



**USAID**  
FROM THE AMERICAN PEOPLE



# IMARISHA YEAR TWO

## Q4 QUARTERLY REPORT

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

**OCTOBER - DECEMBER 2012**

This publication was produced for review by the United States Agency for International Development. It was prepared by DAI.

# IMARISHA YEAR TWO ANNUAL REPORT

**Program Title:** IMARISHA - Tanzania Economic Strengthening for Households Affected by AIDS

**Sponsoring USAID Office:** USAID/Tanzania

**Contract Number:** 621-A-00-11-00003-00

**Contractor:** DAI

**Date of Publication:** 11 February 2013

**Author:** IMARISHA Management

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

# CONTENTS

- 1. PROJECT MANAGEMENT ..... 1
- 2. TECHNICAL PROGRAM.....3
  - 2.1 TECHNICAL AREA 1: INCREASING THE CAPACITY OF PEPFAR IMPLEMENTING PARTNERS (IPS) ..... 3
  - 2.2 TECHNICAL AREA 2: ESTABLISH PARTNERSHIPS, LINKAGES, AND PILOT PROGRAMS..... 15
  - 2.3 TECHNICAL AREA 3: IMPROVE GOT CAPACITY .....22
  - 2.4 TECHNICAL AREA 4: ENHANCE THE EVIDENCE BASE THROUGH INCREASED M&E CAPACITY .....26
- 3. COMMUNICATIONS .....30
- 4. WORKPLAN FOR COMING QUARTER.....ERROR! BOOKMARK NOT DEFINED.
- 5. STATUS OF INTERATIONAL SHORT TERM CONSULTANICES .....32

# ABBREVIATIONS

APS	Annual Program Statement
ES	Economic Strengthening
CDC	Centers for Disease Control and Prevention
CIP	International Potato Center (Centro Internacional de Papa)
CRP	community resource person
DAI	Development Alternatives Inc.
DALDO	District Agriculture and Livestock Development Officer
DED	District Executive Director
DSW	Department of Social Welfare (within the Ministry of Health)
DMS	Data Management System (of MOHSW)
ED	Economic Development
EGPAF	Elizabeth Glaser Pediatric AIDS Foundation
FANTA	Food and Nutrition Technical Assistance Project
FHI 360	Family Health International (now encompassing the former Academy for Education Development)
FSDT	Financial Sector Deepening Tanzania
FtF	Feed the Future
HEA	Household Economic Assessment
HBC	Home Based Care
HGNS	Household Gardening and Nutrition Strengthening training
HISA	Household Income and Savings Association
HKI	Helen Keller International
ICASA	International Conference on AIDS and STIs in Africa
IE	Impact Evaluation
IIF	IMARISHA Innovation Fund
IP	Implementing Partner
IPG	Implementing Partner Group

IMTWC	Impact Mitigation Technical Working Committee (of TACAIDS)
LCRIAH	Leverhulme Centre for Integrative Research on Agriculture and Health
M&E	Monitoring and Evaluation
MOHSW	Ministry of Health and Social Welfare
MUAC	mid upper arm circumference
MVC	Most Vulnerable Children
NCPA	National Costed Plan of Action for MVC
NMSF	National Multisectoral Framework for HIV/AIDS
NSPF	National Social Protection Framework
OFSP	orange flesh sweet potato
PEPFAR	President's Emergency Plan for AIDS Relief
PPP	Public Private Partnership
RAC	Reaching Agents for Change
TAPP	Tanzania Agricultural Productivity Program
TACAIDS	Tanzanian Commission for AIDS
TASAF	Tanzania Social Action Fund
TFNC	Tanzania Food and Nutrition Center
TIMAP	Tanzania Informal Microfinance Association of Practitioners
TOT	Training of trainers
USAID	United States Agency for International Development

# I. PROJECT MANAGEMENT

## ► Y2Q4 Project Management Summary

- **Submission of Updated Program Statement and Budget.** Submitted in Q1, the updated program statement and budget are still pending approval from USAID. These documents were requested by USAID in order to justify an enhanced scope of work and reduce the performance period, which will result in an official modification to DAI's cooperative agreement. As of this writing, USAID has indicated that this modification will happen in conjunction with IMARISHA's current request for incremental funding and approval of the Y3 work plan. This is anticipated in February 2013.
- **Grants Facility Management.** In mid June, the IMARISHA project submitted an approval request to the AOR and AO for two grantees: BRAC Maendeleo and Africa Bridge. Approval for BRAC Maendeleo Tanzania was received in August and the organization began implementation of the Empowerment and Livelihoods for Adolescents (ELA) program for HIV affected youth in Dar es Salaam in early October. Approval for Africa Bridge is pending the review and approval of a Pesticide Evaluation Report and Safe Use Action Plan (PERSUAP), which was undertaken at USAID's request, to address environmental and safety concerns around pesticide use associated with planned dairy activities. IMARISHA contracted a specialized pesticide consultant to undertake the evaluation and develop the action plan, which was completed and submitted in Quarter 4. As of this writing, the PERSUAP has been approved by both USAID Tanzania's environmental compliance team and USAID East Africa's Regional Environmental Compliance team. Final approval is pending with USAID/Washington, at which time next steps for the Africa Bridge grant will be determined.

In early Q3, the IMARISHA technical team undertook a 7-region informational sharing and capacity building campaign wherein, as part of the objectives, the goals of the IMARISHA Innovation Fund (IIF) were discussed and the concept of innovation was explored with potential grantees. Participants also shared their struggles and questions from the first call for concepts notes in January. Following this campaign and incorporating the feedback received, the project revised the APS and released a second call for concept notes late in Q3, to which 53 organizations submitted concept notes for review. Ultimately, 48 concept notes were reviewed internally<sup>1</sup> and 19 organizations were asked to submit full proposals, of which 18 proposals were received and reviewed. Of these 18 proposals, 9 proposals were passed to an external review committee that met in early December 2012. Of these 9 proposals, 3 were recommended for award with conditions and two were requested to provide additional clarifying information to the external review committee. It is anticipated that all follow up, due diligence and paperwork necessary to request grant awards from USAID will be completed in Y3Q1.

During Q4 IMARISHA submitted an approval request for a grant to Femina HIP, but this request was later withdrawn at Femina's request. WAMATA, another finalist during the review process, was ultimately rejected by the grant review committee, having failed to demonstrate to IMARISHA the technical proficiency necessary to implement the proposed project. Due diligence was also completed for KIHUMBE during Q4 and in Y3Q1. IMARISHA anticipates that a final proposal will be submitted for final consideration. See

---

<sup>1</sup> Note: IMARISHA screens concept notes. Only those that meet minimum qualifications of our administrative review are screened by staff. In this instance, only 3 concept notes did not qualify for review.

Section 2.2 for more details on the technical aspects of these grants as well as a discussion of some of the challenges of the innovation grants facility.

### **Y2 (including Q4) Deliverables**

- Cooperative agreement modification signed, Q1
- DFA mobilized, January Q1
- Grants Officer – position eliminated
- Other local staff hired, Q1.
- APS for IMARISHA Innovation Fund released, Q1, revised APS released in Q3
- Grants Road Show(s) complete, Q1 and Q3
- Award of first round of grants: 1 grant award made (BRAC), 1 grant pending PERSUAP approval (Africa Bridge), 1 grant withdrawn (Femina); 1 unsolicited grant (KIHUMBE) pending from Round 1
- Orientation and oversight visits made in Q3 and Q4.

## 2. TECHNICAL PROGRAM

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

#### OVERVIEW

IMARISHA's core mandate is to build the capacity of PEPFAR implementing partners to create and sustain effective economic strengthening interventions designed for HIV vulnerable households. Year(Y) 1 was spent gaining knowledge about the partners, their capabilities and staff, and their ability to serve households with integrated health and livelihoods interventions, as well as establishing structures and relationships to provide effective technical support to these diverse range of partners. From its learning in Y1, IMARISHA understood that many previous interventions focused on direct material support (handouts) and/or one-off activities, and, after much dialogue, discussion and action planning with partners, the project developed a plan for implementing interventions going forward that was sensitive to this shift. Building upon the capacity building work in Y1, IMARISHA was able to deepen its relationships and became more integrated into the works of numerous PEPFAR partners, enabling the project to expand the quality and effectiveness of the project's economic strengthening strategies in Y2.

In Year 2 IMARISHA's work focused primarily on: building more and stronger strategic partnerships with PEPFAR Implementing Partners, rolling out practical, hands-on training/training of trainers (TOTs), overseeing trainees' start up activities and providing mentoring to training recipients, providing specialized and tailored technical assistance and sharing new innovations and ideas through exposure visits both within and outside of Tanzania.

#### ACTIVITY DESCRIPTIONS AND DELIVERABLES

##### ► Deepen Strategic Partnership with PEPFAR MVC and HBC IPs.

- **Formalize Partnerships with MOUs.** MOUs with Africare Pamoja Tuwalee, FHI360 Pamoja Tuwalee, and Pathfinder Tutunzane II expired in Q3, signaling the end of the first year of collaboration between IMARISHA and these partners and prompting IMARISHA to reflect on the partnerships moving forward. A new MOU with Africare Pamoja Tuwalee was finalized in Q3, with changes including a stronger focus on supporting Africare's internal efforts to lead ES activities and strengthening support for monitoring and supervision of ES activities (an identified weakness) as part of an effective cascade approach to training.

