



Volume 9 Number 4: December 31 2009

Introduction

It is with great pleasure that we present to you the fourth and final edition of MSA Quarterly Highlights for the year 2009. This newsletter is published to keep MSA partners, clients as well as grantees of both MacArthur Foundation and Packard Foundation in Nigeria, updated on latest developments and events pertaining to MSA activities and vice versa.

We are grateful to all those who made the 2009 editions a success and hope that the zeal to share information will continue in the coming year. We welcome comments, suggestions and feedback and invite you to contact us at info@msanigeria.org.

In this issue:

- | | |
|--|-----|
| • MSAN: Improving the Financial Mgt capacity of NGO practitioners | 1 |
| • MTNF: Strengthening implementation of M&E projects for increased impact | 2 |
| • News from Packard Foundation and Grantees | 2 |
| • News from MacArthur Foundation and Grantees | 4 |
| • News from MSA Ghana | 6 |
| • Announcements | 7-8 |

Organization Development

• **MSA NIGERIA: Improving the Budgeting and Financial Management capacity of NGO practitioners:** As part of MSA's aim at building the capacity of individuals within the NGO sector through trainings, MSA designed and conducted a 2-day budgeting and financial management course for NGO practitioners. The training held on 11-12 December, 2009 at the Gracious Hotel, Abuja. Sixteen participants from various NGOs including SFH, Global Rights, CEDPA, CLEEN Foundation, Isa Wali Empowerment Initiative, Comm. Health & Research Initiative (CHR), Social & Economics Rights Action Center, Jhpiego/USAID, Ajegunle Community Project (ACP) and Zamar Institute subscribed to and participated in the training. The long term goal of the course is strengthened capacity of participants to contribute effectively in the budget process of their organizations' to support social sector development. The course was facilitated by a 3-member faculty led by Mr. Joseph Majiyagbe, a seasoned financial management practitioner with over 20years multisectoral experience. A mix of training methodology including lectures, plenary sessions, individual and group sessions and case studies were used to enhance learning.



Cross-section of participants at the training

The training covered a wide range of topics in auditing process, financial management, budget and financial controls. At the end of the training, participants were presented with certificates for attendance and performance. (*Biola Alade, Senior Technical Services Assistant, MSA*)

• **NPHCDA:** Recognizing the importance of good governance and the oversight role of the Board in institution building, a 2 day retreat was organized for the Board of the National Primary Health Care Development Agency (NPHCDA). The purpose of the retreat was to empower the Board to fully understand their roles and responsibilities, strategize on new ways of thinking and taking action as a high performance Board. The retreat held on November 13 - 14, 2009, at the Universal Hotel, Enugu and had in attendance members of the Agency Board, Executive, and Senior Management staff. Facilitated by a team of consultants, including MSA's Interim Country Team Leader, Denike Onasoga-Molake, the retreat also served as an avenue to review the agency's departmental activities as presented by departmental directors. Board members subsequently developed an action plan to galvanise the agency in coordinating the development and implementation of high quality, sustainable primary health care in Nigeria.

MTN Foundation M&E Project

● **MSA Training Course:** A 5-day training on Improving Written Communication was held from October 19-23, 2009 at Gracious Hotel, Abuja. The training sought to meet the specific writing needs of SRH organisations staff, and was aimed at increased effectiveness of SRH organisations in their strategic communication for resource mobilisation. The lead Facilitator, Mr. Kayode Samuel took participants through practical sessions that allowed participants have hands on experience in writing official letters, memos, and project proposals.

