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Management by Design
VOLUNTARY SECTOR HEALTH PROGRAM (VSHP) (Project No. 623-99-P-08)
(Grant Management Activity funded by USAID/Tanzania)

VSHP
CONTRACTOR PERFORMANCE MONITORING REPORT
October 1, 2000 through December 30, 2000

Contractor: DATEX, Inc.
Contract No.: 623-C-00-99-00065-00
Project: 623-99-P-08, SO-1, Voluntary Sector Health Program (VSHP)
Contracting Officer's Technical Representative: Robert Cunnane
Chief of Party: Mary Ann Abeyta-Behnke
Dollar Value of Contract: \$20,992,552.00
Obligated Contract Amount: \$ 8,400,000.00
Reporting Period: October 1, 2000 through December 30, 2000

LIST OF ACRONYMS

BCC	Behavior Change Communication
CBO	Community based organizations
CHMT	Council Health Management Team
CRH	Child and Reproductive Health
DHMT	District Health Medical Team
FP	Family Planning
HO	Head Office
ICB	Institutional Capacity Building
IEC	Information, Education, Communication
IRP	Inter-Regional Program
JHU	Johns Hopkins University
MCH	Maternal Child Health
MIS	Management Information System
MOH	Ministry of Health
MRLG	Ministry of Regional Administration and Local Government
NGO	Non government organization
OTTU	Organization of Tanzanian Trade Unions
PME	Performance, Monitoring, Evaluation
PS	Permanent Secretary
RCHS	Reproductive and Child Health Section
RFA	Request for Application
RM	Regional Monitor
RO	Resource Organization
SOW	Scope of Work
TFTU	Tanzanian Federation of Trade Unions
USAID	United States Agency for International Development
VCT	Voluntary Counseling and Testing
VSHP	Voluntary Sector Health Program
VSO	Voluntary Sector Organization

SECTION I: DATEX (CONTRACTOR) REPORT

A. NARRATIVE:

1. Background

The Voluntary Sector Health Program (VSHP) was awarded to Datex, Inc. on August 9, 1999. The objective of this program is to meet defined results required to achieve SO-1, Increased use of family planning, maternal and child health and HIV/AIDS/STDs preventive measures@ in Tanzania.

2. Deliverables This Quarter (See Appendix A: Revised Summary of Deliverables and Benchmarks):

a. The following documents and/or benchmark activities have been completed or submitted this quarter:

1. Fast Track grants concept developed and submitted.
2. Five seminars conducted to familiarize district leaders with partnership concepts.
3. Conceptual Framework finalized.
4. Memorandum of Understanding developed between Datex/VSHP and the District Councils in four districts by December 2000.
5. Work Plan and budget submitted for 2001.

b. Constraints

The VSHP core team continues to face a major constraint, that having to do with a lack of staff. The workload places a great burden on the current staff to maintain the program activities and meet all the deliverables as scheduled.

c. Current Buy-Ins: Not applicable.

3. Performance:

The following activities have been accomplished during the Fourth Quarter of 2000.

(i) Strengthening Local Voluntary Organizations and CBOs (C.4.3.3):

The VSHP team visited and met with over 70 NGOs / CBOs in the five districts they visited in November and December for the purpose of initiating the first phase of the district partnerships. The main objective of the visits were to compile the organizations' and their representatives profiles and also to ascertain whether they will be a) interested in participating in the VSHP partnership, b) if so will they be willing to play the role of the district partnership secretariat and, c) if so what resources does the organization have that can be shared by other organizations taking part in the partnership?

Also, as part of strengthening local voluntary organizations, VSHP trained four staff from GSF (and appointed by the GSF) to assist the VSHP in the district sensitization activities. GSF is the Resource organization awarded a grant to implement the district sensitization activities. The training was both theoretical and practical, whereas, theoretically during the first day in the VSHP office the four staff were oriented to the key VSHP documents and the methodology used in conducting the sensitization activities including the workshops. On the practical side, the training ground was Kisarawe district where all the trainees took part in the activities under guidance of the three VSHP core staff. From Kisarawe the group divided into three groups to conduct the same activities in the remaining three districts.

