

Final Report: VHRM for HIV/AIDS CSOs in Anglophone Africa

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May 2009

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Virtual Human Resource Management Program

Final Report: VHRM Program for
HR Teams in Government and Civil Society
Organizations Working in HIV/AIDS in
Anglophone Africa

October 27 – December 19, 2008

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May 2009

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Acronyms

AA	Affirmative Action
CAA	Catholic AIDS Action
CHS	Catholic Health Services
CSO	Civil Society Organization
FBO	Faith Based Organization
FGAE	Family Guidance Association of Ethiopia
GEN	Global Exchange Network for Reproductive Health
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HR	Human Resource
HRM	Human Resource Management
LMS	Leadership, Management and Sustainability Program
MDGs	Millennium Development Goals
MSH	Management Sciences for Health
MUST	Mbarara University of Science and Technology
NGO	Non-governmental organization
OHA	Office of HIV/AIDS
PMS	Performance Management System
TAYOA	Tanzania Youth Alliance
USAID	United States Agency for International Development
VHRM	Virtual Human Resource Management Program

Executive Summary

The Virtual Human Resource Management (VHRM) Program for Human Resource (HR) teams in Government and Civil Society Organizations (CSO) working in HIV/AIDS in Anglophone Africa was offered from October 27 to December 19, 2008 to teams from both the public and private sector. Ten teams enrolled in this first offering of the VHRM, coming from the Anglophone African countries of Ethiopia, Namibia, Tanzania, and Uganda. The VHRM focused on HR teams from HIV/AIDS organizations - including international and local CSOs, a private hospital, and a public medical school - to improve the understanding of the role of Human Resource Management (HRM) in an organization and develop the capacity to strengthen HRM systems in order to improve staff satisfaction and performance. Two MSH staff, both based in the United States, facilitated the program with the assistance of an HR specialist who reviewed and assisted in the development of the teams' action plans.

All ten of the enrolled teams participated actively in the program and completed high quality action plans aimed at strengthening an identified component of the HRM system in their organization. The HRM Assessment components chosen and addressed by the teams in their action plans range from job descriptions and a performance management system in Ethiopia, and personnel policy and practice and an HR policy manual in Namibia, to HRM staff, job descriptions, staff development, and an HR policy and operations manual in Tanzania, and job descriptions and staff training in Uganda.

This program was the first offering of the VHRM, which is one of six virtual leadership and management capacity-building programs developed and currently offered by MSH. The VHRM is an eight-week Internet-based, blended learning program that combines face-to-face team work with distance learning methodologies. VHRM participants work in their organizational teams to complete five learning modules. They learn the role of HRM in their organization and how they can strengthen their HRM systems in order to improve staff satisfaction and performance while working as a team to identify a specific HRM area to improve and develop an action plan to address this area with support and feedback from the program facilitators.

Each of the five VHRM learning modules consists of individual reading, individual exercises on the program website, group work, and a forum section where teams post and report about the results of their group work. The modules include:

- Module 1: Beginning the Program
- Module 2: Improving Performance with HRM Systems
- Module 3: Assessing the Organizational HRM System
- Module 4: Leading Change to Expand the Role of HRM
- Module 5: Coming to a Close

Highlighted Results of the VHRM:

- All ten teams completed all components of the programs, including creating strong action plans to be achieved within six-months.

- At the conclusion of the program, 38 of the 55 participants responded to the final program evaluation and 100% of respondents reported that their teams had begun implementing their action plan.

Conclusions

Based on the final results, the first VHRM for HR Teams in Government and Civil Society Organizations Working in HIV/AIDS in Anglophone Africa was successful. Though multiple teams reported challenges with time management during the program (balancing program demands with busy workloads), extensive communication took place between the teams and facilitators throughout the program and all 10 teams completed the program requirements, created solid action plans, and earned program certificates.

The next steps are to continue to follow up with the teams and provide support as necessary as they implement their action plans. Each team has also been invited to join LeaderNet¹, an alumni website for health professionals who have completed leadership and management development programs. A follow-up six months post-program will also be conducted with all teams in June 2009.

The high number of applications for the program and the dedication and enthusiasm of the enrolled teams in the VHRM confirms that building the capacity of human resource managers is an important need in organizations in Anglophone Africa. A second VHRM for teams in this region will be offered in May 2009.

¹ LeaderNet is a web-based global learning community that provides participants with opportunities to continue to strengthen their leadership skills and capacities and to exchange information and ideas with leaders all over the world.

I. Using the Virtual Human Resource Management Program as a vehicle for strengthening human resource management in HIV/AIDS organizations in Anglophone Africa

Introduction

HRM is perhaps the most misunderstood and poorly utilized system in the health sector today. Yet many organizations face pressing human resource challenges such as staff shortages, attrition and absenteeism, and low morale, all of which can be addressed by a stronger and more effective HRM system. The fact that HRM is sorely neglected in the face of these challenges makes it a leadership issue as well. It requires managers trained and experienced in HR to take charge as well as leaders who can develop strategic partnerships with other key stakeholders, influence policy makers, and forge new directions for HR in the organization.

Throughout the VHRM, participants worked in teams to assess their current HRM system and develop an action plan to improve or develop one specific area of the system. Where applicable, the VHRM strengthened the capacity of participants to implement existing action plans or strategies, as opposed to duplicating previous work in developing such plans. Throughout the program, the team members worked together in a variety of ways: independently on the VHRM website, with additional support from a program workbook, and in face-to-face, on-site team meetings within their organizations.

Background

This program was the first offering of the VHRM, the fourth virtual leadership and management capacity-building program developed by MSH in 2007 in response to an identified need to strengthen the capacity of HR teams. The VHRM is an eight-week Internet-based, blended learning program that combines face-to-face team work with distance learning methodologies. VHRM participants work in their organizational teams to complete five learning modules. They learn the role of HRM in their organization and how they can strengthen their HRM systems in order to improve staff satisfaction and performance while working as a team to identify a specific HRM area to improve and develop an action plan to address this area with support and feedback from the program facilitators.

The VHRM consists of five modules. Each module consists of individual reading, individual exercises on the site, group work, and a forum section where teams post and report about the results of their group work. The modules include:

- *Module 1: Beginning the Program*

In this introductory module, participants become familiar with the program's purpose and objectives, as well as how to interact in a virtual environment. It helps participants get organized as a team and gives them the opportunity to meet the other participants and facilitation team. Participants also create a calendar to plan their team meetings and activities for the rest of the program.