● **TSHIP: Improving health systems and management for higher quality service delivery in Nigeria:** The targeted States High Impact Project (TSHIP) is a five-year program focussing on the improvement of health systems for higher quality Maternal, Neonatal and Child Health, Family Planning, and Reproductive Health service delivery in Nigeria. Led by the John Snow Incorporated (JSI) team, the project is being implemented in Bauchi and Sokoto states. MSA is responsible for the organizational development component of TSHIP. USAID had an orientation for the implementation team on October 8-9, 2009 in Abuja. The Agreements office and other Administrative Offices of USAID/Nigeria provided a detailed briefing on reporting requirements, expectations and administrative help to be expected from USAID. The second day had partners in attendance with USAID giving a number of informative presentations on its programs, partners, expectations and rationale for TSHIP. The MEMS team (which provides USAID technical assistance on data quality) also made a presentation. TSHIP is presently USAID's largest project in Nigeria. (Nancy Harris, Acting Chief of Party, TSHIP)

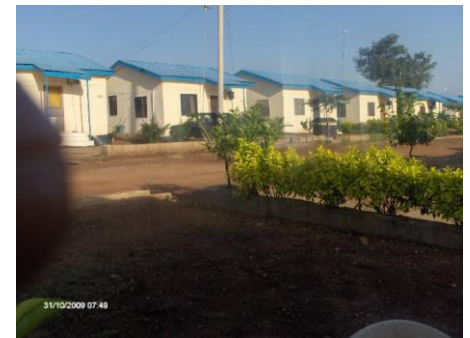
● **Strengthening implementation of M&E Projects for increased impact:** As part of activities to strengthen the M&E systems and functions for effective management of MTNF supported projects in Nigeria, MSA conducted a Performance Indicators Development Workshop. The workshop took place between October 12 - 14 with the purpose of creating a participatory forum for the Foundation and its partners to build consensus around key indicators that aid the determination of the performance of the various projects on a continuous basis. The workshop was facilitated by a three-member team from MSA comprising of Dayo Adedoyin (Technical Associate), Denike Onasoga-Molake, Interim Country Team Leader and Henry Debem, Monitoring and Evaluation Specialist. Participants worked in groups along project lines with support from the MTN Foundation staff, and developed indicators for their various projects. The Foundation wide draft indicators will be developed by MSA Technical Associate, Dayo Adedoyin and shared with the Foundation for inputs and finalisation. (Stephen Amuwa, MTNF M&E Coordinator)



Cross-section of participants at the workshop. Second left is the Executive Secretary of MTNF, Ms. Nonny

● **Project Evaluation:** MSA designed and commissioned evaluation of three MTNF projects namely: Lady Mechanic Initiative (LMI) in Lagos State, Milk Flow in Kaduna, Bauchi and Plateau States, and Housing Scheme (Habitat for Humanity) in Karu, Nassarawa State.

The purpose of the evaluation was to document outcomes and impact of the projects while also drawing lessons to inform replicating or scaling up of similar projects in the future. The evaluation exercise for Milk flow, and Habitat project went as scheduled. Summary of findings and lessons learned have been shared with the Foundation to inform decision making, and improved project implementation. The LMI project evaluation will be concluded in the first quarter of 2010. (Henry Debem, M&E Specialist, MSA Nigeria)



Picture showing the houses built under the MTNF funded Habitat Project

● **Progress Monitoring of MTNF Projects:** MSA has been providing technical assistance to MTN Foundation to institutionalize its M&E systems and practices since 2007. One of the components of this assistance requires that MSA design and conduct progress monitoring visits to the Foundations' project sites. The first monitoring field visits for the second phase of the project took place from November 09 - 27, 2009. The purpose of the visits were to establish and document implementation and management status of the projects and subsequently, make recommendations that will inform decision making for improved outcomes. MSA deployed its staff and Technical Associates to the 15 states. (Lagos, Ogun, Ekiti, Katsina, Gombe, Kano, Sokoto, Plateau, Bauchi, Kogi, Edo, Delta, Imo, Rivers and Cross Rivers) that were covered during the exercise. (Steven Amuwa, MTN Foundaion)

