STREAM NETWORK ZIMBABWE

STRATEGIC PLAN

2024 - 2028

Contents

ABBREVIATIONS

Letters	Meaning
ACE	Adverse Childhood Events
AIDS	Acquired Immune-Deficiency Syndrome
ALIV[H]E Framework	Action Linking Initiatives on Violence Against Women and HIV Everywhere Framework
CSOs	Civil Society Organizations
CUSP	Community for Understanding Scaling Processes
HIV	Human Immunodeficiency Virus
IPV	Intimate Partner Violence
MOHCC	Ministry of Health and Child Care
NAC	National AIDS Council
NGOs	Non-Governmental Organizations
SRHR	Sexual and Reproductive Health and Rights
VAC	Violence Against Children
VAW(G)	Violence Against Women (and Girls)

BACKGROUND

OVERVIEW

The STREAM Network Zimbabwe is a new network, a new baby borne out of the International STREAM Network a product of a 4-day meeting held in Nairobi, Kenya, from 30 September to 3 October 2022, hosted by Positive Young Women Voices of Kenya. STREAM stands for **Stepping Stones Trainers Engaging with Activist Movements**. In the Nairobi meeting, Zimbabwe was represented by six (6*) Stepping Stones* Trainers. The STREAM Network came together with the aim of upholding and maintaining the Sexual and Reproductive Health and Rights (SRHR) of women and girls in all our communities in the context of HIV, irrespective of our HIV status.

STREAM also recognizes that Violence Against Women (VAW), and Violence Against Children (VAC) form a key part of Children's and Women's vulnerability both to acquiring HIV and to living with HIV, across their life span.
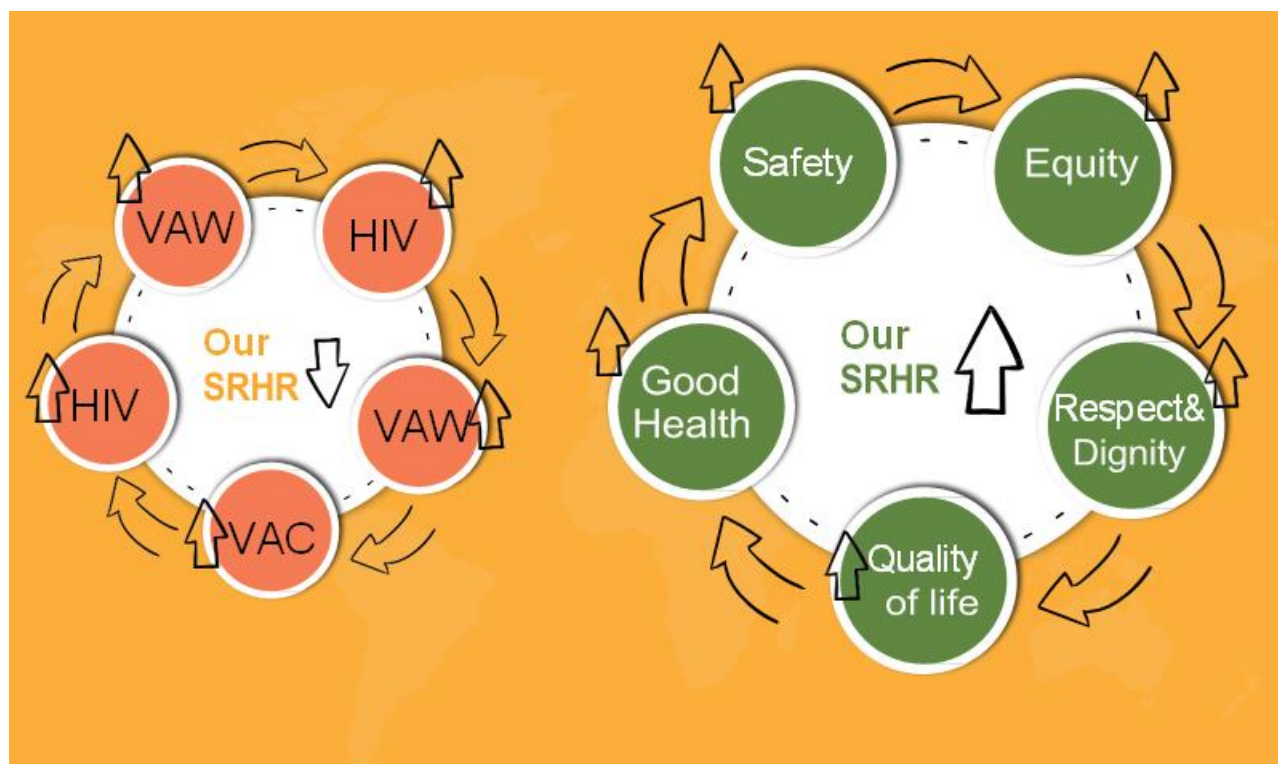
WHO WE ARE

