

## FINAL PRODOC



# Strengthening the Capacity of National Volunteer Infrastructure for HIV and AIDS Response in Swaziland.

## NARRATIVE

Swaziland faces a major crisis arising from an unprecedented scope and severity of the HIV and AIDS epidemic. The United Nations Development Assistance Framework (2011-2015) has singled out HIV and AIDS as the biggest development challenge facing the country and is one of the five key priority areas of the UN system interventions. Swaziland has a history of volunteerism-*lilima* that is deeply imbedded in its tradition and culture. The national response mechanism has noted that volunteerism could be one of the practical means to mitigate and fight HIV and AIDS through community engagement and participation. There is lack of coordination of volunteer activities in the country due to a weak enabling environment for volunteering and the absence of a capacity building strategy for CSOs. The objectives of the project: To build the capacity and provide technical support, training and mentoring skills in strengthening and enhancing the coordination, management and operations of the Civil Society Organizations and other multi sectoral response to HIV/AIDS at all levels in line with the National HIV/AIDS Strategic Framework and Decentralization Policy; To advocate and lobby for the creation of an enabling policy environment for volunteerism in fighting against HIV and AIDS in Swaziland; and To promote and enhance interagency partnerships, cooperation and collaboration in fighting HIV/AIDS pandemic in Swaziland.

The project will cover all the four regions of Swaziland. The key national partners will be NERCHA, within the decentralization policy framework guided by the National HIV/AIDS Strategic Framework.

## SIGNATURE PAGE

UNDP and UNV Practice Area: HIV and AIDS.

**Project Title:** **Strengthening the capacity of national volunteer infrastructure for HIV and AIDS response in Swaziland.**

**Country:** Swaziland.

**UNDAF 2011-2015 Outcome(s):** To contribute to reduced new HIV infections and improved quality of life of persons infected and affected by HIV by 2015

**Expected CP Outcomes(s):** HIV and AIDS response effectively managed at all levels


**Expected Outputs(s):**

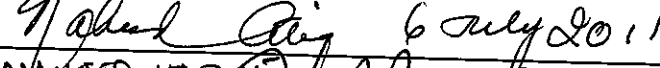
- 1) Capacity of institutions and traditional structures to equip individuals with comprehensive knowledge and skills for positive social and behavior change improved
- 2) Planning and coordination of the multi-sectoral response to HIV and AIDS improved to include gender sensitive and human rights approaches
- 3) HIV and AIDS M&E systems strengthened
- 4) Strengthened national, regional and community capacities to mobilize and utilization of financial resources for HIV and AIDS interventions

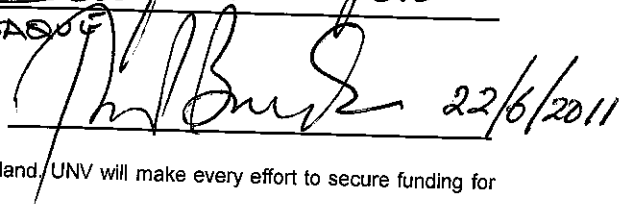
**Implementing Agency:** National Emergency Response Council for HIV/AIDS (NERCHA)  
**Responsible Parties:** NERCHA, UNDP, UNV

<p><b>Programme Period:</b> April 2011 – March 2013  <b>Programme Component:</b> HIV and AIDS  <b>Project Title:</b> Strengthening the capacity of national volunteer infrastructure for HIV and AIDS response in Swaziland.  <b>Project ID:</b>  <b>Project Duration:</b> 36 months (3 years) – Phase 1  <b>Implementation Modality:</b> National Implementation (NM)</p>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Total Project Budget: (US)</td> <td style="text-align: right;"><b>\$989,835</b></td> </tr> <tr> <td colspan="2">Allocated resources:</td> </tr> <tr> <td>• UNDP</td> <td style="text-align: right;"><b>\$ 250,000</b></td> </tr> <tr> <td>• UNV (SVF)</td> <td style="text-align: right;"><b>\$ 250,000</b></td> </tr> <tr> <td>• UNV (2 FF UN volunteers)*</td> <td style="text-align: right;"><b>\$ 300,000*</b></td> </tr> <tr> <td>• In kind contribution NERCHA</td> <td style="text-align: right;"><b>\$ 111,600</b></td> </tr> <tr> <td>Unfunded budget:</td> <td style="text-align: right;"><b>\$ 78,235</b></td> </tr> </table>	Total Project Budget: (US)	<b>\$989,835</b>	Allocated resources:		• UNDP	<b>\$ 250,000</b>	• UNV (SVF)	<b>\$ 250,000</b>	• UNV (2 FF UN volunteers)*	<b>\$ 300,000*</b>	• In kind contribution NERCHA	<b>\$ 111,600</b>	Unfunded budget:	<b>\$ 78,235</b>
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Agreed by Government of Swaziland (GOKS):   
**Represented by Ministry of Economic Planning and Development Principal Secretary**

Agreed by National Emergency Response Council on HIV/AIDS (NERCHA):   
**Represented by the Director**

Agreed by United Nations Volunteers (UNV):  6 July 2011  
**Represented by the Executive Coordinator NARGED HASOPE**

Agreed by United Nations Development Programme (UNDP):  22/6/2011  
**Represented by the Resident Representative**

\*This is subject to donor's interest and availability of Fully Funded for Swaziland. UNV will make every effort to secure funding for this.

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## LIST OF ACRONYMS AND ABBREVIATIONS

ACU	-	Aid Coordination Unit
AIDS	-	Acquired Immune Deficiency Syndrome
AMICAALL	-	Alliance of Mayors Initiative for Community Action on AIDS at the Local Level
AWP	-	Annual Work Plan
CEDAW	-	Convention on the Elimination of all forms of Discrimination Against Women
CHIMSHACC	-	Chiefdom Multi-sectoral HIV and AIDS Coordinating Committees
CMIS	-	Community Management Information Systems
CPAP	-	Country Programme Action Plan
CPD	-	Country Programme Document
CSO	-	Civil Society Organizations
CSR	-	Corporate Social Responsibility
EU	-	European Union
HAVAGS	-	HIV Volunteer Action Groups
HIV	-	Human Immunodeficiency Virus
IEC	-	Information, Education and Communication
INGO	-	International Non-Governmental Organization
JUNPS	-	Joint UN Programme of Support on HIV and AIDS
KoS	-	Kingdom of Swaziland
MDG	-	Millennium Development Goals
M&E	-	Monitoring and Evaluation
MoE	-	Ministry of Education
MoEPD	-	Ministry of Economic Planning and Development
MoHSW	-	Ministry of Health and Social Welfare
MoLGH	-	Ministry of Local Government and Housing
MoU	-	Memorandum of Understanding
MoYAC	-	Ministry of Sports, Culture and Youth Affairs
MTR	-	Mid-Term Review
NAO	-	National Authorizing Officer
NERCHA	-	National Emergency Response Council for HIV/AIDS
NERCHA –ODC	-	National Emergency Response Council for HIV/AIDS – Organizational Development Coordination
NERCHA – RO	-	National Emergency Response Council for HIV/AIDS – Regional Offices
NGO	-	Non Governmental Organization
NIM	-	National Implementation Plan
NSF	-	National Strategic Framework
NSP	-	National Strategic Plan on HIV/AIDS
PEPFAR	-	President's Emergency Plan for AIDS Relief
PC	-	Project Coordination
PLHIV	-	People living with HIV
PRSAP	-	Poverty Reduction Strategy & Action Programme
RBAD	-	Rights Based Approach to Development
RBM	-	Results Based Management
REMSHACC	-	Regional Multi-sectoral HIV and AIDS Coordinating Committees
SNYC	-	Swaziland National Youth Council
TA	-	Technical Assistance
TIMSHACC	-	Tinkhundla Multi-sectoral HIV and AIDS Coordinating Committees
ToT	-	Training-of-Trainers
UNAIDS	-	United Nations AIDS
UNDAF	-	United Nations Development Assistance Framework
UNDP	-	United Nations Development Programme
UNFPA	-	United Nations Fund for Population Assistance
UNICEF	-	United Nations Children Fund
UNV	-	United Nations Volunteers
USG	-	United States Government
VIO	-	Volunteer Involving Organization
VRS	-	Volunteer Reporting System
WFP	-	World Food Programme

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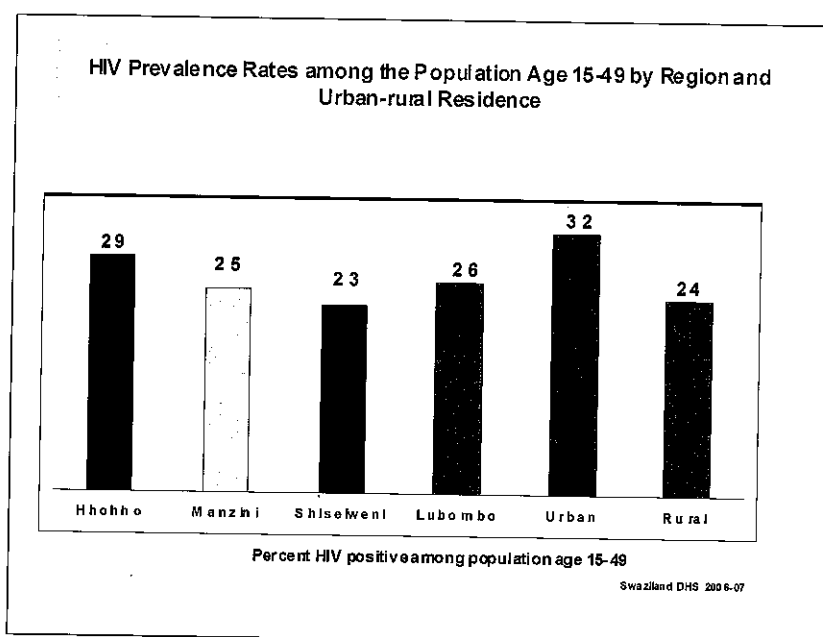


## 1.0 SITUATIONAL ANALYSIS

In 2000, the Head of State, King Mswati III, declared HIV/AIDS a national disaster and continued to see the launching of various initiatives targeted at curbing the spread of HIV/AIDS in the small Kingdom. Despite these efforts, in 2000, the infection rate stood at 25% and went on to rise to 38.6% in 2002 and the 2004 Sentinel Surveillance report showed a further increase to a staggering 42.6% amongst women attending ante-natal care. The most recent Sentinel Surveillance report (2010) showed that although there is still a high HIV prevalence rate among women attending antenatal care (41%), the HIV incidence is stabilizing, meaning some progress has been made in halting new infections. This demonstrates that Swaziland has moved in a positive direction towards achieving MDG6. Despite this, it cannot be denied that by any measure, that HIV is a crisis of catastrophic proportions for a country populated by just over 1 million people.

According to the 2006/07 Swaziland Demographic and Health Survey (SDHS), Swaziland is ranked as the country with the highest HIV/AIDS prevalence rate in the world. The SDHS results show that 19% of the population, at 1,018,449 (Census, 2007), and 26% of people aged 15-49 are infected. Since the first HIV/AIDS case was discovered and reported in 1986, the infection rate has increased at an alarming rate.

Over the years HIV has caused a humanitarian crisis in the country leaving numerous orphaned and vulnerable children (OVC) and depleting the labor force dramatically. The national response to the pandemic has been most encouraging as government and civil society organizations (CSO) continually work in partnership to combat this devastating disease.



The HIV/AIDS pandemic has resulted in increased levels of poverty. Some 63% of the population currently lives below the poverty datum line (Swaziland Household Income Expenditure Survey, 2010). In addition, women and girl children have continued to bear the brunt of poverty and vulnerability to infection emphasizing the need to consider the gender dimensions of poverty and HIV/AIDS. In a country that has strong roots in its culture and traditions, there are various concerted efforts towards the achievement of gender equality in Swaziland. In 2010, the Government of Swaziland passed the National Gender Policy, which recognizes the need to ensure equitable and full participation of women and men at all levels of development. The policy is aimed at redressing the inequities between women and men and will serve as a guideline to facilitate the amendment of legislation that contradicts the goal of gender

equality. Gender equality is an important factor in combating HIV as violations of women's rights make women and girls particularly susceptible to the disease. The adoption of the National Gender Policy is a significant step for achieving MDG 3.

The 2010 Human Development Index (HDI) ranks Swaziland 121 out of 169 countries. Overall, the country has seen deterioration in a range of indicators for human development and quality of life. HIV/AIDS threaten economic and agricultural livelihoods through the loss of breadwinners, knowledge and skills necessary to sustain livelihoods, contributing to food insecurity and deepening poverty.

With the increase of awareness on HIV/AIDS, there have been cases of discrimination of those few individuals who have been brave enough to declare their positive status. For this reason, the employment of the human rights based approach to HIV/AIDS programming and implementation is essential, especially as forming part of the impact mitigation strategies. Section 20 of the national Constitution contains the equality clause that provides for the right to non-discrimination on any basis of any persons.

The inclusion of this clause in the national Constitution, together with the adoption of the National HIV/AIDS Policy displays the commitment of the national government towards the elimination of stigma and discrimination of all people living with HIV/AIDS. Based on the above and on the past collaborative efforts between the government, civil society organizations and UN agencies,

## 1.1 Project Rationale

The United Nations Development Assistance Framework (UNDAF 2001-2015) and UNDP's Country Program Action Plan 2011-2015 have prioritized planning and coordination of the multi-sectoral response to HIV and AIDS in order to manage the response effectively at all levels. The goal is to have CSOs become fully fledged development agents and to develop their capacity to plan, implement and monitor socio-economic development in a transparent, accountable and participatory way to achieve the MDGs. This project is a joint initiative between UNDP and UNV and will fall under a UNAIDS funded Technical Support Plan 2010-2014.

Furthermore the National Strategic Plan on HIV/AIDS (NSP) and the Poverty Reduction Strategy and Action Programme (PRSAP) have recognized the greater involvement of PLHIV in the development agenda as a key area. Although strategies to use PLHIV associations as conduits for delivery of assistance from government agencies and development partners have been developed, implementation has been hampered due to the low absorptive capacity of the PLHIV partners and other partner organizations.

