

TANZANIA HUMAN RESOURCE CAPACITY PROJECT
Associate Cooperative Agreement No.621-A-00-09-00002-00

QUARTERLY REPORT – March – June, 2009

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Executive Summary

This quarterly report covers an initial transition period between work undertaken and planned for by the global Capacity Project and the expansion of the same work under the new Associate Cooperative Agreement No.621-A-00-09-00002-00. Program efforts during the quarter focused on meeting commitments to strategies initiated under the global Capacity project, quickly embarking on project start-up activities, and putting into practice a major shift in philosophy on how the project is to be implemented in the future.

As the first quarterly report under the new award, this report is organized by Strategic Objective identified in the final project description. The narrative provides detail on highlighted activities; the Gant chart provides a status report on the first months of planned activities identified in the 5-month workplan (April-September 2009).

Continuation of Activities under the Global Capacity Project

The program continued planned activities to strengthen the development of a functioning and useful HRIS, training a cadre of volunteer para-social workers (PSW) in Dodoma region, and evaluating the district health strengthening activities in 10 initial districts. Due to the realities of transition and available funds, the final phase of three Leadership Development Programs was postponed to the following quarter as was training for PSW supervisors.

By the end of the quarter, 13 districts had integrated activities into the Comprehensive Council Health Plans as a result of project support. The table below summarizes these activities, as reported by the districts themselves.

Type/Level of integration into CCHP	Districts
Districts integrated HRH activities into CCH plans (for both 2008/9 and 2009/10)	Namtumbo, Nzega, Ileje, Geita, Kilosa, Hai, Masasi, Siha, (8)
Districts integrated activities for MVC into their CCH Plans (for both 2008/9 and 2009/10)	Dodoma Municipal, Chamwino (2)
Districts integrated HRH strengthening activities into the 2008/09 CCH Plan only	Ulanga, Pangani, Biharamulo (3)
Districts that did not integrate HRH strengthening activities into their CCH plans	Ngorogoro, Mafia, Kishapu, Mwangi, Kyela, Mufindi

Initiation of the Tanzania Human Resource Capacity Project

A substantial change under the new award is an emphasis on building the capacity of local organizations and having them assume leadership for the management and strategic direction of the program. IntraHealth initiated communication and conducted pre-award assessments with the goal of developing local subagreements with the Mkapa Foundation, CSSC, UDSM/Computer Sciences Department, the Aga Khan Foundation and the Eastern, Central and Southern African Health Community.

The new award officially started 24 April 2009; it was signed by USAID 2 June 2009 and funds became available 15 July. Despite the delay in the flow of funds, IntraHealth was conscientious to minimize disruptions in program implantation, drawing on TRG and IH staff to provide intense technical assistance and office coverage in May. The Country Director for the project arrived in Dar es Salaam 10 June.

A summary of international technical assistance during the quarter can be found in Table 1. Table 2 at the end of this report reports the status of activities against the 5-month workplan in a format similar to a Gantt chart.

Key achievements of Tanzania Human Resource Capacity Project in the quarter include:

- Nine staff from MOHSW, CSSC, PMORAL, MOH Zanzibar attended the Regional Data Driven Decision Making Meeting in Arusha, 20 – 24 April 2009;
- Equipment procured for CSSC (6 modems) to enable electronic transfer of data from HRIS between CSSC's five zonal offices and the home office in Dar es Salaam;
- 79 Para-Social Worker trainees from Bahi and Kondoa District in Dodoma trained on the provision of service to MVCs;
- Supportive supervision visits conducted at Chamwino and Dodoma Municipal districts to follow up activities by trained PSWs, PSW supervisors and Local Government Authorities;
- Implementation of the districts HRH Action Plans in 10 districts evaluated;
- Health worker productivity study in 11 Primary Health Care Units in Zanzibar documented.

QUARTERLY ACTIVITIES: HIGHLIGHTS

Objective 1: Assist the MOHSW and PMORALG to orchestrate the implementation of the HRH strategy and the HR components of the HSSP III, as requested by the MOHSW.

