



UMOYO NETWORK

Capacity Building for Quality HIV/AIDS Services Project

Cooperative Agreement # 690-A00-03-001185-00

Mid Term Review Report

For

Malawi Network of People Living with HIV/AIDS (MANET+)

15th – 19th November 2004

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EXECUTIVE SUMMARY

Umoyo Network, as part of its support to MANET+, organised a mid-term review to assess progress made in implementation of its USAID funded project, challenges faced, lessons learned and to jointly determine the way forward. The review was held from 15th to 19th November 2004.

MANET+ has received a grant from USAID through Save the Children Umoyo Network to build the capacity of MANET+ and its supporting structures (RCCs, Support Groups) to carry out their roles and responsibilities more effectively toward improving the quality of life of people living with HIV/AIDS.

During the review, it was noted that MANET+ has made a lot of strides towards achieving its goals and objectives. Among the key achievements include strengthening the secretariat to respond effectively to the needs of PLWAS support groups and in advocating for policy change at national level. However, the growing demands, management and technical support for the regional coordinating committees and mushrooming of PLWHA support groups nationwide, have over-stretching the current capacity of MANET+. Future role for MANET + need to emphasise mobilizing of more resources, both technical and material, to strengthen capacity and assist RCCs and support groups scale up their activities, increase its advocacy efforts on access to ARVs and nutrition for PLWHA and to further strengthen its own management and coordination skills.

The review process was successful and participatory and its advantages were summed up by MANET + Review team member as *“allowing sharing the ownership of the findings”* and that *“ownership of successes and challenges offered new opportunities for growth.”*

The action plans and revised Capacity Building Plan are not included as these are being prepared by the MANET Secretariat.

ACRONYMS AND ABBREVIATIONS

ADB	African Development Bank
ARV	Anti retro viral drugs
ASO	AIDS Service Organizations
BCC	Behaviour change communication
BCI	Behaviour change intervention
CBO	Community Based Organisation
CHAM	Christian Health Association of Malawi
CMS	Central medical stores
CONGOMA	Council for NGOs in Malawi
DAC	District AIDS Committee
DACC	District AIDS coordinating committees
DHO	District Health Officer
FGD	Focus group discussion
FP	Family Planning
GNP+	Global Network of People living with HIV
HBC	Home based care
HRM	Human resource management
ICOCA	Information counselling and care
IEC	Information education and communication
IF	Infant feeding
IT	Information Technology
LQAS	Lot Quality Assurance Sampling
MACRO	Malawi HIV/AIDS Counselling and Resource Organisation
M&E	Monitoring and evaluation
MIS	Monitoring Information system
MOH	Ministry of Health
MRA	Malawi revenue authority
MSF	Medicine Sans Frontiers
NAC	National AIDS Commission
NANO	National AIDS Networking Organisations
NGO	Non-Governmental Organisation
OI	Opportunistic Infections
PLWHA	People living with HIV/AIDS
PMP	Performance Monitoring Plan
PMTCT	Prevention of mother to child transmission
QA	Quality Assurance
QAT	Quality Assurance team
QECH	Queen Elizabeth Central Hospital
RCC	Regional Coordinating committees
SANASO	Southern Africa Network of AIDS Service Organizations
STI	Sexually transmitted disease
STTA	Short term technical assistance
TA	Technical Assistance
TB	Tuberculosis
TWG	Technical working group
UNC	University of North Carolina
USAID	United States Agency for International Development
VACC	Village AIDS coordinating committees
VCT	Voluntary Counselling and testing
VSO	Voluntary Service Overseas
WAC	World AIDS Campaign
WBRT	Whole blood rapid HIV testing

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I. Introduction

Umoyo Network facilitated a mid-term review for Malawi Network of People Living with HIV/AIDS (MANET+) in November 2004 to assess progress, challenges, lessons learned and draw up a joint action plan to address identified issues or challenges. The review was conducted in a participatory manner involving staff from Umoyo Network, MANET+ secretariat and MANET+ regional coordinating committees. At the end of the exercise, a feedback session was organised to share the findings with key stakeholders and to jointly strategize the future direction of MANET+ programme.

I.1 Purpose and Objectives

The purpose of the review was to identify progress made by MANET+ on its project funded by USAID through Umoyo Network. In order to achieve this purpose at the end of the review process, Umoyo staff and MANET+ staff set the following objectives:

- Know and celebrate the achievement against plans
- Know the expenditure against budget
- Identify things that have happened that were not planned for
- Agree the key challenges being faced and how to address them
- Agree an action plan for overcoming the challenges by MANET+, with identified technical assistance from Umoyo Network.