A group of dedicated Zimbabwean *Stepping Stones* trainers and facilitators. Together we resolved to combine our diverse professional and lived experiences, knowledge, skills and passions to create the STREAM Network Zimbabwe.
Throughout this document, we refer to the natural world around us as a source of inspiration to guide our work. Just as raindrops falling into still water can create outward ripples, which can in turn merge together and create new ripples, so our coming together can create new synergy, energy and actions, rippling out further in new directions as our combined energies are pooled together. We all seek to increase the overlap between the two circles above, ensuring that more women - and men - living with HIV are also included to become trained as *Stepping Stones facilitators and trainers,* so that they guide others through the Stepping Stones programs in their own communities.

We are committed to meaningfully contribute to the national HIV response, by working within the National HIV & AIDS Strategic Plan, ensuring we liaise closely with the National AIDS Council (NAC) and the Ministry of Health and Child Care (MOHCC).

WHY WE HAVE COME TOGETHER

We all seek a common purpose in our work - to uphold and maintain the SRHR of women and girls in all our communities in the context of HIV, irrespective of our HIV status. We all recognize that Adverse Childhood Experiences (ACEs) often challenge an individual's physical, mental and economic health and well-being across their lifespan. We recognize that these ACEs often include violence against women and against children. We recognize that children who have experienced violence in their own lives often grow up to become recipients and/or perpetrators of violence in their adult lives, thereby perpetuating the challenges they have faced in subsequent generations. Within our communities, we recognize also how the vicious cycle of VAW and VAC are both causes as well as consequences of HIV. These slow down, reduce - and often prevent - women's and children's realization of their SRHR. These challenges conspire to form what we call a draining circle, illustrated below.

Our strategic plan is based on a recognition of the widespread existence of the *draining* circle above in our communities, and our combined wish to ensure that

the lives of girls and young women especially in our communities reflect *gaining* circles instead. By *gaining* circles we mean processes which promote safety, equity, respect and dignity, leading to good quality of life and good health. With such a positive environment, the challenges of HIV, of unplanned pregnancies and many related issues will recede and our SRHR will be upheld.

Our Vision, Mission and Values

Vision: An inclusive and safe environment for all, especially women and children living with and affected by HIV.

Mission: We aspire to make all our work rights-based, inclusive and holistic, to end inequalities and uphold our sexual and reproductive health and rights across the life span.

Values: In order to explore our values, we asked ourselves: 'What do we value most in others that we admire, what principles do we aspire most to ourselves, what working environments do we appreciate most?'