HRIS in Mainland and Zanzibar

- ***HRIS meeting in Arusha***

The Project supported nine staff from MOHSW (1), CSSC (3) PMORALG (2), Zanzibar (1) and Intrahealth (1) to attend the Regional Data Driven Decision Making Meeting conducted in Arusha Tanzania on 20 – 24 April 2009. The meeting, sponsored by the global Capacity Project, was to share and exchange experiences from countries that are developing HRIS to support policy makers in decision making. It provided an opportunity for Tanzanian counterparts to learn of successful HRIS initiatives in other countries.

- ***iHRIS advanced in private and public sectors***

In this reporting period the iHRIS work focused primarily on the CSSC Zonal HRIS implementation. The project purchased equipment required for each of the 5-Zonal offices and IMA continued cleaning the GIS database data in preparation of importing the data into iHRIS Manage. IMA and IntraHealth strengthened their cooperation on the HRIS activities for CSSC by agreeing on a scope of work for IMA to take the lead in the CSSC HRIS Zonal implementation tasks. A Letter of Agreement between IMA and IntraHealth is in draft. IntraHealth continued to troubleshoot iHRIS Manage for CSSC and develop and support knowledge transfer to CSSC via e-mail discussions and the online global developer's forum, Launchpad.net.

The HRIS team supported the Zanzibar iHRIS Manage implementation efforts by providing a letter of agreement and funding to support the data collection and data entry activities.

Capacity and Partnership Building for Para-social Workers (PSWs)

- ***DSW's HR strategy meeting of all USG OVC stakeholders***

At the request of USAID, program staff and consultants facilitated and presented at the Department of Social Welfare's first HR strategy meeting of USG OVC stakeholders, 8 April 2009. The objectives of the meeting were to create awareness among stakeholders regarding the Department's HR strategy, to obtain feedback on the HR strategy and to develop a prioritized list of "Next Steps" for DSW to pursue in concert with USG-funded partners, realizing its vision in concert with USG partners.

- ***PSWs and PSWs Supervisors training***

Intrahealth in partnership with the Tanzanian Institute of Social Work (ISW), the American International Health Alliance (AIHA), and the Jane Addams College of Social Work (JACSW) trained 79 Para-Social Worker trainees (39 from the Bahi District and 39 from Kondoa District) on provision of service to MVCs, 8-16 June.

- ***Assessment of LGA support of MVC services in Dodoma Municipal and Chamwino Districts***

In June Intrahealth staff conducted a followup visit to the Dodoma Municipal and Chamwino District Councils to identify whether activities related to provision of services for MVCs had been implemented following the regional LGA sensitization training in February. The team assessed the effect of building and mainstreaming a system of support and supervision for PSW's within the local government structure. The main findings were:

- Both councils had plans and budgets to support MVCs in 2009/2010. The council's major source of fund is TACAIDS.
- The main supports provided to OVCs in both councils are school fees and education material support.
- Chamwino Council budgeted and plans to recruit six Social Welfare Officers while Dodoma budgeted and plans to recruit four SWOs in 2009/2010.
- One exciting finding was that PSWs and PSW Supervisors in Kikombo Ward (Dodoma Municipality) had established and are managing a community voluntary OVC fund
- Neither Council had compiled progress reports on the activities related to support provided to MVCs due to lack of good feedback between District Social Welfare Officers and Supervisors. However, the team found some forms completed by Para-Social Workers at Chamwino District Council.

During meetings with LGA staff in Dodoma and Chamwino to strategize on strengthening support for the care of MVC, the IH team recommended that LGAs enhance the collaboration with other partners engaging in MVC activities on the ground (AFRICARE, CMSR in Dodoma) to exchange information and harmonize strategy and advocate for more resource allocation for MVC and encourage emerging community initiatives. They reminded the LGA staff of the GoT Circular on allocation of budget to support MVCs as council contributions aimed at supporting donors' initiatives, issued by PMO-RALG.

