



STRATEGIC PLAN 2023 - 2027

Living Our Vision

THE EXECUTIVE DIRECTOR
Network Of Journalists Living With HIV
Wayekha House, Plot 14/40
Private Bag B377
Lilongwe 3
Malawi

 director@jonehamw.org

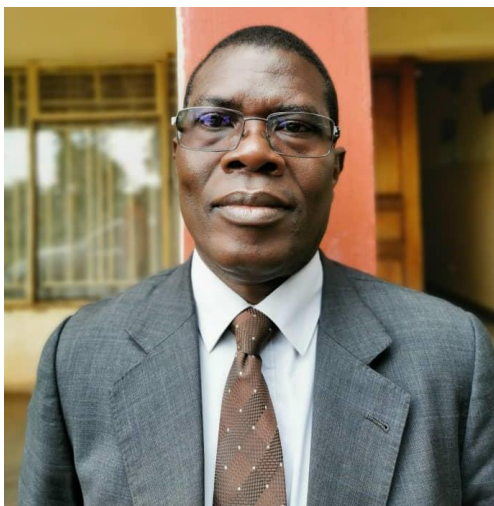
 jonehamw.org

Acknowledgements

The strategic plan for JONEHA was developed as a result of collaborative efforts guided by the Board of Trustees led by the Chairperson. Special gratitude goes to members and staff for their dedicated commitment at various levels of the Strategic plan development process

JONEHA is further indebted to Mr. Wisdom Kanyamula who facilitated the development of the strategic plan. His professional insights and experiences were pivotal for the success of this project.

MESSAGE FROM THE CHAIRPERSON



When I joined the JONEHA Board along my fellow Directors, hardly did it dawn on me that we are into a potential space for demonstrating our contribution to society. It was more interesting when we learnt that we would be doing it voluntarily even in the midst of our very tight schedules. But, it is a path we all feel that God has called us to. To us the path of contributing to the health needs of society is a noble cause. This cause becomes more noble when it is about helping media practitioners and their audiences advocate for quality health services.

As we may all know, the media is a fourth estate, mandated with the watchdog and agenda setting role of any society. Through the media we get to know what is at stake in society just like it helps to hold systems, duty bearers and authorities accountable to the people they serve. Any media initiative, and especially when it focuses on promoting quality health service delivery therefore, needs our combined support.

It is from the above background that as a Board of Directors we feel obliged to ensure that JONEHA aspirations are defined, strategized, implemented and monitored for impact. This Strategic Plan 2023-2027 reflects this desire. As a Board of Trustees we see this as a tool for us to illustrate our role and that of JONEHA as an organization. This role can only be achieved if all who are interested in ending AIDS by 2030 hold our hands in support.

We need you to join us in ensuring that this Strategic Plan turns the current organizational situation into a model of viable growth and sustainability from a governance, programmatic and financial viewpoints. Any moral, technical, material and financial contribution towards this will be recorded as your legacy in supporting the noble cause the media and their audiences are making to ensuring quality health service delivery in Malawi.

David Mhango
Chairperson of the Board

Board Members

Dr. Benson Tembo-Vice Chairperson
Mr. George Jobe
Mrs. Rhoda Zulu
Mr. Nickson Ngwira

MESSAGE FROM THE EXECUTIVE DIRECTOR



There is always a time to start and a time to reflect. 2023 will go down in history as a year of restarting a JONEHA journey that was initiated in 2013. For the past 10 years we have been like an organization gloating in the dark. Not like we didn't know what we were doing and how to do it, but we did not know the value of putting our intentions in black and white for ease of tracking.

"Living Our Vision" is a JONEHA aspiration written in this Strategic Plan 2023-2027. We have come from a background of fighting HIV related stigma and discrimination among media practitioners and their audiences. While this has been our niche, we have not had a moment to translate it into actions that promote openness and inclusivity. We have aspired to grow and diversify in programming, membership and resource mobilization but our steps were feeble. This plan articulates clearly our bold steps towards achieving our positive vision.

We owe it to those who have recognized our potential and counted on us for their support. Our Board of Trustees stands out for always providing the necessary and timely guidance for what we needed to focus on. Our Board has a diverse background of rich expertise from which JONEHA is privileged to draw. Primarily, the Board has steered JONEHA into a learning and inclusive organization. From this direction, coupled with an open membership, we look forward to a more embracing and growing organization. It is our desire to learning new ways of doing things, being open minded and having an inclusive approach that can help JONEHA demonstrate its contribution to the National HIV and related conditions response.

It is imperative therefore, that those who have always been on our side, and those interested to join in promoting our cause, are key to making this Strategic Plan a reality. We are counting on your support.

