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Introduction

We are pleased to publish the second edition of MSA Quarterly Highlight for the year 2007. As is the tradition, this edition contains news on activities carried out by MSA and MacArthur Foundation and Packard Foundation grantees in Nigeria.

We appreciate the effort of those grantees that contributed news and stories. We urge other grantees to see the Newsletter as a means of sharing knowledge and information on their various activities while seeking opportunities for partnership and collaboration.

We welcome feedback and comments. Enjoy your reading!

In this issue:

• AdvocacyNigeria: Repositioning for increased effectiveness	1
• Population Council: Providing support for financial and administrative efficiency	2
• FLHE implementation in Kano State: Establishing basis for future action	3
• MF Grantees News	3
• PF Grantees News	4
• Regular Features	5-6

Organization Development

AdvocacyNigeria: *Redefining the future:* In response to a request from AdvocacyNigeria (AN), MSA designed and facilitated a one day strategic thinking retreat for members of the Core Group (the highest decision making organ for AN). The purpose of the retreat was to sharpen the focus of the network and chart a new direction for it. Attended by 5 members of the Core Group (CG), the retreat reviewed and redefined the vision, mission, program thrusts, objectives and the structure of the network for increased effectiveness. Established in February 2005, AdvocacyNigeria was launched as a movement to improve the reproductive health of all Nigerians through focused and coordinated advocacy at the highest level of policy and law making. (*Hajia Bikisu Yusuf, ED, AdvocacyNigeria*)

• **NiNPREH: *Charting a new strategic direction:*** MSA supported Nigerian Network of CSOs in Population and Reproductive Health (NiNPREH) in designing and facilitating a five day strategy formulation retreat and strategic thinking workshop for NiNPREH. Attended by its leaders at National and State levels, selected members and development partners, the participatory activities reviewed and redefined NiNPREH's vision, mission, values, strategic focus, goals and strategic objectives. In addition, the exercise defined the governance and management structure (including roles and responsibilities) of the network, agreed on actions for institutional capacity development while agreeing on indicators for measuring performance. The output of the exercise was a 5-year strategic plan and operational plan for the first year (Nawani Aboki, National Coordinator, NiNPREH) NiNPREH is a not for profit umbrella advocacy organisation established in 2002 focusing on population and reproductive health, and family planning.

• **The HIV/AIDS Alliance UK: *Building Capacity for Enhanced Project and Institutional Partnership.*** In furtherance of the International HIV/AIDS Alliance Linking Organisation Process in Nigeria, a capacity building workshop was organized for leaders of Civil Society for HIV/AIDS in Nigeria (CISHAN) from May 15-16, 2007. Using various criteria during a CSO mapping, and fact finding visit, CISHAN had previously been selected amongst other national civil society organisations in Nigeria as an appropriate Linking Organisation in Nigeria. CISHAN is an umbrella group for NGOs in HIV/AIDS and has responsibilities for coordinating CSOs response to HIV/AIDS in Nigeria. Facilitated by Baba Goumbala, The Alliance Africa Regional Representative, and Paul McCarrick, The Alliance Head Civil Society Development Team, with technical support from Management Strategies for Africa, the workshop provided opportunity for the two organisations to get to know and mutually assess each other with a view to defining a partnership pathway. The two-day program was attended by 12 participants comprising of board members, executive and senior staff. The activity was complemented by an external environment review conducted by MSA with

respondents drawn from organisations and partners working with or supporting CISHAN. The aim of the external review was to identify current situations and the changes needed to re-position CISHAN to enhance its relevance and increase its effectiveness. (*Denike Onasoga-Molake. MSA*)

●Population Council: Providing Support to improve Financial and Administrative Efficiency: MSA has been engaged by Population Council, Abuja office to strengthen its finance and administrative functions. In line with the consultancy, MSA is to facilitate the process of recruiting a substantive Director of Finance and Admin. In order to ensure a smooth transition, MSA Team Leader, Finance and Support Services is currently acting as the Director of Finance and Admin while Mrs. Denike Onasoga-Molake, MSA's Team Leader, Technical Services is the activity manager for the consultancy. (*Peter Suberu. MSA*)

●MSA's Training Courses: Building Skills for Improved Writing. In furtherance of MSA's commitment to build and strengthen institutional, management, and technical capacity of health development organizations, it designed and delivered a five day training course on Improved Written Communication for Resource Mobilization. The training course was held from June 4 to 8, 2007 at MSA Training Room, Abuja and had a total of eight participants in attendance mostly from NGOs, international development agencies and donor supported project (*Denike Onasoga Molake*).

