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# IMARISHA QUARTERLY REPORT

IMARISHA — TANZANIA ECONOMIC STRENGTHENING FOR  
HOUSEHOLDS AFFECTED BY AIDS

**JULY TO SEPTEMBER 2011 — QUARTER 3, YEAR 1**

THIS REPORT WAS PRODUCED FOR REVIEW BY THE UNITED STATES AGENCY  
FOR INTERNATIONAL DEVELOPMENT. IT WAS PREPARED BY DAI.

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## **DISCLAIMER**

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## ABBREVIATIONS AND ACRONYMS

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AIHA	American International Health Alliance
BDS	business development services
ES	economic strengthening
FAS	finance and accounting system
CDC	US Center for Disease Control
CHAC	Council HIV/AIDS Coordinator
DAI	Development Alternatives Inc.
DALDO	District Agriculture and Livestock Development Officer
DCDO	District Community Development Officer
DED	District Executive Director
DMO	District Medical Office
DOD	US Department of Defense
DSW	Department of Social Welfare (within the Ministry of Health)
ED	economic development
ELA	BRAC's Empowerment and Livelihoods for Adolescents Program
FANTA 2	Food and Nutrition Technical Assistance Project 2
FHI 360	Family Health International (now encompassing the former Academy for Education Development)
FtF	Feed the Future
HEA	household economic assessment
HBC	home based care
IP	implementing partner
IPG	implementing partner group
M&E	monitoring and evaluation
MOHSW	Ministry of Health and Social Welfare
MVC	most vulnerable children
MVCC	most vulnerable children committee
NCPA	National Costed Plan of Action for MVC
PPP	public private partnership
TACAIDS	Tanzanian Commission for AIDS
TAMIS	Technical Assistance Management Information System
TASAF	Tanzania Social Action Fund
USAID	United States Agency for International Development

# PROJECT ADMINISTRATION AND FINANCE

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## ► Year I Project Startup

- a. **Hire local staff.** During Quarter 2, IMARISHA proposed Ipyana Mwakasaka be considered for the key personnel position of Economic Development Manager position which was approved by USAID. He began work with the project on August 2, 2011. Also during Q2, Director of Finance and Administration, Ashura Mayalla resigned to join the USAID funded NAFKA project as their Director of Operations. During Q3, IMARISHA began recruitment for her replacement and will propose a new candidate at the start of Q4. In the interim, DAI staff members Krystal Lea Friesth and Alain Denis served in this role on an interim basis, providing ongoing support and training to finance and operations staff. By
- b. **Set of IMARISHA IT and Accounting Systems and Training of Local Staff.** IT and Accounting Systems are in place and fully functional as of Quarter 2. During Quarter 3 DAI home office specialist, Sudharshini Dewardene travelled to Dar es Salaam to finish customization of the IMARISHA Technical Assistance Management Information System (TAMIS) and to train staff on its use.
- c. **Work plan Developed and Submitted.** IMARISHA received approval of its work plan on May 31, 2011.
- d. **Performance Monitoring Plan.** IMARISHA will submit a revised PMP following the completion of its partner assessment and household economic assessment in Q4.
- e. **Environmental Compliance.** During Quarter 3, IMARISHA Chief of Party met with the PEPFAR and USAID Agriculture team to discuss compliance with USG environmental regulations. Although IMARISHA's activities in this area will be low risk—focused primarily on household gardening and permaculture – the project will still be required to submit an Environmental Screening Form demonstrating “negative determination” and therefore, no need for more in-depth environmental assessment. IMARISHA will submit its screening form in the coming quarter and will undertake the reporting required in the March to May timeframe. Any other updates will be provided through our quarterly reports.

## Quarter Three Deliverables.

- Local staff hired, including key personnel approved by USAID. Almost all key personnel are hired. A replacement DFA is now required for approval and hire and is planned for Q4.
- IT systems and field accounting systems set up and functioning. Q2
- Work plan developed and submitted by end of Month 3. Approval received in Q2
- Performance Monitoring Plan- To be submitted in Q4 following partner assessment
- Environmental compliance. Screening form to be submitted in Q4.

## 2. TECHNICAL PROGRAM

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### 2.1 TECHNICAL AREA 1: INCREASING CAPACITY OF PEPFAR IMPLEMENTING PARTNERS (IPS)

#### OVERVIEW

During Quarter 3, IMARISHA staff members were focused on a number of key issues related to PEPFAR IPs. The most immediate was finalization of partner assessment process in IMARISHA's seven regions with the intent of completing the survey report and planning for both technical assistance and training activities for the coming months. In some instances, this partnership was formalized in an MOU.

#### ACTIVITY DESCRIPTIONS AND DELIVERABLES

► **Engage PEPFAR IPs in informational dialogues to discuss IMARISHA vision and plans.**

During Quarter 3, IMARISHA staff continued to meet with new partners, primarily as part of the partner assessment process. However, a number of key organizations who implement activities outside IMARISHA's seven regions also came to the office to find out how they might access support and services from IMARISHA. Specifically, World Education which operates in Kilimanjaro, Arusha and Tanga spent a day in July with the IMARISHA team to discuss their plans. Also, American International Health Alliance (AIHA) which also implements programs in Kilimanjaro approached IMARISHA about providing a basic introduction course on economic strengthening as part of another training activity planned. See Activity 2 for more on the technical assistance provided.

Finally, IMARISHA staff also took some time to speak with prevention partners, namely JHPIEGO managed UHAI-CT and Baylor University's Mwanza based initiative focused on pediatric AIDS. Discussions with PEPFAR prevention partners came as the result of interest by USAID to "plus up" IMARISHA's cooperative agreement, allowing for more expansive coverage of ES in Tanzania, both through new partners (e.g., prevention partners) and geographic expansion to cover areas to the north. USAID/PEPFAR also expressed an interest in having IMARISHA provide support to EG/NRM partners on mainstreaming HIV/AIDS into their activities. For these activities, DAI IMARISHA has submitted a separate concept note for plus up consideration.

