

**Leadership, Management and Sustainability Program
Management Sciences for Health Tanzania FY 08 Annual Report**

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FY 08 Annual Report

**Leadership, Management and Sustainability Program
Management Sciences for Health**

October 1, 2007 through September 30, 2008

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Executive Summary:

This report covers the principal activities and achievements of the Leadership, Management and Sustainability (LMS) Program of Management Sciences for Health for the period October 1, 2007 through September 30, 2008.

The LMS program operates both on the mainland and in Zanzibar to build management and leadership capacity in the public sector, and in civil society, to address HIV and AIDS. LMS continued to provide assistance to its 'historical' clients, primarily TACAIDS and ZAC, while expanding its support to Global Fund structures, engaging directly with civil society organizations, and partnering with the Capacity Project at national level to support the Ministry of Health and Social Welfare (MOHSW). Key achievements for FY 08 include:

- Implementation of capacity building plans with TACAIDS and ZAC;
- Mobilization and support of the Technical Working Groups for HIV/AIDS, TB and Malaria under Global Fund, including use and updating of dashboards;
- Managed the process of renewing four constituencies to the TNCM, and providing orientation training to new members;
- Completion of Leadership Development Program for MOHSW, Christian Social Services Commission (CSSC), and Muhimbili National Hospital in collaboration with the Capacity Project;
- Launch of the Leadership Development Program for Technical AIDS Committees of eight key ministries in Zanzibar, with co-funding from the UN Joint Programme;
- 852 individuals received training through LMS field support, and an additional 65 participated in virtual programs and online seminars;
- Technical assistance and capacity building support for 42 sub-grantees of the Rapid Funding Envelope (RFE);
- Design and delivery of initial support to three civil society organizations using local capacity builders;
- Two presentations (Global Fund and RFE) at the June PEPFAR Implementers conference in Kampala, Uganda;
- Addition of two new technical staff and opening of liaison office in Zanzibar.

As a centrally-funded Cooperative Agreement, LMS takes advantage of core funds to support innovative, developmental, or complementary activities in a country. This has worked effectively in Tanzania, where the LMS program has successfully leveraged significant core funds to 1) build capacity of a key partner (ESAMI) to mainstream and scale up approaches; 2) develop new management and leadership course offerings with ESAMI; and 3) conduct virtual leadership programs that included participation by teams from Tanzania. Please see Annexes I and II for additional details.

The remainder of this report describes progress and successes in the approved LMS program for FY 2008. The reader may also consult previous quarterly reports for additional details.

I. The Leadership, Management and Sustainability Program

USAID/W awarded MSH the Leadership, Management and Sustainability (LMS) Program in September, 2005. LMS is a five-year, Leader with Associate Award Program that builds on the success of earlier programs to improve health outcomes by strengthening the performance of health organizations. Key partners (for the Cooperative Agreement as a whole, but also in Tanzania) include the Eastern and Southern Africa Management Institute (ESAMI) based in Arusha, and the Adventist Development and Relief Agency (ADRA). The LMS core program entered its fourth year of operation in July, 2008, and thus has approximately two years left to run.

USAID Tanzania was among the first missions to place funds in the LMS program in October, 2005. USAID looks to LMS to provide technical assistance for building the capacity of HIV/AIDS leadership and coordination organizations, including Global Fund structures; to strengthen targeted civil society organizations receiving USG funds, and; to provide technical direction and support to the RFE for Civil Society. To date, USAID has funded the LMS Tanzania program in Tanzania in yearly increments, as seen below:

USAID Tanzania Support for LMS

Date Received	Funds Received	For Activities in (FY)
9/05	\$ 1,200,000	FY 2006
9/06	\$ 925,000	FY 2007
9/07	\$ 900,000	FY 2008
9/08	\$ 1,740,000	FY 2009
Total	\$ 4,765,000	

The late infusion of funds delayed somewhat the desired expansion of activities in FY 08, particularly in the new area of civil society capacity building, although significant progress was achieved.

II. Building Capacity of Civil Society Organizations

Civil society organizations (CSO) in Tanzania have an important role to play in the provision of health and HIV/AIDS services, particularly at community level. As a sector, however, civil society is relatively young and underdeveloped. While numerous mechanisms exist to support the engagement of civil society, the effectiveness of these efforts is mitigated by the generally weak and fragile state of many CSOs in Tanzania. For every CSO with strong policies, structures and systems, dozens more exist that are at a very rudimentary stage of organizational development. LMS is working on several fronts to address these challenges.

In August, 2008, USAID identified a set of four local organizations and one government department of the MOHSW that would benefit from capacity building support from LMS. In each case, LMS quickly arranged for an initial meeting to outline areas of need,

the potential role of LMS, and to discuss possible approaches to organizational capacity building. The early progress with each organization is summarized below:

- **Mildmay International, Tanzania:**

The initial engagement visit took place on August 22 and involved the Country Manager of Mildmay Tanzania Ms. Mukami Rimberia, her senior staff, and a three person team from LMS. The discussions were open, vibrant and stimulating, and it was agreed that the LMS Senior Program Associate for Capacity Building (S. Kitiku) would arrange a follow up visit shortly thereafter.

From September 10 to 11, Kitiku visited Mildmay to observe Mildmay activities in two project locations, to meet with both stakeholders and clients, and to follow up discussions with the senior staff of Mildmay. Based on this meeting, and a review of various documents, LMS proposed a prioritized set of interventions which were refined through subsequent discussion with Mildmay.

The first intervention involved a review and updating of Mildmay's strategic plan guideline. The review was considered necessary given a) the rather general nature of the existing plan, b) a geographic and programmatic expansion of activities, and; c) the addition of many new staff. Following a review of pertinent documents and discussions with numerous stakeholders the LMS team, in collaboration with Mildmay and its stakeholders, organized a workshop to review the strategic plan from September 29-30 in Moshi for 13 participants. By the end of the event, the group had reviewed and identified gaps of the existing strategic plan guideline, conducted a detailed SWOT analysis, identified key and relevant stakeholders of Mildmay in Kilimanjaro and reviewed the current mission statement to reflect the Tanzanian context.

- **Tanzania Youth Alliance (TAYOA)**

On August 20, 2008 the LMS team of Sarah Johnson (MSH HQ) Ken Heise (LMS Tanzania) and Sebastian Kitiku (LMS Tanzania) made its initial visit to TAYOA to meet the Executive Director, Peter Masika.

This engagement visit aimed to widen understanding of TAYOA's programs, successes and the challenges that face the organization as it grows, and to identify the possible areas of collaboration between LMS Tanzania and TAYOA in areas of organizational development and capacity strengthening. After this meeting, Kitiku of LMS arranged visits to TAYOA program sites to meet staff and interact with clients. The LMS Resident Advisor attended the launch of the new, CDC-funded project where the US Ambassador and Director of CDC Tanzania gave supporting remarks.

LMS and TAYOA organized a two-day workshop from September 29-30 in Dar to review and identify the gaps in the current organizational operations manual, which had a heavy focus on HR policies. The workshop involved 13 participants. The review of the operations manual was the top priority agreed by the Executive Director and his

Management team as a critical area of initial LMS support, as TAYOA is staffing up to implement the new CDC-funded program, with funding amounting to \$500,000 USD each year for five years.

The workshop went very well, with active participation by all. The LMS consultants who delivered the workshop will now use the inputs from the group to develop a draft Operations Manual that will be reviewed and finalized soon.

- **Wanawake na Maendeleo Foundation (WAMA)**

LMS conducted a client engagement visit to Wanawake na Maendeleo Foundation (WAMA) in September. The visit was made by Ken Heise and Sebastian Kitiku. The discussion at WAMA involved by Dr. Emanuel Mateshi, the Advocacy and Health Promotion officer and Acting Executive Secretary of WAMA, and Ms. Fatma Mwasu, the Technical Advisor of the organization.