As of the end of Y2, MOU discussions were underway with FHI 360 Pamoja Tuwalee, World Education International (WEI) Pamoja Tuwalee, Pathfinder Tutunzane II and Pathfinder/EGPAF LIFE (a new USAID funded PMTCT program), Deloitte Tunajali II, and Tanzania Interfaith Partnership. In an effort to continue to move forward, IMARISHA agreed to provide technical assistance to Pathfinder Tutunzane II, WEI and Tunajali on new activities in Q4 while MOUs were still in process. These activities are detailed below. (Note: as of this writing, MOUs have been finalized with FHI 360 and WEI; Tunajali's is pending; Pathfinder's MOU goes until 2014 but may be amended to include activities for its new PMTCT project with EGPAF called LIFE.)

- **Deepen Strategic Partnerships with PEPAR MVC and HBC IPs.** During Q4 IMARISHA continued to build new and deepen relationships with PEPFAR MVC and HBC IPs through a variety of activities. As noted above, IMARISHA began work with 3 new implementing partners Tunajali II, WEI and Tanzania Interfaith Partnership.

Tunajali II. DAI presented its approach to ES to the Tunajali management team in Dar es Salaam during Q4, just prior to the roll out of savings training to their volunteers in Iringa and Njombe. Tunajali's ES approach will focus largely on savings with some engagement on promotion of business training to savings groups. The organization is especially interested in encouraging households to mobilize savings so that they will have funds to pay CHF premiums and other healthcare related costs. Leveraging existing relationships, IMARISHA linked Tunajali with Mwanzo Bora, who agreed to provide nutrition training as well as links to existing (trained) farmer field schools that can help households set up demonstration plots of nutritious foods including orange flesh sweet potato (OFSP).

World Education. In Q4 IMARISHA assisted WEI with the roll out of an enhanced HEA. (See Technical Assistance Facility below and Section 2.4 for more details). WEI was also provided with assistance from IMARISHA's savings specialist, Livelihoods Manager Daniel Laizer, who worked with a group of WEI WORTH Empowerment Workers intensely for one week in Kibaha to develop a savings manual that encompassed the best of both the WORTH model and the HISA savings methodology. Some of the key issues addressed included: growing the pool of member savings, increasing the interest rate on loans within the savings group so that member profits could grow, including other community members in the savings group (not just caregivers) and addressing the issue of stipends for WORTH Empowerment workers, which are unsustainable. The week-long meeting resulted in the creation of a WORTH+ manual for WEI's use. This new manual included the following methodological changes:

- A Central ledger will be used in lieu of WORTH record keeping forms.
- Interest rates will be set within the range between 5 and 10% but not more than 20%.
- Group membership in WORTH+; will to be diversified to include men and women, caregivers and non-caregivers, with 60% of savings group members being women.
- The management committee will have a woman-chairperson. Also 4 of the 5 positions on the committee will also be filled by women.
- The group management committee will serve for an initial 3-month period, during which time members will observe leadership before confirming the group management to a longer term. A second election may be held after the 3-month period if the committee does not perform to expectations.
- Couples will be allowed to be members in the same group but will not be allowed to take loans at same time.
- Share out will happen between nine and twelve months after the group is convened.
- New empowerment workers should facilitate no more than four groups to ensure strong management and oversight.
- Empowerment workers are to be elected at a village general meeting as a way to mitigate favoritism by village leaders.
- Savings group constitutions will be developed by group members with the help of Empowerment workers.
- All savings meetings are credit meetings.
- Savings groups will contribute to an MVC fund. The groups will decide the minimum amount.
- The minimum share value will be Tsh 500 and every member should buy between 1 to five shares at a savings meeting.

Subsequent conversations with WEI suggest that they are open to developing a more comprehensive strategy around economic strengthening. In Y3Q1 and onward IMARISHA

will also work with WEI on household gardening and nutrition strengthening, an activity that they have begun in schools but want to expand into the community.

Tanzania Interfaith Partnership. In Q4 IMARISHA provided intensive savings training to the Tanzania Interfaith Partnership in Kasulu. The training supported new community resource person volunteers and LGAs to facilitate savings groups in Kibondo, Kasulu and Kigoma districts.

Kimara Peer Educators. In Q4 IMARISHA staff provided refresher training and training on basic business skills to Kimara Peer Educators. Kimara, who received training from IMARISHA earlier in the year under the UJANA project, will soon enter into an MOU with IMARISHA on its own. IMARISHA intends to continue to strengthen its ES work with key populations, particularly young women who turn to commercial and transactional sex as a means to survive.

Reflecting on Y2, IMARISHA can document several positive changes as the result of deepening strategic partnerships with partners. These include:

- Increased understanding of the value of integrated or holistic programming that address both social/medical as well as economic constraints faced by households;
- Increased understanding and acceptance of livelihood activities as effective interventions. This acceptance is particularly true for a number of sub-partner organizations who, while initially critical of Household Economic Strengthening (particularly because of how difficult it is to organize households when there is nothing to give them), now acknowledging the benefits and impact of introducing ES interventions, most notably savings, to their communities;
- Increased interest in understanding how to transition households into higher levels of economic resilience, particularly through savings activities;
- With some partners, interest in forging new partnerships to promote growth, particularly for slightly better off households.

While these successes are encouraging, IMARISHA continues to be concerned and challenged by the lack of technical depth and engagement of some sub-partners, including a general lack of ability and/or incentive to address the business concerns of households beyond providing “give-aways” such as start up kits, chickens or cash. IMARISHA has seen and continues to see substantive challenges in getting organizations to a) promote household behavior change through ongoing engagement with the households and, b) ensure that ES interventions are properly funded, including monitoring and follow up.

#### **Y2 (including Q4) Deliverables:**

- 3 Partnership MOUs in place for 2012; 3 additional MOUs pending for 2013- met targets
- Partner meetings to share results and feedback: 1 large partner meeting in Morogoro; multiple small partner meetings for microinsurance, HEA sharing with regional audiences, joint meeting with Pathfinder Tutunzane II project in Shinyanga – 10 partner meetings in total over Y2; exceeded target of 2 meetings

#### **► Continue Roll Out of IMARISHA Training and Training of Trainers.**

- **Design New IMARISHA Training Modules.** During Q3, IMARISHA developed a new course entitled “Basic Market Analysis.” Short term consultant, Damian Guilleminault, worked in collaboration with IMARISHA’s EDM to develop and roll out the course. The pilot training was delivered in early Q4 in Dar es Salaam to key project partners (Economic Strengthening or Livelihoods focal persons working at both the prime and sub-partner level), and members of the

government in Dar es Salaam. The content of the course focuses on providing local NGOs with the skills to undertake basic market assessments to better identify and diagnose beneficiary business problems and help them to better select different market development or business activities to support households. The new course was well received by those that participated, with numerous requests coming in to have additional courses delivered in Y3. Perhaps most importantly, the feedback on the course helped IMARISHA to revise and finalize the IMARISHA basic business skills course, tailoring it appropriately so that it meets the demands of both rural and urban audiences.

- **Roll Out of Core IMARISHA Training/TOT Courses.** In Q4 IMARISHA continued to roll out core economic strengthening course to key partners, including to the Tanzania Interfaith Partnership (TIP), Africare, Kimara Peer Educators and Tunajali. 9 thematic ES TOT courses were offered this quarter and included:
  - Basic Market Analysis (1 course in Dar es Salaam, 1 course co-offered with Africare in Morogoro)
  - Savings Intensive Training (HISA) (6 courses- Kigoma for TIP, Morogoro for Kimara Peer Educators, Singida and Iringa for Africare, Iringa and Njombe for Tunajali)
  - Basic Business Skills (1 for Kimara Peer Educators)

#### **Participants at the Basic Market Analysis Training in Dar es Salaam, October 2012**

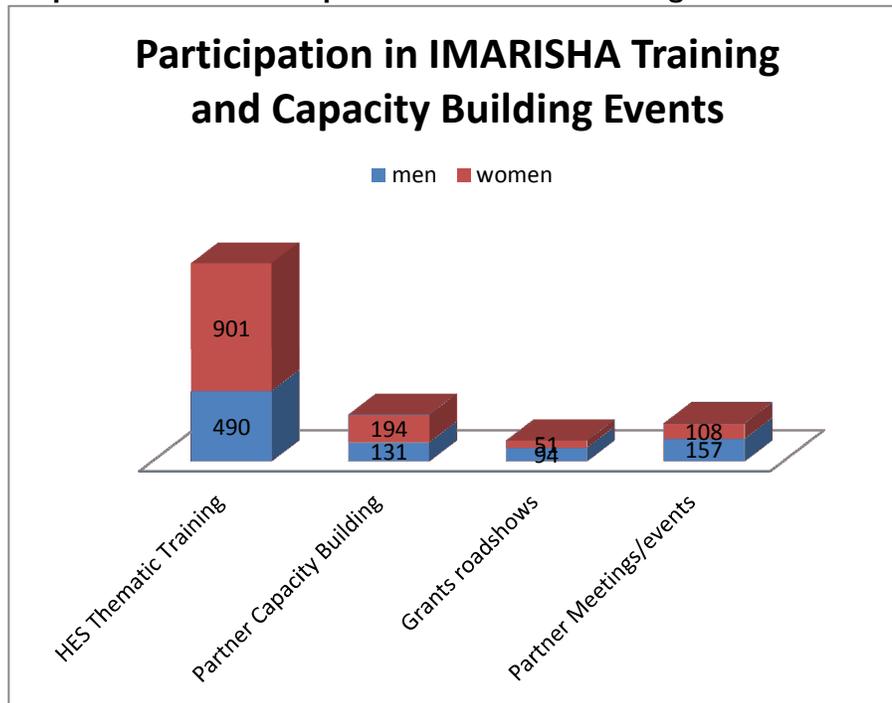


These 9 TOTs trained 309 community volunteer trainers, sub and prime partner staff and LGAs (176 men, 133 women). Also worth noting is that these TOTs have all included participants from local government, most commonly from the ward or village level. Savings training have engaged community development officers; business skills training have included a variety of different LGAs and the Basic Market Analysis course also included both agricultural extension as well as social welfare officers. This LGA engagement has allowed for MVC and HBC communities to become linked to other government, private sector and donor programs that support agriculture, livestock, or business development activities. Some examples include LGA referrals to livestock vaccine programs (Pemba), and LGA referral of TOTs to existing farmer field schools (Morogoro).