I.2 Review Team

The review team comprised of:
Philip Moses, HIV/AIDS Advisor,
Gibson Manda, Monitoring and Evaluation Specialist,
Gail Snetro-Plewman, Regional Capacity Building Advisor for Save the Children Federation,
Express Moyo, Capacity Building Manager,
Joyce Wachepa, HIV/AIDS Officer,
Reuben Ligowe, HIV/AIDS Officer,
Austin Chikoti, Financial Analyst Umoyo Network,
Anock Kapira, Executive Director MANET +
Elsie Makawa, MANET + Finance and Administration Manager,
Victor Kamanga, MANET + Programme Manager
Glenda Winga, MANET + MIS Programme Officer,
Helen Huynh, Volunteer MIS Specialist,
Austin Lifa, Regional Coordinating Committee – Southern Region
Deidre Madise, Regional Coordinating Committee – Central Region.

1.3. Process of the Review

The Review Process started with a debriefing session on Day 1. The main components of the debriefing exercise were to:

- a) Explain the purpose, objectives, and methodology of the review.
- b) Report on the achievements, including challenges and lessons learnt, against planned activities for program management and each result area.
- c) Review organisational assessments done at the beginning of the project, capacity building plans, and any other reports relevant in the implementation of this project.

The above was then followed with a process of identifying key issues, gaps or additional information that needed further exploration. From the set of key issues and gaps, objective tools/questionnaires [refer to Annex 5] were developed for use as guides in obtaining required data and key information in the field. Before the end of the day, the review team was divided into three groups with a leader assigned to each group to do field work in the impact areas of Southern Region, Central Region and Northern Region.

Day two and three were spent in the field interviewing key stakeholders, RCC, PLWHA Support Group members, key CBOs/NGO, MANET + Board members, etc.

The review teams returned to MANET + HQ on the fourth day and reconvened in the afternoon to compile and consolidate field findings and the achievements as presented on day one. In that same afternoon, the review team put together the program for the Stakeholders Feedback Meeting scheduled on fifth day of the review.

The Stakeholders Feedback meeting was held on the morning of the fifth day [refer to Program for Mid-term Review, Annex 3]. The purpose of this meeting was to inform key MANET + stakeholders and beneficiaries on the purpose of the mid-term review and to present to them key achievements and challenges of MANET +. The meeting also requested stakeholders to contribute to recommendations that would address some challenges MANET + was facing.

Before the end of the last day, the review team examined how the review process had gone. The following were comments expressed:

“MANET has a lot of opportunities that have not been quite utilised”

“The review process was participatory therefore allowing sharing the ownership of the findings”

“Ownership of successes and challenges offers new opportunities for growth”

“The review process has gone well as expected though the stakeholders meeting has not been well patronised due to short notice”

2.0 FINDINGS (ACHIEVEMENTS AND CHALLENGES)

During the previous year, MANET+ made a lot of strides towards achieving its planned activities and results. Below are among the key achievements highlighted during the review process:

2.1 Program Management

Achievements:

MANET+ reviewed and restructured its organizational system, which includes structures, policies and procedures. They managed to recruit the new Finance and Administration Manager to replace the one who resigned, Program Officer for MIS, and Volunteer MIS Specialist. It needs to be noted that MANET+ is now a bigger NGO in terms of size and capacity than it was previously

MANET + Procured 1 desktop, 1 laptop for Finance and Administration Manager and Executive Director respectively, and furniture and filling cabinets for the office.

They finalized Performance Monitoring Plan (PMP) and Year 1 Work plan.

MANET + managed to attended all Umoyo quarterly meetings to share achievements, challenges, lessons learned with other NGO partners. They also coordinated and facilitated quarterly meetings with Regional Coordinating Committees (RCCs). 3 meetings were planned in addition to other RCC meetings for planned activities. However, only 1 meeting took place and joined quarterly meeting with workshop for mobilization and VCT. This was partially achieved due to funding which was not adequate.

They conducted regular monitoring visits to support groups to provide on-spot technical assistance on their work.

They prepared and submitted quarterly report to Umoyo Network and monthly NAC Monthly Activity Report. However, it was noted that the NAC Activity report was not done on a regular basis.

Challenges;

The lack of regional offices to house Regional Coordinating Committees and Support Group does not motivates members of RCC and support groups from meeting regularly and implementing their activities in the community. Another demotivator is the lack of salaries for RCC members and this was mentioned several times by members of RCCs. Lack of offices further limits regular

supervision to RCC and Support groups from MANET + secretariat.

There has been irregular Annual General Meetings. This was due to financial constraints.

MANET+ has a limited staffing capacity to effectively support the numerous support groups mushrooming in the districts due to limited funding. In same vein, there is high staff turnover in search better packages elsewhere.

There was lack of regular interaction and communication between Board of Directors and Management. The Board raised concerns that there was typically limited interaction between Board Chairperson and Director to update each other on activities taking place and the key decisions management needed to make. Further, PLWHA representation on Board of Director's lacked skills and knowledge to adequately articulate the concerns of PLWHA.

The Strategic Plan for MANET+ was still in draft form. This somehow compromises appropriate planning and smooth implementation of MANET+ activities.