WAMA and LMS jointly recognized the potential for fruitful collaboration in different aspects of organizational capacity development, particularly in view of the recent and further anticipated growth of WAMA and its high profile. LMS introduced to WAMA the upcoming Virtual Human Resources Management course that will be offered by MSH over an eight week period beginning in October. WAMA has registered for the course, and will find out soon if they have been accepted.

LMS Tanzania will schedule a follow-up visit to WAMA very soon to discuss and agree on the way forward, both in terms of areas of initial concentration and in terms of how the two organizations will work together. Given that the newly-hired Executive Director will begin his assignment at WAMA in early October, the next visit will involve him in the process of identifying organizational capacity building gaps from the beginning.

- **The Department of Social Welfare, MOHSW**

The Department of Social Welfare in the MOHSW is charged with coordination and support efforts of the Government and other stakeholders in addressing the problems facing Most Vulnerable Children (MVCs) and other social welfare issues in Tanzania. The Department is funded by the Government of Tanzania through the Ministry of Health and Social Welfare, and also received donor funding and technical support from the USG. The Department faces a serious shortage of workers at all levels, and will experience major turn over of senior staff in the coming year.

LMS organized and conducted an initial engagement visit to the Department of Social Welfare on September 2nd, 2008, to meet with the Assistant Commissioner, Department of Social Welfare, Mr. Donald Charwe. The first meeting somewhat unproductive, as the Assistant Commissioner wanted to see LMS support different technical aspects of the department's work, expressing less interest or understanding of the issues related to leadership, management and systems strengthening. He recommended that LMS follow

up with the Commissioner, Mr. Kameka, for further discussion. This meeting will take place in October, 2008.

- **Local Capacity Builders:**

LMS is optimistic that its relatively intensive interventions will result in improved capacity in the targeted organizations. A remaining challenge, however, is how to engage a far greater number of organizations in a process of organizational capacity building at much reduced levels of direct technical assistance and support. As outlined in a concept paper, LMS proposes to work with and through local ‘capacity builders’ so that they can support civil society’s needs for organizational development, both in the short- to medium term (while LMS is still present) and in the years beyond.

On two occasions in FY 08, LMS organized training workshops to build the capacity of local consultants to address organizational capacity building challenges. The first such workshop was designed around the needs of the CSOs participating in the RFE, and is described in detail under Section VI below. These six consultants have subsequently been deployed by LMS to visit RFE sub-grantees, monitor progress, and to help resolve any barriers to implementation that are identified during the visits.

In August, Sarah Johnson, a Principal Program Associate from LMS Cambridge organized and delivered a three-day TOT for ten high-level, local management consultants and four LMS staff in order to introduce them to the MSH Consulting for Results Framework, and to orient them to several capacity building tools. Following the training, LMS has deployed several of these local experts to assist with the initial capacity building efforts for Mildmay and TAYOA. In FY 09, additional TOT will be organized (to coincide with visits to Tanzania by senior LMS staff) to build further skills and capacity for the local consultants.

For several years, MSH has offered virtual learning programs over the internet for teams interested in developing competencies in such areas as strategic planning, leadership development, and business planning. Using core funds, LMS is developing new content areas as well, and plans to launch a virtual human resources management (HRM) program and other new offerings in FY 09. The LMS team in Tanzania is working to encourage select CSOs to register for appropriate virtual programs as a means of expanding the number of organizations receiving LMS capacity building support. LMS staff in Tanzania are available to provide (limited) face-to-face support for the CSO teams that sign up for the programs. For the Virtual HRM course starting in October, for example, TAYOA, KIWAKKUKI (former RFE sub-grantee), WAMA, Mildmay, ZAPHA+, ZANA and WAMATA have all registered for the course, although not all will be selected given the limited number of spots.

LMS is also nurturing relationships around capacity building themes with other organizations and projects in Tanzania, beyond the already well established partnership with ESAMI. To this end, LMS has had working meetings with the East Africa Support Unit for NGOs (EASUN) in Arusha; the Training Center for Development Cooperation

(MS-TCDC) Arusha; the Foundation for Civil Society in Dar es Salaam, and; the Aga Khan Foundation. Each offers interesting opportunities for technical and programmatic collaboration as well as sharing of approaches, tools, and experiences.

III. Building capacity of Global Fund structures and processes

Implementation of previous recommendations

The in-country LMS team continues to engage with the Global Fund structures in Tanzania and Zanzibar to carry through on the recommendations and agreements made during the visits by the external consultant teams last year. A short-term consultant was engaged from October 29, to November 17 2007. The objective of the technical support visit was to assist the Country Coordinating Mechanisms and Principal Recipients/Lead and Sub-Recipients to strengthen the monitoring and reporting on Global Fund activities and to improve information quality, management decision making and accelerate grant implementation. The consultant met with both mainland and Zanzibar officials involved with Global Fund oversight, and developed improvements related to dashboard review processes and presentation formats. Further, the consultant facilitated two oversight orientation meetings on the mainland and Zanzibar.

Orientation of new TNCM Secretariat staff

LMS worked with UCC to conduct a half-day orientation session in November for the newly-hired Global Fund Coordinator and the Management Officer. The orientation focused on the roles and responsibilities of the TNCM and critical actions in the near future. Following this, another orientation session was organized for the TNCM Secretariat M&E officer on 21st January, 2008. The orientation focused on the roles played by TNCM, MOHSW and PMO-RALG in monitoring Global Fund grants in Tanzania. In addition, The M&E Officer was oriented on his key role in updating and reviewing quarterly executive dashboards.

TNCM Secretariat planning tool

LMS worked with UCC to develop a TNCM Secretariat planning and monitoring tool at the end of December, 2007. The purpose of this web-based tool is to provide useful reference information as well as follow up reminders on Secretariat (and PR) actions, due dates, persons responsible, and fall back steps if actions are overdue. On March 14, 2008, LMS and UCC oriented the newly hired TNCM M&E Officer on the use of this tool. This tool will be able to serve its purpose as long as the Secretariat routinely updates the contents.

CCM Membership Renewal

Based on a request from the TNCM and ZGCCM Secretariats, LMS worked in collaboration with UNAIDS to assist four constituencies on the mainland (Academia, Trade Union, TANGO and Media Council) to renew their membership in the TNCM. At

the same time, LMS worked closely with the ZGFCCM Secretariat to assist the six CSO constituencies (Indigenous CSOs, International NGOs, PLHIVs, FBOs, Academia, and the private sector) to renew their membership in the ZGFCCM. Membership renewal processes were carried out in a transparent and open manner as required by Global Fund guidelines. LMS will continue to facilitate the remaining TNCM CSOs constituencies (PLHIV, FBO and AIDS Business Coalition of Tanzania) to renew their membership in the TNCM beginning in January, 2009.

Orientation of New TNCM Members

A one-day orientation meeting for the newly-elected TNCM members and their alternates was held on June 19, 2008 at the Courtyard Hotel, in Dar es Salaam. The objective of the meeting was to orient the participants on the basic principles of the Global Fund, the structure and functioning of the TNCM, and members' roles and responsibilities so as to enable them to participate and contribute effectively in the functioning of the CCMs. Other CCM members who had not previously received a formal orientation, members from civil society organizations, and members of the TNCM Secretariat also participated. The TNCM founding documents, revised Global Fund Guidelines, and Fiduciary Arrangements were shared with participants. The orientation meeting was facilitated by LMS and supported financially by TACAIDS. A total of 27 people participated.