In aggregate, IMARISHA conducted 39 TOTs in different ES thematic areas, training a total of 1,391 prime and sub-partner staff and volunteers (901 women and 490 men) in Y2. In addition to thematic training IMARISHA also led 10 partner capacity building trainings for 325 people (194 women and 131 men), had 145 people attend grant workshops in 7 regions (54 women and 91 men) and 265 people (108 women and 157 men) attend other partner or learning events including

regional presentations on the methodology and results of the HEA. See Graphic I for a pictorial view of IMARISHA training and capacity building work.

**Graphic I: Gender Participation in IMARISHA Training**



Interesting to note is that ES thematic trainings (e.g., those that focus on specific ES interventions and help PEPFAR partners achieve PEPFAR economic strengthening targets) were selected 80% of the time over partner capacity building training that sought to build capacity of local NGO staff to understand and deliver ES services over the long term. These ES thematic trainings were largely provided to volunteers selected by sub-partners as opposed to sub-partner staff. This difference may reflect a desire to reach implementation targets in the near term versus a desire for sustained integration of ES services over time. The balance of needing to achieve targets in the short-term potentially undermines the longer-term sustainability of ES services as a component of HIV care and support programming.

### **Other Observations About IMARISHA Training**

Gender: Women are often targeted for training and other capacity development for health and economic strengthening because of their role in the household as a main caregiver for children and men. For IMARISHA’s work, women were also the largest recipients of capacity building trainings. ES thematic trainings were attended by larger numbers of women volunteers (CRPs) than men (60% to 40%). However, when the training was focused on sub-partners, the percentage of women involved dropped to 48%, suggesting that when it came to providing training for paid staff, men edged out women for those opportunities. Of LGAs trained, only 46% were women.

Challenges. As noted in the Y2 Q3 quarterly report, IMARISHA’s work with partners has a number of key challenges, many of which IMARISHA will seek to address in Y3. Key challenges and therefore priority areas for IMARISHA emphasis in 2013 include:

- **Volunteer CRP participants at the TOT did not meet established selection criteria.** It was observed by the IMARISHA trainers that some participants lacked the

ability or the motivation to be trainers, an essential characteristic and selection criteria for participation in IMARISHA training. In some instances, literacy was the constraint as selected CRPs did not have sufficient literacy in order to cascade training down to the community and other households. Similarly, in other instances, older participants (60+ years of age) were selected to attend. While IMARISHA recognizes the constraints faced by grandparent or elderly headed households and recognizes the important role that elders play in influencing other community members, the project also recognizes the limited potential for behavior change and learning of this target group. Going forward IMARISHA will address the issue of literacy (for some courses) and ensure that there is a good age balance in the volunteers selected.

- **Sub-partner staff members were not present during the sessions related to the technical content of the courses.** It was observed by IMARISHA trainers that in some cases sub-partner staff came only to deal with logistics (tea breaks, lunch, payment of per diems). They did not attend the technical sessions themselves and, as a result, did not learn the skills being provided by IMARISHA staff and could not do effective follow up and monitoring of volunteers who had been trained. IMARISHA believes that attendance by sub-partner staff is tantamount to their ability to effectively follow up and monitor households' progress after the training is completed. Further, while IMARISHA recognizes that many OVC and HBC implementers are only being asked to count "economic opportunities" (in other words, just the trainings or other opportunities provided to households), deeper impact will only be seen if the training content is cascaded, adopted by households and key concepts and approaches are reinforced and supported in the short and medium term. IMARISHA sees this as a key issue with many sub-partners and as a result, will prioritize its work on monitoring and supervision in 2013.
- **Monitoring of post-training activities is not being prioritized or budgeted.** Sub-partners and partners do not always deliver monitoring and follow-up on activities as planned following IMARISHA training. When asked about this, a frequent reply is that there is "no money for monitoring". In some instances, IMARISHA has recommended for sub-partners to plan quarterly meetings of CRPs so that they can share lessons, challenges and experiences. However, not all partners have adopted this approach (again citing cost), and as a result their savings groups are not having strong outcomes (e.g., there are few savings groups formed and limited savings accumulated). In 2013, IMARISHA will work with partners/sub-partners on finding creative solutions to ensure better monitoring is taking place and may be carried forward after initial training is finished. IMARISHA has enhanced its activity planning module (a part of all our training courses) and will ensure that partners/sub-partners and LGAs are aware of the roles they are to play in follow up and monitoring.
- **Undertake Curriculum Review and Add in Adult Learning Techniques.** In Q3, IMARISHA engaged a local consultant to review key training materials to standardize the training format used by IMARISHA, ensure inclusion of adult learning techniques and suggest other improvements as appropriate for maximizing utility and improving the content and delivery of training materials. Building on this work, IMARISHA aims to finalize 4 of the core course training manuals early in Y3. This finalization work is still underway at the time of this writing.

Additional adult learning materials were also developed in Y2, which will be used to train local TOTs who are new to adult training and will also be used to improve the skills of staff and partners. These materials include strategies for addressing low literacy and numeracy of trainees, including tips on how to improve participant uptake of skills and knowledge. The adult learning module was finalized and presented to IMARISHA staff in an internal training in Q4; roll out of this module to partners and sub-partners is anticipated in Y3 as per discussions with partners and sub-partners.

### Y2 (including Q4) Deliverables:

- 39 ES thematic courses delivered to PEPFAR partners plus 10 partner capacity building courses delivered- exceeded target of 30 courses
- 5 new courses developed (Basic Business Skills, Basic Market Analysis, Household Gardening and Nutrition Strengthening, Using Causal/Logic Models for Economic Strengthening and Adult Learning Techniques)- met target
- Adult learning modules developed– met target

### ► Partner Mentoring and Monitoring Training Results.

- **Mentoring and Monitoring visits.** In Q3, IMARISHA shared the Productive Behavior Checklist for local chicken production with prime partner, Africare. This monitoring tool was tested and finalized in early Q4, with the aim of the tool being to help sub-partners be better able to observe and document behavior change in the households with which they work. When using the tool, gaps for refresher training or mentoring are more readily identified. IMARISHA has also developed two additional draft tools for Household Gardening and Nutrition Strengthening and Basic Business Skills. These will be rolled out with partners in Y3.

In Q4, IMARISHA completed a number of follow up monitoring and mentoring visits, including 5 monitoring visits for local poultry production, a visit to the new grantee BRAC and a follow up visit to Kimara Peer Educators' savings groups. Other attempts were made to schedule monitoring visits to follow up on activities from earlier in the year with Pathfinder and sub-partner Save the Children. However, Pathfinder and Save the Children staff members in Shinyanga were unable to accommodate a monitoring visit due to funding problems.

IMARISHA attempted to follow up on all one-on-one trainings delivered in 2012 with a monitoring or mentoring visit. Table I catalogues the different types of monitoring visits or mentoring that were completed by IMARISHA in Y2.

**Table I: IMARISHA Monitoring and Mentoring Visits**

Type of Monitoring/ Mentoring Visit	Prime Partner for Whom Mentoring/Monitoring Provided	Thematic Areas	Total Number Provided
Monitoring Visit to follow up on ES thematic training	Africare, FHI 360, Kimara (following completion of UJANA project),	Savings, local chicken production, HGNS, basic business skills	9
Refresher training*	Pathfinder, FHI 360, Kimara	HGNS, savings	2
Partner Workplanning or Partner-sponsored ES Learning Meeting	Africare (2) and FHI 360	Economic Strengthening	5
Pamoja Tuwalee meeting	Pamoja Tuwalee partners (Pact, WEI, Africare and FHI 360)	Economic Strengthening	2 (February and November)
Joint Field Visit	Pact	Savings groups – SILC versus WORTH	1

Note: Data is also counted as a training/TOT.

Most of monitoring was completed in the form of multi-day field visits by IMARISHA staff, usually with a prime and sub-partner staff in attendance. The intent of IMARISHA monitoring visits is to

ensure implementation of planned activities (as noted during the initial TOT), observe successes, challenges and gaps noted during the implementation period, and to make recommendations for adjustments moving forward. Many of the visits revealed challenges or gaps that needed to be addressed. Among the most common challenges identified include:

- Partner or sub-partner ES staff had not followed up since the TOT had been delivered and were unaware that planned ES activities had either not been undertaken or, in some cases, had encountered significant challenges. (See specific examples below)
- Insufficient funds for sub partners to do proper monitoring. This issue appears to be under dispute between prime and sub partners and has come up frequently. Regardless of the reality of the funding, it is certain that the level of monitoring is weak and should be prioritized to create a proper environment to encourage successful interventions.
- Inadequate technical understanding of some interventions in order to provide corrective guidance, mostly as a result of a lack of attendance during training.
- Training courses were shortened at the request of the partner (example: reduced from 4 days to 3 days). In accommodating this change certain important modules were not completed, such as action planning, which left participants without a plan for replication following the TOT. In these instances, training outcomes were much less successful because trainees, sub-partners and LGAs did not leave with an implementation plan in hand. . In Y3, IMARISHA will adhere to more strict planning methods and to more realistic time lines for learning to ensure that trainings are delivered as intended so that training outcomes may be fully realized.
- With respect to savings, partners did not initially select to learn the savings MIS or to use the monitoring forms. A number of partners (FHI 360 and Africare) have subsequently come back to IMARISHA to ensure their sub-partner staff members learn the MIS system and use it. In Y3 IMARISHA will mandate training on the MIS and savings supervision to all partners who participate in IMARISHA savings training.