David Kamkwamba
Executive Director

ACRONYMS

ART	Antiretroviral Therapy
CBOs	Community-Based Organizations
CEO	Chief Executive Officer
CMST	Central Medical Stores Trust
COMPASS	Coalition to build Momentum Power Advocacy/ Activism Strategy and Solutions
CONGOMA	Council for Non-Governmental Organisations in Malawi
COP	Country Operation Plan
CSAF	Civil Society Advocacy Forum
CS-CLMA	Citizen Science Community Led Monitoring and Advocacy
CSO	Civil Society Organisation
DTIU	Drug Theft and Pilferage Investigation Unit
GDP	Gross Domestic Product
HIV and AIDS	Human Immunodeficiency Virus and Acquired Immunodeficiency Syndrome
HTS	HIV Testing Services
IPs	Implementing Partners
ITPC	International Treatment Preparedness Coalition
JONEHA	Network of Journalists living with HIV
KPIs	Key Performance Indicators
MANASO	Malawi Network of AIDS Services Organisations
MANET+	Malawi Network of People Living with HIV
MHEN	Malawi Health Equity Network
MISA	Media Institute of Southern Africa
NGORA	Non-Governmental Organisations Regulatory Authority
PEP	Post-Exposure Prophylaxis
PEPFAR	President's Emergency Plan for AIDS Relief
Psaf	Panos Southern Africa
SADC	Southern African Development Community
SP	Strategic Plan
SRHR	Sexual and Reproductive Health and Rights
SWOT	Strength Weakness Opportunity Threats
TB	Tuberculosis
UNAIDS	Joint United Nations Programme on HIV/AIDS

Table of Contents

ACRONYMS	v
1.0 INTRODUCTION AND BACKGROUND	1
1.1 Justification for a JONEHA Strategic Plan	1
1.2 How the SP was developed	1
1.2.1 Determination of JONEHA's strategic position	2
1.2.2 Prioritised Objectives	2
1.2.3 Development of a Plan	2
1.2.4 Execution and Management of the Plan	3
1.2.5 Review and Revision of the Plan	3
2.0 THE ENVIRONMENTAL SCAN	4
2.1 Organizational History and Structure	4
2.2 The External Environment	6
2.2.1 National Situation and Trends	6
2.2.2 Summary of Opportunities and Threats	6
2.3 Legal and Policy Environment for HIV and AIDS in Malawi	7
2.3.1 Legal Framework	7
2.3.2 Policy Framework	8
3.0 THE ORGANISATION	10
3.1 Scope of Activities	10
3.2 Program Operating Model	11
3.3 Management	14
3.4 Governance	14
3.5 SWOT Analysis	14
4.0 STRATEGIC FRAMEWROK	17
4.1 Vision Statement	17
4.2 Mission Statement	17
4.3 Values Statement	17
4.4 Strategic Outcomes	17
4.4.1 Strategic Outcome One: Inclusive Increase in Membership by 2025	17
4.4.2 Strategic Outcome Two: Diversified Sources of Income by 2027	18
4.4.3 Strategic Outcome Three: Broadened Scope of Proposals beyond HIV by 2025	18
4.4.4 Strategic Outcome Four: Strengthened Institutional Capacity by 2027	19
4.4.5 Strategic Outcome Five: Strengthened Membership Coordination and Networking	19
4.4.6 Strategic Outcome Six: Enhanced Monitoring and Evaluation system	19

1.0 INTRODUCTION AND BACKGROUND

1.1 Justification for a JONEHA Strategic Plan

A strategic plan works like a roadmap, clearly defining the best route for an organisation to take in the years ahead. At the Network of Journalists Living with HIV (JONEHA), we believe a strategic plan (SP) outlines a clear path for executing interventions, which is a vital focus towards organisational success. The Strategic Plan may be for one to five years into the future to help guide JONEHA meet the challenges that lie in wait. It establishes a direction for JONEHA to take, and helps JONEHA sharpen its focus in order to get there. It can therefore help our organisation develop the right goals and targets and help everyone focus their efforts into meeting them.

It is our conviction that the Strategic Plan improves self-awareness of the organisation's strengths and weaknesses and where JONEHA stands in the market, both individually and collectively in relation to competitors. The clarity of the Strategic Plan gives everyone in JONEHA a sense of purpose and a drive to perform toward set goals given a definitive mission and objectives to work for. The members and secretariat staff will be motivated and work closely with coordinated efforts towards achieving their roles. A Strategic Plan therefore allows us to put these business challenges into perspective. It gives JONEHA the foresight needed to tackle them in a coordinated way. JONEHA will therefore have a better view of the ways a business is affected by any particular problem, which in turn makes it easier to take control of one's own future.

This Strategic Plan does more than just focus our attention – it is also essential for communicating our vision to donors, partners, members, employees and the general public, and it illustrates the process by which that vision will be realised. Through the strategic planning process, we have created a written document that clearly details the future plans and goals of JONEHA. Our business allies will already know about how they fit in, and they won't be confused about how they can help us achieve our vision. The strategic planning process ensures that everyone is on the same page.

1.2 How the SP was developed

The Strategic Plan development process was facilitated by Wisdom Kanyamula, an experienced consultant with more than ten years' experience in similar exercises. The following steps were followed during the exercise:

1.2.1 Determination of JONEHA's strategic position

This preparation phase sets the stage for all work going forward. We needed to know JONEHA's current strategic position to determine where the organisation needs to go and how it will get there.

In determining the strategic position of JONEHA we first identified the right stakeholders from the start, considering both internal and external environment. From the internal environment we had Mr. David Kamkwamba, Mr. Hastings Mwanza, Mr. Felix Angasi, Miss Starphel Sithole, and Mr. Anafi Jelasi who form the Secretariat of JONEHA. From the external environment, we had members led by Regional Coordinators from the south, east, central and northern regions. These were vital in providing an outside view of JONEHA. The consultant was therefore able to identify key strategic issues by talking with executives at JONEHA, pulling in clients' insights, and collecting industry and market data to get a clear picture of JONEHA's position in the market and in the minds of the clients.

