

## AIDSTAR-Two Project Trip Report

**AIDSTAR-Two Project Trip Report – Malawi**

**August 25-31, 2013**

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5 key words:

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## AIDSTAR-Two Project Trip Report

### 1. Scope of Work:

Destination and Client(s)/ Partner(s)	Lilongwe, Malawi
Traveler(s) Name, Role	Sarah Johnson, Project Director, AIDSTAR-Two Alyson Clark, Senior Project Officer, AIDSTAR-Two
Date of travel on Trip	August 25-31, 2013
Purpose of trip	<ol style="list-style-type: none"> <li>1. Prepare for and assist team with 1-day Results Dissemination Conference. Present at the event on Aug. 30.</li> <li>2. Presentation and discussion at USAID Malawi on Local Capacity Development Aug 26</li> <li>3. Conduct 2-day Leadership &amp; Governance Workshop Aug. 27-28</li> <li>4. Meet with USAID at MSH Malawi on Aug 29 to review Option B+ progress (funded through Care &amp; Support TWG) and for Laurie Rushton, AS-Two COR to meet the Malawi AS-Two project director</li> <li>5. Meet with finance team to prepare for close-out</li> </ol>
Objectives/Activities/ Deliverables	<ul style="list-style-type: none"> <li>• Design and deliver 2-day Leadership &amp; Governance Workshop to accomplish the following objectives: <ul style="list-style-type: none"> <li>a. Review civil society concepts and terms</li> <li>b. Discuss Governance, Leadership and Management concepts and practices and specifically actions to strengthen governance</li> <li>c. Review overall governance roles and responsibilities of the Board and senior management</li> <li>d. Board self-assessment</li> <li>e. Develop Governance strengthening action</li> <li>f. Strengthen ties as a network of CSOs</li> </ul> </li> <li>• Assist AIDSTAR-Two/Malawi team to prepare for and implement the Results Dissemination Conference with the following objectives: <ul style="list-style-type: none"> <li>a. Provide brief overview of the AIDSTAR-Two Malawi project (goals and technical approaches)</li> <li>b. Share and discuss significant organizational results by the 14 CSOs that received technical assistance from the AIDSTAR-Two project</li> <li>c. Highlight success stories, lessons learned and identify scalable approaches for future organizational capacity building interventions.</li> </ul> </li> <li>• Meet with finance team to prepare for close-out</li> <li>• Meet with USAID Malawi and Laurie Rushton, AIDSTAR-Two COR, to review progress on Option B+ activity as well as to update them on AIDSTAR-Two Malawi</li> <li>• Presentation and discussion at USAID on local capacity development to orient mission staff to AS-Two capacity development approaches</li> </ul>
Background/Context, if	AIDSTAR-Two/Malawi Project adopted a “demand-driven” approach to

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appropriate.	<p>capacity building and organizational development for its 14 CSO clients. Many of the CSOs cited board governance and senior management as a priority challenge during the engagement phase with AIDSTAR-Two and to respond to this need, the project planned for a 2-day workshop on this topic.</p> <p>Additionally, AIDSTAR-Two/Malawi held regular Results Review meetings during the course of the project where CSOs presented progress to date on the challenges and capacity development projects they were working on. The final review meeting took the place of an End of Project/Results Dissemination Conference whereby CSOs shared their progress during the 2 years through a variety of methods.</p>
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**2. Major Trip Accomplishments:** Should include the major programmatic goals realized, relevant metrics, and stories of impact from the trip.

AIDSTAR-Two/Malawi held a 2-day Leadership & Governance Workshop (August 27-28) at the Sunbird Lilongwe Hotel in Lilongwe, Malawi. The 33 workshop participants from the CSOs that AIDSTAR-Two supported during a two year period reviewed the importance of NGO governance, the roles and major responsibilities of the Board of Directors and Senior Management, general structure to a Board of Directors and necessary Board documents, tips to improve the effectiveness of the Board and Board meetings, review of typical governance problems and how the Board can help solve organizational challenges. In addition, through this workshop, board members and senior staff developed a common understanding of the principles of accountability, transparency and public interest and determined the attributes of a high-performing Board. As an outcome of the meeting, Board members and senior staff developed an action plan for improving governance in the organization. Participants reported that the Leadership & Governance workshop was eye-opening, particularly around the roles and responsibilities of senior management and boards.