A similar orientation meeting for the new ZGFCCM members took place on June 16, 2008 at the Bwawani Hotel in Zanzibar. Again, LMS provided the expert facilitation for this meeting that reached a total of 22 participants.

Global Fund Oversight

LMS continues to facilitate global fund oversight processes on the mainland and in Zanzibar every quarter. The Mainland dashboards for the Malaria Rounds have been updated through June 30, 2008, by the University Computing Centre (UCC). Throughout the year, the three disease-specific working groups met on multiple occasions, facilitated by LMS and UCC. Technical Working Group members used updated dashboards to comment on grant processes and performance, and developed follow-up recommendations for the 11th TNCM meeting held on August 28, 2008. Brief summary dashboards, as well as comprehensive full reports, were developed by LMS and UCC for TNCM members in advance of the meeting.

The Zanzibar dashboards for Round 2 HIV, Round 3 TB, and Round 4 Malaria have been updated through June 30, 2008. The Oversight Portfolio has experienced some difficulties in carrying out the review function due to inadequate reporting of data to the UCC by ZAC and the Malaria Program. Nonetheless, the Oversight Portfolio has been meeting to discuss these issues and find solutions.

Global Fund M&E Capacity Assessment

All countries implementing Global Fund grants are required to carry out GFATM M&E capacity assessments for HIV/AIDS, TB and Malaria, to assess the strengths of the data-collection and reporting systems per program area, including the ability to report valid, accurate and high quality data related to implementation. In this regard, a three-day workshop was conducted from 23-25 October, 2007 at Kunduchi Hotel in Dar es Salaam. The workshop focused on the following areas of the national programs on HIV/AIDS, TB and Malaria:

- Strength of the M & E plan
- Data management capacities of the management unit; which means the assessment on capabilities of the management units to manage and report data related to the implementation of the grants
- Data reporting systems per program.

About 65 people attended the workshop from all over the country. The LMS Senior Technical Advisor was a facilitator at the workshop.

TNCM and ZGFCCM Meetings

The LMS Senior Technical Advisor has been attending the quarterly TNCM meetings to contribute to discussions on the executive dashboards. TNCM members have been provided with detailed findings and recommendations from the Technical Working Groups. The newly-hired LMS Zanzibar Coordinator is an active member of the ZGFCCM and is well-positioned to help make the use of dashboards more routine in Zanzibar.

Preparation of Global Fund Proposals

The TNCM submitted a proposal to GFATM for Round 8 with two components: HIV/AIDS and Malaria. LMS provided technical support to the team preparing the HIV/AIDS proposal. LMS supported Mr. Charles Kagoma, Senior Program Associate for Laboratory Services of RPM+ Tanzania to work with the HIV/AIDS proposal team to provide support in laboratory quantification for HIV lab diagnostics and national blood transfusion consumables. The LMS Resident Advisor and LMS Senior Technical Advisor met on several occasions with the lead proposal writer to provide background information and guidance in the early phase of proposal development. In addition, the LMS Senior Technical Advisor supported the proposal team in writing the CCM section of the proposal. Global Fund Round 9 preparations are underway.

PEPFAR HIV/AIDS Implementers Meeting in Kampala, Uganda

The Senior Technical Advisor presented at the PEPFAR HIV/AIDS Implementers Meeting in Kampala, Uganda, June 2008. Her panel presentation (see Annex III) of “Strengthening Global Fund Structures and Processes: Experience from Tanzania” was

well received. In particular, the participants involved in Global Fund work were interested in how we have been successful in implanting the new processes and changing from old management behaviors to improve Global Fund grants performance. With support from the MSH Grants Management Solutions Project, Graham Wilson of UCC was able to attend the conference and present on the Tanzania Dashboard experience.

IV. Capacity Building Support for TACAIDS

Coaching of TACAIDS Executive Chair

Dr. Sylvia Vriesendorp of LMS /Cambridge provided executive coaching to the Chair of TACAIDS, Dr. Mrisho, from March to June, 2008 through a combination of face to face, email, and telephone support. An agreed plan for their interaction focused initially on task prioritization, time management, delegation, and performance review. Although some progress was made in implementing the coaching plan, Dr. Mrisho ultimately determined that she had insufficient time for the coaching interventions and would explore other options instead. She is now considering hiring a personal assistant.

TACAIDS MOST Update

In August, 2007, LMS organized an off-site workshop with TACAIDS to examine issues affecting organizational performance using a tool called MOST. At the end of the MOST workshop, TACAIDS developed a MOST action plan that addressed the areas of their mission statement, staff roles and responsibilities, human resource issues, linking organizational strategies to clients and communities. A one-year review of the implementation of the TACAIDS MOST action plan revealed that almost all the actions have been implemented. Some of the achievements include the following:

- A number of trainings were organized by the Advocacy, Information, Education and Communication directorate on advocacy, image building and IEC
- A Draft of a Public Relations Strategy was developed and is waiting to be presented to stakeholders
- TACAIDS HRM policies have been reviewed to identify issues that impact on retention
- Internal and external communication has improved through preparation of back to office reports, field visits to stakeholders, and establishment of a central point of documentation

LMS was contacted by TACAIDS after the training for assistance in the area of staff retention. The LMS Resident Advisor prepared a detailed instrument to learn about the reasons staff choose to leave TACAIDS. This Exit Interview instrument has been adopted by TACAIDS and is in use during exit interviews.

Support for the District and Community Response

LMS has been a regular participant in the monthly meetings of the Technical Working Group (TWG) for the District and Community Response (DCR) team of TACAIDS, a group comprised of members of TACAIDS, UN agencies and others. This group provides guidance to the DCR team, supporting district strengthening interventions, and helping align DCR activities with other initiatives. In September, 2008, the Assistant Technical Advisor participated in a week-long mission in Arusha region with government and development partners to assess the performance and utilization of HIV/AIDS funds in the MTEF for 2007/2008. The assessment focused on the planning and management of HIV/AIDS funds, cash and fund flow arrangement, reporting and monitoring. The team's assessment report was prepared and submitted to TACAIDS.

Mainstreaming HIV/AIDS in the ministries

To commemorate World AIDS Day in December, 2007, the Ministry of Water organized a one-day HIV/AIDS sensitization seminar for all its workers. The seminar was part of the efforts of the Ministry in addressing HIV and AIDS. Over 300 workers attended the seminar, carried out under the banner of TACAIDS, with facilitation support from LMS.

In an effort to mainstream HIV/AIDS and raise awareness of HIV/AIDS in the Ministry of Justice and Constitutional Affairs, the Directorate of Administration and Personnel organized a one-day seminar on HIV/AIDS on March 15th, 2008. The objective of the seminar was to raise awareness of HIV/AIDS among the department workers, and at the same time discuss ways to mainstream HIV/AIDS in the department of Administration and Personnel that is responsible for leading other departments on HIV/AIDS within the Ministry. About 60 workers attended the seminar. The LMS Senior Technical Advisor participated as a facilitator in the day-long event that was carried out under the aegis of TACAIDS.

V. Capacity Building Support for the Zanzibar AIDS Commission

In August 2007, the Zanzibar AIDS Commission (ZAC) took part in a MOST workshop facilitated by LMS. They developed an action plan to address key organizational issues, including: their mission statement; staff roles and responsibilities; human resource issues; linking organizational strategies to clients and communities; and financial management. LMS facilitated a one-year review of the implementation of the MOST action plan, which revealed that while some progress had been realized, other areas had not been addressed due to lack of funds. Among the areas where progress has been made, the following stand out:

- *ZAC HRM policies*

Recently, the ZAC organizational structure was reviewed, with consideration given as well to the addition of new positions within the new structure. However, ZAC has been using government HRM policies and procedures that do not take into account its new

structure and mandate, or the particular demands placed on staff time and effort. For this reason, ZAC requested LMS to support a consultant to examine their mandate and recommend appropriate HRM policies and systems. In response, LMS has contracted a consultant to carry out this exercise and work is expected to be completed in October, 2008. LMS will continue to support ZAC to complete implementation of the MOST action plan in FY 09.

