

NATIONAL EMERGENCY
RESPONSE COUNCIL
ON HIV/AIDS

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CORPORATE STRATEGY

APRIL 2020 – MARCH 2025

NERCHA

National Emergency Response Council on HIV/AIDS



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REMARKS BY NERCHA COUNCIL CHAIRPERSON

“Sustainability of the HIV and AIDS response will rest on the ability of the Government to take full and meaningful role in planning for and delivering services in response to HIV and AIDS within its development agenda.”

Turning a crisis into an opportunity was the key theme in 2015 when NERCHA facilitated commemoration of the 25 years of the response to the HIV and AIDS pandemic in the country. These were early signs that eSwatini was turning the tide against the epidemic. With steadfast, consistent and concerted efforts of all key partners as well as the general population, we all have kept our commitment. Consequently in 2020, the United Nations reported in Global AIDS Status Update Report that eSwatini was the only African country to have reached and surpass the global target of 95-95-95. eSwatini is geared well to surpassing our high ambitious vision of ending AIDS by 2022. The multisectoral response has delivered timely quality and relevant services and achieved its target.

That said it is now time to work even harder to reach the few people who are not enrolled on treatment to sustain the epidemic control target. There are still some hard-to-reach populations that are left out. The focus will now be on addressing these key target populations, charting

MR NICK JACKSON



on uncharted waters to deliver high impact programmes that will achieve results. Unorthodox measures will be explored to test new mechanisms of delivering on coordination of key partners.

Sustainability of the HIV and AIDS response will rest on the ability of the Government to take full and meaningful role in planning for and delivering services in response to HIV and AIDS within its development agenda.

NERCHA is further exploring mechanisms of expanding its reach of service delivery to enrich the development agenda of the country. NERCHA wishes to use the experience gathered in the HIV and AIDS multisectoral response and apply it to other development issues and use the momentum instilled through HIV and AIDS of multisectoral collaboration to achieve higher developmental goals.

Lastly NERCHA will focus internally to promote a customer centric environment that enhances the efforts of all human resources.

FOREWORD

BY NATIONAL EXECUTIVE DIRECTOR

“Sincere gratitude to the NERCHA team who have tirelessly worked hard to ensure that partners are able to effectively deliver services within the ambit of the national HIV/AIDS strategy. NERCHA has remained agile and sensitive to needs of the communities.”

The NERCHA Corporate Strategy is a promise to the key stakeholders not only to deliver exceptional service from now into the future but also to continuously develop and maintain high level of partnerships that have made the multisectoral response to strive.

As NERCHA we extend heartfelt appreciation to all the partners who have committed themselves to support the multisectoral response to the epidemic. Without these efforts the country would not be where it is now. Once hailed as the country with the highest HIV incidence rate and at times with worst fears that the epidemic would overcome us all, we have worked against all odds to deliver an exceptional response and today we are leaders in a successfully delivered multisectoral response.

NERCHA's role is coordinating the different partners to seamlessly deliver the response driven by one goal, monitoring the achievement of the goal and ensuring

MR KHANYAKWEZWE
MABUZA



that the space is open to all partners to make their contributions to the epidemic. The Three Ones Principle cantered the response on the one strategy, One Monitoring system and one coordinating authority.

Sincere gratitude to the NERCHA team who have tirelessly worked hard to ensure that partners are able to effectively deliver services within the ambit of the national HIV/AIDS strategy. NERCHA has remained agile and sensitive to needs of the communities. As we approached the UN global goal of ending AIDS by 2030, NERCHA will be transformed and primary focus differentiated programming, resource mobilisation and sustaining the achievement that has been made in the HIV and AIDS response.

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ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral Therapy
ARVs	Antiretroviral Drugs
DPM	Deputy Prime Minister
NSF	National Multisectoral HIV and AIDS Strategic Framework
GF	Global Fund
GMU	Grants Management Unit
HIV	Human Immunodeficiency Virus
HR	Human Resources
M&E	Monitoring and Evaluation
MOH	Ministry of Health
MTAD	Ministry of Tinkhundla Administration and Development
NAC	National AIDS Commission
NERCHA	National Emergency Response Council on HIV and AIDS
NGOs	Non Government Organisations
NOP	National Operational Plan
NSF	National Strategic Framework
NSP	National Strategic Plan
PEPFAR	Presidential Emergency Plan for HIV and AIDS Relief
PMTCT	Prevention Mother To Child Transmission
PR	Principal Recipient
SHAPMOS	Swaziland HIV and AIDS Programme Monitoring System
SHIMS	Swaziland HIV Incidence Measurement Survey
PMTCT	Prevention of Mother To Child Transmission
SO	Strategic Objective
SP	Strategic Priority
UN	United Nations
UNAIDS	Joint United Nations Program on HIV and AIDS
UNDP	United Nations Development Program

EXECUTIVE SUMMARY

“This strategy is developed against a backdrop of the accelerated agenda of ending AIDS nationally and globally, increasing economic, social and health challenges facing the country and the global community as well as continued reducing resources dedicated to HIV and AIDS response.”