See Leadership & Governance Workshop Report for more details.

On August 30, 2013 at the CrossRoads Hotel in Lilongwe, the project held the AIDSTAR-Two/Malawi Results Dissemination Conference, an end-of-project event. 84 people attended including representatives from all 14 CSOs, members of the international NGO community, and representatives from the Malawi government and USAID/Malawi and USAID/Washington. The event was unique in structure without the use of PowerPoint; rather it featured: 1) a panel discussion where 4 CSOs representatives discussed the demand-driven approach undertaken by AIDSTAR-Two and the accomplishments and challenges their organizations overcame during their time with the project and 2) a gallery walk featuring all 14 organizations who were given an opportunity to showcase their achievements. Each organization had 1 representative who provided an overview of the organization, challenges they overcame while working with AIDSTAR-Two; the interventions taken to achieve their capacity development goals and final achievements and products. These include improvements in financial management, human resource management, monitoring & evaluation, leadership and governance, advocacy, among others. Many of these examples are captured in the Malawi Demand-Driven Capacity Development Technical Brief as well as the 4 page summary submitted to USAID Malawi and the USAID COR team

**3. Next steps:** Key actions to continue and/or complete work from trip.

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## AIDSTAR-Two Project Trip Report

Description of task	Responsible staff	Due date
Option B+: present findings of the evaluation to USAID and CDC in Malawi as well as MOH	Sarah Johnson Erik Schouten	October when report is finished

**4. Contacts:** List key individuals contacted during your trip, including the contacts' organization, all contact information, and brief notes on interactions with the person.

**See contact sheet attached.**

**5. Description of Relevant Documents / Addendums:** Give the document's file name, a brief description of the relevant document's value to other staff, as well as the document's location in eRooms or the MSH network. Examples could include finalized products and/or formal presentations, TraiNet Participant List, Participant Contact sheet, and Meeting/Workshop Participant Evaluation form are examples of relevant documents.

File name	Description of file	Location of file
Leadership & Governance Workshop Report	Leadership & Governance Workshop Report	e-Room



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# LEADERSHIP AND GOVERNANCE WORKSHOP REPORT

SUNBIRD LILONGWE HOTEL  
LILONGWE, MALAWI

27<sup>TH</sup> TO 28<sup>TH</sup> AUGUST 2013

***SUBMITTED TO USAID/MALAWI BY AIDSTAR-TWO***

**DATE: October 18, 2013**

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## Acronyms

AIDS	Acquired Immunodeficiency Syndrome
CAVWOC	Centre for Alternatives for Victimized Women and Children
COWLHA	Coalition of Women Living with HIV/AIDS
CRECCOM	Creative Center for Community Mobilization
CSO	Civil Society Organization
DCHC	Dedza Catholic Health Commission
F&AM	Finance and Administration Management
FOCUS	Foundation for Community Support Services
HIV	Human Immunodeficiency Virus
HR	Human Resources
HRM	Human Resource Management
LCHC	Lilongwe Catholic Health Commission
LDP	Leadership Development Program
M&E	Monitoring and Evaluation
MAGGA	Malawi Girls Guides Association
MANASO	Malawi Network of AIDS Service Organizations
MANERALA+	Malawi Network of Religious Leaders Living with/Affected by HIV/AIDS
MHRYN	Malawi Human Rights Youth Network
MSH	Management Sciences for Health
NACC	Namwera AIDS Coordinating Committee
USAID	United States Agency for International Development
YONECO	Youth Net and Counseling

## Background and Introduction

For the past two years, the AIDSTAR-Two/Malawi project has been providing organizational capacity building technical assistance to 14 HIV/AIDS civil society organizations (CSOs) to enhance their ability to deliver high-impact sustainable services in developing their organizations. AIDSTAR-Two was designed to provide needs-assessed, context-specific interventions to strengthen internal administrative and financial systems, grants management, leadership and governance, advocacy, workforce management and performance, resource mobilization, monitoring and evaluation (M&E) and leadership development program (LDP) that contribute to achieving sustainable results.