Also during Quarter 3, IMARISHA staff presented to a work planning meeting of the Pamoja Tuwalee partners. During this meeting we were able to present some of our preliminary findings as well as hear from other technical assistance providers. It also set the stage for more individual discussions with key MVC partners on how to roll out training and TA. Following the meeting one-on-one meetings were held with all prime partners to discuss partnership (as well as the Household Economic Assessment – see below). These discussions resulted in two finalized Memoranda of Understanding (MOUs) with Africare and FHI 360 Pamoja Tuwalee.

#### Quarter Three Deliverables:

- Ongoing meetings and discussions with PEPFAR partners outside IMARISHA's geographic and technical scope, Q3
- Submission of concept note at the request of USAID/PEPFAR for expansive programming, Q3
- MOUs completed with two PEPFAR partners, Q3

► **IMARISHA Baseline Assessments.**

Starting immediately following the partner meeting/launch on May 13, 2012, IMARISHA staff traveled to our seven regions to meet with various partners and sub-partners. The meetings focused around the assessment questionnaire and partner implementation of ES in general.

- **Completed Partner Assessments and Data Analysis.** In late May IMARISHA staff began the sub-partner assessment process, travelling first to the southern and central regions of IMARISHA's geographic coverage area to meet with sub-partners and district officials. Travel to northern regions, specifically Mwanza and Shinyanga as well as meetings in Dar es Salaam took place during Quarter 3. In total, IMARISHA staff had visited 79 implementing partners (prime partners, sub-partners and regional offices for prime partners) and collected assessment questionnaires from 47 organizations. From this IMARISHA staff undertook both qualitative and quantitative data analysis of 36 questionnaires and submitted its report on the State of Economic Strengthening in Tanzania to USAID on September 5, 2012.

Key findings from the report include:

1. The majority of ES activities currently being implemented by PEPFAR partners fall into the category of economic hand-outs or acute poverty support. The largest single area for acute poverty support was the direct payment of school fees for MVC. Similarly, very few organizations were undertaking ES interventions that were focused on economic growth or income creation.
2. Where activities have moved beyond hand-outs, ES interventions have largely been done through one-off training on a particular ES topic or intervention. These one-off trainings have not included ongoing capacity support and with the exception of savings led microfinance, much remains to be done to provide ongoing capacity development support.
3. Organizations had no consistent definition of "graduating" beneficiaries from support. The most consistent definition for graduating beneficiaries was when a child turned 18, they no longer received services. On the home based care side, this most common answer was "ability to meet basic needs". However, no organization was able to provide a metric of how this was determined.
4. In terms of continuity of activities, faith based organizations were deemed to be more effective in continuing their support for ES. This had primarily to do with the fact (we believe) that they had diversified funding sources.
5. There has been a substantial underinvestment in economic strengthening activities across the board. Although budget figures reported by partners on ES activities seemed to have many discrepancies and inaccuracies, we believe that investment in ES interventions has been less than 10% and in most cases less than 5%.
6. Part of the challenges of why ES has not been so successful to do date, we believe have to do with the hyper focus on targets by PEPFAR as well as issues with funding streams. With some great emphasis placed on reaching as many people as possible, more funding tends to fall to those activities that can happen once and be counted. Additionally, organizations noted that funding (particularly at the sub-partner level) often came late with the requirement to spend it quickly. This has meant that funds were spent on one-off activities as opposed to longer term investment in capacity building.
7. Because there are no national level standards, partners operate in a vacuum, not knowing what activities have the greatest potential for success, which areas to focus on, how to measure success or impact on their communities and when to end services. IMARISHA hopes to spearhead work with partners and with the national government to put some of these standards in place.

Once IMARISHA has received comments and finalized the report, the project will share it with partners at a formal event.

- **Household Economic Assessment.** In mid Quarter 3, IMARISHA M&E Manager, Khalid Mgaramo began work in preparation for the roll out of IMARISHA's planned household economic assessment (HEA). This work included modifying DAI's existing HEA that had been developed and used by DAI and FHI 360 for the ROADS project as well as the guidelines for use, the focus group discussion tool, developing the roll out plan by region and partner, and building a new data base in EpilInfo for data analysis. DAI's proposal suggested the roll out of the HEA to an

estimated 4,000 households. However, based on information obtained during our partner assessment on the numbers of beneficiaries being reached by partner, their district and ward level distribution per region and the fact that IMARISHA would undertake a closed survey (not a random household survey), we revised the number of households downward to 1,200 which we believe is a realistic sample given the number of households currently being served by MVC and HBC services in IMARISHA's seven regions.

In the modification, the IMARISHA HEA remained a simple survey tool that uses a household-based livelihoods framework to understand the economic context, vulnerabilities and potential resilience of HIV affected households. Specifically, the household survey tool analyzes how households: access and consume food and water; acquire and expend income and assets; access financial and technical services; cope with seasonal vulnerabilities; prepare for and respond to shocks (e.g. drought, crop failure or the need to care for someone affected by or living with HIV/AIDS); access and use health services and knowledge of HIV/AIDS. It also contains questions to understand participants' perceptions of their own health and well being.

The intent of the HEA is to capture household economic data and use it to drive decision-making of the organizations that serve them. To date, most implementers who had engaged in ES activities had only anecdotal stories to share of their successes, but no concrete measures of how things changed at the household level. The HEA will allow for better programming design AND for better knowledge of what is working and what is not.