We reviewed JONEHA's Mission and Vision statements to give ourselves a clear image of what success looks like for the organisation. We used industry and market data, including clients' insights, current and future demands, to identify the issues that need to be addressed. We documented the organisation's internal strengths and weaknesses, along with external opportunities and threats.

As a framework for the initial analysis, we used the SWOT diagram. With input from executives, clients, and external market data, we categorised our findings as Strengths, Weaknesses, Opportunities, and Threats (SWOT) to clarify JONEHA's current position.

1.2.2 Prioritised Objectives

We determined objectives that would guide the achievement of our goals in line with the organisation's Mission and Vision. Objectives were crafted to be distinct and measurable to help reach our long-term strategic goals and initiatives outlined in step one. We determined that SMART goals are useful to determine a timeline and identify the resources needed to achieve the goals, as well as key performance indicators (KPIs) to make our success measurable.

1.2.3 Development of a Plan

JONEHA Secretariat has been responsible for determining the tactics necessary to attain the objectives and designating a timeline and clear communication of responsibilities. The secretariat has been guided to deploy strategy mapping to visualize the entire plan. They used the values, mission statement, and established priorities to determine initiatives that enhance JONEHA's long-term strategic position.

1.2.4 Execution and Management of the Plan

The first step to implementation is to communicate the plan to the organisation by sharing relevant documentation to all stakeholders. The secretariat uses Key Performance Indicators (KPI) dashboards to clearly communicate team responsibilities, which illustrate the completion process and ownership for each step of the way. Regular reviews will be set up with individual staff and their superiors and determine check-in points to make sure the implementation is on track.

Key performance indicators (KPIs) are a set of quantifiable measurements used to measure an organisation's overall long-term performance. KPIs specifically help determine an organisation's strategic, financial, and operational achievements, especially compared to those of other NGOs in the same sector.

1.2.5 Review and Revision of the Plan

In the final analysis, the secretariat will review and revise the Plan - to re-evaluate the priorities and take corrective measures based on past successes or failures. On a quarterly basis, the Secretariat will determine which KPIs have been met and how they can continue to meet them, adapting the Plan as may be necessary. On an annual basis, the secretariat will re-evaluate the priorities and strategic position to ensure they are consistently on track for success in the long run. Tracking progress using balanced scorecards will provide the organisation with a comprehensive understanding of business performance and progress towards attaining strategic goals. Through an annual evaluation, we consider those changes, prepare a new plan, and implement again.

2.0 THE ENVIRONMENTAL SCAN

Before we could figure out where JONEHA needs to go, we needed to assess where the organisation is right now. We gathered all the information we could about JONEHA, so the strategic planning team has a clear understanding of what JONEHA is and the current strategic position of the organisation.

2.1 Organizational History and Structure

A media monitoring study conducted in 2006 by a partnership of Gender Links, Panos Southern Africa (Psaf), Media Institute of Southern Africa (MISA) and Southern Africa Editors Forum (SAEF) under the media action plan project had observed that only 10% of media houses in the SADC region had work place policies. Another study jointly done in 2008 by the same project and organizations further showed that the “coverage of HIV and AIDS in the media was extremely low (3%) of the total coverage.” The same study noted that people living with HIV and those affected by it were hardly heard (5%) as sources of information. Gender dimension of the epidemic was not receiving adequate coverage. For example, in stories on prevention, the sub topics that examined gender power relations, prevention of mother to child transmission, gender based violence, the role of boys and girls, cross generational sex, cultural practices and sex work; all significant drivers of the epidemic in the region, received only 5% of the coverage. The two studies concluded that the media environment against HIV and AIDS was not enabling just like the media coverage was still not mainstreamed nor internalized. While the situation may have improved overtime more needs to be done.

“We recognize that the world's media are in a unique position to help fight the AIDS epidemic. Through its extensive reach, the media can be used as a powerful force for educating and informing the public about the HIV and AIDS epidemic. We therefore resolve through our companies to expand public knowledge and understanding about HIV and AIDS.” (CEOs of 22 Global Media Organizations, meeting with Kofi Annan, January 2004).

Also, there is consensus that the media has an important contribution to make in challenging and changing societal attitudes. UNAIDS observes that the media is a critical enabler of HIV reduction as it has the power to help eliminate stigma and discrimination through promotion of supportive information and behavioural change. In addition, there is an agreement that the media is not achieving its full potential.