The NERCHA Corporate Strategy (2014-2018) set out NERCHA's plans for its repositioning, transformation and making an improved contribution to an AIDS-free generation by 2022. During this period, strategic implementation and focused HIV interventions have made this goal an achievable reality with consistent effort and intensified action. Consequently, the second edition of NERCHA Corporate Strategy for the period 2021 – 2025 (NCS) is premised on maximizing on existing opportunities to deliver on mandate of ending AIDS by 2022.

This strategy is developed against a backdrop of the accelerated agenda of ending AIDS nationally and globally, increasing economic, social and health challenges facing the country and the global community as well as continued reducing resources dedicated to HIV and AIDS response. The NCS2 therefore promotes highly prioritised, results focused and targeted HIV responses that will deliver on the mandate to end AIDS.

Building on gains achieved during the previous NCS, NERCHA remains vigilant of its role of leading the coordination of the multisectoral response to HIV and AIDS and is willing to use its experience over the last two decades to impact on other social sectors. In this regard NERCHA is proposing to expand its mandate and venture into new terrain that will not only promise longevity of operations but also include resource acquisition to sustain the organization within the environment of reducing support.

NERCHA above all values its human resource capacity and in this NCS2 has put major emphasis on building the NERCHA team to “work as one”, create a warm and healthy working environment for both internal and external stakeholders and improve the culture within the organization. To this end, NERCHA values are designed to promote professionalism, integrity, and teamwork.

The NCS is based on **five (5) key Strategic Priorities (SP)** and related Strategic Objectives:

SP1	SP2	SP3	SP4	SP5
To provide leadership for the delivery of the national multisectoral HIV and AIDS Response	To strengthen strategic information for evidence-based programming	To strengthen advocacy, communication, and partnership management for HIV response	To Expand and Extend NERCHA Competencies to Support Development Agenda	To strengthen the performance, efficiency, and effectiveness of NERCHA



In each Strategic Priority (SP) there are defined Strategic Objectives (SO) which have strategic priorities assigned to them. These areas are not exhaustive of the NSF provisions, but they provide the strategic focus for the period. Further the NCS is accompanied by a detailed monitoring framework which will assist to improve and reinforce alignment of implementation with NCS.

01

PREAMBLE TO NERCHA STRATEGY

This preamble gives meaning and context to the NCS, provides an introduction, the overview of NERCHA, the rationale for the NCS.

A consultative review of the previous NCS found it to be as relevant to guide the organization, however, with some modifications to adapt to the changing HIV landscape and priorities of the HIV response in the country and the organization. NERCHA engaged in the consultative process of developing the NCS which engaged all staff, management and NERCHA Council as well as the key partners in the multisectoral response to HIV and AIDS epidemic.

a) INTRODUCTION

The NERCHA Corporate Strategy (2021-2025) sets out NERCHA's plans for coordinating and supporting achievement of the multisectoral objectives, transformation and for making an improved contribution to an AIDS-free Swaziland. The strategy identifies six Strategic Priorities and a series of related Strategic Objectives that aim to drive the fast-track response by NERCHA to improve the efficiency and effectiveness of its operations. The duration of the strategy is aligned with the National Multisectoral Strategic Framework on HIV and AIDS (NSF 2018-2023). The process of developing the strategy was spearheaded by the National Executive Director following approval by Council. The development of the strategy was funded internally.



b) OVERVIEW OF NERCHA

NERCHA was established in December 2001 under the Prime Minister's Office and subsequently through an Act of Parliament, NERCHA Act No. 8/2003, to oversee, coordinate and facilitate the national multisectoral response to HIV and AIDS. These are some of the key achievements made over the years:

- Facilitated implementation of Four Strategic Framework on HIV and AIDS and coordination the fifth strategy for 2018-2023.
- Supported the successful implementation of impact mitigation measures including for orphaned and vulnerable children.
- Successfully implemented the Three Ones principle.
- NERCHA has been Principal Recipient (PR) for the Global Fund since the inception of the Global Fund in the country and mobilized external resources to augment HIV response.
- Established and maintained partnerships to support delivery for the multisectoral response to HIV and AIDS.
- Developed NERCHA Corporate Strategy and National Coordination Framework
- National Prevention Policy and Complied with national statutory requirements

c) THE RATIONALE FOR THE NCS

The NERCHA Strategy is premised on the following:

- Scaling up urgency to ending AIDS
- The domestic and international financing environment and the drive for efficiency in national responses.
- The need to update the AIDS architecture in line with SDGs
- The NSF and the need to reduce new HIV infections
- An organisational analysis to underscore the need to improve culture of organization and other human relation challenges.
- Recognition amongst NERCHA's Council, management and staff that there is a need to align, focus and implement with NERCHA Corporate Strategy.

