

Disability, HIV and AIDS Trust (DHAT) SOCAT Report

Overall Organisational Capacity Assessment

| Assessment areas | Capacity Assessment level | Actions Required |
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| 1.Planning, Monitoring and Reporting: Long term 3-5 year strategic plan and systems of regular review and updating in place | Mature | 1. Review the current strategy as it is long overdue. Focus could be around contributing towards the UNAIDS Zero Targets for new infections, discrimination and deaths as well as related Sexual Reproductive Health Rights and other emerging global and regional issues. The agreed target for the review of the SP is May 2013 |
| 2.General Human Resources General human resources system (recruiting, training, salary and appraisals) established and operational. | Established | 2. Recruit Advocacy Coordinators at both regional and national levels with a degree of dedication to the task of advocacy. Follow up with VSO and Progressio on volunteers placements to support advocacy. 3. Develop a costed staff development plan which addresses the skills gaps identified during staff appraisals. Every staff member to identify an institution offering short courses addressing particular expertise areas. Costed plan to be done and completed by March 2013 |
| 3.Volunteer Management Systems for recruiting, training, managing and retaining volunteers in place. | Established | 4. Continuous training and retraining of volunteers is critical |
| 4. Governance Governance structures (role of board, director/management team, and governance systems) in place. | Mature | 5. DHAT to expose its board members to training and retraining in management, leadership and/ or accountability which are important drivers for effective governance of NGOs |
| 5. Resource Mobilisation and Management The organisation has established systems for mobilising resources to meet the needs of the organisation and its work. | Established | 6. Develop a resource mobilisation strategy. DHAT is in discussions with VSO to engage an Expert Volunteer to provide technical support in the development of the strategy 7. It is recommended that a calendar be developed to map all major donor and/or partner meetings and events in the region and beyond in order to prioritise attendance 8. Start processes of securing secondment from a volunteer organisations e.g Progressio for a Volunteer Expert in Resource Mobilisation for a period of at least 2 years |

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| | | 9. Strengthen the DHAT website so that it becomes an interactive reference point by potential donors and other sources of funds and expertise |
| 6. Finance Management | Mature | |
| 7. Learning and Sharing The organisation has demonstrated ability to translate skills acquired through SWW into programming | Emerging | |
| 8. Service Delivery The organisation reaches relevant and progressively increasing numbers of beneficiaries in the community, delivers relevant HIV and AIDS services to them and the community expresses satisfaction with such services | Established | 10. Extensive evidence based research to influence programming required at both national and regional level. Ongoing efforts on evidence for programming could be improved |
| 9. Advocacy and Networking The organisation's advocacy and networking activities effectively link issues of HIV and gender equality, human rights or child rights. | Established | 11. Although an advocacy strategy is in place, it is not costed. Therefore an exercise to cost the plan should be undertaken which provides an estimate of the activities included in the strategy. Cost advocacy strategy by May 2013 |
| 10. Underpinning Value-base The organisation is clear about human rights, gender rights and other core principles that underpin an effective and sustainable HIV and AIDS response | Emerging | 12. There is need for more training around issues of human rights and gender rights |

Introduction

The assessment revealed that DHAT is mature in the areas of planning, monitoring and report, governance and finance management. These are critical OD areas which can set the tone for continued growth of the organisation especially around service delivery areas. The organisation is however constrained by the limited funding as they are currently a recipient of two partners, that is SAT (funding Regional Programme) and Bristol Meyers Squibb (funding Zimbabwe Programme)

Planning, Monitoring and Reporting

The strategic plan for DHAT covers the period 2008 – 2012 and a new strategy has been planned for May 2013. The review of the strategy was planned and budgeted for in their 2011-12 budget, however the review was not done due to unforeseen circumstances and has been deferred to the DHAT 2012-14 plans. While there were defined timeframes and milestones in the DHAT 2001-12 SP, DHAT did not manage to meet these timeframes due to lack of resources. When the strategy was developed with direct support from Sida in 2007 and was presented to SAT and Sida, there were concerns around the strategy mainly national presence and sub-granting due to the emerging status of DHAT at the time (lack of capacity). It was verbally agreed that the issues of concern would be covered through SAT's capacity development initiatives and support for national presence from the SAT country offices. The status quo is still the same as DHAT has not fully established itself at national level (Botswana, Malawi, Zambia and Zimbabwe. The new strategy will be in line with the Regional Mapping done by DHAT in 2012.

The DHAT strategy and national presence is of great significance in the success of the DHAT programmes. DHAT presence in Zimbabwe has shown that having a national presence adds value and mobilising for resources is easier done at national level. DHAT Zimbabwe is doing very well and presence in Zimbabwe has led to the programme advancing and opened up funding opportunities. DHAT to continue to strengthen national programmes, build strategic partnerships for resource mobilisation and advocacy.

Results-based programming and implementation: The significant increase in the number of players in the regional HIV and AIDS as well as broadly sexual reproductive and health rights arena has resulted in high competition for resources. To remain relevant in this increasingly competitive landscape, it is imperative that DHAT delivers high quality services and assistance in a timely and appropriate manner. It is equally important to deliver on promises made and to be accountable for results and impact through rigorous monitoring and evaluation of efforts. It is therefore recommended that DHAT strengthens its M&E System to account for results and impact on the ground.

General Human Resources

The partner is established in the area of human resources. However, due to limited staff DHAT has had to review job descriptions to allow staff to take on more responsibilities; however these job descriptions focus on staff competencies. Due to lack of resources DHAT to follow up with VSO and Progressio on possible volunteer placements to support resource mobilisation and advocacy.

Volunteer Management

DHAT has a volunteer policy in place with clearly outlined description of the roles of these volunteers. DHAT relies on volunteers at country level and there is need to ensure that volunteers are skilled and competent.

Governance

Though DHAT is reported as mature in this assessment, there is need for continuous training of board members in this area. DHAT is formally registered and has reviewed its constitution to include recommendations made by external evaluators for re-registration. In order to increase the scope of mobilising resources in Zimbabwe, DHAT in October 2011 re-registered as a Private Voluntary Organisation (PVO) as it is difficult to access local resources for NGOs registered as independent Trusts.

DHAT has a skills-based board with also members from the disabled community. The board is made up of seven members from Botswana, Malawi, Swaziland, Zambia and Zimbabwe. This clearly reflects the regional nature of the DHAT programme. The board members have skills and expertise in all the critical areas such as HIV and disability programming, law and statutes, financial management, and general NGO management and oversight.

The board has three standing committees, that is Finance and Administration, Governance and Institutional Development and Programmes Committee. These sub-committees are critical in making the board's tasks easier and actions faster. Committee members meet more often, do more "homework" and then report back to the board at large with findings and recommendations, or with results.

Resource Mobilisation and Management

Competition for donor funding for health has increased significantly, and DHAT has to be prepared to position itself prominently, not only in comparison to its peer regional organisations, but also increasingly, to highlight its comparative advantages and complementary offerings vis-à-vis other regional civil society organisations.

The biggest hamstring in DHAT growth has been limited financial resources. Currently DHAT is getting support from SAT, Sida and a small grant from Bristol Meyers Squibb. The low level of funding can be attributed to the absence of a resource mobilisation strategy for the organisation. With the decline in available resources for HIV, DHAT needs to develop a strategy that taps into other sources of resources in order to stay afloat. Failure to adjust to the changing times, spells doom for the sustenance of the organisation.

Some of the strategies DHAT could focus on include reaching out and scaling up efforts to mobilize resources from new donors with innovative fund-raising approaches. The second approach could be redesigning programme activities to include cost recovery components, whereby the beneficiaries or clients of DHAT pay part of programme costs. A third alternative is for the DHAT to generate some revenue through fundraising ventures. Although the DHAT Zimbabwe office has managed to mobilise local resources, the situation is not the same in other country offices. It appears that not enough strategic and relevant information related to resource mobilization flows within and beyond the Regional Office.

Mobilizing resources is also intimately linked with two factors that seem to be eluding DHAT: (1) knowing about an opportunity that exists, and (2) getting the donor's attention. DHAT needs to get support and a "hand-in-hand" relationship with an organisation like SAT or other like-minded in order to build their donor intelligence capital.

In an effort to mobilise resources DHAT has partnered with Progressio which is a UK based NGO. The two organisations have together submitted regional proposals, eg Robert Carr.

Finance Management

DHAT is mature in the area of finance management. DHAT has a Financial Management Policy that has been reviewed by 2 Bristol Meyers Squibb consultants from France and the USA. The consultants had a one on one session for 3 days with DHAT to review policy. DHAT finance staff are competent and skilled, continuous re-training of financial management for DHAT management and programme staff.

Learning and Sharing

The skills training in community competence has resulted in the increased willingness of DPOs to be involved and participate in HIV and AIDS programmes at community level. Though there is more work that needs to be done to ensure full inclusion at the community, people with disabilities are ready to work hand in hand with the AIDS service organisations at community level. DHAT proposed that SAT hosts a regional workshop on "Inclusion, Disability and HIV and AIDS". The rationale is for people with disabilities to enjoy full inclusion in HIV programming, there is need for shift in discourse in the current HIV and AIDS interventions.

However, training is not in itself an objective. It needs to be accompanied by support for applying newly acquired skills and capacity at the country level.

Service Delivery

DHAT has not managed to meet its strategic service delivery milestones due to insufficient funding. The funding made available to DHAT for service delivery has mainly been to facilitate workshops. Feedback from beneficiaries has been positive although beneficiaries feel DHAT is not doing enough to build the capacity of their constituency. DHAT has funding limitations to meet the expectations of beneficiaries. DHAT urgently needs a robust resource mobilisation strategy.

Advocacy and Networking

DHAT participated in advocating for disability to be clearly articulated in the Zimbabwe National AIDS Strategic Plan. DHAT has been given the mandate to take the lead role in advocating for the recommendations made at the recent Regional Workshops. DHAT is finalising the regional communiqué for circulation to the national governments and relevant stakeholders. This will help position DHAT in doing advocacy around HIV and disability in the region.

DHAT has an approved Advocacy Strategy linked to activities. The partner is making efforts to mobilise resources to roll out the strategy. A proposal was submitted to VSO Netherlands included activities around advocacy. It should be noted also that conducting successful advocacy activities requires strong evidence and documentation, but also highly skilled staff with the ability to identify effective strategies. It is therefore recommended that DHAT mobilises resources to support advocacy both at national and regional levels..

Underpinning Value-Base

One of DHAT's working models is to promote human rights, including rights of PWDs, in the development and implementation of policies and programmes responding to HIV and AIDS. Consultative visits during the strategic plan process confirmed that women and girls with disabilities are socio-economically more disadvantaged than men and boys with disabilities. It was noted that women (with disabilities) have less power and control in these disabled peoples organisations, compared to men. Therefore, it is imperative for DHAT to understand human rights and gender responsive principles and how this related to their work. Though staff has the basic understanding there is need for more training in this area.