●GTZ: Strengthening management Capacity for effective monitoring and evaluation for Impact: MSA in response to request from GTZ, Borno State, designed and facilitated a 4-day training on monitoring for impact for GTZ staff and NGO partners in Borno state. The training was facilitated by a MSA staff (Jonah Lah) and a Technical Associate (Toyin Akpan). The goal of the training was strengthened capacity of GTZ staff and partners to monitor and evaluate projects with the specific short term outcomes of increased knowledge in monitoring and evaluation broadly, increased capacity to develop and implement M&E plans, and enhanced capacity to manage data for decision making. The training was attended by twenty nine (29) participants drawn from 11 partner organizations and GTZ staff. (*Bolaji Aina. Project Manager, GTZ, Borno*)

●Ipas Nigeria: Capacity strengthening for project design and management: Recognising the need to continually enhance the effectiveness, efficiency and greater impact of its programs through management capacity building of its partners, MSA in response to the needs expressed by Ipas designed and facilitated a 5-day Project Development and Management training course for staff of some of its CSO partners in Nigeria. The training was held at the Bolton White Hotel, Abuja, from June 11 - 15, 2007. The overall *long-term outcome* of the training is strengthened capacity to develop and manage projects effectively and efficiently. A total of 15 participants drawn from FIDA, NAWOJ, FOMWAN and others attended the course. The participants are a mix of Program Officers, Coordinators, and Finance and Administrative Officers who have direct responsibilities for project planning, development and management in their organizations. (*Sarafina. Ipas Nigeria*)



Participants at the training

Program Management Support

●PF Grantees: Strengthening Capacity for Effective Management of RH/FP Programs. As part of human capacity building under its Packard Foundation supported Reproductive Health Support project and in response to needs expressed by PF grantees, MSA designed, organized and delivered a Project Management training for Program Coordinators and Program Officers of grantee and sub-grantee organizations of the Foundation in Nigeria. The Project Management Training course was aimed at improving the capacity of grantees to manage SRH projects for effectiveness and sustainable impact. The training took place at Petrus Hotel, Abuja from April 23 to 27, 2007 and was facilitated by a mix of MSA Technical Associates and staff. (*Hope Oduma, MSA*)

●FLHE curriculum implementation in Kano State: Establishing basis for future action. Under its MacArthur funded Strategic Advocacy Management (SAM) Project, MSA designed and conducted an in-depth analysis to determine and establish key factors/ issues that facilitate or hinder the implementation of the National Family Life and HIV/AIDS Education curriculum in Kano State. The in-depth analysis is a follow-up to a Needs Assessment and Situation Analysis (NASA) conducted by MSA about a year ago. The purpose of the in-depth analysis was to establish basis for action in the future especially on ways of making the environment more enabling for FLHE curriculum implementation in Kano State. A key finding of the exercise was the need to build the capacity of the State to

manage the implementation and strengthening partnership amongst various actors and stakeholders (Hope Oduma MSA)



Group photograph of participants at the Project Management Training course

●**ARFYD Katsina State: Building bridges for the integration of youth-friendly services:** As part of its support to grantees to improve service delivery and increase access to quality reproductive health and family planning services, MSA designed a package of series of technical assistance to provide support to ARFHYD, Katsina to create sites for the delivery of youth friendly services. MSA assistance to ARFHYD was facilitated by Pathfinder International which requested for support from MSA. The process started with designing and conducting a needs assessment to assist in determining the model that will facilitate access of young people to services. Specifically focusing on existing facilities in Katsina metropolis, the assessment was to determine the basic requirements for the integration of youth friendly services into existing clinics. (Jonah Lah, MSA)

RH Trend & Media Monitoring

●**SRH in the Media:** MSA continues to keep track of daily coverage of SRH and HIV/AIDS related trends in Nigeria as reported in the local media (electronic and print) and also news on the web. Issues tracked

were collated and disseminated to grantees of MacArthur and Packard Foundations and other development partners both within and outside Nigeria to inform program planning, re-planning as well as provide ready reference for RH program progress monitoring. (Hope Oduma, MSA)

●**FMOH: Positioning for Improved Health Services:** Recognizing the need for a new framework towards achieving its vision, the Federal Tertiary Health Institutions developed a five year strategic plan. The three-volume publication is titled “Strategic Planning and the Federal Tertiary Institutions” and is divided as follows: Strategic Plan for Federal Teaching Hospitals – Volume 1; Strategic Plan for Federal Specialist Hospitals – Volume 2 and Strategic Plan for Federal Medical Centres – Volume 3. Published in April 2007, the plan will guide the detailed actions and implementation strategies, as well as the yearly budgetary allocation for each institution. It will also form the basis for monitoring and evaluating every aspect of service delivery and managerial processes within the ministry. (Dr Shehu Sule, FMOH) –

News from MacArthur Foundation and Grantees

●**Ipas Nigeria: Developing Advocates for Women’s Sexual and Reproductive Health and Rights:** Ipas designed and facilitated a national advocacy skills-building workshop for 30 women’s group members, activists, lawyers and healthcare professionals. Held in June 2007, the objective of the training was to help women develop skills that will enable them be credible and effective voices and advocates at the community and national levels. As a follow-up to the advocacy workshop, Ipas conducted a Training of Trainers (TOT) which included modules to update and reinforce their advocacy skills. Ipas has also provided the groups with small grants to facilitate their mobilization and advocacy activities. (Chudi Ene. Ipas)