Objective 2: Strengthen the capacity of the national and local government authorities to predict, plan for and recruit the health and social welfare workforce.

Evaluation of District Health Strengthening Activities

During the quarter, the project planned and carried out an evaluation of district strengthening activities in 10 EHP districts. The aim of the evaluation was to assess the quality and implementation of the district HRH action plans developed in January/ February 2008. The 10 districts evaluated were Bagamoyo, Kilosa, Mbozi, Kyela, Ludewa, Mufindi, Mafia, Pangani, Hai, Kilosa and Mwanga.

Preliminary results indicate that of the 10 districts evaluated, four districts were able to incorporate HRH activities developed during an HRH action planning exercise into the Comprehensive Council Health Plans (CCHP). The evaluation identifies several areas for strengthening including: increasing the knowledge of HRH among the key health administrators, the DED and other council managers; ensuring ownership of the action plans; increasing advocacy for integrating the HR action plans into the CCHP. A final evaluation report is being finalized.

Objective 3: Improve the deployment, utilization, management, and retention of the health and social welfare workforce

Support the upgrading of enrolled nurses to registered nurses in Masasi district.

In collaboration with the Aga Khan University (AKU) and the Aga Khan Foundation (AKF), the project continued to support the Masasi district by funding training for nineteen nurses to become registered nurses. Two-day training sessions were held in April and May, 2009. Seventeen nurses attended the training sessions. Subjects covered in the first semester include; Anatomy and Physiology, Microbiology, Pharmacology, Nutrition and HIV/AIDS and Medical Surgery in Nursing. By June, one student dropped out as she enrolled in a course in Tanga, and two neither submitted assignments nor sat for final examination and have been discontinued, making a total of 14 funded students remaining. One student who failed is to re-sit the examination in July and is being supported in the remedial sessions.

For the following semester, books will be provided to individual students as budgeted. Teaching sessions will continue, but AKU will increase the face to face to meet students request. The Faculty are exploring ways to meet this need. Preceptors will be trained as scheduled for orientation to AKU Mission, Vision and procedures including new teaching and learning methodologies such as problem-based learning. However, there is a need to employ a faculty member to be based at Mtwara with supervision from Dar es Salaam..

Work Climate Initiative (WCI) Study in Ulanga District

An evaluation of the pilot WCI project to improve work climate and retention in Ulanga District in the Morogoro Region was conducted 22 April—May 09. A team of IntraHealth staff and regional Morogoro CHMT members conducted the evaluation using a pre/post (before/after) design. The purpose of the evaluation was to: identify the changes over time as a result of the WCI interventions implemented at facility level; and to assess the extent of achievement of HR improvement interventions at district level. The evaluation confirmed that Ulanga District took steps to incorporate the Interventions in the action plan developed at the February 2008 HRM action planning workshop into the 2008-2009 and 2009-2010 district Comprehensive Council Health Plan (CCHP). The full report with key findings at facility and district levels will be finalized in July.

Objective 4: Increase Productivity of the health and social welfare workforce

Productivity Study in Zanzibar

An evaluation on health worker productivity was conducted in 11 piloted Primary Health Care Units PHCU (five in Unguja and six in Pemba) to document changes in the “productive” and “non productive” uses of time as a consequence of a number of interventions piloted in 2008 and early 2009. During the exercise, 19 March-3 April, a team of IntraHealth staff, MOHSW Zanzibar and NIMR representatives trained data collectors who proceeded to collect data from the districts. The principal method used in the evaluation study were direct observation of health care workers in the PHCU’s to document “productive” and “non-productive” uses of time. The time use portion of the evaluation was supplemented by interviews with health workers at the facility, district and ministerial levels. The final Productivity Evaluation is forthcoming. Once finalized, IntraHealth will work with MOHSW Zanzibar to disseminate the results.