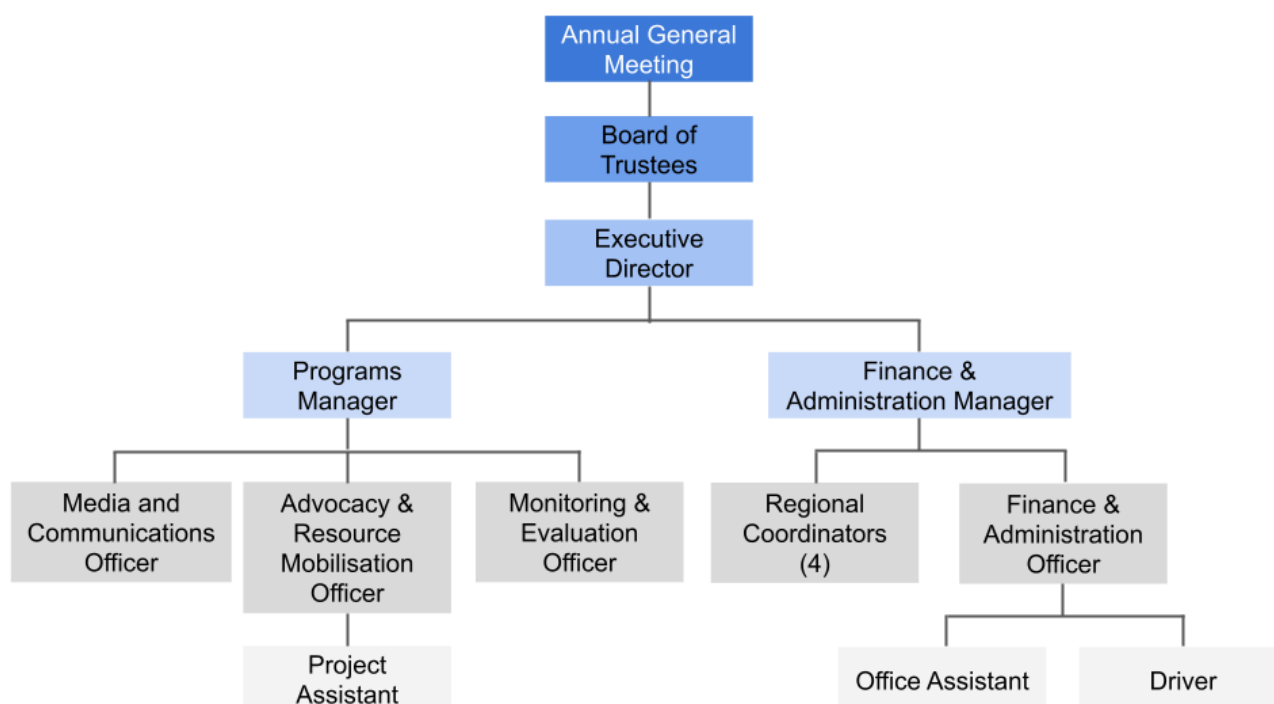
“We recognize that the world's media is in a unique position to help fight the AIDS epidemic. Through its extensive reach, the media can be used as a powerful force for educating and informing the public about the HIV and AIDS epidemic. We therefore resolve through our companies to expand public knowledge and understanding about HIV and AIDS.” (CEOs of 22 Global Media Organizations, meeting with Kofi Annan, January 2004).

The media has a greater role to play in covering HIV and AIDS issues with accuracy and sensitivity. The role can best be carried out when the media enhance their internalized understanding of HIV and AIDS. The entry point for such understanding is their determining the extent to which the core business can influence HIV prevention, transmission, care and treatment.

The Network of Journalists Living with HIV (JONEHA) is a national organization, having registered in 2013 under the Trustees Incorporation Act. It is also a member of the Non-Governmental Organisations Regulatory Authority (NGORA), Malawi Network of AIDS Service Organisations (MANASO), Malawi Chapter of the Media Institute of Southern Africa (MISA), the Council for Non-Governmental Organisations in Malawi (CONGOMA) and the Malawi Network of People Living with HIV (MANET+). JONEHA has membership spread across the country and works with national and community media houses in Malawi.

The Annual General Meeting followed by the Board of Trustees is the highest policy making organ of JONEHA. The mandate of JONEHA is to ensure access of quality health care services for all. The Secretariat is led by the Executive Director and consists of such other officers necessary for smooth implementation of the strategic plan.

Figure 1: JONEHA ORGANISATION STRUCTURE



2.2 The External Environment

2.2.1 National Situation and Trends

According to World Development Indicators 2022 by the World Bank, the macroeconomic performance for Malawi is generally poor. From 2016 to 2020, economic growth averaged at 3.2%, far much below the required 6% growth rate for sustainable development coupled with an average annual GDP per capita of less than US\$1025. In addition, Malawi has a low fiscal capacity to improve its expenditure on public services, including health. The share of total government revenue in GDP, the share of tax revenue as a percentage of GDP and total government spending as a percentage of GDP, all point to a very limited fiscal space for Government to improve its expenditure on health in absolute terms. This means that Malawi will likely remain a low-income country in the foreseeable future and will require continued donor support to provide adequate healthcare services of good quality.

The 2022 SPECTRUM Estimates indicated that Malawi's HIV epidemic is generalised, which means it affects the general population as well as certain high-risk groups including media practitioners and their audiences. HIV in Malawi reached a stable endemic level in the general population. Due to the stabilisation of the number of people living with HIV, HIV prevalence among adults (15+ years) declined only slightly from 9.1% to 8.5% between 2018 and 2021, with annual HIV incidence among adults (15-49 years) declining by one third from 0.28% to 0.19% in the same time period. Incidence declined in men but remained considerably higher in women (0.24%) than in men (0.14%). In the same period, the number of people living with HIV decreased only slightly from 993,000 to 988,000 due to high ART coverage that dramatically reduced the number of AIDS deaths. An estimated 174,000 deaths were averted by ART between 2018 and 2021.

Epidemic control was attained in 2020 when the annual number of new infections and deaths (from all causes) among people living with HIV reached an equilibrium at around 22,000. Based on the 2022 Spectrum model estimates, the number of new infections declined by 64% from 59,000 in 2010 to 17,400 in 2021. This means that, while remarkable progress had been made, the UNAIDS fast-track target of a 75% reduction was not met. By the end of 2021, only 149,000 (15%) of all people living with HIV were not virally suppressed and therefore still able to transmit to others. This underlines the key role and future potential of treatment as prevention.