The limited capacities of local organizations were cited in a comprehensive mapping exercise of volunteer agencies in Swaziland that was commissioned by UNV Swaziland in 2006<sup>1</sup>, where a number of areas were identified for volunteer involvement. The exercise also indicated entry points for future collaboration with other volunteer agencies such as the US Peace Corps, Baphalali Swaziland Red Cross, etc. The proposed project would constitute a major step forward in the common effort by the UN to strengthen the management and coordination capacities of the various multi sectoral HIV/AIDS response stakeholders at the national, regional, Tinkhundla and chiefdom levels. It has been recognized that these multi sectoral HIV/AIDS response organs lack the capacities in management and coordination of HIV/AIDS community-driven development initiatives, especially with respect to capacity development and providing services to individuals and households infected and affected by HIV/AIDS.

The UNAIDS/ACCENTURE report<sup>2</sup> recommended: *"that resources and efforts should be channeled into strengthening the current HIV/AIDS response through capacity building of the existing values, structures and processes of the key stakeholders including implementers, umbrella bodies and key ministries whereby the training should be skills focused with an emphasis on building resources of the existing skills and not training them in multiple new skills. These skills include project management, financial management, proposal development; Monitoring and Evaluation. Further still clearly mapped processes, roles and responsibilities should be clearly documented and communicated as well as the need to create forums and mechanisms for information sharing"*.

<sup>1</sup> Swaziland Volunteer Map 2007 "People helping people and in the process helping themselves"

<sup>2</sup> UNAIDS Accenture Financial Flow Project: Swaziland – Findings and Recommendations – April 2007

The above recommendations were produced as a result of the absence of organizational and institutional management capacities and skills, inadequate organizational structures and a perceived lack of transparency and accountability among the agencies and other partner organizations involving volunteers in the fight against HIV/AIDS. These factors might contribute to wariness among external actors to disburse their funds.

The proposed project will therefore help to streamline the management and coordination mechanism of Civil Society Organizations (CSOs) and other multi sectoral response to HIV/AIDS at all levels for effective HIV/AIDS response and service delivery in Swaziland. The project embraces volunteerism as a critical catalyst in advancing attainment of its objectives, and in particular the fundamental capacity needs to be redressed. This capacity includes enhancing coordination and effective response mechanism to the pandemic through community voluntary action based on the fact that most of the activities being undertaken at the community level, such as community-based care and support services, are done on a voluntary basis.

While volunteers have existed in the country for decades, their work has been pronounced with the increased (HIV and AIDS) disease-burden both at national and community levels. Since the late 1980s the international volunteer community through UNV Programmes has brokered knowledge and expertise in various sectors namely, national family planning and food aid interventions. In particular, UNV collaborating with UNDP has been undertaking national development programme since 2005 when the first UNV National Programme Officer was recruited in the country. The Southern African Capacity Initiative (SACI)/Swaziland Capacity Initiative (SWACI) undertaken from 2006/2007 is one of the interventions that realized the collaboration between UNDP and UNV. The SWACI tapped on the national volunteer skills to increased access to information technology and HIV and AIDS services in the local communities.

The 2007 Swaziland Volunteer mapping exercise revealed extensive work that is undertaken in the country on grounds of volunteerism, in particular on HIV and AIDS. The lessons learnt are in agreement with the global findings that volunteer work has a huge outreach in development work and as a *'change agent'* in the acceleration towards the achievement of MDGs. While globally, volunteer work has received recognition, in Swaziland the potential of skills transfer, community mobilization and motivation that could be derived from the institution of volunteer work is yet to be realized.

To this effect, the designed and formulated project will enhance the efforts for volunteer activities in the fight against HIV and AIDS in the country given the fact that Swaziland has the world's highest infection rate and relies on volunteer activities for care and support for those affected and infected by HIV. The project will contribute to the promotion and harnessing of volunteerism for effective development through improving coordination of those volunteer organizations and agencies that provide essential services in the national campaign against the spread of HIV and AIDS in the country. The project will strengthen the capacities of civil society actors (particularly in the areas of organizational development, financial management systems and monitoring and evaluation mechanisms) so that these actors become a more active and strategic partners to the government in delivering key services to those infected and affected by HIV.

Furthermore the project will strengthen the capacity of various multi sectoral HIV/AIDS response coordinating bodies and implementing agencies at national, regional and chiefdom (community) levels to improve service delivery through increased transparency, probity and accountability.

## **1.2 Project Outputs**

The project is designed to complement the efforts of the Swaziland Government with the support of development partners coordinated by UNDP to achieve specific expected outcomes of the Poverty Reduction Strategy Action Programme (PRSAP), National Strategic Framework on HIV/AIDS (2009-2015), and the current and future United Nations Development Assistance Framework (UNDAF) 2011-2015. Since HIV/AIDS is a MDG goal and a crosscutting issue, the project will create a conducive environment which will facilitate the attainment of the other MDGs. The project is also in line with the focus areas and mobilization aspects of UNV's Programme Strategy 2010-2012.

**The outputs of the project are:**

1. Management and coordination systems and structures of CSOs in Swaziland are enhanced for improved response to HIV/AIDS at all levels (national, regional and local) in line with the National Strategic Framework on HIV and AIDS and the Decentralization Policy.
2. The environment for community based volunteering for fighting HIV/AIDS in Swaziland is strengthened.
3. Partnerships, cooperation and collaboration in fighting HIV/AIDS pandemic in Swaziland is enhanced.
4. The capacity of national volunteer infrastructure for HIV and AIDS response in Swaziland strengthened.

UNV will support the above outputs based on UNV's comparative advantage and its ability and knowledge to bring about transformational change through volunteerism, community voluntary action and civic engagement through active partnerships with civil society, volunteer involving organizations, UN agencies and governments. Since 2004, UNV and UNDP implemented the Southern Africa Capacity Initiative in response to the multiple threat of food insecurity, HIV/AIDS and Disasters in the nine countries in the Southern Africa region including Swaziland. Lessons learned from this highly successful programme which included building community and district levels capacities and bridging gaps between communities, local governments, and national policy making levels to enhance delivery of national programmes. Additionally the programme also strengthened capacities of national volunteer organizations to increase volunteer mobilization capability, policy sharing to enhance volunteer environment, advocacy to promote volunteerism, Information sharing, joint co-ordination and shared understanding of volunteerism. These lessons will be built upon in this project to achieve its objectives. Specifically, to the HIV and AIDS crisis in Swaziland, UN volunteers will actively be engaged in mentoring local counterparts and building capacities through Training of Trainers to be able to acquire skills in mobilizing and managing community volunteers to promote development activities through volunteering and rights based approaches. In Swaziland, just as in other countries within the Southern Africa region, communities depend very much on each others' support in time of crises. As almost every household is affected in one way or the other by the HIV and AIDs pandemic, support in the form of home based care for the sick and dying, provision of food and other forms of relief and care for orphans are common place. The project will build on this goodwill to further strengthen the practice of volunteering in the community. The Swaziland Technical Support Plan 2010-2014, identifies that there is a lack of sustainable mechanism to coordinate technical support in the country. UN volunteers will assist in developing a planning and monitoring system, which will lead to an institutionalized technical support coordination function.

## **2.0 Project Strategy and Approach**

The project will complement the already existing and on-going capacity building programmes on HIV/AIDS in Swaziland. It will have a national coverage through activities in all the four regions of Swaziland at the national, regional and community level.

### **2.1 Overarching Strategies and Guiding Principles**

#### **a) Integration and institutionalization of volunteering for development**

The project will specifically build on existing mechanisms at the community level and involve traditional leaders to promote existing cultures and practices for peaceful co-existence in the fight against HIV/AIDS.<sup>3</sup>

CSOs and VIOs active in the fight against HIV/AIDS will benefit from the programme in order to have strengthened capacity to develop and manage projects, to mobilize and manage volunteers, to advocate for and support more strategic involvement of volunteers in the fight against HIV and AIDS, and for improved integration and coordination of volunteer agencies into development planning structures at the national, regional and community level.

#### **b) Rights-Based Approach to Development (RBAD)**

As an overarching principle, the RBAD will guide the action of project staff and implementing partners. This therefore

<sup>3</sup> Refer to Paper presented by Udo Etukudo during the Swaziland CPAP Review – Poverty Programme (2008)



means that the principles of participation, accountability, non-discrimination and equality, empowerment and local ownership (acronym PANEL by Maarit Kohonen, Head of the Office of the UN High Commissioner for Human Rights in Uganda) should be respected in the implementation of the project and all its activities. The project will make sure that women and marginalized groups, especially people living with HIV/AIDS will be involved, to ensure that messages will reach the targeted audience in the fight against HIV/AIDS in Swaziland. Special efforts will be made to reach gender equality among the personnel of the project. In addition special attention will be given to reach youth through the mobilization activities of the CSOs. All project activities will be carried out in a transparent and accountable manner. A systematic participatory monitoring and evaluation, internal and external financial audits, documentation and reporting system will be integrated at all levels of project implementation and management. Implementing partners and project beneficiaries will have access to the financial and progress reports of the project at any time provided proper request procedures are followed.

## **2.2 Capacity Development Strategy**

Several capacity assessments have been conducted in Swaziland including; the Harmonized Cash Transfer (HACT) micro-assessment by the UN on implementing partners to measure the risk in advancing funds through the National Implementation modality (NIM), the Global Fund recipients assessment conducted by NERCHA, the CANGO capacity assessment of NGOs and the sector capacity assessment conducted by NERCHA to assess the capacity of the sectors to deliver on the National Strategic Framework 2010-2015. The assessments brought to light common capacity gaps which led to the development of the national capacity development programme known as the Technical Support Plan. The main capacity gaps included:

- Weakness in programme management including monitoring and evaluation
- Limited capacity to manage financial resources and report including lack of appropriate measures to control risk.
- Weak organizational structures
- Weak internal control frameworks
- Poor reporting
- Poor utilization of available resources

From the identified capacity gaps a national Technical Support Plan (TSP) was developed for implementation. The TSP identified capacity development strategies including, TOT, mentoring, training, provision of TA and where required provision of human resources.

- **Training-of-Trainers (TOT) Strategy**

For capacity building, the project will use the Training-of-Trainers (TOT) strategy (national, regional and community levels). Notably there will be a deliberate staff development initiative and also capacity development of the existing staff of the CSOs dealing with HIV/AIDS and at the regional levels for sustainability purposes. The aim of these trainings being to build a critical mass of trainers that are able to mobilize and manage community volunteers to promote development activities through volunteering and rights based approaches. Emphasis of the capacity training will also be aimed at inculcating skills and competencies in all the decentralized levels to effect increased and sustained service delivery which at the moment has been limited to the HIV and AIDS home-based care activities.

- **Sensitization Workshops and Seminars Strategy**

The project will utilize sensitization workshops and seminars especially at national, regional and community levels. The project will build and consolidate the capacities of the various HIV/AIDS CSOs in addition to the existing regional systems and structures, such as Regional Multisectoral HIV and AIDS Coordinating Committees (REMSHACCS) and Chiefdom Multisectoral HIV and AIDS Coordinating Committees (CHIMSHACC) as well as volunteer groups, communities and other partner organizations in order to realize the project objectives and outputs.

- **Skills Transfer through Mentoring, On-the-job Training and Knowledge Sharing**

The project will also deliver its capacity building services to partner CSOs primarily and also the regional structures and systems through continuous on-the-job training and mentoring of the existing staff in order to mentor and build their skills.

## **2.3 Communication Strategy**

A robust multi-media communication strategy<sup>4</sup> will be developed and used at all levels in the project. The project will make use of existing materials (i.e. radio, simplified and translated materials, publicity, website, TV, etc.) developed by the government, NGOs, development partners and others to pass on the information to the target population. The strategy will also be used as a mechanism of sustaining the project's public image and the buy-in from key stakeholders and the general public in response to vigorous HIV/AIDS volunteer initiatives.

The strategy will also include dissemination of Information, education and communication (IEC) materials on HIV/AIDS, gender and community volunteer mobilization and leadership training and sensitization to enhance the proposed development of the Community Management Information Systems (CMIS).

### **2.3.1 Advocacy and Mobilization Strategy**

The project will also utilize all effective avenues in lobbying and advocating for an enabling environment in the country for addressing HIV and AIDS issues through community volunteerism. For example, provision of home based care and emotional support for People Living with HIV and AIDS, free access to ART (Anti-Retroviral Therapy) and change of habits and attitudes that encourages the spread of the virus. This includes the development of a policy as well as the standardization of the operations of volunteers within the country. The lobbying will be carried out at the national, regional, and community levels targeting civil society, politicians (e.g. Members of Parliament, Chiefs, Tinkhundla Centres, Regional Council members etc.) as well as government officials.

## **2.4 Partnerships, Networking and Synergy**

In order to avoid duplication of activities and increase synergetic impact, partnerships leading to joint planning will be encouraged. Partnerships will be strengthened through the UNDAF involving collaborative planning and joint review meetings as UNDP and other UN agencies are already in the process of jointly planning a concerted effort in responding to HIV/AIDS. The project will also continue to seek new linkages with other stakeholders. The project has already partnered with UNAIDS and the EU and will continually seek to partner with, among others, UNICEF, UNFPA, WFP, and other UN agencies as well as development partners such as the USG/PEPFAR and INGOs like US Peace Corps, Skills Share, Red Cross, World Vision, etc..

Most importantly, at the national, regional and local level, the project will work closely with national and regional institutions as well as CSOs and the private sector. Within the private sector, corporate social responsibility will be exploited from as many companies in communications, banking, foods and beverages like the Coca Cola Africa Foundation as well as manufacturing sector and others.

The project will also facilitate networking among the CSOs involved in the project to promote joint programming and support.