MANAGEMENT AND OPERATIONS

Partnerships

Partner Organization	Focus for Quarter
AIDS Business Coalition of Tanzania (ABCT)	Amended agreement to 15 July and obligated additional \$50,000
American International Health Alliance (AIHA), Jane Addams College of Social Work and Institute of Social Welfare	Partnership Meeting, 8 April Drafted letter (MOU) clarifying roles of each partner
OVC Interagency Partnership Group (IPG)	Participated in IPG meetings: 28 May, 25 June; Participated in IPG QI subgroup: 24 June
Repositioning Family Planning Efforts in Tanzania with RH Unit of MOHSW	Participated in planning meeting for National Costed Implementation Plan, 11 June

Staffing

Country Director arrived in Dar es Salaam 10 June. Job descriptions and contracts finalized for Key Staff. M&E Specialist; Hellen Magige who joined IntraHealth 15 June and the HRIS Specialist who will join in July.

Global Capacity Project Closeout Activities.

Calculations for local staff leave payout and severances accrued under the global Capacity Project have been finalized. The funds for leave will be paid to local staff in July.

Financial Status

Total obligations through 30 June 2009:	\$2,472,000
Total Expenditures through 31 May 2009*	\$89,044
Pipeline as of 1 July 2009	\$2,382,956

*IntraHealth financial reports are released with a one month delay. The delay of up-to-date financial information is compounded this quarter due to the intense accounting activity to close IntraHealth's fiscal year which ended 30 June 2009.

IntraHealth received notice of funds available in its letter of credit the second week of June 2009, thus expenditures in May are quite low and reflect a minimum that the organization was willing to forward to maintain local staff and office operations and coverage in Dar es Salaam.

PLANNED ACTIVITIES FOR JULY – SEPT 2009

HRIS

- Establish a routine data collection process to ensure data accuracy and enter baseline data into the HRIS at central level-Zanzibar
- Develop MOU with PMO-RALG
- Second an HRIS Specialist to PMO-RALG
- Select initial districts for roll-out of iHRIS
- Procure equipment for PMO-RALG and initial districts

Support to National-level Government

- Results Workshops for two LD programs for MOHSW Directors for MOHSW Assistant Directors (mainland and Zanzibar), July
- Phase 2 workshop and Results meeting for LD programs with MOHSW Asst. Directors, July, September
- Develop and discuss Terms of Reference and structure for Human Resource Secretariat
- Donor coordination meetings?
- Mkapa Foundation undertakes analysis of three OPRAS studies
- Zanzibar Productivity Report finalized
- Ulanga WCI study report finalized

District Strengthening

- Orientation of DED from Kigoma, Simanjaru, Kilindi, Iramba; 30-31 July
- HRM Toolkit Training, Kigoma, Simanjaru, Kilindi, Iramba; 3-8 August
- BMAF LOA and subagreement in place
- Formal project launch with government counterparts, September, timed to coincide with Health SWAP meeting
- Strategy developed for strengthening district-level activities

MVC Program

- PSW Supervisors Training, 29 July—1 August
- Participation in HIV/AIDS Twinning Center conference on Building a Cadre of Para-social Workers to Enhance Child and Family Services, 5-7 August
- PSW preparations and training Kongwa and Mpwapwa, 12—20 August
- Second followup to LGAs in Dodoma and Chamwino, 12—20 August
- PSW preparations and training in Bahi and Kondoa, 8—17 September
- Followup with LGAs in Bahi and Kondoa, 8-17 September
- PSW Supervisors Training, (Bahi, Kondoa, Kongwa and Mpwapwa), 23-26 September
- Data dissemination meeting, 30 September