In Quarter 3 IMARISHA began formal discussions with implementing partners on how to roll out the HEA. IMARISHA hosted an ill-attended meeting in its offices for Chiefs of Parties and then held one-on-one meetings with all key implementers, sharing with them information about the tool and in some cases the tool itself, how the HEA would be rolled out, what staff were needed from the partners in order to make the HEA happen, what our expectations were for cost-sharing and the tentative timetable for completion.

All the organizations seemed to understand the value of the HEA and were committed to cost-sharing the exercise with IMARISHA. As such, IMARISHA M&E Manager worked with partners to prepare a feasible schedule for roll out. The timetable for roll out of the HEA as of Q3 is as follows:

- Presentation of the HEA process and methodology to Chiefs of Party/Program Directors/IP leadership and the ES Performance Monitoring Working Group (late August 2011)
- Finalization of the HEA methodology and integration into EpiInfo (late August 2011)
- Translation of the tool into Kiswahili and field testing (early September 2011)
- Roll out of training to IP staff and outreach workers in three locations – Morogoro, Mwanza and Iringa (mid to late September 2011)
- Roll out of the formal HEA and data collection (October 2011)
- Data synthesis and analysis (late October to early November 2011)
- Sharing of data across IMARISHA partners (November 2011)

Note: by late September it became clear the planned roll out as per the above schedule no longer was realistic due to concerns that implementers would fall behind on M&E activities planned for PEPFAR and other implementation issues (e.g., PACT would not have sub-partner agreements in place until early November, thus delaying their participation).

Also of note: Pathfinder also raised an issue regarding its primary funder CDC. Within the context of rules governing organizations funded by CDC, the terms "survey," "assessment" and "evaluation" trigger other health research protocols. In order to avoid the need for an IRB or

ethics review within CDC itself, Pathfinder has chosen to call the HEA a “livelihoods planning exercise”.

### **Quarter Three Deliverables:**

- Finalized partner interviews with 79 organizations, Q3.
- Completed and submitted to USAID for comment a report on the survey findings, late Q3.
- Modification of the HEA for IMARISHA, including the guidelines, and focus group discussion tools- finalized in English by the end of Q3; the Kiswahili version will be completed in early Q4 for roll out

### **► IMARISHA Economic Strengthening Capacity Building Program.**

During Quarter 3 and following the partner assessment process, IMARISHA staff held two days of technical meetings to begin the design process on its training and capacity building program. During this meeting, facilitated by Kirsten Weeks who provides technical support to IMARISHA from DAI’s head office, members of the partner assessment team presented their findings on key organizations to support and areas of weaknesses for focus of future strengthening by IMARISHA. Of the organizations visited more than half were deemed to be good potential investments for further economic strengthening work. In terms of future training and capacity building work, much discussion centered on whether to focus on technical or functional subjects. More than 20 subjects were identified as areas of need. However, all staff members agreed that this needed to be further consolidated into a roll out strategy vis-à-vis the partners. Thus, in the end IMARISHA selected the following training and TA topics for focus and roll out over the coming year:

- Savings led microfinance/savings and internal lending communities (SILC)
- Introduction to Economic Strengthening
- Understanding the market
- Food based approaches/Household production and nutrition
- Poultry production
- Entrepreneurship
- Monitoring and evaluation for ES

Staff members were assigned to each as a champion based on their skill sets and previous professional experience.

- ***Design IMARISHA Capacity Development Modules.*** Following the two days of technical meetings, staff began work on training materials in these key areas. Of the above listed activities, key IMARISHA staff members were assigned to each and deadlines were set so that most of the courses could be rolled out within one to four months. In most cases this preparation of training materials meant a review of existing materials, the compilation of new information into an appropriate format and the preparation of practical exercises, handouts and PowerPoint presentations for the training courses. To the extent possible, trainings were to focus on practical, hands-on skills development with lots of time and exercises focused on practicing the skills so that they could be further trained downward to beneficiaries in the community.

From the start IMARISHA has advocated that savings be a key entry activity for most economic strengthening work. Not only is there some strong evidence to suggest that savings is a core empowerment activity, it is also a good way to bring the community together and it becomes an excellent forum for other ES interventions in agriculture, business/enterprise development, literacy etc.

IMARISHA’s Livelihoods Manager, Daniel Laizer, had in previous employment also worked closely with a number of the HIV service providers training them in the savings methodology. Because the materials are open source and needed minor adaptation, savings was the first area in which IMARISHA was able to roll out training/training of trainers.

- **Roll Out Core Economic Strengthening Activities including Mentoring and Training.** In late September, Daniel rolled out a sensitization and then intensive savings course focused on skills building of community resource persons to Africare sub-partners in Dodoma, namely DCT, SWT, St. Luke's, UMWEMA, and CCT. Additionally, Africare ES staff and some local government authorities were in attendance. Training was provided to 50 people, 31 men and 19 women.

In addition to savings, IMARISHA M&E Manager, Khalid Mgaramo led a two-day workshop in early August for AIHA partners in Same on the topic of economic strengthening. To date, AIHA has not supported any ES initiatives but was interested in introducing the topic to its partners in Same at a refresher course being given on palliative care. The training was conducted for 17 participants (15 women, 2 men) and fully paid for by AIHA.

An Activity Calendar was put into place for Q4 which includes further training in the area of savings, poultry and introduction to economic strengthening.

- **Develop Focus Notes on Different Economic Strengthening Topics.** No progress was made toward the development of these focus notes during Quarter 3.

#### **Quarter Three Deliverables:**

- Began design and completion of key training and capacity building programs and materials. Savings course materials completed in Q3. Introduction to Economic Strengthening completed in Q3. All other courses will be finalized and launched in Q4 and into 2012.
- Rolled out savings led microfinance courses (sensitization and intensive training) to Africare sub-partners in Dodoma Q3.
- Rolled out introduction to economic strengthening to AIHA sub-partners in Same, Q3.

