ZVANDIRI

HEALTH
HAPPINESS
& HOPE

ZVANDIRI

STRATEGIC PLAN 2021-2025
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Zvandiri connects young people living with HIV with peer counsellors to assure health, happiness and hope. We began in 2004 with six young people living with HIV who wanted more than just the medicines and clinic visits. They established a peer support group named ‘Zvandiri’, meaning *accept me ‘as I am’*. This one support group has evolved into our model of community, clinic and mobile health services for young people living with HIV delivered at scale in partnership with Governments. Zvandiri connects young people living with HIV with trained, mentored peer counsellors known as Community Adolescent Treatment Supporters (CATS) and Young Mentor Mothers (YMMs) who support them to survive and thrive. Zvandiri’s approach is effective, evidence-based, innovative and ensures sustainable impact. Zvandiri started in Zimbabwe and has been adopted and scaled in 10 other countries with 3000 CATS supporting 92,000 young people.

**Our Purpose**
Peer counselling and connections for health, happiness, and hope

**Our Mission**
We work with governments using an innovative model that delivers services to young people living with HIV at scale through trained, mentored peers who connect with them and help them survive and thrive.

**Our Vision** - Our vision is to expand our Zvandiri model to 20 countries by 2030 to deliver health, happiness and hope to 1 million young people living with HIV.
1. SERVICE DELIVERY
We work with governments to deliver holistic, evidence-based, scalable services which are led by peers in the clinics, communities and through virtual platforms and enable young people living with HIV to survive and thrive

2. STRENGTHENING THE ENVIRONMENT
We strengthen health systems, families and communities for young people living with HIV so that the services they receive and the communities in which they live support them to survive and thrive

3. LEARNING AND SHARING
We learn from young people and those who care for them, our programmes and research to inform services; we design and create innovative, creative responses, we package these, and we share them

4. ADVOCACY
We train and mentor young people to lead their own advocacy for policies, systems, communities, services and resources which enable them to live their lives with health, happiness and hope
**Centre:** Our goal is **health, happiness and hope** for all children, adolescents and young people living with HIV.

**Inner circle:** We achieve this by influencing **multiple dimensions of their health and well-being**.

**Outer circle:** This is delivered through **7 complementary pillars**, with young people living with HIV at the forefront of each.

This strategic plan describes each of the 7 pillars, our strategic activities and expected results.
Extraordinary - We dare to be bold, to be different, unusual and creative; ensuring excellence at all times. We strive to be frontrunners in meeting the evolving and dynamic needs of young people.

Holistic - We passionately believe in supporting the whole person, throughout childhood and adolescence into adulthood; they are not just a statistic but a human being.

Connected - We connect young people to a network of peers for support so they can build safe relationships that inspire hope. We collaborate with young people, partners and governments, leading to the exchange of knowledge and ideas to promote growth, innovation and impact.

Loving – Our work is driven by gaining a deep understanding, commitment and connection to the lived experiences of young people to foster love and self-acceptance. We believe that together we can change things for the better.

Informed – Through research and evidence and connecting with young people, we learn what is needed and how to be most effective in our work. We ensure we deliver high quality interventions that allow young people to achieve their true potential.

Authentic - Everything we do is with a commitment to be honest, humble and respectful in our work and to be guided by young people.
• Zvandiri believes that young people are **agents of change**. Our young people are at the **forefront of programming** – including planning, delivery, monitoring and evaluation.

• Zvandiri believes it is our responsibility to make sure young people (YP) have the knowledge, skills and tools to fulfil their roles. We **continually invest in the development and capacity strengthening of young people**.

• Zvandiri knows that children, adolescents and young people (CAYP) live within families and communities which shape their lives including their health and wellbeing. Our services reach **beyond the individual** and support the communities in which they live.

• Zvandiri celebrates the excitement, diversity and potential of CAYP. Our services are **creative, fun and innovative**.

• Zvandiri recognises the diversity and rapid development of CAYP. Our services are **responsive to their different and evolving needs**.
• Zvandiri is committed to working together with government programmes to plan and provide services for CAYP. Our services are fully integrated into national systems.

• Zvandiri promotes the provision of quality health services for CAYP. Our services are free, confidential, non-judgmental and are available when and where our clients need them.

• Zvandiri is committed to continually reflecting on how best to provide services to CAYP. We collect data through our programmes and own research to improve the way our services are provided.