Management and Operations

- Partner Coalition Management Meetings, 9 July, 18 August, September
- Project workplaning with Partner Coalition Management Team, 21 July
- Project introduction with key government counterparts
 - Meetings with PS for MOHSW, MOHSW Zanzibar, PS PMO-RALG
 - Meetings with Commissioner for Social Welfare and MOHSW Department Directors
- Partner workplans developed and budgeted
- TA for partner and program planning: TRG (Margaret Morehouse, Laura Guyer-Miller), IntraHealth (M&E, HRIS, Program Management)
- Performance Management Plan, submitted to USAID 22 July
- 12-month workplan, Sept 2009—October 2010, drafted and submitted to USAID

Table 1: International technical assistance, April—June 2009

Visitor IntraHealth Staff (<i>unless otherwise indicated</i>)	Dates In-Country	Source of funding	Abbreviated Purpose of Visit	Focal Partner Organization/s Visitor will Support
Fatu Yumkella	April 15-26	Global Capacity Project	Guide evaluation of Ulanga Work Climate Improvement Initiative	BMAF, Ulanga District officials, Morogoro Regional officials
Laura Guyer-Miller, Training Resources Group (TRG) Consultant	March 23—April 8, April 20; May 14-25	Global Capacity Project; Tanzania HR Capacity Associate Award	Technical Assistance to MVC Program	ISW, JACSW, DSW
Margaret Morehouse Training Resources Group (TRG) Consultant	April 13—May 15	Tanzania HR Capacity Associate Award	Office coverage; Substantive discussions with partner organizations on the objectives of the AA and the way forward	BMAF, Aga Kahn Foundation, CSSC, MSH, NIMR
Jackie Lemlin, Senior Program Manager	May 5—22	Tanzania HR Capacity Associate Award	Office coverage; Substantive discussions with partner organizations on the objectives of the AA and the way forward	BMAF, Aga Kahn Foundation, CSSC, MSH
Judith Winkler, Senior Advisor for Strategic Planning	June 24-27	IntraHealth overhead funds	Orient staff to IntraHealth’s institutional goals and objectives; gather field perspective on way forward	
Thomas J. Hill, CFO and VP of Finance	June 27-30	IntraHealth overhead funds	Oversee pre-award financial assessments with partner organizations	BMAF, CSSC, UDAR, Aga Khan Foundation
Marcus Pridgen, Contract, Grants, Procurement Director	June 27-30	IntraHealth overhead funds	Conduct pre-award financial assessments with partner organizations	BMAF, CSSC, UDAR, Aga Khan Foundation
Robert Carter, International Senior Financial Manager	June 29- July 4	IntraHealth overhead funds	Conduct pre-award financial assessments with partner organization, review internal financial systems management	ECSA

Table 2			
Tanzania Human Resource Capacity Project Five-Month Workplan April--September 2009			
Planned Activities	Status (April--June 2009)	Planned outputs	
Start Up Activities			
Project initiation, Coordination and Local Capacity Building			
Sign award with USAID and establish letter of credit	Award signed 2 June; Letter of credit established 15 July	<ul style="list-style-type: none"> • Common project vision among partners; • Partner Coalition Management Team and Project Leadership Committee established with clearly defined SOW, roles and responsibilities; • Implementation Plan with total scope of work, deliverables, activities and milestones for each implementing partner; • M&E Operation Plan and data collection and Reporting tools developed; • Office set-up along with administrative and financial systems and new staff in place; • Pre-award diagnostic assessment of each local partner; • Pre-award diagnostic assessment of each local partner; • Partner capacity strengthening action plans developed; • Partner subagreements negotiated and finalized; • Staff secondments to the MOHSW HR Dir, PMORALG, and UDSM in place; • Procurement plan formulated; and • Branding/marketing plan finalized and submitted to USAID. 	
Pre-award surveys and assessments; Negotiate and sign subagreements with local and international partners	Preaward surveys conducted BMAF, CSSC, UDSM, AKF, ECSA, 29-30 June ; LOA negotiated with IMA		
Deploy start-up team to initiate program, finance, administration activities			
Submit annual workplan to USAID for approval (5-month workplan; FY10 workplan)	5-month workplan submitted, 30 June		
Carry out visioning exercise and workplanning sessions			
Finalize branding/marketing plan			
Finalize performance indicators, review and submit M&E Operational Plan to USAID for approval			
Hire and Deploy Staff			
Finalize staffing plans, hire TBD positions	Job description and contracts finalized for Key Staff.		
Recruit, hire and deploy secondments in collaboration with partners	In discussion with Ndeki for secondment to MOHSW; in discussion with Yusuph for secondment to PMORALG		
Interview, select and hire local staff	M&E Program Manager, Hellen Magige, hired, 15 July		
Office Setup			
Make necessary changes to the Tanzania office space for new hires	Looking for expanded office space		
Conduct IT assessment and wiring of office & setup internet/computer technology infrastructure			
Administrative/Financial Systems			
Set up financial accounting system for project activities and ensure financial infrastructure is in place	Ongoing, TA from Rob Carter		
Set up Deltek tracking codes and ensure codes are on applicable staff timesheets	Completed		
Prepare YR1 procurement plan, seek approval from USAID, begin procurement, obtain waivers			