Strengths Weaknesses Opportunities And Threats (SWOT) Analysis



STRENGTHS

- **Reputation:** a good reputation for playing a central and positive role in responding to the emergency, convening power for the multisectoral HIV and AIDS response.
- **Stakeholder support:** has the support of key stakeholders at all levels.
- **Staff:** competent staff and institutional memory
- **Matured programs:**
- **Systems and policies:** documented policies, IT system, including NSF



WEAKNESSES

- **Management capacity:** NERCHA's management style, skills, structures, systems, planning processes, decision making.
- **HR management:** the HR function
- **Performance management system:**
- **Processes and Information Technology (IT):** There is scope for wider use of information technology to improve efficiency. Transform from paper based system to e-technology
- **Costs and efficiency:** there is scope for NERCHA to become more focussed on costs and efficiency.
- **Resource mobilisation:** NERCHA does not have a strong and proactive "resource mobilisation" and fundraising function.
- **Stakeholder relationships:** perceptions of NERCHA amongst external stakeholders need to be improved. NERCHA does not take a strategic approach to stakeholder and partner relationship management and service provision.



OPPORTUNITIES

- **Political support:** NERCHA has the support of the Prime Minister's Office. Ending AIDS by 2022, HIV Sessional Committee's,
- **Stable External funding to HIV and AIDS:** GF, PEPFAR and other funders
- **Other coordinating avenues:** emerging global catastrophes, NCDs, human capital development



THREATS

- **Government fiscus:** the under performance of the economy
- **Reliance on Government for survival:** limited financial base for NERCHA
- **Reducing government subvention:** steadily reducing funds to NERCHA
- **Changing landscape of HIV response:**



STRENGTHS

- **Internal pressure to change:** evidence that many staff want change and improvement.
- **Resources:** NERCHA has resources to enable change and improvement.
- **Network:** an extensive network of relationships at all levels in eSwatini.
- **Grant management capacity:** the performance and perceptions of the grant management function have improved. Being a Principal Recipient (PR) has improved.
- **Good governance:** an effective board to oversee governance and performance of organization



WEAKNESSES

- **Weak leadership in Coordination:** NERCHA tends to be administrative-oriented and passive, rather than strategic, setting the agenda and being results -oriented.
- **Culture:** NERCHA's overall culture is not consistent with a high-performing organisation which is accountable and which learns and improves, promotes teamwork, is service/customer orientated and delivers effectively.
- **Weak internal communication systems** – no internal communication and advocacy strategy, no coherence between internal and external communication, ineffective internal communication, infrequency of meetings and no minutes
- **NERCHA bureaucratic** – lengthy decision-making processes, not transparent
- **Poor Planning** – no internal departmental plans, internal processes not always respected,
- Poor interdepartmental relationships –
- **Lack of knowledge management system:** documentation, filing and archiving, systems and information preservation



OPPORTUNITIES

- **Use of technology to improve performance:** social media, others
- **Few performing NACs in the region:** become a beacon or centre of excellence



THREATS

- **Controlled remuneration packages:** Inability to attract staff, staff retention
- **Stakeholder expectations from NERCHA:** conflict in expectations beyond mandate of NERCHA



A major key focus of this period will be leading the delivery of an effective multi-sectoral response to HIV and AIDS to achieve the goal of ending AIDS by 2022 as a public health threat.

d) NERCHA'S CONTINUED RELEVANCE

As indicated above, the HIV landscape is continuously changing allowing for on-going adaptation to everchanging environment. NERCHA has remained vigilant to ensure that it changes with the times. A major key focus of this period will be leading the delivery of an effective multisectoral response to HIV and AIDS to achieve the goal of ending AIDS by 2022 as a public health threat. To promote sustainability of HIV and AIDS response and itself, NERCHA will devise strategies to improve resource acquisition, management, and efficient use. To this end, NERCHA will investigate ways to broaden its mandate to make use of the skills and resources gained in managing the multisectoral HIV and AIDS response. The promotion of sustainable Human Capital Development is a key focus for NERCHA to ensure development strategies support investment in human capital. Expanding to further horizons to increase funding purse will be promoted. In this period, NERCHA will invest in developing its human capital and ensuring the NERCHA team internalize its values to enhance working as one team. The bedrock of NCS is the previous NERCHA Corporate Strategy which outlines the roadmap for change. This strategy builds on that focus.

