

STRATEGIC PLAN

2022 - 2025



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LIST OF ACRONYMS

AGYW	Adolescent Girl and Young Women
AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral Therapy
CDC	Centers for Disease and Control
CF	Church Forum
GBV	Gender Based Violence
ECCDE	Early Childhood Care Development and Education
HIV	Human Immune Virus
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer, Intersexual
NCDs	Non-Communicable Diseases
NERCHA	National Emergency Response Council
PrEP	Pre-exposure Prophylaxis
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
SODV	Sexual Offences and Domestic Violence Act (2018)
SWOT	Strengths, Weaknesses, Opportunities, Threats

FOREWORD



REV. BHEKINHLANHLA DLAMINI

“With this new strategic direction, we expect Church Forum to advocate for the implementation of the right to health as is espoused by the Eswatini government and other regional and global instruments and frameworks.”

Eswatini Church Forum's strategic plan 2022 – 2025 is a document informed by our lived experiences in addressing issues relating to HIV & AIDS in the faith-based community of Eswatini over a period of two decades. The socio-economic and political developments taking place in the country, which has brought about significant changes in the health and governance sector in the country, has been a key driver in forming the shape and direction of this strategic plan.

This strategic plan will see the organisation taking a bold but necessary shift in focus, whereby we are no longer dealing primarily with HIV and AIDS but with all health-related interventions. The organisation has noted, with concern, the rising number of non-communicable diseases including diabetes, hypertension, epilepsy and mental health. The organisation is now endeavouring to address all the health issues affecting EmaSwati in faith communities. HIV & AIDS will continue to be at the heart of the health and Wellness component while Tuberculosis, Malaria and other pandemics will be addressed.

Sexual and reproductive health rights will continue to be offered through Life Skills Education to all adolescents and young people, Gender based violence will form part of the social development pillar and the Disability pillar will be for the inclusive education of all vulnerable populations including children with special needs. The aspects of the right to access to information, access to medicine and palliative care will cut through these

four thematic areas. The changing donor funding landscape has also been key in persuading Church Forum to realign its new strategy at the national, regional and global area in matters relating to the right to health.

With this new strategic direction, we expect Church Forum to advocate for the implementation of the right to health as is espoused by the Eswatini government and other regional and global instruments and frameworks. This will be achieved through monitoring laws and policies to ensure they incorporate human rights principles; empowering communities to know their rights and claim them.

This will also include; facilitating access to Health Services for those infected and affected by HIV in the faith based community, those who have faced human rights violations, Gender Based Violence, building partnerships with other stakeholders at all levels to ensure delivery of our mandate and to ensure that we have a strong and effective institution that efficiently delivers on the mandate of Church Forum. I would like to sincerely acknowledge Church Forum's stakeholders including the board members, staff, partners, communities of people living with and affected by HIV, and GBV survivors - whose views were crucial in the formation of this strategy.

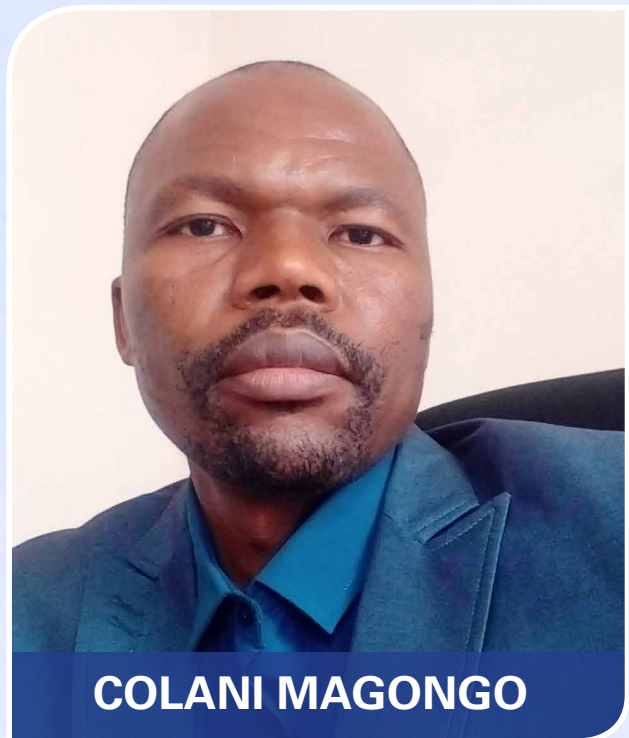
REV. BHEKINHLANHLA DLAMINI

CHAIRMAN - CHURH FORUM

ACKNOWLEDGEMENTS

We are pleased to share our strategic plan 2022 – 2025, which seeks to steer Eswatini Church Forum and its stakeholders towards an Eswatini that is free from HIV and AIDS, other Health issues and where Children and the Youth achieve their full potential. We are grateful to all our partners who supported our draft strategic plan 2020 - 2025. The lessons learnt from its implementation have greatly informed the development of the current strategy. We remain grateful to the partners who have contributed to the development of the new strategic plan. We have received support from the National Emergency Response Council (NERCHA), Bread for theWorld, Family Health International 360, and the government of Eswatini/ Centre for Disease Control (CDC) Cooperative Agreement (COAG).

The feedback from communities of people living with HIV, members of key and affected populations, development partners, government agencies at the national and country level, was immensely useful. It ensured that our strategic plan took into account the needs of the people we seek to serve and partner with. Feedback, from the Church Forum board members and staff at various stages of the development of this strategic framework, was exceptionally useful to ensure we develop a document that rallies behind a shared understanding of our ultimate vision as an organization.



We acknowledge the input of the Consultant Mr. Thulani Mchunu, who developed the strategic plan to shape it into a document that took into account the needs of our stakeholders. We remain committed to the promotion and protection of health-related rights for all.

COLANI MAGONGO

NATIONAL COORDINATOR

EXECUTIVE SUMMARY

This document sets out Eswatini Church Forum Strategic direction within the changing socio-economic and political landscape in the country and globally. This is a strategic intent by CF to ensure that the organization remains relevant and sustainable in the period of 2022 – 2025 and beyond. Covering the period of 2022 – 2025, the Strategic Plan was developed through a participatory process involving the Church Forum Team, Board and other stakeholders.