Below are other common challenges identified throughout the year by thematic area:

#### **Savings:**

- Record keeping. Given the complexity of this task within savings meetings, accurate record keeping is a common area for challenges and often needs refresher training.
- Savings boxes. In some instances, partners had not procured savings boxes and other necessary equipment for the savings groups. In other instances, implementers had procured the wrong boxes (with only one lock instead of three). These challenges impact the ability of some groups to mobilize savings and to keep it secure.
- Inappropriate group sizes. Several groups exceed the recommended 30 members and had difficulties with group cohesion and manageability, while in other places groups were too small (less than 15) and were unable to reach an adequate aggregate savings threshold to be viable.
- Facilitation versus Control. It was observed that some CRPs, whose role it is to start new groups, seemed to control the group dynamics intensely rather than letting the management committee lead the savings group meetings and proceedings. These CRPs require additional training in facilitation and group management skills.

- Mixing Savings Methodologies. Some groups were mixing the HISA methodology with other savings methodologies such as merry-go-rounds, WORTH or VICOBA, which have different procedures and objectives and may not be as well suited to HIV vulnerable households. For example, the objective of a “merry go rounds” is to allow one member access to a lump sum periodically; it does not offer loans. VICOBAs require formal loan applications for loans for business purposes and often require the engagement of LGAs; WORTH by contrast encourages weekly savings but there is no lump sum payment one time per year. Alternatively, the HISA savings methodology promoted by IMARISHA has various objectives, including: regular savings toward a lump sum cash out one time per year (for a larger investment in business,

### News from the village

In the Kongwa district of Dodoma, in the village of Chamkoroma, 5 groups of women, supporting 37 most vulnerable children collectively, banded together following an IMARISHA TOT to begin production of local chicken. The sales from their local chicken activities have enabled them to provide school uniforms, exercise books and food for their MVC.



home or larger expenses), loans throughout the year for consumption smoothing, a fund for MVCs and self insurance. Ultimately, mixing the methodologies may not allow savings groups to get all the intended benefits.

### Local Chicken Production

- High bird morbidity. High bird morbidity was noted in some groups and attributed to several different challenges, including: improper vaccinations, expired, spoiled or counterfeit vaccinations, improper usage of vaccines (particularly in terms of the bird lifecycle and timeline for vaccinations) and long distances to get to a stockist who can provide the vaccines.
- Poor collaboration and consultation with ward livestock extension agents. Some households did not reach out to the local extension agents because they were either located too far away from the household (e.g., in the next village or ward), or required funds in order to provide services. There is a dearth of ward level agricultural and livestock extension officers in Tanzania. Although this has not been closely analyzed, anecdotally it is known that extension officers tend to be more focused on wealthier farmers who may be willing to pay for advice and services.
- Poor market information and business production skills for sale of chicken and eggs. Monitoring visits also reveal that many poultry producers have a weak understanding of the market in general and lack necessary market information for chicken and egg sales in central and tertiary markets. They do not have strong knowledge of managing poultry as a business, understanding production costs, vaccination and growth cycles (which reduce mortality and keep flock sizes large enough to bear profit) and issues on getting birds to the markets. In many locations this is further hampered by limited collection centers and

### **News from the field: Saving, Earning and Supporting MVC Together**

In the regions of Iringa and Njombe, COCODA has successfully facilitated 34 savings groups since early 2012, with members heavily engaged in income earning opportunities, such as maize and sunflower farming, local chicken production and more. These groups have also banded together to support most vulnerable children in their communities by establishing an MVC fund, which may be used to provide support for school uniforms, exercise books and food for MVC within the community.

thus, they often rely on farm gate traders who negotiate lower prices for both birds and eggs.

These monitoring visits also yielded many successes, with most CRPs or trained volunteers moving ahead with activities, often with little or no support from sub-partners. Below are a few documented successes that were noted during monitoring visits:

- Empowered groups pursue entrepreneurial endeavors. It was observed by IMARISHA trainers that some groups were able to form and manage their own business endeavors, such as local chicken production. The proceeds from these activities were used to provide uniforms, exercise books and food for local school children, a definitive success for groups previously reliant on direct material support to meet these basic needs.
- Groups taking up effective behaviors for successful local chicken production. A specific example was noted with the Upendo group (located in the Chamnye village, Mazae ward of the Dodoma region), in which the group began in November 2011 with 15 members and 15 chickens – since receiving training and guidance, this group has grown to 24 members and 172 chickens, selling flocks of birds at a price of 8,000 TSH/bird and using monies to bolster activities by building a high quality chicken coop.

The success was largely attributed to proper chicken rearing practices and disease control/prevention delivered during training and followup.

### **Women at Local Chicken Production Training in Mpwapwa**



These shared stories and experiences underscore the importance of using monitoring opportunities to identify and promote behavior change. IMARISHA will continue to encourage sub-partners to follow up on activities, emphasizing that the sooner activities are followed up on after a training/TOT, the higher likelihood for success.

## Y2 (including Q4) Deliverables:

- 19 monitoring visits/meetings conducted- 1 short of the planned target of 20
- 3 monitoring tools finalized

### ► Technical Assistance Facility

- **Expand to New Partners with TA Facility.** In Q4 IMARISHA conducted 4 technical assistance requests. These requests included:
  1. HEA+ Baseline Survey for World Education. In November 2012 the IMARISHA M&E Specialist worked with the WEI M&E team on designing an enhanced HEA questionnaire that captured both the HEA methodology but also included questions on child development and gender based violence. The IMARISHA M&E Specialist trained 50 WEI volunteers (mostly WORTH Empowerment Workers) as well as local government authorities from Korogwe, Karatu and Same to implement the survey. The survey was complete and data entry underway in December, with the analysis slated to take place under IMARISHA's oversight in early Y3.
  2. Vulnerability Survey for Pathfinder. Pathfinder requested assistance with a smaller HEA, implementing just the vulnerability index questions for a sample of its new 2,125 households in all three districts of Dar es Salaam. The IMARISHA M&E Specialist trained Pathfinder M&E staff in the use of the survey instrument, after which Pathfinder staff co-trained home based care volunteers tasked with data collection. Input and analysis took place in December and will be completed in early Y3.
  3. Intensive Savings Training. The Tanzania Interfaith Partnership requested that IMARISHA conduct intensive savings training for its partners in Kigoma region, which was completed in October 2012. (See above under training). Tunajali II also requested savings training for its partners in Iringa, Njombe, Coast, Morogoro and Dodoma. IMARISHA led 2 intensive savings training in November for 84 CRPs.
  4. Refresher Savings and Basic Business Skills Training. Kimara Peer Educators requested refresher savings training (with an emphasis on record keeping) and business skills for its Dar es Salaam peer educators. This was undertaken in Morogoro in early November. (See above under training).

Overall, IMARISHA's technical assistance facility has yielded good results and has been utilized to deliver not only training in core topics of economic strengthening, but also to assist partners with specific interests. Having the facility has allowed IMARISHA to work with smaller partners on a variety of activities from market research, evaluation of savings apexes and training on specific thematic topics.

- **Support KIHUMBE to Develop Realistic Strategy and Plan for Job Incubation Centre.** Following the support from short term technical assistance consultant, Damian Guilleminault, and IMARISHA's EDM in Q2, KIHUMBE resubmitted a full proposal to the IMARISHA Innovation Fund. The proposal was reviewed and comments were returned to KIHUMBE for clarification and correction during Q3 and Q4. A due diligence visit took place in Q4, at which time key weaknesses were identified with KIHUMBE's internal operating systems as well as their knowledge and understanding of USAID policies and regulations. Throughout Q4, IMARISHA worked with KIHUMBE to finalize their proposal, which was completed just prior to the end of Y2. In Y3Q1 IMARISHA will work toward the completion of paperwork necessary to submit an approval request to USAID complete with a capacity building strategy to ensure adherence to and understanding of USAID policies and regulations.

## Y2 (including Q4) Deliverables:

- 13 technical assistance requests completed: note: of these requests, IMARISHA has counted 7 in with its training participant numbers and 1 under monitoring visits- exceeded target of 8 TA requests
- Provided TA to KIHUMBE for job incubation center; Grant to KIHUMBE expected in Y3, Q1 pending incremental funding; met target

► **Other Capacity Building Activities.**

- **Facilitate Cross Visits and Study Tours.** No study tours or cross visits were made in Q4. Reflecting on Y2 revealed very few cross visits, which is an area for attention in Y3. Particularly among new implementers, there is a compelling interest to help new starting groups see what success looks like in a similar environment under similar conditions. As part of its upcoming Partner Meeting in Y3, IMARISHA will arrange site visits to strong ES programs in the area (Dodoma) for participants.

**Y2 (including Q4) Deliverables:**

- 1 study tour completed to Ethiopia in Q3 – target met
- 1 cross visit – target not met
- 4 final project updates on capacity building lessons learned and 3 pending completion in early 2103- exceeded targets

**Children in Dodoma who Benefitted from PEPFAR Savings Groups**



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

### OVERVIEW

Although IMARISHA is investing significant staff resources in capacity building for local partners (Technical Area 1) and the government (Technical Area 3), IMARISHA's efforts and, more importantly, IMARISHA's partners' efforts to expand economic strengthening, require good partnerships with the private sector and other development partners. These strategic linkages help ensure that the right human and financial resources are invested to support innovations and ongoing services to vulnerable households over the short, medium and long term.

IMARISHA's role is a dual one: 1) matchmaker to link partners with the right resources and partners that can provide the right skills and experience and 2) investor to fund new innovations through the grants facility. In some instances the grants facility will serve as both a linkage point and funder, supporting an innovation that includes a private sector or development partner whose brings new experience in ES to an HIV vulnerable beneficiary group or service provider.