## 2.2 TECHNICAL AREA 2: ESTABLISH PARTNERSHIPS, LINKAGES, AND PILOT PROGRAMS

### OVERVIEW

Given the intense focus on completing the partner assessment, rolling out the HEA and initiating training activities, less emphasis was placed on meeting additional FtF partners. As learned from the previous quarter, many of these activities are new and also in startup mode. IMARISHA anticipates that real opportunities for collaboration will begin in early 2012, particularly with the horticulture programs and with the new nutrition flagship project which was awarded in Quarter 3 to Africare.

Instead, starting in Q3, IMARISHA began formalizing its partnership with different PEPFAR implementers (prime partners and sub-partners). These partnerships will take different forms but will focus on strengthening good practices, building staff skill sets, improving internal operations and monitoring of ES activities, fostering linkages, building sustained strategic alliances, and fostering learning through dialogue among peer organizations.

### ACTIVITY DESCRIPTIONS AND DELIVERABLES

#### ► **Technical Assistance for PEPFAR IPs.**

During Quarter 3 IMARISHA announced its new technical assistance facility to PEPFAR MVC implementers at the Pamoja Tuwalee meeting in August. This meeting also started some momentum toward formalizing memoranda of understanding with different PEPFAR partners.

- **Design TA Facility.** During Quarter 3 IMARISHA announced its new technical assistance facility to PEPFAR MVC implementers at the Pamoja Tuwalee meeting in August. Following this meeting, IMARISHA staff put into place a formal process by which TA can be requested. A TA form and instructions were developed and shared. Since then a few requests for technical assistance have been received. The first was from AIHA and resulted in a two day training workshop conducted in August (see Activity 1). Additionally, IMARISHA was also able to set up a study tour for participants of the Same training to visit successful savings initiatives in Mikumi and in Ifakara. This helped solidify their decision to begin savings activities in the coming year.
- **Develop MOUs with PEPFAR IPs.** Discussions began in earnest around formalizing partnerships with different. In particular two MVC partners were quick to contribute to and sign MOUs with IMARISHA. These partners are Africare and FHI 360. While the MOUs differ greatly in content and objectives, both MOUs put into place a process and agreed upon set of rules for working together, which include cost sharing training, sharing information, adhering to principles of best practice, communicating successes, failures and other feedback and plans to meet quarterly to review previous work and plan for future activities.
- **Other PEPFAR Partner Activities.** During Q3 IMARISHA made special efforts to reach out and find common ground with a number of Mbeya based partners, namely DOD funded Walter Reed which works on both OVC and HBC programming and KIHUMBE, one of Walter Reed's larger and more capable sub-partners. In the case of Walter Reed, communication with the partner had been both sporadic and unfocused. Given the large number of partners in Mbeya that received funding from Walter Reed, IMARISHA was interested in bringing them on board in a closer partnership. However, it became clear from a meeting with them in late September that this would not likely happen in any formal way. Walter Reed staff were clear that while they were interested in ES, we (IMARISHA) needed to be more communicative about training initiatives with them directly and not their sub-partners and that they had not provided funding to sub-partners to cost share activities with IMARISHA including for exercises such as the HEA. (As a

sidebar, Walter Reed suggested that IMARISHA should consider paying all HEA volunteers as volunteers for their time in training and data collection which is not our intention. As a result, IMARISHA cancelled a savings sensitization course planned in coordination with KIHUMBE for late September to show our good faith toward a better partnership in the future. Subsequently, we have had better communications and have a tacit agreement to coordinate and plan with them but we still face the challenge of how to fund these activities.

Also while in Mbeya, IMARISHA staff took the time to meet with KIHUMBE to discuss a proposal submitted to PEPFAR for a job incubation center. IMARISHA learned of this job incubation center proposal at the Pamoja Tuwalee meeting, but more importantly learned during the Country Operational Planning Process that PEPFAR desired IMARISA to work with KIHUMBE on the roll out of the center. During our September meeting with KIHUMBE's program manager, Ptolemy Samwel, we learned about the plans and received a written copy of the proposal. The short proposal articulated a plan to set up a program in which KIHUMBE's vocational school graduates might gain access to more time with KIHUMBE to undertake group projects (for a fee) and gain greater on the job mentoring from staff.

Following the trip to Mbeya, IMARISHA Economic Development Manager, Ipyana Mwakasaka and the Chief of Party prepared an evaluation of the proposal and shared their comments with USAID. While the idea had great merits in terms of supporting graduates on the transition from school to work, the proposal lacked in many areas including:

- Sufficient background data on the past graduates, their challenges and successes;
- A sufficiently detail explanation of the challenges and how they would be met by the new job incubation program;
- Sufficient details on the type of real employment opportunities that might be out there for graduates including linkages to formal sector employers;
- KIHUMBE's ability to demonstrate a realistic and coherent plan for training and support including in the area of providing business skills for sole entrepreneurs that graduate from its center; and
- The provision of a business plan and financial projections for the center on its sources and uses of graduate revenue, its staffing and equipment.

This information was communicated back to IMARISHA AOTR, Grey Saga but unfortunately, Elizabeth Lema, OVC adviser, was unable to attend the meeting.

### **Quarter Three Deliverables:**

- Developed TA Request form and instructions for applying, Q3.
- Announced TA Facility to Pamoja Tuwalee partners, Q3.

### **► Health and Economic Strengthening Partners Linkage Building.**

During Q3, the IMARISHA team continued conversations with different economic strengthening partners. In particular, conversations continued with BRAC in relation to their Empowerment and Livelihoods for Adolescents (ELA) program. IMARISHA also began discussions with Movirtu, a UK based organization rolling out cloud phone technology. Movirtu shared information on its current pilot program with Tigo and Technoserve to use cloud phone technology for developing a market information system to share commodity prices. IMARISHA and Movirtu began preliminary discussions of how they might work together in the future. The intention is to continue these discussions in late October when the Movirtu team returns to Tanzania.