News from Packard Foundation and Grantees

● **SICHST: Improving the Primary Healthcare System in Nigeria through capacity building:** To ensure the effectiveness of primary health care in Nigeria, Shehu Idris College of Health Science and Technology (SICHST) developed the Reproductive Health Training Curriculum for Community Health Officers (CHO), Public Health Nurses (PHN) and Community Health Extension Workers (CHEWS). This was made possible through initial support from the Lucille and David Packard Foundation, through the defunct International Family Health. Subsequently, Packard Foundation also provided additional support through Ipas Nigeria. Successful implementation of the project resulted in the endorsement of the curriculum by regulatory bodies for adoption and implementation in Nigerian Colleges/Schools where these cadre of staff are being trained. To share lessons learned and project achievements, the SICHST Reproductive and Rights Curriculum Scale Up Project held a dissemination workshop on October 15, 2009 at the Conference Hall of the College Library on the Main Campus of the institution in Makarfi, Kaduna State. The workshop had in attendance about 70 participants comprising of Provosts of Health Institutions, Packard Foundation and its grantees in Nigeria, development partners, Government representatives and select management and academic staff of the college. The workshop was used as an opportunity to create awareness on the activities of the SICHST Reproductive Health and Rights Curriculum Scale Up Project and to suggest the next line of action to all project

stakeholders. (Mallam Shehu Mohammed, Provost SICHST)

News from Packard Foundation and Grantees

● **Packard Foundation: sustaining the gains of 10 years of operations in Nigeria:** The foundation, as part of the planning process for the 11th Meeting of PF grantees in Nigeria, constituted a planning committee made up of representatives from grantee organizations. The first meeting of the committee was held on Tuesday December 15, 2009 at the Foundations' Country Office. This meeting came up with a draft invitation list and other logistic issues were also discussed. This will be the last Grantees meeting to be held in-country before the Country Program Phase out in December 2010. The next planning meeting is scheduled for January 2010. (Zainab Abubakar, Program Associate, Packard Foundation, Nigeria Country Office)

● **JHU Kusaurara Project: Educating through film:** KU SAURARA project will soon launch its new Hausa home video, *Burina* (My Dream) that was recently shot at Kujama town in Kaduna state. According to the Senior Program Officer of the project, Hajiya Hadiza Baba Yaro, the shooting of the film was completed last December. The new home video, *Burina* according to Baba Yaro is another Ku Saurara produced entertainment-education home video that seeks to encourage husbands and wives to speak to each other openly about their health. 'This film provides reproductive health information in an entertaining story to encourage newly married women go to the health facility for their reproductive health care. We want them to access various health information and services such as antenatal care, delivery, birth spacing and child care etc available in local health facilities', she added.

It is a story of a young woman who has to deal with love, marriage, perceived fear and hurt and finally find reconciliation and harmony at home. This story is wrapped in the key strategic issues that Ku Saurara is promoting; positive spousal communication and improving health-seeking behaviours of young Hausa brides. The film promotes community involvement where neighbours and elderly family members such as grand mothers will assist newly young married women with information on how to access various health services available in health facilities.

The film was produced by Newage Network Kaduna and features shining artists of the Hausa film industry such as Maryam Booth, Fati KK, Fati Jafaru, Aishatu Mahuta, Zaharadden Sani and Isma'ila Koli. The film launch scheduled to hold in March at a venue to be announced later is expected to attract the representatives of the primary target audience; newly married young women, youth organizations, government representatives, development partners and media organizations among others.

● **Ipas: grooming the youth for future leadership:** During Ipas' 2009 Fiscal Year, with resources leveraged from other donors, Ipas inaugurated a Youth Postabortion Care Network (Youth PACNet) with a membership primarily consisting of medical students from five universities in the South Eastern part of Nigeria. This network currently has more than 450 members and will continue to expand. Ipas, as part of its capacity building efforts for the network, conducted a 3 day training in advocacy, reproductive health issues, and leadership for 26 of these students last year in the South. Plans are underway to replicate this training in the North during the 2010 fiscal year. Ipas is also exploring opportunities for



Nana (Maryam Booth), Lead character in the new Kusaurara film 'Burina'

supporting the Youth PACNet in conducting awareness activities about reproductive health issues, especially contraception and abortion, within their universities. This strategy will help to prepare the next generation of PACNet members to assume future leadership roles of protecting Nigerian women's sexual and reproductive health and rights. (Chudi Ene. *Ipas Nigeria*)