- *Module 2: Improving Performance with HRM Systems*

Through individual and group exercises, participants are introduced to how a comprehensive, integrated HRM system and experienced HR managers can play a critical role in staff retention, employee satisfaction, and improved performance by addressing the five basic questions all employees bring to their job. Teams also start preparing for the HRM Assessment they conduct in Module 3.

- *Module 3: Assessing the Organizational HRM System*

This module focuses on how the HRM system serves the goals of the organization. Teams meet with managers from different departments and levels of the organization and together define the strengths and weaknesses of the organization's HRM system by applying the *HRM Rapid Assessment Tool*. This information is used to assist in the development of an action plan to address the priority areas identified.

- *Module 4: Leading Change to Expand the Role of HRM*

Participants identify actions for expanding the role of HRM in their organization by developing an action plan for one HRM component. The action planning process is an iterative process, in which the teams create action plan drafts and work with the facilitators and an HRM specialist to revise and clarify their plans.

- *Module 5: Coming to a Close*

Participants reflect on their experience in the VHRM Program. They share observations with other participants and evaluate the impact of this program on their individual work, their work as a team, and personally. They also explore ways of continuing to address the challenges identified by their team during the program.

II. Overview of the USAID-funded Virtual Human Resource Management Program for HIV/AIDS organizations in Anglophone Africa

Effective and sustainable health programs of the last century and the successful child survival initiatives of the 1980's all relied on the effective training, mobilization, and utilization of skilled health workers. In addition, these initiatives required strong leadership and the development of sound management and operational systems to make them successful. Personnel costs in many countries account for over 75% of the health budget. Since the health sector is so overwhelmingly worker dependent, HR functions should be central to the planning, management, and delivery of health services.

However, despite the critical importance of human resources to the functioning of health systems, there have been few concerted efforts to address the severe staff shortages facing the health sector in many countries. This already serious situation has been intensified by the

HIV/AIDS pandemic. The ability of many countries to meet the Millennium Development Goals (MDGs) is hampered by deficiencies in organizations' HRM systems.²

The United States Agency for International Development (USAID) Office of HIV/AIDS (OHA) funded the VHRM for HIV/AIDS organizations in Anglophone Africa through the Leadership, Management and Sustainability (LMS) Program. This VHRM was delivered from October 27 to December 19, 2008 to 10 organizational teams from four countries: Ethiopia, Namibia, Tanzania, and Uganda. The teams included public, private and international organizations. (See Appendix D for a full list of teams.)

The program was facilitated by Mary O'Neil, Principal Program Associate, Management Sciences for Health, and Meghann Lindholm, Senior Program Officer, Management Sciences for Health. Kimberly Hirsh, Senior Human Resource Partner, Management Sciences for Health, participated as a technical specialist, providing feedback on the action plans developed by participating teams.

There were 10 teams from different organizations in four countries enrolled in this offering of the VHRM. General recruitment was led by contacting USAID missions, MSH field staff and partners in Anglophone Africa, and members of the LeaderNet community and Global Exchange Network (GEN)³ for Reproductive Health and through personal contacts with USAID representatives and partner contacts working in Anglophone Africa. The technical and programmatic requirements for participating in this program are the following:

The teams must have:

- Reliable access to a computer and the internet
- Minimum 56.6Kb/s modem connection speed
- Internet Explorer 5.1 or higher

The team must be:

- Facing challenges in Human Resource Management
- Able to meet every other week over 8 weeks
- People who can each individually dedicate 4 to 6 hours of time to the program per week over 8 weeks
- Working together on a regular basis on a common objective or goal
- Able to commit to active participation in all aspects of the program as well as completion of assignments including the initiation of team action plan implementation
- Able to be give all team members all VHRM materials and aware of the program and their participation

² Management Sciences for Health. (2006.) *The Virtual Human Resource Management Program Participant Workbook*. Cambridge, MA.

³ The Global Exchange Network for Reproductive Health is a virtual network for reproductive health organizations and programs around the world. The Network promotes the exchange of information and best practices on priority management and leadership issues such as repositioning family planning, contraceptive commodity security, resource generation, and other issues facing countries around the world.

Details about the participating teams in the VHRM are shown in Table 1 below. See Annex A for team descriptions.

Table 1. VHRM Participating Teams

Country	Team Name	Number of Participants	Status
Ethiopia	Family Guidance Association of Ethiopia (FGAE), Addis Ababa	5	Completed
	Family Guidance Association of Ethiopia (FGAE), Dessie	5	Completed
Namibia	Catholic AIDS Action	4	Completed
	Catholic Health Services	4	Completed
Tanzania	KIWAKKUKI	9	Completed
	Mildmay International	8	Completed
	Tanzania Youth Alliance (TAYOA)	6	Completed
	WAMA	4	Completed
Uganda	Mbarara University of Science and Technology (MUST)	7	Completed
	Rushere Community Hospital	7	Completed
Totals:	Countries: 4 9 Organizations: 2 FBOs, 5 NGOs, 1 public hospital, 1 academic institution	55 enrolled M: 35 F: 20	10 out of 10 teams completed

Team Participation

Team participation varied throughout the program, often linked to workload and travel schedules of the participants. Despite this, the program had an active Café. The topics of conversation in the Café covered a variety of subjects related to HRM and linked to the content that the participants were learning in each module.

Examples of comments and conversations from the Café include:

Conversation Thread: Reflecting on positive HR experiences

“I had a notion that employee good performance is an outcome of a better pay, however, recently I have experienced that a good working environment, acknowledgement and work appreciation as outcomes of a participatory human resources approach in HR planning and practices have great impacts on an employee’s work performance.”

-Daudi Mkoma [TAYOA]

“The Human Resources (HR) function provides significant support and advice to line management. The attraction, preservation and development of high caliber people are sources of competitive advantage for their business. Through my experience, I observed best human resource management manual is important to meet an organization’s mission and long year strategic plan.”

- Getachew Gashu [FGAE Dessie]

Conversation Thread: Respecting others and communicating well on HRM

“Communication network between supervisor and supporting staff can do a lot on either improving or deteriorating HRM. This is definitely one of the important components which HRM needs to carefully handle it. Good communication helps strengthen work relationships and consequently builds respect in the sense that staff feel morally accepted and recognized. A suitable working environment is attributed not only by material rewards, but also respect at all level regardless who and what position is operated. If not carefully observed an organization in spite of having good remuneration may find itself on frequent staff conflict and job dissatisfaction, hence poor performance and consequently not reaching organizational goal.”