The above strategy will be achieved through the following:

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<sup>4</sup> The following can be produced also as part of the multi-media communication strategy and IEC materials: Financial policies, human resource management policies, M&E handbooks and manuals, resource mobilization directories, certificates of attendance, training manuals, project brochure, handbooks, handbook for community HIV/AIDS Voluntary Action Groups, Community HIV/AIDS Voluntary Action Groups Constitution for the groups to adapt, flyers and posters, project website, project documentary, badges, caps, t-shirts, music, dance and drama, calendars, posters, folk songs, photo stories, newspaper articles, radio and TV talk shows, signposts, identity cards, banners, manuals, tags, suggestion boxes, stickers, fact sheets, pocket handbooks, Community Management Information Systems data capture and management tools, poetry, debates, essay competitions, website etc

- a. **National ownership and leadership:** support to national ownership and leadership of the development agenda including national processes for dialogue, planning and monitoring. The project coordination unit will ensure participation of all partner CSOs, REMCHACCS and CHIMCHACCS and their involvement in the dialogue, management, planning and monitoring of the project's activities to ensure sustainability of the activities.
- b. **Delivering as one:** the joint programme will cover areas where the UN has a comparative advantage in terms of technical expertise, dialogue and advocacy. Agencies will work jointly to increase synergies between upstream policy advice and downstream project activities' implementation as already demonstrated in the Joint UN support to HIV/AIDS programming processes. The UN Volunteers' descriptions of assignment will include advocacy both at community level, government level and at their various work environments for sustained participation and involvement of volunteers in development activities.

## **2.5 Resource Mobilization strategy**

The project will come up with a resource mobilization plan after the approval of the project document. NERCHA – Organizational Development Coordination (ODC) with the support of UNDP will mobilize resources from bilateral and multilateral donors, foundations, governments, international NGOs and the private sector both from within and outside Swaziland given the fact that there are already potential funders for HIV/AIDS. Corporate social responsibility (CSR) within the corporate world should be leveraged for funding specific activities that can jointly promote HIV/AIDS response at workplace in their businesses.

A meeting with resident donors will be convened by NERCHA to create opportunities for resource mobilization especially from the European Union (EU), USG/PEPFAR, and others.

The resources will include those that are required for the implementation of the project and in addition a robust resource mobilization for resources to be used by NERCHA and CSOs in responding to HIV/AIDS. This will be geared towards total elimination of double funding and duplication of services.

## **3. PROJECT IMPLEMENTATION ARRANGEMENTS**

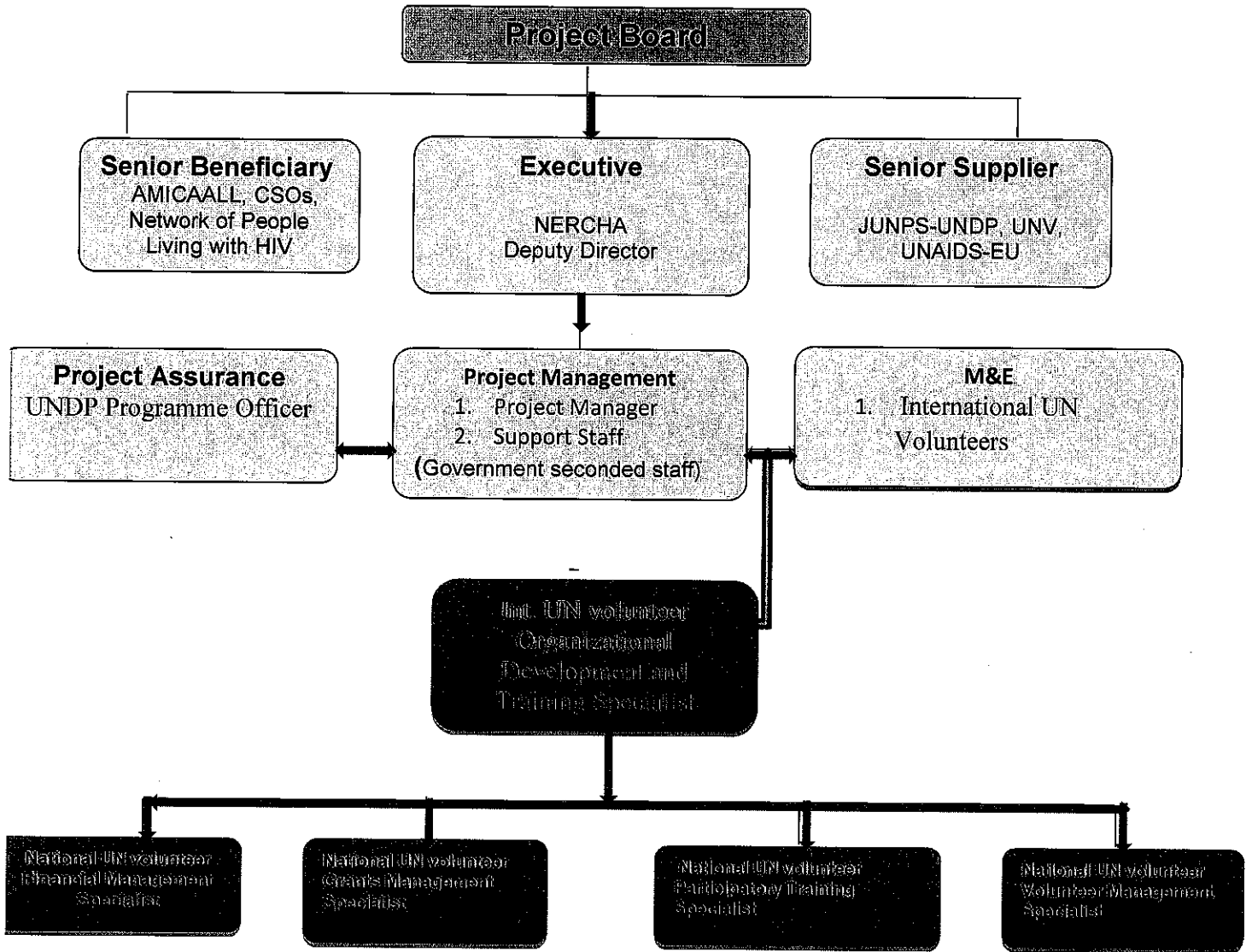
### **3.1 Introduction**

The project will be implemented through the National Implementation Modality (NIM) and within the overall UNDP/Swaziland Programming processes, in line with the Swaziland Vision 2022, PRSAP, and UNDP Swaziland's UNDAF and CPAP.

The project will be implemented by NERCHA and its national partners, whose selection was based on their areas of work and mandates, which is related to HIV/AIDS. All the selected partners have either broad Royal Constitutional (for the case of Ministry of Health, Ministry of Local Government and Housing, Ministry of Economic Planning and Development) or statutory (as for NERCHA) obligations that directly relate to the fight against HIV/AIDS in Swaziland. These will work through the established regional systems and structures such as the REMSHACCS and CHIMSHACCS as well as the partner CSOs.

The overall project management and implementation will be guided by this project document and a Memorandum of Understanding (MoU) that will be made and signed between UNDP and NERCHA as the leading implementing and coordinating partner before the commencement of the project operations.

### 3.2 Project Organization Structure



### 3.3 Roles and Responsibilities

#### 3.3.1 The Board

The Board based at the national level will be the decision making body constituted of:

The Executive: NERCHA, Deputy Director

The Senior Supplier:

- JUNPS
- UNDP
- UNV
- Other Development Partners (UNAIDS and EU)

The Senior Beneficiary:

- AMICAALL
- CSOs
- Sectors including People Living with HIV

The main role of the project board is to oversee the strategic management and implementation of the project. It provides guidance to the project manager.

The Project Board is responsible for approval of the project's annual plans and revisions. Based on the approved Annual Work Plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans.

#### 3.3.1.1 The Executive: National Emergency Response Council for HIV/AIDS (NERCHA)

As a national HIV/AIDS mandated and coordinating institution, NERCHA, as the Executive will be responsible for the implementation of the project. For this NERCHA will directly receive funds and resources from the development partners coordinated by UNDP following the NIM arrangements. In this regard, UNDP will disburse financial resources for the implementation of the project activities on a quarterly basis to NERCHA, who will be accountable for the quality and timeliness of the project to the ACU of MoEPD. ACU will in turn account to UNDP and other development partners.

NERCHA will be legally responsible for the project while at the same time assist in leading and coordinating other partners in the overall management, implementation, monitoring and supervision of the project. NERCHA will also link the project into the overall National HIV/AIDS Strategic Framework (HIV/AIDS - NSF) through the Ministry of Health and Social Welfare and Ministry of Local Government and Housing in tandem with the Decentralization Policy. NERCHA as the Executive and the Project Manager will report all policy related matters to the Board while the technical project implementation reporting will be directed to the Project Assurance and ACU – MoEPD and then to JUNPS-UNDP and other development partners.

NERCHA in line with NIM arrangements will be responsible for the following:

- Planning and executing the required goods and services to be procured based on JUNPS-UNDP standard guidelines and policies and NIM arrangements
- Maintaining linkages with MoEPD and other key actors
- Receiving and disbursing funds to the respective regions and implementing partners for the smooth and effective implementation of project activities and review accountability in regard to the outputs from the partners
- Technical assistance and support to implementing partners at national, regional and local/lower levels
- Using the Results Based Management (RBM), be responsible for monitoring all project activities, documentation, and dissemination of best practices

- Providing advisory tasks to the funding partners, Project Assurance Unit and implementing partners
- Facilitating the opening and management of the project account
- Performance monitoring and coordination of internal M&E
- Carrying out continuous systematic progress and financial monitoring of the project to ensure that financial reports, cash advances, are submitted on a monthly basis
- Be accountable to funding partners in line with NIM regulations

### **NERCHA - Regional Offices (NERCHA-RO)**

NERCHA-RO through the Regional Coordinating Offices will be responsible for the coordination of the project for and on behalf of NERCHA-ODC in the four regions under their jurisdiction. They will specifically be responsible for the following:

- Monitor the implementation of the project in the regions under their jurisdiction.
- Monitor the use of project funds and receiving financial records from the project.
- Account for the project funds to NERCHA.
- Support the UN Volunteers and the regional and community capacity building project activities and initiatives.
- Facilitate interaction with CSOs/NGOs at the regional and community level.
- Coordinating and attending regional HIV/AIDS Committee meetings.
- Assisting the regional local governments to integrate and mainstreaming HIV/AIDS in their planning processes with the support of the UN volunteer specialists.

#### 3.3.1.2 Senior Suppliers

### **JUNPS-UNDP**

The Joint UN Programme of Support (JUNPS) on HIV and AIDS (JUNPS 2009-2015) aims at maximizing the UN's impact and strengthen harmonization and alignment to the national response. The JUNPS outlines the UN support to the national response on HIV within the UN Development Assistance Framework (UNDAF).

In line with the JUNPS-UNDP policy on accountability when acting as Administrative Agent in Multi-Donor Trust Funds and/or UN Joint Programmes using the pass through fund management modality, UNDP (in consultation with NERCHA using the NIM arrangements) will be the appointed interface between the participating UN organizations and the donors. JUNPS – UNDP will also provide technical expertise to the project

As such JUNPS-UNDP's duties and responsibilities in line with the NIM arrangements will include:

- Assisting the KoS through NERCHA in mobilizing financial and material resources to meet the demands of the implementation of the project activities.
- Helping the KoS through NERCHA to identify development partners, mobilize them and encourage resource contributions for financing the project for the country under a "Pooled Basket Funding" arrangement.
- Supporting NERCHA in pooling of funds by various development partners and will be responsible for managing those funds in accordance with agreed arrangements.
- Provide regular financial accountability and reports to the development partners on an agreed schedule.
- Ensure timely and sustained disbursement of funds to NERCHA.
- Receiving donor contributions on behalf of NERCHA.
- Disbursing funds to the NERCHA as instructed by the donors.
- Reporting on the sources and uses of donor contributions received.
- Consolidating reports from NERCHA using the NIM arrangements for submission to donors following arrangements through its focal point person.
- Consolidating key audit recommendations received from the auditors of the project.
- Being accountable for the project results.

## **UNV**

The United Nations Volunteers (UNV) programme is the UN organization that promotes volunteerism to support peace and development worldwide. Volunteerism can transform the pace and nature of development and it benefits both society at large and the individual volunteer. UNV contributes to peace and development by advocating for volunteerism globally, encouraging partners to integrate volunteerism into development programming, and mobilizing volunteers.

UNV will assist NERCHA in implementing the project through the UN Volunteer Project Technical Specialists who will be based at NERCHA. UNV will also be responsible for providing technical support to CSOs and VIOs in areas that are in need of capacity enhancement. The Portfolio Manager for Southern Africa will be providing technical backstopping to the project team on the volunteerism component. These areas include, volunteer mobilization and management, resource mobilization and proposal development, financial management and organizational development. Because of their varied skills and specialties all the UN volunteers will be based at NERCHA's national office and will provide support and backstopping in the following:

- Manage and coordinate recruitment of international and national UN Volunteers
- Maintaining partnerships with volunteer organizations identified as partners in the project
- Oversee needs assessment to determine capacity training needs of partner CSOs and VIOs
- Assist with development of training modules for training of CSOs and VIOs in coordination, mobilization and management of volunteers, proposal development, financial resource mobilization, Monitoring and Evaluation, organizational development and provision of specialized skills to effectively respond to HIV/AIDS pandemic
- Assist with developing and producing training materials
- Assist with training sessions and workshops for CSOs and VIOs
- Provide technical assistance for development of IEC materials on HIV/AIDS, capacity building areas of focus for CSOs, HIV/AIDS, volunteerism, etc.
- Facilitate national workshop on capacity building, volunteerism for development and Human Rights Based Development
- Provide on-going support to CSOs and VIOs
- Promote advocacy of volunteerism at all levels
- Assist in producing technical and other reports on the project.

## **UNAIDS**

UNAIDS is the coordinating body of the UN response in Swaziland. UNAIDS will assist with monitoring and evaluation and technical assistance.

### **3.3.1.3 Senior Beneficiaries**

The beneficiaries will be the national partners including NERCHA and other HIV and AIDS focused agencies. These will be responsible for:

- Implementing activities for which they are responsible and for which funding has been provided according to work plans
- Ensuring the realization of project results from the perspective of the beneficiaries, especially the CSOs, VIOs and the decentralized structures of NERCHA
- Ensuring proper management of funds
- Providing detailed and timely progress reports to inform reviews

### **3.3.2 Project Assurance**

The project assurance supports the project board by carrying out objective and independent project oversight and monitoring functions. It ensures that appropriate project management milestones are managed and completed. The role will be delegated to the responsible UNDP Programme Officer.

### **3.3.3 Project Manager**

The Project Manager will be hosted by NERCHA and will be a government seconded staff member. The Project Manager will have the authority to run the project on a day-to-day basis on behalf of the implementing partner within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager is responsible for preparing work plans and budgets and providing timely annual and quarterly progress reports through NERCHA to the project board.