It is informed by CF's previous draft strategy document, the Eswatini National HIV report of 2020, the Project Evaluation Eswatini Church Forum May 2022, a SWOT, PESTEL and Stakeholder analysis. It is also informed by the emerging global direction on HIV and Aids and other Health related concerns and by the current political developments in Eswatini. The overall strategic direction was initially defined through a series of internal consultations, which were then discussed with some partners, including a select number of national, regional, and global partners with an interest in health issues. Most of the information to come with the strategy was sourced from current national HIV and Aids reports and reports of donors who play a pivotal role in the fight for the complete eradication of the HIV pandemic globally.

The contextual background for this Strategy includes but not limited to the successes drawn from CF's draft strategy plan of 2020 – 2025 which contributed immensely in the fight against HIV and

Aids in the Faith based Community of Eswatini. The challenges associated with narrowly focusing on HIV and AIDS without addressing underlying, interrelated issues which on the overall contribute to the Health and Wellness in the Faith based community sector of the country. The current opportunities to widen the scope of CF initiatives to tackle other emerging Health issues such as the none-communicable diseases (NCDs), using legal frameworks such as the Sexual Offences and Domestic Violence Act (SODV) 2018, Anti- People Trafficking and Smuggling Prohibition Act (2009), Children Protection and Welfare Act (CPWA-2012), to provide the necessary legal protection and redress for men, women and children subjected to GBV.

In this strategic framework CF will endeavour to leverage on these opportunities and others to broaden the scope of the organization without losing its mandate and values which are aligned to coordinate Health and Wellness interventions in the Eswatini Faith Based Communities and beyond. The CF through this strategy plan also envisages a name change to accommodate other faiths and to align with the changes in the Health/HIV and AIDS space in the country. This strategic plan demonstrates CF's forward-looking approach in ensuring that the organization positions itself on how to support vulnerable populations regardless of sexual orientation, gender, disability etc with Health services inside and outside the Eswatini Faith community.

EXECUTIVE SUMMARY (continued)

CF acknowledges that this massive mandate cannot be achieved without the support of key stakeholders including but not limited to Donors, the Eswatini Government, Church Organisations, Partners and the Eswatini community. CF also analyzed the political developments taking place in the country and through this strategy envisages the role of mediator, a role that can be defined as non-partisan as the Eswatini Faith Community is composed of members with various political beliefs and aspirations. Our role is to advocate for engagements that will ensure peace, safety, and the dignity of all emaSwati during these developments.

In this strategy CF champions the right to health of the disadvantaged, the vulnerable and the impoverished. We believe that this approach will deliver more and better outcomes for the beneficiaries of its work on the following Goals:

1. Address the HIV and AIDS epidemic in the Eswatini Faith Community and outside.
2. Tackle any Health issues or pandemics in Eswatini.
3. Provide counselling and support to the infected and affected people across the Eswatini Faith Community.
4. Collaborate with other stakeholders to tackle GBV in Eswatini.
5. Empower the Children and Youth of Eswatini to realize their full potential.
6. Develop database of churches, monitor and report implementation of Health and Wellness programs in

the Church.

7. Advocacy for critical issues of concern to the faith-based community in the country
8. Economic empowerment of emaSwati in Faith Communities.
9. Collaborate with other Faiths and organizations to provide Health and Wellness interventions in Eswatini.

Chapter one reviews Church Forum's Vision, Mission, SWOT and PESTEL analysis and Values. The organization's decision to move away from a narrow focus on HIV and AIDS towards wider issues of health and wellness is explained as an attempt to deepen rather than to dilute that original focus of the organization. This chapter also explains the context of the shift in the Vision and Mission of Church Forum that is informed by the emerging changes in the HIV and AIDS interventions nationally and globally.

Chapter two focuses on Church Forum's institutional context and discusses its evolution from an institution that operated under a limited scope on HIV and AIDS into a greatly expanded entity that covers other Health and Wellness issues the Kingdom of Eswatini is grappling with. This analysis also focuses on Strengths, Weaknesses, Opportunities and Threats (SWOT) facing the institution. In addition, focus is made on the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) factors the organization is

also facing. It also explains why Church Forum had to express her position in the advent of the political developments in the country as part of the PESTEL analysis. A brief analysis of how the Media influences perceptions about the organization and the Church in general is also included.

Chapter three lays out Church Forum's strategic direction 2022-2025. This includes the key strategic priorities for the organization and its mission to coordinate health and wellness interventions among Faith Communities in Eswatini. The objectives of the strategy are:

1. Capacity Development and Support.
2. Long Term Sustainability.
3. Strategic partnerships at county, national, regional and global levels for better delivery on Church Forum's mandate.
4. Advocacy and Lobbying
5. Congregational Engagements
6. Widening of scope-Other Health and Wellness Services

The chapter also introduces the thematic areas on which this strategy will focus, namely HIV and AIDS, Gender Based

Violence, Other Health, and Wellness issues, Sexual and Reproductive Health Rights, Inclusive Education, covering vulnerable populations regardless of sexual orientation, gender, disability etc. It also includes a stakeholder analysis that identifies the key groups and institutions with which Church Forum will work with and outlines the nature of these partnerships. The strategic dilemmas that Church Forum is facing are also considered.

Chapter four outlines Church Forum's implementation approach, emphasizing commitment to an inclusive based approach to programming and service delivery in all facets of its work. The roles and responsibilities of the institution's operational and human resource structures are clearly defined, as in the manner in which they contribute to delivering the overall strategy. Church Forum is committed to results-based programming, where its priorities will be set and implemented, and the organizational resources and performance will be monitored periodically. Finally, the matrix and action framework of the broad plan is included as annexes.





INSTITUTIONAL BACKGROUND

1.1 Institutional Background

The Eswatini Church Forum on HIV and AIDS is a non-governmental organization, created by five church bodies in the Kingdom of Eswatini, for the purpose of coordinating the faith-based response to HIV and AIDS. These 5 organizations (church umbrella or mother bodies) are:

1. League of African Independent Churches
2. Council of Swaziland Churches
3. Eswatini Conference of Churches
4. International Tabernacle
5. Eswatini Conference of the Seventh Day's Adventists.

The Church Forum is led by a board of directors comprising of representatives of the 5 church umbrella bodies. The organization operates in the whole of Eswatini since the church is everywhere in the country. Understanding that the Church Forum is focused exclusively on HIV and AIDS programs and interventions, the organization found it imperative to identify gaps in the response of faith-based organizations to the epidemic and come up with solutions to help address those gaps in the most practical and efficient manner possible, while cooperating with relevant partners.