(ii) Promoting Partnerships (C.4.3.4):

The VSHP core team visited all five districts designated by the MOH and the MRALG for VSHP district partnerships. The team met with Regional as well as District Authorities and briefed them on the proposed activities for the year 2001. Furthermore, formal sensitization workshops were conducted in all five districts. The workshops, which were in three categories (namely, the Public officials workshop, the NGOs/CBOs workshop) and the Public/Private Partnership Strengthening workshop identified the operational mechanisms of the partnerships and the VSHP activities in the districts. The outcome of the workshops as summarized in the table 1 below were as follows:

- MOU between the Councils and DATEX/VSHP were signed.
- The structure to play the role of the district partnership was identified. In all five districts the structure identified was the Council Health management Team (CHMT) and the District Medical Officer automatically became the Chairperson of the Partnership.
- An NGO to play the role of the partnership secretariat was selected.
- District Proposal Review and selection Committee was selected with a maximum of ten representatives, five from the public sector and 5 from the NGO sector. Gender consideration allowed the committee to have 50% women and 50% men.
- FRCP was advertised inviting NGOs/CBOs to submit proposals

Table 1 below provides a summary of the key variables encountered in the district partnerships.

Table 1 : DISTRICT SENSITIZATION ACTIVITY RESULTS

District	Date	No. of Public Officials met	No. of NGOs/CBOs visited	Public Official attended the workshops			NGOs/CBOs Reps. Attended workshops			Proposed Selection Committee			Existing Structure to play the role of partnership	MOU Status	NGOs selected to play the role of secretariat
				M	F	Total	M	F	Total	M	F	Total			
Iringa District Council	8-20 Nov.	15	24	5	7	12	17	4	21	5	5	10	Council Health Management Team	Signed 18 Nov.	CUAM
Kisarawe District Council	27 Nov-6 Dec.	12	22	11	2	13	16	5	21	5	5	10	CHMT	Signed December	TARENA
Tabora Municipal Council	13-20 Dec.	15	11	8	3	11	7	4	11	5	5	10	Council Health Management Team	Signed on 2 nd January 2001	Tabora AIDS NGO Cluster
Shinyanga District Council	11-18 Dec.	9	17	9	0	9	14	3	14	5	5	10	CHMT	Signed on 18 th December 2000	World Vision
Mpwapwa	11-18	11	9	8	2	10	5	3	8	4	4	8	CHMT	Signed on 18 th	St. Luke

District Council	Dec																December 2000	Dispensary
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(iii) Transition Period (C.4.5.1):

a. Twelve of the Interim Grantees terminated their grants this quarter. All financial reports have been submitted except there were a few delays due to grantee personnel leaving early for the end of year holidays and all pertinent documents could not be signed before the end of the year. See Interim Grantee Accomplishments, Table 1.

Muhimbili University continues their project activities; their grant terminates in May 2001. OTTU has not yet submitted their closeout report since they notified us that they are no longer a viable organization.

b. The VSHP conducted two Exit Workshops for the Interim Grantees. It was a two-day workshop presided by three consultants from TPHA; participants received training in strategic planning and the logical framework. The consultants were on hand to assist the grantees with any problems they may have in writing proposals. VSHP awarded certificates of recognition to each institution for the hard work they have engaged in over the last few years that they have received U.S. government funds.

c. WAMATA

The first funding for Wamata was delayed approximately six weeks due to a bank error; they apparently did not have the information necessary to transfer the funds from the home office to the field office account. This resulted in a significant delay in activities, thus necessitating the need for Wamata to request an extension of their grant so as to use the funds effectively.

iv) Developing a Competitive Grants Process (C.4.5.2):

1. Resource Organizations

In the first week of October, a one week workshop on team-building and orientation to VSHP was held in Bagamoyo for the incumbent Resource Organizations. The title of the meeting was "Doing Things Differently." The facilitators were Ms., Leah Wanjama and Dr. Janis Timberlake. The main objective of the workshop was to facilitate an understanding of the unique role VSHP is undertaking in the Health Sector Reform, particularly Strategy 7. The second objective was to begin to prepare the ROs for their roles as change agents by developing an understanding of the dynamics of change. A major output of the workshop was the development of a draft terms of reference for the work of the Resource Organization at the district level. The methodology of the workshop was participatory, involving the introduction of an issue, a group discussion and then a plenary discussion of each group's view on that particular issue. In the process of team building, the participants had to deal with a number of issues that would enhance their capacity as partners and change agents. This included such concepts as defining stakeholders, understanding the dynamics of change, mapping the change environment and considering the present and future state of that environment. In doing so the participants had to analyze the organizational culture of their particular organization with a view to enhancing their capacity as change agents. The workshop was an overwhelming success for all

participants.