DHAT Organisational Capacity Assessment/ 2011

NOTE: Where there is either insufficient evidence to develop a rating or it is not relevant to the organisation please indicate this is the case and do not provide a rating – instead only provide an explanation in the comment box.

Planning, monitoring and reporting.

| Question | Evidence | | | | | |
|--|----------------|-------------------------------------|--|---|---|---|
| Have you got a written strategic plan for the next 3-5 years? | Strategic Plan | 1 | 2 | 3 | 4 | 5 |
| | | No strategic plan in place. | A strategic plan in place. No defined time frames & milestones. | A strategic plan with time frames in place Lifespan less than 3 years | A strategic plan with time frames and milestones in place Lifespan less than 5 years but above 3 | A comprehensive 5 year strategic plan in place with defined timeframes and milestones). |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not). | | | | | | |
| DHAT strategy for the period 2008 – 2012, this strategy was planned to be reviewed during the period 2011-12. The review has not been done due to unforeseen circumstances; the review has been scheduled to be done in May 2013. The SP will include a special focus on the results from the DHAT Regional Mapping on HIV and SRHR. | | | | | | |
| Does the strategic plan set goals and measurable objectives? | Strategic Plan | 1 | 2 | 3 | 4 | 5 |
| | | There are only broad goals in place | Broad goals in place. Objectives not specific | Broad goals and objectives in place. Objectives specific but not measurable. | Broad goals with measurable & specific objectives. Objectives not time bound | Broad goals with SMART objectives. Objectives clearly link/ contribute to goals. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |

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| No strategy for the current period. | | | | | | |
| Does the strategic plan identify performance indicators to measure progress towards goals and objectives? | Strategic Plan | 1 | 2 | 3 | 4 | 5 |
| | | No performance indicators in place | Broad indicators in place but not linked to objectives. | Broad performance indicators against all the objectives. Separate indicators for all objectives. | Performance indicators against all the objectives. Indicators feasible to measure | Clear SMART performance indicators for all objectives. Indicators address all levels of evaluation - outputs, outcomes and impact. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| It is intended that the new strategy will have clear SMART performance indicators for all objectives. | | | | | | |
| Do you periodically review the strategic plan and revise it if necessary? | | 1 | 2 | 3 | 4 | 5 |
| | | There is no review of the plans | Internal ad-hoc reviews of plans. Not predefined and planned. | Plans reviewed internally at pre defined intervals. No follow up/ action of review findings. | Regular review of plans which involve stakeholders & are planned & budgeted. Clear follow up actions. | Regular review and revision of plans based findings of the review. Review involves key stakeholders & is planned and budgeted for. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| It is intended that once the strategy for 2013-18 is in place regular review will be done. | | | | | | |
| When you developed your strategic plan did you consider the external and internal environment? | | 1 | 2 | 3 | 4 | 5 |
| | | No review of the external and internal environment | There was limited review of the internal | There was some review of the external and internal | There is a regular review of the external and internal | There is regular review of the external and internal environment which takes into account evidence |

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| | | done. | environment | environment | environment | generated |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why no | | | | | | |
| The review of the strategy will take into consideration recommendations made by both internal and external evaluations . | | | | | | |
| Do the board, staff, volunteers, beneficiaries and members of the community participate in the planning and review of the strategic plan? | | 1 | 2 | 3 | 4 | |
| | | Only staff participates in the planning and review process. | The board and staff members participate in the planning and review of the strategic plan | The board, staff members and volunteers participate in the planning and review of the strategic plan | The board, staff members, volunteers and beneficiaries participate in the planning and review of the strategic plan | The board, staff members, volunteers, beneficiaries and stakeholders participate in the planning and review of the strategic plan |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| DHAT strategy is owned by its constituency who are PWDs (programme beneficiaries), who will actively participate in the planning and review of the strategy and will continue to participate in all reviews. Board, staff members and volunteers who support the needs of PWDs will be fully involved. | | | | | | |
| Do you have a written vision statement that communicates your "future direction"? | | 1 | 2 | 3 | 4 | 5 |
| | | There is no written vision statement | There is a broad written vision statement. No future direction defined | A basic written vision statement in place. Future direction of the organisation defined. Vision not publicised/ displayed. | An advanced written vision statement. Future direction" of the organisation defined. Vision displayed but not known. | There is a comprehensively written vision statement that defines the "future direction" of the organisation Vision publicly displayed and well known. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| The DHAT "Vision" and "Mission" were reviewed during the strategic plan process and agreed upon by stakeholders. Vision publicly displayed... | | | | | | |

DHAT flyers, DHAT websit. The DHAT motto is a common feature on the official letterhead of the organization.

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| | | 1 | 2 | 3 | 4 | 5 |
| | | There is no written mission statement | A broad written mission statement in place No purpose, values & community served. | A basic written mission statement in place Specify purpose and values No community served specified | An advanced written mission statement in place. Specifies purpose, values and the community served. Mission statement not displayed | A comprehensive written mission statement in place. Statement communicates your fundamental purpose, values and community served. Statement clearly displayed, publicised and is well known. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

The DHAT “Vision” and “Mission” were reviewed during the strategic plan process and agreed upon by stakeholders. Vision publicly displayed... DHAT flyers, DHAT website

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| Is/was there wide participation in the development of the vision and mission statements? (i.e. involvement of board, staff, volunteers, stakeholders, beneficiaries and other community members) | | 1 | 2 | 3 | 4 | 5 |
| | | Management participated in the development of vision and mission statement. | Management and the board participated in the development of the vision and mission statement. | Management, board and staff participated in the development of the vision and mission statement | Management, board, staff and volunteers participated in the development of the vision and mission statement. | Management, board, staff, volunteers, beneficiaries and stakeholders participated in the development of the vision and mission statement. There is ownership of the vision and mission statement. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

The vision, mission and values of DHAT were reviewed by stakeholders during the strategic plan process.

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| Are your programmes | | 1 | 2 | 3 | 4 | 5 |
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| and activities consistent with your organisation's mission and strategic plan? | | There is no linkage between programmes and the organisation's mission and strategic plan | Few programmes and activities partially links with the organisation's mission and strategic plan | Most programmes and activities contribute to the mission and strategy. Some activities not linking with strategy & mission. | Most programmes and activities contribute directly to the organisation's mission and strategic plan | All programmes and activities are directly working towards the achievement of the organisation's mission and strategic plan |
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Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

All DHAT programmes and activities contribute to the organisation's mission and strategy, however milestones have not been achieved in accordance with the 2008-12 strategy timeframes due to insufficient financial resources required for implementation of the strategy.

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| Has a needs assessment been conducted for each of your programmes or activities? | | 1 | 2 | 3 | 4 | 5 |
| | | There has not been a needs assessment for the programmes | Ad hoc needs assessment done to inform some of the programmes No update of needs | Planned needs assessment done to inform most of the programmes. Needs are updated once during the strategic plan period. | Planned needs assessment done to inform most of the programmes. Needs updated twice in the strategic plan period. | A comprehensive needs assessment done to inform all of the programmes. Needs updated/ validated annually during the strategic plan period. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

While needs are updated during the strategic plan process, DHAT is also reactive to the needs of its constituency as and when they arise. Eg DHAT facilitated the setting up of a disability umbrella body in Botswana (Botswana Federation of the Disabled) to build solidarity and consolidate into "one voice" for people with disabilities in Botswana.

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| Do you have a clearly | | 1 | 2 | 3 | 4 | 5 |
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| defined catchment area for your work? | | There is no defined catchment area | Catchment area defined by available funds. Catchment area depends on where donors want to work in. | There is a defined catchment area. Sometimes expand out of the catchment areas due to additional funding. | There is a clearly defined catchment area which is expanding. Different target groups defined | There is a clearly defined catchment area and staff understands it. Different target groups and their needs defined. Catchment area expanded due to improved funding. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| DHAT catchment area is Southern Africa (14 countries), due to limited capacity and lack of resources DHAT only operating in 4 countries (Botswana, Malawi, Zambia and Zimbabwe). In other countries eg Swaziland and Mozambique DHAT developed strategic networking partnerships. The external evaluation recommended that DHAT should not try to grow too fast, but concentrate on a limited number of countries in which it is currently operating. The evaluation also recommends the urgent need to identify own office space and operational framework. | | | | | | |
| Do you have guidelines or criteria to identify the vulnerable groups you want to work with? | | 1 No guidelines and criteria in place. Verbal articulation of criteria & guidelines | 2 No written guidelines & criteria in place. Plans in place to prepare guidelines | 3 Written general guidelines or criteria in place. Not always followed | 4 Written detailed guidelines or criteria in place. Criteria followed and is flexible to donor requirements | 5 Written detailed guidelines or criteria to identify the vulnerable groups in place. Criteria defines target group needs and is always followed. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| DHAT focuses on people with disabilities. However, as stipulated in the DHAT strategic plan : DHAT works directly with DPOs which in turn facilitate and provide service delivery to PWDs at regional, national and community levels. At implementation level, the organisation collaborates with, and provides capacity development support to DPOs, ASOs and CBRC in order to strengthen their organisational and programming capacities. The DPOs, ASOs and CBRC in turn provide service delivery and facilitate empowerment to PWDs at community and national levels. DHAT is supported by, and collaborates with, strategic partners. These strategic partners include national, regional and international intermediary organisations, inter-governmental agencies and groupings, government agencies, among others. DHAT has developed a partnership strategy with a goal to scale up solidarity for HIV and AIDS responses for PWDs in Southern Africa. | | | | | | |

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| Are you working towards establishing comprehensive programmes to meet the needs of your community? | | 1 | 2 | 3 | 4 | 5 |
| | | Partner not able due to broad capacity limitations (funds, staff etc). | Programmes addressing limited needs in place. Funding a challenge. | Programmes addressing most needs in place Limited coordination & linkages between programmes. Plans for developing comprehensive programmes in place. | Programmes addressing identified needs in place & fairly funded. Linkages & coordination between programmes in place. | Programmes addressing identified needs in place and well funded. Clear synergies and co-ordination exist between programmes for increased impact. Reviews to update needs in place. |

Comment (where you wish please provide an explanation for your response or where you are not providing

The DHAT programme has raised expectations of Disabled Persons Organisations and their members, however DHAT is unable to establish comprehensive programmes to meet the needs of PWDs due to funding limitations on the part of DHAT as well as DPOs.

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| Do you regularly monitor your programmes and activities? ... (using appropriate tools? Do you disaggregate the data?) | | 1 | 2 | 3 | 4 | 5 |
| | | No monitoring of programmes and activities takes | Ad hoc monitoring done. No tools in place No disaggregation of data. | Internal monitoring systems in place. Actual monitoring not done regularly Tools developed and data collected. Data not sufficiently feeding into reports. Data disaggregated. | Regular & consistent monitoring systems in place & implemented. Tools in place & used. Data not linked to indicators | Systems in place & in use for regular & consistent monitoring. Tools & data link to indicators and programme goals. Data collection is rigorous and systematic. Data is being used for reporting & improvement. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

DHAT has received training on M & E, development of tools and data collection. DHAT has developed tools for monitoring that are being used for monitoring and measuring results and impact.