### **3.3.4 Project Technical Assistance**

A team of two international and four national UN Volunteers with different specialization will support the project management unit. Based at the NERCHA national office, they will provide administrative, management and technical support to the Project Manager. They will be involved in capacity building and training activities with government entities and the CSOs/NGOs and will perform specific activities in the management of the project, such as M&E and communication.

The project technical team will comprise:

- 1 International UN Volunteer Specialist in Monitoring and Evaluation (will also be responsible for knowledge product design and documentation of best practices)
- 1 International UN Volunteer Organizational Development and Training Specialist.
- 1 National UN Volunteer Financial Management Specialist
- 1 National UN Volunteer Participatory Training Specialist,
- 1 National UN Volunteer Grants Management Specialist
- 1 National UN Volunteer Management Specialist

The project technical team will be supported by an HIV/AIDS Desk Officer with specialized skills in HIV/AIDS mainstreaming and integration in development planning. These HIV/AIDS Desk Officers will be appointed by the Public Sector HIV/AIDS Coordinating Committees in each district and will be an employee of the regional local government offices.

At the CHIMSHACC/Community level a Kagogo and/or Ward level Centre Leader will be recruited from within the CHIMSHACC to manage the Community Management Information Systems (CMIS) and mobilize community volunteer initiatives.

## **4 Project Implementation**

The project will be implemented under the leadership of NERCHA and in line with the government's decentralization policy for Swaziland and within the National HIV/AIDS Strategic framework.

The international and national UN Volunteers will support the capacity development of the various partner CSOs and the various multi sectoral HIV/AIDS response coordinating bodies and implementing agencies at regional, Tinkhundla and community levels so that they are fully functioning at the end of the project to effectively respond to HIV/AIDS.



Any major decisions in the execution and implementation that will lead to a change in input(s) or output(s) will not be done without prior consultation and written agreement of Project Board. UNDP will be called to participate in major procurement and sub-contracting activities.

#### **4.1. National level (Project Manager)**

The Project Manager will head the project within the NERCHA-ODC and also coordinate and network with the other volunteer organizations. The Project Manager will have an additional reporting responsibility to the ACU/MoEPD in line with NIM procedures. NERCHA-PC will coordinate all the implementing partners for the purposes of smooth project management and delivery of project outputs.

#### **4.2 Regional Level**

The Regional project activities will be coordinated through the 4 NERCHA Regional Coordination Offices (REMSHACC). These will be responsible for overall management and supervision of the project at the regional and community levels. These offices will at all times coordinate and collaborate vertically and horizontally with partner organizations and beneficiary communities.

NERCHA Regional offices will have an additional responsibility of financial management and accountability for the funds disbursed to their designated regions of operation.

The UN Volunteers will support the work of the HIV/AIDS Desk Officers from the NERCHA national office to mainstream HIV/AIDS in the regional planning and programming processes in accordance with the decentralization policy. This is also for purposes of sustainability and to boost the coordination and management capacities of the REMSHACCS and CHIMSHACCS.

#### **4.3 Community Level**

At the CHIMSHACC level, HIV/AIDS Voluntary Action Groups (HAVAGs) coordinated by the Kagogo Centre Leaders will be formed at either the Chiefdom and Community levels where they do not exist already. These groups will champion the cause of volunteerism in responding to HIV/AIDS at the CHIMSHACC level through community mobilization and sensitization, HIV care and prevention, volunteerism, human rights monitoring and reporting. The HAVAGs which will be formed and organized out of the existing community based structures and systems, such the health motivators, Neighborhood Care Points, Youth Menu, care givers, and others at the grassroots' levels, will be empowered to promote volunteerism as well as in project planning, management and resource mobilization skills in response to the HIV/AIDS pandemic. In this regard, the HAVAG members will be invited to participate in training activities organized by the project. The Kagogo leaders will be included in training-of-trainers activities to strengthen their capacities in supporting the HAVAGs.

The Kagogo Centre Leaders will also be responsible for the management of the Community Management Information Systems (CMIS) as has been the case in some areas.

### **5. Reporting Mechanism**

At the national level NERCHA-ODC will report using the established NIM procedures through the Project Board, Project Assurance Unit and ACU-MoEPD and then to the UNDP/development partners.

At the regional level, NERCHA Regional Offices will also report to NERCHA-ODC. They will, however, be urged to pay maximum respect and cooperation to the institutions and organizations, groups and communities within which they will be working.

## **6. Monitoring and Evaluation**

The project will be continuously monitored to determine progress of the project implementation phase. Monitoring will be based on the Objectively Verifiable Indicators (OVI) reflected in the Results and Resources Framework (RRF). It will involve assessing actual performance against the purpose, objectives, outputs, planned activities and targets, effectiveness and efficiency of the project delivery approaches, strategies and methodologies.

NERCHA will apply and ensure that the M&E procedure is fully consistent with the requirements of UNDP and its partners in general and the National Implementation Modalities (NIM) Guidelines for UNDP assistance programmes in Swaziland, in particular. NERCHA or its appointees will monitor and supervise the project operations in the 4 regions. Due to the lack of local capacity, an international UN Volunteer will support NERCHA in monitoring of the project activities.

The project will also be closely monitored from UNV HQ through the Portfolio Team for Southern Africa region. The Monitoring of the project will be factored in the Terms of Reference of the Portfolio Manager during his/her scheduled missions to the country. A Steering committee meeting will also be convened during such visit to review progress of the project.

The project will undergo a Mid Term Review (MTR) and Final Evaluation to capture lessons learned in order to feed into the longer term sustainability systems of the project. This will be done in close collaboration with UNDP, KoS and co-funders. The report to be generated from the evaluation to be carried out towards the end of the project would be considered as the final report.

UNDP will provide periodic briefing notes on the progress, achievements and results of the project, outlining the challenges faced in project implementation as well as resource utilization as articulated in the work plan to the project co-funders. These briefing notes will be on a quarterly basis and annual basis through the Project Annual Report (APR) will form the basis of discussions between UNDP and co-funders. Further monitoring instruments will include in house consultations, internal reviews, minutes of meetings and the Volunteer Reporting System (VRS) of UNV. Every effort will be made to capture the value and contributions of volunteerism in the project in all reports.

Annual external audits will be undertaken through established procedures for auditing projects under NIM implementation. The audit firm will be contracted through competitive bidding in accordance with NIM arrangements and UNDP's regulations, rules and procedures on procurement. The budget will include a provision for reasonable cost of such audits. The project audit reports will be shared with other UNDP co-funders.

## **7. Project sustainability and risks**

Sustainability will be addressed at the systems, entity and individual levels. The project design is based on a comprehensive stakeholders' consultation to ensure that the national partners understand and accept the project approach. The government and especially NERCHA have expressed commitment to support a more coordinated and strengthened response to HIV/AIDS by the CSOs and community based organizations. In addition, focus on providing technical support will be included in the Country Programme Action Plan 2011 -2015 (CPAP) as well as Technical Support Plan 2010-2014.

In order to ensure sustainability, the project strategy builds on existing capacities and structures by implementing activities that are feasible and desirable from financial, technological and human resource points of view. The TOT Strategy that will be used at the national, regional and community levels will, in addition to building capacity, provide a mechanism for passing knowledge and training to additional CSO staff members that are involved with HIV/AIDS work. It is also expected that the trainings and subsequent involvement of volunteers from within the communities to address HIV/AIDS will lead to the CSOs to take this forward. The awareness, importance and information regarding the power of community mobilization will be built into the capacity building modules of the CSOs. Moreover, the project will involve communities at all stages of the project. This will ensure that institutions and community structures will continue functioning after the end of the project with improved skills. NERCHA will, already during the implementation phase, be in charge of coordinating the contribution of volunteerism for the response to HIV/AIDS in Swaziland with support of the project structure. Therefore, national structures will already be involved and their

capacities strengthened. Through advocating for a more effective utilization for volunteers engaged in the fight against HIV and AIDS in Swaziland, the project will also ensure more political and structural security for the CSOs and decentralized structures.

At the regional level, the REMSCHACCS, CHIMSCHACCS as well as the Regional HIV/AIDS Desks will sustain the mainstreaming of HIV/AIDS and use of the rights based approach to development. Furthermore, the promotion of volunteerism and community engagement in the regional planning and programming processes will be strengthened in order to implement the National HIV/AIDS Strategic Framework and Decentralization policy.

At the end of the project a national key stakeholder's workshop will be organized for purposes of consolidation and sharing the experiences and achievements.

The following are some of the anticipated risks, challenges and the corresponding measures to mitigate them:

- The untimely restructuring of government entities like ministries and departments may disrupt the streams of project implementation in terms of roles and responsibilities of government partners. In such circumstances and dynamics, the project staff and management therefore should remain flexible to the context and adapt to reflect the needs and situations at any particular time as it may be warranted.
- Some sections of Swaziland communities look down on and discourage the equal participation of men and women in meetings and decision making process because of the tradition and customs. In cases where women are allowed to attend, their active participation in deliberations is also affected and in some cases dominated by men. This may affect the participation of men and women on an equal footing. The project staff should therefore ensure that both men and women do not just attend meetings, but that they all participate actively in all deliberations. Furthermore, separate consultative meetings for men and women will be held to ensure that their different points of views are taken into account in decision making processes and in the development of training modules.
- A number of factors, including a strong government political will and commitment will firmly and undoubtedly determine the successful implementation of a project. The level of commitment already shown by the consulted and government partners in formulation of this project should be built upon and sustained in this project approach.
- Another potential risk to the project is failure by an implementing institution to meet its obligations. It is foreseen that implementing institutions make a firm commitment in a memorandum of understanding. Difficulties experienced that may derail the project should be reported immediately to the executing agency for remedial action.
- With Swaziland being headed by the King and Chiefs, the adherence to traditional practices that contradict forward looking development initiatives, modern legal and constitutional provisions is another stumbling block. Continuous interaction by project staff and the local population, especially the traditional and cultural leaders reinforced with training and information flow as planned can go a long way to attenuating this risk factor. Special attention should therefore be devoted towards exploiting the traditional and cultural settings and beliefs for positive development results.
- The facilitation of project participants in monetary terms by some NGOs has been customary for some time in Swaziland. These facilitations take the form of sitting, transport and lunch allowances. Project beneficiaries may be aware of this practice and would demand payment for engaging in any project activities which may not necessarily require such facilitation. The project team's continuous interaction, sensitization and promotion of volunteerism in local communities it is anticipated would stimulate positive behavioral changes and motivation towards popular participation and self-help initiatives in the communities. The phenomenon of paying seating allowances at all levels will not be applied in this project and volunteer participation will be encouraged.
- Unethical conduct, lack of transparency, or more blatantly, promotion of selfish interests, and corruption is not unique to Swaziland. However, cases of corruption and lack of transparency and accountability are quite common with some individuals and organizations. It is therefore important that adequate checks and balances at all levels through strengthened M and E systems are put in place. Regular financial reporting and audits would also be ensured to deter financial malpractices.

## **8. LEGAL CONTEXT**

The project document will be the instrument referred to as such in the Standard Basic Assistance Agreement between the Government of Kingdom of Swaziland (KoS) and the United Nations Development Programme (UNDP). The host country-implementing agency will, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in this agreement.

Revisions may be made to this project document with the signature of the UNDP Resident Coordinator only, provided he or she is assured that the other signatories of the project have no objection to the proposed changes.

In addition to all other attributes accorded to UN Volunteers under the Standard Basic Assistance Agreement, UNVs fielded within the project will, consistent with and to the extent provided in the Standard Basic Assistance Agreement, be deemed to be "persons providing services" on behalf of UNDP.

Revisions which do not involve significant changes in the immediate objective, output or activities of the project can be considered in addition to mandatory annual revisions that re-place the delivery of agreed project inputs, or reflect increased expert or other costs, due to inflation, or which take into account agency expenditure flexibility.

## Annex 1: Project Results and Resources Framework (2011 – 2015)

<b>Intended Outcome as stated in the UNDAF 2011-2015 :</b>	
<ul style="list-style-type: none"> <li>To contribute to reduced new HIV infections and improved quality of life of persons infected and affected by HIV by 2015</li> </ul>	
<b>Country Programme Outcome</b>	
<ul style="list-style-type: none"> <li>HIV and AIDS response effectively managed at all levels</li> </ul>	
<b>CP Outputs</b>	
<ol style="list-style-type: none"> <li>Capacity of institutions and traditional structures to equip individuals with comprehensive knowledge and skills for positive social and behavior change improved.</li> <li>Planning and coordination of the multi-sectoral response to HIV and AIDS improved to include gender sensitive and human rights approaches.</li> <li>HIV and AIDS M&amp;E systems strengthened.</li> <li>Strengthened national, regional and community capacities to mobilize and utilize financial resources for HIV and AIDS interventions.</li> </ol>	

<b>Project title and ID (ATLAS Award ID):</b>			
<b>Strengthening the Capacity of National Volunteer Infrastructure for HIV and AIDS response in Swaziland.</b>			
<b>Project output 1: Management and coordination systems and structures of CSOs in Swaziland are enhanced for improved response to HIV/AIDS at all levels (national, regional and local), in line with the National HIV/AIDS Strategic Framework and Decentralization Policy</b>			
<b>Indicators:</b> Number of coordinating system and structures equipped with tools and skills to contribute to the national response to HIV/AIDS by 2012.			
<b>Output Indicators and Targets</b>	<b>Indicative Activities</b>	<b>Responsible parties Funds and Technical Assistance:</b>	<b>Inputs</b>
1.1. # of partner CSOs and VIOs who receive training Baseline: 0	<ul style="list-style-type: none"> <li>Identify CSOs and VIOs as partners for the project</li> <li>Needs assessment for strengthening the capacities of partner CSOs and VIOs</li> </ul>	<ul style="list-style-type: none"> <li>UNDP, UNV and other development partners</li> </ul>	Financial and human resources