• **CEDPA: Increasing the momentum for maternal mortality reduction in Kano State:** The Centre for Population and Reproductive Health Activities (CEDPA) provided support for a Kano State Stakeholders Meeting on Maternal Mortality. The meeting which held on December 10, 2009 at NI'MAH Guest Palace Kano was aimed at strengthening Safe Motherhood partnerships at all levels in Kano state and promote the harmonization of safe motherhood resources among partners. It also sought to ensure that efforts at promoting maternal and child health services are not duplicated. Giving a presentation on Maternal and Child progress in Kano, Dr. Dikko B. Umar, Kano State Chairman on Free MCH said the introduction of Magnesium Sulphate reduced maternal deaths due to eclampsia by 70%. He also said that the voluntary blood donation to the Blood Bank in Murtala Mohammed Hospital reduced maternal death due to Post Partum Haemorrhage.

A presentation was also made by Dr. Sani Wali on the proposed Bill on Free Maternal and Child Health. Dr. Wali who is the Director, Medical Services and the State Committee Chairman on Free MCH Bill drafting committee said the Bill is being presented as an executive bill and called on stakeholder to work collectively to see to its passage once it gets to the State Assembly. The 9 man Bill drafting committee is funded by

CEDPA and the COMPASS. (Dr. Nana Chidi Emmanuel, CEDPA)

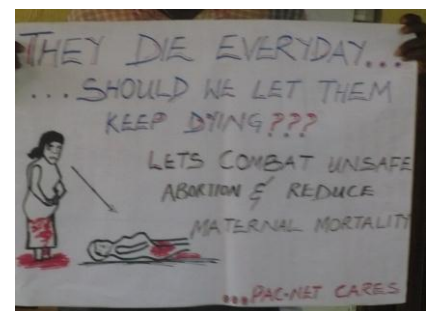
• **JHU: Ku Saurara Fronts Regional RH Advocacy Network:** Ku Saurara project has spearheaded the formation of a strong regional reproductive health advocacy network that comprises of networks from five states of Bauchi, Jigawa, Kaduna, Kano and Katsina. This is with the aim of having a strong voice that will speak up on reproductive health issues in the five states. The network is expected to advocate to state governments, state legislatures, traditional and religious leaders as well as media houses and wealthy individuals on the need for adequate funding of health facilities, more training for health providers and general support to reproductive health matters at all levels. The networks at the state level have already conducted several advocacy activities such as visits to state ministries of health, state Houses of Assemblies, media houses and philanthropists. Other groups visited were religious and community leaders as well as development partners/organizations. In all such advocacy visits, support for enabling policies and adequate funding and re-training of health providers as well as community involvement in reproductive health issues were sought. Among those policies that require urgent attention is the free maternal and child health care policy in all the states.



Hajiya Indo Yusuf, Katsina state coordinator of Ku Saurara RH Advocacy Network during a recent advocacy visit to the Batagarawa local government chairman, Alhaji Gide

At the December Ku Saurara information sharing meeting, coordinators of the states networks agreed to work together to actualize the dream of having the regional reproductive health advocacy network. At the meeting, the coordinators disclosed that already registration was done at state levels while efforts are in top gear to register the regional network with Corporate Affairs Commission. The regional network is going to be called Ku Saurara Reproductive Health Advocacy Network Initiative, (RHANI) Ku Saurara project has pledged to continue assisting the network with logistics and training on advocacy skills to ensure that the network has strong footing that will make it stand the test of time. (Hadiza Baba Yaro, *Ku Saurara project*)