- ***Institutionalizing Open Performance Review and Appraisal System (OPRAS) at ZAC***

As part of facilitating ZAC to implement its MOST action plan, LMS worked with ZAC to plan and conduct OPRAS training. LMS used its local contacts to identify a trainer with extensive experience in conducting OPRAS training, and provided orientation to the ZAC context. The training took place from 16 to 19 September, 2008 in Zanzibar. At the end of the four-day training, ZAC staff was able to develop and complete their performance agreements for year 2008/09.

LDP training to ministry Technical AIDS Committees (TAC)

As part of strengthening HIV/AIDS mainstreaming in key ministries in Zanzibar, ZAC requested LMS assistance to conduct a Leadership Development Program (LDP) for Principal Secretaries and members of the ministries' Technical AIDS Committees (TAC) from eight central ministries:

1. Education and Vocational Training
2. Labour, Youth, Women, and Children Development
3. Finance and Economic Affairs
4. Health and Social Welfare
5. Agriculture, Livestock and Environment
6. Regional Administration
7. Communications and Transport
8. Tourism, Trade, and Investments

The first phase of the LDP training started with a senior alignment meeting on 17 June 2008, targeting the Permanent Secretaries of the ministries that participated in the training. The first senior dialogue meeting for the TAC members (four from each ministry) was held from June 18 to 19, 2008, followed by the second phase of the LDP for TAC members from September 9 to 11, 2008. The trainings were conducted by two lead facilitators from ESAMI. The LDP will run until December 2009, at which time it is proposed that the remaining ministries begin their own LDP, again with support from ZAC, LMS and the UN Joint Programme.

LMS is pleased that the UN Joint Programme has agreed to collaborate in the Leadership Development Program under the aegis of ZAC. Under this collaborative effort, the UN (through its advisor at ZAC) assists the workshop organization and logistics, and covers 100% of the participant costs. LMS provides the trainers and training materials for the

LDP. Each TAC team will be receiving follow up coaching between the workshops from the LMS Zanzibar Program Coordinator.

Follow up after LDP training to DACCOMS

LMS conducted a year long series of LDP training to 10 District AIDS Coordinating Committee (DACCOMs) in 2007. Between July and September, 2008, the LMS team met with the DACCOM teams to document the team's experience in the program as well as their progress in implementing their action plans. The LMS team learned that through the LDP training the DACCOM teams observed dramatic changes in their capacity, including: improved team spirit, better coordination of activities within the districts and Shehias through SHACCOMs, and more effective sharing of information among partners.

The DACCOM teams, however, face several challenges. These include not being able to support Shehia structures financially, a need for updated information and training on HIV/AIDS as technical experts in the Districts, and shortage of funds to follow up implementation of activities and to organize quarterly meetings. LMS has identified priority activities to support the DACCOM teams in the next fiscal year, and will work with ZAC and other partners to strengthen their performance.

VI. Enhancing and Expanding the RFE

The Rapid Funding Envelope, or RFE, is an innovative mechanism to fund HIV/AIDS interventions by civil society. Ten different donors contribute funds to the RFE, which is governed by a Steering Committee and enjoys the full support of TACAIDS and ZAC. Deloitte Consulting provides grants management and financial oversight for RFE, while MSH/LMS guides the RFE from a technical and program standpoint.

- **New and Existing Rounds:**

RFE has, since its inception, awarded a cumulative total of 115 grants with an award value of about \$17.6 million. RFE announced its sixth open round on April 16, 2008. A total of 475 interested civil society organizations submitted Concept Letters (CL) for review by the RFE Management team. Of these, 107 were invited to submit full applications but only 80 complied with the deadline.

A team from LMS and Deloitte Consulting Limited reviewed the proposals carefully and presented its recommendations to the RFE Steering Committee in July. In early August, joint teams from LMS (staffs and consultants) and Deloitte visited 25 prospective sub-grantees to carry out pre-award assessments of each organization's management, financial and technical expertise to determine its capacity and readiness to implement a RFE sub-grant successfully. After the pre-award assessment visits, the RFE Steering committee gave its approval to move forward with 23 awards. The award ceremony was initially scheduled to take place in September, 2008. At TACAIDS' request, the ceremony will now take place in October to give them opportunity to participate in the event. Leaders from these organizations will be invited to participate in an orientation and

training workshop for four days on grant management, financial management and accounting, and M&E, followed immediately by the awarding of the grants.

Table 1: Recent RFE Grant Awards under Rounds 4, 5 and 6

Round	Date Announced	Concept Letters Received	Full Proposals Received	Proposals Approved by Steering Committee	Value (\$) of grant awards	Date of RFE Awards Ceremony
4	Feb 1, 2006	464	81	23	\$3.6 m	10/27/2006
5	April 16, 2007	520	137	37	\$6.4 m	9/07/2007
6	April 16, 2008	475	80	23	\$3.8 m	10/31/2008
Totals		1,506	325	83	\$13.8 m	N/A

- **Building capacity:**

Over the course of the year, the RFE Assistant Technical Advisor and other LMS staff carried out technical support visits to 42 RFE sub-grantees. A list of the organizations visited is appended in Annex IV. These visits help ensure that sub-grantees are meeting performance targets, adhering to national guidelines and norms, and documenting their work adequately.

MSH/LMS identified a pool of consultants who received a two-day orientation on technical support for RFE sub-grantees. Five of the six experienced consultants provided high quality M&E visits and mentoring to RFE sub-grantees. The approach of using consultants sought to increase the speed, efficiency, and responsiveness of RFE to the sub-grantees as they experience implementation problems and delays.

In March, LMS conducted a rapid assessment of capacity issues facing a sample of RFE sub-grantees. The assessment included a desk review of monitoring reports, focus group discussions and key informant interviews with representatives of civil society organizations, donors, and other project personnel. The assessment included a desk review of the project documents taken from a sample of 30 sub-grantees, focus group discussions (FGD), and key informant interviews with CSOs, donors and support groups. The study indicated that the main gaps were in the areas of financial management and accounting with more than 70% of the CSOs sampled having a severe or moderate weakness in this area. The other areas of severe or moderate weakness are monitoring and evaluation (60%) and planning (54%). Recognizing the need to address short-term but urgent challenges, the RFE management organized and delivered a three-day (May 28-30) workshop for RFE Round 5 sub-grantees held at Blue Pearl Hotel in Ubungo Plaza, Dar es Salaam.

The workshop was designed to address practical implementation and financial accountability challenges. Day One was exclusively dedicated to finance and accountability; Day Two focused on program monitoring and evaluation, while Day Three was reserved for consultation on individual projects. A total of 62 participants (21

female, 41 male) from 34 sub-grantees participated in the workshop. The workshop evaluation indicated that participants liked the timeliness and effectiveness of the training and felt that it was designed to help them overcome implementation challenges and plan ahead.

- **Communications**

The RFE website (www.rapidfundingenvelope.org) was launched in February, 2006 and has been continually updated since. In FY 2008, the website received a total of 4,041 visitors (2,926 unique) who viewed on average 4 pages per visit. Almost half of all visitors in FY 08 came from Tanzania, and the highest daily visitation took place during the March/April, 2008, period, coinciding with the announcement of the Round 6 call for proposals.

LMS engaged a local consultant to develop a new set of five success stories, which are under final review and will be posted to the website and disseminated in hard copy next quarter.