IMARISHA also had some check-in discussions with NAFKA on its vulnerable populations program. As of Q3, NAFKA had not yet rolled out any activities in this area and was relying on its partner, CRS to take the lead on these activities. IMARISHA will follow up with NAFKA in Q4.

#### **Quarter Three Deliverables:**

- Discussions with FtF and other partners continue and more expected in Q4.

#### ► **IMARISHA Competitive Grants Program.**

During Quarter 3, IMARISHA began work on developing its innovation fund. Specifically, Krystal Lea Friesth from DAI's home office developed the first iteration of the IMARISHA Innovation Fund manual and presented it to staff at the August technical meetings. The Innovation Fund would make primarily fixed obligation grants of between \$25,000 and \$50,000 to local Tanzania organizations in five category areas:

- New programs, technologies, or services that directly or indirectly expand or scale-up livelihoods services. Technology or service must be specifically designed to maximize "value" (or return on investment) to vulnerable households and / or expand demand for new products or services;
- Innovative delivery platforms for training, technical assistance, community mobilization, monitoring and evaluation or knowledge management / sharing to improve access, understanding, uptake or scale of economic strengthening;
- Initiatives to simplify access to local government programs for OVC / HIV support or economic / agriculture strengthening;
- Activities to strengthen the evidence base between HIV (prevention, care, treatment and support) and livelihoods; and
- Exemplary partnership models with local government, the private sector or other civil society organization which promote more sustainable service delivery, better uptake or productive behaviors, improved engagement of LGAs with vulnerable populations.

In early Q3, IMARISHA will finalize the grants manual and share it with USAID. The intention is to put in place all the grants systems so that grants can be made in early 2012 in line with IMARISHA's incremental funding.

Also during Q3, IMARISHA began the recruitment for a grants manager. Ms. Rose Kihulya, a grants manager for the Foundation for Civil Society, was identified and recruited to serve as IMARISHA's grants manager. Ms. Kihulya will begin work with IMARISHA on November 1<sup>st</sup>, 2011. Note: this position was not initially budgeted for and thus, budget modifications will need to be made in order to accommodate this position.

#### **Quarter Three Deliverables:**

- Began design of grants manual and systems. Finalization of the grants manual is expected in Q4.
- Recruited Grants Manager, Q3.

#### ► **IMARISHA Public Private Partnership (PPP) Program.**

##### • ***Engage Private Sector Partners to Identify Common Goals for PPP Programs***

No activities undertaken at this time. However, Elizabeth Lema did mention that she would like IMARISHA to take the lead on developing and rolling out a workshop on this topic for OVC implementers. This workshop – to be conducted jointly with Gene Peuse, USAID and PEPFAR's Public Private Partnership Specialist, will be held during Q4.

- ***Engage FtF Partners to Determine Common Goals and Collaborations and Linkages for Maximum Impact, particularly in Dodoma, Morogoro and Iringa.***

During Q2 IMARISHA held several meetings with Feed the Future (FtF) and other development partners (as noted above) to discuss how the program could link or facilitate participation of vulnerable populations into larger, more robust economic development programming. Feed the Future meetings in Kilombero were particularly useful for identifying local sources for training and capacity building for PEPFAR partners, as well as partners to whom health partners could be linked for more advanced economic strengthening activities, particularly around agriculture. However, given the nascent status of many of the implementers, activities in this sphere are likely to get rolling in 2012 as opposed to 2011. IMARISHA will continue dialogues with implementers to see where opportunities exist.

**Quarter Three Deliverables:**

- No results in Q3.

## 2.3 TECHNICAL AREA 3: IMPROVE GOT CAPACITY

### OVERVIEW

As PEPFAR shifts its strategy from emergency response to sustainable country ownership, it's imperative that the Tanzanian government continues to expand (or at least effectively maximize) its capacity to facilitate, promote and monitor public health and economic responses/activities that help individuals and families coping with HIV/AIDS. A host of different Tanzanian government programs work to meet the needs of vulnerable populations in Tanzania, including those affected by HIV/AIDS. IMARISHA through its work hopes to collaborate with both those addressing the public health response as well as those focused on economic growth, poverty reduction and social safety nets. It will also work with the myriad of civil society and other donor funded organizations assisting the government with this response.

### ACTIVITY DESCRIPTIONS AND DELIVERABLES

► **Engage Tanzanian Government health and economic entities and foster cooperation.**

During Q3 IMARISHA began more serious engagement with the Government of Tanzania (GoT), this time at the national level. During Q3 IMARISHA finally was able to organize initial meeting with key national government partners including the Department of Social Welfare, TACAIDS and the National AIDS Control Programme. Additionally, the assessment team continued its meeting with local government authorities while undertaking and completing the partner assessment. The team met with more than 30 district councils and their staff. The focus of this engagement was to introduce the program and learn more about areas of collaboration.

• **Hold initial meetings with key government institutions.**

During Q2 and Q3 IMARISHA made visits to 34 local government authorities (LGAs) including: Morogoro – Municipal and Rural, Iringa – Municipal and Rural, Mbeya – Municipal and Rural, Kilosa, Kilombero, Kilolo, Mufindi, Makete, Ludewa, Mbarali, Chunya, Mbozi, Kyela, Rungwe, Ileja, Dodoma, Kongwa, Chamwino, Bahi, Mpwapwa, Kondoa, Kahama, Njombe – Municipal and Rural, Mwanza - Municipal and Rural, Ilemela, Misungwi, Nyamagana, Ukerewe, and Sengerema. These meetings were conducted parallel to the partner assessment process, and in many cases, were organized with the support and introduction of PEPFAR sub-partners. The visits were used to introduce the project to LGAs and to learn more about how LGAs support HIV vulnerable households. In general, there was a very positive response to IMARISHA's approach and high willingness to cooperate and collaborate. IMARISHA was also able to understand how collaboration takes place across disciplines (health, education, agriculture) at the district or municipal level. In some places this collaboration and coordination was strong, in other regions less strong. LGA supported ES activities fell into three areas:

1. Provision of soft loans through the Women and Youth Fund, a Ministry of Community Development, Gender and Youth supported initiative.
2. Provision of MVC support funds provided by TACAIDS (with very little focused on ES); and
3. Provision of grants from the Tanzanian Social Action Fund to group based income generating projects for vulnerable populations (especially HIV affected groups).