-Evanca Milasara [Mildmay International]

Conversation Thread: Managers can learn from people they lead

“Although some people are born great leaders but they must learn skills needed to lead along the way from the people they lead. To get this go easy, the managers must know the people they lead by scheduling the meeting with them to learn their thoughts on success at workplace.”

-Sabas Venance [TAYOA]

Conversation Thread: HR a unique and privileged profession

“There is no doubt on the fact that HR is unique. HR is all about human beings as resources. Organizations exist simply because there are Human Resources; all other resources are there to facilitate/support Human Resources.”

Basing on the fact that human resources to be productive/lead to achievement of organizational goals there is a great need of taking care of them. Human beings are employed in organizations not only with their skills and expertise, but also on board with their feelings, family affairs, economic affairs as well as political issues among others.

Accommodating all the above leads to attainment of organizational goals and needs a special knowledge and skills. It is the concern of HR practitioners to facilitate this accommodation. All in all Human Resources knowledge itself is unique, cutting across departments in organizations, and human beings as workers are unique regardless of their differences in various aspects they run organizations.”

-Daudi Mkoma [TAYOA]

III. Program Results

Implementation of Action Plans and Early Results

Sixty-nine percent (69%) of the VHRM participants completed the final program evaluation in Module 5. In these evaluations, 100% of respondents reported that their teams began implementing their action plan at the conclusion of the program (See Appendix C). Examples of progress noted by teams in their final evaluation are below. See Appendix B for information on areas of HRM focus in team action plans.

“Our Team already established a Quality Assurance Team whose prime focus is to institutionalize the quality standards and service provisions through retaining the human asset and deal as a team for the better working environment and motivational factors. The team is taking the lead and developing action plans for identified areas of improvement.”

“We have elected leader of continuous medical education/continuous professional development who will coordinate and implement the action plan.”

“[We] finalized PMS training for senior, middle level and line managers and developed action plan for piloting. [We also] collected feedback on the reviewed Job descriptions to finalize [them].”

“Since the year begun, at least two meetings have been held where VHRM knowledge has been shared for inclusion in the HRM resource manual that is being developed for MUST.”

“In strengthening HRM in my organisation our team has implemented few but most important things in relation to our action plan, this includes, making sure that all employee have contract and human resource manual is in place. The good thing is that we have gone even beyond our plan since we now have volunteer management manual.”

“Our action plan was concentrate on a very critical thing in our organization and that is why our team selects and develops this action plan. Based on our action plan, every

employee has got his or her job description since January 1, 2009 and the employee question is answered.”

“KIWAKKUKI set a determination to work on the HRM manuals and at least 90% of the process was completed. This is part of the HRM planning.”

“I am in the programs division but we do get regular feedback from HR, and one of them is that they have completed the Affirmative Action Review in the organization. They have also submitted the AA report to the relevant authorities. I also know that they have been working on updating job descriptions and have already started giving new contract with the new job descriptions to people.”

Some comments from the final program evaluation include:

“[We are] putting into practical use what we learned theoretically and imparting the knowledge to other staff members who did not participate in the program through trainings and problem solving techniques. The whole team who participated in the VHRM program has planned to work hand to hand to deliver to them what we know as far as HRM is concerned.”

“The team meetings have brought us together. Meetings have brought members from different departments to share many views affecting their departments as far as human resource management is concerned. The members are now more close to one another. They have helped to share many ideas from different members, from different departments with different ideas, all focused towards improvement of human resource.”

“It was encouraging to know that some of the weaknesses were not unique to our organization. It was great to interact with the other teams and to learn from their experience.”

“We are actively participating in HRM issues to solve daily matters. It is funny that regardless of our professionalism (i.e., Finance, Health, Economists) we came to be good Human Resource Managers.”

IV. Feedback from VHRM participants

Highlights and summary of participant evaluation surveys

Overall, the feedback from the participants was very positive, with 38 out of 55 participants completing the final evaluation survey at the end of the program. For a summary of the final evaluation responses, please see Appendix C.

The evaluation asked participants to answer the following seven questions:

1. What were the high points of the program?
2. What were some of the low points or frustrating times you encountered while participating in this program?

3. What progress has your team made towards implementing your action plan to strengthen HRM in your organization?
4. Have the team meetings been useful?
5. How well was the individual work integrated with the work that your team was doing together?
6. How significant were your interactions with the other teams?
7. How will your team continue to work towards improving your organization's HRM system?

The majority of participants reported that the tools provided (61%), including the Employee Satisfaction Survey, HRM Assessment Tool, and action plan, and teamwork (30%) were high points of the program. Other responses included realizing the importance of HRM and its impact on organizational goals (24%), the interactivity/other teams' availability as resources (16%), the Café (13%), facilitation (11%), the stakeholder meeting to conduct the HRM Assessment (11%), daily announcements (5%), valuable resources (5%), staff motivation (5%), and learning via virtual program (3%).

The biggest challenges to participants during the program were the time constraints with their current workload (61%) and internet/technical issues (39%). However, many of the teams reported already making progress on the action plans by the end of the program. For example, KIWAKKUKI set as one of their priority actions to work on HRM manuals and at least 90% of the process was completed by the program end. Another team completed their HR annual planning, which was the first activity in their action plan.

All of the respondents to the program evaluation reported that the team meetings were useful. Their reasons included the exchange of experience and knowledge (66%), improved communication (26%), to analyze current HRM challenges (21%), improve team work (11%), and increased unity among the various departments (11%). The majority (82%) of the participants who completed the program evaluation also reported that their interactions with other teams in the Café were a significant part of the program.

Some selected participant feedback on changes observed from the VHRM include:

Interactivity, Teamwork, and Communication among and between teams

“Individual ideas have been an integral part in group work especially on understanding the internal strengths and weaknesses of the Organization on policies as well as procedures. Cafe chatting opened the eyes of the team on how the issue of HR components is crucial but given little attention.”

“The program was highly interactive, created an opportunity for team work, and encouraged us to assess our organizational capabilities and gaps so as to address such issues in handing the most important asset of the organization—the Human Aspect. Moreover it helps us to share valuable ideas from other teams on prospects of HRM.”

“The involvement of the stake holders in the HRM Assessment tool and interpreting results. This was the most exciting exercise; it was highly attractive and interactive to all members.”