1.2 Justification for the 2022-2025 Strategy Development

The strategic plan 2022–2025 was developed during a crucial time for Eswatini. The country is currently undergoing a political consciousness in terms of governance, emanating from the July 2021 political unrest which has never been experienced in the recent past. Church Forum is also faced with other socio-economic developments such as controversial issues like the LGBTQI, abstinence, PreP and other Health and wellness issues which has necessitated this strategic plan. Church Forum is facing many challenges besides the diversity of the board. Their main challenge is understaffing. The focus on HIV and AIDS made a lot of sense in the past, especially in the times before ART. Nowadays AIDS is treatable and it is becoming a chronic disease. Without being a death sentence anymore, other health conditions are equally demanding attention. Gender-based-violence is a huge factor contributing to the increase of HIV/Aids and STDs in Eswatini. Church Forum is addressing this.

Poverty and Ignorance are fueling the epidemic. Church Forum is working against it. Covid -19 became a serious

health threat in the last two years. Church Forum took projects on board, to fight Covid-19. The changing external environment nationally and globally requires organizations to come up with strategies in order to remain relevant in their mandates. It is from this background

therefore that Church Forum has come up with this strategy to broaden the activities of the organization to focus on other Health and Wellness issues as opposed to only HIV and AIDS in the Faith Based community of Eswatini.



1.3 Vision

Church Forum on HIV and AIDS envisages an ESwatini that is free from HIV and AIDS, GBV, other Health issues and where Children and the Youth achieve their full potential.



1.4 Mission

To collaborate with all stakeholders to coordinate Health and Wellness interventions among Faith Communities in ESwatini.



1.5 Core Values

Integrity:

Inspired by our faith, we believe that a Faith Based organization like ours must be honest about its operations.

Transparency:

We are open to all who might be interested in our work, and we are accountable to our stakeholders and the people we serve.

Love and care for all people:

We believe that people should be at the center of our work. Hence, we focus on women, youth and children, vulner-

able populations regardless of sexual orientation, gender, and disabilities.

Unity in the faith:

Being one of the few organizations that bring all Faith communities together, we believe that we need to unify the Faith community and focus on the issues that bring us together.

Resilience:

Our programmes are designed to build strength among our stakeholders and beneficiaries so that they can confront the challenging times and come out better.

CHAPTER **2**

INSTITUTIONAL CONTEXT

2.1 Institutional Context

The Eswatini Church Forum on HIV and AIDS has evolved over the years since its inception in 1999. It has grown minimally in terms of staff numbers due to funding constraints and as such the current staff numbers appear not adequate for the organization to optimally deliver on its mandate. In order to be fully functioning and to be in the position to respond adequately to new health threats, at least one more project staff should be considered. With more staff, activities like the radio show could be expanded to their full potential.

The expansion will not only be necessary to accommodate new health threats, but also the focus on the Christian faith community exclusively is outdated. Church Forum is receiving several calls from other denominations, like the Muslims and the Bahai, who want to be included in the organization approach. This will require probably a name

change and a change of the constitution. In view of the disparity, which is already in CF board, this inclusion will be a complex task. As the discussion with the Board showed, the biggest gap in the strategy of CF is the long-term plan. Where to go and how to get there? This strategy will seek to answer these and other questions and propel CF to a better organization by 2025.

The evaluation conducted by the German Institute for Medical Mission on CF, in May 2022 found, that Church Forum needs to strengthen the adherence to a more formalized work style, i.e. operations. Many problematic areas (e.g., health insurance, retirement policy) are not regulated, or the regulations are not followed up (e.g. Working times, time sheets). Even if the size of the organization is still small, the coherent flow of information within the organization is not guaranteed. It is therefore very important to upgrade the policies, regulate the processes in an organizational handbook (manual) and follow up the adherence.

“As the discussion with the Board showed, the biggest gap in the strategy of CF is the long-term plan. Where to go?”