### ACTIVITY DESCRIPTIONS AND DELIVERABLES

#### ► IMARISHA Innovation Fund (IIF)

- **Conduct Due Diligence and Make Grant Award.** As noted earlier and in the Y2Q3 quarterly report, USAID approved the grant to BRAC Maendeleo in Q3. Also during Q3, USAID informed IMARISHA for the need to undertake a Pesticide Evaluation Report and Safe Use Action Plan (PERSUAP) as per USAID Regulations under 22 CFR 216.3(b) in order for prospective grantee, Africa Bridge, to be approved. IMARISHA completed and submitted the PERSUAP in Q4 and is awaiting notification of its approval. An approval decision is anticipated in early Y3.

During Q4, IMARISHA completed due diligence, finalized and submitted the grant approval request to USAID for a grant award for Femina HIP. This grant was intended to support a new radio program, Ruka Juu, in which the season radio show will focus on youth and agriculture. IMARISHA staff worked with Femina to develop an appropriate storyline about an HIV affected family whose livelihoods and resilience could benefit from improved agriculture techniques. Unfortunately, due to a tight implementation schedule and challenges in managing USAID's branding and marking requirements with their own, Femina withdrew its funding application from IMARISHA and is moving ahead with implementation with other funding sources.

## DAI Senior Management Visit to Kimara Peer Educators



Also during Q4, IMARISHA declined WAMATA's grant application. While the concept submitted had an interesting and innovative approach to setting up a solar fruit drying business for HIV affected women (providing loans to women's groups to purchase solar dryers), WAMATA was unable to demonstrate during due diligence and subsequent follow up that the organization had sufficient lending experience or prudent lending policies to provide larger loans for women for the purchase of solar drying equipment. Although WAMATA has some experience with small microfinance loans (under \$100 USD), the organization had neither the experience nor the policies in place to make and manage larger equipment loans of \$1,000 USD. Similarly, it has no policies in place to deal with loan delinquency or default. As a result, IMARISHA felt this program could either substantially increase risks to households who felt pressure to make loan repayments that they could not make or that it could become another grant program masked as a loan program which might send the wrong message to the community about loan repayment (e.g., if you are HIV affected, you don't need to repay the loan). Finally there were also unresolved questions on ownership of the equipment at the end of the activity.

- **Release Revised APS and Review Concept Notes and Proposals.** As noted in the management section, IMARISHA received concept notes and proposals in Q4 in response to its release of the revised APS in Q3. Of the 53 concept notes received, 19 were asked to submit full proposals, 18 submitted proposals and 9 of those were passed to the external review committee in December. As was done during the first APS round, IMARISHA convened a grants committee made up of 5 members: one from the private sector, one from government, one from USAID, one from an HIV network and the Chief of Party. IMARISHA invited Gene Peuse (USAID), Gabriel Landa (Tanzania Private Sector Foundation), Stephen Wandella (TACAIDS), and Deogratius Peter (NACOPHA) to participate; Deogratius Peter declined at the last moment due to a family health emergency. He was replaced with IMARISHA Staff member, Khalid Mgaramo. The team collectively reviewed 9 proposals, recommending 3 for award with conditions and two were requested to provide additional clarifying information. The pending grants and requested award size are provided below in Table 2. It is our hope to finalize the follow up, due diligence and paperwork to request grant awards from USAID on or before the end of Y3Q1.

**Table 2: Pending Grants from the IMARISHA Innovation Fund**

Organization	Innovation	Funding Requested	Status
TAHEA (Mwanza)	Combining savings and the production/marketing of orange flesh sweet potato for HIV affected households	\$75,000	Approve with conditions
CADA (Mwanza)	Solar phone charging business for groups of PLHIV households	\$37,500	Approve with Conditions
Cheetah Development	Creation of food processing (solar drying) franchises for women MVC caregivers (in partnership with IMO and IOP)	\$49,000	Approve with Conditions
ELCT Makete	Honey production and marketing for PLHIV households	\$17,742	Request additional information
Iringa Mercy Organization (IMO)	M-pesa linkage to savings groups for HIV or MVC households	\$45,624	Request additional information

**Challenges and Lessons from the IMARISHA Innovation Fund (IIF).** Reflecting on the first year of grant making, IMARISHA has noted several challenges with the fund, including:

- Limited understanding by local organizations around the concept of innovation. This limited understanding was true across the board, including amongst staff internally. IMARISHA spent time returning to each of the seven regions in which the project operates to clarify this issue in a series of roadshow meetings in July. A common sentiment was “tell us what you want and we will do it”. (See Figure 1 below).
- NGOs found the APS to be too long and detailed. This statement was further qualified with the admission that many organizations had not taken the time to read the APS in its entirety so did not fully understand what the APS was asking and requiring.
- Market research was not well understood. Prospective grantees did not know how to do market research nor did they understand what value it could add. This issue was addressed in the roadshow and second round grant concept notes and proposals demonstrated better research on the part of the organizations submitting.
- Limited understanding of USAID policies and regulations. Due diligence revealed that many local sub-partners may not be well placed to receive grants under USAID, including those with previous PEPFAR funding. IMARISHA finance staff found that experience demonstrated the ability to manage commodities (e.g., direct material support) but poor ability to manage procurement, track time and expenditures. For IMARISHA this was a surprise as a number of applicants cited previous USG funding and support but still were not capacitated to manage USAID funds.
- Limited building of partnerships. Most applying organizations were MVC or HIV support organizations that did not identify a partner with whom to work who might bring more niche expertise in economic strengthening, agricultural production, savings/ access to finance, business development or other related disciplines. As a result, they lacked the know-how, managerial skill or understanding of economic incentives to successfully design, explain or manage their proposed interventions. In fact, most of the successful organizations for grant funding have either opted for a partnership or have the in-house ES expertise.

**Figure 1: Innovative Thinking**



*“I’ll be happy to give you innovative thinking. What are the guidelines?”*

**Y2 (including Q4) Deliverables:**

- Released Annual Program Statement, Q1 and Q3- target met
- Reviewed Concept Notes, Q1 and Q4- target met
- Reviewed Full Grant Proposals, Q1 and Q4- target met
- Made 1 grant award to BRAC Maendeleo Tanzania, Y2Q3- slow progress toward grant targets
- Africa Bridge award pending PERSUAP approval, Y3- in process

► **Partnerships and Linkages with Feed the Future and Other Development Partners.**

- **Formalize Linkages with Different FtF Partners and Development Partners.** During Y2Q3 IMARISHA restarted discussions on potential collaborations with several FtF partners and discussed: working with Mwanzo Bora on activities in Dodoma and Morogoro regions; collaborating with FANTA on the creation, testing and dissemination of community NACS materials, as well as where and how to focus their use; and, investigating an opportunity brought to IMARISHA by a Bill and Melinda Gates Foundation program, Reaching Agents for Change (RAC) co-managed by Helen Keller International and the International Center for the Potato, that is promoting the production and use of orange flesh sweet potato (OFSP) for its vitamin A rich value – it is currently anticipated that IMARISHA’s LC will participate in a training jointly hosted by RAC and Sokoine University.

These potential collaborations were discussed with respective partners in greater detail in Q4. With Mwanzo Bora, the discussion has focused on moving forward with IMARISHA partners, Africare Pamoja Tuwalee and FHI 360 Pamoja Tuwalee in Dodoma and Morogoro regions. As a result of the direct link, no MOU will be sought as was originally planned.

In November RAC sponsored Livelihoods Coordinator, Lucy Mbambe Maziku to attend intensive training on OFSP at Sokoine University to become an advocate for the program. The training

largely focused on the agronomics of OFSP, and its production but also on the marketing and processing of OFSP. Lucy will take the lead in Y3Q1 in adding OFSP production to our HGNS manual and offering this training to partners. IMARISHA has also agreed to host a meeting with partners in early Y3 to introduce OFSP to our OVC and HBC partners- who in addition to ES, also promote improved food security and nutrition for beneficiary households. IMARISHA partners will be able to obtain OFSP vines from the IMARISHA plot starting in the new year. Lucy is featured in a film developed by RAC for promoting OFSP with the Government of Tanzania, civil society and other partners.

### **IMARISHA Participates in RAC Training at Sokoine University on OFSP**



Also during Q4 IMARISHA was invited to attend the annual Feed the Future meeting. At this meeting IMARISHA COP restarted discussions again with the Tanzania Agricultural Productivity Program (TAPP) led by FINTRAC about potential collaboration in the southern Highlands. This collaboration may start with exposure to TAPP's horticulture training and exposure to commercial agriculture at planned Field Days (one option) or linking them with the Tanzanian Horticulture Association (TAHA) which can provide training in best practice horticulture and linkages to markets (option two). A new activity will roll out in the new year.

In Y2Q4 IMARISHA staff met with Financial Sector Deepening Trust Tanzania (FSDT) to discuss their support of savings related activities, insurance and other topics that may be relevant to community care partners. Three potential areas of collaboration were identified and steps made toward engagement:

1. The Tanzanian Informal Microfinance Association of Practitioners (TIMAP). The newly registered and launched TIMAP is a network of informal savings group providers which will help develop and agree upon self regulatory practices to be adhered to by savings group facilitators. IMARISHA will be joining the group in Y3Q1 at their second meeting and based on our engagement will begin to map the way for other partners to join.
2. Financial Diaries. Although during Y2Q3 there was a discussion of undertaking joint financial diaries to improve the understanding of household spending in Tanzania (with

IMARISHA looking specifically at HIV affected households), neither FSDT nor IMARISHA has sufficient funding to undertake this interesting but costly initiative. Note: IMARISHA has submitted in Y3Q1 with MEASURE Evaluation a concept note for an Impact Evaluation of Savings Groups using financial diaries to capture qualitative data. (See Section 2.4 Technical Area 4 for more details).