<p>Target year 1 (2011): 30% of partner CSOs  Target year 2 (2012): 70%  Target year 3 (2013): 100%</p> <p>1.2. % of partner CSOs using the tools provided during the training  Baseline: 0  Target year 1 (2011): 10%  Target year 2 (2012): 50%  Target year 3 (2013): 80%</p> <p>1.3. # joint meetings organized to discuss coordinated response of CSO to HIV/AIDS pandemic in Swaziland  Baseline: 0  Target year 1 (2011): 3  Target year 2 (2012): 3  Target year 3 (2013): 2</p> <p>1.4. % of partner CSOs and VIOs who participate in joint meetings to discuss actions for the HIV/AIDS response  Baseline: 0  Target year 1 (2011): 70%  Target year 2 (2012): 90%  Target year 3 (2013): 90%</p>	<ul style="list-style-type: none"> <li>• Develop training modules for training of CSOs and VIOs in financial management and coordination, mobilization and management of volunteers, proposal development, financial resource mobilization, M&amp;E, organizational development and specialized skills to effectively respond to HIV/AIDS pandemic</li> <li>• Develop and produce training materials</li> <li>• Train partner CSOs and VIOs in the identified fields.</li> <li>• Follow up on trainees to assess the effectiveness of the training.</li> <li>• Assess the management capacity of potential host organisations</li> <li>• Train selected volunteer involving organisations on management of volunteers and project management.</li> <li>• Explore and implement mechanisms and modalities for rewarding outstanding volunteer activities</li> <li>• Certification of participants undergoing training activities.</li> </ul>	<p><b>Information sharing and collaboration in implementation:</b></p> <ul style="list-style-type: none"> <li>• NERCHA</li> <li>• UNV</li> <li>• UNDP</li> <li>• UNAIDS</li> </ul>	
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**Project Output 2. The environment for community-based volunteering for fighting HIV and AIDS in Swaziland is strengthened**  
**Indicators: number of sectors receiving training and mentorship in community based volunteering and applying the skills gained.**

Output Indicators, baseline and Targets	Indicative Activities	Responsible parties Funds and Technical Assistance:	Inputs
<p>2.1 # of CHIMSHACC trained in enhanced management and coordination systems and volunteerism for development                      Baseline: 0                      Target (2011): 0                      Target (2012): 15</p>	<ul style="list-style-type: none"> <li>Mapping Capacity and training needs of Implementing Partners</li> <li>National workshop on capacity development, volunteerism for development and Human Rights based Development for Implementing Partners</li> <li>Convening Joint-planning and programming meetings.</li> <li>Application of Best practices and innovative ways of using Volunteerism to combat HIV/AIDS.</li> <li>Training workshop on management, planning and monitoring for CHIMSHACC and REMSHACC personnel</li> </ul>	<ul style="list-style-type: none"> <li>UNDP, UNV and other development partners</li> </ul> <p><b>Information sharing and collaboration in implementation:</b></p> <ul style="list-style-type: none"> <li>NERCHA</li> <li>UNV</li> <li>UNDP</li> <li>UNAIDS</li> </ul>	Financial, Logistical and Human Resources
<p>2.2 % of implementing partners whose planning and programming processes include volunteerism and HRBA                      Baseline: 0                      Target (2011): --                      Target (2012): 50%                      Target (2013): 80%</p>	<ul style="list-style-type: none"> <li>Include modules on volunteering for development in training of CHIMSHACC and REMSHACC personnel</li> <li>provide hands-on support to CHIMSHACCS and REMSHACC</li> <li>Develop IEC materials<sup>5</sup> on: HIV/AIDS, capacity development areas of focus for CSOs, HIV/AIDS, Volunteerism and rights based approach to development, human rights in prisons, etc.</li> <li>Testing of the IEC materials</li> <li>Translate the developed IEC materials into the local language.</li> <li>Develop knowledge products on lessons learned.</li> <li>Training of trainers to mobilize and manage</li> </ul>	<ul style="list-style-type: none"> <li>UNDP</li> </ul>	
<p>2.3 Number of international/national/community volunteers mobilized and retained (retention rate % at national and community level).                       Baseline: 1 International Volunteer, UNIFPA)                      : 0 National Volunteer                      Target: 2 International Volunteers                      Target: 4 National Volunteers                      Target (2011) :100 Community Volunteers                      Target (2012) :250 Community Volunteers                      Target (2013) :450 Community Volunteers</p>			

<sup>5</sup> The following can be produced also as part of the Multi-media communication strategy and IEC materials – Financial policies, Human resource management policies, M&E Handbooks and manuals, Resource mobilization Directories, Certificates of attendance, Training manuals, Project brochure, Handbooks, Handbook for Community HIV/AIDS Voluntary Action Groups, Community HIV/AIDS Voluntary Action Groups Constitution for the groups to adapt, Flyers and Posters, Project website, Project documentary, Badges, caps, T Shirts, Music Dance and Drama, Calendars, Posters, Folk Songs, photo stories, Newspaper articles, Radio and TV talk shows, signposts, identity cards, Banners, manuals, Tags, suggestion Boxes, stickers, Fact sheets, Pocket Handbooks, Community Management Information Systems data capture and management tools, poetry, debates, Essay competitions, website etc

	<ul style="list-style-type: none"> <li>community volunteers for HIV and AIDS response activities.</li> <li>Establish mechanism for sensitizing and rewarding community volunteers</li> </ul>	<ul style="list-style-type: none"> <li>UNV</li> <li>NERCHA</li> </ul>	
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<p><b>Output 3: Partnership, cooperation and collaboration in fighting HIV/AIDS pandemic in Swaziland is enhanced.</b></p> <p><b>Indicators: number of sectors that know and utilize national coordination mechanisms in fighting HIV/AIDS.</b></p>			
Output indicators, baseline and targets	Indicative Activities	Responsible parties	Inputs
<p>3.1. # of National steering committee meetings organized to discuss partnerships, cooperation and collaboration</p> <p>Baseline: 0 Target (2011): 2 Target (2012): 3 Target (2013): 3</p> <p>3.2. # of Technical committee meetings organized and records of discussed kept</p> <p>Baseline: 0 Target (2011): 2 Target (2012): 3 Target (2013): 3</p>	<ul style="list-style-type: none"> <li>Establish Steering Committee with representatives of key ministries and government institutions, and representatives of donor and NGO community</li> <li>Establish technical committee with participation of experienced volunteer involving organisations</li> <li>Establish fluent coordination and working contact with the different development partners</li> <li>Identify organisations with experience in volunteering and prepare proposal for collaboration and networking.</li> </ul>	<p><b>Funds and Technical Assistance:</b></p> <ul style="list-style-type: none"> <li>UNDP, UNV and other development partners</li> </ul> <p><b>Information sharing and collaboration in implementation:</b></p> <ul style="list-style-type: none"> <li>NERCHA</li> <li>UNV</li> <li>UNDP</li> <li>UNAIDS</li> </ul>	<p>Financial, Logistical and Human Resources</p>



<b>Output 4: The capacity of national volunteer infrastructure for HIV and AIDS response in Swaziland strengthened</b> <b>Indicators: Number of partnerships between UNV and VIOs and training sessions with volunteer involving organizations.</b> <b>Number of CSOs and VIOs practicing effective volunteer management in responding to HIV/AIDS.</b>			
Output indicators, baseline and targets	Indicative Activities	Responsible parties	Inputs
<p>4.1. Increase in integration of volunteerism within development programmes of UNDP and UNAIDS Swaziland</p> <p>Baseline: Project Document (In collaboration with UNDP/UNAIDS etc., the project has direct UNV component and focuses on scaling up on volunteer infrastructure in Swaziland.)</p> <p>Baseline: Currently no joint projects  Target (2011): 1  Target (2013): 1</p> <p>4.2. # of active partnerships between UNV Swaziland and VIOs and CSOs</p> <p>Baseline: 0  Target (2011): 2  Target (2012): 4  Target (2013): 4</p> <p>4.3 # of training sessions and workshops conducted; # of training material produced and disseminated</p> <p>Baseline: 0  Target (2011): 2 trainings  Target (2012): 3 trainings and 2 publications</p>	<ul style="list-style-type: none"> <li>Identify areas of further collaboration with other UN agencies and other stakeholders in responding to HIV/AIDS situation</li> <li>Arrange training and workshops for CSOs, VAGHs and VIOs geared towards involving communities in volunteering for effective solutions in responding to HIV/AIDS.</li> <li>Publish and disseminate communication materials highlighting the importance and the mechanisms of volunteering.</li> <li>Support the development of a knowledge product and good practices attained on volunteerism at the regional and national levels.</li> <li>Establish a platform for VIOs in Swaziland to come together and discuss evolving trends and practices.</li> <li>Enhance partnership with local media to promote volunteerism and the benefits thereof with regard to the fight against HIV/AIDS in Swaziland.</li> </ul>	<p><b>Funds and Technical Assistance:</b></p> <ul style="list-style-type: none"> <li>UNDP, UNV and other development partners</li> </ul> <p><b>Information sharing and collaboration in implementation:</b></p> <ul style="list-style-type: none"> <li>NERCHA</li> <li>Peace Corps, World Vision and other CSOs (to be identified)</li> </ul>	<p>Financial, Logistical and Human Resources</p>

<p>Target (2013): 3 trainings and 2 publications</p> <p>4.4 # of meetings with partners:# of volunteer initiatives reported in local media</p> <p>Baseline: 0</p> <p>Target : Quarterly meetings among VIOs in Swaziland</p> <p>4.5 # of international and national UN Volunteers placed in Swaziland and supporting HIV/AIDS and volunteering initiatives</p> <p>Baseline: 1 International UN Volunteer and no national UNV</p> <p>Target: 3 International UN Volunteers and 4 national UNVs:</p>	<p>UN volunteers recruited and placed in NERCHA to support volunteering and HIV/AIDS initiatives.</p>	<p>UNV and UNDP</p>	
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**Annex 2: Work Plan 2011 – 2013)**

Output	Activities	Year			Responsible party	Source of funds	Budget description	Amount in US\$
		Year 1	Year 2	Year 3				

Output	Activities	Y	Y	Y	Responsible party	Source of funds	Budget description	Amount in US\$
		e a r 1	e a r 2	e a r 3				
<b>Output 1.</b> <b>Management and coordination systems and structures of CSOs in Swaziland are enhanced for improved response to HIV/AIDS at all levels (national, regional and local) in line with the national strategic framework on HIV and AIDS and the Decentralization policy.</b>	<b>Set up Project Coordination Office and project management</b>				NERCHA, UNV/UNDP	UNDP Donors KoS	Machinery and equipment (vehicle, computers, printers, scanners, copiers...)	60,000
	Provision of office space and allocation of budget	X	X	X				
	Purchase of equipment	X				NERCHA	Office space	36,400
	Selection and assignment of NERCHA/ government personnel	X	X	X			Project set up (furniture...)	18,000
	Selection and recruitment of UN Volunteers and support staff	X				UNV (Unfunded)	National UN Volunteers	134,400
	Elaboration and approval of yearly operational plans by Steering group	X	X	X		NERCHA	International UN volunteers	300,000
	Elaboration of procedures, rules	X	X				Driver/Messenger	18,000
	Agree on procedures and conditions with Partners	X						
	Develop guidelines on the composition and modus operandi of the Regional HIV/AIDS Desks , shared and owned by all implementing Partners	X						
	Establish HIV/AIDS Desks	X						
	Operation and Maintenance materials	X	X	X				65,600
	Advocacy and resource mobilization	X	X	X				
	Design and undertake needs assessment to assess capacity building needs among CSOs/NGOs	X	X	X		UNDP/UNV	Designing and printing survey and training material.	
	Develop capacity training modules and material for capacity building of CSOs	X	X	X				
Organise training workshops for selected CSOs/VIOs in all regions	X	X	X		UNDP	Capacity building and Skills Transfer training courses and Orientations.		
Design and implement mentoring programme between CSOs/VIOs	X	X	X			Project reviews .		
Design and implement M&E procedures Reporting and audit	X	X	X			Monitoring mission.	40,000	
External Evaluation cost		28	X			Consultation	30,000	

Output	Activities	Y	Y	Y	Responsible party	Source of funds	Budget description	Amount in US\$
		e a r 1	e a r 2	e a r 3				
Output 2 The environment for community based volunteering for fighting HIV/AIDS in Swaziland is strengthened	Identify relevant and appropriate Capacity and Training/skills/Needs and supervision capacity	X			UNV/UNDP NERCHA	UNDP	Capacity needs assessment	90,000
	Organize national workshop on capacity building for Senior Beneficiaries.	X	X	X			Training workshops.	
	Set up regular joint planning and programming meetings.	X	X	X				
	Provide regular support to Senior Beneficiaries on planning, programming and monitoring of activities.	X	X	X	UNDP/NER CHA	UNDP		70,000
	Design training modules on the utilization of volunteers in the implementation of the 2009-2014 NSF	X	X	X				
	Provide training to senior beneficiaries, HIV/AIDS Desks, CHIMSHACCs and REMSHACCs on planning and monitoring incl. volunteering for development	X	X	X	UNDP/NER CHA			
	Provide hands-on support to CHIMSHACCs and REMSHACCs during planning and monitoring	X	X	X				27,435
	Develop IEC materials on: HIV/AIDS, capacity building areas of focus for CSOs, HIV/AIDS, Volunteerism and rights based approach to development, human rights in prisons, etc.	X	X	X			Training workshops	
	Testing of the IEC materials	X	X	X				
	Translating the developed IEC materials into the local language	X	X	X				60,000
Printing and distributing the IEC materials to relevant beneficiaries	X	X	X					
Developing radio programmes on HIV/AIDS and Volunteerism and human rights	X	X	X			Translation and production cost for material and radio programmes		
Collect and disseminate best practices and innovative ways on using Volunteerism to combat HIV/AIDS	X	X	X			Online volunteers		
Travel cost	X	X	X					