There hasn't been regular NANO Meetings. NANO has actually not met for the past year. This was due to lack of allocated budget, lack of commitment by members and fear by members for disclosing their subplots for sourcing donor funding

The roles of MANET +, NAPHAM and MANASO are not clear to the public including staff members of MANET +, their stakeholders and donors as well. There was no promotion or any attempts by MANET + to explain to members of the public what their role was in HIV/AIDS work and their uniqueness in relation to MANASO and NAPHAM.

There was a general lack of networking and coordination and this compromised sharing of experience among RCC and support group members. There was again lack of adequate communication between PLWHA support groups and MANET+ Secretariat. It was cited that this was due to limited human capacity and inadequate coordination and networking skills at secretariat level

2.2 Program Delivery

2.2.1 National picture

MANET+ has been playing a significant role in the fight of HIV/AIDS in Malawi. MANET has collaborated with government and other stakeholders in advocating for reduction of stigma and

discrimination surrounding HIV/AIDS through actively participating in national taskforces. One of the notable achievements of MANET+ is the study on stigma and discrimination which has influenced policy makers at national level to include a chapter in the National HIV/AIDS Policy focusing on PLWAs.

MANET+ has also coordinating and participated in national and international forums to represent the issues affecting PLWAs. MANET+ has been coordinating the national Candlelight Memorial activities and actively participated in the World AIDS Day Campaigns. Among the key issues that have been significant in these events is the increased care and support for people living with HIV/AIDS e.g. PLWHA access to ARV treatment.

2.2.1 Specific Results

The following are the major achievements made by MANET+ in the course of implementing its program funded by USAID through Umoyo Network.

Result 1: Increased availability of PLWHAs support services

Achievements:

In order to encourage the formation and membership of other PLWHA Support Groups, MANET+ conducted 3 sensitisation meetings with RCCs on the benefits of VCT, support group work; 3 regional workshops on support group formation with PLWHA, DACC members and community leaders; 3 workshops on group dynamics.

MANET+ has been putting up efforts to increase and diversify funding for itself and PLWHA Support Groups. In this respect, it is in the process of developing a fundraising strategy. Project proposals have been developed and submitted to donors that include, NAC for the Candlelight Memorial, ADB for bicycle ambulances, One World Action for HBC kits and bicycle ambulances. A project proposal for the Canada Fund is being developed

MANET+ has been strengthening links and referrals for PLWHA to and from other NGOs and HIV/AIDS-related services providers. So far, MANET+ has initiated the process of identifying HIV-related support services within PLWHA support group catchment areas.

MANET + has been organising and conducting trainings on how to initiate and run PLWHA Support Groups and on group dynamics. Through these activities, a huge number of PLWHA support groups are mushrooming nationwide. The volunteers who have been trained have assisted other members to set up support

groups within their localities. It was also noted that these support groups were forming linkages with bigger international and local NGOs involved in HIV/AIDS activities and operating in their catchment, such as MSF, Plan International, WVI, MACRO, Lighthouse, CADECOM, SOS, UNC, Business Communities, etc.

CBOs have benefited from training on various field provided by MANET+, e.g. Community mobilization, advocacy, counselling etc

The volunteering spirit in communities to support community HIV/AIDS work has enabled MANET+ to excel in implementing activities related to PLWA support and reduction of stigma and discrimination.

MANET received increased donor recognition and support over the period as evidenced by increased funding to implement activities.

Challenges:

There was lack of adequate IEC from MANET+ including promotional T-shirts, Caps, Brochures, etc.

MANET + is weak in either proving technical support and resources to RCCs and Support Groups or linking such groups to potential providers of technical support and potential donors. It was mentioned by several RCC members that RCCs and Support Groups generally lack resources, e.g. stationary, money for transport, telephone communications, etc to plan and implement their community activities. They have high expectations that MANET will assist, but these expectations are often not met.

Support groups and their members need a lot of technical support and skills, e.g. to reveal their HIV status to the public. MANET + lack technical capacity to meet some of these needs, nor do they show the initiative to mobilise such technical expertise from elsewhere for the benefit of PLWHA support groups and their members.

Result 2: Improved quality of PLWHA Support Services

Achievements:

MANET + continued to strengthen itself and support groups institutional capacity through conducting Management and Governance Training for its Board Members and management staff. They have drafted MANET+ constitution and HIV/AIDS workplace policy. They held quarterly Board meetings, conducted 3 strategic planning workshops for RCCs, and developed MANET+ staff training and development policy. The latter has not been implemented yet.

In an effort to strengthen PLWHA support groups technical capacity, MANET+ carried out a number of capacity building activities which included national empowerment training workshop (TOT in key support service areas) for RCCs, training in communication skills for support groups and orientation workshop on national policies, guidelines, protocols and standards.