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| Do systems exist for recording and filing information? | | 1 | 2 | 3 | 4 | 5 |
| | | No systems exist for recording and filing information | Ad hoc filing exists, either manual or electronic. No grouping of files by type. | Filing done for every unit/ department, both manual & electronic. No defined system is used. The information is not co-ordinated. Time-consuming to retrieve information when needed. | Electronic & manual filing for all units/ departments. clear guidelines for filing exist Information easily accessible when needed. Simple excel/ access databases used. | Electronic & manual filing by all units in the organisation. A clear plan for recording and storing information exists. Someone leads in filing Information can be easily accessed. Databases used. A backup system in place for electronic filing. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

Each unit is responsible for its own filing and data archiving. DHAT has an electronic back-up systems for all electronic files. Electronic filing and information is coordinated and shared from a central management system.

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| Do you regularly evaluate the quality and appropriateness of your programmes and activities? | | 1 | 2 | 3 | 4 | 5 |
| | | No evaluation of programme quality, relevance and appropriateness | Occasional reviews of specific programmes done. | Thorough evaluation of specific programmes (internal | Regular evaluations for most programmes done. Donor driven evaluations. | Partner plans for evaluation and budget for it Mid term & end of project evaluations done. Evaluations not donor |

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| | | is done. | | discussions and structured engagement with beneficiaries as well as a review of data) | | driven. Platforms exist for sharing findings & feed back into programmes for improving. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| Has programme staff been trained in gender awareness / gender mainstreaming? | | 1 | 2 | 3 | 4 | 5 |
| | | No staff trained | The Director/ Coordinator/ CEO only trained. | Programme Manager, Director and programme staff trained. | Programme managers, staff and volunteers trained. | All programme staff, volunteers and stakeholders trained. Plans for refresher courses & training beneficiaries in place. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| DHAT and its partners participated in a skills training in Gender Mainstreaming workshop hosted by SAT – SWW. Gender is an important issue in the disability sector. Women with disabilities face a lot of stigma, discrimination and myths and stereotypes based on their disability. DHAT will work together with disability lead organisations to ensure gender equity in disability, HIV and AIDS programmes. | | | | | | |
| Are your programmes and activities designed, monitored and evaluated from a gender perspective? | | 1 | 2 | 3 | 4 | 5 |
| | | Programmes are not designed, monitored or evaluated in a gender perspective. | Gender is discussed when planning programmes Programme objectives | Planning done in a gender perspective. Data collected not disaggregated for monitoring & evaluation. | Planning done in a gender perspective. Data disaggregated to allow tracking benefits and impacts on men and women, | Planning, budgeting & implementation done in a gender perspective. Data disaggregated to allow for tracking benefits and impacts on men and women, |

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| | | | include gender. | | | Reports articulate the benefits |
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Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

Gender is a sensitive issue within the disability sector, disabled women face a lot more stigma and are less empowered than disabled men, households headed by women with disabilities are among the extreme poor. DHAT programmes are gender sensitive ensuring the inclusion of disabled girls (where possible) and women in all activities. DHAT is also promoting gender within the DPOs to ensure equity when mainstreaming HIV and AIDS. During consultations it was noted that DPOs lack capacity in designing and implementing gender-sensitive and responsive interventions; resulting in inadequate gender-specific and gender-mainstreamed interventions in most DPOs. DHAT needs capacity building in this area in order to cascade the same to partners. SAT has become inclusive in their programme areas, we recommend through SWW that SAT host a workshop targeting people with disabilities in this subject area.

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| Have you formed strategic alliances with any organisation to improve your services or capacity? | | 1 | 2 | 3 | 4 | 5 |
| | | Partner has not formed any alliances and has not considered the need for alliances | Partner has considered the need for alliances to improve services or capacity. Plans in place to form alliances. | Partner recognised the need for alliances to improve services or capacity. Talks started to form alliances to improve services and/or capacity. | The organisation has formed one strategic alliance to improve services or capacity | The organisation has formed more than one strategic alliance to improve services or capacity |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

DHAT has formed several strategic alliances to improve and compliment DHAT services :

Regional African AIDS NGO (RAANGO) : DHAT forms part of RAANGO as the voice for people with disabilities to air their concerns and issues on disability that need to be addressed by other regional organisations working in HIV/AIDS

SADC Forum : DHAT attends the SADC Forum again as the voice for PWDs. Disability issues have not been shouted out loud enough to be heard during these forums and the Regional Statement (drafted during a Regional Workshop 11 May 2011) has now given DHAT the mandate to be the voice

of disability, HIV and AIDS issues in the region. DHAT will need to ensure that the voice of PWDs is heard in the region. DHAT needs a strategy (what do we want to get and give during these forums) when attending these meetings to ensure that this voice is heard.

International Centre for Disability Research – financial resource provision for research on health equity for people with disabilities in Lusaka, Zambia

HEARD – financial resource provision for advocacy. Developed a film “Stepping into the Unknown” a tool to carry the message of inclusion of persons with disabilities in responding to HIV and AIDS.

National Association of Societies for the Care of the Handicapped (NASCOH) : NASCOH has been in existence for more than 40 years and have vast experience on disabilities issues. DHAT partnered with NASCOH to build the capacity of other disability umbrella bodies in the region. NASCOH is also a DHAT task member on DHAT advocacy activities.

Development Data – Technical support in data and information management

The Africa Campaign : DHAT participates in the General Meetings of the Africa Campaign on Disability and HIV & AIDS where DHAT networks with a wide network of organisations working with disability, HIV and AIDS. DHAT chairs Research Committee of the African Campaign.

NAPSAR+ : Research on the relationship between HIV/AIDS and disability

Progressio : Partnership to mobilise resources

Governments : Ministry of Health in Botswana, Malawi, Zambia and Zimbabwe. Through community based rehabilitation (CBR) the governments have the numbers and we can reach out to more disabled persons. The Ministry of Health custodian of the HIV and AIDS Policy, in partnership to ensure policy is inclusive ensuring full involvement and participation of people with disabilities in the HIV/AIDS Response.

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| Do you have written | | 1 | 2 | 3 | 4 | 5 |
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| policies and procedures governing your assets and infrastructure? | | No written policies governing assets and infrastructure in place | Partner has policies and procedures, governing some of their assets but there are gaps in the policies and procedures | Partner has written policies and procedures in place, but not all relevant stakeholders are aware of these policies or their status | Written policies and procedures on assets and infrastructure in place. Stakeholders are aware of them Policies not updated | Written updated policies and procedures governing all assets and infrastructure All relevant stakeholders are aware of Policies are applied and regularly updated when required. |
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Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

DHAT has a procurement policy and an assets register dully updated. However, policies and procedure governing infrastructure are not available. Even then, DHAT has no infrastructure in terms of buildings.

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|---|--|--|---|--|---|---|
| Is/was there wide participation in programme reporting? | | 1 | 2 | 3 | 4 | 5 |
| | | No regular programme reporting takes place | Programme reporting is undertaken mainly by the director and staff may get asked for specific pieces of information | Programme reporting is undertaken mainly by the director who requests information as needed from a few key staff members | Programme reporting is undertaken based on regular input from staff members that are programme coordinators or managers who also review the reports and comment on these. | There is wide participation in programme reporting. Over and above the programme coordinators, other staff members in each programme unit also provide information for the report. The reports are also reviewed by relevant programme staff. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

Activity reports are shared with participants before in draft form and circulated to stakeholders for input. For example, workshops reports are shared with participants for their review and input. In reporting on activities DHAT prioritizes the views of the participants thereby promoting the bottom- up

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| process. | | | | | | |
| Do your reports meet the information needs of their target audience? | | 1 | 2 | 3 | 4 | 5 |
| | | No reports are shared so it is uncertain whether such reports meet the needs of their target audience | Some reports are shared. Not written consistently. Not tailored for different audiences | Reports regularly shared. Not geared to the needs of particular target groups | Reports are shared (Targeted to a specific audience) Reports are inadequate for the needs of some target audiences | Varied reports are addressed to target audiences and relevant respondents indicate the reports meet their need |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| Programme beneficiaries input and follow up on reports. Though the reports meet their needs, there is failure on the part of DHAT to act on some of the recommendations made. E.g. capacity building in mainstreaming HIV and AIDS into DPOS. | | | | | | |

General Human Resources

| Question | Evidence | Rating | | | | |
|--|----------|--------------------------------------|--|---|---|---|
| Do you have a written personnel policy that is regularly reviewed and updated? (i.e. recruitment, hiring, termination, standard work conditions, salary scales, job descriptions, duties and reporting relationships for all staff)? | | 1 | 2 | 3 | 4 | 5 |
| | | There is no written personnel policy | A broad written policy which provides few details on different staff matters | There is a written policy but it has not been updated for a long period | There is a written policy which is up to date but there are one or two gaps | There is a comprehensive written policy which is up to date |

| Question | Evidence | Rating | | | | |
|--|----------|---|---|--|--|---|
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| The current policies were reviewed by both external evaluation and audit. | | | | | | |
| Does your recruitment policy and practise promote gender balance & gender equality? | | 1 | 2 | 3 | 4 | 5 |
| | | The recruitment policy does not speak to gender issues | A broad policy statement on equity in place. Some managers use it to inform their recruitment practices | There is a clear statement relating to gender in the recruitment policy however there are insufficient guidelines in the policy to guide practices | A clear statement relating to gender in place but it is not consistently applied. No mechanism to enforce the policy. | There is a clear statement relating to gender in the recruitment policy which is consistently applied and the impact of this is reviewed regularly. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| In practice DHAT promotes gender balance and gender equality; however the policy is not categorical on the issue of gender balance and gender equality. DHAT will review the policy to include statements that emphasize gender balance and gender equality. | | | | | | |
| Does your recruitment policy and practise promote the greater involvement of people living with HIV and AIDS? | | 1 | 2 | 3 | 4 | 5 |
| | | The recruitment policy does not speak to the need to increase the involvement of PLWA | The organisation has a broad policy statement on equity and some managers choose to use them to inform | There is a clear statement relating to the need to increase the involvement of PLWA in the recruitment policy however there are insufficient guidelines in the policy to guide | There is a clear statement relating to the need to increase the involvement of PLWA in the recruitment policy but it is not consistently | There is a clear statement relating to the need to increase the involvement of PLWA in the recruitment policy which is consistently applied and the impact of this is reviewed regularly. |