Our values are currently a work in progress. We wish to build on the core values of UNAIDS' ALIV[H]E Framework. The ALIV[H]E core values are as follows:
1. Human rights
2. Sexual and reproductive health and rights
3. Gender equity and equality
4. Respect for diversity
5. Safety
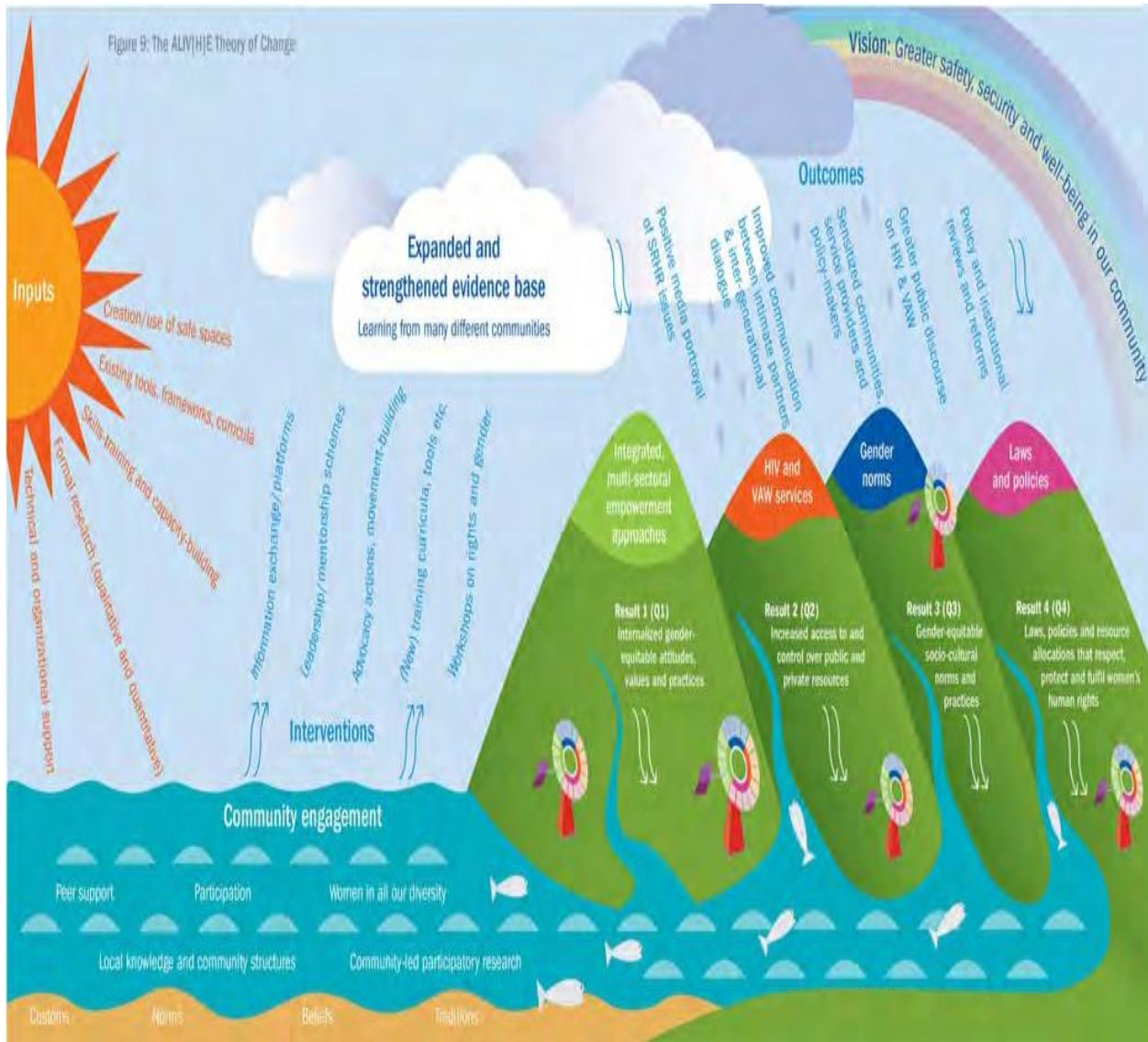6. Participation
7. Evidence-informed

To these we wish to commit to the following values:
- Our Accountability and Responsibility to one another and to our communities
- Equity and equality across genders and generations
- Our commitment to climate justice - and a recognition of the damaging effects of COVID as an example of the consequences of climate change
- Our commitment to economic equity/empowerment (raising the quality of life)
- Our commitment to meaningful participation and involvement of all in our work together

Our Theory of Change

Our theory of change reflects the cyclical nature of life and harnesses the metaphor of the weather system to reflect this. It recognizes the essential deep

knowledge and wisdom of people in their communities, at the heart of effective, ethical and sustainable social norms change.

Figure 9: The ALIV[H]E Theory of Change

As STREAM, we recognize that working early with children in their most formative years, together with their parents and/or caregivers, can support them to build resilience in the face of the many and complex adverse challenges that they face, in order to overcome them and end violence. We also recognize that working separately and together with adolescents and the adults in their lives can support whole communities to work together to effect ethical, effective and sustainable change. UN Women states that one out of three women have experienced physical violence, while

one out of four women have experienced sexual violence. In 2021, Together for Girls found that 8 per cent of female students and 11 per cent of male students' experience sexual or physical violence in schools. We recognise that violence against women and against children is a fundamental violation of their SRHR; that this violence is preventable; and that we all seek to combine our diverse experiences, knowledge, skills and passions to overcome violence and many related adverse factors affecting our communities. By working together across the genders and generations, we can all turn *draining* circles into *gaining* circles.

