based approaches. Additionally, ZAN has been designated by the HIV, Health and SRHR CSO sector as the custodian of the Civil Society Charter, Engagement Framework and the Database/HUB which are the main outputs of the CSO capacity strengthening programme supported by UNAIDS & UNDP in collaboration with the Ministry of Health & Child Care and National Aids Council (NAC).

It is however set against a background of receding donor funding and depressed domestic funding for HIV as the fiscus prioritizes other issues. However the fulfillment of ZAN's mandate implies an obligation of meeting the costs of responding to HIV epidemic, the expanded focus on broader health issues including SRH services programming. ZAN believes the international community, private and public entities still have an obligation to ensure its continued commitment. This comes at a time when the obligations on ZAN in the national response continue to grow and are driven by factor mostly beyond the control of ZAN: increase in the overall population of KPs whose service needs are unmet; increase in the number of CBOs and FBOs having recourse to ZAN to build their capacities to better respond to the epidemic based on the Fast-track Targets and SDGs; designation of ZAN to host and provide custodianship of the Civil Society Charter, Engagement Framework and the Database/HUB; the changing HIV landscape which is placing more emphasis on integration of broader health issues.

The resource mobilization strategy is aligned with a continued focus on organizational changes for efficiency and effectiveness, a process which started with the last strategic plans and coinciding with the fresh mandate given to ZAN. As such the strategy reflects ZAN's commitment to develop its resource mobilization capacity in a number of key areas including:

1. Merging the various departments and assigning the new department to an individual;
2. Abolishing the many senior positions and retaining simpler job titles which do not raise very high remuneration expectations
3. Maintaining a leaner top administration and management structure at the Head Office
4. Recruitment of expertise under secondment from development and cooperating partners
5. Merging the ten provincial offices into three regional structures (Region 1 is composed of Harare, Mashonaland Central and West, Region 2 are the Matabeleland and Midlands Provinces and Bulawayo and Region 3 comprise Manicaland, Masvingo and Mashonaland East Provinces)
6. Strengthening the ten chapter based structures which feed into the regions

## **2. FUNDRAISING AND RESOURCE MOBILIZATION**

The principal fundraising and resource mobilization strategies for ZAN are underpinned by a clear vision and objectives, a set of pillars and activities. The strategy also spells out the enabling arrangements and as well the roadmap.

### **2.1 Vision and objectives**

The vision is for resource mobilization to be undertaken at national, region and chapter levels of the Network to secure resources necessary for it to carry out the core functions and achieve the desired results at the national and sub-national level.

The objectives of the strategy for resource mobilization are:

- 2.1.1 To ensure sufficient funding and support for the achievement of Network results at the national and sub-national level.
- 2.1.2 To increase annual fundraising revenue to \$1 000 000 by December 2020.
- 2.1.3 To diversify and expand the funding base to obtain larger donors and multi-year funds resulting in \$1 000 000 in revenue.
- 2.1.4 To facilitate for timeous and planned funding to be able to plan effectively ZAN's work;
- 2.1.5 To increase the share of broadly earmarked funding by 50%
- 2.1.6 To articulate our investment and business development framework.
- 2.1.7 To articulating our results-based management and budgeting, quality reporting and stronger donor recognition framework.
- 2.1.8 To Aggressively pursuing partnerships and resources to realize our targets.

### **2.2. Resource Mobilization Pillars**

The ZAN resource mobilization strategy combines international donor, domestic public and private funding and investment streams:

#### **2.2.1 International donor streams**

- 2.2.1.1 International Programme Partnerships-ZAN shall engage with international programme partners with whom we share strategic priorities. These include the UN agencies at country, regional and international level;
- 2.2.1.2 Fundraising From Major Donors-These could be individuals, trusts or foundations.
- 2.2.1.3 Foundations- These offer great potential to ZAN for growth and opportunities to leverage expertise.

#### **2.2.2 Domestic Public and private Sector Revenue Streams**

This typically entails:

- 2.2.2.1 Governmental Partners -As a network, ZAN will continue to seek collaboration and partnership for integrated HIV services for all special interest groups.
- 2.2.2.2 National Pooled Funding Mechanisms- ZAN will engage with partner apex and or quasi-statutory institutions such as the National Aids Council (NAC) and the Country Coordinating Mechanism (CCM) to increase coherence in the National Aids Trust Fund (NATF) and the Global Fund for TB, HIV and Malaria respectively.
- 2.2.2.3 Financial Institutions- Through network and multi-stakeholder nature of the organization, ZAN seeks to work with financial institutions to influence agendas and to leverage resources.