| Question | Evidence | Rating | | | | | |
|---|--|---|--|---|--|--|--|
| | | | their recruitment practices (including with reference to PLWA) | practices | applied and there is no mechanism to enforce the policy. | | |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | | |
| DHAT promotes greater involvement of People Living with HIV and AIDS. .The DHAT Constitution is clear on the promotion on the involvement of people with HIV. Will review to include clear statement on PLWA. | | | | | | | |
| Do staff members employed by the organisation have appropriate qualifications and/or experience? | Job profiles and requirements against qualifications and experience of staff | 1 | 2 | 3 | 4 | 5 | |
| | | Staff has limited qualifications and/or experience for their level of work. | The majority of staff members have limited qualifications and/or experience for their level of work. | Half (approximately 50%) of staff members has the appropriate qualifications and/or experience for their level of work. | The majority of staff members have the appropriate qualifications and/or experience for their level of work. | All staff appropriately skilled to deliver on the key performance requirements | |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | | |
| The DHAT external evaluation and audit confirmed that DHAT has recruited professional staff with appropriate qualifications, however due to limited staff there is need to continuously up skill and multi-skill staff. | | | | | | | |
| Do staff members demonstrate expertise in their specific work | | 1 | 2 | 3 | 4 | 5 | |
| | | There is no | There is some | There is some | There is evidence | There is evidence that all staff | |

| Question | Evidence | Rating | | | | |
|--|----------|---|--|--|--|---|
| areas? | | evidence that staff members demonstrate their expertise in their specific work areas. | evidence that a few (less than 25%) of staff demonstrate their expertise in their specific work areas. | evidence that approximately half (50%) of staff demonstrate their expertise in their specific work areas. | that more than half (75%) of staff demonstrate their expertise in their specific work areas. | demonstrate their expertise in their specific work areas. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| Due to limited staff DHAT practices shared responsibilities (up-skilling and multi-skilling staff) to allow for backstopping all areas of the programme. | | | | | | |
| Do staff members have appropriate skills in monitoring and evaluating their programmes and activities? | | 1 | 2 | 3 | 4 | 5 |
| | | Staff do not have appropriate skills to monitor and evaluate their programmes and activities. | A few (less than 25%) staff have appropriate skills to monitor and evaluate their programmes and activities. | There is some evidence that approximately half (50%) of the staff have appropriate skills to monitor and evaluate their programmes and activities. | The majority (75%) of staff have appropriate skills to monitor and evaluate their programmes and activities. | There is evidence that all staff have appropriate skills to monitor and evaluate their programmes and activities. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| DHAT staff have received training in M & E, development of tools and data collection. Training for DPOs in this area required. | | | | | | |
| Does the organisation conduct performance appraisals at least annually? | | 1 | 2 | 3 | 4 | 5 |
| | | The organisations does not conduct performance appraisals | Performance appraisals are undertaken but in an ad-hoc manner and | Performance Appraisals are undertaken once a year, but only take the form of broad | Appraisal are done annually and are structured in relation to job | Structured Performance Appraisals are undertaken annually against agreed upon KPAs |

| Question | Evidence | Rating | | | | |
|--|----------|---|--|--|---|---|
| | | | very infrequently | discussions between the relevant staff member and manager | profiles but not against agreed Key Performance Areas | |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not). | | | | | | |
| Appraisals conducted annually. Performance appraisal template being reviewed to use the 360° performance appraisal. | | | | | | |
| Have you got a staff development plan and process? | | 1 | 2 | 3 | 4 | 5 |
| | | There are no staff development plans and processes in place | There is a broad staff development policy and a list of training that people could attend but no clear plan and allocated budget | There is a staff development policy and plan for which courses staff will attend but there is no evidence that it is based on an assessment of skills in relation to the requirements of the job and the organisation. | A staff development plan & strategy for assessing skills and addressing areas of concern in place. However, there are challenges with implementation of the plan. | There is a staff development policy coupled with a strategy for assessing skills and addressing areas of concern which appears to be effectively implemented. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| DHAT has a staff development plan, however it is not costed. A costed plan to be developed by March 2013. | | | | | | |
| Does your staff receive skills training in areas such as planning, monitoring and reporting, human resources, governance, and resource | | 1 | 2 | 3 | 4 | 5 |
| | | Staff do not receive skills training. | No clear training plan with allocated budget. Staff primarily attend training when | Some training takes place, but this tends to be ad hoc and based on training opportunities being advertised or on staff | Staff receive training in a planned manner but there is no assessment of whether the | Staff receive training which is based on a clear plan and there is a defined process for ensuring that this training is relevant to the individuals job and the organisation. |

| Question | Evidence | Rating | | | | |
|--|----------|---|---|--|---|--|
| mobilization and effective management? | | | free trainings are offered. | members individually request a programme. | training is relevant | |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| <p>Training mainly received through SAT SWW. In the year 2011-12 DHAT also received training from :</p> <p>Birstol Meyers Squibb : M & E and policy development</p> <p>ARASA : ToT on Advocacy and Human Rights</p> | | | | | | |
| Do staff members receive orientation, and/or training on human rights-and gender based approaches as well as on topic such as community competence and empowerment? | | 1 | 2 | 3 | 4 | 5 |
| | | No staff members have been trained. | Training plan exists, but insufficient funds to implement the plan. | Training plan exist but limited budget so some staff members attend such training on an ad hoc basis when invited. | Training plan exists and several staff receive on the job training. | There is a training plan, and staff receive both on the job training complemented by structured training in more than two of the areas mentioned |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| <p>DHAT does not have a training plan, however DHAT staff, volunteers and partners have received training through SAT SWW on human rights and community competence. DHAT and partners using skills attained in both subject areas in HIV/AIDS programming.</p> | | | | | | |
| Do your staff members receive training on ways to work effectively with young people? | | 1 | 2 | 3 | 4 | 5 |
| | | Staff do not receive training about ways to work more | A draft training plan exists, but insufficient funds to | There is a draft training plan but limited budget so some staff members attend such training on | At least two training activities have been held. Insufficient | At least two training activities held, one of which is more intensive. Additional training is also scheduled for a |

| Question | Evidence | Rating | | | | |
|---|----------|---|---|---|--|--|
| | | effectively with young people. | implement the plan. | an ad hoc basis when invited. | numbers of the relevant staff have attended this training. | specific date. The majority of the relevant staff have been part of at least one of the training activities. |
| <p>Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)</p> <p>DHAT has participated in the SWW on Youth – Adult Partnerships. DHAT does not have any strategy on working with young people. In Zimbabwe DHAT is mobilising the disabled youth from the University of Zimbabwe and Ruwa Rehabilitation Centre to come together and be the voice for youths with disabilities. We are working on a news bulletin to be published beginning July 2011, after students are done with their exams. This initiative will be replicated in other countries of operation.</p> | | | | | | |
| Is there effective communication within your organisation? | | 1 | 2 | 3 | 4 | 5 |
| | | There is limited communication within the organisation. | There is ad-hoc communication and complaints about poor communication are common. | There is some consistent communication but there continue to be areas in which it is suggested that there is little communication | There is good communication but it is suggested that there is an over reliance on one means of communication.. | Communication is multilayered using a variety of means and there is regular two way communication. |
| <p>Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)</p> <p>Communication mainly through:</p> <ol style="list-style-type: none"> 1. Meetings 2. E-mail 3. Reports | | | | | | |

| Question | Evidence | Rating | | | | |
|---|----------|---|---|--|--|--|
| Does your organisation effectively communicate with other organisations? | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation does not communicate with other organisations. | There is limited ad-hoc forms of communication with other organisations | There is communication with other organisations but tends to rely on one method of communication and allows for little feedback. | There is good communication with other organisations. but rely on one method of communication which facilitates feedback from organisations. | There is good communication with other organisations which relies on at least two means (e.g. emails on events and newsletters) and which facilitates feedback from these organisations. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |

Volunteer Management

| Question | Evidence | Rating | | | | |
|--|----------|--|--|---|--|---|
| Do you have a written statement explaining why you work with volunteers? | | 1 | 2 | 3 | 4 | 5 |
| | | There is no written statement explaining why the organisation works with volunteers. | There is a draft written statement but it has not been finalised. | There is a written statement which has been finalised but has not yet been approved by Board. | There is a written statement which has been finalised and that has been approved by the Board. | There is a written statement which has been finalised and that has been approved by the Board and that staff and volunteers are all familiar with. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| DHAT has a volunteer policy and within this policy there is a statement that mentions why DHAT needs to work with volunteers. | | | | | | |
| Do your organisational policies cover volunteers? Within this, do you have a policy regarding youth volunteers? (should only be considered when the organisation undertakes programming for youth) | | 1 | 2 | 3 | 4 | 5 |
| | | The organisational policies do not cover volunteers. | Volunteers are mentioned in the policy but there are no associated guidelines and the specific needs of youth are not mentioned. | Volunteers (both generally and youth) are mentioned in the policy but there are no associated guidelines. | Volunteers (both generally and youth) are mentioned in the policy and there are associated guidelines. | Volunteers (both generally and youth) are mentioned in the policy and there are associated guidelines which staff and volunteers are all familiar with. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| Have you developed job descriptions for your volunteers? | | 1 | 2 | 3 | 4 | 5 |
| | | There are no job descriptions for | The organisation | The organisation uses a template which | Draft Job Descriptions in | There are finalised job descriptions for the work of the |

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| | | volunteers. | uses template which broadly refers to the work of the volunteers. | provides some details about the work of the volunteers. | place but still needs to be finalised and approved | volunteers. |
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Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

Prior to any volunteer recruitment a position description is developed for each volunteer position. These are reviewed and updated in line with programme funding terms. DHAT relies on volunteers at country level, therefore the need to ensure that activities are agreed upon and clearly understood by both DHAT and volunteer. Volunteers are required to submit quarterly work plans and reports, this way DHAT is able to monitor.

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|--|--|--------------------------------------|---|--|---|---|
| Do you provide initial and on going training for volunteers? | | 1 | 2 | 3 | 4 | 5 |
| | | There is no training for volunteers. | There is an initial orientation session run for volunteers. | There is an initial orientation session run for volunteers and some volunteers are sent for external training. | There is an initial orientation session run for volunteers and most volunteers are sent for external training | There is an initial orientation session run for volunteers and most volunteers are sent for external training |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

DHAT volunteers have benefited from 2 key training sessions facilitated by SAT SWW - Advocacy and Community Competence . 2 of DHAT Volunteers (Malawi & Zimbabwe) have attended Advocacy and Human Rights training conducted by ARASA. DHAT Malawi funded by ARASA USD10,000 to cascade training in Malawi, DHAT Zimbabwe has also submitted a proposal for funding to ARASA to support cascading the regional training in Zimbabwe.