Output	Activities	Year			Responsible party	Source of funds	Budget description	Amount in US\$
		1	2	3				
Output 3 Partnerships, cooperation and collaboration in fighting HIV/AIDS pandemic in Swaziland is enhanced	Establish Steering Committee and organise regular meetings with representatives of key Ministries and government institutions, and representatives of donor and NGO community	X	X	X	NERCHA UNDP	UNDP Other donors		20,000
	Establish technical committee with participation of experienced volunteer involving organisations	X	X	X				
	Establish fluent coordination and working contact with the different development partners	X	X	X				
	Identify organisations with experience in volunteering and prepare proposal to higher levels	X	X	X				
	Identify areas to integrate volunteerism to fight HIV/AIDS within the programmes of other UN agencies in Swaziland.	X	X	X	UNV	UNV	UNDP	
Output 4 The capacity of national infrastructure for HIV and AIDS response in Swaziland strengthened.	Successfully integrate volunteerism for HIV/AIDS in at least 2 other UN agency projects and programmes in Swaziland.	X	X	X	UNV	UNV	UNDP	20,000
	Training and Workshops organized focussing on involving volunteerism in community efforts to tackle the HIV/AIDS.	X	X	X			Learning Cost	
	Publish and disseminate manuals and other communication materials on volunteerism	X	X	X			Learning Cost	
	Set up an informal network/forum of VIOs and institutionalize regular meetings.	X	X	X	UNDP/NERCHA	UNDP, UNV and other donors	Learning Cost	
	Support CSOs establish volunteer management systems and tools.	X	X	X			Learning Cost	
	Undertake strategic involvement of more International and national UN Volunteers.	X	X	X			Personnel Cost	
<b>Total cost</b>								<b>989,835</b>
<b>Grand Total</b>								<b>989,835</b>

## **Annex 3: Terms of Reference**

### **TERMS OF REFERENCE**

#### **PROJECT MANAGER (non-UN volunteer)**

- 1. Assignment Title: Project Manager**
- 2. Type of assignment: Staff**
- 3. Project Title: Strengthening the capacity of national volunteer infrastructure for HIV and AIDS response in Swaziland.**
- 4. Duration: 24 months, renewable**
- 5. Location, Country: Mbabane, Swaziland**
- 6. Expected starting date: April 2011**

#### **1. Brief Project Description:**

Swaziland faces a major crisis arising from an unprecedented scope and severity of the HIV and AIDS epidemic. The United Nations Development Assistance Framework (2006-2010) has singled out HIV and AIDS as the most development challenge facing the country and is one of the five key priority areas of the UN system interventions. Swaziland has a history of volunteerism-Lilima that is deeply imbedded in its tradition and culture. The national response mechanism has noted that volunteerism could be one of the practical means to mitigate and fight HIV and AIDS through community engagement and participation. There is lack of coordination of volunteer activities in the country due to a weak enabling environment for volunteering and the absence of a capacity building strategy for CSOs. The objectives of the project: To build the capacity and provide technical support, training and mentoring skills in strengthening and enhancing the coordination, management and operations of the Civil society Organizations and other multi sectoral response to HIV/AIDS at all levels in line with the National HIV/AIDS Strategic Framework and Decentralization Policy; To advocate and lobby for the creation of an enabling Policy environment for volunteerism in fighting against HIV and AIDS in Swaziland; and To promote and enhance interagency partnerships, cooperation and collaboration in fighting HIV/AIDS pandemic in Swaziland. The project will cover all the 4 regions of Swaziland.

**8. Host Agency/Host Institute: NERCHA-Capacity Building Unit**

**9. Organizational Context:**

**10. Description of Duties:**

The Project Manager will work under the direct supervision of the Programmes Director in NERCHA in coordination with the assigned Project Assurance Unit at JUNPS-UNDP Swaziland and in close collaboration with UNDP Swaziland.

He/She will be responsible for the overall coordination of the project and for providing technical support to strengthen the capacity of NERCHA and other implementing partners within Swaziland. Under the guidance and direct supervision of the Programmes Director the international UN volunteer Project Coordination Specialist will ensure coherence, efficiency and effectiveness of NERCHA with regard to implementing the project.

**Specifically the Project Coordinator will be responsible for:**

- Managing and coordinating the project including preparation of work plans, budgets as well as quarterly and annual progress reports.

- Ensuring that the project results and outputs as specified in the project document are achieved and that required standards of quality are met.
- Preparing annual work plans together with host agency and project team and present annual achievements to project board and advice on adjustment of outputs and activities.
- Supervising the project team.
- Working in close collaboration with NERCHA to provide advice on technical issues related to continuous monitoring of the achievement of operational targets and the MDGs including the refinement of indicators in all three clusters
- Identifying capacity building needs in NERCHA and with other project partners
- Providing technical assistance and guidance to CSO and Organizational Development volunteers and partners when required.
- Supporting resource mobilization for implementation of project and for CSOs.
- Ensuring that project and volunteer reports (VRS) will be filled in by UN volunteers in Swaziland
- Support the advocacy for volunteering
- Support resource mobilization for implementation of project and for CSOs
- Ensuring that reports on the progress towards the achievement of project outputs and outcomes are given on time.

#### **11. Results/Expected Output:**

- The project is implemented in an efficient way
- High quality planning and reporting for the project is available
- Project activities are implemented on time as per annual work plans
- Adequate management decision are taken to improve project effectiveness
- Project team will be coordinated to ensure efficient work

#### **12. Qualifications/Requirements:**

- Master's degree in Management, Public Administration and other related fields;
- Extensive experience in project coordination with at least 5 years of experience in development activities;
- Very good interpersonal, networking and communication skills
- Fluency in English, both written and oral

#### **13. Competencies:**

- Good analytical and synthetic, management and organization skills with experience in working with the government
- A good working experience in multi-cultural environment is an added advantage.
- Advocates effectively and engages others to take action in desired directions
- Communicates sensitively and effectively across different stakeholders within Swaziland
- Seeks and applies knowledge information and best practices from within and outside Swaziland's framework.
- Recognizes and responds appropriately to the ideas, interests and concerns of others
- Builds trust and engenders morale by displaying open, transparent and credible behavior
- Respects individual/cultural differences
- Utilizes diversity to foster teamwork
- Ensures others' understanding of, involvement in, adaptation to a change process
- Sets clear performance goals and standards and executes responsibilities accordingly
- Provides and responds constructively to feedback (correction or recognition)
- Self analyses performance problems and seeks appropriate direction and support
- Team builder and ability to prioritize tasks and assist others in doing so.
- Has ability to handle difficult implementation issues, multiple tasks etc. without compromising quality, team spirit and positive working relationships with all colleagues



- Prior volunteer experience and or personal sensitivity and commitment to the values and principles of volunteerism
- Excellent written and oral communication skills

**15. Conditions of Service:** As per Governments provision

**Date 01.04.2011**

## DESCRIPTION OF ASSIGNMENT

### INTERNATIONAL UN VOLUNTEER:

#### Preamble:

The United Nations Volunteers (UNV) programme is the UN organization that promotes volunteerism to support peace and development worldwide. Volunteerism can transform the pace and nature of development and it benefits both society at large and the individual volunteer. UNV contributes to peace and development by advocating for volunteerism globally, encouraging partners to integrate volunteerism into development programming, and mobilizing volunteers.

In most cultures volunteerism is deeply embedded in long-established, ancient traditions of sharing and support within the communities. In this context, UN Volunteers take part in various forms of volunteerism and play a role in development and peace together with co-workers, host agencies and local communities.

In all assignments, UN Volunteers promote volunteerism through their action and conduct. Engaging in volunteer activity can effectively and positively enrich their understanding of local and social realities, as well as create a bridge between themselves and the people in their host community. This will make the time they spend as UN Volunteers even more rewarding and productive.

1. UNV Assignment Title: **Monitoring and Evaluation Specialist**
2. Type of assignment: **International UN Volunteer**
3. Project Title: **Strengthening the capacity of national volunteer infrastructure for HIV and AIDS response in Swaziland.**
4. Duration: **24 months, renewable**
5. Location, Country: **Mbabane, Swaziland**
6. Expected starting date: **April 2011**

#### 2. Brief Project Description:

Swaziland faces a major crisis arising from an unprecedented scope and severity of the HIV and AIDS epidemic. The United Nations Development Assistance Framework (2006-2010) has singled out HIV and AIDS as the most development challenge facing the country and is one of the five key priority areas of the UN system interventions. Swaziland has a history of volunteerism-*Lilima* that is deeply imbedded in its tradition and culture. The national response mechanism has noted that volunteerism could be one of the practical means to mitigate and fight HIV and AIDS through community engagement and participation. There is lack of coordination of volunteer activities in the country due to a weak enabling environment for volunteering and the absence of a capacity building strategy for CSOs. The objectives of the project: To build the capacity and provide technical support, training and mentoring skills in strengthening and enhancing the coordination, management and operations of the Civil society Organizations and other multi sectoral response to HIV/AIDS at all levels in line with the National HIV/AIDS Strategic Framework and Decentralization Policy; To advocate and lobby for the creation of an enabling Policy environment for volunteerism in fighting against HIV and AIDS in Swaziland; and To promote and enhance interagency partnerships, cooperation and collaboration in fighting HIV/AIDS pandemic in Swaziland. The project will cover all the 4 regions of Swaziland.

The United Nations Volunteers will form part of technical support team to support strengthening of country's capacity to scale up national efforts towards universal access to HIV/AIDS Prevention, care and treatment through enhanced implementation of the National AIDS Response including Global Fund Grants.

8. Host Agency/Host Institute: **NERCHA-Capacity Building Unit**

## **9. Organizational Context:**

## **10. Description of Duties:**

Under the direct supervision of the Project Manager the M&E Specialist will ensure that project implementation is monitored and the Capacity for improved M&E in CSOs in Swaziland as well as the implementing partner of the project is strengthened. He/She will have the following specific responsibilities:

- Spearhead the capacity development and skills transfer in line with the project
- Identify needs for capacity building of CSOs and implementing partners
- Develop training modules together with other project staff and provide training as well as hands on support to CSOs and implementing partners
- Provide input to the annual implementation report on progress towards the achievement of volunteerism and provide input to the development of a consolidated annual work.
- Lead the monitoring and evaluation of the project
- Prepare training modules and materials on M&E
- Support planning and conducting training programmes for CSOs and implementing Partners on M&E
- Undertake a baseline study at the beginning of the project
- Ensure the development of performance indicators of the project
- Train partners on design monitoring and evaluation plan for projects and ensure that monitoring will be undertaken on a regular basis
- Support the organizations in reviews and evaluations
- Compile reports on training programmes
- Provide continuous training to the national volunteer on M& E protocols
- Continuous sensitization of promotion of volunteerism among peers in the project and the partners involved in the project.
- Complete online Volunteer Report (VRS) and provide information relevant to UNV global reporting and advocacy
- Contribute to the elaboration of performance indicators and baseline of the project.
- Capture and document best practices and knowledge products.
- Participate in the capitalization of the experiences.
- Take on other duties required which relate to the job description

## **11. Results/Expected Output:**

- Project activities are adequately monitored and evaluated
- Monitoring plans and instruments are available and applied
- Training material / modules on M&E are available and applied
- Quality reports on project achievements and progress are prepared on time
- Capacity of CSOs and implementing partners in M&E are enhanced

## **12. Qualifications/Requirements:**

- An advanced university degree in Economics with statistics and demography or equivalent
- Specialized training in Monitoring and Evaluation
- At least five years to ten experience in the field of monitoring and evaluation
- Formal training in Training of Trainers will be an asset
- Excellent communication skills
- Fluency in English
- Good interpersonal skills
- Capacity to adapt to different work situations and environments
- Networking skills
- Prior volunteer experience and or personal sensitivity and commitment to the values and principles of volunteerism

## **14. Living Conditions:**

## **15. Conditions of Service**

A 24-months contract; monthly volunteer living allowance (VLA) intended to cover housing, basic needs and utilities, equivalent to US\$ 1,849.00 for single person, US\$ 2,099.00 for person with one dependant, and US\$ 2,299.00 for person with two or more recognized dependants; settling-in-grant; life, health, and permanent disability insurance; return airfares; resettlement allowance of US\$ 150 per month of satisfactory service.

**Date 01.04.2011**

## UN VOLUNTEER DESCRIPTION OF ASSIGNMENT

### **Preamble:**

The United Nations Volunteers (UNV) programme is the UN organization that promotes volunteerism to support peace and development worldwide. Volunteerism can transform the pace and nature of development and it benefits both society at large and the individual volunteer. UNV contributes to peace and development by advocating for volunteerism globally, encouraging partners to integrate volunteerism into development programming, and mobilizing volunteers.

In most cultures volunteerism is deeply embedded in long-established, ancient traditions of sharing and support within the communities. In this context, UN volunteers take part in various forms of volunteerism and play a role in development and peace together with co-workers, host agencies and local communities.

In all assignments, UN volunteers promote volunteerism through their action and conduct. Engaging in volunteer activity can effectively and positively enrich their understanding of local and social realities, as well as create a bridge between themselves and the people in their host community. This will make the time they spend as UN volunteers even more rewarding and productive.

- 1. UNV Assignment Title:** UNV Organizational Development and Training Specialist
- 2. Type of assignment (International or National UN volunteer):** International UN Volunteer
- 3. Project Title:** Support to strengthening the capacity of national volunteer infrastructure for HIV and AIDS response in Swaziland.
- 4. Duration:** Two Years
- 5. Location, Country:** Mbabane, Swaziland
- 6. Expected starting date:** May 2011
- 7. Brief Project Description:**

Swaziland faces a major crisis arising from an unprecedented scope and severity of the HIV and AIDS epidemic. The United Nations Development Assistance Framework (2006-2010) has singled out HIV and AIDS as the most development challenge facing the country and is one of the five key priority areas of the UN system interventions. Swaziland has a history of volunteerism-*lilima* that is deeply imbedded in its tradition and culture. The national response mechanism has noted that volunteerism could be one of the practical means to mitigate and fight HIV and AIDS through community engagement and participation. There is lack of coordination of volunteer activities in the country due to a weak enabling environment for volunteering and the absence of a capacity building strategy for CSOs. The objectives of the project: To build the capacity and provide technical support, training and mentoring skills in strengthening and enhancing the coordination, management and operations of the Civil society Organizations and other multi sectoral response to HIV/AIDS at all levels in line with the National HIV/AIDS Strategic Framework and Decentralization Policy; To advocate and lobby for the creation of an enabling Policy environment for volunteerism in fighting against HIV and AIDS in Swaziland; and To promote and enhance interagency partnerships, cooperation and collaboration in fighting HIV/AIDS pandemic in Swaziland. The project will cover all the 4 regions of Swaziland.