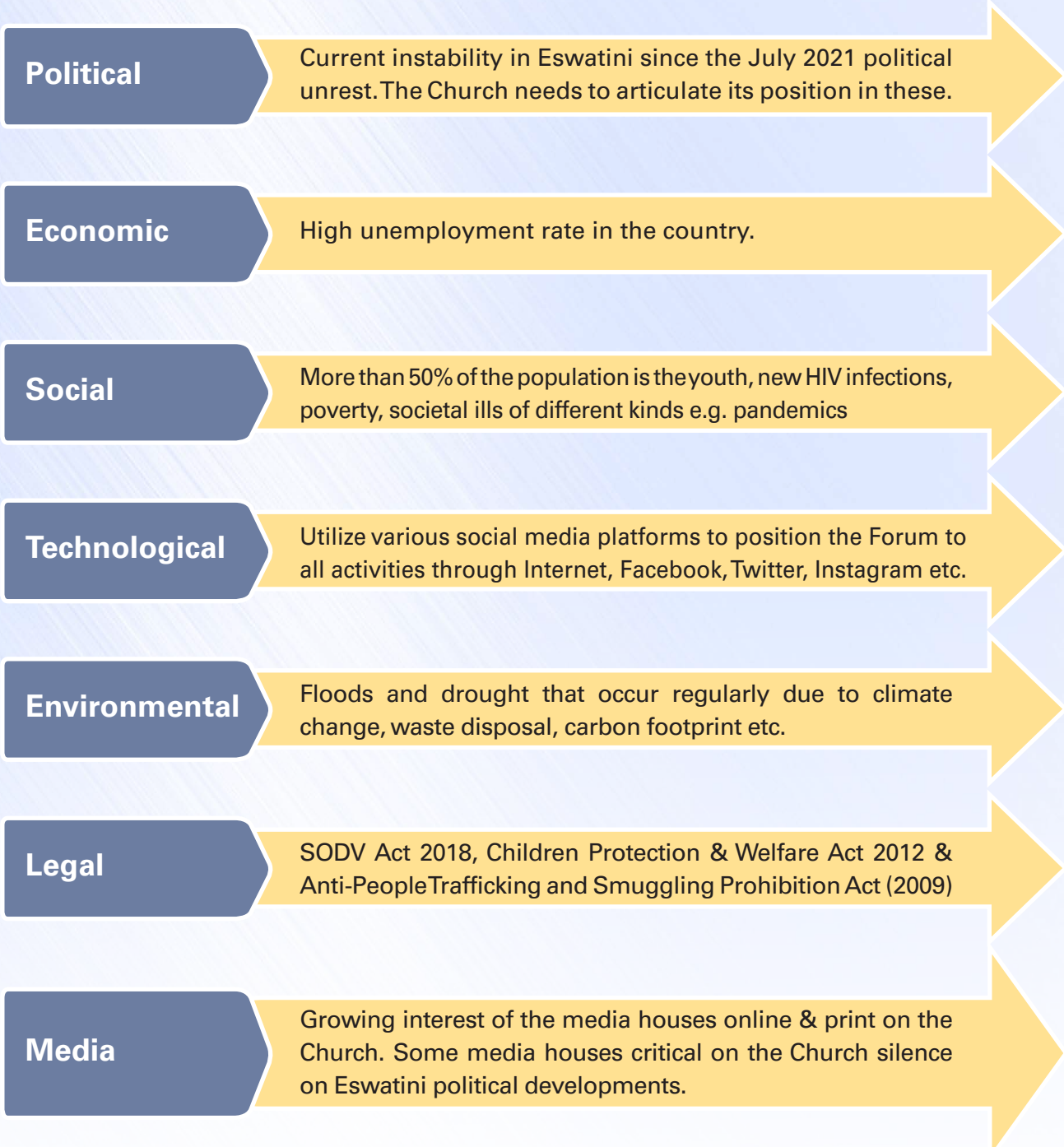
2.2 SWOT

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Church Forum is registered legal entity which authorises it to trade officially in Eswatini. 2. Church Forum is governed by an independent Board consisting of delegates from the founding Mother Bodies. 3. Church Forum has a dedicated experienced staff/Team that has a deep understanding of the mandate the organization is tasked with. 4. Church Forum has representation across the country thus its easier to reach all populations through the organization projects 5. Church Forum has a clear niche and specific mandate thus its activities cannot be replicated. 6. Church Forum has policies that guide its operations. 7. Availability of Donors to support Church Forum activities and projects. 	<ol style="list-style-type: none"> 1. Board lacks diverse skills since all the board members are church leaders. This limits Church Forum in its mandate. 2. Minimal support from Mother bodies. 3. Policies not updated and reviewed on regular basis 4. Lack of enough vehicles to assist fulfil Church Forum's mandate 5. Donors not assisting in the long-term sustainability of the organization 6. No strategy to compel churches to contribute to the Forum. 7. No clear support from the Eswatini government
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Partnerships with other established organisations. 2. Supporting laws, SODV Act 2018, Children Protection & Welfare Act 2012 3. Increasing interest of Donor organizations to work with Faith Based organizations strategically positions Church Forum. 4. A robust resource mobilization strategy can draw funding from embassies, funding partners, clubs and churches 5. Church Forum can use church leaders to lobby parliamentarians during tabling of Bills that affects the faith-based community. 	<ol style="list-style-type: none"> 1. Perceptions that the church is playing a passive role instead of leading and owning the projects. 2. Some partners using Church Forum to achieve their goals without contributing to the organization's sustainability. 3. Government unwillingness to support Civil Society organizations. 4. Scarcity of funding from donors. 5. Shifting of focus from HIV prevention funding to other diseases. 6. Some partners may not support Church Forum because of being a religious organization. 7. The Church not being seen to clearly pronounce its position in the political developments in Eswatini.

2.3 PESTEL Analysis

The PESTEL looks at the Political, Economic, Social, Technological, Environmental and Legal factors that can negatively impact Church Forum from

achieving its set mandate. These are in line with the Opportunities and Threats as captured in the SWOT.



The Media's interest on the Church is growing daily. CF is cognizant of the impact the media can have in the operations and strategic direction of the organization. In this regard the organization through this strategy will ensure issues of CF that require clarification to all stakeholders are handled optimally.

2.4 The Religious Response in the New HIV Coordination Framework

The Faith Based response is coordinated under the Civil Society Sector and implemented by Church Forum. The organization work with church coordinating bodies, partners, stakeholders in Health, particularly HIV and AIDS and other health issues. The main mandate includes but not limited to the following:

1. Package the HIV and AIDS response for Faith based organizations.
2. Develop database of Churches and other Faiths, monitor and report implementation.
3. Advocate for critical issues of concern to the faith-based community

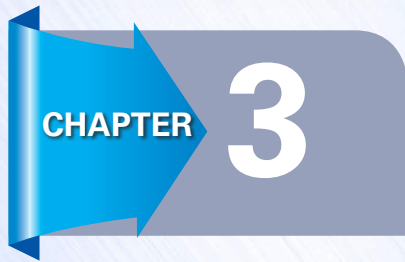
2.5 Strategic Dilemmas

The organization is not immune to what is known as strategic dilemmas, just like any organization as it embarks on this three years strategy. Some of these strategic dilemmas are analyzed in the PESTEL.

To manage these strategic dilemmas Church Forum has taken a position of aligning with the programs donor organizations are advocating for both nationally and globally to combat HIV but not departing from its original vision and mission. Church Forum will continue to use, reference, and quote the bible principles whilst not alienating groups and individuals who are using the interventions such PrEP, condoms as part of the interventions promoted nationally and globally in the fight against HIV and AIDS.

In terms of the Political strategic dilemma, Church Forum has taken the position of a middleman, non-partisan and more of a mediator role. The Church or Faith based community in Eswatini being home to diverse people with diverse political beliefs should be seen as a haven for every citizen regardless of sexual orientation, religious and political beliefs, race or creed. By clearly articulating this stance Church Forum is positioning itself for ease of understanding and acceptance of its mandate in line with the set vision, mission, and values of the organization.

It is from this premise therefore that through this strategic plan 2022-2025, the organization will not find itself alienated from its stakeholders and partners, particularly the donor community that is the lifeline of the long-term sustainability of the organization.



CHAPTER 3

CHURCH FORUM STRATEGIC DIRECTION

3.1 Capacity Development and Support

- Foster scholarly partnerships and research units at universities.
- Development of training manuals on identified subjects/topics.
- Facilitate sharing of information and technical skills.

3.2 Long Term Sustainability

- Resources mobilization to support programmes and Secretariat.
- Train members on income generating projects.
- Foster synergies and partnerships with other cooperatives for micro-financing.