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| Is the work of volunteers monitored and evaluated on a regular basis? | | 1 | 2 | 3 | 4 | 5 |
| | | The work of the volunteers is not monitored. | The work of volunteers is monitored on an ad-hoc basis. | The work of volunteers is monitored regularly but there is no evaluation work conducted. | The work of volunteers is monitored regularly and there are ad-hoc evaluative | The work of volunteers is monitored regularly and there are regular evaluative activities that take place. |

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| | | | | | activities that take place. | |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| Volunteers submit work plans each quarter, DHAT monitors and evaluate their work using the agreed plan. DHAT has had challenges in some countries and M & E has been difficult, there is need for physical presence when doing M & E. Due to limited funds DHAT has managed to travel to countries of operations once sometimes twice per annum. In most cases follow ups are done via e-mail or phone (not very effective). In the current funding phase DHAT has requested that at least 10% of the budget be allocated to M & E, this budget will facilitate physical presence of M & E staff. | | | | | | |
| Do you recognise the contribution made by volunteers? | | 1 | 2 | 3 | 4 | 5 |
| | | The contribution made by volunteers is not considered by the volunteers. | There is uncertain about the contribution of volunteers in the organisation. Many staff members still debate whether volunteers are not just an added burden | Volunteers are accepted in the organisation by most staff members though some still see the volunteers as a burden. | Volunteers are accepted in the organisation by most staff members though some see volunteers as a way of helping young people (rather than recognising the value of their work). | Volunteers are accepted in the organisation by most staff members and most staff understand that volunteers assist in the delivery of the organisation. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| DHAT relies on volunteers in the countries of operations for programme planning and implementation. The Regional Secretariat cannot conclude on a country plan without the contribution of the country volunteers. Their contribution is recognised and respected. These volunteers contributed and participated in the strategic plan process. | | | | | | |
| Do you encourage meaningful participation from volunteers | | 1 | 2 | 3 | 4 | 5 |
| | | There is no participation from | Limited ad-hoc processes to | There are regular sessions with the | Mechanisms in place to involve | The volunteers are widely and meaningfully involved in all the |

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| (including women and young people?) [i.e. consultation, involvement in planning, getting their ideas and feedback] | | volunteers in the work of the organisation. | get feedback exist, which are used to inform the work of the organisation. | volunteers to get feedback as to how the volunteer is experiencing the organisation which are used to inform the work of the organisation. | the volunteers in the organisation that directly relate to the work that they do to inform planning activities. | different processes of the organisation so that their perspective can inform the different elements of the work of the organisation. |
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Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

Volunteers were involved in the consultations done at country level that informed the DHAT strategy as well and participation in the formation of the strategy.

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| Are there possibilities for young people to move from a volunteer status into another level within the organisation? | | 1 | 2 | 3 | 4 | 5 |
| | | There are no possibilities for the volunteers to move to another level in the organisation. | The organisation is willing to offer opportunities but no opportunities have arisen thus far. | Volunteers have been asked to apply for opportunities and one volunteer has been successful so far. | Volunteers apply for opportunities and more than one volunteer has successfully moved to occupy a post. | Volunteers are assisted to apply for opportunities and more than two volunteers have successfully moved to occupy a post. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

Volunteers play a very important role in DHAT and receive equal training (up-skilling and multi skilling) like other staff members. Eg the DHAT Botswana volunteers was promoted to the status of the Programme Officer for the Regional Secretariat.

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| Where relevant, are you able to design and organise the work of volunteers to take into account their other time | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation states that it is not able to work around the needs | The organisation believes in flexibility, but | The organisation has been able to design the work around the needs of one or two of the | The organisation has been able to design the work around the needs | The organisation has been able to design the work around the needs of all of the volunteers but cannot generally make this |

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| commitments? | | of the volunteers as this level of flexibility is not possible for the organisation. | has not as yet done anything practical to give effect. | volunteers but cannot generally make this arrangement. | of most of the volunteers but cannot generally make this arrangement. | arrangement. |
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Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

Volunteers were flexible as they worked according to the work plan and time schedules they submit to DHAT. When volunteers submit their work plans they would have taken into consideration their other time commitments.

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| Do you have a specific strategy for attracting youth volunteers? | | 1 | 2 | 3 | 4 | 5 |
| | | There is no specific strategy for attracting youth volunteers. | There is a broad approach to attracting youth volunteers but no written or recorded strategy. | There is a draft written strategy to attract youth in place but this has not yet been approved or implemented. | A draft strategy to attract youth in place but this has not yet been approved though its implementation has already begun. | There is an approved strategy to attract youth in place which is being implemented. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

No strategy, but in Zimbabwe DHAT has taken on interns from the University of Zimbabwe both disabled and able bodied.

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| Does the volunteer selection process take into account the diversity of the community and appropriate gender | | 1 | 2 | 3 | 4 | 5 |
| | | The volunteer selection process does not take the | The volunteer selection process does | The need for diversity and gender issues to be taken into account | The need for diversity and for gender equity has | The need for diversity and for gender equity has been agreed to within the organisation and |

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| and age balance? | | diversity of the community or gender into account and this is reflected in the volunteers selected. | not take the diversity of the community or gender into account but there is some diversity in the volunteers selected. | has been discussed within the organisation and some attempts are made to select a diversity of volunteers as well as to take gender into account.. | been agreed to within the organisation and attempts are made to select a diversity of volunteers as well as to take gender into account. | attempts are made to select a diversity of volunteers as well as to take gender into account in the selection process. These attempts are monitored and where diversity and equity is not achieved additional recruitment selection attempts are made. |
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Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

When DHAT recruited volunteers diversity of community and age balance were taken into account.

Botswana – Disabled (hearing impaired) Female Youth Activist

Malawi – Male with HIV/AIDS competencies

Zambia – Female Youth with research competencies

Zimbabwe – Disabled Woman (physical disability) with competencies on issues affecting women

Zimbabwe – Disabled Youth (visually impaired) – issues affecting youths with disabilities

Zimbabwe – Youth able bodied – youth programming

Governance

| Question | Evidence | Rating | | | | |
|--------------------|----------|--------|---|---|---|---|
| Do you have formal | | 1 | 2 | 3 | 4 | 5 |

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| registration? | | The organisation is not formally registered. | The organisation has applied for formal registration. | The organisation has received a response to its application process. | Registration approved, but it must still comply with all the registration requirements. | The organisation is formally registered and is fully compliant. |
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Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

DHAT is formally registered, in process of reviewing constitution to include recommendations made by external evaluators for re-registration. In Zimbabwe to re-register as a PVO as difficult to get funding when registered as a Trust, most donors in Zimbabwe do not fund donors registered as Trusts.

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| Do you have a Board? Is it elected or appointed? (N.B. some might call it an Executive Committee) (if "NO" then jump to section 5 on resource mobilisation) | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation does not have a board or any form of community representative committee. | A committee in place from the community but is not representative and is not formalised in the structure or constitution of the organisation. | The organisation has a Board of individuals from the community in place but they are not representative and while the board is recognised in the structure of the organisation it is not defined in the constitution. | The organisation has a Board of community representatives in place which is recognised in the structure of the organisation but not in the constitution. | The organisation has a Board of community representatives in place which is recognised in the structure of the organisation and in the constitution. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

The DHAT Board is appointed with individuals representing the community, however you will note that we have more members from Botswana due to the registration of DHAT which was done in Botswana. This was a required according to the registration in Botswana. This may be reviewed now that we are in Zimbabwe to balance the gender.

| | | | | | | |
|---|--|------------------------------|-------------------------|---|-------------------------------|---|
| Are the roles of the Board and director/management team clearly defined | | 1 | 2 | 3 | 4 | 5 |
| | | The roles are not defined or | The roles are generally | The roles are clearly defined but a few | The roles are clearly defined | The roles are clearly defined and members clearly |

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| and well understood? (including that the board is independent from management) | | understood. | defined but they are not well understood by board members | Board members still unclear or have misconceptions. | and members broadly understand their responsibilities. | understand their responsibilities. Orientation sessions also takes place whenever new members come on board. |
|---|--|-------------|---|---|--|--|

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

Though we rated 5 here the constitution will be reviewed in line with recommendations from the external evaluation to clarify the roles and functions of the DHAT country boards including their relationship with the Regional Board.

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| Do Board members have relevant expertise – for example is there someone on the board with financial expertise? | | 1 | 2 | 3 | 4 | 5 |
| | | No understanding of the expertise of the board and there is minimal matching of expertise and needs of the organisation. | Only a small percentage of the board have relevant expertise (less than 25%) | Approximately half of the board have relevant expertise (approximately 50 %) | More than half of the board have relevant expertise (75 %) | All the board members have expertise relevant to their positions. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

The board composition includes the following from the 3 board committees:

A chartered accountant who is the Board Treasurer and is the Chairperson for the Finance & Administration Committee

Lawyer who is the legal advisor and Chairperson of the Governance and Institutional Development Committee

Project development and capacity builder – Chairperson of the Programmes Committee

| | | | | | | |
|--|--|---|---|---|--|---|
| Does the Board reflect a cross-section of your community (i.e. stakeholders, both sexes, diversity in age, | | 1 | 2 | 3 | 4 | 5 |
| | | The board does not reflect a cross section of the | The board does not reflect a cross section of | The board does not reflect a cross section of the community but | The board has some level of diversity though | The board comprises of a cross section of the |

| | | | | | | |
|---|--|---|--|---|---|-----------|
| economic status, culture, geographic area served and skills/expertise)? | | community and there is little consciousness of this as an imperative. | the community but the board has taken a decision to transform the board. | the board has taken actions to transform the board. | there continue to be some critical gaps | community |
|---|--|---|--|---|---|-----------|

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

No member with medical experience and no youth to represent the youth. DHAT has already solicited curriculum vitae and just awaiting the board approval.

| | | | | | | |
|--|--|------------------------------|---|--|---|--|
| Does your board form relevant committees to ensure greater levels of involvement in certain decisions and programmes as appropriate? | | 1 | 2 | 3 | 4 | 5 |
| | | The board has no committees. | The board has formed one committee to deal with one aspect of the organisation. | The board has formed at least two committees to deal with two aspects of the organisation. | At least three committees in place. Processes to ensure that committee discussions inform organisation exist. | The board has at least three committees to deal with three aspects of the work of the organisation and has clear processes to ensure that these discussions inform the work of the organisation. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

The board has 3 committees with clear ToRs:

1. Finance & Administration
2. Governance and Institutional Development
3. Programmes

| | | | | | | |
|---------------|--|---|---|---|---|---|
| Do you have a | | 1 | 2 | 3 | 4 | 5 |
|---------------|--|---|---|---|---|---|

| | | | | | | |
|---|--|--|--|---|---|---|
| <p>constitution? (i.e. how and when notices for board meetings are made, how members are elected /appointed, terms of office for members, removal of ineffective board members from the board and number of members to make up a quorum which is required for all policy decisions)</p> | | <p>The board does not have a constitution.</p> | <p>The board has a draft constitution with critical gaps..</p> | <p>The board has a draft constitution where most of the gaps have been addressed.</p> | <p>The board has a formalised constitution but there are still a few areas in which there are gaps.</p> | <p>The board has a comprehensive and formalised constitution.</p> |
|---|--|--|--|---|---|---|

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

| | | | | | | |
|---|--|---|--|--|---|---|
| <p>Does the Board regularly review financial and programme reports?</p> | | <p>1</p> | <p>2</p> | <p>3</p> | <p>4</p> | <p>5</p> |
| | | <p>The board does not review financial and programme reports.</p> | <p>The board reviews reports but these are provided on an ad-hoc basis and do not always include programmatic and financial information.</p> | <p>The board reviews programmatic and financial reports but these are often gaps in information and the board does not provide feedback to the organisation about these reports.</p> | <p>The board regularly reviews programmatic and financial reports but there are sometimes gaps in the information provided. The board provides feedback on these reports.</p> | <p>The board regularly reviews programmatic and financial reports which are comprehensive. The board provides feedback to the organisation.</p> |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

Reports are sent to the relevant committees for review and input from committee members before being finalised.