In November a small grant under \$25,000 was signed between Datex and the Good Samaritan Foundation to provide assistance to VSHP in four district sensitization activities. GSF was trained by three of the VSHP staff in the protocol established in Iringa District and then modified for use in the other four districts. One VSHP staff person and one secretary accompanied a GSF staff professional to each of the four districts to ensure that the district sensitization strategy, protocol and procedures were followed, that results of the district meetings were well documented, and that the GSF staff were comfortable and capable in their role. As a result VSHP intends to award to GSF a new grant to conduct district sensitizations for the new districts targeted for 2001.

IDM Mzumbe and PHCI were notified that VSHP can work with them in 2001; clearance was received for Datex to award grants to these government parastatals. IDM Mzumbe will be providing the financial training to the NGOs / CBOs as well as assisting with the OCTA.

The role of PHCI is yet to be determined, but the VSHP is confident that their contributions will be significant to the project. Decisions and actions will be taken during the first quarter of 2001.

Table 2: Interim Grantee Accomplishments By Indicator

Indicator	Current Quarter	Total to Date
People counseled and, or tested for HIV	3,373	21,590
People counseled by cluster NGOs	13,506	149,672
Peer educators trained by individual NGOs	3,839	6,106
People supported in their homes	4,119	79,804
Service providers trained in HIV/AIDS counseling	345	2,067
Counseling providers trained in STD management	66	320
Family planning providers trained in STD syndromic management	--	169
Condoms distributed free	942,247	5,537,779
Condoms sold through social marketing	34,620	83,066
People newly accepting FP methods	12,288	72,548

Family planning revisits attended to	88,886	245,334
Children attended at child welfare clinics	50,888	189,235
ANC clients attended in their 1 st trimester	6,165	38,327
STD patients treated	2,453	8,469
Health providers trained in MCH	13	150
MCH outreach activities conducted	1,145	1,817

2. Meetings with National Partners

The Chief of Party represented the VSHP at the World AIDS Day 2000 commemorative meeting held by the Government of Tanzania on International AIDS Day, December 1, 2000. Several thousand people attended the three-hour meeting. The President of the Republic, His Excellency, Mr. Benjamin Mkapa officiated the meeting at the Mnazi Mmoja Grounds; this is the first time in the history of the country that such a high-level government authority attended such a function. Mr. Mkapa stated that he was forming a special committee to oversee and coordinate all AIDS activities. The Minister of Health, the Honorable Anna M. Abdallah (M.P.), extended the invitation for Datex to attend.

The COP also attended a select portion of a national workshop held by the Anglican Church of Tanzania that was dedicated to a full discussion on the HIV/AIDS situation in the country and what the church could and should be doing to alleviate the burden. The Anglican Church had invited Bishops as guest speakers from Uganda and the United States. The workshop not only provided information to the dioceses around the country, but also on the last day each diocese was asked and assisted to develop a plan of action. The COP shared with the Health Director the immediate plans of the VSHP to award grants in the first five districts targeted for 2000.

The COP held three briefing meetings with the following individuals:

- a) Dr. Mzige, the Director of Preventive Services, Ministry of Health
- b) Dr. Mbuji, the Director of the National Strategy No. 7 of the Ministry of Health's Health Sector Reform Program.
- c) Dr. Sanga, Director of the Reproductive and Child Health Services Division of the MOH.

The purpose of the meetings was to brief the MOH on the current activities of the VSHP as well as upcoming activities for next quarter. In all cases the officials were appreciative of the latest developments and are looking forward to being kept informed of the VSHP progress.

Key points articulated were:

1. A description of the VSHP team activities in the district, meeting with the Regional and

District Authorities, social mapping of the key district resources affecting the program, agreeing on the roles and responsibilities of the public sector and the voluntary sector and the Datex vision for partnerships at the district level.