e) OVERALL STRATEGIC DIRECTION TOWARDS 2025

NCS2 is a robust strategy that outlines the vision to end AIDS by 2022. It encompasses the critical dimensions to lead country towards 2022:

- NERCHA working as One:** Focussed team with common, simplified actionable goals.
- Act with urgency:** Inclusiveness, community centric planning, evidence-based, prioritised HIV response through advocacy. Achieving Vision 2022 will require nothing less than working with urgency
- Leadership:** Strengthen coordination leadership, partnerships and systems at all levels.
- Focussed:** To maintain HIV and AIDS as a strategic development issue
- Internal and Customer Centric** – Promote harmonious internal relations
- Broaden resource base:** Intensify resource mobilization and scope and mandate of NERCHA

02

THE NERCHA CORPORATE STRATEGY

This section outlines the NERCHA strategy and provides NERCHA's vision, mission, role and functions, values and the six strategic priorities 2021-2025.

1. VISION, MISSION, AND FUNCTIONS



The vision for the national response:

An AIDS-free Eswatini



The vision statement for NERCHA is to:

Lead the coordination of HIV and AIDS response and other related services



NERCHA's Mission Statement is:

We are a coordinating authority providing leadership for the multisectoral HIV and AIDS response and other related services.

NERCHA's role and function

NERCHA's role is providing "leadership of the multisectoral HIV and AIDS response in partnership with other stakeholders" and includes the following core functions:

-  **Co-ordination of the HIV and AIDS response:** NERCHA will provide leadership for strategic coordination and ensure mainstreaming of the HIV and AIDS response. This is a fundamental and cross-cutting component of all NERCHA's functions.
-  **HIV Prevention:** lead the implementation on the nonbiomedical prevention response, coordinate implementation of National Prevention Policy and promote evidence- based planning for prevention.
-  **Mainstreaming:** define partners role with indicators linked to mandates of the sectors s part of sustainability of HIV and AIDS response.
-  **Policy implementation and reviews:** NERCHA will work with partners to ensure that HIV related policies are fully implemented, monitored and review of emerging HIV/AIDS policy issues, analysis and technical guidelines.
-  **Strategic planning and Reviews:** NERCHA will oversee the coordination of implementation and review of the multisectoral NSF and national operational plan, ensuring partner priorities, resources, aid delivery and reporting mechanisms are harmonised and aligned with the NSF and national processes.
-  **Resource mobilisation and management:** NERCHA will lead on mobilising resources to finance the NSF and longer- term financing of the national response. This includes developing partnerships for new and innovative sources of funding and participating/influencing national planning/allocative processes.
-  **Strategic information:** NERCHA will lead on developing granular data and support evidence -based policy and decision making. This includes development of community data, monitoring, evaluation, programme analysis, research, mapping of services to support evidence-based policy analysis and formulation, advocacy and investment approaches necessary for planning.
-  **Advocacy, communications, and knowledge management:** NERCHA will lead in ensuring that HIV and AIDS remains in the centre of development and all communities work towards ending AIDS by 2022. NERCHA will develop and deliver effective advocacy and communications for the national response. Managing, documenting and disseminating knowledge and good practice.
-  **Grant Management:** NERCHA will provide efficient and effective grant management services.

2. NERCHA VALUES

NERCHA will embed the values and promote a culture change to live out these values:



Teamwork & Partnership

Collaboration, interdependence, responsive, working with passion.



Integrity

Accountable, transparent, ethical, honesty, truthfulness, reliability, veracity



Professionalism

Accepting responsibility, leading by example, innovative, courageous, focused on efficiency, and continuous improvement, skill, expertise, competence, imitative / self-starter.