Table 2: Matrix of RFE Success Stories Developed in FY 2008

Organization	Location	Round	Title
Kimara Peers Educators and Health Promoters Trust Fund	Kinondoni District in Dar es Salaam	4	Community Based Networks on Stigma Reduction for Effective HIV/AIDS Programs.
Women's Legal Aid Centre	Dar es Salaam	4	Women Access to Justice
Social Action Trust Fund (SATF)	Dar es Salaam but implemented in Morogoro, Mbeya and Tanga	4	Impact mitigation of the effects of HIV/AIDS- Orphans and Vulnerable Children Vocational Education Support Programme
Zanzibar Association of People with HIV/AIDS	North A, Central and South districts in Unguja and Pemba	4	Opportunities for Positive Living
St. Benedict's Hospital Ndanda	Ndanda in Masasi district in Mtwara region	4	Establishing Continuum of Care from Community Programme with Prevention and Care to Full Access for Treatment

In an attempt to promote greater communication among RFE sub-grantees, and to share information about the fund and its activities, LMS developed a simple electronic newsletter (Maisha ya RFE) that is disseminated quarterly to sub-grantees, RFE donors, Steering Committee members, ZAC, TACAIDS and other interested parties. Four editions were prepared this year.

Two important RFE documents were revised this year, starting with the Logical Framework (Logframe) that incorporates new directions or features of the RFE approved by the Steering Committee. It was approved in conjunction with the signing of the Memorandum of Understanding in December, 2007. The LMS team also provided inputs

and extensive review of the RFE Operations Manual which is in the final stages of review by the RFE SC.

MSH/LMS prepared an abstract (Annex V) for the PEPFAR Implementers Conference in Uganda, June, 2008 that was accepted as a poster session. The Assistant Technical Advisor for RFE attended the conference and made the poster presentation at that important event.

VII. Human Resources for Health

The Capacity Project, in collaboration with LMS, conducted a Leadership Development Program for Human Resource teams from the Ministry of Health and Social Welfare, Muhimbili National Hospital, and Christian Social Services Commission in January and March, 2008. During this time, the teams implemented their action plans with additional coaching from the LMS workshop facilitator. The facilitator worked with the teams to ensure their progress, reinforce various aspects of the LDP content related to leadership and management, and help teams prepare for the final results workshop presentations.

The final results workshop took place in August, 2008, where each presented their results from their action plans developed during the LDP. The four teams presented impressive results that demonstrated the teams' ability to apply the leadership and management skills acquired from the training to address the immediate challenges they were facing at their work places and achieve results. The summary of the results is appended (Annex VI).

The LMS Senior Technical Advisor contributed to a review of a Human Resources Toolkit developed by the Capacity Project for use in conjunction with the assignment of new health workers, through the Emergency Hiring Plan, into 19 districts. The Toolkit has been finalized, along with a facilitator's guide, for use in a training program launched to help districts overcome the serious health worker shortages they face.

VIII. Collaboration with ESAMI

As mentioned earlier, ESAMI is a key partner of MSH under the LMS program. LMS has used core funds to help build ESAMI capacity. These interventions are described in Annex I. As discussed above, ESAMI has played a key role in the Zanzibar LDP for ministerial Technical AIDS Committees.

IX. Office management and administration

The LMS team in Tanzania changed slightly over the course of the year. Beginning in July, 2008, LMS welcomed Mr. Sebastian Kitiku as Senior Technical Associate for Capacity Building. He will spearhead activities to strengthen civil society organizations. Also in July, LMS hired Ms. Sharifa Salmin to work from the LMS office in Zanzibar which is co-located with Save the Children. She will provide ongoing support, monitoring and coaching to LMS activities in Zanzibar, including the LDP for ministries, DACCOM follow up, RFE monitoring, Global Fund, and support to ZAC.

Annex I: LMS Core-Funded Activities in Tanzania Oct. 2007-Sept 2008

LMS Partner Coordination

- ***ESAMI***

As a centrally-funded project, LMS seeks to build synergies between core-funded and mission-funded activities. The presence of ESAMI headquarters in Tanzania offers multiple opportunities to make this happen. In FY 08, core funding was used in the following collaborative activities with ESAMI:

1. Dr. Morsi Mansour (Leadership Development Senior Program Officer) and Cabul Mehta (Administrative Coordinator) met with ESAMI in November 2007 to assist in the transfer and integration of LMS' leadership and management approaches into ESAMI's MBA curriculum in two formats: a short course designed as a "Leadership Development Program" for senior leaders, and as a 4-week course for health professionals and managers. The curriculum from LMS' course, "Leading Organizations to Achieve the Millennium Development Goals for Health" with Boston University was adapted for use at ESAMI. In November 2008, Dr. Mansour will return to ESAMI to help them launch the adapted course with ESAMI staff.
2. Sylvia Vriesendorp (Institutional Development Specialist) followed up on Dr. Mansour's previous work designing a senior health executive leadership course to be institutionalized in ESAMI's regular program activities in preparation for increasing the number of senior health leaders trained. She will return to ESAMI in the fall of 2008 to support them in the launch and delivery of this program to senior leaders.
3. Tim Allen (LMS Deputy Director) and Sarah Johnson (Principal Program Associate) also met with ESAMI in November 2007 to: review the shared ESAMI-LMS vision that was jointly created in January 2007; review the state of the LMS partnership; review PY3 activities in the core work plan; discuss a long term business plan for jointly delivering virtual programs; and discuss ESAMI's participation in the proposed Civil Society Organization Management Development Certificate Program. One key outcome from this meeting was an MOU to co-deliver a Virtual Strategic Planning Program (VSPP) that is programmed to launch in early 2009.
4. The ESAMI Executive Director, Professor Mwape, and Mr. Chalton Munene, attended the week-long LMS Worldwide meeting in Cambridge in May. They took advantage of their time to learn more about MSH and LMS and develop communication and work plans with various people for the coming year. Professor Mwape and Mr. Munene also presented on ESAMI and facilitated sessions of the meeting. The LMS Resident Advisor also attended the LMS

Worldwide meeting (with mission funds) and led a roundtable session on CSO capacity building where best practices and lessons learned were shared by others.

5. Judy Seltzer (CLM Director of Technical Strategy and Quality Assurance) traveled to Tanzania in August 2008 to meet with ESAMI regarding the adaptation, delivery, and sustainability of a contraceptive security procurement course through JSI Deliver. LMS is a sub to JSI Deliver and is providing technical assistance to ESAMI to enable them to market, sell, and deliver the course to East African organizations in a sustainable way. Judy will be continuing to travel to Tanzania to work with ESAMI on this project over the course of the next year.

- **ADRA**

Another LMS core partner is the Adventist Development and Relief Agency (ADRA). Over the past year, core funding was used in the following collaborative activities with ADRA:

- Morsi Mansour and Grace Mtawali met with Max Church (Director) and Samson Ndaturn (Finance Director) from ADRA in November 2007 to provide them with more information on the Leadership Development Program (LDP). Max Church showed great interest in the LDP approach and commented that MSH's "Managers Who Lead" manual is the best book he has read about leadership. Mr. Church was briefed on the Alignment meeting and LDP process and the success that ADRA Nepal achieved by implementing the LDP.

Professionalizing Leadership and Management

LMS core funds are also used to promote professionalizing leadership and management in the health sector (both in-service and pre-service). The LMS Global Leadership team traveled to Tanzania in November, 2007 to meet with various academic institutions on this topic.