Resource Mobilisation and Management.

| Question | Evidence | Rating | | | | |
|---|----------|--|--|---|---|---|
| Do you actively mobilise local resources (donations, subscriptions)? | | 1 | 2 | 3 | 4 | 5 |
| | | Local resources are not mobilised and no plan is in place. | There is a plan in place to mobilise local resources but not yet implemented. | A plan is in place and some (less than 15 percent of budget in kind donation and less than 10% in actual money) of local resources are mobilised. | A plan is in place and being implemented. More than 15 % of budget in kind and more than 10% in actual money but both less than 25 % of budget overall | A plan is in place and being co-ordinated by someone who gives a monthly attention to it. More than 15% in kind more than 10% in actual money and both together are more than 25 % of budget overall |
| <p>Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)</p> <p>DHAT does not have a resource mobilisation strategy in place, however DHAT does mobilise for local resources through submission of proposals.</p> | | | | | | |
| Do you actively mobilise national resources (NAC funds etc)? | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation does not actively mobilise national resources and it does not have a plan to do so. | Have started exploring and researching national funding available and have developed a plan to access these resources. | At least one proposal has been submitted for national funding (in partnership or individually) | At least one proposal has been submitted for national funding and there has been an indication that the proposal will be successful. | More than one proposal has been submitted for national funding (in partnership or alone) and at least one has been successful and funds have been awarded;. |
| <p>Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)</p> | | | | | | |

DHAT has been actively mobilising for national resources and at least one proposal has been successful – funding for Zimbabwe from Bristol Meyers Squibb, US Embassy and Porticus (through Progressio). DHAT hosted a regional meeting that involved the participation of the CEO’s from the NACs who have agreed to formalise relationship with DHAT. This may be an opening for more resources.

| | | | | | | |
|---|--|--|---|---|---|---|
| Do you actively mobilise international resources (donor contracts)? | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation does not actively mobilise international resources (beyond SAT) and it does not have a plan to do so. | Have started exploring and researching international funding available and have developed a plan to access these resources. | At least one proposal has been submitted for international funding (in partnership or individually) | At least one proposal has been submitted for international funding and there has been an indication that the proposal will be successful. | More than one proposal has been submitted for international funding (in partnership or alone) and at least one has been successful and funds have been awarded. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

Proposal submitted to VSO Netherlands in collaboration with VSO Raisa; Robert Carr in collaboration with Progressio

| | | | | | | |
|---------------------------------------|--|--|--|---|--|--|
| Do you have multiple funding sources? | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation relies on one source of funding | The organisation relies on one primary donor though it has a small amount of additional income | The organisation has two main donors and may have a small amount of additional income | The organisation has at least three main donors and may have a small amount of additional income | The organisation has at least three main donors and will have at least one local income stream |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

DHAT relies on the donor Sida and a small amount for Zimbabwe activities from Bristol Meyers Squibb, US Embassy and Porticus

| | | | | | | |
|--------------------------------------|--|---|---|--|---|--|
| Have you got a fundraising strategy? | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation does not have a fundraising strategy | The organisation has a broad strategy which is captured in notes and minutes of discussions | The organisation has a draft strategy which has gaps and needs to be fine-tuned and improved | The organisation has a developed strategy which focuses on what the organisation is currently focusing on in terms of fundraising | The organisation has a detailed strategy which focuses on current activities and that anticipates changes in the future funding environment. The strategy considers different types of donors including local, national and international. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

DHAT has requested for volunteer support on resource mobilization from VSO and Progressio.

| | | | | | | |
|---|--|--|--|---|--|--|
| Do you have any income generation activities that help to fund your organisation's programming? | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation does not have any income generation activities to help to fund the organisation's programming | The organisation has one income generation activity but it is not yet successfully managing to generate any income | The organisation has one income generation activity but it is beginning to generate some income (though not enough to really fund any programme activities) | One income generation activity which is successfully generating an income which is partially funding some programme activities. additional opportunities being explored. | The organisation has more than one income generating activity of which at least one is successfully generating an income which is funding some programme activities. The organisation continues to explore additional opportunities. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

| Question | Evidence | Rating | | | | |
|---|----------|-------------------------------------|---|--|---|--|
| Do you have short-term work-plans and budgets to ensure the accomplishment of the goals on time? (i.e. annual work-plans or semi-annual work-plans) | | 1 | 2 | 3 | 4 | 5. |
| | | There are no work-plans and budgets | Broad annual work-plans which are not linked to the budget exist. | There are annual work-plans linked to budgets | There are annual and semi-annual work-plans linked to budgets | There are annual and quarterly work-plans linked to budgets |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| DHAT work plans linked to approved budgets. | | | | | | |
| Do you regularly review your budgets? If yes, how often in a year? (Indicate answer to this question in Comment space below.) | | 1 | 2 | 3 | 4 | 5 |
| | | There is no review of the budget | Budgets are reviewed but in an ad-hoc manner and programme managers are not involved. | Budgets are reviewed in an ad-hoc manner and programme managers are engaged. | Budgets are reviewed quarterly and managers are engaged in the process. | Budget reviewed monthly and programme managers are responsible for these processes and work directly with the relevant senior staff members. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| DHAT reviews budgets monthly in line with the donor reporting requirements to ensure that we are in line with the agreed budget, if not communication is sent to the donor timeously. | | | | | | |
| Is there a strategic budget that accompanies your strategic plan? | | 1 | 2 | 3 | 4 | 5 |
| | | There is no strategic budget. | Budget summary in place r some programmes. | There is a detailed budget for about 60 to 65 percent of the activities envisaged in | A strategic budget in pace, showing different activity areas | There is a strategic budget attached to the strategic plan and this is then disaggregated in terms of the |

| | | | | | | |
|--|--|--|--|---------------------|--|---|
| | | | Significant gaps exist (more than 50%) | the strategic plan. | though there are some gaps in certain limited areas. | different activities with accurate costing associated with these budgets. |
|--|--|--|--|---------------------|--|---|

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

The DHAT strategy for 2008-12 had a strategic budget, the review of the SP in May 2013 will have a strategic budget attached.

| | | | | | | |
|---|--|------------------------------|--|--|--|--|
| Do you have a detailed assets register? | | 1 | 2 | 3 | 4 | 5 |
| | | There is no assets register. | A list of assets exists though there are real gaps and assets do not have values attached to them. | There is a list of all of the assets but only some have values attached to them. | There is a detailed asset register with values linked to the assets but not regularly updated and so the values may not be relevant. | There is a detailed asset register and a clear process in place for updating the register when required. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

| | | | | | | |
|--|--|---|--|--|---|--|
| Does the board approve budgets, including revisions to budgets?? | | 1 | 2 | 3 | 4 | 5 |
| | | The board does not approve the budgets. | The board discusses the budgets but the board does not formally sign the budget off. | The board formally, approves the annual budget, but it does not review the revisions | The board formally approves budgets though only the chairperson and Treasurer review revisions. | The board approves budgets, and either directly or via a sub-committee approves revisions. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

| | | | | | | |
|---|--|------------------------------|---|--|--|--|
| When you do annual budgeting, do you involve key staff outside of management? | | 1 | 2 | 3 | 4 | 5 |
| | | Only management is involved. | Programme managers give feedback on annual programme budgets but in an ad-hoc manner. | Programme managers are requested to give feedback on annual programme budgets in a formal process. | Programme managers are requested to participate in the development of the annual programme budgets through a formal process. | Programme managers lead the development of the annual programme budgets and there is a formal process of aligning these budgets with the overall organisational budgets. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

Budgeting is done in consultation with key staff (Accounts Officer and Programmes Officer) outside management as it is their activities that contribute and inform the budget.

| | | | | | | |
|--|--|------------------------------------|---|---|---|--|
| Are at least two signatures needed on all cheques drawn by the organisation? | | 1 | 2 | 3 | 4 | 5 |
| | | No only one signature is required. | Only one signature is required but there is a rigorous requisition system (two signatures, etc) | Two signatures are required for all cheques drawn down from the organisation. | Two signatures (out of three) are required for all cheques drawn down from the organisation | Two signatures (out of four) are required for all cheques drawn down from the organisation |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

Signatories (to be reviewed when opening accounts bank approved only those in the constitution):

Regional board member based in Zimbabwe (pending)

Executive Director
 Head of Operations (pending)
 Head of Programmes
 DHAT Volunteer Zimbabwe
 Secretariat can only sign up of USD5,000 over and above this needs board approval

| | | | | | | |
|--|--|--|--|---|--|---|
| Do you have at least one trained accountant or bookkeeper? | | 1 | 2 | 3 | 4 | 5 |
| | | The person who manages the finance has no formal training. | The person who manages the money has only on the job training. | The person who manages the money has had on the job training and receives external support. | The person who manages the money has received on and off the job training and receives external support. | The person who manages the money has a formal qualification and has received additional on the job training where required. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)
 DHAT has a trained and experienced Accounts Officer

| | | | | | | |
|---|--|--|--|---|--|--|
| Does the organisation have approved current financial policies and procedures? Does the Board have input into such policy formulation or updating? | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation does not have financial policies or procedures. | There are draft policies in place though there are major gaps in the policies. | Approved policies in place but these need to be updated in a few areas. No clear system for reporting to the board on adherence. | Approved policies in place though there is no clear system for reporting to the board in terms of adherence to these policies. | There are policies in place which are approved by the Board who ensure that there is very good compliance with these policies. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

Revised policies in place covering gaps identified by KPMG.