2.2.2 Summary of Opportunities and Threats

JONEHA has a number of opportunities arising from the external environment. Members are willing and able to meet and discuss the organisation's activities. With an operational

Secretariat that is accountable to its members, a vibrant Constitution, audited accounts, active governance structures; the Annual General Meeting and the Board of Trustees that provide policy direction and oversight to the secretariat. The organisation rests on a sound governance base.

JONEHA is well connected to the NGO thematic networks; with affiliation to the Malawi Network of AIDS Services Organisations (MANASO), the Malawi Health Equity Network (MHEN), the Malawi Network of People Living with HIV (MANET+), to name but a few. It also exists legally, courtesy of registration with the Government of the Republic of Malawi under the Trustees Incorporation Act, the Non-Governmental Organisations Regulatory Authority (NGORA), and annual subscription to the Council of Non-Governmental Organisations of Malawi (CONGOMA). Availability of a physical office and some funding enable JONEHA to be functional. Their increasing membership is spread across all regions with elected regional leadership.

Although the organisation is prone to some threats, there are contingency plans in place to mitigate or minimise the threats. There is reduced donors' focus on HIV following emergence of new pandemics like Covid-19. Declining or flat lining of funding pool by donors, increased number of organisations doing similar work and increased donor interest on service delivery have negatively affected financial inflows of the organisation. Stigma and discrimination affect membership recruitment, as freedom of association prevents prospective members from making commitment to membership.

The contingency plans in place include establishing linkages to pandemics like COVID 19 to address the issue of donors' focus on such at the expense of HIV programs. The organisation continues to diversify its program and resource bases, and creates a unique niche that effectively distinguishes it from similar organisations. To deal with the issue of low membership, the organisation engages in inclusive sensitisation and awareness campaigns and engagement of media houses. Inclusive membership and programming addresses the issue of stigma and discrimination, as do awareness raising and visibility-raising interventions.

2.3 Legal and Policy Environment for HIV and AIDS in Malawi

2.3.1 Legal Framework

The Constitution of Malawi and related laws inform JONEHA's operations. From a health perspective, JONEHA abides by the Health Act (CAP: 34:01). Specifically, JONEHA's work is guided by the 2018 HIV and AIDS Prevention and Management Act (2018), the NGO Act and JONEHA Constitution.

The Non-Governmental Organisations Act. The Act was enacted in 2000 and was further amended in 2022. The legislation establishes the rights and obligations of Non-Governmental Organizations in Malawi, as well as the establishment, functions, and powers of the Non-Governmental Organizations Authority (NGORA) and the ability of the public to access information about registered organizations.

JONEHA Constitution

The institution's constitution is the highest framework document which reflects member's aspirations, principles and values on governance, oversight and operations of the organisation.

2.3.2 Policy Framework

JONEHA programming is informed by the National Health Policy (2018) and the National HIV and AIDS Policy (2020). These policies are operationalized by such frameworks as the Health Sector Strategic Plan 3, Malawi Revised and Extended National Strategic Plan for HIV and AIDS (2023-2027), Malawi National HIV Prevention Framework 2023-2027, National Health Communication Strategy (2021-2026), National Tuberculosis and Leprosy Control Strategic Plan (2021-2025), National Sexual and Reproductive Health and Rights (SRHR) Policy (2017-2022), National Cervical Cancer Strategic Plan (2022-2026), T=T Campaign Strategy (2022-2026), Malawi Human Resources for Health Strategic Plan (2018-2022) and 2022 Clinical Management of HIV in Children and Adults.

The National Non-Governmental Organization Policy

The NGO sector in Malawi is guided by NGO policy. It articulates how the sector should interact with other stakeholders such as the state, funders, and citizens. It outlines directions, priority areas, strategies, an implementation plan, and a framework for monitoring and evaluating progress towards Malawi's long-term aim of having a vibrant, transparent, accountable, coordinated, and well-regulated NGO sector.

Malawi 2063 (MW2063)

The MW2063 is the new development blueprint for Malawi that aims at transforming Malawi into a wealthy and self-reliant industrialized upper middle-income country by the year 2063. MW2063 has been developed through an inclusive and participatory multi-stakeholder consultative process involving Malawians of different backgrounds from all corners of the country and in the diaspora. The MW2063 outlines collective aspirations and goals of the people of Malawi towards the year 2063. Health care remains critical to achieving the vision, and this health care includes inclusive health care for all populations.

Malawi Growth and Development Strategy (MGDS) III

The country's overarching development plan, MGDS III, strives to reduce poverty through the efforts of different stakeholders, including the government, non-governmental organizations (NGOs), development partners, and citizens. The projects that are undertaken by JONEHA contribute to the health care of Malawians even through ensuring adequate rights of people living with HIV.

3.0 THE ORGANISATION

3.1 Scope of Activities

JONEHA is actively involved in mobilising media practitioners living with or affected by HIV and their audiences to participate effectively in the national response against HIV and related conditions. The Network of Journalists Living with or affected by HIV and their audiences engages media houses to discuss issues surrounding HIV and AIDS related stigmatisation and discrimination. As most media houses in Malawi do not have functional HIV workplace policies, JONEHA has flagged this as a human resource issue that requires urgent redress by employers.