MANET+ is encouraging the development of sustainable quality assurance systems for PLWHA Support Groups. So far MANET+ has distributed relevant national standards, guidelines, policies and standards to selected support groups in the southern region, such as Youth Ambassador, PUSHA in Chiradzulu, and RCC South. MANET+ also conducted regular monitoring and follow up visits to support groups to ensure proper use of national policies, guidelines, protocols and standards.

Result 3: Reduced stigma and discrimination around VCT and other HIV-related services

Achievements:

Advocacy for PLWHA rights and provision of quality treatment and ARV remains a critical role for MANET+. So far, MANET+ has conducted a sensitisation meetings with the Law Commission, Faith Based Organisations (FBOs) and with journalists in the media on study findings on Stigma and Discrimination - "Voice for Equality".

In the implementation of regional advocacy plans, a meeting was held on Counselling, Stigma and discrimination for RCC Central and RCC North. These meetings included members of various PLWHA support groups and representatives from DHOs.

MANET+ conducted 3 workshops, one in each region, for health care providers. The purpose of the workshops were to sensitise health care providers on HIV/AIDS stigma and discrimination and on access to treatment for PLWHA. They also had three meetings with traditional and religious leaders on stigma and discrimination.

They organized and coordinated national event on the International Candlelight Memorial Service in Malawi. This year's commemoration took place in August in Mangochi District. This was attended by around 2,000 people. MANET + also participated in World AIDS Day preparations and World AIDS Campaign event itself.

MANET + participated and represented PLWHAs at international and national forums and/or conferences. These included SANASO conference in August 2003, ICASA Conference in September 2003,

Uganda PLWHA Conference in October 2003, Community Care Conference in Senegal in December 2003, and XIV AIDS Conference in Bangkok Thailand in July 2004.

MANET + represented, and continues to represent concerns of PLWHA at in policymaking level through participating in HIV/AIDS TWG meetings hosted by NAC and donor meetings held by various donors. Worth noting is MANET +'s study on Stigma and Discrimination. This received wide circulation and resulted in bringing about a chapter in the National HIV/AIDS Policy on PLWHA. about PLWHAs and represent PLWHAs at global fund meeting, and utilized a special envoy Steven Lewis to raise issues.

Challenges

Despite the forthcoming free access to ARVs, MANET + was not fully attending to advocacy for nutrition, ARVs, and access to treatment of opportunistic infections.

The RCCs do not have their own bank account. Programme money was being kept in one of RCC members' personal accounts.

There was no adequate funding flowing to RCCs and their Support Groups from MANET +. As a result, there were limited accomplishments made by RCCs, their work plans were not being implemented and were not visiting support groups in their catchment areas as required.

3.0 CONCLUSIONS AND RECOMMENDATIONS

Through review of MANET+'s progress, achievements, challenges and feedback from various Support Groups, RCCs coordinators, Board members and stakeholders, it was apparent that MANET+ plays an important role in advocacy, mobilisation, networking and capacity building of PLWHAs and support groups. MANET+ has the expertise and experience in addressing the needs for PLWHAs. However its main challenge remains the lack of capacity, in particular, human resources. MANET+ needs to strengthen its capacity, refocus its programme strategies, expand its role in networking and coordination, and be more proactive and creative in resource mobilization. MANET+ should promote its roles and values and increase its collaboration with government and other national stakeholders.

With the increase in access to VCT and introduction to free ARVs, the needs for increased involvement of support groups at community level is crucial. MANET+ needs to expand and strengthen its role and have the stronger voice representing PLWHAs, promoting the spirit of voluntarism in communities, mobilising, networking and providing on-going support to PLWHA support groups. It was recognized that MANET+ has grown in size and capacity; however, the expectations and demand for MANET+ programme services has also increased tremendously.

Promotion of MANET+: The majority of people don't know who MANET+ is, or how exactly does MANET+ work. Many people see MANET+ as an organisation for PLWHAs alone, and its roles and mandate are not clear and not distinct from those of MANASO and NAPHAM. When promoting MANET+ it should be stressed that MANET+ represents and addresses the needs of both the infected and affected and therefore, everybody can take part. This will help reduce stigma and discrimination while at the same time taking advantages of MANET+'s full position and expertise to mobilise communities and increase public participation. MANET+ should work with the media in promoting its programmes.

Roles and Strategic Focus; MANET+ has added values and distinct advantages and these should be clear to MANET+. Most recommendations regarding MANET+'s programmes and activities are that MANET+ should place more focus on networking, coordination and monitoring and less on implementing activities. MANET+ should have a stronger voice and influence for PLWHAs and therefore should be more proactive in advocacy and policy issues. MANET+ should continue to advocate for increase access to ARV, the issue of CD4 count, and most importantly, nutritional support for PLWHAs.

MANET+ needs to increase its support services to member Support Groups, especially in capacity building and resource mobilization. MANET+ should build a stronger relationship with other stakeholders in VCT, such as MACRO or MSF, and be more active in providing support to establishment of new support groups and new post-test clubs. MANET+ should expand and reach out to rural areas where such support is lacking instead of just responding to groups that have come forward.