Tanzania Human Resource Capacity Project Five-Month Workplan April--September 2009	Status	
Planned Activities	(April--June 2009)	Planned outputs
Objective 1: Assist the MOHSW and PMORALG to orchestrate the implementation of the HRH strategy and the HR components of the HSSP III, as requested by the MOHSW.		
1.1 Support the MOHSW in establishing a highly functioning HRH Secretariat	Terms of Reference drafted (BMAF, CSSC and others); to be presented and discussed with MOHSW to secure buy-in	<ul style="list-style-type: none"> • Structure, roles and responsibilities of Secretariat defined and formalized.
1.2 Second a Coordinator to HRH Secretariat	In discussion with Ndeki. His role with NETTS consultants may continue precluding hiring and seconding by IH	<ul style="list-style-type: none"> • HRH Secretariat Advisor recruited, hired and seconded to MOHSW HR Directorate
1.6 Engage the Chief Medical Officer to ensure true buy-in for HRH agenda, HRH Secretariat & selection of chair	Courtesy call on CMO, Dr. Mtsaiwa, and Dir. of HRD, Dr. Mliga, 22 June.	<ul style="list-style-type: none"> • Agreement secured at appropriate levels of the MOHSW for the structure, function, roles and responsibilities of the Secretariat, its staff and its stakeholders; • The Tanzania HR Project formally launched with government stakeholders.
1.8. Carry out a workshop for strategic plan review & HRIS national strategy planning.		<ul style="list-style-type: none"> • Workshop and/or meetings with key stakeholders to advance efforts towards a national HRIS strengthening plan.
1.11 Continue collaboration with CSSC to strengthen HRIS development in the private FBO sector	Drafted partner agreement and scope of work for IMA's support of CSSC's Zonal HRIS deployment; Continued CSSC GIS data cleansing in preparation for iHRIS Manage import	
1.12 Provide assistance to customize IntraHealth's iHRIS Manage to meet private sector needs	Continued iHRIS Manage troubleshooting and development knowledge transfer to local ICT staff	<ul style="list-style-type: none"> • Version 2.0 of software installed on central CSSC server; • Routine system data flow to/from central and zonal offices documented; • Data sharing agreements with central and zonal offices drafted.
1.12.1 Deploy iHRIS Manage in 5 CSSC Zones	Purchased 5-appliances (HRIS servers) for the CSSC Zonal HRIS deployment	
1.22 Collaborate with the University of Dar es Salaam's Computer Science Department to build local capacity	CD introductory meeting with USDM, 26 June	<ul style="list-style-type: none"> • Terms of reference developed and agreement negotiated with USDM; • Training plan for software maintenance and improvement developed.
1.26,1.28,1.29 Support the government of Tanzania in improving local government support for Para Social Workers and Para Social Worker Supervisors to deliver MVC welfare services at the village level.		<ul style="list-style-type: none"> • Assessment of LGA resource commitments for social welfare human resources documented; • Data from pilot activity disseminated and the way forward determined during M&E dissemination meeting.
1.27 Train 318 PSW trainees and 67 PSW Supervisors as part of the pilot-phase of the MVC program	PSW worker training in Bahía and Kondoá,	<ul style="list-style-type: none"> • 318 PSWs from four districts in Dodoma trained; • 67 PSW supervisors from four districts in Dodoma trained; • Initial assessment of data entry, collection and use documented.