3.3 Strategic Partnerships nationally, regionally, and Globally

- Foster scholarly partnerships and research units at universities.
- Development of training manuals on identified subjects/topics.

3.4 Advocacy and lobbying

- Build awareness on human rights, gender and children's rights to ensure that churches adhere to these in their churches and the fight against HIV.
- Facilitate dissemination of information on HIV through the existing church organisations.

3.5 Congregational Engagements

- Organize mainstream HIV implementing partners to offer HTC services and offer a variety of services for its members using positive biblical teachings that adheres to human rights.
- Create an enabling environment to combat stigma and discrimination.
- Socio-economic strengthening of family institutions.
- Organize regional and national conferences for church denominations, sometimes interfaith gatherings in the Kingdom.

3.6 Scope Widening – Other Health & Wellness Services

- Include other health issues as separate goals
- HIV and AIDS will services compressed into one goal to include NCDs, Covid 19 and other Wellness issues and emerging Health pandemics.
- One goal (as a collective) that will state what Church Forum will do when other certain health issues come up (health interventions) among faith communities.
- Collaborate with other stakeholders on all other Health issues in Eswatini.

3.7 Stakeholder Analysis

During the 2022 – 2025 strategy execution period, Church Forum will endeavor to manage all stakeholders. In Table 1, CF has further identified the key stakeholders that

organization will continue to work with to deliver on its mandate. It is imperative that if this strategy is to be a success, CF will

continuously manage the expectations of these stakeholders through its policies and internal processes.

STAKEHOLDER	POWER	INTEREST
Donors/Partners	High (Keep satisfied, inform & Consult)	High (Work together inform, consult & collaborate)
Mother Bodies	High (Keep satisfied, inform & consult)	High (Work together, consult & collaborate)
Board	High (Keep satisfied, inform & Consult)	High (Work together, consult & collaborate)
Employees	High (Work together, inform, consult & collaborate)	High (Work together, inform, consult & collaborate)
Government	Low (Minimal effect, inform)	Low (Minimal effect, inform)
Media	Low (Show consideration, inform)	High (Show consideration – inform and consult)

1. Table 1 – Stakeholder Power Interest Grid

3.8 Strategy Thematic Areas

The organization has identified key thematic areas of focus for the duration of this strategic plan.

These areas will be cascaded throughout the three years lifespan of the strategy and will be evaluated, reviewed and tracked in line with the set timelines.

Vision: Church Forum on HIV and AIDS envisages an Eswatini that is free from HIV and AIDS, GBV, other health issues and where children and the youth achieve their full potential.				
Mission: To collaborate with all stakeholders to coordinate health and wellness interventions among Faith Communities in Eswatini.				
Core Values: Integrity, Transparency, Love & Care for all People, Unity in the Faith & Resilience				
2022 – 2025 THEMATIC AREAS				
HIV & AIDS	Gender Based Violence	Other Health & Wellness Issues	Sexual & Reproductive Health Rights	Inclusive Education
2022 – 2025 STRATEGIC OUTCOMES				
<p>Outcome 1: Address the HIV and AIDS epidemic in the Eswatini Faith Community</p> <p>Outcome 2: Collaborate with other stakeholders to tackle GBV in Eswatini</p> <p>Outcome 3: Tackle any Health issues or pandemics in Eswatini</p> <p>Outcome 4: Empower the Children and Youth of Eswatini to realize their full potential</p> <p>Outcome 5: Economic empowerment of emaSwati in Faith Communities</p> <p>Outcome 6: Church Forum is initiating and participating in strategic partnerships for better delivery</p> <p>Outcome 7: Church Forum is a strong institution that is effectively and efficiently delivering on its mandate</p>				

2022 – 2025 THEMATIC AREAS				
Build capacity of the Ecumenical bodies to further capacitate their members on HIV and related issues. Foster scholarly partnerships and research units at universities.	Resources mobilization to support programmes and Secretariat. Train members on income generating projects. Foster synergies and partnerships with other cooperatives for microfinancing.	Build awareness on human rights, gender, and children’s rights to ensure that churches adhere to these in their church activities and in the fight against HIV.	Organize main-stream HIV implementing partners to offer HTC services and offer a variety of services for its members using positive biblical teachings that adheres to human rights.	Grow an organization that operates in an effective, efficient, professional and accountable manner.

3.9 Operational Strategies

This section will provide information on how the respective key objectives will be realized to achieve the overall strategy.

3.9.1 Under Objective 1

Church Forum recognizes that for the organization to be able to achieve its mandate there is need for continued capacity building of member bodies on HIV and other related Health issues.

Church Forum intends to achieve this objective through the following strategies:

1. Fostering scholarly partnerships with the research units of the local universities.
2. Development of training manuals on identified subjects/topics.
3. Facilitate sharing of information and technical skills

3.9.2 Under Objective 2

For the long-term sustainability and relevance of the organization, Church Forum will undertake the following initiatives under this objective:

1. Embark in a robust resource mobilization program that will target national, regional and global potential donors.
2. Empower members on income generating projects.
3. Foster synergies and partnerships with other cooperatives for micro-financing.

3.9.3 Under Objective 3

Church Forum recognizes the power of an informed citizenry to claim access to their rights.

Church Forum will therefore seek to increase citizens’ knowledge of their rights as another strategy to increase the demand for better service delivery from duty bearers. The following strategies will be adopted:

1. Capacity building and awareness on human rights, gender and children’s rights to ensure that churches adhere to these principles in their churches and/denominations activities in the fight against HIV.

2. Facilitate information dissemination on HIV through existing mother bodies.

3.9.4 Under Objective 4

Church Forum is cognizant of the fact that without the participation of the member organizations and mother bodies in the driving of its mandate, the strategic imperatives will not be realized.

The following initiatives will be undertaken during the course of this strategic roadmap to achieve this objective:

1. Organize mainstream HIV implementation partners to offer HTC services and offer a variety of services for its members using positive biblical teachings that adheres to human rights.
2. Create an enabling environment to combat stigma and discrimination.

3. Socio-economic strengthening of family institutions.
4. Organize regional and national conferences for church denominations; sometimes.

3.9.5 Under Objective 5

To prepare for effective delivery of this strategy, Church Forum will reorganize its structure. It will seek to bring on board staff who are not only qualified to undertake Church Forum's technical mandate but are also willing to be part of a team that models the rights approach.