“Team meetings involve various ideas and experiences which ultimately generates way forward. It saved time, if it was individual work it would have taken much time to explore and reach a consensus on priority areas.”

Importance of HRM

“This helped me understand that HRM is a challenge almost worldwide.”

“HRM is a ‘corner’ stone for organizations expansion and success so the action plan will lead us to fulfill our goal.”

“It was good to acknowledge the strengths of our systems and to plan for greater improvement of where we are lacking.”

“We have exposed the weaknesses in our Organization as far as human resource management is concerned. We now have a team to work with the Administration in implementing the action plan.”

“Our action plan was concentrate on a very critical thing in our organization and that is why our team selects and develops this action plan. Based on our action plan, every employee has got his or her job Description since January 1, 2009 and the employee question is answered.”

Leadership development

“Excellent leadership skills - Proper way of managing people as valuable resources - Enabled us to learn individual performance in the organization.”

“Currently all staff participated in the program including me are putting into practical use the gained skills. We are trickling the management skills to the other staff through sharing what we learned from the program.”

V. Conclusions, future recommendations and next steps

Based on the final results, the first VHRM for HR Teams in Government and Civil Society Organizations Working in HIV/AIDS in Anglophone Africa was successful. Though multiple teams commented on having difficulty with time management during the program (balancing program demands with busy workloads), extensive communication took place between the teams and facilitators throughout the program and all 10 teams completed the program requirements, created solid action plans, and earned program certificates.

The next steps are to continue to follow up with the teams and provide support as necessary as they implement their action plans. Each team has also been invited to join LeaderNet⁴, an alumni website for health professionals who have completed leadership and management development programs. A follow-up six months post-program will also be conducted with all teams in June 2009.

The high number of applications for the program and the dedication and enthusiasm of the enrolled teams in the VHRM confirms that building the capacity of human resource managers is an important need in organizations in Anglophone Africa. A second VHRM for teams in this region will be offered in May 2009.

⁴ LeaderNet is a web-based global learning community that provides participants with opportunities to continue to strengthen their leadership skills and capacities and to exchange information and ideas with leaders all over the world.

Appendix A: VHRM Participating Teams

Team Name	Number of Participants	Description of Organization	Status
Ethiopia			
Family Guidance Association of Ethiopia (FGAE), Addis Ababa	5	Family Guidance Association of Ethiopia (FGAE) is an NGO and volunteer- based national organization established in 1966, with an aim to provide quality comprehensive reproductive health services to underserved rural communities. FGAE is the second largest organization next to the government.	Completed
Family Guidance Association of Ethiopia (FGAE), Dessie	5	Family Guidance Association of Ethiopia (FGAE) is an NGO and volunteer- based national organization established in 1966, with an aim to provide quality comprehensive reproductive health services to underserved rural communities. FGAE is the second largest organization next to the government.	Completed
Namibia			
Catholic AIDS Action	4	Catholic AIDS Action is a registered welfare organization operating under the auspices of the Namibian Catholic Bishops Conference. It was founded in 1998 with the main purpose of supporting communities in fighting the AIDS pandemic with activities focused on prevention, care and support.	Completed
Catholic Health Services	4	On behalf of the Namibian Catholic Bishops Conference (NCBC), the Catholic Health Services (CHS) operates in 16 health facilities throughout Namibia. CHS stands as the second biggest public health service provider in Namibia. CHS, operating as a Non-Profit Organisation under section 21, took over the management of Catholic Church Health Facilities from the three different Dioceses in October 2001 and now employs about 800 Health care workers of which 10% are under the HIV/AIDS Program.	Completed

Tanzania			
KIWAKKUKI	9	Women Against AIDS in Kilimanjaro, popularly known as KIWAKKUKI, was conceived in 1990 and registered in 1995. For the past 17 years, KIWAKKUKI has been contributing towards addressing the challenges facing the health sector in Tanzania.	Completed
Mildmay International	8	Mildmay is a not-for-profit NGO with a non-denominational Christian foundation that aims to improve the quality of life of adults and children affected by HIV/AIDS especially in resource-limited settings.	Completed
Tanzania Youth Alliance (TAYOA)	6	TAYOA is a registered non-profit organization with 10 years of operational experience and has developed modes of communication that are vital for youth HIV prevention in Tanzania.	Completed
WAMA	4	WAMA is an NGO founded by the First Lady of the United Republic of Tanzania, Madam Salma Kikwete in 2006. The Foundation was created to promote girl-child education at all levels, to help improve standards in education and health, and for the empowerment of women.	Completed
Uganda			
Mbarara University of Science and Technology (MUST)	7	Mbarara University of Science and Technology is the second medical school in Uganda established in 1989 to train doctors and other scientists.	Completed
Rushere Community Hospital	7	Rushere Community Hospital is a Christian interdenominational hospital offering investigative, curative, and preventive services.	Completed
Totals:	55 enrolled M: 35 F: 20	Countries: 4 9 Organizations: 2 FBOs, 5 NGOs, 1 public hospital, 1 academic institution	10 out of 10 teams completed

Appendix B: Team HRM Area of Focus

Team	Participants	HRM Area Selected for Action Plan	Root cause for component weakness	Objective to improve component	Team Progress as of January 2009
Catholic AIDS Action (Namibia)	4 participants	Personnel policy and practice (with emphasis on practice)	CAA never focused on transferring to the local level. The Human Resources department visits to the offices are normally as a response to a crisis and not part of HR planning.	All CAA employees understand basic principles in Human Resources Management and see the Human Resources department and Human Resource management programs as a source of support.	All participants completed program evaluation.
Catholic Health Services (Namibia)	4 participants	HR Policy Manual	No HR policy manual (in draft form only): <ol style="list-style-type: none"> 1) Draft not signed 2) Draft not reviewed by management 3) HR policy manual not prioritized 4) Separate memos and letters used for HR policy 	An HR policy manual will help to improve our whole HR system from recruitment, orientation and discipline. This is because all employees will have access to the manual and will know how they fit into the organization goals and objectives.	We have already started reviewing the draft document and with the commitment that it must be signed by the board of directors during their meeting in February 2009
FGAE Addis Ababa (Ethiopia)	5 participants	Job Description	Updated and accurate job description is not distributed to all staffs.	To have all employee full knowledge of duties and responsibilities stated in the designed job description.	Finalized PMS training for senior, middle level and line managers and developed action plan for piloting. Collected feedback on the reviewed job descriptions.