• **Ipas: training the youth as advocacy champions:** The first Ipas regional meeting on youth, in Nigeria in February 2008, and the Youth Study tour to South Africa on July 2008, served as a reawakening to the fact that working with youth populations will help address adolescent sexuality and deficiencies in their reproductive health knowledge, which negatively affects the issue of unsafe abortion. Subsequently, outreach efforts were made in diverse universities as a result of which 450 students registered as Youth PACNet members. However, there is a great need for a platform to be provided for the youth to be trained on abortion issues. They also need an opportunity to discuss their own values and to gain more information about unsafe abortion, and outline future action plans. As a way of addressing this need, Ipas organized a 3-day advocacy training for medical students, which included a lot of values clarification exercises relating to gender perspective, sexuality, morality, role of providers, abortion and youth. One of the exercises provided clarity on all the topics listed above. Some action plans, as well as keys messages were drafted during the training. A total of 25 medical students were trained. (Ene Chudi, *Ipas Nigeria*)



One of the messages developed by a participant at the training

News from MacArthur Foundation and Grantees

● **GPI Calabar: generating data for action:** In spite of awareness/sensitization campaigns and increased media coverage, the incidence of sexual abuse, especially rape has been on the increase and largely unresolved. To reverse the negative effect this has had on the social, health and economic well being of girls and women in Cross River State, Girls Power Initiative (GPI) undertook a research to come up with empirical data that will determine basis for action (policy, law and programs). Supported by MSA through its MacArthur funded Strategic Advocacy Management (SAM) Project, the research sought to uncover the various types of rape predominant in the state, causes, prevalence and the various consequences on the victims. It also measured public knowledge on how, when and where to seek redress when sexually abused. Findings of the research indicate that rapes occur on a daily basis in 5 of the 6 communities used as sample and majority of the victims are females aged 11 - 20 years. It also showed that men were victims of about 3.17% of all rape cases. (Prof. Bene Madunagu, Executive Director, GPI, Calabar)

● **YARAC: Enhancing the capacity of teachers and school administrators to implement the FLHE curriculum:** In an effort to continue to improve and ensure access to and quality



Participants at one of the refresher trainings

implementation of FLHE in schools, YARAC in 2009 set to provide a comprehensive refresher training of 150 teachers. The purpose of the refresher training was to replace trained teachers who have been transferred or have moved on to take up political appointments. It also served as an opportunity to update the knowledge of those trained in the previous years to have confidence in the use of terminologies contained in the FLHE curriculum which will help in appreciating and teaching sexuality education. The training took place at various zones on the following dates: November 30th -4th December, 2009 in the south; December 7th -11th, 2009 for central and December 14th-18th, for North 2009 respectively. The activity was commendable following the quality of responses from and contribution from the participant which showed that they were indeed not new to the issues of sexuality and its teaching. Directors and Area Directors graced the occasion at the various zones. Since the strike action took a whole quarter of the academic calendar, YARAC was not able to combine both new and refresher training; however, it is hoped that the remaining 189 teachers will be trained in 2010. (Peter Iorapuu, YARAC, Jos)

News from MSA - Ghana

● **Building the capacity of Community/District Fistula Advocates in Ghana:** As part of the UNFPA Obstetric fistula (OF) Program, the services of Management Strategies for Africa (MSA), Ghana was engaged to design and conduct three consecutive advocacy training sessions to support capacity building of community/district Fistula Advocates. The training sessions aimed:

1. To develop a team of advocates for obstetric fistula prevention, treatment and rehabilitation at the community and district levels and;
2. To build capacity of community and district leaders to integrate Obstetric fistula and reproductive health issues into their plans and programs

The training session was successfully carried out by two MSA Technical Associates led by the Country Team Leader, Abraham Nyako. At the end of the program eighteen (18) motivated repaired clients selected from the three northern regions were trained in behavior change communication techniques, awareness creation skills, identification of appropriate communication channels using approved modern advocacy training methodology and tools; twenty-one (21) identified cadres from women and men's community support groups in the three northern regions were trained to develop and disseminate relevant messages on obstetric fistula prevention and family planning and twenty (20) social workers, religious/traditional leaders were trained to build competencies in incorporating prevention, rehabilitation/reintegration components of obstetric fistula into community, district programs.