Church Forum's institutional policies will be reviewed to ensure relevance and to ensure accountability in the delivery of its programmes. Management tools will be put in place and utilized for better service delivery.

CHAPTER **4**

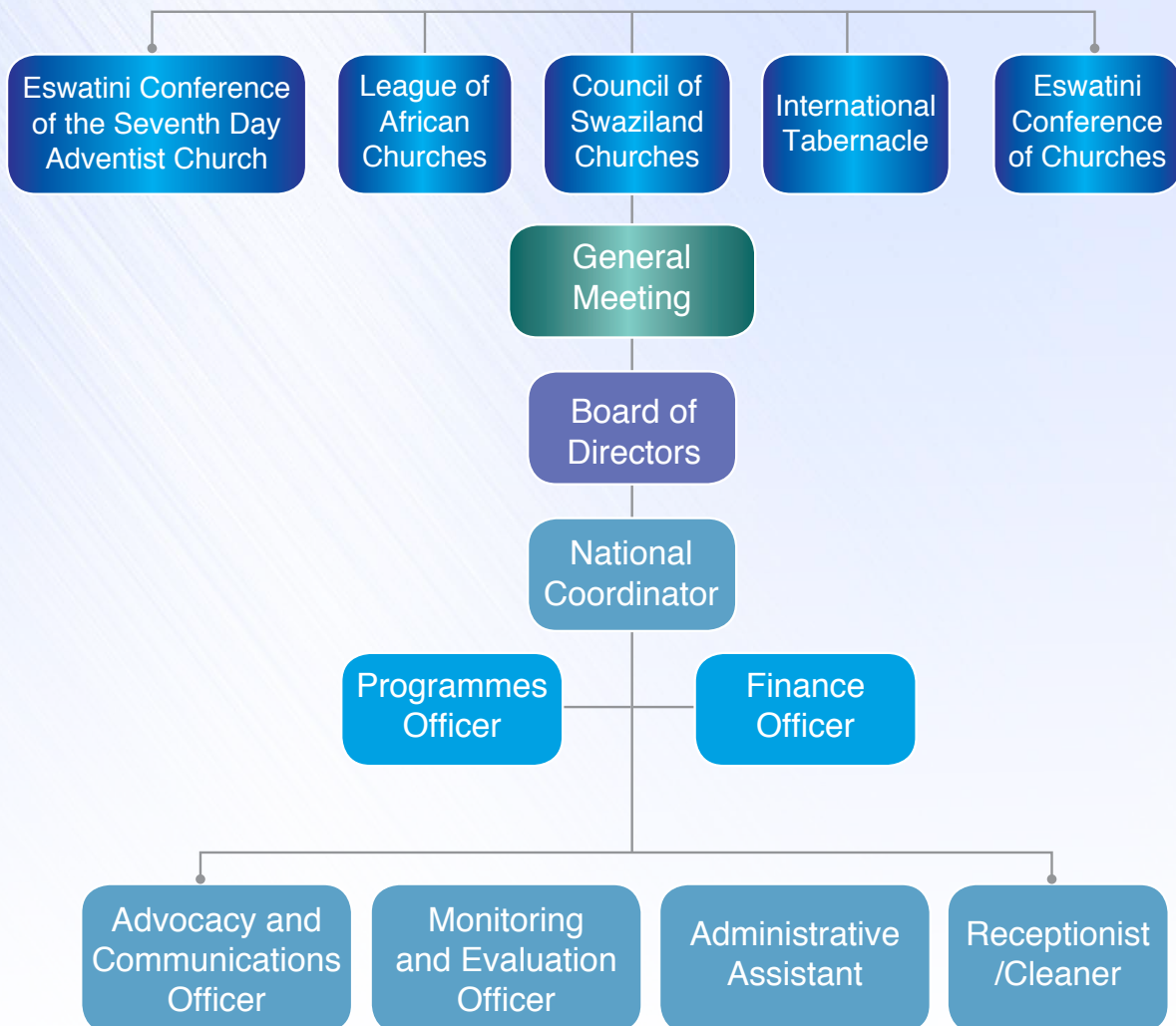
IMPLEMENTATION PLAN

4.1 Implementation of the Plan

The successful implementation of this is dependent on the following:

1. An effective organizational management system.
2. Mobilization of adequate financial resources.
3. A professional staff that is committed to the strategy and able to work as a team that shares in Church Forum’s vision.
4. The ability to anticipate and identify risks, and to mitigate or manage these risks in a manner that promotes the strategy.

4.2 Church Forum organizational structure



4.2.1 Church Organisations

The Church Organisations are the founders and pillars of the Eswatini Church Forum founded in 1999 as a national leader to implement HIV-related interventions in the Faith Community in Eswatini.

The mother will play an oversight role during the execution of this strategic plan collaborating with the Board of Trustees.

4.2.2 General Meeting

The General Meeting as the major decision-making structure for Church Forum will be instrumental in ensuring this strategic plan 2022 - 2025 is implemented and tracked annually.

4.2.3 Board of Trustees

Church Forum Members are responsible for reviewing the strategy and tracking its implementation, guiding institutional governance, approving annual work plans and budgets, and fundraising support. Its chairperson will convene its meetings and provide guidance for its deliberations. The Board will meet at least once every quarter to review the organization's progress and approve the funding of projects. Where necessary, meetings will be convened more frequently. Key decisions anticipated each year include:

1. A review of annual plans prepared by the Church Forum team, with their associated outputs, targets and budget allocation.
2. A review of the funding base and sources for increased funding.
3. Review and adoption of quarterly and annual progress reports.
4. Convene key stakeholder forums.

4.2.4 National Coordinator

The National Coordinator will provide strategic direction for the institution

and shall be responsible for overall management. He or she will ensure that Church Forum is achieving its objectives and set targets. The National Coordinator will be responsible for the day-to-day management of all aspects of the institution in conjunction with the Secretariate. In addition, this office will be responsible for spearheading Church Forum's fundraising strategy and the development and maintenance of strategic partnerships.

4.2.5 Program Officer

The Program Officer will be instrumental in ensuring the implementation of some of the core objectives/initiatives of this strategic plan.

4.2.6 Finance Officer

The Finance Officer in collaboration with the National Coordinator will ensure the resource mobilization to fund this strategy is achieved.