| | | | | | | |
|--|--|--|--|---|---|--|
| Does the organisation use a recognised auditor? 2. and who is responsible for selecting the auditor? (Management or the board?) | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation does not use a recognised auditor | The organisation uses a qualified auditor but one who is not on any approved list. | The organisation uses a recognised auditor (one on a list). However the Board is not involved in this decision. | The organisation uses a recognised auditor (one on a list) and the board appointed the auditor. | The organisation uses a recognised auditor (one on a list) and the board both appointed the auditor and receives reports from the auditor. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

| | | | | | | |
|---|--|---|--|--|---|--|
| Concrete steps have been taken to address all the issues that have arisen from the audit process, if any? (List these steps are in the Comment section below). | | 1 | 2 | 3 | 4 | 5 |
| | | No evidence that any steps have been taken. | There is evidence that a few (minority) of the issues have been addressed. | There is evidence that about half (50%) of the issues have been addressed. | There is evidence that the majority (more than 50% and less than 100%) of the issues have been addressed. | There is evidence that all the issues have been addressed. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

| | | | | | | |
|--|--|--|--|--|---|---|
| Does the organisation have proper financial records: such as: Supporting documents for every expenditure neatly filed & accessible? Complete and accurate accounting records at all times? | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation does not have proper records. | There are some records in place but these are not neatly filed or easily accessible. | There are about 50 to 70 percent of records in place but they are not easily accessible. | There are about 70 to 90 percent of records in place which are neatly filed and accessible. | All records are in place and are neatly filed and accessible. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why no

| | | | | | | |
|---|--|--|---|---|---|---|
| Does the organization practice segregation of duties when executing financial transactions? Does the organization prepare cash flow forecasts? | | 1 | 2 | 3 | 4 | 5 |
| | | It is suggested that these are yes/no questions and cannot be rated as per the rest: So No is 1 and Yes is 5 | | | | |

Learning and Sharing

| Question | Evidence | Rating | 1 | 2 | 3 | 4 | 5 |
|--|----------|--------|--|---|---|--|--|
| Have you been able to improve the quality of your programming as a result of School Without Walls activities? (How?) | | | No the learning from school without walls has not impacted on the programmes at all. | Learning has been shared in the organisation and there has been a process of reflecting on what this could mean | Learning has been shared in the organisation and there has been a process of reflecting on what this could mean for the | Learning has been shared and there has been a process of reflecting on implications for the programmes and | The learning from school without walls has been shared in the organisation and there has been a process of reflecting on what this could mean for the organisations programmes |

| | | | | | | |
|---|--|---|--|---|--|--|
| | | | for the organisations programmes. | programmes and there is improvement in one of the key areas. | the organisation can show improvement in key areas of two programmes. | and the organisation can show improvement in key areas of more than two of the programmes. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| Skills training in Community Competence, has seen the willingness of DPOs wanting to be involved and participate in HIV and AIDS programmes at community level. Though there is more work that needs to be done to insure full inclusion at community, people with disabilities are ready to work hand in hand with the AIDS service organisations at community level. We recommend that SAT facilitates a regional workshop of 'INCLUSION' DISABILITY, HIV AND AIDS. For people with disabilities to enjoy full inclusion there is need for a few adjustments to the current HIV/AIDS interventions. | | | | | | |
| Have you adapted your programme in response to feedback received from SATCOMP? | | 1 | 2 | 3 | 4 | 5 |
| | | No adaptations have taken place. | No significant changes but the organisation can show plans and processes to make such changes. | There have been some important changes made in at least one programme. | Substantial changes made and the organisation is considering systems to track the extent to which changes are implemented. | Substantial changes have been made and the organisation has a system in place for tracking suggestions from SATCOMP and ensuring programmatic changes as a result of this process. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| Have you used or adapted SAT publications to improve your programming? | | 1 | 2 | 3 | 4 | 5 |
| | | SAT publications have not been used to improve programming. | There are plans in place to consider how best to use the SAT publications to improve | A plan in place to use the SAT publications and someone is facilitating this process. | Publications used to improve programming in at one case and this has been completed. | Publications used to improve programming in at one case which has been completed and is currently reviewing a number of other programmes based on from the |

| | | | | | | |
|---|--|---|---|---|---|---|
| | | | programming. | | | publications. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| Not on a large scale need to do more. DHAT adapted the SAT community competence approach in all programming areas and used this approach in designing a ToT training manual funded by VSO. | | | | | | |
| Through School Without Walls, have you built the skills base of your organisation (thereby reducing dependence on external skills)? | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation has not developed its skills base through school without walls | The organisation has agreed on a strategy to develop the skills of the organisation through school without walls. | An agreed strategy in place and has identified staff members who need the skills that are required. | An agreed strategy in place and has been implemented this in one case. No longer outsourcing on those skills. | An agreed strategy in place and has been implemented in more than one case. No longer outsourcing on those skills. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| There is no agreed strategy. However, DHAT has benefited from SWW and has managed to use the skills attained in DHAT day to day work, e.g. governance and management skills although external evaluation realised some gaps in this area. Our partners have confessed that they have benefited from the skills training provided by SAT-SWW and have been using the skills learnt. | | | | | | |
| <ul style="list-style-type: none"> (a) Psychosocial Support for Youth and OVC Children Lessons Sharing, (b) Management skills training workshop (c) Social and Behaviour Change Communication (SBCC) M and E workshop (d) Youth Participation for Youth and Adult partnerships in civil society work (e) Gender Policy and HIV Programming (f) Stigma and discrimination workshop | | | | | | |

| | | | | | | |
|--|--|--|--|---|---|--|
| Do you facilitate skills training for other organisations / groups? (i.e. local, national or regional levels?) | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation does not facilitate skills training. | The organisation has concrete plans to facilitate skills training in place. | The organisation facilitates skills training for local groups in one of its areas of expertise. | The organisation facilitates skills training for local groups in more than one of its areas of expertise. | The organisation facilitates skills training for local groups in more than one of its areas of expertise. It has also been asked to facilitate skills training at a national/regional level. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| DHAT facilitated the development of a ToT Manual on Disability, HIV and AIDS for VSO and will facilitate the skills training. | | | | | | |
| Have you mentored or supported any other community groups? (How, which groups?) | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation has not mentored or supported other community groups. | The organisation has concrete plans in place to begin such mentoring and/or support activities for local groups. | The organisation is mentoring/ supporting one community group. | The organisation is mentoring/ supporting two community groups. | The organisation is mentoring/ supporting at least more than two community groups one of which indicates that they are beginning to outgrow the need for this support. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| DHAT facilitated the establishment of the Botswana Federation of the Disabled (BOFOD) and DHAT together with strategic partners is mentoring BOFOD. DHAT mentoring DPO' to mainstream HIV/AIDS into their programmes, however this is on a low scale due to lack of financial resources to support mainstreaming. DHAT is mentoring and has nested The HIV and AIDS Support Organisations in Zimbabwe. | | | | | | |
| Have you documented your work for sharing with others? | | 1 | 2 | 3 | 4 | 5 |
| | | Work has not been documented. | Concrete plans are in place to begin to document the | The organisation can provide one example in which it documented its | The organisation can provide two examples in which it documented its | The organisation can provide two or more examples in which it documented its work and can point to an on-going |

| | | | | | | |
|--|--|--|-------|-------|-------|--|
| | | | work. | work. | work. | process that it has instituted documenting its work. |
|--|--|--|-------|-------|-------|--|

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

Currently only the DHAT activity reports, baselines and DHAT newsletters.

| | | | | | | |
|---|--|--|---|---|--|---|
| Have you increased your ability to contribute to the production of material and research? | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation does not undertake research or the production of materials. | The organisation has begun to undertake research or materials production activities but relies on outside assistance for this work. | The organisation has completed a research or materials production project though it was assisted by an external agency to do this work. | The organisation has completed a research or materials production projects without outside assistance. | The organisation has completed research and materials production projects without outside assistance. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

There is need to develop the capacity of DHAT in the area of communications, packaging research results and development of IEC material in accessible formats. Need skills training to cut down of costs incurred on recruiting external agencies.

Service Delivery

| Question | Evidence | Rating | | | | |
|---|----------|---|---|---|---|---|
| Does the organisation measure and obtain information about its service delivery to beneficiaries, | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation does not measure or obtain information about its service | The organisation makes some follow up inquiries after workshops | The organisation holds occasional focus groups, which are mostly linked to donor required | Occasional –donor linked focus groups, done but which are fed into the organisation's | The organisation has more than one mechanism for establishing the views of its beneficiaries and the results of these activities directly |

| | | | | | | |
|--|--|---|--|--|--|---|
| | | delivery to beneficiaries. | with beneficiaries. | evaluations. | own strategic planning. | inform strategic planning and programming activities. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| DHAT has not managed to meet its strategies service delivery milestones due insufficient funding. The funding made available to DHAT for service delivery has mainly been to facilitate workshops. Feedback from beneficiaries has been positive, apart from the fact that beneficiaries feel DHAT is not doing enough to build the capacity of their constituency. DHAT has funding limitations to meet the expectations of beneficiaries. DHAT urgently needs a robust resource mobilisation strategy. | | | | | | |
| Does the organisation have clear targets and goals related to service delivery | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation does not have clear targets and goals related to service delivery. | The organisation has goals and some of the programmes have related targets but these are not monitored. | The organisation has goals and most of the programmes have related targets but these are not accurately monitored. | The organisation has goals and all of the programmes have related targets but these are not accurately monitored. | The organisation has goals and all of the programmes have related targets which are monitored (quantitatively and qualitatively). |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not) | | | | | | |
| DHAT has clear goals related to services delivery outline in the DHAT strategic plan, DHAT has been unable to meet these goals due to lack of resources. | | | | | | |
| Is it having an increased reach over time? | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation is not having an increased reach over time. | There is limited increase in reach but this is not consistent (there are periods where the numbers drop again) | The organisation can show limited increase in reach (consistent trend) | Significant increase in reach but is not coping with the challenges that have emerged as a result of this increase e.g. not servicing the increased users of service | The organisation has achieved a significant increase in reach and is able to cope with the increased needs as a result of this increase |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

The constituency that DHAT serves is alive to issues of HIV and AIDS and is demanding services from DHAT. Again DHAT unable to meet the demand to service the increase due to funding challenges. Building the capacity of disabled peoples organisations is not possible without providing a grant to build that capacity to establish relevant and sustainable HIV/AIDS programming in disabled peoples organisations that will benefit people with disabilities at all levels.

| Is the service accessible to different target groups (including women and youth)? | Beneficiary data Programme description | 1 | 2 | 3 | 4 | 5 |
|---|---|--|--|---|--|---|
| | | The services are not accessible to different target groups | The organisation does not monitor this and so it may be reaching these target groups but there is no evidence of this. | The organisation can show that it is meeting at least one of these target groups. | The organisation can show that the service is accessible to more than one of these target groups though the service is not tailored to these specific needs. | The organisation can show that the service is accessible to more than one of these target groups and the services are tailored to meet these varied and specific needs. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

DHAT works with several disability sectors, however DHAT needs to increase its visibility in providing the services as per strategy. These services in the strategy were informed by the beneficiaries themselves. DHAT works with a high percentage of the disability sector:

Hearing impaired (high risk group)

Visually impaired (high risk group)

Mentally challenged (new area – high risk group) this is a completely new area for DHAT will start in Zimbabwe as a pilot

Physically disabled

Epilepsy (through strategic partners)

Youth and Children with Disabilities (through strategic partners)

| | | | | | | |
|---|--|--|---|--|---|---|
| Does the community believe that the service is of a high quality? | Some recorded feedback (notes of meetings, focus groups, survey , etc) | 1 | 2 | 3 | 4 | 5 |
| | | There is no indication that the community believe that the service is of a high quality. | Some members indicate the quality of service is of good quality but not satisfactory. | Most members report that the service is of high quality and suggest more improvements. | Most members agree it is of a high quality and a few say they are not sure. | An overwhelming number believe it is of high quality. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

DHAT has raised expectations of its constituency that DHAT has been unable to meet due to lack of resources. There is need to build the capacity of disabled peoples organisations to mainstream HIV and AIDS programmes. Capacity developments comes with a costs and both DHAT and DPOs have not managed to raise the required resources.