We are all stronger together.

What we Aim to Achieve

STRATEGIC OBJECTIVE	OUTCOMES	STRATEGIC OBJECTIVE	OUTCOMES
Q1: Individual/ informal: internalised attitudes, values and practices	Reduction of violence within families, institutions and communities.	Q2: Individual/ formal: access to and control over public and private resources	More women, men, girls and boys claim access to services, opportunities and information (SRHR).
	Improved communication, relationships and respect for one another.		
	Improved partnership between women, men, girls and boys around decision-making, resource-sharing and ownership and other gender roles and responsibilities.		More girls, boys, women and men claim access to quality educational services, opportunities and information.
	Increased demand for access and utilisation of quality health and SRH services by girls and women living with, and affected by, HIV.		More girls, boys, women and men claim access to a safe and inclusive environment, including health, social and financial services.
STRATEGIC OBJECTIVE	OUTCOMES	STRATEGIC OBJECTIVE	OUTCOMES
Q3: Society/ informal: socio-cultural norms, beliefs and practices.	Reduction of stigma and discrimination against women living with, and affected by, HIV.	Q4: Society/ formal: laws, policies,	Increased awareness on laws and policies that promote women's and children's rights and dignity.

	Reduction in the practice of cultural norms that perpetuate and promote violence against women and children.	resource allocations.	Increased demand for laws and policies that bring about justice for women and children.
	Violence against women and violence against children is reduced by at least 10% in 5 years, from the current levels of 44% for VAC and 33.7% child marriages.		Increased demand for gender transformative budgeting and resource allocation.
	Increased participation of women living with, and affected by, HIV in decision making on issues of health and sexuality.		Reduced violence against women and children.

In addition, we want to strengthen the capacity of the STREAM Network Zimbabwe itself, as our chosen mechanism for achieving and delivering these outcomes	
STRATEGIC OBJECTIVE	**OUTCOME**
STREAM Network Zimbabwe Strengthening	Strengthened capacity of the STREAM Network Zimbabwe to make it more efficient and effective.

We recognise that most of the direct work of *Stepping Stones Trainers* and programmes takes place in the two quadrants on the left, numbered 1 and 3 above, at individual, peer and community levels. These changes can, in turn, effectively result in changes in local institutions, laws and policies (i.e. in quadrants 2 and 4). We also recognise the rich contributions made by activist women and their movements through their research and advocacy work to effect changes on the right side quadrants (i.e. in quadrants 2 and 4) at national and global institutional, policy and legal levels also.

Our strategies for working together over the next 5 years include the following:
  a) Revive the trainers' links through establishing a database of all local level trainers and securing accreditation.
  b) Build on the power of *Stepping Stones* as a key communication and relationships program to uphold the SRHR of people living with HIV, including reduction of VAW, VAC and strengthening resilience.

c) Build resilience, confidence and self-efficacy of people living with HIV in the face of many intertwined complex adverse challenges.
d) Secure our legal status in Zimbabwe and ensure compliance within statutory frameworks, building partnerships with networks of women and men living with HIV.
e) Strengthen our capacity in *Stepping Stones* programs for the networks of women and men living with HIV through opportunities for training of facilitators and trainers to reach out to the grassroots.
f) Trainers work together to mobilize resources for implementation of the STREAM strategic plan in Zimbabwe.
g) Strengthen the STREAM network through a *Stepping Stones* website, social media pages, conducting physical as well as meetings on Zoom and Microsoft Teams.
h) Conduct joint research and documentation of outcomes of adapting, implementing and scaling *Stepping Stones*; and the progress of the STREAM Network Zimbabwe.
i) Collaborate with like-minded organisations in national, regional and/or global dialogue, advocacy and action.

Measuring Our Progress

We recognize that it is essential to measure our progress in all we do together. We seek to do this by making use of objectives and related indicators that make sense to us in our own lives, and that reflect the less visible but critical psycho-social dimensions to our lives described above.

These are also known as SPICED indicators.

SPICED indicators are normally identified by community members themselves. They can be used by community members to measure the progress of an initiative over time from their own perspectives.