• Zvandiri recognises that there is more to CAYP than their HIV status and that HIV can impact many areas of their lives. We promote different sectors working together and facilitate engagement in a range of services beyond HIV and health.
Zvandiri connects young people living with HIV (0-24 years) with trained, mentored peer counsellors – CATS and YMMs. CATS and YMMs connect with their peers in their homes, clinics, support groups and through mobile health; providing information, counselling and support services for HIV testing, treatment and care as well as for their mental health, sexual and reproductive health and protection. Supervised by health care workers and ZMs, CATS and YMMs support their peers to:

- Know, understand and accept their HIV status
- Start and remain on HIV treatment
- Manage and cope with the experiences in their lives
- Have information and skills they need to make decisions which keep them healthy and safe
- Connect with the services they need

**Strategic Activities**

- Support Government to implement Zvandiri’s evidence-based model with fidelity at scale
- Prioritise optimal care and support for CATS and YMMs as Zvandiri’s frontline providers
- Work with Government and young people to evolve Zvandiri with innovative responses to emerging needs of young people living with HIV

**Expected Results**

- Trained, mentored, effective CATS and YMMs fully integrated within the national response for young people living with HIV
- Increased number of young people knowing and understanding their HIV status
- Increased number of young people starting on Antiretroviral treatment and with a suppressed viral load
- Improved mental health and well-being among young people living with HIV
We support Governments to

Develop and maintain the systems and processes required for successful adoption of Zvandiri

Train and mentor service providers to support and work with CATS and YMMs

CATS and YMM Recruitment

CATS and YMM Training

CATS and YMM Mentorship and Supervision

Connect Peer Counsellors & Young People

Case management and support for young people and their families

Connect young people to other services as needed

Health, Happiness and Hope
Zvandiri is an evidence-based model which has been designed, delivered, evolved and scaled over the last 18 years. It is informed by evidence from our programme data, evaluations and research and the lived experiences and needs of the young people we work with. This has shaped the work of Zvandiri but has also strengthened the evidence-base for global and national guidelines, service delivery and resources allocated for paediatric and adolescent HIV.

**Strategic Activities**

- Generate, document and utilize program data and research evidence, using innovative solutions
- Collaborate with research institutions to generate and disseminate rigorous evidence
- Train, mentor and engage young people in evidence generation and dissemination
- Advocate for adoption of generated evidence to inform policy and guidelines, resource allocation and service provision

**Expected Results**

- Reduced evidence-gap for key issues affecting the lives of children, adolescents and young people living with HIV
- Evidence-informed policies and guidelines, resource allocation and service provision for children, adolescents and young people living with HIV
- Improved agency of young people in evidence-generation and dissemination
Zvandiri trains, mentors and supports children, adolescents and young people living with HIV to lead the design, delivery, monitoring and evaluation of their own advocacy initiatives. Zvandiri advocates utilise a wide range of media to advocate for improved, child and adolescent-focused policies and guidelines, resource mobilisation and service delivery, as shown below. As Zvandiri Advocates graduate out of the programme, they train and mentor their peers to take over the reins, ensuring sustained advocacy and peer-led skills transfer.

**Strategic Activities**

- Connect youth advocates with their peers using innovative approaches to identify their needs and experiences
- Train and mentor youth advocates to design, deliver, monitor and evaluate their own advocacy initiatives
- Enable young people in the production of their own creative media to support their advocacy
- Create opportunities for youth advocates to advocate for their peers at global, national and community level

**Expected Results**

- Improved agency for young people in identifying their own needs and advocating for change
- World class youth advocates with capacity to influence change at global and community level
- Improved policy and guidelines, resource allocation and service provision to support health, happiness and hope for young people living with HIV
Zvandiri has a long history of developing paediatric and adolescent HIV guidance, training curricula and tools to inform the delivery of quality, child and adolescent-focused HIV services. Working together with the Government of Zimbabwe and young people living with HIV, a wide range of creative materials have been developed to support children and adolescents, and those that care for them, to have the knowledge and skills they need.