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3. STRATEGIC PRIORITIES: 2020 – 2025

There are six key strategic priorities accompanied by strategic objectives as follows:

SP1:

To Provide Leadership for the Delivery of the National Multisectoral HIV and AIDS Response

SO 1.1 To Coordinate and Monitor the effective Implementation of the NSF

SO 1.2 To mobilize resources to implement specific programmes in the NSF

SP3:

To Strengthen Advocacy, Communication and Partnership Management for HIV Response

SO 3.1 To maintain HIV and AIDS in the national Development agenda

SO 3.2 To improve internal and external communication by NERCHA

SP5:

To Strengthen the Performance, Efficiency and Effectiveness of NERCHA

SO 5.1 To upgrade organizational capacity, systems and processes

SO 5.2 To support and maintain effective governance at NERCHA

SO 5.3 To Ensure that NERCHA has Competent, High-performing and Motivated and healthy staff

SO 5.4 To Improve Planning and Monitoring of NERCHA Corporate Strategy

SP2:

To Strengthen Strategic Information for Evidence- Based Programming

SO 2.1 To strengthen monitoring and evaluation at all levels

SO 2.2 To conduct Rapid Assessments and Operational Research Surveys

SO 2.3 To Document HIV Response Programme Implementation Best Practices

SO 2.4 To Produce Timely Quality Internal and External Monitoring Reports to Inform Donors and International Commitments and National stakeholders

SP4:

To Expand and Extend NERCHA Competencies to Support the national Development Agenda

SO 4.1 To become an agent of Government in promoting Multisectoral Human and Social Development

SO 4.2 To be an agency of choice for effective delivery of services on behalf of Government



SP1

To provide leadership for the delivery of the national multisectoral HIV and AIDS Response



% of NSF outcome level targets that have been met increases from 35% in 2017 to 75% in 2020 and 85% in 2023 and maintained at 90% by 2025



% of communities that provide the minimum package of HIV services is increased from 62% in 2017 to 80% in 2020, 95% in 2023 and maintained at 95% by 2025

This priority is pivotal to NERCHA's mandate, vision and mission. This priority is divided into two Strategic Objectives (SOs). Whilst these SOs are broad they do not encompass all of NERCHA's work but provide the key strategic focus. The SOs are as follows:

STRATEGIC OBJECTIVE 1.1:

To Coordinate and monitor the effective Implementation of the NSF

The key objective for NERCHA is to oversee and operationalize high impact coordination systems through aligning coordination to needs of the NSF. NERCHA shall support and deliver effective coordination systems at all levels to allow all key stakeholders to contribute to attaining the vision and targets of the NSF and ensure that the NSF is institutionalized and operationalized by all key actors. The HIV coordinating sectors and regional HIV and AIDS stakeholders will develop plans to ensure full implementation of NSF. NERCHA will facilitate effective coordination of development partners to support delivery of the national multisectoral response within confines of the Paris Declaration. Special efforts will be directed to support strengthening monitoring of the NSF outputs by all key actors, alignment of existing monitoring platforms to promote the vision of one monitoring framework. Within this mandate to support the government to create an enabling policy and legal environment to reduce stigma and discrimination and remove barriers that prevent vulnerable groups and populations at higher risk of HIV infection from accessing and utilising HIV services adequately.

STRATEGIC OBJECTIVE 1.2:

To mobilize resources to implement specific programmes in the NSF

This strategic priority will address the unpredictable external and domestic funding environment for the HIV response and the continued dependence on a limited number of funding sources. NERCHA will aggressively promote resource mobilisation and contribute significantly to resource mobilisation efforts. Mobilize Government sectors to mainstream HIV and AIDS and allocate budgets to the HIV and AIDS response.

SP2

To strengthen
strategic
information for
evidence-based
programming

- % of national M and E reports disseminated at national and subnational levels is increased and maintained at 100%
- % of planned evaluations, reviews, surveys and researches are conducted in line with the plan is increased to 80% in 2020 and 90% in 2023 and maintained at 90% by 2025
- No of implementing partners reporting to SHAPMoS is increased from 62% in 2016 to 90% in 2020 and to 95% in 2023 and maintained at 95% by 2025

NERCHA has a functional national HIV Monitoring and Evaluation system and has generated considerable empirical data and strategic information in recent years. The system will be improved by strengthening community granular data systems. To produce timely strategic information, HIV research will be promoted in collaboration with key partners and facilitate the use of data and information for policy, planning and programming processes.

Strategic Objective 2.1

To strengthen monitoring and evaluation at all levels

Strengthen one monitoring system for the HIV response. Strengthen and promote one regional and national monitoring system. Develop and make operational real-time and geo-localized reporting and data management system and upgrade SHASPMoS to full-time online system.

Strategic Objective 2.2:

To Conduct Rapid Assessments and Operational Research Surveys

NERCHA will facilitate translation of HIV related research findings into policy and programme recommendations into action plans. Undertake priority operational research, programme reviews and impact evaluations. Improve access to surveillance data by programmers and community cadres. NERCHA will strengthen use of strategic information, research and knowledge management for HIV response planning, implementation and accountability and document experience in the multisectoral response.