JONEHA's profile has attracted funders and has led to its operations to also include the following:

Project Name	Goal	Donor	Funding
COMPASS project (2019-2020)	Strengthening collaboration for monitoring PEPFAR programme in five districts of Mzimba, Mangochi, Mulanje, Chiradzulu and Phalombe.	Bill and Melinda Gates Foundation through AVAC and COMPASS	USD 60,000.00
COMPASS project (2020-2021)	Improving the performance of the PEPFAR program in cervical cancer, drug stock out and retention	Bill and Melinda Gates Foundation through AVAC and COMPASS	USD 45,000.00
COMPASS project (2022-2023)	Reducing number of facilities reporting essential drug stock outs in Malawi by 31st October 2023 and reducing defaulter rates in 15 health centres by 83% from 15% to 5% by October 2022	Bill and Melinda Gates Foundation through AVAC and COMPASS	USD 65, 000.00
COMPASS project (2023-2024)	Reducing number of facilities reporting essential drug stock outs in Malawi by 31st October 2024	Bill and Melinda Gates	USD 70,909

		Foundation through AVAC and COMPASS	
Citizen Science Community Led Monitoring and Advocacy (CS-CLMA)	Mobilizing journalists as allies to raising the profile of the CS-CLMA agenda in Malawi	Bill and Melinda Gates Foundation through ITPC and MANERELA	USD 43,000.00
Strengthening Capacity of Local CSOs in District Gender Technical Working Groups to Increase Access to GBV Services	Strengthening the capacity of local civil society organizations in Gender Technical Working Group at district and community level to effectively contribute towards a sustained HIV response that protects and upholds the human rights of marginalized communities	UNAIDS	USD 10,000.00

3.2 Program Operating Model

JONEHA know where they want to go - they want to be more agile, quicker to respond, and more effective. They want to deliver great clients' experiences, take advantage of new technologies to increase membership, cut costs, improve quality and transparency, and build value.

Over nearly five years, JONEHA has established itself as a national leader in facilitating access of quality HIV service delivery for media practitioners living with and affected by HIV and their audiences. That's the goal of a growing national movement of media practitioners and their audiences in support of HIV services coverage - a movement that JONEHA wants to be run by media practitioners and their audiences, of media practitioners and their audiences and for media practitioners and their audiences. To chart its bold mission, JONEHA initiated a strategy review to identify how it could contribute to Health and HIV policy and national program implementation discourse and health funding, shape health and HIV and related conditions service delivery, and attract funding from global philanthropy in support of its programs. This new direction, however, raised a number of daunting questions. Among them,

how would its Secretariat work with regional and district teams to deliver these new activities? How could JONEHA harness rapid learning across projects and inclusive membership? What new capabilities would JONEHA need to ensure success, and where should those capabilities reside within the organization?

Such questions highlighted the need for JONEHA to examine how its strategy would require changes to how it works. “For an organization that prided itself on delivering solutions directly into the hands of clients, the commitment to systems solutions to attain increased patronage presented a challenge,” says David Kamkwamba, JONEHA’s Executive Director. “It was clear from the Executive Director level down that unless we reorganized in support of our new strategy, we just couldn’t succeed,” he added. In short, JONEHA needs to retool its operating model, the blueprint for how to organize and deploy people and resources to translate strategy into results.

For JONEHA, the new strategy required a number of operating model adjustments, including clearly articulating an accountability framework to coordinate roles played by different types of teams across the organization, adopting behaviours that promote greater collaboration, streamlining decision processes, and in some selected areas, altering organizational structure. The practice of centralising operations will be changed to decentralising operations to regions and districts. This new approach allows JONEHA to bring services closer to the membership.

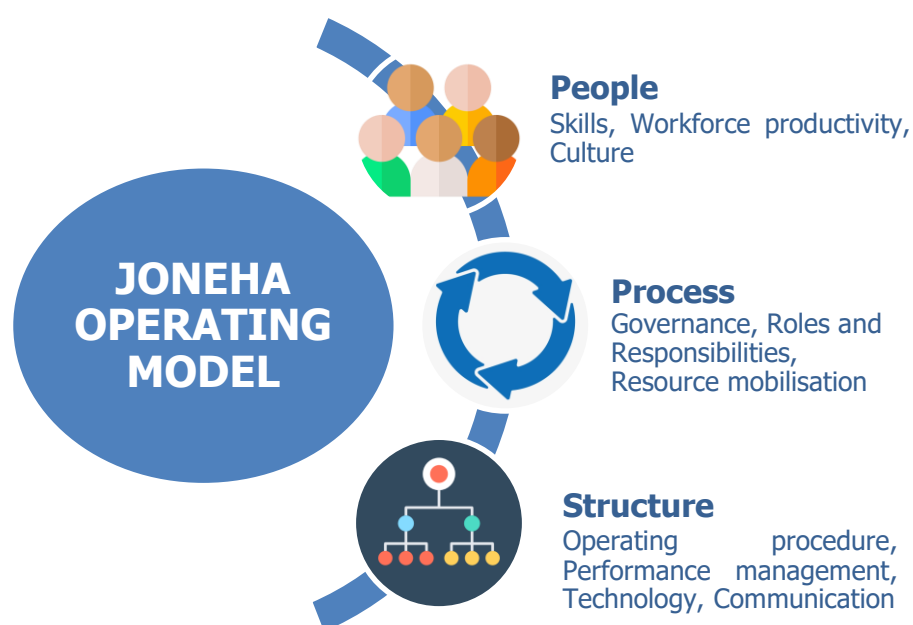
The benefits from investing in operating model upgrades need not be overemphasised. Research has shown that redesigning an outdated operating model to align with evolving strategies may be one of the smartest investments one can make. JONEHA stands to gain benefits in productivity and impact. It is imperative that JONEHA should proceed from defining their strategy to laying out implementation plans while considering whether their organizational setup stands in the way of success.