With support from the AIDSTAR-Two/Malawi staff, home office short-term technical assistance and a team of specialized local consultants, key staff from each organization received tailored support in developing and implementing practical performance improvement plans for needed changes. The project also provided one-to-one mentoring and problem solving for each partner by also conducting multi-partner capacity building workshops (e.g. in financial management for executive leadership, strengthening human resource management systems, developing M&E systems and leadership and development programme) to address common areas of need across organizations. The project ensured that partners learned from each other through peer-to-peer knowledge using on-site visits..

AIDSTAR-Two implemented the project for 18 months (1<sup>st</sup> October, 2011 to 31<sup>st</sup> March 2013) with the following 14 CSOs:

1. Centre for Alternatives for Victimized Women & Children (CAVWOC)
2. Coalition of Women Living With HIV and AIDS (COWLHA)
3. Creative Centre for Community Mobilization (CRECCOM)
4. Dedza Catholic Health Commission (DHCH)
5. Foundation for Community Support Services (FOCUS)
6. Lilongwe Catholic Health Commission (LCHC)
7. Luntha TV Station
8. Malawi Girl Guides Association
9. Malawi Human Rights Youth Network (MHRYN)
10. Malawi Network of AIDS Service Organizations (MANASO)
11. Malawi Network of Religious Leaders Living or Personally Affected By HIV and AIDS (MANERELA+)
12. Namwera AIDS Coordinating Committee (NACC)
13. YOUTHNET and Counseling (YONECO)
14. World Relief

The Leadership and Governance Workshop was designed to improve knowledge, skills and approaches of Board Members and CSO executives in leadership and governance so that they can effectively lead and govern the local civil society organizations. This initiative complemented AIDSTAR-Two *demand-driven capacity development* approach which is defined as a process of reflection, leadership, and adaptation that gives a local organization the space to identify and prioritize its own capacity challenges, participate in the selection and implementation of plausible interventions and measurable results, and internalize the results to improve performance.

## Aim and Objectives of the Workshop

The main aim of the workshop was to build the capacity of board members and senior management in civil society organizations and discuss best practices in leadership and governance. The objectives of the workshop included reviewing civil society concepts and terms; discussing governance, leadership and management concepts and practices and specifically actions to strengthen governance; reviewing overall governance roles and responsibilities of the Board and senior management; completing a board self-assessment; and developing governance strengthening action plans.

## Facilitation Methodology

As in previous workshops, the leadership and governance workshop heavily emphasized active participation by all in attendance. The Leadership & Governance Workshop was facilitated by AIDSTAR-Two Project Director, Sarah Johnson, with assistance from M&E Advisor, Wemma Chienda. During the workshop, participants were given the opportunity to ask questions regarding their own organizations as well as various challenges they faced. AIDSTAR-Two/Malawi staff ensured that participants in the workshop were equipped not only with the knowledge and techniques to improve leadership and governance in their organizations, but also assisted them in crafting detailed action plans to improve leadership and board governance. (See Annex A for the full workshop program).

## Target Population

This multi-partner capacity building event was specifically designed for board members and the chief executive officer, commonly known as executive directors or national coordinator, from each one of the 14 CSO partner organizations. Organizations were requested to send at least three participants to attend the workshop. The list of participants can be found in Annex B.

## Workshop Coverage

### DAY ONE

#### **Civil Society and Civil Society Organizations**

The facilitator opened the workshop with a discussion on civil society and the civil society organizations in general as well as in the Malawian context. Civil society is the arena, outside of the family, the state (government), and the market (private sector) where people associate to advance common interests. Civil society is often considered the third sector, complementing the government and business sectors. The group discussed how CSOs are non-profit making organizations compared to private organizations which are often structured as for-profit. If CSOs make a profit, though, it is used to enable them to invest in the people and communities they serve.