Strategic Objective 2.3:

To Produce Timely Quality Internal and External Monitoring Reports to Inform Donors and International Commitments and National stakeholders

NERCHA will produce high quality reports for global, regional national and community use. Translate reports to user friendly and target specific information products to improve use of strategic information products.

SP3

**To Strengthen
Advocacy,
Communica-
tion and
Partnership
Management
for HIV
Response**

- % of people who are aware of country vision to End AIDS by 2022 is increased to 80% in 2020 and 90% in 2023 and sustained beyond 2023
- % of young people who cite social media as source of HIV information is increased to 70% in 2020, 85% in 2023 and to 95% 2025
- % of stakeholders expressing satisfactory attitudes towards NERCHA is increased to 60% in 2023 and 90% in 2025

This strategic priority will address communication and dissemination systems for strategic information and related products are largely under-developed and under-utilised. NERCHA will lead the development of a National Communication Strategy that will support the dissemination of strategic information, knowledge and current and emerging issues in HIV. The strategy will also guide future demand-creation strategies and advocacy to ensure HIV and AIDS remains high on the national and community social, economic and political agenda. NERCHA will develop effective strategies for communicating the NSF to stakeholders.

Strategic Objective 3.1

To maintain HIV and AIDS agenda in National Development agenda:

To Strengthen Advocacy, Communication and Partnership Management for HIV Response to instil a sense of renewed urgency in responding to HIV and AIDS. Maintain HIV and AIDS as a development issue and priority for action by all key stakeholders.

Strategic Objective 3.2:

To improve internal and external communication by NERCHA

Develop internal and external communications strategy. Strengthen communication of strategic information using appropriate tools directed at to specific target audiences. The external communication strategy will promote coordinated HIV messaging, use of evidence in planning and policy making and ensure collaboration with all media. The internal communication strategy will ensure cohesive and interconnected internal processes to promote coordinated communication.

SP4

To Expand
and Extend
NERCHA
Competencies
to Support the
National
Development
Agenda

- Number of new initiatives introduced to NERCHA mandate to expand and explore related health and development initiatives

This strategic priority is intended to address the need for expanding the NERCHA mandate to compliment development initiatives that are related to HIV and AIDS and in line with the priorities of the Government of the Kingdom of eSwatini. The two decades of experience in coordination of the multisectoral response to HIV and AIDS will be applied as the impetus towards expanding the mandate of NERCHA.

Strategic Objective 4.1:

To become an agent of Government in promoting Multisectoral Human and Social Development

NERCHA has developed unique experience in coordination. This resource is valuable to be applied across a multitude of social and economic national development agenda that are related to HIV and AIDS. NERCHA will explore mechanisms to use its experience to enhance the broader development goals of the Government. This will ensure that the gains made in HIV and AIDS response are maintained. The NSF and National Coordination Framework call for reviewing the close linkages between HIV and AIDS and other non-communicable diseases. NERCHA in collaboration with Government will explore mechanisms to deliver a people centered and human rights- based mechanisms to ease burden on beneficiaries of services. A framework of collaboration on coordination of Non-Communicable Diseases and HIV and AIDS will be considered.

STRATEGIC OBJECTIVE 4.2:

To be an agency of choice for effective delivery of services on behalf of Government

NERCHA will consider making its services available to support the delivery of critical services including grant management capacity, supply chain management, coordination capacity and events management to mention a few. Such services may be linked to the government development agenda. Opportunities to learn innovative strategies to support the Government development agenda will enhance NERCHA sustainability and continued relevance.

SP5

To Strengthen
the Performance,
Efficiency and
Effectiveness
of NERCHA

- % of Corporate Strategy service performance indicators that have been met is increased to 70% in 2023 and 90% by 2025
- % of Board (NERCHA Council) recommendations that have been implemented in full is maintained at 100%
- % of service staff that receive on the job training is increased to 30% per annum
- % of staff that completed performance contracts and appraisals annually is increased from 40% in 2020 to 100% in 2022 and maintained at 100% by 2025
- % of staff expressing satisfactory attitudes with NERCHA is increased to 80% in 2023 and 95% in 2025

STRATEGIC OBJECTIVE 5.1:

To upgrade organizational capacity, systems and processes

NERCHA will improve planning processes by developing multi-year operational plans, support joint departmental planning processes, costing and coding of consolidated annual plans. Improve procurement planning, monitoring and reporting on NCS. A system for reviewing annual performance of the Directorate will be driven by key performance indicators and targets aligned to NCS. NERCHA organizational structure will be aligned to meet the needs of NERCHA Corporate Strategy and NSF. NERCHA will review management platforms to ensure that their mandates, composition, procedures and working practices are appropriate and effective and a NERCHA-wide risk assessment will be implemented.