- **Subjective** - personal to **us** – what **we** want.
- **Participatory** – developed by **us.**
- **Interpretable** – understood by **us** & other stakeholders.
- **Cross-checkable** – can be verified.
- **Evaluable & Empowering** – can be measured by **US**
- **Diverse & disaggregated** – recognizes **our** diversities.

Strategies for Achieving Change

Mechanism for Delivery

Our next steps include the following actions:

	Domain	Ideas
1	Legal	Formalizing STREAM Network Zimbabwe status at national level (*Stepping Stones* trainers' network), starting with process of registration as a Private Voluntary Organisation (PVO).
2	Strategy Completion	Develop, review and launch our strategic plan. The launch will ensure interaction with stakeholders at the beginning, and a means to have feedback, and bring in other *Stepping Stones* facilitators and trainers into the network.
3	Capacity Strengthening	• Refresher sessions for the *Stepping Stones* practitioners • Training: women and men living with HIV introduced to *Stepping Stones* program in each province and trained as facilitators and then (some) trainers
4	Network structures	• National coordination mechanism: coordinating learning and experience sharing, national advocacy and lobbying, quarterly virtual coordination meetings etc • National committees composed of the focal institutions (coordinating the process for adapting the regional strategy to the national contexts, marketing the strategy and resource mobilization, etc.) • Clarifying the roles of members of STREAM Network Zimbabwe (Network and practitioners) • Code of practice of STREAM Network Zimbabwe members • Reporting mechanism

5	Resource mobilization	• Joint resource mobilization at national level (across partner and affiliate institutions) • Include costs for national processes/meetings (covering all provinces/ districts) • *Stepping Stones* programs - budget templates shared
6	Communication: exploration of the following options	*Develop and launch STREAM Network Zimbabwe website with a members area, Microsoft teams/WhatsApp platform, Facebook page*

STREAM NETWORK ZIMBABWE STRATEGY
PILLAR 1: LOCALISATION OF STREAM
Objective 1.1 Establishment of STREAM network in Zimbabwe

- Engagement of Coordinator and focal persons within partner CSOs in key provinces/ districts
- Registration of STREAM Network in Zimbabwe
- Stakeholders buy in. Follow up country discussions for adaptation of global strategy plan to the national context, ensuring the activities of STREAM Network Zimbabwe are in line with the National Development Strategy (NDS) and the Zimbabwe National Strategy on HIV & AIDS Plan (ZNASP)
- Seek accreditation of Stepping Stones training with Zimbabwean academic institutions of higher learning
- Increase membership into STREAM Network Zimbabwe, ensuring engagement of all who ever trained as Stepping Stones trainers and facilitators.
- Regular meetings

 INDICATORS

- No. CSOs and focal persons engaged
- No. of MOUs signed
- STREAM Network Zimbabwe registration certificate
- Number of strategic partners identified
- Number of internal meetings
- At least one academic institution engaged and MOU signed
- Organize information and feedback sessions with partners

PILLAR 2: RESOURCE MOBILIZATION

STREAM Network Zimbabwe strives to expand and be more sustainable in its human, technical, material and financial resources to be able to achieve its vision for the next five years 2024-2028

2.1 Human Resources

Objective 2.1.1: To put in place key staff and/ or focal persons, and develop competencies in line with STREAM Network Zimbabwe vision

Strategy

- Recruitment of key team members
- Develop capacity building strategies for STREAM Network Zimbabwe members, board and staff

Indicators
- Number of staff/ focal persons
- Number of team trainings
- Number of team members trained

2.2 Financial resources

Objective
- **2.2.1** To establish and programme funding to 30% of requirements for the five-year strategy for effective programming through diversification of STREAM Network Zimbabwe funding portfolio by December 2024
- **2.2.2** Increase programme funding by 50% by end of 2025
- **2.2.3** Participate in national and international meetings, workshops and advocacies.