- Joseph Dwyer (LMS Director) and Kristen Stelljes (LMS Program Officer) met with East, Central and Southern Africa Health Community (ECSA-HC) and East, Central and Southern Africa College of Nurses (ECSACON) to discuss credentialing in the ECSA region and potential areas for collaboration. This may involve incorporating action-oriented leadership and management education into the nursing curriculum with the ECSA College of Nursing.
- Dwyer and Stelljes also met with the HR director of the MOH, the registrar of the Tanzania Nursing Council and the Muhimbili University of Health and Allied Sciences (MUHAS) to discuss the incorporation of leadership and management into their curricula and determine interest and steps for implementation in order to better prepare future health professionals to meet the demands of their positions post-graduation. After this visit, the MUHAS College of Nursing enrolled in LMS' Virtual Leadership Development Program on Pre-service. The program

focused on the challenges faced by universities in implementing action-oriented leadership and management training. MUHAS successfully completed this program and is continuing to implement their action plan (see more under Virtual Programs).

Virtual Programs

Over the past year, LMS offered several Virtual Leadership Development Programs (VLDPs), two of which targeted Anglophone Africa.

1. One Tanzanian team successfully completed the VLDP Pre-service course from January to April, 2008. The team of seven participants (five female, two male) were from the Muhimbili College of Health and Allied Sciences (MUHAS), College of Nursing. The team developed an action plan to implement hands-on leadership and management training into the nursing curriculum. As part of this, they developed an evaluation tool to measure, pre- and post-intervention, the students' skills in leadership and management.
2. Two Tanzanian teams from the IPPF affiliate, Chama Cha Uzazi Na Malezi Bora Tanzania (UMATI), successfully completed the VLDP on Family Planning from March to June, 2008. A total of 14 participants, 10 female and 4 male, completed this program that was co-funded at central level by the Capacity Project. The virtual program focused on improving the management and leadership capacity of FP providers, managers, and leaders to address the pressing challenges they experience in their work environment.

Core-funded activities also included various seminars held on LMS' virtual networks, LeaderNet and the Global Exchange Network (GEN). These networks hosted the following seminars over the past year:

1. Three virtual seminars on LeaderNet were held over the year: *Coaching for Professional Development and Organizational Results* from March 31 to April 4, *Performance-based Financing of Health Services: Paying for Results not Processes* from May 5 to 9, and *The Changing Face of Human Resource Management* from August 18 to 22. A total of four people (3 male and 1 female) from Tanzania participated in the coaching seminar, three (2 male and 1 female) in the performance-based financing seminar, and 10 (8 male and 2 female) in the human resource management seminar.
2. LeaderNet also hosted a follow-up seminar to the VLDP Pre-service from August 11 to 15, 2008. The seminar focused on successes and challenges to implementing the teams' action plans. Three people from Tanzania participated in this seminar, 1 male and 2 female.

3. The Global Exchange Network (GEN) hosted two seminars over the year: *Effective Programming for Long-Acting and Permanent Methods: A Forum for Family Planning Program Managers and Policymakers* from April 21 to 25, and *The segmentation strategy and its contribution to our organizations' missions* from September 15 to 19, 2008. Twenty-two people (10 female and 12 male) from Tanzania participated in the seminar on long-acting and permanent methods including the Senior Program Associate for LMS and SPS, who also participated in a Tanzania-specific discussion group hosted by ACQUIRE /EngenderHealth, FHI, and LMS/MSH. Two people (2 male) from Tanzania participated in the market segmentation seminar in September.

Tim Allen and Sarah Johnson met with the Tanzania USAID Mission in November, 2007, to discuss ideas for capacity building of USG-funded partners in Tanzania as well as CSOs. A concept paper for USAID on the use of virtual capacity building approaches for USG-funded partners in Tanzania was developed.

Three short programs for CSO capacity building were developed using core funds. These programs include Governance, Human Resources Management (HRM), and Operations planning. The Governance program is available for virtual delivery and the HRM is scheduled to launch in English on October 27, 2008 for Anglophone Africa. Other programs under development include, Consulting for Results, Monitoring and Evaluation, Operational Planning and Budgeting, and Financial Management.

Other

1. In November, 2007, LMS staff presented at the Tanzania Public Health Association Conference, "Improving Health in East Africa through Improving Public Health Leadership" that took place in Arusha. Two abstracts from LMS were accepted, one on Professionalizing Management and Leadership in Pre-Service Programs and the other on Leadership within Human Resources for Health. More than 250 participants from schools of public health in East Africa, MOHs, NGOs, medical research institutes, and consultants working in public health attended the conference. As a result of LMS' participation in this conference, the MUHAS School of Public Health became interested in the Leadership Development Program. Dr. Mansour, from LMS, worked with them to adapt the LDP, integrate it into their curriculum and the curriculum of nine regional centers.
2. The Grants Management Solutions (GMS) project implemented by MSH has created opportunities for persons from Tanzania to contribute to efforts to strengthen global fund programs, whether in Tanzania or elsewhere in Africa. This has included support for presentations at international conferences, consultant agreements for Tanzania-based experts to assist other countries, participants from Tanzania attending capacity building workshops developed by GMS, and a special event focusing on the use of Dashboards to support GF to which the UCC representative from Tanzania was invited.

**Annex II: Tanzanian Participation in LMS Core-Funded Virtual Programs in FY
08**

Program Title/Type	Number from Tanzania	Number from other countries	Total Participants
Virtual Leadership Development Program Pre-Service course (1)	7	89	96
Virtual Leadership Development Program Family Planning course (2)	14	46	60
LeaderNet Seminar – Coaching for Professional Development and Organizational Results	4	154	158
LeaderNet Seminar: Performance-based Financing of Health Services: Paying for Results, not Processes	3	174	177
LeaderNet Seminar: The Changing Face of Human Resource Management	10	368	378
LeaderNet Follow-up Seminar to the VLDP Pre-service	3	44	47
GEN Seminar—Effective Programming for Long-Acting and Permanent Methods: A Forum for Family Planning Program Managers and Policymakers	22	72	94
GEN Seminar—the segmentation strategy and its contribution to our organizations' missions	2	148	150
TOTAL	65	1,095	1,160

(1) Muhimbili College of Health and Allied Sciences (MUHAS), College of Nursing

(2) Two teams from Chama Cha Uzazi Na Malezi Bora Tanzania (UMATI)

Annex III: Dashboard Abstract

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Kampala, June 3-7, 2008

Category: Monitoring and Evaluation for Impact Improvement (Track A)

Title: Strengthening Global Fund Structures and Processes: Experience from Tanzania

Authors: Adeline MOSHI¹, Ken HEISE¹, Trisha WOOD², Sarah JOHNSON², Cary PERRY², Joseph TEMBA³ (Presenter)

Affiliations: 1) Management Sciences for Health, Dar es Salaam, Tanzania, 2) Management Sciences for Health, Cambridge, MA, USA. 3) Formerly, Tanzania AIDS Commission, Global Fund Coordinator

Location of Project/Program: Tanzania

Key Words: Country Coordinating Mechanism, oversight and monitoring, Global Fund

Implementation Area: Policy and Cross-cutting, A10, The challenges of implementing performance-based funding in community and national settings and how they were addressed.

Abstract Option: 1

Abstract Text

Strengthening Global Fund Structures and Processes: Experience from Tanzania

Challenges to implementation

Since 2002, the Global Fund (GF) has awarded projects worth \$582 million in Tanzania and Zanzibar. Weak Country Coordinating Mechanisms (CCMs), fragile systems and ineffective oversight and reporting processes contribute to implementation delays, late report submission, inadequate technical review of projects, under-informed decision making, and slow progress towards expected outcomes.