2. A Secretariat formed from among the NGOs / CBOs and elected by the public officials and the NGOs / CBOs
3. A District Selection Committee elected by the newly formed District Partnership
4. An advertisement for the Request for Concept Paper Application announced.
5. A summary of next steps.

With the distribution of Christmas cards at the end of the year, the VSHP team sent a Technical Update to all national partners. A copy is attached.

(v) Short-Term Technical Assistance (C.6.1):

Three short-term consultants were contracted this term to provide two two-day workshops for the Interim Grantees. All three consultants are with the Tanzania Public Health Association. The workshop, on strategic planning was quite valuable to the participants since many of them, contrary to the workshop survey, were not familiar with the logical framework and the necessity for establishing performance indicators as a means of self monitoring. A copy of the report has been distributed.

(vi) Long-Term Technical Assistance (C.6.2):

1. John's Hopkins University

JHU has selected a candidate for one of their positions, Mr. Khalid Mwakabwale, a specialist in both communications and participatory methods. Khalid attended a three-week training course in Ethiopia in November and started work on the VSHP in December. JHU is currently looking for office space for their staff, but arrangements are being made to easily accommodate the JHU assistance to the VSHP since the VSHP benchmarks and deliverables will be provided by JHU. In other words, since JHU staff will not be physically housed in the VSHP offices, the VSHP core team must ensure that all necessary information be given to the JHU staff so that the VSHP benchmarks and deliverables can be achieved on a timely basis. The VSHP staff is attempting to determine the parameters and logistics of this arrangement so that all parties benefit and the project achieves its targets.

2. Margaret Sanger International

The Datex Home Office is currently negotiating the MSCI subcontract. It is anticipated that it will be ready by the early part of next quarter when Ms. Folami Harris is expected to return to Dar es Salaam to interview candidates for the position of Reproductive and Child Health Specialist. The activation of the subcontract and the initiation of the MSCI activities are critical to VSHP's achievement of its deliverables for 2001.

3. Other Long Term Candidates

It is anticipated that once approval is reached for the 2001 Work Plan and Budget, the Home Office will approve the addition of a few more staff such as a secretary and driver. All positions, except the Grants Manager position, have been frozen.

4. The Grants Manager Position

The VSHP is still feeling the effects of a lack of another professional staff person to assist with the normal and routine activities of the project. The heavy workload continues to be redistributed among existing staff, and places an increased burden on everyone, particularly as staff take their annual leave. To compensate for the lack of technical assistance in grants management, the field office is forwarding the work to the Home Office.

(vii) Performance Monitoring and Evaluation (C.6.3):

Assistance was provided to about a half dozen Interim Grantees who came to the office requesting help in completing their last quarter financial reports.

Due to (1) the lack of a Grants Manager and (2) uncertainty in the work plan and budget for 2001, it was decided that it was premature to negotiate the Performance Monitoring and Evaluation Grant with AMREF. Therefore, this activity will be scheduled for the first quarter of 2001 once USAID approval is given for the 2001 Work Plan and budget.

(viii) Relationships with USAID Tanzania (C.7.3.1):

The VSHP is very appreciative of USAID's overall support and understanding of our program implementation activities and the staffing difficulties the project continues to face. There was only one meeting with USAID this quarter. Several VSHP core staff members, accompanied by their GSF partners, briefed USAID on the district activities prior to the Christmas leave schedules.

(viii) Relationships with Partners (C.7.3.2):

• **Attending Meetings/Workshops Organized by VSHP Partners**

The COP represented the project at the following meetings:

- a) Dissemination of Findings of the 1999 Tanzania Reproductive and Child Health Survey
This was an all day meeting chaired by the Honorable Anna Abdallah, Minister of Health. Key findings were presented in family planning, fertility and mortality, HIV / AIDS, Nutrition, maternal and child health, and the health facility survey. The findings are timely for VSHP to incorporate their implications into program activities scheduled for 2001 (especially the OCTA, the protocol for the community needs assessment tools as well as for the content of the RCH and

communication strategies, methodologies and training documents.)

b) Dissemination of the Ministry of Health CBD Evaluation Findings

This was an all day meeting officiated by Dr. Catherine Sanga, Director of the Reproductive and Child Health Section of the Ministry of Health. The findings, although rather preliminary, point out areas that VSHP must be aware of in formulating and monitoring the NGO activities at the district level.