Tanzania Human Resource Capacity Project Five-Month Workplan April--September 2009	Status	
Planned Activities	(April--June 2009)	Planned outputs
Objective 2: Strengthen the capacity of the national and local government authorities to predict, plan for and recruit the health and social welfare workforce.		
2.1 Support implementation of a routine system to strengthen the quality, availability and analysis of health worker data in the districts targeted for the pilot		<ul style="list-style-type: none"> • Assessment report outlining needs in each of the six districts targeted for the first phase iHRIS Manage implementation; • iHRIS Manage six-district roll out plan developed with PMORALG.
2.2 Assist PMORALG with the project management, software customizations, equipment & infrastructure needs.		<ul style="list-style-type: none"> • HRMIS Systems Implementation Manager seconded to PMORALG.
2.3 Establish a routine data collection process to ensure data accuracy and enter baseline data into the HRIS at central level-Zanzibar	Funds provided to MOH Zanzibar for data collection and entry	<ul style="list-style-type: none"> • Data collection and entry of 3500 employees of the MOHSW and flow up support plan in place.
2.8 Facilitate MSH's Leadership Development Program to Regional Health Management Teams	MSH provided TA followup to MOHSW Directors and Asst. Directors in LDP; Results workshops postponed to following quarter	<ul style="list-style-type: none"> • 30 Directors and Assistant Directors from the MOHSW complete LDP training; • Strategic plan for LDP training for Regional Health Management Teams and Regional Secretariats developed.
2.12 Develop a revised HRH district strengthening program		<ul style="list-style-type: none"> • Strategy for strengthening District HR planning revised; • Assessment of the use of the HRM Toolkit for LGA human resource planning finalized; • HRH toolkit training revised to strengthen understanding of HRH concepts and challenges, to include stronger monitoring and support components, and to strengthen District Executive Director orientation; and • Program expanded to four additional districts: Simanjiro, Kigoma, Kilindi, and Iramba.
Objective 3: Improve the deployment, utilization, mangagement, and retention of the health and social welfare workforce		
3.5 Coordinate with GOT MOSW, PMORALG & POPSM to provide evidence-based data for promising incentive packages for the health sector in disadvantaged areas.		<ul style="list-style-type: none"> • Dissemination of updated study on retention issues.
3.8. Assist the government (MOHSW & PMORALG) to improve their recruitment efforts by integrating new and transparent hiring and deployment practices		<ul style="list-style-type: none"> • An updated analysis finalized of the bottlenecks on recruitment and deployment.
3.9 Assist the LGAs and health facilities in the development of an orientation package for newly hired staff		<ul style="list-style-type: none"> • Analysis of current orientation activities and status of new health workers; • Draft of national orientation guide for new health sector deployments.
3.19 Present findings on the use of OPRAS		<ul style="list-style-type: none"> • Findings from recent assements of OPRAS implementation (Capacity Project, CHAI and POPSM) analyzed and disseminated to stakeholders; • Plan for project support for OPRAS implementation developed.
3.21 Support the upgrading of enrolled nurses to registered nurses in collaboration with AKF	Following examinations in June, 14 funded students remaining. AKF and AKU managing operational issues to meet student needs.	<ul style="list-style-type: none"> • 19 enrolled nurses from Masasi continue second year of distance learning course to become registerd nurses.

<i>Objective 4: Increase Productivity of the health and social welfare workforce</i>	
4.4 Build capacity of primary level facility managers to improve productivity using WCI	• WCI evaluation report completed