Strategy:
- Develop a STREAM Network Zimbabwe fundraising strategy
- Establish a fundraising committee constituted of team members and volunteers
- Explore funding opportunities in line with the mission and vision of STREAM Network Zimbabwe

Indicators

- Fundraising plan put in place
- Number of funding opportunities exploited
- Percentage increase in programme funding
- Number of national and international meetings participation
- Number of Stepping Stones workshops conducted
- Number of advocacy activities conducted

2.3 Material and Technical Resources

Objective 2.3.1. To source material and technical resources for effective implementation of program activities by 2027

Strategy:
- develop material and technical resources mobilisation strategy
- carry out mobilisation campaigns
- developing proposals to request resources

Indicators:

- STREAM Network Zimbabwe office operational
- Mobilisation plan put in place for STREAM Network Zimbabwe and for intended communities
- Number of materials developed and produced
- Number of campaigns carried out
- Number of persons and target communities supported
- Continued engagement with academic institution

PILLAR 3: PROGRAM DEVELOPMENT
STREAM Cameroon looks at the different Program Areas that it needs to focus on to achieve its vision

3 PROGRAMME DEVELOPMENT

3.1 **Programme development will follow the STREAM Trainers manuals guided by the Stepping Stones trainers.** This will follow a three phase approach

Phase one:
- Conduct two initial experiential adaptation workshops to go through the existing Stepping Stones manuals together with experienced Stepping Stones trainers
- In these trainings, the Stepping Stones trainers will discuss and come to a decision on whether to start with the Stepping Stones with Children or Stepping Stones Plus
- Training will initially require in-person expert training for at least two weeks per workshop
- Virtual or distance support will be provided subsequently

Phase two:
- Evaluate how much adaptation may likely be needed for the Zimbabwean context
- Run initial training of facilitators workshop based on the adaptation

Phase three:
- Run a pilot led by the Zimbabwean facilitators with ongoing support from the (external) trainers within the broader STREAM Network
- addressing the priority needs and desires coming from the intended communities as described below

Strategy:
- Read manual for better understanding, with technical support from the Stepping Stones trainers
- Conduct initial workshop with the Stepping Stones trainers.
- Evaluation
- Adaptation
- Training of trainers in Zimbabwe
- Training of Trainers localised trainings

Indicators:
- Reports
- Number of trainings conducted
- Numbers of Training of Trainers facilitators
- Experiences of trainee facilitators in using the manual and on their own lives

3.1 SUPPORT GROUPS
STREAM Network Zimbabwe will work with existing support groups that are affiliated to networks of people living with HIV

Strategy:
- Assessment and mapping of the various support groups

Indicators:
- Number of networks of PLHIV engaged
- Number of support groups reached and prepared for trainings

MONITORING AND EVALUATION

STREAM Network Zimbabwe activities progress and impact will be measured through the following:

1. Regular follow-up (Meetings with minutes, Supervision and field visits with relevant reports)
2. Networking (Partnering with others with exchange of notes an joint activities, Knowledge development and sharing)
3. Planning and Reporting meetings (Monthly and Yearly)
4. Baseline and post project report as required by any funding partners
5. Regular progress Reports to funders
6. Monthly financial reconciliation
7. Annual Reports
8. Annual process and Financial Audits

Fund raising and administration budget

STREAM Network Zimbabwe (SNZ) proposes to set up a formal administration structure that will deal with day to running administration activities for the organization. This will involve setting up an office with an Administration Assistant (AA). The AA will be supported by two part-time office bearers from the board. Part time office bearers will actively engage in fund raising activities including pursuing strategic alliances and consortium and partnerships with leading organizations. The costs of setting up the administration structure that include procurement of office furniture, equipment and related office running costs are detailed in the fund raising budget below. It is hoped that the organization will be able to procure a vehicle to assist with mobility in the 3rd or 4th year of operation and hire vehicles for use when the need arises in the first two or three years.

Budget Items	Year				
	2024	2025	2026	2027	2028
Setting office: office equipment, (laptop, furniture, printer, copier, mobile phone and airtime)	4000	1000	1000	1000	1000
Office admin costs (internet, rentals, acquiring a vehicle, vehicle running costs)	5400	6000	38000	12000	12000
Personnel costs (AA, allowances for part time office bearers,	15000	15000	15000	15000	15000
Fundraising activities	6 000,00	6 000,00	6 000,00	6 000,00	6 000,00
Travelling	5 000,00	5 000,00	5 000,00	5 000,00	5 000,00
Engagement opportunities	3 500,00	3 500,00	3 000,00	3 000,00	3 500,00
Communication material (website, brochures, stationery strategic plan documents)	2 000,00	1 500,00	1 500,00	1 500,00	1 500,00
Stepping Stones trainings	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00
Other costs	500,00	500,00	500,00	500,00	500,00
Total	**61 400,00**	**359 000.00**	**90 000,00**	**64 000,00**	**64 500,00**