MANET+ needs to strengthen its role in networking and coordination by creating more opportunities for exchange visits, experience sharing among support groups and to increase collaborations with stakeholders

MANET+ needs to revisit its programme focus and finalise the 2003-2008 Strategic Plan.

Strengthening NANO relationship for MANET+, NAPHAM and MANASO: MANET+, NAPHAM and MANASO need to collaborate in their programmes and activities at all level. NANO needs to resume to clarify roles and expectations, avoid duplication of efforts, and enhance sharing of information, coordination, joint resource mobilization and planning among all 3 organizations. NANO members including MANET + need to increase commitment to NANO, need to dedicate budget and schedule regular quarterly meetings.

It was recommended that annual chairmanship would increase effectiveness of NANO, compared with quarterly chairmanships. MANET+, NAPHAM and MANASO need to develop a culture of trust, clear roles and values and should not appear to be competing against each other to the donor community, beneficiaries and the public.

In marketing itself, MANET + should not only stress its uniqueness, but also highlight the existence and functions of NANO and the collaboration among the three organisations so that the public is well informed. New members to MANET+ or NAPHAM or MANASO need to be oriented about the roles, programmes and activities of each organization.

Strengthening management and capacity of MANET+'s secretariat; It is recognized by all stakeholders, member support groups, RCCs and Board members that MANET+'s most critical issue is its lack of capacity, especially human capacity. The few key staff members are considered very dedicated and knowledgeable; however much more support is needed for MANET+ to ensure quality program delivery. In view of its limited capacity and expected increase of its services, MANET + need to refocus on more strategic areas.

Strengthening of management skills is required at Secretariat level. MANET+ needs strengthening in areas such as in communication, delegation of responsibilities and coverage for staffs on sick leave. MANET+'s basic administration such as handling of emails, transport, advance notice to events and meetings and coordination could be improved, according to some stakeholders.

Enhancing technical support to member support groups: In order to increase support to its member support groups, MANET+ needs the required capacity to provide more technical support through frequent mentoring and follow up visits. It was recommended that MANET+ needs to have regional offices with paid staff and physical structures. This will enhance strengthening of coordination for activities of RCCs and regional support groups and collaborate with other stakeholders at district levels. In addition, MANET+'s secretariat work plans need to be harmonized with RCC's work plan.

Relationship with Board of Directors: MANET+ needs to increase interaction and communication with its Board of Directors to update the latter on progress being made.

Management and Capacity of RCCs: The main challenge for RCCs in carrying out its roles and responsibilities, in providing support to its member support groups and in regular communication with MANET+'s secretariat, is the lack of funding. In addition, RCCs need additional direction from MANET+, technical support and improved communication. RCCs should be provided with procedures on how access funding from MANET+ secretariat. Further MANET+ should be providing training, not just on their roles and responsibilities, but also on more technical HIV/AIDS, e.g. nutrition. If an RCC is inactive, MANET+ should be more proactive in following up on why it is not performing.

MANET+ need to consider having its presence in the regions through employing a full time coordinator with infrastructure including office, vehicle, etc. This will strengthen its assistance and support to the RCCs. Short term solutions suggested included financial support to enhance communication, such as phone card allowance of MK2000 per month and assistance with public transportation.

Capacity building of Support Groups: Most member support groups are receiving inadequate support from MANET+. MANET+ needs to provide more training in specific areas such Leadership, Formation of Support Groups, Advocacy, and Resource Mobilization. Technical assistance from MANET+ needs to be frequent and structured and does not necessarily require to be formal training or workshop based. MANET+ should do more visits to Support Groups to mentor and follow up on activities and progress. Clarity of reporting, tools and methodology for

record keeping at support group level need additional support from MANET+. Having regional offices to anchor regional coordinating committees and support groups will be essential to facilitate closer mentoring and support to all support groups.

Diversifying information sharing and capacity building mechanisms: Since MANET+ lacks capacity to sufficiently provide assistance to the support groups; MANET+ should utilize the skills and capacity of other organisations. Experience sharing among support groups and RCC and through the networking and coordination role of MANET + and its RCC is therefore recommended.

There is need for increased communication between Support Groups, MANET+ Secretariat and Stakeholders. Annual general meetings should be hosted more regularly. MANET+ should provide support groups with more direction, IEC materials and promotional materials such as T-shirts, caps, and brochures. In addition, MANET+ needs to build capacity and skills for PLWHA in support groups to come out in the open about their positive HIV Status.

Mobilization for support groups: MANET+ needs to strengthen its role in linking support groups to funding agencies. The biggest challenge for support groups is lack of funding for programme implementation, office space, communication, and transport. In the short term and in particular in starting new support groups, MANET+ could provide small allowances for office supplies and communication to improve day-to-day operations. It is essential that all support groups receive adequate training in resource mobilization and additional support through mentoring and assistance in proposal development.