3. Microinsurance. FSDT is launching a number of microinsurance related activities in the coming year. This first activity was a meeting of insurance providers in October to share the results of two pieces of research, one focused on client needs, and the other an analysis of Tanzania's policy framework for microinsurance – both conducted during 2012. One of the key recommendations from the workshop was that the private sector not focus on health microinsurance because of the reputation issues that poorly run government programs such as NHIF and CHF have put upon private insurance providers. From the policy experts' standpoint, there is room to expand insurance from 6% of the population in Tanzania without serving vulnerable groups.

In Y2, IMARISHA moved considerably closer to forming linkages with a number of development partners, most notably Feed the Future partners. However, creating these linkages has been extremely challenging. From IMARISHA's perspective, the challenges include:

- Differing agendas. With some of the FtF partners, there is no stated desire to work with vulnerable households. This is also true of a number of development partners who focus on value chain strengthening, agricultural competitiveness and private sector development. While their started goals may include poverty reduction or pro-poor inclusiveness, these goals do not align necessarily with the ultra poor or most vulnerable households. Some value chain players (including donors such as DFID which promote an approach to “make markets work for the poor”) work with the entrepreneurial poor, “lead farmers” or “competent optimists<sup>2</sup>” who are willing to adopt new technologies and behaviors. They don't want to targets harder to reach groups because they need to show success and believe that the leaders can bring the others up or set the example for the community. This demonstration effect drives a lot of programming in agriculture.
- Time and patience. Aligning objectives and incentives takes patience, time and doesn't happen in one meeting. It seems that many meetings have to take place before the buy in is secured at all levels.
- Inability to stretch programming. Many partners are overstretched already. They don't have the bandwidth to take on more and continue quality programming.

For IMARISHA we will likely concentrate our efforts in the coming year on those organizations that promote agriculture that is designed with nutrition and income goals in mind. Given the variety of other activities already underway, IMARISHA too needs to be more pragmatic and realistic about which boulders it can move.

- **Directory of Potential Economic Strengthening Organizations**. During Y2Q3 IMARISHA engaged a local consultant to complete the first pilot iteration of the directory, which attempts to capture Tanzanian Government, private sector, civil society, and donor-funded organizations and programs working in agriculture and food security, business development, financial services including informal VSLAs and microinsurance, vocational training, trade and industry associations, and business service, input, and agricultural equipment (water pumps and irrigation) providers. The directory is currently under final review and formatting but IMARISHA is evaluating the utility particularly if it sits on a shelf and is never again used. During Y3Q1, IMARISHA will review the

---

<sup>2</sup> This term was coined by a study and presentation done by Technoserve for the Bill and Melinda Gates Foundation entitled “Do Attitudes Matter? Social and Political Divisions of TNS East Africa”.

next steps and share with USAID. It is possible that it may be shared with the FHI 360 LIFT project, which will be focused on referrals and linkages, and may provide additional inputs for the directory.

**Y2 (including Q4) Deliverables:**

- 3 nutrition and agriculture related pilots underway but not launched- will continue work on these pilots in Y3
- Draft and formatted catalogue of economic strengthening organizations submitted for IMARISHA management review; to be reviewed and piloted in Y3

## 2.3 TECHNICAL AREA 3: IMPROVE GOT CAPACITY

### OVERVIEW

As PEPFAR shifts its strategy from emergency response to sustainable country ownership, it is imperative that the Tanzanian Government continue to expand its capacity to facilitate, promote, and monitor public health responses that help individuals and families cope with HIV. IMARISHA continues to help the Tanzanian Government develop strategies that enable economic strengthening rather than attempting to provide services directly.

Recognizing that the Government of United Republic of Tanzania (URT) operates across multiple layers and through decentralized structures, IMARISHA seeks to maximize impact and reach of technical assistance (mentoring, training and support) to the Government by expanding its reach to include national as well as local government authorities. In Y1, IMARISHA built relationships with critical government stakeholders including TACAIDS, the National AIDS Control Programme (NACP) and the Department of Social Welfare (DSW). It also had some initial conversations with the Tanzania Social Action Fund (TASAF). In Y2, IMARISHA worked to deepen relationships with TACAIDS, and DSW as well as to strengthen relationships with local government authorities, in an effort to expose and promote the intersections of livelihoods/economic strengthening and HIV across Government of Tanzania priorities and programs. Ideally, all of these relationships will be harmonized under the eventual passage of the National Social Protection Framework (NSPF) and supported by costed implementation plans that cover all or specific vulnerable groups, such as the NCPA II and TASAF III, which is planned to have broader support across all vulnerable populations.

At the national level, IMARISHA works through existing systems and programs. IMARISHA's principal national counterparts include TACAIDS and the DSW. The project continues to participate in Government fora, including the MVC Implementing Partner Group (IPG) chaired by DSW, the HBC IPG chaired by Africare, Pathfinder and the NACP, and the Impact Mitigation Technical Working Committee chaired by TACAIDS, and provide technical support and input into key areas such as the second National Costed Plan of Action for MVC. IMARISHA's working relationship with TASAF will be more opportunistic. Where possible, IMARISHA will work with others to ensure that systems and structures of the NCPA II are harmonized with plans for TASAF III and ideally are not duplicative.

Recognizing that Tanzania's decentralization of funding and administration from the Prime Minister's Office Regional Administration and Local Government (PMORALG) to the local government authorities (LGAs), IMARISHA is focusing more intensely on understanding the existing gaps in service, implementation, policy and monitoring, and tailor technical assistance to LGAs around those gaps to foster greater local ownership and Sustainability for livelihoods efforts targeting vulnerable households.

### ACTIVITY DESCRIPTIONS AND DELIVERABLES

#### ► Partnerships Support the National Government: DSW, TACAIDS and TASAF.

##### Department of Social Welfare

- **Support the National Costed Plan of Action (NCPA) II.** The DSW-led taskforce for the NCPA II completed its work in Q3, after which DSW took the draft for several internal reviews in Bagamoyo. As of this writing, few substantive changes had been made to the sections on household economic strengthening. IMARISHA hopes to connect more formally with DSW following the launch on February 1, 2013 to translate the framework into priority actions to be undertaken in Y3 and beyond.
- **Provide Technical Input on the Development and Use of Indicators for Monitoring ES Activities.** IMARISHA continues to support DSW's MVC M&E Working Group. The group met

once in Q4 to discuss next steps following the 12 Components of a National M&E Plan for OVC meeting in September. The focus of the meeting was to review the two-year work plan and make plans to move forward. This process is still underway and the group agreed to meet again in Y3 to finalize the work plan. IMARISHA will continue to provide support as it relates to the NCPA II's work on household economic strengthening.

### **TACAIDS**

- **Participate in the TACAIDS Impact Mitigation Technical Working Committee.** During Q4, there was an increase in work with TACAIDS related to both the new National Multi-Sectoral Framework for HIV/AIDS and the Impact Mitigation Technical Working Committee (IMTWC) who is responsible for developing the milestones and language around impact mitigation which includes work on household economic strengthening.

In November, IMARISHA participated in the Joint HIV/AIDS Review which shared the draft of the new NMSF for HIV/AIDS. Following the joint review, the IMTWC met twice (December 3 and 14) to finalize the two milestones for 2013 as well as provide input to the NMSF's section on impact mitigation. Active participation by Pact, UNICEF and IMARISHA helped TACAIDS finalize the draft milestones. As of December the IMTWC's new milestones included:

*"By 2014, development of a system or mechanism that aggregates data on access of PLHIV, MVC, elderly, widows/widowers and people living with disabilities to household economic strengthening services".*

*"By 2014, an expanded, decentralized and professional social welfare workforce with a minimum number of 4 social welfare officers per LGA, respond effectively to the wellbeing of OVC/MVCs, people with disabilities and the elderly".*

The first milestone is intended to find a mechanism by which data from by the DMS (DSW's data base for capturing information on MVC), TOMSHA (TACAIDS data base on services to PLHIV households) and others (such as a to-be-developed database for TASAF) are aggregated to better count the numbers of different beneficiary groups being served by the Government of Tanzania. To date these systems are not compatible and there seems to be limited understanding that one system does not capture the data of another. The second milestone is underway as per discussions with IntraHealth and UNICEF.

Also during Q4, IMARISHA made plans with the Director of National Response to present IMARISHA's work to date to the TACAIDS management committee. We expect this will also help IMARISHA in its roll out of the LGA program in Y3.

- **Support the rollout of the National Social Protection Framework.** The National Social Protection Framework remains unratified. UNICEF and other donors (World Bank) continue to push for its ratification, particularly in light of the planned roll out of TASAF III. Ministry of Finance is committed to its ratification in 2013.

### **TASAF**

- **Engagement with TASAF on TASAF III and Capacity Building at the Local Level.** Following discussions with the AOR about the intensive planning work being done by TASAF in Q4 in preparation for a January 2013 launch, IMARISHA was advised to hold on further engagement until Y3.

### **Y2 (including Q4) Deliverables:**

- Continued engagement with national government on economic strengthening issues- ongoing; IMARISHA worked alongside DSW and TACAIDS most extensively in 2012- targets met

- Contributions to NCPA II on household economic strengthening; final NCPA II to be launched in early 2013- target met

► **Support to Local Government Authorities**

- **Share Results of Partner Assessment and HEA with LGAs.** During Q3 IMARISHA undertook an Information Sharing and Capacity Building roadshow in 7 regions to share the HEA results, partner assessment results as well as lessons learned from the innovation grants process and how to build causal models for ES. HEA data was shared in all regions with partners and LGAs; in Shinyanga region, HEA data was shared in collaboration with Pathfinder International in late Q2. Follow ups were made with some LGAs in Q4 as part of monitoring visits in Dodoma and Iringa.