2.2.2.4 Pledge Giving- ZAN will pursue pledges from eminent personalities to provide funds on a regular basis. Lately in Zimbabwe there is an increase in the number of such individuals supporting other causes such as sports and social functions.

2.2.2.5 Corporate Alliances- ZAN will work with corporations to mobilize cash contributions and to promote and engender Health, HIV and SRH mainstreaming in business practices.

2.2.2.6 Legacy Givers- ZAN will pursue this stream and it remains uncharted territory in Zimbabwe but it offers massive opportunities for a worthy cause such as health.

### **2.2.3 Membership Subscription and Other Streams**

2.2.3.1 Capital Investments and Leveraging Investments through requesting our funders to contribute into the endowment capital generating interest to enhance the capital base of ZAN.

2.2.3.2 Co-financing and Resource Leveraging - ZAN partners with other donors in joint project funding, providing necessary infrastructure and material resources e.g. office space and motor vehicles to support projects.

2.2.3.3 Membership Subscription is mainly for chapter meetings and programming.

## **2.3 Enabling Arrangements**

2.3.1 Tax-Exemption Status. ZAN is a registered as PVO and as such enjoys various tax exemptions when procuring goods and services in Zimbabwe.

2.3.2 Partnerships and Networking - ZAN has established contacts and networking arrangements with various partners nationally and internationally which are very important for information dissemination, sharing of experiences, knowledge and increasing the level and extent of outreach.

## **2.4 Strategy implementation**

In presenting this strategy, ZAN ensures:

2.4.1 Articulation of the case for support by clearly laying out the key results to be achieved.

2.4.2 Delivery and Demonstration of Results based on Learning, Monitoring and evaluation framework.

## **2.5 Roadmap**

ZAN has also developed a roadmap to operationalize the strategy. It sets the way forward which typically involves:

2.5.1 Raising awareness of financing gaps.

2.5.2 Mobilize multi-annual elastic funding.

2.5.3 Leverage resources from the state, public and private sectors.

2.5.4 Optimize the allocation of resources.

## **3 KEY STRATEGIES**

### **Strategy 1: Supporting a resource mobilization culture.**

- All board members sign up to contribute to resource mobilization
- Each Board to raise an agreed amount per annum
- Budgeting and implementing the resource mobilization strategy
- Maintain a database of prospective funding partners.

- Regular structured resource mobilization reports to Board at every Board meeting.
- Provide consultancy services.
- Establishing a business unit
- Host and facilitate training programmes on behalf of development partners.

**Strategy 2: Enhancing the fundraising infrastructure.**

- Develop and distribute resource mobilization materials including both print and electronic.
- Maintaining a resource mobilization database and tracking system.
- Invest in skills development for resource mobilization.
- Develop the website and all virtual platforms including social media to support resource mobilization.
- Attract and host resource persons to attract new grants.

**Strategy 3: Increase visibility**

- Operationalize the knowledge repository (HUB) to capture the most significant change stories and photos.
- Showcase and exhibit at high impact and crowd pulling exhibition platforms or forums.
- Strategic communication of our story through the bi-weekly newsletter, website, social media platforms and local media.
- Develop and share video and audio presentations on YouTube with CSOs and communities telling the value proposition of ZAN