Intervention

Knowing that weak project management and implementation lead to poor program outcomes, and lessen the chances of winning new grants, the Tanzanian mainland and Zanzibar CCMs requested technical support from USAID to strengthen GF oversight structures and processes. Consultants from Management Sciences for Health (MSH) provided support in 2006-2007 to strengthen CCM leadership capacity, clarify roles and responsibilities, develop key operating procedures, and propose structural changes to the CCMs to include technical working groups (TWG) for AIDS, TB, and Malaria. Simple presentation tools (dashboards) were developed by MSH and University Computing Centre (UCC) to summarize grant progress and identify issues for CCM and Principal Recipient follow up. MSH provided orientation to new CCM members, built CCM Secretariat capacity and, with UCC, mobilized the TWG to meet quarterly and use the dashboards for effective oversight.

Results and Lessons Learned

The two CCMs now have the necessary documentation, tools and procedures to support their work: operations and procedures manuals, bylaws, governance manuals, job descriptions, planning tools, and the dashboards. The new CCM structures are functional with strengthened Secretariats. The CCM membership maintenance and renewal process is carried out as stipulated in the new guidelines. The TWGs meet quarterly to review grants performance using the dashboards and identify issues for CCM resolution. Key lessons:

- Simple summary reporting tools can dramatically improve executive oversight of GF grants and the CCM's ability to hold programs accountable for results;
- Short-term support can focus collective attention on issues, strengthen CCM leadership, accelerate decision making, and improve leadership and oversight of GF grants;
- Clarifying procedures and responsibilities offers a basis for accountability and self evaluation against standards and deadlines set by CCM;

- Local technical follow-up by MSH and UCC proved necessary to implant new processes and change management behaviors.

Recommendations:

1. Each CCM should undertake regular review of operations, structures and processes and seek technical support as needed;
2. The complexity and size of GF programs highlights need for simple reporting tools;
3. The tendency to underestimate GF management challenges must be addressed by CCM, development partners, and GF itself.

Annex IV: Technical Support Visits to RFE Sub-Grantees

Date	CSO	Location	Thematic Area
11/2007	Catholic Diocese of Morogoro's Amani Centre for People with Mental Disabilities	Morogoro	Prevention
02/2008	Kimara Peer Educators and Health Promoters	Dar es Salaam.	Prevention
02/2008	Anglican Diocese of Dar es Salaam	Dar es Salaam	Prevention
02/2008	Ifakara Health Research and Development Centre	Kilombero district Morogoro region	Prevention
03/2008	Sustainable Youth Development Partnership	Dar es Salaam	Prevention
03/2008	Radio Tumaini	Dar es Salaam	Advocacy
03/2008	Pure Environmental Management and Health Care Women Action (PEMWA)	Lindi	Care and Support
03/2008	The National Muslim Council of Tanzania - National HIV/AIDS Office	Lindi and Kilwa	Prevention
03/2008	Lindi Women Paralegal Aid Centre (LIWOPAC)	Lindi Urban and Rural districts	Prevention
03/2008	St. Benedict's Hospital Ndanda	Ndanda Masasi	Comprehensive HIV/AIDS management
03/2008	Kilimanjaro Sisters Tumaini Rombo Project.	Rombo in Kilimanjaro region	Impact Mitigation
03/2008	UHAI Centre	Arusha	Care and Support
03/2008	Evangelical Lutheran Church in Tanzania (ELCT)	Arusha	Prevention
03/2008	Institute of Cultural Affairs (ICA),	Mto wa Mbu in Monduli district	Prevention
03/2008	White Orange Youth (WOY)	Moshi Municipality	Prevention
03/2008	Kilimanjaro NGO Cluster on STI, HIV/AIDS and Reproductive Health Interventions (KINSHAI)	Moshi and Hai districts	Institutional capacity strengthening and Prevention
04/2008	Masasi Women Development Association	Masasi and Nanyumbu	Care and Support
04/2008	Environmental Human Rights Care and Gender Organisation (ENVIROCARE)	Mufindi and Iringa	Impact Mitigation

Date	CSO	Location	Thematic Area
04/2008	Evangelical Lutheran Church in Tanzania - Kagera Zone AIDS Control Project (KZACP)	Bukoba and Kerebe Island in Muleba	Prevention
04/2008	Save Children of Tarime (SACHITA)	Tarime	Prevention
04/2008	Anglican Diocese of Mara	Musoma	Prevention
04/2008	Relief To Development Society (REDESO)	Ngara	Impact Mitigation
04/2008	Adventist Development & Relief Agency (ADRA) Tanzania	Sengerema and Ilemela	Prevention
04/2008	Self Help Development Community (SEDECO)	Songea	Prevention
04/2008	Anglican Diocese of Ruvuma,	Songea	Prevention
04/2008	Hindu Union Hospital	Mwanza	Institutional Strengthening
04/2008	Care of the Needy (COTN)	Songea	Prevention
05/2008	Zanzibar Nurses Association	Unguja	Care and Support
05/2008	Zanzibar Children's Fund (ZCF)	Chake Chake in Pemba	Prevention
05/2008	Zanzibar Association for Medical Laboratory Scientific Officers (ZAMELSO)	Unguja	Institutional Strengthening
05/2008	Women Entrepreneurship Development Fund (WEDTF)	Unguja	Prevention, Care and Support
05/2008	Zanzibar Association of People with HIV/AIDS (ZAPHA+)	Unguja	Prevention and Impact Mitigation
08/2008	Tabora NGO Cluster	Tabora urban, Sikonge and Nzega district Tabora region	Institutional Strengthening, Care and Support
08/2008	Tanzania Network of Organisations of People Living with HIV/AIDS (TANOPHA)	Dar es Salaam	Prevention
08/2008	Student Partnership Worldwide Tanzania	Dar es Salaam	Prevention
09/2008	Anglican Diocese of Tanga: St. Raphael's Hospital	Korogwe	Care and Support
09/2008	Caritas Kigoma	Kigoma	Care and Support
09/2008	Centre for Counseling, Nutrition and Health Care (COUNSENUTH)	Mpwawp	Impact Mitigation
09/2008	Tanzania Civil Engineering Contractors Association (TACECA)	Bahi district in Dodoma region	Prevention

Date	CSO	Location	Thematic Area
09/2008	Christian Council of Tanzania (CCT) National HIV/AIDS Desk	Dodoma	Care and Support
09/2008	Disabled Organization For Legal Affairs and Social Economic Development (DOLASED)	Dar es Salaam	Prevention
09/2008	Pastoral Activities and Services for People with AIDS Dar es Salaam Archdiocese (PASADA)	Temeke	Impact Mitigation

Annex V: Abstract on RFE

ABSTRACT: HIV/AIDS Implementers' Meeting, June 2008

Category: Human Capacity Development

Title: Organizational Capacity Building for Civil Society Organizations: Small Grants, Big Results in Tanzania

Authors: Thomas KIPINGILI*; Ken HEISE*; Grace MTAWALI*; Fadhili MATIMBI**; Ilana LAPIDOS-SALAIZ**

Affiliations: *Management Sciences for Health, Tanzania; **Deloitte Consulting Limited, Tanzania

Location of Project/Program: Tanzania (Mainland and Zanzibar)

Key Words: Capacity building, Civil society, Grants

Implementation Area: Policy and Cross cutting:

B12: Policy changes both in country and by international partners and capacity building needed to ensure resources are allocated to host country governmental, NGO and community –based organizations for a country-owned response.

Abstract Options: Abstract Option 1

Abstract Text:**Challenges to Implementation:**

The Rapid Funding Envelope (RFE) was established in 2002 to provide grants for short-term projects to civil society organizations (CSOs), enabling them to contribute to the national HIV/AIDS response. To date, 115 grants have been awarded to 90 CSOs in Tanzania and Zanzibar. Nearly all the sub-grantees experience some level of difficulty implementing their programs due to weaknesses in planning, human resource management, M&E, financial management, and accounting. These problems are clearly evidenced in the implementation, financial and accountability reports.