MANET+ needs to identify potential donors and link them to support groups and at the same time promote support groups to donors. Follow up is needed to ensure support groups are proactive in exploring different sources of funding and developing their own proposals.

Advocacy and communication: MANET+ needs to be much more proactive in its advocacy programme with unprecedented focus on increasing access to ARVs and nutritional support to PLWAs. MANET+ should take a lead in HIV/AIDS Workplace policies. In addition to providing expertise in program development, MANET+ could identify and approach institutions that need such programmes.

As an umbrella network of PLWHAs, MANET+ has an added advantage to play a key role in Behavior Change Communication, mobilize PLWHAs to participate in education program. MANET+ should also develop and disseminate IEC materials, focusing on Positive Living messages.

4.0 ACTION PLAN

Activity	By whom	By when
<i>Short-term Interventions</i>		
Produce Support Group Directory		
Prepare contact list and mailing list (including stakeholders)		
Develop criteria for support group funding application procedures and guidelines	FAM	
Finalize HIV/AIDS Policy and Strategies		
Produce Newsletter		By February
Website development		
Resume NANO meetings		
Increase support to RCCs		
Conduct exchange visits		
Establish regional offices with paid staff	ED	
Provide funds for communication, transport, office supplies for RCCs and SGs	ED/FAM	
Improve M&E, profile and report of SGs		
Promote MANET+, clarity roles		
Identify IGAs for support groups		
Mobilize resources for support groups		
Increase collaboration with stakeholders in VCT areas eg. MACRO, MSF, Dignitas		
Disseminate (NAC, MOH) IEC materials to SGs		
Develop and disseminate MANET's IEC materials		
Strengthen Advocacy, focus on Nutrition Supplements		
Increase communication with Board of Directors		
Continue conducting regular visits to SGs		
<i>Long term Interventions</i>		
Strengthen RCCs, regional offices.		
Mobilize resources for SGs		
Capacity Building for SGs – Proposal Writing		
Increase collaborations with stakeholders, media, public		
Strengthen Advocacy, focus on Nutrition Supplements		
Develop IEC materials on positive living		

ANNEX I

Names and Contact Details Of The Review Team Members

No	Name	Title & Organisation
1.	Philip Moses	HIV/AIDS Advisor, Umoyo
2.	Gail Snetro	Capacity Building Adviser, Save the Children Regional Office
3.	Gibson Manda	M&E Specialist, Umoyo Blantyre
4.	Express Moyo	Capacity Building Manager, Umoyo Lilongwe
5.	Joyce Wachepa	HIV/AIDS Officer, Umoyo Blantyre
6.	Reuben Ligoye	HIV/AIDS Officer, Umoyo Lilongwe
7.	Austin Chikoti	Finance and Grant Manager, Umoyo Lilongwe
8.	Anock Kapira	Executive Director, MANET+
9.	Victor Kamanga	Programme Manager, MANET+
10.	Elsie Makawa	Finance and Administration Manager, MANET+
11.	John Onen	Programme Officer GIPA, MANET+
12.	Glenda Winga	Programme Officer MIS, MANET+
13.	Helen Huynh	Volunteer MIS Specialist, MANET+
14.	Austin Lifa	RCC member, Southern region
15.	Deidre Madise	RCC member, Central region

Annex 2

Names and Contact Details of the People Interviewed.

Northern Region Team Anock Kapira, Gail Snetro, Austin Chikoti, Austin Lifa				
No	Organisation	Name & Title	Relationship	Comments
1.	Katete		SG	
2.	DACC		SG	
3.	DHO	Dr. M. Kagoli – District Health Officer	Stakeholder	
4.	Tovwirane	Johnson Kinuwi	Stakeholder	
5.	RCC	Mr. Leonard Kalasa – RCC Coordinator	RCC	
6.	Mzuzu Central Hospital	Senior Matron	Stakeholder	
7.	St John of God	Mr Ziba – Admin Manager	Stakeholder	
8.	Board of Directors	Mr Bashil Nkata	BOD	
9.	Tigomezge	Margaret Mbambo –Chairperson	SC	Vice-Chair of Treasury of RCC
Southern Region Review Team: Victor Kamanga, Phillip Moses, Deidre Madise, Joyce Wachepa				
No	Organisation	Name & Title	Relationship	Comments
1.	PUSHA	Pastor Masina	SG	
2.	Suport Groups - Chiradzulu		SG	
3.	Umoyo Network	Isaac Chipofya	Stakeholder	
4.	MANASO	Francina Nyirenda	Stakeholder	
5.	AWISA	Nobbet Roesch	RCC	
6.	DHO – AH Mhango	AH Mhango – Ag. DHO	Stakeholder	
7.	Board of Directors	Justice A. Msosa - Board Chair	BOD	
8.	Development Broadcasting Unit – MBC	David Kamkwamba	Stakeholder	
9.	RCC	Mr Chimwemwe Mtawali, Pr. Masina	RCC	
10.	Youth Ambassadors	Chimwemwe Mtawali	SG	
Central Region Review Team: Elsie Makawa, Reuben Ligoye, John Onen, Helen Huynh, Express Moyo				
No	Organisation	Name & Title	Relationship	Comments
11.	NAPHAM	Monique Schuiling– Acting ED Dickens Kolondo – Technical Advisor Ulanda Chilezi - Data Officer	Stakeholder	Interviewed As Stakeholder