The United Nations Volunteers will form part of technical support team to support strengthening of country's capacity to scale up national efforts towards universal access to HIV/AIDS Prevention, care and treatment through enhanced implementation of the National AIDS Response including Global Fund Grants.
- 8. Host Agency/Host Institution:** NERCHA-Capacity Building Unit
- 9. Organizational Context:**
- 10. Type of assignment place:** Family duty station with all amenities in place

## 11. Description of Duties:

### Duties and Responsibilities:

- As the Organizational Development Specialist, in conjunction with the UNV Programme Officer at UNDP you will ensure a detailed induction of UN Volunteers, project staff and stakeholders on the promotion of Volunteerism during the implementation of the project.
- Spearhead the capacity development and skills transfer in line with the project's objectives.
- Continuous sensitization of promotion of volunteerism among peers in the project and the partners involved in the project.
- Provide technical support on organization development and training to the Project Manager.
- Provide technical support to the project manager on business processes, organizational structure and the development of systems that promote efficiency and optimal use of resources.
- Provide guidance and training to the national UN Volunteers on volunteerism, participatory methods and human rights issues;
- Liaise with project implementing partners and other relevant government units or departments on identification of training needs;;
- Prepare regular reports on training activities for the project manager; Participate in technical committee meeting and provide inputs on Organizational Development and Training
- Provide input to the annual implementation report on progress towards the achievement of volunteerism and provide input to the development of a consolidated annual work.
- Develop systems for volunteer mobilization, management and participatory training modules that are rights based and gender sensitive.
- Work with other staff members to organize training for CSOs and other stakeholders

## 12. Competencies

### Required Skills and Experience

Advanced University Degree in Economics, Social Sciences or Development Studies.

### Experience

A minimum of five years' work experience in organization development and training  
Ability to work in an international setting

### Competencies

- Demonstrates commitment to UNV's mission, vision and values.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Computer skills
- Shares knowledge, experience and ability to work under pressure

## 13. Furthermore, UN volunteers are encouraged to:

- Strengthening their knowledge and understanding of the concept of volunteerism by reading relevant UNV and external publications and taking active part in UNV activities (for instance in events that mark IVD);
- Getting acquainted with and building on traditional and/or local forms of volunteerism in the host country;
- Reflecting on the type and quality of voluntary action that they are undertaking, including participation in ongoing reflection activities;
- Contributing articles/write-ups on field experiences and submitting them for UNV publications/websites, newsletters, press releases, etc.;
- Assisting with the UNV Buddy Programme for newly-arrived UN volunteers;
- Promoting or advising local groups in the use of online volunteering, or encouraging relevant local individuals and organizations to use the UNV Online Volunteering service whenever technically possible.
- A final statement of achievements towards volunteerism for development during your assignment such as specific quantification of mobilized volunteers, activities, capacities.

#### **14. Conditions of Service**

A 24-months contract; monthly volunteer living allowance (VLA) intended to cover housing, basic needs and utilities, equivalent to US\$ 1,849.00 for single person, US\$ 2,099.00 for person with one dependant, and US\$ 2,299.00 for person with two or more recognized dependants; settling-in-grant; life, health, and permanent disability insurance; return airfares; resettlement allowance of US\$ 150 per month of satisfactory service.

**Description of Assignment prepared by:** The UNV Unit in Swaziland in conjunction with the portfolio Manager for Swaziland

**Date:** April 2011

**Description of Assignment approved by UNV Field Unit:**

**Date:** April 2011

## UN VOLUNTEER DESCRIPTION OF ASSIGNMENT

### Preamble:

The United Nations Volunteers (UNV) programme is the UN organization that promotes volunteerism to support peace and development worldwide. Volunteerism can transform the pace and nature of development and it benefits both society at large and the individual volunteer. UNV contributes to peace and development by advocating for volunteerism globally, encouraging partners to integrate volunteerism into development programming, and mobilizing volunteers.

In most cultures volunteerism is deeply embedded in long-established, ancient traditions of sharing and support within the communities. In this context, UN volunteers take part in various forms of volunteerism and play a role in development and peace together with co-workers, host agencies and local communities.

In all assignments, UN volunteers promote volunteerism through their action and conduct. Engaging in volunteer activity can effectively and positively enrich their understanding of local and social realities, as well as create a bridge between themselves and the people in their host community. This will make the time they spend as UN volunteers even more rewarding and productive.

1. **UNV Assignment Title:** UN Volunteer Management Specialist
2. **Type of assignment:** National UN Volunteer
3. **Project Title:** Strengthening the Capacity of National Volunteer Infrastructure for HIV and AIDS Response in Swaziland
4. **Duration:** 1 year (renewable)
5. **Location/Country:** Swaziland
6. **Expected starting date:** May 2011
7. **Brief Project Description:** Swaziland faces a major crisis arising from an unprecedented scope and severity of the HIV and AIDS epidemic. The United Nations Development Assistance Framework (2006-2010) has singled out HIV and AIDS as the most development challenge facing the country and is one of the five key priority areas of the UN system interventions. Swaziland has a history of volunteerism-*lilima* that is deeply imbedded in its tradition and culture. The national response mechanism has noted that volunteerism could be one of the practical means to mitigate and fight HIV and AIDS through community engagement and participation. There is lack of coordination of volunteer activities in the country due to a weak enabling environment for volunteering and the absence of a capacity building strategy for CSOs. The objectives of the project: To build the capacity and provide technical support, training and mentoring skills in strengthening and enhancing the coordination, management and operations of the Civil society Organizations and other multi sectoral response to HIV/AIDS at all levels in line with the National HIV/AIDS Strategic Framework and Decentralization Policy; To advocate and lobby for the creation of an enabling Policy environment for volunteerism in fighting against HIV and AIDS in Swaziland; and To promote and enhance interagency partnerships, cooperation and collaboration in fighting HIV/AIDS pandemic in Swaziland. The project will cover all the 4 regions of Swaziland.  
  
The United Nations Volunteers (UNVs) will form part of technical support team to strengthening country capacity to scale up national efforts towards universal access to HIV/AIDS Prevention, care and treatment through enhanced implementation of the National AIDS Response including Global Fund Grants
8. **Organizational Context:**
8. **Host Agency/Host Institute:** NERCHA-Capacity Building Unit
9. **Description of Duties:**



Under the supervision of the International UN volunteer Training Specialist of the project, the UN volunteer Management Specialist will be responsible for:

- Ensuring compliance of UNV Reporting System
- Regularly brief UN Volunteers on UNV Corporate Initiatives that are consistent with the Organizations Mandate
- Facilitate the promotion of volunteerism through advocacy within NERCHA, CSO collaborating with the project and at community levels
- Work with and further promote the local practices of volunteering and people working together for building social capital, social inclusion, cohesion and solidarity.
- Extend motivational support as and when the need arises.

### **1- Partnerships and Networking**

- Develop links, initiate and maintain networks among Government, NGO, CBOs, UN agencies, the private sector and other development partners;

### **3- Promotion of Volunteerism**

The National UN Volunteer Management Specialist is expected to explore ways to relate to local expressions of volunteerism and to voluntary organizations/civil society organizations. She/he is to ensure advocacy and promotion of volunteerism in the country of assignment. Specific effort will be made to:

- Advocate promotion of volunteerism within UNDP and UN System, and government, non-governmental and community levels;
- Contribute to the promotion of voluntary action, among others, for social cohesion, conflict resolution, peace-building and poverty reduction;
- Support the process of building space for voluntary action, including through national/international volunteer assignments and as an important means to improving the effectiveness of technical cooperation;
- Support and encourage the local and national structures in the promotion of volunteerism for sustainable human development;
- Pursue with the Government and national/local leaders for adoption of policies and legislation to support volunteerism; and
- Work with and further promote the local practices of volunteering and people working together for building social capital, social inclusion, cohesion and solidarity.
- Following-up on the recommendations of the United Nations- and any other international volunteer related resolutions that meet the country specific needs;

### **10. Qualifications/Requirements:**

- a. Academic background: a university degree preferably in social sciences or international relations/ development studies.
- b. Work experience:
  - Minimum three (3) years in development-related field, management capacity and organizational development. Preference will be given to those candidates with previous volunteer experience related to development and/ or volunteer management experience.
  - Knowledge on the country socio-economic situation, cultural dimensions and political structure and asset;
  - Knowledge of the UN system and particularly UNDP-managed programmes/projects an asset
- c. Language skills: fluency in English is mandatory.
- d. Other skills: Computer literate (MS-Office/ Internet), interpersonal, strong advocacy, negotiation and presentation, team-building and high degree of personal initiative, driving licence.

**11. Living Conditions:**

**12. Conditions of Service:**

A 12 or 24-month contract; monthly volunteer living allowance (VLA) intended to cover housing, basic needs and utilities, equivalent to for single person, for person with one recognized dependant; US\$2,302 for person with two or more recognized dependants; settling-in-grant; life, health, and permanent disability insurance; return airfares; resettlement allowance for satisfactory service(US\$ 150).

01/04/2011

## UN VOLUNTEER DESCRIPTION OF ASSIGNMENT

### Preamble:

The United Nations Volunteers (UNV) programme is the UN organization that promotes volunteerism to support peace and development worldwide. Volunteerism can transform the pace and nature of development and it benefits both society at large and the individual volunteer. UNV contributes to peace and development by advocating for volunteerism globally, encouraging partners to integrate volunteerism into development programming, and mobilizing volunteers.

In most cultures volunteerism is deeply embedded in long-established, ancient traditions of sharing and support within the communities. In this context, UN Volunteers take part in various forms of volunteerism and play a role in development and peace together with co-workers, host agencies and local communities.

In all assignments, UN Volunteers promote volunteerism through their action and conduct. Engaging in volunteer activity can effectively and positively enrich their understanding of local and social realities, as well as create a bridge between themselves and the people in their host community. This will make the time they spend as UN Volunteers even more rewarding and productive.

1. **UNV Assignment Title:** Grants Management Specialist
2. **Type of Assignment:** National UN Volunteer
3. **Project Title:** Support to strengthening the capacity of national volunteer infrastructure for HIV and AIDS response in Swaziland
4. **Duration:** 1 year with possibility of extension
5. **Location, Country:** Mbabane, Swaziland
6. **Expected Starting Date:** May, 2011

**7. Brief Project Description:** Swaziland faces a major crisis arising from an unprecedented scope and severity of the HIV and AIDS epidemic. The United Nations Development Assistance Framework (2006-2010) has singled out HIV and AIDS as the most development challenge facing the country and is one of the five key priority areas of the UN system interventions. Swaziland has a history of volunteerism-*lilima* that is deeply imbedded in its tradition and culture. The national response mechanism has noted that volunteerism could be one of the practical means to mitigate and fight HIV and AIDS through community engagement and participation. There is lack of coordination of volunteer activities in the country due to a weak enabling environment for volunteering and the absence of a capacity building strategy for CSOs. The objectives of the project: To build the capacity and provide technical support, training and mentoring skills in strengthening and enhancing the coordination, management and operations of the Civil society Organizations and other multi sectoral response to HIV/AIDS at all levels in line with the National HIV/AIDS Strategic Framework and Decentralization Policy; To advocate and lobby for the creation of an enabling Policy environment for volunteerism in fighting against HIV and AIDS in Swaziland; and to promote and enhance interagency partnerships, cooperation and collaboration in fighting HIV/AIDS pandemic in Swaziland. The project will cover all the 4 regions of Swaziland

The United Nations Volunteers (UNVs) will form part of technical support team to strengthening country capacity to scale up national efforts towards universal access to HIV/AIDS Prevention, care and treatment through enhanced implementation of the National AIDS Response including Global Fund Grants

8. **Host Agency/Host Institute:** National Emergency Response Council on HIV and AIDS (NERCHA)
9. **Organizational Context:**
10. **Type of Assignment Place:** The UN Volunteer will be assigned Civil Society Organizations/Non-Governmental Organizations (CSOs/NGOs) or and government ministries to train and mentor on grants management.

## 11. Description of tasks:

Under the direct supervision of Technical Support Coordinator/Finance Manager at NERCHA the UN Volunteer will be responsible for the overall coordination and management of grants management activities for the assigned CSOs/NGOs and sectors. The UN volunteer will guide and support assigned National Response implementers on grants management by:

- Reassess and document the grants management processes among HIV implementers
- Evaluate grantees financial reports and their compliance with grant agreements and legal regulations
- Reviewing and adopting grants management agreed requirements
- Adopt a training manual on Grants Management
- Developing of training plans/timetable
- Developing of training and mentorship plans
- Developing of a checklist for supportive supervision and mentorship in the area of expertise
- Organizing M& E trainings and mentorship sessions
- Reviewing reports in consultation with the supervisor (for guidance on compliance with agreed policies and regulations) and appropriate experts, and disburse small grants
- Mentor client organization to manage and monitor effective implementation of Grants in accordance with established rules, regulations and frameworks
- Evaluate grantees financial reports and monitoring their compliance with grant agreements and legal regulations
- Arrange for an internal financial audit of the grantees reports
- Assist grantees in proper implementation of established procurement policy, including carrying out of tenders.
- Certify grantee expense reports and initiate requests for cash disbursements to grantees
- Training and mentoring in finance and grant management to grants organizations.
- Provide grantees with ongoing consultations and advice on issues related to finance, grant management, reporting, etc.
- Support grants partners in development of effective financial and accounting systems in place.
- Arrange as appropriate capacity building workshops that assists potential CSO applicant organizations to respond to a Call for Proposals
- The training of the organizations should include, but not limited to;
  - i. Financial Administration
  - ii. Donor compliance
  - iii. Report writing (financial and narrative)
- Supporting client organizations set up grants management systems in alignment with NSF
- Alignment of systems with approved requirements for the implementation of the National Strategic Framework (2010-2014)
- Supporting client organizations monitor and track implementation of their HIV and AIDS work plans
- Liaise with other TS providers including UNVs and consultants
- Attending quarterly review meetings to support sharing experiences, identifying gaps and giving recommendations on the implementation of the National Response
- Working closely with TS team on ensuring that the National Response is accelerated
- Produce monthly and quarterly progress reports on capacity development and implementation of the National Response implementation both narrative and financial in accordance with approved requirements
- Produce semi-annual and annual reports
- As assigned by the client organization and supervisor.