**Strategic Activities**

- Identify gaps and opportunities in existing guidelines and tools to support quality care
- Engagement of young people in the production of unique information and counselling tools to support health, happiness and hope for young people living with HIV
- Collaborate with global, national and community partners in the development of evidence-based guidelines and tools
- Expansion and scale up of the CATS digital application
- Share guidelines and tools with Governments, partners and young people

**Expected Results**

- Improved access for service providers, young people and families to child and adolescent focused, world-class guidance, information and tools
- Improved provision of quality care and support for young people
- Improved knowledge, confidence and skills among young people to support their health, happiness and hope
Zvandiri partners with Government to strengthen the capacity of its service providers to provide quality, evidence-based services for children and adolescents living with HIV as they grow and live with HIV. This is achieved through on-site and virtual training and mentorship for clinic and community based health care workers and social workers including lay cadres such as CATS, Young Mentor Mothers, community health workers and case care workers. Training and mentorship focuses on integrating services which address both the clinical, psychosocial and service delivery needs of children and young people so that they survive and thrive.

Strategic Activities

- On-site training and mentorship for professional and peer service providers
- Virtual training and mentorship for professional and peer service providers through scale up of:
  - The Zvandiri-ECHO Hub
  - Accreditation and scale up of the Zvandiri HIV service delivery training
- Engagement of young people as expert trainers
- Quality Standards Assessments, Planning and Reviews in partnership with Governments and WHO

Expected Results

- Improved quality of service delivery by multisectoral service providers that is responsive to the holistic needs of young people living with HIV
- Improved health, happiness and hope for young people living with HIV
The capacity of children and young people living with HIV to survive and thrive is directly influenced by the world in which they live – their homes and communities. We work with young people living with HIV to design and deliver their own interventions which create more supportive environments.

**Strategic Activities**

- CATS-led counselling and support for families and communities
- Engaging and capacity building of key stakeholder within communities to have champions for CAYPLHIV
- Media engagement and stakeholder & community dialogues (with traditional and community leaders, faith communities, National and international platforms) to raise awareness of the needs of CAYPHIV and program impact

**Expected Results**

- Improved understanding of the needs and experiences of children living with HIV among caregivers and families
- Improved care, support and access to services for young people and their families
- Improved health, happiness and hope for young people living with HIV
We partner with governments to support integration of Zvandiri within their national HIV response for children, adolescents and young people. Our technical assistance teams work with respective governments, local implementing partners and young people living with HIV to establish, implement, monitor and evaluate peer-led differentiated services within the health care facilities and communities. This is guided by joint partnership agreements, a standardised technical assistance programme and quality standards for paediatric and adolescent HIV. Sustained training, mentorship and support is delivered on site and through the Zvandiri-ECHO Hub digital platform.

**Strategic Activities**

- Deliver and monitor an evidence-based, technical assistance programme through a combination of in-person and virtual approaches, guided by joint partnership agreements
- Conduct and utilise baseline, mid-line and end-line assessments in partnership with Governments to inform the technical assistance programme
- Sharing of Zvandiri evidence, tools, resources and good practices
- Accredit partner countries ready to fully deliver Zvandiri, followed by continued joint learning, sharing and documentation of best practices

**Expected Results**

- Zvandiri-supported countries fully capacitated to implement Zvandiri with fidelity
- Improved health, happiness and hope for young people living with HIV in Zvandiri-supported countries
We have a bold vision to expand our evidence-based Zvandiri model to 20 countries by 2030 to deliver health, happiness and hope to 1 million young people living with HIV. Beyond the 7 pillars described above, we are committed to ensuring that Zvandiri has the organisational capacity to achieve this vision. We will ensure:

**Leadership & Governance** – attract and retain a world-class Board and Senior Management team with the expertise, dynamism and dedication to lead Zvandiri’s growth and scale

**Structures & Systems** – expand our skills and capacity to adopt and expand new ways of working, including digital innovations and technology

**Human Resources** – attract, retain and inspire a world-class team of passionate leaders and innovators

**Finance and Grants Management** – maintain absolute compliance to globally recognised financial systems and practice

**Partners** – attract and connect with global and local partners with the expertise, resources and commitment to supporting Zvandiri to achieve its vision

**Program Management** – ensure fidelity to the evidence at all times through an obsessive commitment to implementation fidelity of Zvandiri

**Strategic Information** – continue to innovate and lead in the generation and sharing of data and evidence to inform Zvandiri’s growth and scale

**Knowledge Management** – establish Zvandiri as the ‘go to’ place for the best, latest information, evidence and resources for health, happiness and hope for young people
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