12.	NAPHAM Branch	Jacob Kambemba – Field Supervisor (also in RCC) Ruth Nkuya – Receptionist Kesbey Hara – Care and Support Officer	SG	As Support Group
13.	UNDP	Pindulai Makufa UNDP	Stakeholder	Unable to schedule appointment
14.	NAC	Doreen Sanje – Head of Partnership and Liaison Robet Chizimba – Advocacy Officer	Stakeholder	Roy Hauya was not available
15.	UNFPA	UNFPA – Helen Thom	Stakeholder	
16.	Malawi Bridge Project	Kristen Bose – Chief of Party Kent Mphepo – Youth Coordinator	Stakeholder	
17.	USAID	Elise Jensen –	Stakeholder	Unable to schedule appointment
18.	DHO	Dr Joshua – DHO Dowa	Stakeholder	
19.	MANET+ Board of Director	Mr Nyirenda - Vice Board Chair	BOD	
20.	Interfaith AIDS Secretariat	Mr Simwaka – E.D.	Stakeholder	
21.	MOH	MOH VCT – Officer in HIV/AIDS Unit	Stakeholder	Unable to schedule appointment
22.	Malawi Police Service	Mr Chatsalira - HIV/AIDS Coordinator	Stakeholder	
23.	MACRO	Mr Limbe - ED	Stakeholder	
24.	Malawi Council of Churches	Mrs Sefu – PO	Stakeholder	Unable to schedule appointment
25.	NASFAM	Ethel Yabu – HR Manager	Stakeholder	
26.	MAICC	Mr.Kadutsa - ED	SG	Interviewed as Stakeholder instead of SG
27.	RCC	David Kazisonga – Vice Chairman	RCC	

Annex 3

FINAL PROGRAM FOR THE REVIEW

DATE FOR REVIEW:

Monday 15th to Friday 19th November 2004

Time	Activity	Lead person
Monday 15th November Venue: MANET + HQ		
9.30 – 12.30	Welcome and Introductions	Anock Kapira/Philip Moses
9.45 – 12.30	Presentation of progress against project plans to date, achievements and challenges, by program management, results 1, 2, 3.	Anock Kapira
	Update on action plans since August Desk Review	Anock Kapira
	Briefing on findings and recommendations on any other MANET reports. Progress on capacity building plans and action plans of people trained	Anock Kapira
	Briefing on findings and recommendations of organization assessment	Express Moyo
	Presentation on budgetary performance and its challenges	Austin Chikoti /MANET finance manager
12.30 – 13.30	Lunch	
13.30 – 16.30	Briefing on findings and recommendations of the pre-award assessment and any recent vouching and mentoring visits	Austin Chikoti
	Identification of gaps in information – Team deciding on what else they need to know or verify?	Gibson Manda
	Develop tools/questionnaires to gather data	Gibson/Philip/Gail
	Decide small team membership, leader and note-taker. Confirm visits and meetings. Arrange logistics for field trips.	Philip
Tuesday 16th November – <u>Early</u> morning travel to respective fieldwork sites and districts.		
BLANTYRE Southern Region Review Team: Victor Kamanga, Phillip Moses, Deidre Madise, Joyce Wachepa		

	Southern Region Review Team Interviews in Blantyre District	
LILONGWE Central Region Review Team: Elsie Makawa, Reuben Ligoye, John Onen, Helen Huynh, Express Moyo		
	Central Region Review Team Interviews in Lilongwe District	
MZUZU/MZIMBA Northern Region review Team: Anock Kapira, Gail Snetro, Austin Chikoti, Austin Lifa		
	Northern Region Review Team Interview in Mzuzu and Mzimba District	
Wednesday 17th November		
BLANTYRE Southern Region Review Team: Victor Kamanga, Phillip Moses, Deidre Madise, Joyce Wachepa		
	Southern region Field Work Team Interviewing in Blantyre District	
LILONGWE Central Region Review Team: Elsie Makawa, Reuben Ligoye, John Onen, Helen Huynh, Express Moyo		
	Central Region Field Work Team Interviews in Lilongwe District	
MZUZU Northern Region review Team: Anock Kapira, Gail Snetro, Austin Chikoti, Austin Lifa		
	Northern Region Review Team Interviews in Mzuzu and Mzimba District	
Thursday 18th November Early morning travel back to Lilongwe.		
12.00 – 16.30	Review Team Meeting at MANET + HQ to review field findings, consolidate major achievements, major challenges, ways forward to strengthen the strengths and overcome the challenges	Philip
12.30-13.30	Lunch	
13.30 – 15.00	Continue Meeting as above Draft Program for Stakeholders Feedback Meeting	
15.00 – 15.15	Tea	
15.15 – 16.30	Prepare Presentation for Stakeholders Feedback Meeting.	
16.30	End of above Meeting	
Friday 19th November Stakeholders Feedback Meeting. [venue MACRO Secretariat Boardroom]		
08.45	Welcome Remarks and Introductions	Anock Kapira
	Purpose and Objectives of the Review Overview of process	Philip Moses