Although all three areas had notable achievements and strong projects under all three areas, including some good collaboration in some locations with MVC service providers, IMARISHA noted a few areas and opportunities where the project may be able to help improve activities and capacity including providing training and capacity building to TASAF Programme officers, District Community Development officers and Council HIV/AIDS coordinators on topics ranging from entrepreneurship and business skills development, market analysis, and group dynamics and formation, to name a few.

IMARISHA also held an introductory meeting with the Department of Social Welfare, TACAIDS and National AIDS Control Programme. The meetings with DSW and TACAIDS were most productive. The meeting with DSW focused primarily on how we support MVC implementers and the role we could play in the development of the next National Cost Plan of Action for MVC. With TACAIDS similarly we discussed how IMARISHA might support the Impact Mitigation Working Group. IMARISHA was able to participate in the first meeting of this group and will work with the group to develop a more concrete agenda in the meetings to come.

Finally, IMARISHA COP met with the National AIDS Control Programme. This meeting was met with some skepticism, critique and suspicion as NACP staff were unaware of IMARISHA's activities and felt there needed to be much greater consensus process around the creation of ES training materials and modules. Following the meeting IMARISHA discussed the challenges with USAID who suggested that perhaps we choose to work with other governmental partners. Going forward IMARISHA will not likely work closely with the NACP unless requested to do so by USAID or by the NACP.

In summary, IMARISHA has held initial discussions with the following GOT entities. More meetings are planned for Q4.

INSTITUTION	MEETING PURPOSE	MEETING HELD
TACAIDS, MOHSW/DSW and NACP	Introduce IMARISHA; identify areas of collaboration	Meetings requested in April, June and July. IMARISHA participated in first; TACAIDS-chaired Impact Mitigation working group meeting in August. Initial meetings also held in August with the DSW and NACP.
Ministry of Agriculture and Food Security: national and district levels	Introduce IMARISHA; identify areas of collaboration	District level meetings held in all regions; national level meetings still pending
DEDs/DMO/DCDO/TASAF	Introduce IMARISHA; identify areas of collaboration	District level meetings held in all regions;
Multi-sectoral AIDS Committees at the community, ward and village levels (CMACs, WMACs, VMACs).	Introduce IMARISHA; identify areas of collaboration	Pending roll out of more formal IMARISHA partnerships
Other HIV/AIDS related committees and structures (CHACC, DACC, etc)	Introduce IMARISHA; identify areas of collaboration	District level meetings held in all regions;
The Private Sector, including the Tanzania HIV/AIDS Business Coalition	Introduce IMARISHA; identify areas of collaboration	IMARISHA to reach out in Q3 and 4 in those areas of focus for 2011 and 2012
Most Vulnerable Children Committees (MVCCs)	Introduce IMARISHA; identify areas of collaboration	Meetings held with some MVCCs in some regions
MVC and HBC IPs Groups (IPG)	Introduce IMARISHA; identify areas of collaboration	Initial presentations made in April (MVC) and May (HBC); regular participation is ongoing

#### Quarter Three Deliverables:

- Initial meetings held with GoT, particularly LGA in Q2 and Q3; initial national level meetings held in Q3

► **Collaborate and Coordinate with other IPs, Specialized TA Providers and other PEPFAR partners supporting the GOT.**

During Q2 IMARISHA made introductory presentation to both the MVC and HBC implementing partners groups (in April and May, respectively). During the meeting with the HBC implementing partners group, discussion centered on the need for a common set of performance indicators for ES, particularly indicators to measure outcome and impact, not just outputs. During this meeting IMARISHA volunteered to convene a working group to address identify these measures. (See more information under Technical Area 4 of this quarterly report). Meetings of the working group continued in Q3.

During Q2 IMARISHA provided further input to the evaluators from Muhimbili University on the National Costed Plan of Action (NCPA) for Most Vulnerable Children (2007-2010). IMARISHA expressed concern about some of the initial recommendations on ES “best practices” (e.g., around animal bank programs, engaging the private sector to provide services, volunteer compensation, among other topics) in the report and will continue to engage in the report’s refinement moving forward to ensure evidence-based best practices are included and guide the impact mitigation components. IMARISHA expects that during Q4 work will begin on the new costed plan. IMARISHA stands ready to provide support as needed.

**Quarter Three Deliverables:**

- IMARISHA continued to participate in MVC and HBC IPGs in Q3.
- IMARISHA participated in the TACAIDS Quarterly Impact Mitigation Working Group in Q3.
- Contributions to the NCPA evaluation in Q3.

## 2.4 TECHNICAL AREA 4: ENHANCE THE EVIDENCE BASE THROUGH INCREASED M&E CAPACITY

### OVERVIEW

Links between livelihoods development activities and household asset stabilization are clear, but indicators to measure the health impact of integrated economic strengthening programming are still nascent. The challenges to measuring the impact underscore fundamental differences between mainstream HIV/AIDS interventions (treatment, behavior change focused prevention activities, palliative care, for example) and economic strengthening/livelihoods programming (e.g., agriculture, private sector development, business development). IMARISHA is facilitating a learning process to develop systematically permanent economic strengthening M&E feedback and learning systems, track household economic performance, and bolster sustainability by using this information and data for outcome-oriented course correction to activities that do not produce results.