**IMARISHA Packs the House: LGA and Partners at Roadshow Meeting of HEA Results**



- **Assess LGA Policies, Responsibilities and Capacity for Supporting ES.** During Q4 IMARISHA met with WEI to discuss and learn from its advocacy program. WEI has developed a program whereby it works with districts councils and civil society organizations to enforce, prioritize and budget for policies already on the books that support most vulnerable children. Their policy review and subsequently created job aides have been shared with IMARISHA and includes policies such as the Law of the Child as well as policies that support economic strengthening around agriculture, nutrition, and TASAF engagement. These are under review by the IMARISHA team and will be incorporated as appropriate into the Y3 LGA activities.
- **Develop LGA Capacity Building Program.** Follow up will be done with interested partners to roll out the causal model exercise to local stakeholders, sub-partners, and local government authorities. These exercises will encourage dialogue around constraints, planned interventions, and intended results with the vision of improving programming impacts that will increase household resilience. The current thinking is that this would be key component of the package that is rolled out to LGAs during the pilot program in Y3.
- **LGA ES Sensitization Program.** The LGA capacity building program as envisioned at the start of 2012 did not get off the ground as planned. Instead, IMARISHA focused extensively on supporting

PEPFAR partners, but with LGAs embedded in all capacity building activities. During 2012, IMARISHA supported 185 LGAs (99 men, 86 women) to participate in trainings, ensuring they worked alongside partners to implement savings, household horticulture, livestock and business activities. Of these approximately 61% were community development officers, 22% were from health or social welfare discipline, and 17% were agriculture and livestock extension officers. IMARISHA believes it is engaging the right combination of LGAs with the key participants being those from community development or specialized agriculture backgrounds. Community development, agriculture and livestock extension are appropriate for oversight of the majority of ES interventions; health and social welfare will help ensure that the appropriate households (MVC or PLHIV are targeted).

#### **Y2 (including Q4) Deliverables:**

- Presentations and reports shared with LGAs from IMARISHA partner assessment and HEA- target met
- Information Sharing and Capacity Building roadshow undertaken in 7 regions, Y2Q3- target met
- Map of LGA policies that intersect with ES- begun but not finished
- Report identifying success factors and limitations drafted and shared across LGAs- postponed till Y3
- 4 initial LGAs selected for participation- postponed till Y3 and reduced to 2 due to funding constraints.
- MOUs established with LGAs (including agreed upon capacity development programs)- postponed till Y3.
- LGAs incorporate ES into PMORALG budgets and plans- postponed till Y3
- Toolkit for sharing how to better integrate ES into PMORALG budgets and plans shared with LGAs- postponed till Y3.
- PPP work has not been undertaken by IMARISHA – largely postponed till Y3

#### **► Explore Partnerships with Critical Stakeholders and Participate in Implementing Partner Groups.**

- ***Participation in Implementing Partner Groups.*** IMARISHA continues to participate in HBC and MVC IPGs. During this quarter, IMARISHA attended IPGs for both groups and contributed to the MVC Newsletter.
- ***Participation in Specialized TA Provider Working Group.*** IMARISHA continues to chair the quarterly specialized TA Provider Working Group which provides a forum for TA providers to share knowledge and coordinate. The group last met in late November and is pleased that USAID is sitting at the table to understand the discussion and concerns around collaboration. We hope that DSW will also join the next meeting. A Google group has been set up, a matrix of services provided to Pamoja Tuwalee partners has been developed and a common calendar developed. However, the life of this group will depend on regular engagement. To date, only a couple TA providers regularly attend. This group will continue in 2013 so long as it is needed and adds value to the work undertaken by its members.

#### **Y2 (including Q4) Deliverables:**

- Ongoing participation in HBC and MVC IPGs- target met
- Continued chairing of Specialized TA provider working group- no target set

## 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 practitioners working to integrate economic strengthening /livelihoods interventions into HIV/AIDS programming do not have a wealth of indicators to rely on. Linkages between how improving health status and economic resilience are connected are only beginning to emerge. In Y1, IMARISHA worked to establish its own evidence base through the partner assessment and the HEA data collection, as well as to contribute lessons learned to the broader discussion around PEPFAR indicators for ES for OVC. Measuring the intersection and impact of ES and HIV/AIDS HBC and OVC interventions is an ongoing challenge. Rather than simply asking partners to track economic numbers better, IMARISHA is working with partners to help them understand causal models of economic strengthening, changes in livelihoods and improved M&E feedback and learning systems to monitor and adjust implementation.

### ACTIVITY DESCRIPTIONS AND DELIVERABLES

#### ► Household Economic Assessment (HEA).

- **HEA for New Households and New Partners.** In Q3, IMARISHA received two requests to undertake or repeat the HEA. The first request came from World Education Inc (WEI) to help with a baseline modeled on the HEA but inclusive of other child development, gender based violence and other basic needs indicators. While WEI is outside the seven regions where IMARISHA typically works, IMARISHA believes that this demand underscores the value and success of the HEA tool and agreed to provide support for this exercise in early Q4, at which point IMARISHA Monitoring and Evaluation Specialist worked with M&E Staff from WEI to finalize the tool and delivered training to 50 community volunteers and local government authorities from Korogwe, Karatu and Same to collect data from a sample of 350 WEI MVC households participating in savings or WORTH activities. WEI's intention is to use the data as its baseline for ES activities. Following the training in November 2012, WEI volunteers (WORTH Empowerment workers) collected data from 350 and began the data entry. It is expected that WEI and IMARISHA will clean the data together and analyze in Y3Q1.

In Q4, Pathfinder Tutunzane II requested assistance from IMARISHA to repeat a scaled down version of the HEA (focused only on the vulnerability index) with new beneficiary households. Training was undertaken in October with 112 home based care volunteers, who conducted the modified HEA for 2,125. As of the close of Q4, data had been entered into SPSS and was being analyzed by Pathfinder. The results of this activity will be shared in early Y3.

The experience of implementing the Household Economic Assessment and then sharing its results with partners and the Government of Tanzania has proved to be one of the most important activities undertaken by IMARISHA. From an implementer standpoint it was the first time many of the partners had actual data on household economic issues beyond those of housing quality, literacy, health and education status. Understanding livelihoods and food security in the context of these other variables was useful in terms of timing and sequencing programming.

The key successes from this activity included:

- The majority of the participating prime partners (Pathfinder, Africare, FHI 360 PT, FHI 360 ROADS) as well as LGAs from 7 of the 8 regions all expressed gratitude for the data. The data complemented existing data and has been further discussed and integrated into programming at the regional level with prime partners.

- Prime partners have used the data in other ways. For example, Pathfinder used the data to: 1) Inform LGAs in Shinyanga of the dire situation of children (HEA data was combined with MUAC data) to force a dialogue about action (advocacy); 2) Identify emergency food through its partner Save the Children for households in Shinyanga shown to be facing severe hunger (action); 3) Develop a training for LGAs on how to influence household food buying decisions (new capacity building); and 4) Inform their 2013 funding application to CDC with a heavy emphasis on savings (donor influence). Similarly, FHI 360 ROADS has expressed interest in using the food security data for Shinyanga to change some HES interventions for households experiencing severe household hunger.
- Other partners (WEI, FHI 360 ROADS and Pathfinder) have requested that IMARISHA repeat the exercise for them in 2013. For WEI the HEA+ will serve as baseline data. For FHI 360 ROADS this will be end line data for their program ending in September. Finally, Pathfinder has requested that a smaller subset of questions focused on household vulnerability be used to segment their households in Dar es Salaam.

There were also some identified challenges. For example, Walter Reed never responded to IMARISHA's offer to present and explain the data nor expressed any interest in it. Pact, on the other hand, was dissatisfied with the Mwanza-based households selected to participate despite their M&E Specialist's engagement in the process. At the time of the HEA roll out, Pact had not finalized selection of its sub-partners and IMARISHA, with the explicit understanding and inputs from Pact's M&E specialist, surveyed the households of prospective sub-partners. Final selection by Pact of sub-partners revealed that some surveyed households were not part of Pact's beneficiary households, rendering the data related to those households irrelevant and causing some disappointment with the overall results.

Another challenge has been coordinating a time to present results of the HEA to the Department of Social Welfare, despite repeated official letters, calls, texts and emails requesting a meeting. This challenge in particular weighs heavily on IMARISHA and casts doubts on whether or not the HEA, despite its rigor, will be adopted as a tool for use at the national level. IMARISHA will consider this as it rolls out its work with LGAs in Y3 and seeks to explore how the tool may be refined and adapted for use by community social welfare workers.

#### **Y2 (including Q4) Final Deliverables**

- HEA report disseminated to URT, partners and other key stakeholders as well as 6 tailored partner reports provided back to partners on IMARISHA's interpretation of the data and recommendations for programming- exceed results
- Guide for the HEA was developed as well as a webinar for user of an HEA methodology outside of Tanzania- met deliverables
- Also 18 separate presentations (including the webinar) were made to different audiences on the HEA results including both the Tanzania Palliative and Home based Care IPG, the Tanzania MVC IPG, the Tanzania Food and Nutrition Center (TFNC), PEPFAR Tanzania's Community Care Team, USAID Washington and International AIDS Society satellite session attendees, prime partner participants, and local government authorities in 7 regions- exceeded deliverables
- Rolled out HEA training to 162 people (44 men and 118 women). Note: this was not anticipated at the time of work plan submission

#### **► Participate in and Contribute to MVC M&E Technical Working Group.**

- **Identify indicators for ES monitoring.** IMARISHA continues to participate in the MVC M&E Technical Working Group (as noted under Technical Area 3). IMARISHA was not able to participate in the 12 Components Meeting in September led by MEASURE Evaluation but has been involved with the TWG since. In early December, DSW convened the working group to review

the work plan for Year 1 and 2. The group did not complete the review but agreed to meet in January 2013 to revise and move forward on the work plan. Undoubtedly, 2013 will focus on an improved OVC M&E system in line with the soon-to-be launched NCPA II.