#### **History of Civil Society Organizations**

In this session, the participants discussed the history of civil society organizations in Malawi. The types of CSOs in Malawi include education, health, agriculture, gender, human rights and livelihoods. It was

noted that most of the CSOs in Malawi were involved in advocacy work for various reasons. The group determined that CSOs are important for the following reasons:

1. To acts as checks and balances for the government;
2. To take on a mediating role in times of crisis or impasse between the government and society; and
3. As social capital in society.
4. To provide HIV and AIDS services and other services to the community

Organizational teams took time to develop a brief profile of their organization indicating when it was established, the founder, the core activities, the challenges and achievements. A few of these were presented in a plenary session.

### **Distinctions and Complementarity between Governance, Leadership and Management**

This session focused on how governance, leadership and management terms are different and how these complement each other. Using the leading and managing framework, the facilitator went through scanning, focusing, aligning/mobilizing and inspiring as *leading practices* and through planning, organizing implementing/directing, monitoring and evaluation as *managing practices*. For the board, the major practices they were to emphasize in their role in organizations were the *leading practices*. The group discussed how governance relates to accountability, engagement of stakeholders, setting of shared direction and providing stewardship on resources. Participants noted that in order to achieve good governance it is necessary to focus on organizational sustainability including institutional, financial and programmatic sustainability.

### **Board Governance: Self-assessment, Roles and Responsibilities (Board versus Senior Management)**

The participants discussed roles and responsibilities of the Board with support from management team. Some of these roles and responsibilities include: setting the direction of the organization, overseeing organizational effectiveness and providing support, maintaining good external relationships and maintaining board effectiveness.

## **DAY TWO**

### **Roles and Responsibilities of the Board of Directors**

During this session, the facilitator took the participants through the roles and responsibilities of the Board of Directors. These included the following:

#### Setting the Organizational Direction

- To define the organization's mission and vision;
- To help develop the strategy and the strategic plan; and
- To promote the organization's values and principles.

#### Overseeing Organizational effectiveness and providing Support:

- To hire, support and evaluate the CEO;
- To uphold a transparent decision making process;
- To ensure financial sustainability and be involved in resource mobilization, including fundraising;
- To provide financial oversight; and
- And to promote quality of services and programs

#### The Board other responsibilities include:

- Good Relations with External Stakeholders
- Maintaining Board Effectiveness

Using a case study, the facilitator asked the participants to identify the challenges board members and management teams can encounter. The group noted that it is important to maintain and achieve board transparency and accountability. To do this, the following should be met:

- Senior management should help in the identification of future Board of Directors members. The Board must also actively nominate future members
- Selection of board members should be among those who are honorable and recognized members in the community;
- At least some of the Board members should have financial expertise;
- The Board should adopt a set of values agreeable to the organization's vision;
- The Board should develop guidelines regarding conflict of interest, and possibly have a policy around this aspect;
- The Board should design an effective method of recruiting new members and develop an orientation plan.
- The Board is important for maintaining a good relationship with the community, government, and the donor community;
- The Board helps promote a good public image.
- The Board should ensure that its board activities are carried out effectively, including Board meetings.

#### **Roles of the Senior Management**

During this session, the facilitator took the participants through the roles and responsibilities of the senior management. These included the following:

##### Direction of the Organization

Senior management should:

- Participate in defining and disseminating the mission and vision;
- Organize and participate in developing the strategic plan
- Develop an annual operational plan based on the strategic plan;
- Promote organizational values in the performance of the routine activities; and
- Help develop policies and guidelines for the board's consideration.

##### Ensuring the Organization's Effectiveness

Senior management should:

- Provide administrative support for hiring key staff;
- Implement a transparent decision-making process;
- Lead in organizing resource mobilization activities, including fundraising;
- Exercise responsibility over financial stewardship and provides up-to-date reliable financial information to the board and donors;
- Collaborate with the board in planning and implementing new programs; and

- Develop and implement quality assurance processes and provides reliable information about the quality of services.

#### Good Relations with External Stakeholders:

Senior management should:

- Build external relationships and represents the organization in public forums; and
- Provide administrative and logistical support for public relations activities of the board.

#### On Maintenance of Board Effectiveness:

Senior management should:

- Provide administrative support for all board activities;
- Facilitate communication and distribution of information among board members; and
- Help the secretary to keep the board informed about board activities.