FGAE Dessie (Ethiopia)	5 participants	Two HRM components: Job descriptions and Performance management system	<ol style="list-style-type: none"> 1) Lack of commitment from the management side. 2) Resistance from the union and some employees. 3) Lack of training in the area for those who are expected to give technical support. 4) Staff turn-over (experienced and trained staff left the organization) 	Without improving these components we can't ensure good human resource management system of the organization in order to attract, motivate and retain the best talents to achieve organizational as well as individual objectives (mutual objectives).	Our Team already established a Quality Assurance Team whose prime focus is to institutionalize the quality standards and service provisions through retaining the human asset and deal as a team for the better working environment and motivational factors. The team is taking the lead and developing action plans for identified areas of improvement.
KIWAKKUKI (Tanzania)	9 participants	HRM Staff	Plans not linked to organization goals and Staffs Needs	<ul style="list-style-type: none"> - Plan in Place and Working - Knowledgeable staff in HRM - Highly motivated and efficient staff i.e. skilled & improved efficiency - Smooth operation - Positive health outcome for the beneficiaries 	The majority of the team completed individual program evaluation.
Mildmay International (Tanzania)	8 participants	Job Descriptions, Staff Development	Not indicated	Not indicated	The progress made is to share the final action plan with other staff where the Director gave a go ahead. The Strategic Review activity is within the MSH Tanzania support.

MUST (Uganda)	7 participants	Job Description	Lack of Human Resource Policy Our understanding was that we don't have specific Job descriptions because we don't have human a resource department to work on them. This is a result of having no clear HR policy to guide recruitment of staff.	To improve staff performance by giving them specific & clear job description	We have exposed the weaknesses in our Organization as far as human resource management is concerned. We now have a team to work with the Administration in implementing the action plan. We have planned a meeting early next year to discuss the draft Human resource policy so that we can have some input before it can further for approval.
Rushere Community Hospital (Uganda)	7 participants	Staff Training	1) The organization/ stake holders had not identified it as a need 2) The organization is in its infancy with poor planning human resource. Because of the many stake holders' contribution overshadowing that of the organization.	<ul style="list-style-type: none"> - No human resource management - To fill the skills gap to have quality service and improve performance - To use skills training as a motivating factor because it is related to skills development 	We have chosen a Continuing Medical Education Coordinator

TAYOA (Tanzania)	6 participants	Policy Manual	Organizational expansion (Increase of employees and volunteers) and compliance with current Labor laws that made the old manual to be outdated found to be the root causes for the weakness	To have a clear and implementable guide for actions that accommodates the interests of the organization and the employees as well as volunteers.	The great majority of participants completed program evaluation.
WAMA (Tanzania)	4 participants	HR operations manual, review of HR policy with staff	Not indicated	Not indicated	50% of participants completed program evaluation.

Appendix C: VHRM Results and Selected Comments from the Program Evaluation

38 of 55 participants completed the seven question program evaluation.

1. What were the high points of the program?

a. Teamwork (11)

- “The program emphasis on team work was a welcome big challenge. It also showed us that as an organisation, team work is very important and starting with the management. Teamwork is not just talking about it but actually demonstrating it.”
- “Free discussion without the usual friction among leaders and my first time to see my organisation have a cooperative team work.”
- “Interaction with group members.”
- “Create an opportunity for team work.”
- “There are many good things in relation to the program however team meetings always marked the highest points of the program since discussions were hot and interesting.”
- “The ability to interact with the other staff members on the need to improve the performance of the organisation as a whole, by using the staff to define their talents and skills. The team excercises proved more beneficial in the synergies created.”
- “For me, the high point of the program was really having the focused time for me (executive director) to spend with my HR director on strategic evaluation, planning and reflection of our HR processes.”

b. Interactivity/Other teams availability as resources (6)

- “The program was highly interactive, create an opportunity for team work, and encourage to assess our organizational capabilities and gaps so as to address such issue in handing the most Asset of the organization -Human Aspect. Moreover it helps as to share valuable ideas from other team on prospects of HRM.”
- “It was a good opportunity to discuss on Human Resource Management with people from a world wide experience.”

c. Café (5)

- “Contributions of program participants in the Café.”
- “All the time when the cafe is open increased the knowledge sharing need to members.”
- “The high point of the program is it was very participatory and share of experience from different country and different health institutions. The most important thing was the cafe session.”

d. Daily Announcements (2)

- The daily messages from the facilitators, made me part of the course. Thanks to the facilitators for the work done.”

e. Tools provided (Employee Satisfaction Survey, HRM Assessment, final action plan) (23)

- “HRM is a “corner” stone for organizations expansion and success so the action plan will lead us to fulfill our goal.”

- “Helped us to know the status of our HRM functions in the organization. Showed us the way or directions to solve HRM problems and overcome challenges.”
- “The job satisfaction assessment, this was in my opinion the best exercise. Because through the exercise I was able to appreciate the inherent changes facing our institution.”
- “The assessment tool that was used to determine the level of our organisation in Human resource management was to me a syllabus to be followed whenever one wants to monitor ones progress in Human Resource development of one’s organization.”
- “Employment satisfaction survey tool was very high point of the program, this enhanced staff to give out what they know and it also usefully to our team because the results given by people who filled questionnaires was so interested and helped to know where the organization was.”
- “The employment satisfaction survey tool was very high point of the program because staff were able to experience their daily needs in the work place.”
- “It was good to acknowledge the strengths of our systems and to plan for greater improvement of where we are lacking.”

f. Realizing importance of HRM & its impact on organization goals (9)

- “The program was a learning experience; it came when we needed it most.”
- “Excellent leadership skills - Proper way of managing people as valuable resources - Enabled us to learn individual performance in the organization.”

g. Facilitation (4)

- “The participants and facilitators were very active and working closely during the eight weeks.”
- “Thanks to the Facilitators for the work done.”
- “Impressed by the way facilitators were seriously making follow ups and encouraging people to participate in discussions.”

h. Good resources made available (2)

i. Staff motivation as result of VHRM (2)

j. Learning a computer course (1)

k. Stakeholders meeting, to conduct HRM Assessment (4)

- “Conducting stakeholders meeting for HRM Assessment tool and choosing priorities.”
- “The involvement of the stake holders in the HRM Assessment tool and interpreting results. This was the most exciting exercise; it was highly attractive and interactive to all members.”