## **Y2 (including Q4) Deliverables**

- Harmonized ES indicators for MVC and HBC communities do not yet exist; MVC indicators are part of NCPA II work plan led by MEASURE Evaluation and HBC (or PLHIV) indicators may come with ongoing work with IMTWC

### **► Other M&E Capacity Building Efforts.**

- **Conduct workshop series on basic concepts of causal modeling.** As noted in previous quarterly reports, IMARISHA's MES and short term consultant David Besch, a causal model expert from DAI's home office, delivered the first casual modeling course 17-18 April in Dar es Salaam to partner ES technical officers and LGAs. Also as part of the Capacity Building and Information Sharing Roadshow in early Q3, the IMARISHA MES provided a several hour overview of the course partners, sub-partners and LGAs in the seven regions. Follow up will be used to identify interested partners to participate in workshops (for implementers' M&E officers), that will include training in basic concepts of causal models and knowledge management on how the economic strengthening framework affects HIV/AIDS mitigation. IMARISHA decided that it made sense to include this course as a key component of its offering to LGAs in 2013.
- **Supportive Supervision Tools.** During Q3 IMARISHA finalized new monitoring tools in the form of productive behavior checklists for roll out with partners/sub-partners in Q4. IMARISHA was able to test the supportive supervision tool for local chicken production. These tools list observable behaviors that sub-partners should expect to see based on trainings conducted by IMARISHA. The tools can also be used to identify knowledge gaps and help partners target where skills reinforcement is needed. Where behaviors are not being taken up, IMARISHA staff may provide guidance and, in rare instances, refresher training. The objective of this additional mentoring is not only to build the skills and capacity of sub-partners in monitoring, but also to foster greater results and to demonstrate impact on the communities and households that partners serve. These tools will be used going forward in Y3 and will be integrated into the training process with IMARISHA partners.
- **Impact Evaluation.** During Q4 IMARISHA, working in partnership with MEASURE Evaluation, began preparing a concept note for an Impact Evaluation (IE) for submission to PEPFAR's Implementation Science Interagency Technical Team (ITT). The IE will look at the impact of economic strengthening, specifically savings groups with the hypothesis that savings groups for caregivers has a positive impact on child food security indicators, namely household hunger and dietary diversity. Following a meeting with Jackie Gayle in late October, Community Care adviser for USAID, IMARISHA learned that of the 118 evaluations being undertaken only 4 are in the area of community care and of those, 2 are focused on sexual prevention of HIV. The need for data on ES is real and USAID indicated great interest in helping them to address of the knowledge gap.

One key interest element of the IE is doing financial diaries (as has been piloted in a number of countries in southern Africa) to better understand financial habits of HIV vulnerable households. This qualitative approach – used predominantly amongst researchers interested in promotion of financial access to underserved populations – is expected complement quantitative findings and may likely be of interest to a broader set of donors, government regulators on the financial services side (such as the Bank of Tanzania) and financial institutions interested in new production development as well as donors and government bodies on the health side (such as the Department of Social Welfare and TACAIDS). The joint concept note for this impact evaluation including the financial

diaries was submitted in early Y3. Should we be successful in enticing the ITT, a full proposal will be developed by the partners.

**Y2 (including Q4) Deliverables:**

- Causal modeling course rolled out- target met
- Causal modeling TOTs – 3 courses were not completed, though it was integrated into the roadshow in 7 regions – partial completion of target
- Productive Behavior Checklists finalized for roll out in key IMARSIHA ES disciplines- target met

### 3. COMMUNICATIONS

#### OVERVIEW

Communications and outreach are important tools for increasing awareness of USAID's and PEPFAR's work in economic strengthening as well as helping to gain stakeholder buy-in of the IMARISHA program. During Year 2, IMARISHA will continue to develop communication activities that will include messaging for internal and external audiences to raise awareness about the value of the collaborative USAID and PEPFAR investment in economic strengthening.

#### ACTIVITY DESCRIPTIONS AND DELIVERABLES

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

- **Dissemination of information.** IMARISHA submitted regular updates for the MVC Monthly newsletter and finalized two success stories for submission to USAID. Other success stories and project updates are pending photo release forms. This has been a notable challenge for IMARISHA, as participants have been reluctant to sign PEPFAR waivers for the photo consent. The Kiswahili photo consent form in particular has been met with the most resistance, but IMARISHA will continue to work with participants to have these forms completed.
- **Launch of social networking site.** IMARISHA maintains weekly updates for ongoing activities through its Facebook page, by the name of *Tanzania – Economic Strengthening for Vulnerable Households*. In addition, DAI Global posts project news on the DAI Facebook page and also regularly “tweets” about IMARISHA activities on the DAI Global twitter account.
- **International AIDS Conference AIDS2012.** In Q3 IMARISHA was represented at the International AIDS Conference, AIDS2012, held in Washington, D.C. by Chief of Party, Colleen Green. The weeklong event attracted an estimated 25,000 people who are joined in the ongoing battle against AIDS. Key messaging went out during the event, supported by poster presentations, around IMARISHA's ongoing work in Tanzania and efforts to promote economic strengthening activities for people impacted by HIV by helping organizations - including FHI360, Africare, Pathfinder, Pact, Walter Reed, and more than 50 Tanzanian organizations—to better prioritize and deliver appropriate interventions for HIV-affected households.

Posters presented specifically on IMARISHA's activities at AIDS2012 included:

- An overview of IMARISHA;
- An assessment of PEPFAR and Government of Tanzania economic strengthening initiatives in seven regions;
- Data that showed Tanzanian households with basic savings are less vulnerable to hunger and food insecurity; and,
- A call to improve economic strengthening measurement as well as graduation criteria for HIV-affected people receiving assistance.

During Y3 IMARISHA plans to target a few international conferences for broader exposure including International Conference on AIDS and STIs in Africa (ICASA), the Oxfam sponsored Savings Group conference, the Leverhulme Centre for Integrative Research on Agriculture and Health (LCIRAH) on agriculture and nutrition and possibly the SEEP Network conference. These events allow IMARISHA staff to not only present results from our work but also to learn about new interventions and studies that maybe relevant to the Tanzanian context.

- **Development of website.** During Q3, the IMARISHA DFAC finalized the draft website for the project and has released it for internal review and comment. However, during Q4 IMARISHA learned that USAID is no longer allowing project related websites unless it is approved by the website governance board in Washington, DC.
- **Presentations to Partners, the Government of Tanzania, and Development Partners.** Face-to-face presentations still are an important mechanism by which IMARISHA communicates to different partners – including PEPFAR partners and the Government. During 2012, IMARISHA staff made 30 presentations including to individual partners, to USAID and CDC, to the government, to both the MVC and HBC IPGs, through a webinar supported by OVC Support net, and even to universities.
- **World AIDS Day.** In Q4 IMARISHA joined the International AIDS Society in posting its messages about “World Days for me is...”. Not surprisingly, IMARISHA’s messages on World AIDS Day reflected our mission: staff members shared their thoughts on economic empowerment, savings, the importance of food security, good nutrition and improved livelihoods. To see the messages posted by IMARISHA staff, please check out the Flickr feed on DAI’s website. <http://dai.com/news-publications/news/dai%E2%80%99s-global-health-practitioners-recognize-world-aids-day>

#### IMARISHA Livelihoods Manager Daniel Laizer Reflects on the Importance of Savings



#### Y2 (including Q4) Deliverables:

- IMARISHA ES Facebook page developed and used – met target
- 9 activity updates and 5 MVC Newsletter updates developed and shared – exceeded target of 8
- 3 success stories developed – did not meet target of 8 success stories
- IMARISHA has not engaged with TCCP due to lack of ability/interest on TCCP’s part
- Grant profiles were not developed – we expected to have at least 3 grantees but have only one; we did not meet target

#### 4. STATUS OF 2012 INTERATIONAL SHORT TERM CONSULTANICES

The matrix below shares IMARISHA's planned and actual short term international consultancies for 2012 and their status.

Name of Individual	Role/Assistance he/she will provide	Month STTA Implemented and Status
Kirsten Weeks	Home Office Project Team Leader for IMARISHA; support in the completion of the Household Economic Assessment (HEA) Analysis and in completion of the Year 2 Work Plan	January 2012, Completed
Damian Guillemineault	Workforce development and Vocational Training Specialist to assist KIHUMBE in roll out of Job Incubation Centre	May 2012; Completed
David Besch	Causal models; development of training for health and livelihood models	April 2012, Completed
Damian Guillemineault	Value chain strengthening specialist/ Revised SOW reflective of broader business training	Late September/ early October 2012, Completed
Alan Schroeder	Pesticide specialist to prepare Pesticide Evaluation Report and Safe Use Action Plan (PERSUAP) for Africa Bridge grant	Completed 2 of 3 deliverables; next steps pending USAID approval of PERSUAP
TBD	Governance and policy analyst specialist	Budget did not permit; never undertaken
Kirsten Weeks/ Kate Heusler	Support to HEA data analysis and reporting; support to 2012 work planning	Replaced at last minute with Kate Heusler( for work planning) due to family member death; HEA support provided virtually from Washington

## **5. RESULTS TO DATE ON PERFORMANCE MONITORING PLAN**

Submitted as a separate file

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

Mikocheni A, Phase II, Plot 302,

Ring Road off Kambarage Road, Dar es Salaam

Tel. 255-22-277-5503