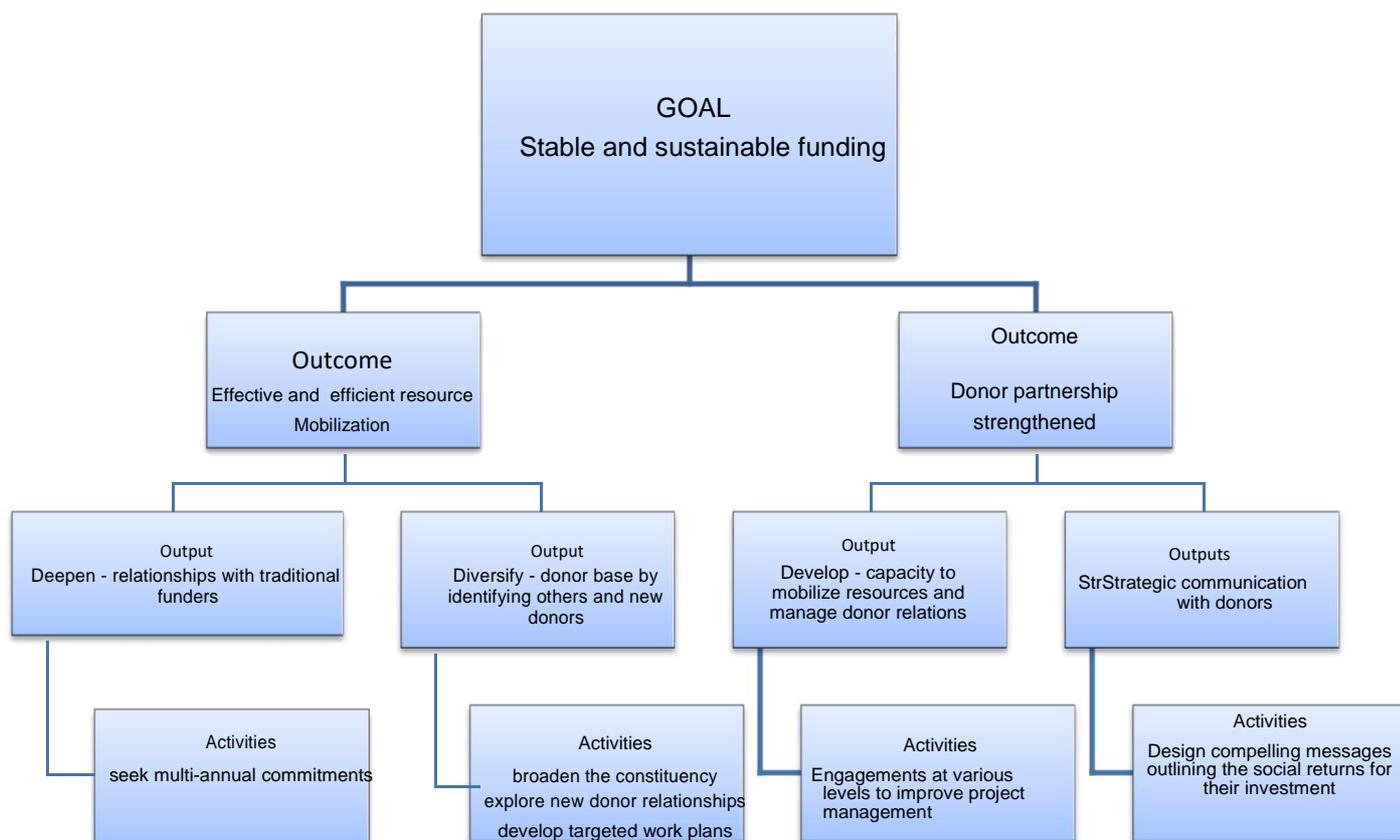
**4 SOURCES OF FUNDS AND RESOURCES**

Revenue Sources	Last Year 2018 Actual \$	This Year 2019 Projected \$	2020 \$Target
Individual Donors	\$20 713.73	\$ 73 235.58	\$399 000.00
UN Agents	\$11 400.00	\$110 000.00	\$300 000.00
European Commission	\$56 534.12	\$56 500.00	\$100 000.00
Government Grants – NAC		\$15 000.00	\$ 50 000.00
Membership Subscription	\$ 600.00	\$ 600.00	\$ 1 000.00
ZAN Fund Raising Projects	-	-	\$150 000.00
<b>TOTAL REVENUE</b>	<b>\$89 247.85</b>	<b>\$279 735.00</b>	<b>\$1 000 000.00</b>

**ZAN PROPOSED BUDGET FOR 2019- 2020**

BUDGET LINE	USD AMOUNT
Salaries and allowances	135,600.00
Administration Cost	95,800.00
Regional Offices Administration Expenses	21,600.00
Construction of Conference Facilities	70,000.00
Programmes Cost	667,000.00
Institutional Support	10,000.00
<b>Total</b>	<b>1,000,000.00</b>

## 5. RESULTS FRAMEWORK- SUMMARY



## 6 MONITORING AND EVALUATION

It is based on the log frame and results will be tracked using SMART indicators.

GOAL	INDICATOR	FREQUENCY	MoV
Effective and efficient resource mobilization provides requisite funding	% share increase of general fund income pledged by given quarter  % increase in ZAN contribution level	Annual	Bank accounts
Traditional donor partnerships strengthened	Traditional donors cover of general fund increase Signed general fund multi-annual framework agreements increase by 100% Income from multi-annual	Annual	Bank accounts  Agreements

	framework agreements increases by % and measured in US\$		
Diversified donor base contributing increasingly to resource needs	Diversified sources cover of general fund increase by % Overall general fund contribution from diversified sources % changes % Increase in overall income from private sources	Annual	Bank accounts
Enabling environment established supporting donor relationship management	Common framework in place to monitor and report Per cent of projects, monitored in the new aggregate project reporting template, that are submitted in a timely manner Annual communications work plan	Annual	Agreements  Reports

## 5 CONCLUSION

It is very important for the ZAN key partners and stakeholders to support the carrying further forward of the strategy and at the same time explore new opportunities if ZAN is to meet its needs and obligations.