### ACTIVITY DESCRIPTIONS AND DELIVERABLES

► **Ensure feedback and learning processes are integrated into IP project framework.**

Learning and monitoring from implementation is a critical process for IPs and their internal learning and monitoring systems were included within the partner needs assessment. As a part of the partner needs assessment and other ongoing monitoring efforts, IMARISHA is working to establish feedback and learning processes with IPs.

As part of our training efforts, new monitoring systems are being developed to allow IPs to supervise activities but also to understand if skills are being adopted. The M&E systems around savings will be rolled out in the coming months as new savings activities are initiated. This is the third step in adopting savings as an ES intervention. To date, IMARISHA has not rolled this out.

Similarly, other monitoring tools will be developed to accompany other training and capacity building. The bulk of this is likely to take place in 2012.

#### Quarter Three Deliverables:

- N/A

► **Expand and integrate M&E processes and systems.**

During May 2011 IMARISHA gave presentations to both the MVC/UNICEF Implementing partners group and the Home Based Care Implementing Partners group. During the HBC IPG, partners expressed great interest in identifying the right set of indicators and performance monitoring tools for economic strengthening. At the meeting IMARISHA offered to organize and convene the Performance Monitoring for Economic Strengthening Working Group. The group began meeting in mid May, and again in early July to identify, discuss and adopt a set of common performance indicators that can be used to measure activities and outcomes related to the intervention undertaken on economic strengthening.

The group has met twice, convening M&E and ES specialists from the following organizations:

- FHI-ROADS
- Pathfinder
- Africare – Pamoja Tuwalee and HBC
- Pact Tanzania
- SONGONET/RUNOWA

In preparation for its second meeting on 6<sup>th</sup> July 2011, IMARISHA compiled a list of different economic strengthening indicators captured from various sources including draft MERG indicators, EG programs and the new Feed the Future program and distributed it to the participants for review and discussion. However, the meeting planned for early August had poor attendance; only one partner showed up. IMARISHA attempted to reschedule the meeting two weeks later and again only one organization came.

IMARISHA is now rethinking how to implement this critical activity. We have discussed the idea of incorporating this working group into an existing working group for M&E for MVC partners. However, this would leave out a critical group – the HBC providers. IMARISHA will work with the partners to find a solution in Q4.

Also during Q3, both PEPFAR Washington and MEASURE Evaluation approached IMARISHA about helping to contribute to a list of ten indicators that showed impact toward improved child well being. IMARISHA provided comments (the same) to both groups, suggesting that there are no two indicators that could be used to provide a comprehensive view of child well being as it related to improved household resiliency or reduced vulnerability. Instead, IMARISHA shared with PEPFAR Washington and MEASURE our thoughts on developing composite indicators that addressed both improved resiliency and reduced vulnerability. Given Washington's fixation on ten indicators, however, the IMARISHA COP suspects that our suggestions will be ignored. However, we stand firmly behind the notion that ten indicators is simply not enough to cover the vast sub-thematic areas that make up "child well being".

In a final activity under the theme "enhancing the evidence base", DAI IMARISHA will provide an IMARISHA t-shirt to those individuals who show evidence of having read this report. We are just curious.... Please email the Chief of Party directly on this matter.

**Quarter Three Deliverables:**

- Organized and convened the Performance Monitoring for Economic Strengthening Working group for HBC and MVC service providers – July meeting (held) and August meetings (cancelled due to lack of participation), Q3.
- Contributions to discussions on child well being indicators. Q3

### 3. COMMUNICATIONS

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IMARISHA's communications strategy in Year I focuses mainly on building a higher level of awareness about the importance of sound commitment to economic strengthening for HIV/AIDS affected households.

#### **Activity Descriptions and Deliverables**

► **Effectively communicate IMARISHA project information, achievements and lessons learned.**

IMARISHA is communicating information about its technical assistance, training, mentoring and capacity building throughout the course of the project. IMARISHA's communications tools will include: activity updates, success stories, presentations, grant profiles, and project reports that will be used to communicate results to USAID, project counterparts, GOT, other donors and the general public. Down the line IMARISHA's communications tools will seek to leverage more sophisticated resources through the Tanzanian Capacity and Communication Program that use local media and other channels for raising awareness.

IMARISHA makes frequent formal and informal presentations. During Q 3, IMARISHA made the following presentations about the program

- Informal presentations to partners as part of partner assessment process
- Informal presentations to LGAs as part of partner assessment process
- Informal presentations made to DSW, TACAIDS and NACP
- August Pamoja Tuwalee partner meeting
- August meeting for Chiefs of Parties
- ES Performance Monitoring working group – presentation planned but not given
- AIHA Sub-partners training in Same

Also during Q3, IMARISHA completed its first Activity Update.

In Q4 IMARISHA will present to TACAIDS Impact Mitigation Working Group, to the Feed the Future Partners Meeting, and to its own partners on the results from the partner survey. Also, during Q4 IMARISHA will release its first success stories and further activity updates for sharing with partners and USAID.

#### **Quarter Three Deliverables:**

- Project Presentation developed (short version and full length) in Q2 and delivered 3 times in Q2.

## 4. WORK PLAN FOR COMING QUARTER

Below are the following planned activities for Quarter 4 by technical area.