Some of the ways in which both the Board and Senior Management can be effective include: ensuring that financial records are up to date, reporting to donors and other partners and dissemination of information through annual reports, through newsletters and the organization's website.

#### **Role of the Executive Director**

The facilitator led the participant through a discussion on the role of the Executive Director including:

- **Management of staff and the organization** - the executive director hires, supervises, and motivates the staff of the nonprofit.
- **Development and management of policies and programs** - the executive director works with the staff to develop and implement policies to guide the organization and programs to fulfill its charitable purpose. He/she also sets the direction of the organization with the Board and ensures program, financial and operational accountability and transparency.
- **Staff liaison to the Board of Directors** - the executive director must also keep the board informed of what the organization is doing. He/she participates in Board meeting
- The executive director attends board meetings and maintains **open lines of communication** with the board of directors. The executive director is not a voting member of the board

#### **Shared Responsibilities between the Board of Directors and Executive Director**

In a non-profit's Board of Directors and Executive Director should also work together on broader projects that are important to the well-being of the organization:

- **Strategic plan** - the board and executive director work together to create a strategic plan to guide the organization.
- **Fundraising and developing a fundraising plan** - the board and executive director develop and execute a fundraising plan to ensure that the organization has the resources needed to fulfill the strategic plan.
- **Evaluation of the organization** - the board and executive director implement periodic evaluations of the organization to ensure that the nonprofit remains true to its mission and is effective.

## Summary of the Workshop Evaluation

Overall participants viewed the workshop as very successful, having gained knowledge and understanding of the various roles of Boards of Directors and Senior Management. Participants indicated they found the material relevant, the facilitators knowledgeable and helpful, and the workshop increased their level of comfort in issues relating to leadership and governance. Several noted that they felt the workshop should have been a little longer as two days was a short period of time to cover the material presented. In general, the workshop generated a lot of interest and enthusiasm in leadership, governance and accountability issues.

## Conclusion

Participants reported that the Leadership & Governance workshop was eye-opening, particularly around the roles and responsibilities of senior management and boards. The participants appreciated the time spent discussing these roles and the importance of board members in assisting their organizations to grow and adapt to changing circumstances. They were also appreciative that board members, apart from other responsibilities were responsible for mobilizing the organization's resources and ensuring organizational sustainability. In closing remarks, Sarah Johnson and Leonard Nkosi thanked all participants for their dedication and active participation during the workshop. Leonard further emphasized the importance of implementing action plans from the workshop even after AIDSTAR-Two Malawi Project has ended.

## **ANNEX A: Leadership and Governance Workshop Agenda**

### **AIDSTAR-Two Governance and Leadership Workshop for Malawi Civil Society Organizations**

#### **Workshop Objectives:**

1. *Review civil society concepts and terms*
2. *Discuss Governance, Leadership and Management concepts and practices and specifically actions to strengthen governance*
3. *Review overall governance roles and responsibilities of the Board and senior management*
4. *Board self-assessment*
5. *Develop Governance strengthening action*
6. *Strengthen our ties as a network of CSOs*

#### **Day 1 August 27**

8:30-9:30	Welcome, introductions, participant expectations, short YouTube video/norms
9:30-9:40	Objectives of the workshop
9:40-10:30	Civil Society, Civil Society Organizations
10:30-11:00	Tea Break
11:00-12:30	Your Civil Society Organization
12:30-1:30	Lunch
1:30- 2:30	Distinctions and complementarities: Governance, Leadership and Management
2:30-3:30	Board Governance: Self-test, Roles & Responsibilities (Board vs. Senior Management)
3:30-4:00	Tea Break
4:00-5:00	Board governance

#### **Day 2 August 28**

8:30-9:00	Recap of yesterday
9:30-10:30	Executive Director and senior staff responsibilities
10:30-11:00	Tea Break
11:00-12:30	Board self-assessment
12:30- 1:30	Lunch
1:30- 4:00	Board governance and Board governance Action plan: what can you do to improve governance
4:00- 4:30	Tea Break
4:30- 4:45	Summary of Highlights of the workshop
4:45- 4:50	Evaluation of the workshop
4:50- 5:00	Closing remarks and closure