The COP also attended a meeting with the Comprehensive Community Based Rehabilitation in Tanzania (CCBRT) and its Executive Director, Dr. Geert Vanneste. CCBRT provides comprehensive and holistic care in HIV/AIDS in addition to their well-known eye and bone surgeries for the poor. They offer international training in their community-based approaches and recently started a HIV/AIDS awareness program in the Dar es Salaam schools. CCBRT will be available to provide in-country training to NGOs if the staff requires training in community-based approaches.

Scheduled Activities for the Next Quarter:

Activities for January 2001

- Begin training the Selection Committees in the five target districts.
- Begin grant negotiations with AMREF, GSF, IDM Mzumbe, TPHA, and Tacosode
- Interview and select the second JHU communications candidate
- Interview and select the MSCI RCH candidate.
- Prepare and submit the Fourth Quarterly Report for 2000.
- Prepare and submit the 2000 Annual Report.
- Distribute guidelines for Fast Track Grants.

Activities for February 2001

- Continue training the Selection Committees.
- Continue grant negotiations and award the grants.
- Orient the new JHU and MSCI candidates.
- Participate in a Quarterly Review meeting with USAID (for 4th Quarter 2000).
- Continue distribution of the Fast Track guidelines.
- Develop criteria for the Fast Track grants and inform potential organizations.

Activities for March 2001

- Finalize OTCA Tools.
- Train teams on the use of the OTCA tools.
- Conduct the OTCA for the NGOs / CBOs participating in the VSHP.
- Modify the OTCA, as necessary.
- Develop / assist the NGOs /CBOs in their scope of work and budget for Phase 1 of their grants.
- Select the districts to be introduced to the VSHP in 2001.

- Complete the awarding of grants to the ROs noted above.
- Train IDM Mzumbe on the financial requirements of VSHP.
- Assess Tacosode skills for participatory methodologies in RCH and gender issues.
- Begin the development of the PME plan.
- Conduct the first Quarterly Review Meeting with the ROs.

NOTE: Only items mentioned in the Work Plan 2001 (which has not been approved) are noted here.

4. Modifications to the contract: None.

B. ADMINISTRATIVE/FINANCIAL INFORMATION:

Line Item Description	Total Estimated Costs	8/9/99-12/30/00 Cumulative Costs	Remaining Balance Total Estimated Cost
Total Costs Before Grants	5,882,550.00	1,807,316.48*	4,075,233.52
Grant Funds	15,110,000.00	1,105,390.27	14,004,609.73
Total Costs	20,992,550.00	2,912,706.75	18,079,843.25

* End-of-year billings have not yet been completed, thus the costs for December are projected based on past months.

SECTION II - PROJECT OFFICER'S COMMENTS

1. Comment on contractor's technical performance (quality of technical assistance, professional services, and/or products) and provide examples, if appropriate.
2. Comment on contractor's administrative performance (timeliness in meeting schedules and/or delivering materials/products) during the quarter and give example(s), if appropriate.
3. Comment on contractor's management (cost-effectiveness, quality of communication with staff and with USAID for the quarter and provide examples as appropriate.
4. React to contractor's assessment of performance regarding any of the activities/deliverables described in section IA, number 4 above.
5. Note areas for potential contractor improvement regarding management/provision of any services related to the activities/deliverables and/or specific contract results.

Contractor's Technical Officer: _____

Date: _____

SECTION III - REGIONAL CONTRACTING OFFICER'S COMMENT

1. Comment on any areas of concern particularly regarding Contractor's response to questions 4 and 5 in Section I above and Project Office's response to question 3 in Section II above.

2. Identify actions to support, correct, or improve contractor's performance (show-cause notice, cure notice, contract modification, incremental funding, technical direction to contractor, approvals and/or clearances, interpretations of statement of work or adjustments in work plans, feed-back to contractor regarding performance and/or deliverables) that need to be taken and indicate action officer and due date.

REGIONAL CONTRACTING OFFICER _____

Date _____