NERCHA will work towards reducing costs. It is common cause that resources are on a reducing trend and NERCHA has not been spared. NERCHA will monitor its operational costs and improve efficiencies. Further a review of key business processes to identify opportunities for improvement, integration of systems to promote efficiency gains will be explored. NERCHA will undertake regular surveys to measure stakeholder experience and perceptions. Internally, NERCHA will strengthen its corporate image and brand.

STRATEGIC OBJECTIVE 5.2:

To support and maintain effective governance at NERCHA

NERCHA has the Council which provides oversight over its operations. NERCHA will maintain operations and governance structures of Council maintained above satisfactory levels, conduct Council reviews of the performance of the Directorate in line with corporate strategy.

STRATEGIC OBJECTIVE 5.3:

To Ensure that NERCHA has Competent, High-performing, Motivated and Healthy staff

NERCHA will disseminate the NERCHA Corporate Strategy widely and ensure that all departments and units are capacitated on key departmental deliverables aligned to NCS. NERCHA will implement a leadership and management development programme to improve staff motivation and delivery on key mandates. NERCHA will establish a policy management system, review and update NERCHA policy, and improve business processes including introducing digital platforms to meaningfully improve its operations. NERCHA has a vibrant wellness programme to address the health needs of staff which will be adequately resourced to deliver relevant health services to staff.

STRATEGIC OBJECTIVE 6.6:

To promote a healthy, happy and Productive workforce

NERCHA will design and implement a strategy and programme of positive culture development and embed a shared value system for all staff and stakeholders. Establish a minimum package for healthy and productive workforce to be implemented within NERCHA and beyond. Develop a strategy for improving staff engagement and strengthen coaching & mentoring. Establish a NERCHA programme and project management approach to the change process.

STRATEGIC OBJECTIVE 6.7:

To Improve Planning and Monitoring of NERCHA Corporate Strategy

The implementation of a corporate strategy is most difficult in any given organization. NERCHA will learn from past experience and ensure that the strategy is aligned to performance measurement of all staff to promote its use. Monitoring of performance against the strategy will be done through annual, midterm and end of term reviews to inform planning and implementation. Consultative processes will be promoted in implementation of the strategy.

NERCHA CORPORATE STRATEGY PERFORMANCE RESULTS FRAMEWORK

The NERCHA Corporate Strategy II will be monitored using the performance framework outlined below:

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR
SP ONE: To Provide Leadership for the Delivery of the National Multisectoral HIV and AIDS Response	SO 1.1 To coordinate and monitor the implementation of the NSF	<i>% of NSF output targets that have been met is increased from 61% in 2016 to 80% in 2020 and to 90% in 2023 and maintained at 90% by 2025</i>
		<i>% of communities that provide the minimum package of HIV services is increased from 62% in 2017 to 80% in 2020 and 95% in 2023 and maintained at 90% by 2025</i>
	SO1.2 To mobilize resources to implement specific programmes in the NSF	<i>% of new proposals developed for funding HIV and AIDS programmes is increased by 2023</i>
SP Two: To Strengthen Strategic Information for Evidence-Based Programming	SO 2.1 To strengthen monitoring and evaluation at all levels	<i>No of implementing partners reporting to SHAPMoS is increased from 62% in 2016 to 90% in 2020 and to 95% in 2025</i>
	SO 2.2 Conduct Rapid Assessments and Operational Research Surveys	<i>% of national M and E reports disseminated at national and subnational levels is increased and maintained at 100%</i>
	SO 2.3 To Document HIV Response Programme Implementation Best Practices	<i>% of planned evaluations, reviews, surveys and research are conducted in line with the plan is increased to 80% in 2020 and 90% in 2023 and maintained at 90% by 2025</i>
	SO 2.4 To Produce Timely Quality Internal and External Monitoring Reports to Inform Donors and International Commitments and National stakeholders	
SP Three: To Strengthen Advocacy, Communication and Partnership Management for HIV Response	SO 3.1 To maintain HIV and AIDS response in National Development agenda	<i>% of people who are aware of country vision to End AIDS by 2022 is increased to 80% in 2020 and 90% in 2023 and sustained beyond 2023</i>
		<i>% of young people who cite social media as source of HIV information is increased to 70% in 2020 and 85% in 2023</i>
	SO 3.2 To improve internal and external communication by NERCHA	<i>% of stakeholders expressing satisfactory attitudes towards NERCHA is increased to 60% in 2023 and 90% in 2025</i>