Intervention:

Under RFE, CSOs receive pre-award assessment visits to determine their capacity to manage the funds and implement the grant. Once the sub-grant recipients are chosen, staff receives training in planning, monitoring and evaluation, grants management, accounting, along with periodic on-site mentoring and problem-solving support to target technical and financial bottlenecks affecting project implementation. Specifically, CSOs master how to convert resources to outputs based on the approved work plan and budget. Each project is closely monitored for progress.

Results and Lesson Learned:

Results from the training sessions, periodic on-site mentoring, and problem-solving support for RFE recipients show that CSOs improve their ability to manage and track funds, develop work plans, select appropriate project indicators, and report on results. Numerous RFE sub-grantees who began with limited ability to manage funding and implement HIV/AIDS activities have since received PEPFAR, Global Fund or bilateral funding after graduating from the RFE, attesting to their increased organizational capacity. Investments in CSO capacity building pay dividends to program beneficiaries, the CSOs, donors, and the national program. CSOs embrace capacity building support and see benefits in sustainability and attracting donor support.

Key Recommendations:

- A mix of capacity building interventions, both short and medium term, helps CSOs work more effectively in the present while building systems and credibility for sustainability.
- CSOs require information and support in linking with larger scale capacity building programs and opportunities.
- Small grants programs like RFE should consider budgeting for capacity building within the grants they award. Opportunities for external facilitation can provide CSOs with ‘just-in-time’ support to more effectively and efficiently manage funds yielding dividends at multiple levels and ensuring higher quality services over time.

Annex VI: National Level Leadership and Development Program Results

Background

The Capacity Project, in collaboration with the Leadership, Management and Sustainability Program of Management Sciences for Health, conducted a Leadership Development Program (LDP) for 26 high level management officers from the Ministry of Health and Social Welfare, Muhimbili National Hospital, and Christian Social Service Commission between January and August, 2008. The decision to deliver the LDP was made following a number of HRH assessments and other studies in Tanzania that all identified the need to strengthen leadership and management skills among health managers. The Tanzania National HRH Strategic plan, 2008-2013, also identified leadership and management development as one of the priority HRH interventions.

The LDP was conducted by two senior facilitators, one each from LMS and the Capacity Project, both having previous experience facilitating such workshops in Tanzania.

Results:

Muhimbili National Hospital Team

Staff of Muhimbili National Hospital staff was not correctly filling out the clinical investigation, prescription, and NHIF claim forms, resulting in a loss of revenue. The LDP participants took this as their challenge, and went back and met with Directors, Heads of Departments and staff to discuss the implications to the hospital. A number of actions were taken, including revising the specimen collection forms to increase font size and the writing space, training staff how to fill out the requests forms correctly, and meeting regularly with the Hospital Quality Improvement unit to follow up these actions.

After six months of implementing the above actions, the LDP team was able to track and report on changes in trends. The revised investigations forms are now more user friendly, and the majority are now being properly filled out. Laboratory personnel are now able to read the request forms correctly, give back correct results, thus enabling clinicians to make correct diagnoses from laboratory results. Furthermore, the hospital is now experiencing better financial returns from the National Health Insurance as claim forms, now correctly filled out, are no longer rejected.

The Directorates of Human Resources and Administration (MOH&SW)

Given the national crisis in human resources for health, the Directorates of Human Resources and Administration of the (MOH&SW) were faced with the challenge of how to follow up new hires to ensure that they have reported and are staying in their working stations, and how to have updated, accurate and reliable information of HRH. After the LDP training, the LDP team from these two directorates worked with the Capacity Project to develop a tool known as “Human Resource for Health Tracking Tool” that has an interface with the software that is able to track new hires, HRH information, and file

movements. The team also plans to orient Officers and Registry Staff on this new system. The LDP team is organizing a workshop to synchronize HRIS and HMIS scheduled to take place during the last week of September, 2008

The Directorates of Preventive Services and Policy and Planning (MOH&SW)

The team from the Directorates of Preventive Services and Policy and Planning (MOH&SW) learned that the Council Health Service Board (CHSB) for Kisarawe district has not been functioning properly, something that hinders the efficient delivery of health services in the district. The main purpose of CHSB is to empower communities to take the lead in addressing their own health care development issues including the setting up of the Community Health Fund (CHF).

After the LDP training, the team worked to put in place an effectively functioning and supported Council Health Service Board (CHSB) in Kisarawe District. In doing so they consulted the National official responsible for CHSB at the MOH&SW, District Medical Officer and the CHSB members in July, 2008 in order to have a clear understanding of the situation facing the CHSB. Then the team sensitized the district authority on the importance of a well functioning CHSB. The LDP team is now mobilizing resources to train the CHSB members on their roles and functions as they were not adequately oriented on their roles and functions as CHSB members. The mobilized resources will support CHSB administrative costs as this lacks funding.

The Christian Social Services Commission (CSSC) Team

The Christian Social Services Commission was having an incomplete and outdated Human Resources (HRH) for Health Database for Church Health Institutions (CHIs). As a result there were difficulties in coordinating and developing strategies for capacity building and sustainability.

The LDP team designed a project to complete the Human Resources Database for Church Health Institutions and successfully mobilized resources to carry out this project. The team has compiled available Database for the CHI from the IT Department, and trained the Zonal Secretaries on data management and collection of missing HR information from the available data. The LDP team is organizing two workshops for HR Data Management for Zonal Secretaries and other stakeholders including the MOH&SW officials. CSSC has also been able to acquire the HRIS software developed by Intrahealth and Capacity Project on HR management.

Conclusion

LDP training focuses on skill transfer and on real challenges that managers face at work. The success of the program is evidenced by the teams' ability to apply the leadership and management skills acquired from the training to address the immediate challenges they were facing at their work places and achieve results.

**Annex VII: Summary of Short-Term Training for Capacity Building
FY 08, Tanzania and Zanzibar**

Course Title/Type	Number from Tanzania	Number from Zanzibar	Total Participants
Leadership Development Program: Senior Alignment Meeting in Zanzibar (1)	0	28	28
Leadership Development Program: first two sessions for TAC of key ministries in Zanzibar	0	44	44
Leadership Development Program for MOHSW, CSSC and Muhimbili (2)	26	0	26
Training of Trainers for capacity builders	13	1	14
Refresher Training for RFE Round 5	56	6	62
Strategic Planning with Mildmay	13	0	13
Workshop to develop Operations Manual with TAYOA	13	0	13
TNCM and ZGFCCM orientation and training	27	22	49
Training for TNCM Secretariat	3	0	3
Coaching for TACAIDS Executive Chair	1	0	1
World AIDS Day training on mainstreaming for Ministry of Water	386	0	386
Training on HIV mainstreaming for Ministry of Justice	60	0	60
Training for UNV on community capacity enhancement	0	21	21
Training for RFE consultants	6	0	6
Global Fund Technical Working Group orientation	22	0	22
Zanzibar Global Fund Oversight Portfolio Committee	0	12	12
GF HIV Technical Working Group Training	14	0	14
GF TB Technical Working Group training	7	0	7
GF Malaria Technical Working Group training	8	0	8
TNCM Secretariat orientation	3	0	3
Global Fund Implementing Partners M&E Training	60	0	60
TOTAL	718	134	852

- (1) The Leadership Development Programme for Technical AIDS Committees of key ministries began in FY 08 and will continue in FY 09. The first session (alignment) targeted senior staff of the key ministries
- (2) Delivered jointly with the Capacity Project