### Furthermore, UN volunteers are encouraged to:

- Strengthen their knowledge and understanding of the concept of volunteerism by reading relevant UNV and external publications and take active part in UNV activities (for instance in events that mark IVD);
- Be acquainted with and build on traditional and/or local forms of volunteerism in the host country;
- Reflect on the type and quality of voluntary action that they are undertaking, including participation in ongoing reflection activities;
- Contribute articles/write-ups on field experiences and submit them for UNV publications/websites, newsletters, press releases, etc.;

- Assist with the UNV Buddy Programme for newly-arrived UN volunteers;
- Promote or advise local groups in the use of online volunteering, or encourage relevant local individuals and organizations to use the UNV Online Volunteering service whenever technically possible.

**12. Results/Expected Output:**

- Progress reports
- Established systems for grants management. (Financial Administration, Donor compliance and report writing-financial and narrative)
- Accelerated implementation of national response in alignment with National Strategic Framework

**13. Qualifications/Requirements:**

Degree in any of the following disciplines Commerce, Economics, Commerce, banking or any relevant disciplines for the fulfillment of the mandate, plus 3 years work experience in grants management activities

**Skills**

- Experience in managing or providing capacity building programmes.
- In-depth knowledge and understanding on issues around HIV and AIDS and Technical Support provision.
- Inter-personal communication skills.
- Team building capacity.
- Good coordination and prioritizing abilities.
- Decision maker and problem solver.
- Able to manage staff with effective and efficient team leading orientation.
- Excellent computer literacy (Word, Excel, PowerPoint, Internet and email packages).
- Demonstrates openness to change and ability to manage complexities.
- Knowledge of participatory training, learning and excellent facilitation skills would be desirable.
- Experience with mentoring and providing supportive supervision
- Excellent written and oral communication skills

## UN VOLUNTEER DESCRIPTION OF ASSIGNMENT

### Preamble:

The United Nations Volunteers (UNV) programme is the UN organization that promotes volunteerism to support peace and development worldwide. Volunteerism can transform the pace and nature of development and it benefits both society at large and the individual volunteer. UNV contributes to peace and development by advocating for volunteerism globally, encouraging partners to integrate volunteerism into development programming, and mobilizing volunteers.

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In all assignments, UN Volunteers promote volunteerism through their action and conduct. Engaging in volunteer activity can effectively and positively enrich their understanding of local and social realities, as well as create a bridge between themselves and the people in their host community. This will make the time they spend as UN Volunteers even more rewarding and productive.

1. **UNV Assignment Title:** Financial Management Specialist
2. **Type of Assignment:** National UN Volunteer
3. **Project Title:** Support to strengthening the capacity of national volunteer infrastructure for HIV and AIDS response in Swaziland
4. **Duration:** 1 year with possibility of extension
5. **Location, Country:** Mbabane, Swaziland
6. **Expected Starting Date:** 1<sup>st</sup> April, 2011

**7. Brief Project Description:** Swaziland faces a major crisis arising from an unprecedented scope and severity of the HIV and AIDS epidemic. The United Nations Development Assistance Framework (2006-2010) has singled out HIV and AIDS as the most development challenge facing the country and is one of the five key priority areas of the UN system interventions. Swaziland has a history of volunteerism-*lilima* that is deeply imbedded in its tradition and culture. The national response mechanism has noted that volunteerism could be one of the practical means to mitigate and fight HIV and AIDS through community engagement and participation. There is lack of coordination of volunteer activities in the country due to a weak enabling environment for volunteering and the absence of a capacity building strategy for CSOs. The objectives of the project: To build the capacity and provide technical support, training and mentoring skills in strengthening and enhancing the coordination, management and operations of the Civil society Organizations and other multi sectoral response to HIV/AIDS at all levels in line with the National HIV/AIDS Strategic Framework and Decentralization Policy; To advocate and lobby for the creation of an enabling Policy environment for volunteerism in fighting against HIV and AIDS in Swaziland; and To promote and enhance interagency partnerships, cooperation and collaboration in fighting HIV/AIDS pandemic in Swaziland. The project will cover all the 4 regions of Swaziland

The United Nations Volunteers (UNVs) will form part of technical support team to strengthening country capacity to scale up national efforts towards universal access to HIV/AIDS Prevention, care and treatment through enhanced implementation of the National AIDS Response including Global Fund Grants

8. **Host Agency/Host Institute:** National Emergency Response Council on HIV and AIDS (NERCHA)

9. **Organizational Context:**

**10. Type of Assignment Place:** The UN Volunteer will be assigned Civil Society Organizations/Non-Governmental Organizations (CSOs/NGOs) or and government ministries to train and mentor on financial management.

**11. Description of tasks:**

Under the direct supervision of Technical Support Coordinator/Finance Manager at NERCHA the UN Volunteer will be responsible for the overall coordination and management of financial records, to provide timely financial information for national response implementers to ensure compliance with the agreed on Financial Guidelines, financial management processes and regulations for the assigned CSOs/NGOs and sectors. The UN Volunteer will guide and support assigned National Response implementers on financial management by:

- Reassess and document the finance management processes among assigned HIV implementers
- Evaluate financial reports and their compliance with agreements and legal regulations
- Reviewing and adopting financial management requirements
- Adopt a training manual on financial Management
- Developing of training and mentorship plans/timetable
- Developing of a checklist for supportive supervision and mentorship in the area of financial management
- Support HIV implementer prepare budgets for planning and coordination of activities, covering program implementation as well as the recurrent operational costs
- Preparing and maintaining accounting records
- Preparing and consolidating monthly Bank reconciliations from all executing agencies
- Preparing payments including checking vouchers and supporting documents
- Preparing periodic financial and management reports for submission to the relevant agencies
- Maintaining the Fixed Assets Register in collaboration with all executing agencies
- Prepare quarterly Financial Management Reports
- Reviewing reports in consultation with the supervisor (for guidance on compliance with agreed policies and regulations) and appropriate experts.
- Mentor client organization to manage and monitor effective implementation of financial processes in accordance with established rules, regulations and frameworks
- Evaluate financial reports and monitoring their compliance with grant agreements and legal regulations
- Provide implementers with ongoing consultations and advice on issues related to finance management, reporting, etc.
- Support HIV implementer with the setting up effective financial and accounting systems in place.
- Supporting client organizations set up financial management systems in alignment with NSF
- Alignment of systems with approved requirements for the implementation of the National Strategic Framework (2010-2014)
- Supporting client organizations monitor and track the financial management of their HIV and AIDS work plans
- Liaise with other TS providers including UN Volunteers and consultants
- Attending quarterly review meetings to support sharing experiences, identifying gaps and giving recommendations on the implementation of the National Response
- Working closely with TS team on ensuring that the National Response is accelerated
- Produce monthly and quarterly progress reports on financials in accordance with approved requirements
- Produce semi-annual and annual financial report reports
- As assigned by the client organization and supervisor.

**Furthermore, UN Volunteers are encouraged to:**

- Strengthen their knowledge and understanding of the concept of volunteerism by reading relevant UN Volunteer and external publications and take active part in UNV activities (for instance in events that mark IVD);
- Be acquainted with and build on traditional and/or local forms of volunteerism in the host country;
- Reflect on the type and quality of voluntary action that they are undertaking, including participation in ongoing reflection activities;
- Contribute articles/write-ups on field experiences and submit them for UNV publications/websites, newsletters, press releases, etc.;
- Assist with the UNV Buddy Programme for newly-arrived UN Volunteers;

- Promote or advise local groups in the use of online volunteering, or encourage relevant local individuals and organizations to use the UNV Online Volunteering service whenever technically possible.

## **12. Results/Expected Output:**

- Progress reports
- Established systems for grants management. (Financial Administration, Donor compliance and report writing-financial and narrative)
- Accelerated implementation of national response in alignment with National Strategic Framework

## **13. Qualifications/Requirements:**

Degree in any of the following disciplines Commerce, Economics, Commerce, banking or any relevant disciplines for the fulfillment of the mandate, plus 3 years experience in grants management activities

### **Skills**

- Experience in managing or providing capacity building programmes.
- In-depth knowledge and understanding on issues around HIV and AIDS and Technical Support provision.
- Inter-personal communication skills.
- Team building capacity.
- Good coordination and prioritizing abilities.
- Decision maker and problem solver.
- Able to manage staff with effective and efficient team leading orientation.
- Excellent computer literacy (Word, Excel, PowerPoint, Internet and email packages).
- Demonstrates openness to change and ability to manage complexities.
- Knowledge of participatory training, learning and excellent facilitation skills would be desirable.
- Experience with mentoring and providing supportive supervision
- Excellent written and oral communication skills.



## UN VOLUNTEER DESCRIPTION OF ASSIGNMENT

### Preamble:

The United Nations Volunteers (UNV) programme is the UN organization that promotes volunteerism to support peace and development worldwide. Volunteerism can transform the pace and nature of development and it benefits both society at large and the individual volunteer. UNV contributes to peace and development by advocating for volunteerism globally, encouraging partners to integrate volunteerism into development programming, and mobilizing volunteers.

In most cultures volunteerism is deeply embedded in long-established, ancient traditions of sharing and support within the communities. In this context, UN Volunteers take part in various forms of volunteerism and play a role in development and peace together with co-workers, host agencies and local communities.

In all assignments, UN Volunteers promote volunteerism through their action and conduct. Engaging in volunteer activity can effectively and positively enrich their understanding of local and social realities, as well as create a bridge between themselves and the people in their host community. This will make the time they spend as UN Volunteers even more rewarding and productive.

1. **UNV Assignment Title:** Participatory Training Specialist
2. **Type of Assignment:** National UN Volunteer
3. **Project Title:** Strengthening the Capacity of National Volunteer Infrastructure for HIV and AIDS Response in Swaziland
4. **Duration:** 1 year with possibility of extension
5. **Location, Country:** Mbabane, Swaziland
6. **Expected Starting Date:** 1<sup>st</sup> April, 2011

**7. Brief Project Description:** Swaziland faces a major crisis arising from an unprecedented scope and severity of the HIV and AIDS epidemic. The United Nations Development Assistance Framework (2006-2010) has singled out HIV and AIDS as the most development challenge facing the country and is one of the five key priority areas of the UN system interventions. Swaziland has a history of volunteerism-*lilima* that is deeply imbedded in its tradition and culture. The national response mechanism has noted that volunteerism could be one of the practical means to mitigate and fight HIV and AIDS through community engagement and participation. There is lack of coordination of volunteer activities in the country due to a weak enabling environment for volunteering and the absence of a capacity building strategy for CSOs. The objectives of the project: To build the capacity and provide technical support, training and mentoring skills in strengthening and enhancing the coordination, management and operations of the Civil Society Organizations and other multi sectoral response to HIV/AIDS at all levels in line with the National HIV/AIDS Strategic Framework and Decentralization Policy; To advocate and lobby for the creation of an enabling Policy environment for volunteerism in fighting against HIV and AIDS in Swaziland; and To promote and enhance inter-agency partnerships, cooperation and collaboration in fighting HIV/AIDS pandemic in Swaziland. The project will cover all the 4 regions of Swaziland

The United Nations Volunteers (UNVs) will form part of technical support team to strengthening country capacity to scale up national efforts towards universal access to HIV/AIDS Prevention, care and treatment through enhanced implementation of the National AIDS Response including Global Fund Grants.

**8. Host Agency/Host Institute:** National Emergency Response Council on HIV and AIDS (NERCHA)

**9. Organizational Context:**

**10. Type of Assignment Place:** The UN Volunteer will be based at the NERCHA Office and support Civil Society Organizations/Non-Governmental Organizations (CSOs/NGOs) or and government ministries to train and mentor on Participatory Training methods.

**11. Description of tasks:**

Under the direct supervision of UN volunteer Organizational Development and Training Specialist Technical the UNV will be responsible for the overall coordination and management of organizational development activities for the assigned CSOs/NGOs and sectors. The UN Volunteer will guide and support assigned National Response implementers on Organization Development by:

- Developing of training and mentorship plans
- Developing of a checklist for supportive supervision and mentorship on participatory training methodologies
- Organizing participatory trainings and mentorship sessions
- Organize, book and confirm venues for training and meetings with client organization in collaboration with TS office
- Alignment of client training framework to better deliver requirements for the implementation of the National Strategic Framework (2010-2014)
- Attending quarterly review meetings to support sharing experiences, identifying gaps and giving recommendations on the implementation of the National Response
- Working closely with TS team on ensuring that the National Response is accelerated
- Produce monthly and quarterly progress reports on capacity development and implementation of the National Response implementation
- Provide inputs for the production semi-annual and annual reports on training
- As assigned by the client organization and supervisor.

**Furthermore, UN volunteers are encouraged to:**

- Strengthen their knowledge and understanding of the concept of volunteerism by reading relevant UNV and external publications and take active part in UNV activities (for instance in events that mark IVD);
- Be acquainted with and build on traditional and/or local forms of volunteerism in the host country;
- Reflect on the type and quality of voluntary action that they are undertaking, including participation in ongoing reflection activities;
- Contribute articles/write-ups on field experiences and submit them for UNV publications/websites, newsletters, press releases, etc.;
- Assist with the UNV Buddy Programme for newly-arrived UN Volunteers;
- Promote or advise local groups in the use of online volunteering, or encourage relevant local individuals and organizations to use the UNV Online Volunteering service whenever technically possible.

**12. Results/Expected Output:**

- Progress reports
- Established framework for organization development
- Accelerated implementation of national response in alignment with National Strategic Framework
- A final statement of achievements towards volunteerism for development during the assignment, such as reporting on the number of volunteers mobilized, activities participated in and capacities developed.

**13. Qualifications/Requirements:**

Degree in any of the following disciplines, Business Administration, Economics, Public Administration, or any relevant disciplines for the fulfillment of the mandate, plus 2 years relevant experience in organizational development activities

**Skills**

- Experience in managing or providing capacity building programmes.
- Knowledge and understanding on issues around HIV and AIDS and Technical Support provision.
- Excellent inter-personal communication skills.
- Team building capacity.
- Good coordination and prioritizing abilities.
- Decision maker and problem solver.
- Excellent computer literacy (Word, Excel, PowerPoint, Internet and email packages).
- Demonstrates openness to change and ability to manage complexities.
- Knowledge of participatory training, learning and excellent facilitation skills would be desirable.
- Experience with mentoring and providing supportive supervision
- Excellent written and oral communication skills