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR
SP FOUR: To Expand and Extend NERCHA Competencies to Support Development Agenda	SO 4.1 To become an agent of Government in promoting Multisectoral Human and Social Development	<i>Number of new initiatives introduced to NERCHA mandate to expand and explore related health and development initiatives</i>
	SO 4.2 To be an agency of choice for effective delivery of services on behalf of Government	
SP Five: To Strengthen the Performance, Efficiency and Effectiveness of NERCHA	SO 5.1 To upgrade organizational capacity, systems and processes	% of service staff that receive on the job training is increased to 30% per annum
	SO 5.2 To support and maintain effective governance at NERCHA	<i>% of Board (NERCHA Council) recommendations that have been implemented in full is maintained at 100%</i>
	SO 5.3 To Ensure High-performing, Competent, Motivated and healthy staff	<i>% of staff that has been retained on yr-to-yr basis is increased to 95% in 2023 and 98% in 2025</i>
	SO 5.4 To Improve Planning and Monitoring of NERCHA Corporate Strategy	<i>% of Corporate Strategy service performance indicators that have been met is increased to 70% in 2023 and 90% by 2025</i>

5. INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTATION OF NCS

Governance:

- The NERCHA Council will support and oversee the performance of the HIV and AIDS response and in its governance, function will ensure an effective Secretariat to deliver on the vision of an AIDS free generation.
- The Prime Minister's Office is responsible for the performance of the HIV and AIDS response and receives recommendations on key strategic issues on HIV and AIDS from the NERCHA Council.
- The National Executive Director of NERCHA is responsible to ensure that the Secretariat/ directorate implements the NERCHA Corporate Strategy and reports to Council on effective implementation.
- Senior Management Team (SMT)
- Extended Senior Management Team
- Management Team

Human Resources Management:



a. Council Remunerations Committee:

ensure a robust and comprehensive human resources environment that promotes a learning organization



b. HR & Promotions Committee

This Committee will be introduced to ensure objective movement of staff, transfers and promotions. Capacity building initiatives will be reviewed by this committee and recommended to the NED for onward transmission to Council as maybe.



c. Human Resources Office

The HR office should remain impartial, objective and transparent in its operations to ensure that interests of both employer and employee



d. Heads of Department

Recommend to appropriate levels the issues that arise from their departments.



e. Managers and Supervisors

Human resources management is a decentralised function delegated to supervisors and line managers for management of day-to-day operations and alignment with policies of the organization.

7. Monitoring of the Corporate Strategy

The NERCHA Corporate strategy will be monitored as follows:

a. Operational reporting

Monthly, quarterly and annual reports will be produced by all departments based on the Corporate strategy.



b. Periodic reviews:

Annual, midterm and end of term reviews of the NERCHA Corporate Strategy will be undertaken. Reviews will inform planning for future

MANAGEMENT TEAM AFFIRMATIONS

Group Affirmations

-  We value ourselves as worthy and priceless, and believe the world is our oyster.
-  We value our insurmountable worth and use our unlimited potential to unlock the future.
-  We are priceless, loving and nurturing people with potential for growth , we are future leaders with limitless opportunities.
-  We are an incredible team, with immeasurable, limitless potential, we are exceptionally and extremely talented and creative.
-  There is nothing we cannot achieve.

Identity statements

-  We value ourselves as an incredible team with unlimited potential for growth to unlock the future!
-  We are a team that makes it happen!

Purpose statement

-  We cause the nation to realize its potential for unlimited growth to live a meaningful, happy and fulfilled life.
-  We cause healing and hope through empowerment to people infected and affected by HIV and AIDS.

Vision statement

-  We end AIDS in the Kingdom of Eswatini.

VISION, MISSION, AND FUNCTIONS



The vision for the national response:

An AIDS-free Eswatini



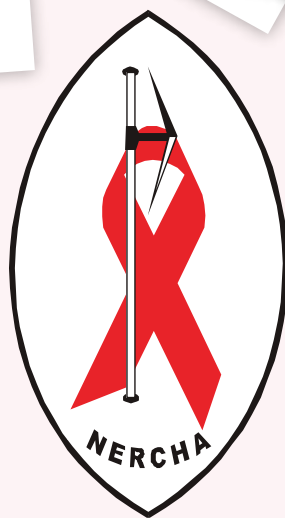
The vision statement for NERCHA is to:

Lead the coordination of HIV and AIDS response and other related services



NERCHA's Mission Statement is:

We are a coordinating authority providing leadership for the multisectoral HIV and AIDS response and other related services.



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