2. What were some of the low points or frustrating times you encountered while participating in this program?

a. Time constraints/Workload (23)

- “The program challenged us to manage our time more effectively. Thus, to us it was more of a challenge and not necessarily a low point. It was

indeed difficult to start, but once we had started and committed ourselves to the program, it became much easier.”

- “Busy schedules at work affecting commitment of members.”
- “Most frustrating time was when we had to be in the field.”
- “The first week of December, where by almost all members were busy the thing that led to difficulties in conducting team meeting, communication barriers.”
- “the course was at the end of the year which lead to delay in submitting assignments due to time limit.”
- “Time, time, time! But that is not the "fault" of MSH. It's just as December rolled around, there were so many other important end-of-year tasks that had to be completed.”

b. Internet/technical issues (15)

- “in the field, and not accessing internet.”
- “weak internet.”
- “Power load shedding, whereby at times no power and at times, no network.”
- “Failure to access the internet.”
- “Power shortage as it was not stable throughout the course.”
- “When you want to upload the work and it can’t.”
- “Sometimes it has been so frustrating that while I am at the remote areas I couldn't access internet services.”

c. Team dynamics: lack of team coordination/motivation/schedule coordination (8)

- “Problems of group dynamics like time keeping.”
- “Trying to mobilize fellow members with putting a lot of pressure.”
- “Problems in coordinating the team and work participation in the program.”

d. Need to travel away from office (2)

e. Other (2)

- “When it dawned on us that HR managers are actually leading a very unsatisfied workforce yet they are expected to be productive. It is then that we knew that something has to be done very fast if employees are to be retained.”
- “Low Assessment scores of my organisation in Human Resource Management.”

3. What progress has your team made towards implementing your action plan to strengthen HRM in your organization?

a. Examples of team responses

- “We have started reviewing the draft document and with the commitment that it must be signed by the board of directors during their meeting in Feb. 2009.”
- “Our Team already established a Quality Assurance Team whose prime focus is to institutionalize the quality standards and service provisions

through retaining the human asset and deal as a team for the better working environment and motivational factors. The team is taking the lead and developing action plans for identified areas of improvement.”

- “The progress made is to share the final action plan with other staff where the Director gave a go ahead. The Strategic Review activity is within the MSH Tanzania support.”
- “We have exposed the weaknesses in our Organization as far as human resource management is concerned. We now have a team to work with the Administration in implementing the action plan. We have planned a meeting early next year to discuss the draft Human resource policy so that we can have some input before it can further for approval.”
- “We have identified the Coordinator and the activity starting date.”
- “The team was able to identify gaps in the organisation in that the action plan was developed to ensure we cause change.”
- “Establishment of HRM policy, Personnel and training of Heads of depts.”
- “We have identified a coordinator to help with the implementation of action plan.”
- “We have elected leader of continuous medical education/continuous professional development who will coordinate and implement the action plan.”
- “We have chosen Continuing Medical Education Coordinator.”
- “The team on the way to facilitate implementation of the Action Plan on the HRM.”
- “1. Finalized PMS training for senior, middle level and line managers and developed action plan for piloting. 2. Collected feedback on the reviewed Job descriptions to finalize.”
- “We have already assigned various roles to persons responsible, and we have all committed ourselves to do a serious follow up to ensure the initial phase of our work plan succeeds.”
- “Team members are spearheading the implementation of developed Human Resources Policy (Administrative and Personnel Policies Manual)”
- “Teamwork - The organization in process of strategic plan whereby HRM is part of it. February 2nd week is planned for Organizational analysis.”
- “Since the year begun, at least two meetings have been held where VHRM knowledge has been shared for inclusion in the HRM resource manual that is being developed for MUST.”
- “In strengthening HRM in my organisation our team has implemented few but most important things in relation to our action plan, this includes, making sure that all employee have contract and human resource manual is in place. The good thing is that we have gone even beyond our plan since we now have volunteer management manual.”
- “1. Team members (of VHRM) gracefully admit to complaints of staff members, whenever issues so raised, sound similar/alike the ones that we covered in the program. I personally consider it as an issue other than

sometimes taking issues personal. (Now I take an issue/criticism other than it personal, that was because I was ignorant of the basics of management).”

- “We hired the HR Practitioner, to assume duty on the 9th of February.”
- “Partnering with MSH in developing organisation strategic planning including internal team building. Strongly encourage the management at a corporate level to the relationship with MSH continue, to include other areas of capacity building and learn/gain from MSH's global expertise on the area.”
- “Involvement of the rest of the work team on the key strategies of action areas has paved way towards implementing the action plan on the first priority. Strategic Plan Review process has been started by the technical support from the MSH.”
- “1) We have made a programme, to enable us implement the action plan. 2) We shall be holding meetings to ensure we are on course with the action plan.”
- “My team has organised a meeting of all stake holders to bring to their attention where the organisation falls using the assessment tools.”
- “Our action plan was concentrate on a very critical thing in our organization and that is why our team selects and develops this action plan. Based on our action plan, every employee has got his or her job Description since January 1, 2009 and the employee question is answered.”
- “Complying with developed HR manual as well as sharing with others knowledge gained from the program.”
- “The development of KIWAKKUKI Human resource Manuals which are still in process.”
- “KIWAKKUKI set a determination to work on the HRM manuals and at least 90% of the process was completed. This is part of the HRM planning.”
- “We have reviewed our HR manual. We just did our first Technical meeting last week.”
- “The course came at the right time, when the organization was processing manuals for staff and the organization. So it was an added value on what we were doing and also gave light to the responsible persons to what they can do to accomplish those manuals.”
- “It was later realised that in the organisation activity plans, even though it had not been apparent, we basically had to focus on the plans that were ongoing and redefine them to work on the newly discovered methods of applying them. The virtual cafe also helped in the posted queries from other participants. Participation became the norm.”
- “We have done the HR planning for the year, which was the first activity in our action plan.”
- “The director of HR has now planned not only for the short term plans (6 months) for this program, but also a full 12 months out.”

- “I am in the programs division but we do get regular feedback from HR, and one of them is that they have completed the Affirmative Action Review in the organization. They have also submitted the AA report to the relevant authorities. I also know that they have been working on updating job descriptions and have already started giving new contract with the new job descriptions to people.”
- “We have identified the coordinator of the selected priority.”
- “Currently all staff participated in the program including me are putting into practical use the gained skills. We are trickling the management skills to the other staff through sharing what we learned from the program.”
- “Staff members participated in the HRM assessment HRM program coincided with the KIWAKKUKI process on its policy.”
- “Putting into practical what we learned theoretically - Imparting the Knowledge to other staff members not participated in the program through trainings and problem solving techniques - We are expecting to have very big Team of College students who are in Field Practical Training at our Organization so high management and leadership skills will highly be required to lead, empower, manage, maintain and shape them while working with us. The whole Team who participated in the VHRM program has planned to work hand to hand to deliver to them what we know as far as HRM is concerned.”