## ANNEX B: List of Participants in the Leadership & Governance Workshop

Name	Position	Organization	Contact details
1. Lawrence Khonyongwa	Executive Director	MANASO	Cell: 0-992-035-910 e-mail: <a href="mailto:khonyongwal@manaso.org">khonyongwal@manaso.org</a>
2. Alfred Chapomba	Board Member	MANASO	Cell: 0-999-218-700 e-mail: <a href="mailto:alfchapomba@yahoo.co.uk">alfchapomba@yahoo.co.uk</a>
3. Milward Chanza	RCO	MANASO	Cell: 0-999-366-573 e-mail: <a href="mailto:chanzam@manaso.org">chanzam@manaso.org</a>
4. Ishmael Nkosi	Officer	MANASO	Cell: 0-999-891-793 e-mail: <a href="mailto:nkosii@manaso.org">nkosii@manaso.org</a>
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6. Dziwa Mbewe	Board Chair	MAGGA	Cell: 0-999-262-877 e-mail: <a href="mailto:dziwambwewe@yahoo.co.uk">dziwambwewe@yahoo.co.uk</a>
7. Margaret Ali	President	MAGGA	Cell: 0-999-922-690 e-mail: <a href="mailto:savechildrenmw@yahoo.com">savechildrenmw@yahoo.com</a>
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9. Mphatso Baluwa	Director of Finance	MAGGA	Cell: 0-888-732-916 e-mail: <a href="mailto:baluwamphatso@yahoo.com">baluwamphatso@yahoo.com</a>
10. Saeed Wame	Executive Director	NACC	Cell: 0-888-362-319 e-mail: <a href="mailto:saeedwame@yahoo.com">saeedwame@yahoo.com</a>
11. Ernest Kadzokoya	Board Member	NACC	Cell: 0-999-313-318 e-mail: <a href="mailto:kadzokoya@yahoo.com">kadzokoya@yahoo.com</a>
12. Jack Kazembe	Board Member	NACC	Cell: 0-888-508-977 e-mail: <a href="mailto:jkazembe@gmail.com">jkazembe@gmail.com</a>
13. Osman Saidi	M&E Officer	NACC	Cell: 0-888-366-821 e-mail: <a href="mailto:ossmans2009@gmail.com">ossmans2009@gmail.com</a>
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19. Kossam Munthali	Executive Director	FOCUS	Cell: 0-999-793-698/0-888-510-259 e-mail: <a href="mailto:kmunthali@focusmw.org">kmunthali@focusmw.org</a>
20. Snr. TA. Kalonga	Board Chair	FOCUS	Cell: 0-888-307-776 e-mail: <a href="mailto:focuska@focusmw.org">focuska@focusmw.org</a>

21. Kenson Malanga	Board Member	FOCUS	Cell: 0-999-255-352 e-mail: <a href="mailto:focuska@focusmw.org">focuska@focusmw.org</a>
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27. Henderson Fulatira	M&E Officer	CRECCOM	Cell: 0-999-265-945; e-mail: <a href="mailto:hendersonfulatira@creccom.org">hendersonfulatira@creccom.org</a>
28. McForster Chingaipe	Director of Finance	CRECCOM	Cell: 0-888-830-449; e-mail: <a href="mailto:macforsterchingaipe@yahoo.com">macforsterchingaipe@yahoo.com</a>
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30. Talimba Bandawe	Project Coordinator	CAVWOC	Cell: 0-999-382-882 e-mail: <a href="mailto:btalimba@yahoo.com">btalimba@yahoo.com</a>
31. Maxwell kaliati	Program Manager	CAVWOC	Cell: <a href="tel:0995460606">0-995-460-606</a> e-mail: <a href="mailto:maxwellkaliati@yahoo.co.uk">maxwellkaliati@yahoo.co.uk</a>
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33. Rev. J. Namaundi	Board Chair	MANERELA	Cell: 0-888-377-208 e-mail: <a href="mailto:joenamaundi@gmail.com">joenamaundi@gmail.com</a>
34. Bishop Mpire Kamanga	Board Member	MANERELA	Cell: 0-881-770-370 e-mail: <a href="mailto:mpireanne@yahoo.com">mpireanne@yahoo.com</a>
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