4.2.7 Advocacy and Communication Officer

The Advocacy and Communication office will be responsible for strengthening Church Forum's visibility in the Social Media space: Facebook, Twitter, Instagram, YouTube etc. He or She will collaborate with the National Coordinator to ensure advocacy initiatives in this strategic plan are executed as per the set timelines. The Advocacy and Communication Officer will come up with communication strategies, finding out what mother bodies are doing.

4.2.8 Monitoring and Evaluation Officer

The Monitoring and Evaluation Officer will play the role of strengthening, monitoring and evaluation of Church Forum's Systems in this strategic plan.

Annex 1 – Church Forum Broad Workplan 2022 – 2025

BROAD WORK PLAN		
OBJECTIVES	OUTPUT RESULTS	ACTIVITIES
THEMATIC AREA – HIV & AIDS		
1.1 Address the HIV pandemic in the Faith based community of Eswatini	1.1.1 Policies on administering HIV treatment and services in the Church are reviewed and developed and have human rights principles.	1.1.1.1 Analyze national policies relating to HIV and align them to Church Form policies.
	1.1.2 Laws and regulations affecting the management of HIV reviewed/ developed.	1.1.1.2 Use the laws to compel government to deal with pseudo-Christian faiths (cults) who deny members medical services which results in cases of HIV not dealt with. 1.1.1.3 Church Forum leadership initiate strategies to influence men to test for HIV. 1.1.1.4 Lobby MPs in the Faith community to influence bills that affect the faith community
THEMATIC AREA – GENDER BASED VIOLENCE		
1.2 Robust advocacy and awareness of the GBV in the faith-based community and enforcement of the SODV Act (2018) 1.3 Address how GBV facilitate the spread of HIV	1.3.1 Policies and Law relating to GBV enforced. 1.3.2 Policies in the Church aligned to the SODV Act (2018) provisions.	1.2.1 Analyze national policies on GBV and identify gaps and prepare report with recommendations to national government.
		1.2.2 Analyze cultural beliefs and identify gaps that perpetrate GBV and make recommendations for adoption.
		1.2.3 Run awareness campaigns on GBV and the SODV Act (2018) to mother bodies
		1.3.1 Target Males & the Boy Child in the Faith Based community and raise awareness on GBV and the SODV Act (2018)
		1.3.2 Target both male and female adolescents in the Church to teach them biblical life skills to combat GBV and HIV

BROAD WORK PLAN		
OBJECTIVES	OUTPUT RESULTS	ACTIVITIES
THEMATIC AREA - OTHER HEALTH & WELLNESS ISSUES		
1.4 Provide Health services focusing on other health issues such as NCD's, Mental health, Palliative care.	1.4.1 Policies on Health services in the Church are reviewed and developed to encompass other health issues as opposed to focusing on HIV. 1.4.2 Policies reviewed to cover emerging health issues/pandemics such as COVID-19, Monkeypox.	1.4.2.1 Analyze national policies relating to NCDs and align them to Church Forum policies. 1.4.2.2 Raise awareness on Mental health issues in the Church and provide counselling. 1.4.2.3 Analyze national policies on pandemics and align Church Forum policies accordingly. 1.4.2.4 Raise awareness in the faith-based community on emerging pandemics.
THEMATIC AREA – SEXUAL & REPRODUCTIVE HEALTH RIGHTS		
1.5 Facilitate access to justice in respect of human rights violations relating to sexual and reproductive health	1.5.1 Human rights violations relating to reproductive health are redressed.	1.5.2 Target both Young Women & Men in the Church and sensitize them on sexual reproductive health rights.
1.6 Address the cultural beliefs that perpetrate/ increase vulnerabilities of Youth to sexual abuse/ violations	1.5.1 Human rights violations relating to reproductive health are redressed.	1.5.3 Church Forum to provide life skills education for youth (both boys & girls) in the faith-based community of Eswatini.
		1.5.4 Expose the Youth to Integrated Adolescent Youth Friendly Health Services through use of social media.
	1.3.2 Policies in the Church aligned to the SODV Act (2018) provisions & Children Protection and Welfare Act (2012)	1.6.1 Target Males in the Church to influence young boys and men and groom them to treat women with dignity and respect.
		1.6.2 Collaborate with KWAKHA INDVODZA to groom and training men and young men in the Church on Gender, Sexuality and gender Norms.

BROAD WORK PLAN		
OBJECTIVES	OUTPUT RESULTS	ACTIVITIES
THEMATIC AREA - INCLUSIVE EDUCATION		
1.7 Provide Information for Vulnerable populations regardless of sexual orientation, gender, disabilities.	1.7.1 Policies and Practices in the Church reviewed and developed for the inclusion of Children with Special Needs. 1.7.2 National government Laws & policies that protect Children with special needs enforced in the Faith Based community.	1.7.2.1 Advocate for inclusion of all special needs children to ECCDE centres and in mainstream school. 1.7.2.2 Advocacy against cultural practices of isolating special needs children with disabilities. 1.7.2.3 Advocate for prosecution using the existing Laws of individuals who violate/abuse special needs children. 1.7.2.4 Raise awareness in the faith-based community on Children with special needs.

Annex 2 – Church Forum Broad Logical Framework

Objectives	Activities	Output	Indicators	Responsible	Delivery Time Frame
Address the HIV pandemic in the Faith based community of Eswatini	<p>Analyze national policies relating to HIV and align them to Church Form policies.</p> <p>Use the laws to compel government to deal with pseudo-Christian faiths (cults) who deny members medical services which results in cases of HIV not dealt with.</p> <p>Church Forum leadership initiate strategies to influence men to test for HIV.</p> <p>Lobby MPs in the Faith community to influence bills that affect the faith community</p>	<p>National and country Laws/policies regulations relating to the thematic areas analyzed</p> <p>Gap analysis and recommendations produced</p> <p>Men Forums on HIV established</p> <p>Strategic involvement of the Church in the drafting of Bills</p>	<p>No. of laws and policies integrating HIV and AIDS</p> <p>Number of advocacy meetings held at National and country level i.e., DPM's Office, Save the Children Fund etc.</p> <p>No. of Workshops for Men held. Collaborate with partners NERCHA</p> <p>No. of MPs identified and lobbied</p>	National Coordinator	2023
Address Socio, Cultural attitudes, and practices that fuel GBV which further facilitate the spread of HIV	<p>Analyze national policies on GBV and identify gaps and prepare report with recommendations to national government.</p> <p>Analyze cultural beliefs and identify gaps that perpetrate GBV and make recommendations for adoption.</p> <p>Run awareness campaigns on GBV</p>	<p>National and country Laws/policies regulations relating to the thematic areas analyzed</p> <p>Gap analysis and recommendations made</p> <p>Victims of Violations,</p>	<p>No. of members/pastors trained on GBV</p> <p>No. of Awareness campaigns</p>	Program Officer and Church Leaders	2023