4. Have the team meetings been useful?

a. Experience and knowledge exchange (25)

- “Very encouraging learning from each other, recognizing that problems are in every organization.”
- “Have shared different experiences and ideas and have come up with the same vision.”
- “We have shared experience from one another and we have learnt a lot from other members in the meetings.”
- “The Team meetings were so useful in that each team leader encourages to share their experience and critically analyze the gaps of the HRM management and address such identified issues.”
- “Team meetings involve various ideas and experiences which ultimately generates way forward. It saved time, if it was individual work it would have taken much time to explore and reach a consensus on priority areas.”
- “The team meetings have been useful in knowledge sharing area, because in team meetings there was a room for discussion and consensus. From team meetings members had an opportunity to learn from others.”

b. Team work (4)

- “To improve communication between team members and thus improve teamwork.”
- “The meetings have kept us together as people working to achieve one goal.”
- “We got to interact with one another freely something that never used to happen.”

c. Increased unity of different depts. (4)

- “The team meetings have brought us together. Meetings have brought members from different departments to share many views affecting their departments as far as human resource management is concerned. The members are now more close to one another. They have helped to share many ideas from different members, from different departments with different ideas, all focused towards improvement of human resource.”

d. Improved communication (10)

- “To improve communication between team members.”
- “Free discussions helped me to learn new concepts.”
- “Communication cannot be overlooked since it is the spice that oils and lubricates issues and allows understanding even in situations that would have not been possible. Team meetings identified shared values and aspirations for the realisation of the organisation objectives.”

e. Analyze current HRM problems (8)

- “Critically analyze the gaps of the HRM management and address such identified issues.”
- “The team meeting was an opportunity to discuss on our organization HRM issues.”
- “The meetings have helped us in analysing issues pertaining to the management of human resources in our organisations, and appreciating this important resource.”
- “The team meetings were very useful as they helped us come together and discuss important issues concerning the organizational HRM since it made it possible for 9 of us who were taking this course holding different positions sit together and share ideas as well as the others who were involved in HRM assessment tool.”
- “They gave a focused time to discuss HR, which, before, often fell to the bottom of the list in our management meetings.”
- “I believe in terms of HR they have provided direction and focus. The HR director kept on mentioning how useful the process has been. It brought structure to their work and they can plan and carry out those plans effectively.”

5. How well was the individual work integrated with the work that your team was doing together?

a. Difficult (1)

- “On paper it was well integrated but in practice it was more difficult. However we had to give each other assignments and roles to ensure we met the program deliverables.”

b. Well integrated (37)

- “This helped each individual in the sense that everyone has to read and come up with resourceful contribution including practical references on the subject matter concerned.”
- “The individual work and team work was harmonized during the team meetings.”

- It was well arranged/planned that the individual work could fit into the group work.”
- “it was maximally utilized our team was small so all members had a chance to participate somewhere. Discussions were focused because the individual’s work was done.”
- “Individual work would be shared in order to come out with on concrete decision.”
- “Team meeting were very complementary to individual work.”
- “I went to the meetings with ideas thought to be personal, only to realise that fellow team members had similar thoughts.”
- “Individual ideas have been integral part in group work especially on understanding the internal strengths and weaknesses of the Organization on policies as well as procedures. Cafe chatting opened eyes to team on how the issue of HR component is crucial but given little attention.”
- “This was not about one individual but a group effort to realise set targets.”
- “The team meetings were an opportunity for raising your points and discussing it with the input of the group. As a result we could integrate our ideas in the overall work of the group.”

6. How significant were your interactions with the other teams?

a. Very significant/helpful (31)

- “It was good to be in the Café interacting with other participants as it helped gather information from different sources.”
- “This helped me understand that HRM is a challenge almost worldwide.”
- “This was important because we shared many ideas with other teams members in the Café. This enriched our knowledge and ideas in handling human resource.”
- “It was encouraging to know that some of the weaknesses were not unique to our organization. It was great to interact with the other teams and to learn from their experience.”
- “The interaction in the cafe was so interesting and we learn a lot from the reflection forwarded. moreover we appreciate the facilitators skill of initiating and summarizing the core points raised that all of are thankful.”
- “This one was fantastic and full of learning avenue on issues pertaining to HRM experiences.”
- “Very important. We had a similar or one problem in different organisations and all of us were looking for a solution to it at different places still. I felt we were in a single room brainstorming the organisations problems. I learnt how some other organisation deal with problem.”
- “I came to learn that challenges in HRM tend to cut across in almost in organistions. Thus sharing helps us not to get discouraged but make sure we find the gap and we make progress.”
- “Sharing Knowledge and experience of working circumstances from various countries chatting in the cafe with members from other teams was

significant as it encouraged members on various challenges of which they thought faced us only, when found to other members.”

- “I have learnt that many issues could be answered in more than one way. Though the process would take time, but it was important in that one shares their experience, hence, I gained their experience for use when certain issues so arise.”
- “Noted that though at different geographical locations, the meetings at the cafe made me feel that I know all these people and that we're in one room. I could even tell the body language of some of the other team member yet I know none of them. I admired the way the Program organisers linked us all.”
- “They were very significant, especially during the assessment. There was a sense that my input was valuable and felt encouraged to continue.”
- “They were so productive and sometimes it was through the cafe that we found ourselves respond to some of the threads. Through such interaction we were able to open up our minds more and more about other organizations successes and failure. We took an opportunity to learn and correct ourselves.”
- “Ideas in threads were so constructive and challenging. They were of great contribution in HRM problem solving.”

b. Fairly significant (4)

- “Fair significance due to failure of internet problem, although I had sometimes to go to the cafe and read the threads from other team. The thread was very important to me because from there i learnt what do other team doing to embark the problem facing their organization.”
- “This period time was so hectic so I didn't get much time for the internet sharing.”
- “Our interaction was moderate due to technological failure of email facilities and power cut off, however the time limit was another issue which lead to poor or less interactions.”
- “Some of the comments on the Cafe really got me thinking. Our interaction was unfortunately only limited to the Cafe even for the team who is based in the same town as us, but once again the time factor really played a major role.”

c. Not very significant/not as helpful (3)

- “It was not so active as it was expected.”
- “We did not interact much with other teams because of time constraints.”