ACTIVITY	DATE TO BE COMPLETED	RESPONSIBILITY
<b>Project Administration and Finance</b>		
Complete recruitment for DFA	September 2011	Colleen Green, Krystal Lea-Friesth (DAI Home office)
Hire IMARISHA Grants Manager and Complete Set up of Grants Management Systems	September – November 2011	Krystal Lea-Friesth and new grants manager
Finalize PMP	October 2011	Khalid Mgaramo
Finalize and submit Environmental Verification Plan	October 2011	Ipyana Mwakasaka
<b>Technical Area 1: Increasing Capacity of PEPFAR Implementing Partners</b>		
Finalize Partner Assessment Report with feedback from USAID	October 2011	Colleen Green
Share Partner Assessment Report with partners in workshop format	November 2011	Colleen Green and IMARISHA team
Meet with PEPFAR partners to plan 2011-2012 partnerships	Ongoing Quarter 4 2011	Colleen Green, Daniel Laizer, Khalid Mgaramo, Ipyana Mwakasaka
Publicize technical assistance facility	Ongoing Quarter 4 2011	Colleen Green, Daniel Laizer, Khalid Mgaramo, Ipyana Mwakasaka
Continue design, development, and planning of initial training and capacity building courses	October - December 2011	Daniel Laizer, Ipyana Mwakasaka, Lucy Maziku
Roll out initial training and capacity building programs	October – December 2011	Daniel Laizer, Ipyana Mwakasaka, Lucy Maziku, Colleen Green
Design technical aspects of grants program and prepare for Q1 2012 roll out	October - December 2011	Krystal Lea-Friesth and Grants Manager
Develop SOW for causal model training specialist and make preparations for work to be completed in Q4	Postponed until completion of HEA – likely 2012	Khalid Mgaramo and Colleen Green
<b>Technical Area 2: Establish Partnerships, Linkages and Pilot Programs</b>		
Continue discussions with various PEPFAR partner regarding MOUs	Ongoing Quarter 4	Colleen Green
Continued discussions with KIHUMBE on potential support to a job incubation center	Ongoing Quarter 4 and into 2012	Colleen Green and Ipyana Mwakasaka
Meet with various ED and FTF partners to discuss IMARISHA and potential linkages	Ongoing Quarter 4	Colleen Green, Daniel Laizer, Khalid Mgaramo, Lucy Maziku, Ipyana Mwakasaka
Continue identifying potential	Ongoing Quarter 4	Colleen Green, Daniel Laizer,

linkage partners for HBC and MVC organizations		Khalid Mgaramo, Lucy Maziku, Ipyana Mwakasaka
<b>Technical Area 3: Improve the Capacity of the GOT</b>		
Follow up with TACAIDS, DSW and NCPA	August and September 2011	Colleen Green
Participate in TACAIDS Impact Mitigation Working Group	November 2011	Colleen Green
<b>Technical Area 4: Enhance the Evidence Base through Increased M&amp;E Capacity</b>		
Continue work with ES performance monitoring technical working group	October 2011	Khalid Mgaramo
Finalize planning for household economic needs assessments	October 2011	Khalid Mgaramo, Kirsten Weeks (DAI home office) and local consultant, Andrew Komba
Field test HEA tool	November 2011	Khalid Mgaramo and local consultant, Andrew Komba
Roll out HEA	November - December 2011	Khalid Mgaramo and local consultant, Andrew Komba
<b>Communications</b>		
Develop one activity update and success story	October - December 2011	IMARISHA team

## 5. STATUS OF INTERNATIONAL SHORT TERM CONSULTANCIES

The matrix below lays out planned short term international consultancies for 2011 as well as the status (completed, in progress, pending) of the consultancies. Other short term technical assistance may be procured internationally with concurrence from the AO/ AOTR. Additionally, IMARISHA will source local consultants and expertise for a variety of work related to partner organizations.

<b>Name of Individual</b>	<b>Role/Assistance he/she will provide</b>	<b>Estimated timeframe</b>	<b>Status</b>
Krystal Lea	Start up Specialist; assistance with operational start up of IMARISHA	January – February 2011	Completed Q1
Caesar Layton	Project Technical Lead; Technical engagement on work plan	March 2011;	Completed Q1
Kate Ogorzaly	Project Coordinator; Training of financial management staff;	March – April 2011;	Completed Q1
Barbara Seligman	Acting COP in absence of COP (during personal leave)	April 2011	Completed Q1
Kristopher Capella	Summer intern; assistance with mapping exercise, completion of assessment reports and other activities	June – August 2011	Completed Q3
Erik Bjers	IT Specialist; set of IMARISHA office network and IT systems	June 2011	Completed Q2
Vahe Sahakyan*	Financial Accounting System Specialist to set up permanent accounting system	June- July 2011	Completed Q3
Sudharshini Dewardene	TAMIS Specialist; development of and staff training on DAI's technical assistance management information system (TAMIS)	August 2011	Completed Q3
Krystal Lea-Friesth	Grants Operations and Systems Specialist; Acting DFA	August 2011	Completed Q3
Kirsten Weeks	HEA and Strategic Planning	August 2011	Completed Q3
Alain Denis**	Acting Director of Finance and Administration	September – October 2011	In progress into Q4
Alyson Lipsky	Causal models; development of training for health and livelihood models	Originally estimated October-November 2011. However, given late start of HEA, postponed till 2012.	Postponed till 2012

Note: IMARISHA will be requesting additional time from DC based staff on operations support (and after Krystal Lea-Friesth returns to the home office) while a new DFA is being recruited. We request the use of Alain Denis for acting DFA. Also, note: Alyson Lipsky is

likely to be replaced as the consultant for causal model training and development due to the planned birth of her first child in early 2012.

\*Note: this STTA was noted in the budget but left out of the matrix that was submitted with the work plan. The time, however, has been accounted for in the IMARISHA budget.

\*\* Note: this STTA was not envisioned until Ashura Mayalla resigned in June 2011. Thus, this former DAI DFA will come to Tanzania to provide needed support. This STTA was approved by the AO and AOTR.

**IMARISHA – TANZANIA ECONOMIC STRENGTHENING FOR  
HOUSEHOLDS AFFECTED BY AIDS**

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