JONEHA’s operating model framework includes four interrelated elements (see chart below):

- (i) **Structure and Accountabilities** describe where key work is done and who does it. Structure identifies key operational units, typically reflected in an organization chart, as well as the cross-cutting services and coordinating mechanisms that allow for collaboration and expertise sharing across them. Accountabilities specify roles and responsibilities, and clarify decision rights for issues that cross units.

- (ii) **Management Systems** are the ways JONEHA prioritizes, guides, and monitors its work. These include the executive fora, managerial processes, and metrics that support high-quality decision making on strategic priorities, resource allocation, talent deployment, and performance management. This operating model element also extends to board-related considerations, such as its composition, governance practices, and interactions with the leadership, including Secretariat Management.
- (iii) **Organisational Culture** captures how leaders guide their teams, and how colleagues behave and interact with one another. These are the cultural norms that go beyond broad values, such as trust and respect, to get explicit about how teams will collaborate across functions or geographies and where they will adopt innovative working practices. Establishing the organization's dominant decision-making style—whether consensus, democratic, directive, or participative sets an important context for behaviours. Our key challenge is the way people work together—or fail to do so—than with structures or management systems.
- (iv) **Enablers** support key capabilities and optimize performance across the other elements of the operating model. They include recruiting and talent development, data and technology, expertise in critical areas, learning and innovation, and supports to ensure that critical partnerships with other organizations are successful.

Figure 2: JONEHA's OPERATING MODEL FRAMEWORK



3.3 Management

JONEHA has a functional Secretariat that has an office in Area 14 in the Capital City, Lilongwe, hosted by the Malawi Network of People Living with HIV. The Secretariat is headed by the Executive Director, who is assisted by the Programs Manager in the implementation of core business operations. Corporate Affairs are handled by the Finance and Administration Manager, who is assisted by the Finance and Administration Officer on human resources and financial sides. The structure provides for the position of Regional Coordinators (one in each of the four regions). These are currently elective positions, so issues of competences could be problematic. Going forward, JONEHA will recruit highly qualified officers including the Monitoring and Evaluation Officer.

3.4 Governance

The Board of Directors is the supreme policy making body, accountable only to the JONEHA's constitution through the Annual General Meeting. The Board is elected at an Annual General Meeting that is conducted once a year.

3.5 SWOT Analysis

Considering the internal and external environment of JONEHA, a SWOT analysis was conducted. This led to identifying strategic issues, then developed strategic pillars to focus on in the years of this Strategic Plan. Through this analysis, the organization identified the following Strengths, Weaknesses, Opportunities and Threats:

Table 1: **SWOT ANALYSIS**

Strengths	Weaknesses
<ul style="list-style-type: none"> • Members are able to meet and discuss the organisation's activities • Operational Secretariat that is accountable to its members • Audited accounts • Functional Board of Trustees provide policy direction and oversight • Constitution available • Membership to several networks e.g. MANASO, MANET+, MHEN • Registered with Government under the Trustees Incorporation Act through the Registrar, NGORA, CONGOMA • Physical office • Funding to run some affairs of JONEHA. • Willingness to participate in activities despite low financial incentives • Teamwork among members • Annual general Meeting conducted every year • Membership spread across all regions with elected regional leadership. 	<ul style="list-style-type: none"> • Low payment of member subscription fees • Weak recruitment strategy of new members • Regional coordinators hardly initiate meetings on their own • Freedom of association prevents prospective members from making commitment to membership • Poor information sharing among the membership • Poor communication between the secretariat and the members on activities • Inactive/passive membership • Regional coordinators are unable to organize meetings and mobilize members due to resource constraints • Lack of own office space, and institutional vehicle. • Low members' understanding of the organisation structure • Low capacity in resource mobilisation/lack of resource mobilisation strategy • Lack of visibility to the wider population • Low presence among media houses, especially national media house • Unable to conduct Board meetings quarterly due to resource constraints • Members work on voluntary basis which affects commitment • Lack of operational policies manual that speaks to the JONEHA context • Membership only exists in selected districts. • JONEHA is known by few health facilities • Lack of secretariat visits to members in the region • Members lack incomes to participate in some IGA activities • Low staff salaries • Lean staffing due to weak financial muscle

Opportunities

- The Constitution of Malawi allows for freedom of expression, which enables advocacy.
- Presence of donor community enables resource mobilisation.
- Collaboration with media platforms can inform visibility.
- Law does not put a ceiling on resources.
- As the right to life is protected by law, it is easy to advocate for HIV and related conditions services.
- Loose networks like CSAF provide opportunity for exposure.
- Media practitioner membership can be used to increase health reporting
- Subscriptions can form part of institution resources to promote ownership and oneness of members
- Experience of the secretariat can be passed down to regional leaders for capacity building
- Members who disclose their status are role models to the masses thus can easily influence people on HIV issues
- Ability to encourage PLHIV defaulters back to care.
- Online platforms have increased access to grant information.