Advocacy and Networking

| Question | Evidence | Rating | | | | |
|---|----------|----------------------------------|-------------------------------------|--|--|--|
| Do you support or train other organisations to link issues of HIV and gender equality, human rights or child rights | | 1 | 2 | 3 | 4 | 5 |
| | | No trainings or support offered. | One organization is/ was supported. | Two organisations supported to make these linkages | The organisation supports three other organisations to make these linkages (in at least 2 of these issues) | The organisation supports three or more organisations to make these linkages (with respect to more than 2 of the issues) |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

| | | | | | | |
|--|--|--|---|--|--|--|
| | | | | | | |
| Do you lead or play a major role in national advocacy activities on HIV-related issues? | | 1 | 2 | 3 | 4 | 5 |
| | | No lead or major role played in national advocacy activities on HIV-related issues | The organisation participates in national advocacy activities on HIV-related issues | The organisation plays a central role in at least one national advocacy campaign | The organisation plays a leadership role in one national advocacy campaign. | The organisation plays a leadership role in at least one national advocacy campaign and participates actively in others. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not | | | | | | |
| DHAT participated in advocating for disability to be clearly articulated in the Zimbabwe National AIDS Strategic Plan. DHAT has been given the mandate to take the lead role in advocating for the recommendations made at the recent Regional Workshops. DHAT is finalising the agreed statement for circulation to the national governments and relevant stakeholders. This will see DHAT in the driving seat of advocacy. | | | | | | |
| Do you have an advocacy and networking strategy or plan? | | 1 | 2 | 3 | 4 | 5 |
| | | There is no advocacy and networking strategy | The organisation has a broad strategy for networking and advocacy but there is not yet a plan in place. | The organisation has a strategy for networking and advocacy which is linked to broad plan (activities but no clear time frame) | A strategy in place which is linked to activities and a time frame which has been approved at board level and implementation has just begun. | A strategy in place which is linked to activities and a time frame which has been approved at board level and is being implemented (in terms of all the agreed upon activities). |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not | | | | | | |
| DHAT has an approved Advocacy Strategy linked to activities, DHAT making efforts to mobilise funds to roll out advocacy strategy. A proposal was submitted to VSO Netherlands and of the activities linked to the advocacy strategy have been included. | | | | | | |

| | | | | | | |
|---|--|---|---|---|---|--|
| Do you ensure that community partners are drawn in to/play a role in advocacy activities? | | 1 | 2 | 3 | 4 | 5 |
| | | No Community partners are drawn in to play a role in advocacy activities. | Attempts have been made to include community partners but these have not yet been successful. | The organisation has managed to get only one partner involved | The organisation has managed to get two organisations involved and is making efforts to include more. | The organisation has managed to involve more than three organisations or groupings |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

DHAT has set up country task teams to lead advocacy in country. In the year 2011-12 DHAT managed to involve Botswana Federation of Disabled People and Federation of Disabled People in Zimbabwe in advocacy activities. In Zimbabwe DHAT has build an advocacy alliance with the Zimbabwe AIDS Network, SAfAIDS, Women and AIDS Support Network and Plan International.

| | | | | | | |
|---|--|--|--|--|---|--|
| Does your organisation support the meaningful involvement of PLHIV in your advocacy work? | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation does not have a policy or practice to involve PLHIV in its advocacy work. | The organisation has a broad policy in place in this regard but there is no practice of involving PLHIV, in advocacy work. | The organisation has a broad policy in place in this regard but there is only very limited involvement of PLHIV, in the organisations advocacy work. | The organisation has a broad policy in place in this regard and there is a practice of involving PLHIV, in at last half of the organisations advocacy work. | The organisation has a broad policy in place in this regard and there is a practice of involving PLHIV, in almost all of the organisations advocacy work |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

DHAT has no policy, however DHAT supports the meaningful involvement of PLHIV in its advocacy work. This is clearly articulated in the DHAT Constitution. DHAT to develop a policy by April 2013.

| | | | | | | |
|---|--|--|---|--|--|--|
| Do you ensure that community partners have increased knowledge on the HIV epidemic and HIV and AIDS best practices and lessons learned? | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation does not actively ensure that there is knowledge transfer on the HIV epidemic and HIV and AIDS best practices and lessons learned | The organisation facilitates occasional activities to facilitate the transfer of knowledge but there are no follow up activities. | The organisation has explicitly built the imperative of knowledge transfer into one of its programmes though it has not monitored whether this was achieved. | The organisation has explicitly built the imperative of knowledge transfer into more than one of its programmes though it has not monitored whether this was achieved. | The organisation has explicitly built the imperative of knowledge transfer into a number of its programmes and it has a process for monitoring whether this knowledge transfer was achieved. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

DHAT's mandate is to ensure that partners (disabled peoples organisations) have increased knowledge on HIV/AIDS. DHAT has through workshops and networking increased awareness of HIV/AIDS among people with disabilities. People with disabilities are now aware and very much alive to issues relating to HIV/AIDS, however competencies on HIV/AIDS programming within the disability sector are very limited. Disabled peoples organisations have openly informed DHAT that they have no funding nor capacity to mainstream HIV/AIDS and that DHAT should mobilise resources for sub-granting to support the mainstreaming of HIV/AIDS into their programmes. People with disabilities have shown willingness to immediately be involved and fully participate in HIV/AIDS programming. DHAT to avail sustainable resources necessary to carry out these programmes.

| | | | | | | |
|---|---|--|---|--|--|---|
| Do you produce materials that help to achieve your advocacy and networking goals? | reports, publications, research documents, materials and policy submissions | 1 | 2 | 3 | 4 | 5 |
| | | The organisation does not produce materials that help to achieve its advocacy and networking goals | Several reports produced that can be used for advocacy though these are not directly fed into any advocacy process. | The organisation produces reports as well as one programme produces a publication that directly feeds into advocacy efforts. | The organisation produces reports as well as more than one programme produces one or more publication (s) that directly feeds into advocacy efforts. | The organisation produces reports as well as more than two of its programmes produces a range of different forms of materials and submissions which support advocacy efforts. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why no)

Currently DHAT has not produced any materials to reach advocacy goals. The research results from Zambia and Zimbabwe on health equity for people with disabilities relating to HIV/AIDS will be packaged to achieve advocacy and networking goals.

| | | | | | | |
|--|--|--|---|---|---|--|
| Are these materials accessible to different target groups – for example are there materials that specifically target youth and/or about youth? | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation does not produce materials. | Materials that target the general community broadly are produced. | General materials that target the community are mainly produced though few articles are tailored to at least one of the specific target groups. | Both general materials targeting the community broadly and others which are tailored to at least one of the specific target groups are shared | Materials that are sensitive to the needs of the different target groups as well and are widely shared to the different target groups. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

Underpinning value base

| Question | Evidence | Rating | | | | |
|---|----------|---|---|--|--|--|
| Do staff understand the human rights & gender-responsive principles and approaches to their work? | | 1 | 2 | 3 | 4 | 5 |
| | | Staff generally do not appear to understand human rights & gender-responsive principles | A small number of staff members can cite these principles but are not clear how it relates to their work. | Most staff can articulate what is meant by Human Rights & Gender responsive principles though only very few can indicate how this relates to their work. | Most staff can articulate what is meant by Human Rights & Gender responsive principles and how this relates to their work. | Most staff articulates Human Rights & Gender principles and how this relates to their work. These staff members can show practical examples of how these principles are applied. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

One of DHAT's working models is to promote human rights, including rights of PWDs, in the development and implementation of policies and programmes responding to HIV and AIDS. Consultative visits during the strategic plan process confirmed that that women and girls with disabilities are socio-economically more disadvantaged than men and boys with disabilities. It was noted that women (with disabilities) have less power and control in these disabled peoples organisations, compared to men. Resulting in inadequate gender-specific and gender-mainstreamed interventions in most DPOs. Therefore, it is imperative for DHAT to understand human rights and gender responsive principles and how this related to their work. Though staff have the basic understanding there is need for more training in this area.

| | | | | | | |
|--|--|---|--|--|---|---|
| Does the organisation have a clearly spelt out statement about effectively linking issues of HIV and gender equality, human rights and child rights? | | 1 | 2 | 3 | 4 | 5 |
| | | The organisation does not have a statement about effectively linking issues of HIV and gender equality, human rights and child rights | No formal statement to this effect but it has made these linkages explicit in at least one report/document | The organisation does not have a formal statement to this effect but the organisation consistently makes this link clear in its documents. | The organisation has a formal statement and makes the linkages clear in other documents | A formal statement in place and makes the linkages clear in other documents. Can be demonstrated to inform the way that the organisation approaches its work. |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

The DHAT strategy does make mentions of gender issues relating people with disabilities, however no statement on effectively linking these issues.

| | | | | | | |
|--|--|---|---|--|--|---|
| Is attention being paid to increasing the involvement of PLHIV in organization's work? | | 1 | 2 | 3 | 4 | 5 |
| | | No attention is being paid to increasing the involvement of PLHIV in SAT partners work. | There are plans in place to increase the involvement of PLHIV in SAT partners work. | Plans in place to increase the involvement of PLHIV in SAT partners and there is a monitoring system for this. | There are a number of interventions that have been put in place to ensure the involvement of PLHIV in SAT partners work. | There is increased involvement of PLHIV in SAT partner activities (based on an annual comparison) |

Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why not)

DHAT is building partnerships and alliances with national networks of people living with HIV/AIDS.

| Does the organisation develop platforms for dealing with sexuality issues, sexual choice and for sensitive issues such as lesbian, gay, bisexual and transsexuals and PLWHIV | | 1 | 2 | 3 | 4 | 5 |
|--|--|---|--|--|--|---|
| | | No platforms developed for dealing with these issues. | A platform created to address these issues but primarily aimed at supporting staff in terms of any related issues. | Platforms created mainly for staff needs and minimally reacting to issues that may emerge in the external environment. | Platforms created to deal with both staff and community issues. The organisation also facilitates an annual forum which highlights these issues. | Platforms for open engagement on these issues which is aimed at staff as well as community and creates awareness in the broader community in place & well functional. |
| Comment (where you wish please provide an explanation for your response or where you are not providing a rating please indicate why no | | | | | | |