7. How will your team continue to work towards improving your organization's HRM system?

a. Continuing education (2)

- “It is important that we all subscribe to LeaderNet so that we can keep motivated and educated. In the case of any follow-up learning please remember the MUST team.”
- “Learning from others...and more reading for references on evidence based findings.”

b. Continue to meet to address HRM challenges (21)

- “We need to keep together at round table to ensure that the weaknesses identified we come up with the action plan.
- “By holding regular meetings and sharing with other staff members.”
- “Through conducting regular meetings.”
- “Team building and follow up of the concerned key areas for improvement. Also with the ongoing review of the organization strategic plan the team will be kept awoken and active on implementing changes.”
- “As a team we drew up a programme, which will be our guide. We shall be holding meetings to stick to our goals.”
- “We are actively participating in HRM issues to solve daily matters. It is funny that regardless of our professionalism (i.e., Finance, Health, Economists) we came to be good Human Resource Managers.”

c. Implementing this action plan & continuing with future action plans (12)

- “We will revisit the other priority components and develop action plans for each. Progress will be reviewed at each of our monthly management meetings.”
- “We also plan to develop action plan plans for the other components that need to be improved.”
- “We will continue to develop a strategy and activities depending on the identified priority areas and after success of the first one.”
- “We have identified priority areas which we are going to start with when we finish with the priority area selected first.”
- “We will try to adhere to our Action Plan and keep updating it to accomplish at least to meet the top 3 HRM priorities.”

d. Further training of others in the organization (8)

- “We want to train heads of departments on issues of HRM, especially on the issues of job descriptions so as to improve the work efficiency.”
- “My team has formed a core team of trainers of trainees to continue the training of other staff at different levels.”

Appendix D: VHRM Team Participants

Team Name:		Family Guidance Association of Ethiopia (FGAE), Dessie		
Country:		Ethiopia		
	Name	First name	Position	Sex
1	Gashaw Kebede	Gashaw	Program Coordinator	M
2	Oumer Mohammed	Oumer	Youth Center Head	M
3	Getachew Gashu	Getachew	Finance & Adm. Division Head	M
4	Moges Seyoum	Moges	CBD Coordinator	M
5	Abadi Kalayou	Abadi	Area Manager	M

Team Name:		Family Guidance Association of Ethiopia (FGAE), Addis Ababa		
Country:		Ethiopia		
	Name	First name	Position	Sex
1	Fisseha Mekonnen	Fisseha	Executive Director	M
2	Hiwot Jemberu	Hiwot	Finance & Admin Director	F
3	Zena Dori	Zena	HR Manager	M
4	Mayet Hailu	Mayet	Youth & Gender Program Advisor	F
5	Desta Kebede	Desta	Program Director	M

Team Name:		Catholic Health Services		
Country:		Namibia		
	Name	First name	Position	Sex
1	Chani	Kudakwashe	Program Manager	M
2	Mumba	Alexander	Financial Accountant	M
3	Hango	Emmy-Else	Monitoring & Evaluation Officer	F
4	Sivera	Amalia	Administrative Assistant	F

Team Name:	Women Against AIDS in Kilimanjaro (KIWAKKUKI)			
Country:	Tanzania			
	Name	First name	Position	Sex
1	Itemba	Dafrosa	Executive Coordinator	F
2	Maringo	Eunice	Head of Finance	F
3	Monyo	Verynice	Assistant Programme Officer	F
4	Kissija	Lydia	Assistant Programme Officer	F
5	Urio	Alex	Accountant	M
6	Daniel	Yohana	M and E Officer	F
7	Sikumbili	Stephen	Documenter	M
8	Sabuni	Theresia	Programme Officer	F
9	Mfangavo	Luililiael	Programme Officer	F

Team Name:	Mildmay International			
Country:	Tanzania			
	Name	First name	Position	Sex
1	Kaale	Lightness	HBPC Coordinator	F
2	Msuya	Marycelina	Teaching Fellow	F
3	Makena	Ernest	Finance Manager	M
4	Milasara	Evance	Projects Officer	M

Team Name:	Tanzania youth Alliance (TAYOA)			
Country:	Tanzania			
	Name	First name	Position	Sex
1	Masika	Peter	Executive Director	M
2	Luvanda	Bernedicto	117 Health Helpline Manager	M
3	Mwanga	Joel	AB & OP Programme Manager	M

4	Mkoma	Daudi	Human resources Manager	M
5	Shirima	Sebastian	Financial Officer	M
6	Bakunde	Rogers	Studio Producer	M

Team Name:	Catholic AIDS Action			
Country:	Namibia			
	Name	First name	Position	Sex
1	Bauer	Rick	Executive Director	M
2	Muteka	Geraldine	HR Director	F
3	Kuume	Linus	HR Officer	M
4	Ndjarakana	Rahimisa	Program Director	F

Team Name:	Rushere Community Hospital			
Country:	Uganda			
	Name	First name	Position	Sex
1	Kambagira	Jotham	Ag. Director	M
2	Muramagi	Nathan	Clinical Officer/Sonographer	M
3	Amatu	Jonathan	Public Health Dental Officer (In-charge Dental Dept.)	M
4	Kanobe	Irene J. W.	Nursing Officer (In-charge nursing dept.)	F
5	Mugerwa	Enoch	Ag. Medical Superintendent (Medical officer)	M
6	Kwitonda	Herbert	Lab. Assistant	M
7	Mweisgye	Moses	Senior Accounts Assistant	M

Team Name:	WAMA			
Country:	Tanzania			
	Name	First name	Position	Sex
1	Nasib	Daudi	Executive Secretary	M

2	Mwassa	Fatma	Technical Advisor	F
3	Mgallu	Subira	Finance and Administration Officer	F
4	Matechi	Emmanuel	Health Promotion officer	M

Team Name:	Mbarara University of Science & Technology (MUST)			
Country:	Uganda			
	Name	First name	Position	Sex
1	Rukundo	Godfrey Zari	Lecturer	M
2	Arubaku	Wilfred	Assistant lecturer	M
3	Kikwaya	Alex	Princial Administrator	M
4	Twesigye	Patrick	Personnel	M
5	Birungi	Specioza	Administrator	F
6	Natukunda	Night	Personal Secretary	F
7	Kamugisha	Abel		M