09.15	Presentation of findings 1. MANET + Achievements and challenges by Program management, Result 1, 2, 3. 2. Information and Issues from RCCs 3. Information and Issues from Support Groups 4. Information about NANO 5. Information obtained from MANET + Stakeholders 6. Information from Board members 7. Recommendations	Anock Kapira Austin Lifa Victor Kamanga Joyce wachepa Helen Huynh Victor Kamanga Gibson Manda
10.15	Clarifications, Questions and Discussions	Gibson Manda
11.00	Vote of Thanks and Closure of the Meeting	Express Moyo
	Tea	
1300	Review Team meeting to consolidate findings and draft report. [venue MANET + HQ	Philip
15.00	Tea	
16.30	End of the Review	Anock Kapira

Annex 4

List of Data Source Material Reviewed

- MANET + Proposal and budget 1st October to 31st March 2006
- MANET + Annual Work plan April 2004- March 2005.
- Quarterly narrative reports and Umoyo responses
- August desk review report
- Financial reports, management letters and responses
- Pre-award assessment report
- Organization assessment report
- Umoyo staff trip reports on visits to MANET
- Correspondence
- Draft Capacity Building Plan
- Updates on action plans of NGO staff trained by Umoyo
- Voices for Equality and Dignity [March 2003] –Qualitative research on Stigma and Discrimination.
- Plan for the consultancy on Expansion strategy for GIPA, NAC

Annex 5

Tools Used for Data Collection

Support Groups & RCC Questions

1. What do they know about MANET? (How to join? Services currently provided?)
2. How are the RCCS/ SGs structured (Do they have chair? Etc)
3. How do they operate (Do they have a work plan, where they meet? Have a budget?)
4. How do they view their roles and responsibilities?
5. What have been their accomplishments?
6. Can they associate their successes to MANET? If so how?
7. What have been their challenges?
8. How are their services linked to other providers?
9. How have they utilized the skills and knowledge gained from MANET? (Be specific according to trainings they've attended)
10. What materials have you received from MANET? (Do they have a record?)
11. What support do they receive from MANET?
12. Is this support sufficient and if not, what additional support would you need?

What other mechanisms can they use to share/disseminate info?

13. (For SG) How are they reporting their activities? Who do they currently report to?

NANO Questions (NAPHAM, MANASO, MANET)

1. What is the purpose of NANO?
2. How often have you met in the past year?
3. What have you discussed when you've met?
4. If you haven't met, why not?
5. Do you think NANO is still useful mechanism?
6. How do you think NANO can be improved?

Stakeholders Questions

1. How does your organisation currently collaborating with MANET?
2. What have been the advantages of your interaction with MANET?
3. What have been the challenges working with MANET?
4. What recommendations would you have for MANET in order to improve their services to PLWHAs?
5. How would you further improve your collaboration with MANET?
6. What do you think about the quality of MANET activities?
7. How do people perceive MANET?
8. How do they currently contribute to MANET services?

9. What do you think MANET has contributed to National Policies?
10. How has MANET influenced your advocacy efforts?

MANET Staff Questions

1. How have you benefited from training organized by Umoyo?
2. How have you benefited from the training organized by MANET?
3. What additional support would you want from Umoyo?

Board and Management Questions:

1. What have been the current roles and responsibilities governing MANET?
2. What are your successes in governing MANET?
3. What are the challenges in governing MANET?
4. How do you view the role of management with respect to the board?
5. (For MANET Mgmt) What is the perceived role of management with respect to the Board?
6. How do you currently replace retiring Board members?
7. What is the criteria for representation on the Board?
8. To your knowledge why is the Strategic Plan (2003-2008) still in draft form (since May 2003)?
9. What has the process for developing and approving the Strategic Plan? (do you require approval from Board?)
10. (For MANET Mgmt) What have you implemented of your draft Strategic Plan?
11. What MANET policies are in place, what still need to be done and how complimentary are they?
12. How are MANET policies implemented?
13. How does the Board support policy development and implementation?

Annex 6

Revised Capacity Building Plan

MANET+ will develop the action plan and revise the Capacity Building Plan and submit these to Umoyo. MANET+ Secretariat will take a lead on this and will be assisted by Umoyo Network Capacity Building Unit. It is expected that the Revised Capacity Building Plan will be completed by end of February 2005.