Threats

- Reduced donor focus on HIV following emergence of new pandemics like Covid-19
- Declining or flat lining of funding pool by donors
- Increased number of organisations doing similar work
- Increased donor interest on service delivery
- Stigma and discrimination affects membership recruitment

4.0 STRATEGIC FRAMEWROK

4.1 Vision Statement

Effective media advocate for quality health service

4.2 Mission Statement

Ensure access of quality health care services for all.

4.3 Values Statement

- i. **Respect:** We treat all people with dignity and respect
- ii. **Stewardship:** We honour our heritage by being socially, financially and environmentally responsible
- iii. **Ethics:** We strive to meet the highest ethical standards
- iv. **Learning:** We challenge each other to strive for excellence and to continually learn
- v. **Innovation:** We embrace continuous improvement, bold creativity and change

4.4 Strategic Outcomes

This section presents strategic outcomes and objectives of the period of the Strategic Plan.

4.4.1 Strategic Outcome One: Inclusive Increase in Membership by 2025

JONEHA will establish and reinforce relationship with the media practitioners and create rapport with local media houses. This will help to work with media houses effectively in disseminating intended project information and boost the organization's visibility and enhance marketing.

JONEHA will approach and partner with other HIV related organizations to run their media issues by engaging media houses, disseminating success stories through different media formats and producing documentaries. JONEHA will train media practitioners from different media houses to ensure effective and efficient health reporting, and that media has a responsibility to ensure that health reporting remains in the public domain.

JONEHA will communicate and promote the progress of the organization through provision of Newsletter, dissemination materials (brochures, posters), the Media and stakeholder engagement.

Objective 1: Increased reach to media houses and their audience

Objective 2: Become a go-to source for media coverage for other organizations

Objective 3: Widen Health reporting in media houses

Objective 4: Increase JONEHA's visibility

4.4.2 Strategic Outcome Two: Diversified Sources of Income by 2027

JONEHA will strengthen its partnerships with all relevant stakeholders and donors to mobilize resources for the implementation of initiatives that will address HIV issues and gaps. This will leverage additional resources, increase impact and strengthen sustainability of JONEHA development activities. All partnerships will be regularly reviewed to assess their continued relevance and achievements.

JONEHA will reach out more actively to the private sector such as financial institutions (regional, local, international development banks, foundations, etc.) to honour their corporate, social responsibility to widen the donor base, diversify funding and decrease current dependency on a few donors.

JONEHA will continue to train and strengthen the development of the knowledge and skills of its staff and members in project management and resource mobilization. It will also ensure effective dissemination of best practices, success stories and lessons learned in these areas, to promote organizational learning.

Objective 1: Increase Strategic Partnerships

Objective 2: Broaden Donor Base

Objective 3: Empower members for income generation

4.4.3 Strategic Outcome Three: Broadened Scope of Proposals beyond HIV by 2025

To ensure that there is continuation of the organization's services, sustainability and scaling up organization reach, JONEHA will broaden its scope of proposals based on its mission to target media practitioners living with or affected by HIV and related conditions and their audiences.

The organization will express interests from call for proposals beyond HIV that are advertised in different media platforms.

JONEHA will also network with potential donors and implementing partners beyond HIV. The organization will continuously conduct a resource mapping exercise which will further guide it through the process of actively exploring and connecting with donors. The resource mapping will be used to identify areas where the organization should focus its resource mobilization efforts.

Objective 1: Increase the development of winning proposal

Objective 2: Expanded program scope and donor portfolio

4.4.4 Strategic Outcome Four: Strengthened Institutional Capacity by 2027

To ensure that JONEHA is efficiently and effectively operating, the organisation needs to broaden its capacity. These include personnel and assets that will match the organisation's desire to grow.

Objective 1: Enhance Financial Systems

Objective 2: Enhance office ambiance and equipment for all personnel.

Objective 3: Increase Media Equipment

Objective 4: Increase personnel

Objective 5: Review Constitution

4.4.5 Strategic Outcome Five: Strengthened Membership Coordination and Networking

To ensure that JONEHA members are empowered and their skills and abilities are maximised, the organisation needs to build the capacity of its members through, trainings, improve its communication and finalise exploring opportunities to use these developed abilities.

Objective 1: Establish Regional Committees led by Regional Coordinators

Objective 2: Respond to the ICT space by upgrading communication methods between secretariat and members

4.4.6 Strategic Outcome Six: Enhanced Monitoring and Evaluation system

To ensure that there is continued monitoring and evaluation for project impact, JONEHA will design a five-year M&E results framework. Given the complexity of policy processes, the outputs and outcomes, the M&E results framework will be designed in a way that will

necessarily remain general, not least to keep institutional monitoring and evaluation processes practical and manageable.

The monitoring and evaluation cycle will include annual financial reports and annual narrative reports prepared at year's end for approval by the Board. In mid-2023, which is the beginning of the strategic period the Strategy will be subjected to an internal strategy review to monitor progress and achievements and make any adjustments required.

Objective 1: To create a strategy to develop M&E plans annually for all programmes

Objective 2: To continuously assess progress of implementation and periodically assess the outcomes of the Strategic Plan

Annex

Annex 1. Implementation Plan (Monitoring and Evaluation tool)