Participants in a group activity to identify support and opposition mechanisms in advocacy

● **Assessment of seven (7) Global Fund Round 8 Recipients:** The Ghana AIDS

Commission (GAC) has been selected to serve as the principal recipient (PR) for the Global Fund Round 8 HIV/AIDS programs with oversight management of 7 sub-recipients (SRs). In line with the Global Fund guidelines, SRs must be assessed by GAC, prior to signing agreements, to determine whether the selected SR has the minimum required systems, management arrangements and implementation capacities to assume responsibility for the approved proposal.

The GAC engaged Management Strategies for Africa (MSA) to assess the capacities of the sub recipients on its behalf. The assignment was undertaken by four MSA Technical Associates and the Country Team Leader. Specifically the SRs capacities were assessed in Finance, Programme Management, and Monitoring and Evaluation. The assessment identified critical functional gaps that need to be addressed either within the short or long term to enhance the efficiency and effectiveness of the implementation of the proposal.

So We Can Serve You Better

● **New Monitoring and Evaluation Specialist for MSA Nigeria:** As part of its efforts at ensuring that MSA has the capacity to address the needs of its various clients, especially as it relates to issues of monitoring and evaluation, she engaged the services of a Monitoring and Evaluation Specialist, Mr. Henry Debem whose appointment with the organization took effect from November 2009.

● **MSA/TSHIP Staff:** As part of project start-up activities for TSHIP (a USAID funded project), MSA conducted a recruitment exercise to contribute staff for implementation of the OD component of the project. Seven staff: one OD Specialist, and six LGA Development Coordinators were recruited to take up

appointments in the project states. The successful candidates are: Muhammed Mustapha, OD Specialist for Sokoto States, Salihu Nasir, Shafa'atu Abache and Bello Kilgari as LGA Development Coordinators for Sokoto State and Abdullahi Sule, Yusuf Wabi and Yakubu Usman Abubakar as LGA Development Coordinators for Bauchi State. Their appointments take effect from January 11, 2010. (*Abdulmalik Aliu, Finance Support Services Officer, MSA Nigeria*)

MSA: Announcements

● **Continuous Quality Improvement Course:** MSA is organizing a course on Continuous Quality Improvement with the aim of improving the skills of participants in identifying challenges within an organization as well as designing and implementing strategies to improve organizational services continually. The training, holds in Abuja on March 24 - 26, 2010, will provide theoretical understanding and practical exercises for better understanding of the subject matter. The course is also available to interested organizations in a customized form.

For further details, contact the Course Director or Course Administrator.

Course Director: Denike Onasoga-Molake

Email: onasogamolake@msanigeria.org

Mobile Nigeria: (+234) 802 720 5032

Course Administrator: Abiola Alade

Email: abiolaalade@msanigeria.org

Mobile Nigeria: (+234) 8054111164

Email: info@msanigeria.org

Web: www.msanigeria.org

MSA: What we do

- Institutional Capacity Building:
 - Organization Development
 - Governance and Board Development
 - Strategic Review and Planning
 - Management Systems Development
 - Human Resources Management
 - Monitoring & Evaluation Capacity Building
 - Partnership Capacity Development
- Training & Technical Assistance
- Management Research and Analysis
- Health Development, Program Design and Backstopping
- Conference Management

Contact us

Nigeria

Country Team Leader
Katsina House (3rd Floor),
Plot 80 Ralph Shodeinde Street,
Central Area, PO Box 675 Garki
Abuja FCT, Nigeria
Tel: (+234 9) 6708327
Fax : (+234 9) 6276191
Email: info@msanigeria.org

Ghana

Country Team Leader
Midwives House
11B First Circular Road, Cantonments
PO Box AN 7345
Accra, Ghana
Tel: (+233 (0)21) 776992.
Fax: (+233 (0)21) 505995
Email: info@msaghana.org

United Kingdom

Executive Director
Suite 216-219 Orion House
104-106 Cranbrook Road
Ilford, Essex IG1 4LZ, UK
Tel: (+44 20) 8636 9975
Fax: (+44 20) 8636 9994
Email: info@msforafrica.org