Objectives	Activities	Output	Indicators	Responsible	Delivery Time Frame
	<p>and the SODV Act (2018) to mother bodies</p> <p>Target Males & the Boy Child in the Faith Based community and raise awareness on GBV and the SODV Act (2018)</p> <p>Target both male and female adolescents in the Church to teach them biblical life skills to combat GBV and HIV</p> <p>Train Pastors and Churches on GBV</p>	<p>institutions and communities given legal aid and advice</p>	<p>conducted in a year in the Church</p> <p>No. of Young Men trained on GBV in the churches</p>		

Objectives	Activities	Output	Indicators	Responsible	Delivery Time Frame
Provide Health services focusing on other health issues such as NCD's, Mental health, Palliative care.Eswatini	<p>Analyze national policies relating to NCDs and align them to Church Forum policies.</p> <p>Raise awareness on Mental health issues in the Church and provide counselling.</p> <p>Analyze national policies on pandemics and align Church Forum policies accordingly.</p> <p>Raise awareness in the faith-based community on emerging pandemics.</p>	<p>Other Health and Wellness diseases analyzed and identified</p> <p>Policies and recommendations developed to address them</p>	<p>No. of NCDs identified as emergent in the Church</p> <p>No. of awareness campaigns conducted annually</p> <p>Policies developed to manage Other Health issues</p>	National Coordinator	2023
Facilitate access to justice in respect of human rights violations relating to sexual and reproductive health	<p>Target both Young Women & Men in the Church and sensitize them on sexual reproductive health rights.</p> <p>Church Forum to provide life skills education for youth (both boys & girls) in the faith-based community of Eswatini.</p> <p>Expose the Youth to Integrated Adolescent Youth Friendly Health Services through use of social media.</p>	National and country Laws/policies regulations relating to the thematic areas analyzed	<p>No. of GBV cases reported annually within the Church</p> <p>No. of Life Skills Educations sessions conducted annually</p> <p>No. of Social Media Platforms Created in the Church</p>	Advocacy and Communication Officer	2023

ESWATINI CHURCH FORUM ON HIV AND AIDS

Objectives	Activities	Output	Indicators	Responsible	Delivery Time Frame
Address the cultural beliefs that perpetrate/increase vulnerabilities of Youth to sexual abuse/violations	<p>Target Males in the Church to influence young boys and men and groom them to treat women with dignity and respect.</p> <p>Strengthen the Men Engage Network to groom and train men and young men in the Church on Gender, Sexuality, and gender Norms.</p>	<p>Analyze national practices and Laws that influence sexual abuse/violations</p> <p>Make recommendations for adoption</p>	<p>No. of Young Men engaged in grooming sessions annually</p> <p>No. of Workshops conducted annually to train young men on gender and sexuality</p>	National Coordinator	2024
Provide Information for Vulnerable populations regardless of sexual orientation, gender, disabilities.	<p>Advocate for inclusion of all special needs children to ECCDE centers and in mainstream school.</p> <p>Advocacy against cultural practices of isolating special needs children with disabilities.</p> <p>Advocate for prosecution using the existing Laws of individuals who violate/abuse special needs children.</p> <p>Raise awareness in the faith-based community on Children with special needs.</p>	<p>Analyze national policies and Laws that safeguard vulnerable populations</p> <p>Identify gaps and make recommendations</p>	<p>No. of Special needs Children enrolled in national schools</p> <p>No. of children with disabilities provided with Health services by Church Forum annually</p> <p>No. of Advocacy engagements conducted with stakeholders annually</p> <p>No. of awareness sessions conducted on special needs children annually in Churches</p>	Programs Officer	2024

Annex 3 – Church Forum Broad Logical Framework

Objectives	Activities	Responsible	Delivery Time Frame
Church Forum Policy review and development	List priority policies to be reviewed. Draw review plan and set dates for sessions.	Board and Subcommittees	2023
Review and amendment of Church Forum constitution	Engage Mother Bodies Draw the review plan and set dates for sessions	Board Chairman	2023
Acquiring of land for Church Forum	Engage with identified stakeholders	Board Chairman	2023
Resource mobilization where monetary funds are needed	Draw strategy/plan for resource mobilization	National Coordinator	2023
Additional Human Resources for Church Forum	Identify position(s) that need to be added in the structure. Seek Board approval Confirm source of funding or budget for the position (s) Review Organogram	National Coordinator	2024
Church Forum reporting to Mother Bodies regularly	Set up a reporting framework	National Coordinator	2023
Source additional vehicle(s) for Church Forum activities	Approach identified partners/donors Write business cases to motivate for funding.	National Coordinator	2024
Review of Church Forum Name to align with developments in the Health/HIV and AIDS environment	Engage Mother Bodies and partners Propose appropriate name and logo review	Board Chairman	2024
Address Church Forum's position on the political developments in the country	Engage the mother bodies and General Meeting	Board Chairman	2024
Develop Training programs for development of staff members and the general public including men	Conduct a Training needs analysis Identify training interventions Engage partners and stakeholders for support	National Coordinator	2023
Strengthen, monitoring and evaluation of systems	Analyze the Church Forum systems for continuous improvement	Monitoring and Evaluation Officer	2023
Review Strategy initiatives/objectives annually	Track strategy implementation and execution. Submit quarterly reports to Board on strategy execution. Lobby partners/donors for funding for the 2022-2025 strategy	National Coordinator	2023

References:

1. National Multi-sectoral HIV and AIDS Strategic Framework (NSF) (2018-2023)“ available at <http://www.nercha.co.sz/docs/NationalMultiationalStrategicPlan2018-2023.pdf>.
2. Ministry of Health HIV Annual report 2020.pdf
3. Eswatini Church Forum draft Strategic Plan 2020
4. PEPFAR 2022 Country and Regional Operational Plan (COP/ROP) ,COP2023.



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