Dr. Oji and participants at the workshop

●**CCRHS Bida: Who the cap fits:** Dr. Mohammed Yahaya, Executive Director of Centre for Communication and Reproductive Health Services (CCRHS) and one of the pride grantees of the John D and Catherine T. MacArthur Foundation has been appointed the Secretary to the Government of Niger State This well deserved appointment was recognition of his numerous contributions to the development of the state especially in the areas of capacity building and leadership development of youths and reproductive health services delivery. His (Dr. Yahaya) testimony from one of his books revealed that the Fund for Leadership Development (FLD) of the John D. and Catherine T. MacArthur Foundation was pivotal to his numerous success stories both as a University Don and as a development support communication expert. His appointment refreshes ones memory of comments made by Dr. Kole Shettima (Country Director, MacArthur Foundation) some years ago. One of such comments reads “the support from MacArthur Foundation takes the form of a 2 – year financial grant for an individual to pursue an innovative work in the complex and multiple challenges of population growth, poverty, the environment, empowerment of women and human rights. The amount is only about N1.6 million per annum but we believe that it is not the amount of money spent on a project that produces result rather it is the commitment of grantees in their communities. Dr. Mohammed Yahaya happens to be one of those talented young Nigerians and a potential leader. He is our first grantee in Niger State. We are proud of his work”.

Dr. Kole's comments undoubtedly speak volume of the bright future Dr Yahaya's appointment holds for Niger State. To Dr. Kole and MacArthur Foundation, the appointment of Dr. Mohammed Yahaya as the secretary to the



Dr. M. K. Yahaya, Executive Director CCRHS and Secretary to Niger State Government.

government of Niger State is a prophecy fulfilled and goal accomplished. (*Fadairo Olusola, CCRHS, Bida*)

•Ipas: Building the capacity of women journalists in Reproductive Health: In order to advance the health of women in Nigeria, Ipas is working with the National Association of Women Journalists (NAWOJ), to develop media materials on women's sexual and reproductive health and rights, specifically materials focusing on the reform of laws inimical to women. A total of three media trainings were organized; one in the North (Abuja) and two in the South (Owerri) to increase awareness of sexual and reproductive health and rights and in particular, on the need for the reform of the abortion law. A total of 65 female journalists were trained and a positive outcome of the media intervention has been the publication of several articles by the journalists highlighting SRH&R issues including the problems of unsafe abortion. An integral part of Ipas work in

Nigeria is creating and strengthening alliances and partnerships in support of women's sexual and reproductive health and rights. The efforts of Ipas has led to the call by women's groups to reform laws on the welfare of women such as the abortion law and the protection of the health of the woman as well as advancing their rights. (*Dr. Ejike Oji, Ipas Nigeria*)

News from Packard Foundation and Grantees

•Ku Saurara Project: Building skills on interpersonal communication and counselling: One hundred and three (103) service providers have been trained on Inter-Personal Communication and Counselling IPC/C skills by Ku Saurara JHU under the ongoing phase 3 project being supported by Packard Foundation. Ten (10) Master Trainers drawn from the 4 Ku Saurara focal states were first trained for five days in December 2006 and were hired to conduct the step-down training at state levels. 30 service providers from partners' clinics in Kaduna, 32 in Kano, 16 in Katsina and 15 in Bauchi were trained during the step-down trainings. The goal of the training was to enhance IPC/C skills of the service providers in order to provide quality care services to clients. The basis for the training was established through an assessment conducted prior to the training in some of the Ku Saurara supported health facilities. The findings reveal that most health care providers in the facilities assessed lack the requisite knowledge and skills in IPC/C to deliver client-centred reproductive health services. It also revealed that there is lack of privacy and confidentiality, inadequate IEC materials for effective counselling and long waiting time and short contact time between clients and providers. Trainers' and participants' training manuals were developed by Ku Saurara and used during the training where the focus was to bridge the identified gaps in the IPC/C skills of the service providers. A post training meeting was held in May in Kaduna with representatives of collaborating partners, service providers, master trainers and Packard Foundation-Nigeria office. (*Hadiza Baba Yaro, JHU, Kano Office*)



Participants at the step down training in Kaduna

•JHU: Ku Saurara 3 radio drama now on air: The much awaited Ku Saurara 3 radio drama is now being aired on 4 radio stations, namely Federal Radio Corporation of Nigeria (FRCN) Kaduna FM, Bauchi Radio Corporation, Katsina State Radio Service and Freedom Radio Kano. Airing time is 6:00-6:30pm on Freedom Radio, Katsina Radio and Bauchi Radio while FRCN airs at 8:00-8:30pm on Saturdays. There is however a repeat broadcast on radio Bauchi on Mondays at 2:03 -2:30pm while Katsina Radio airs its repeat broadcast on Sundays at 11:03-11:30am. The serial dramatic story entitled 'Rayuwa Kenan! (That is life!) has 39 episodes. Adolescent, Physical and Mental Health, Safe Motherhood and Birth Spacing series each has 10 episodes while Post Abortion Care series has 9. The main goal of the drama is to create awareness and increase demand for knowledge and services among the target audience about issues around the 4 thematic areas.

In order to achieve the desired objectives, Ku Saurara works with a number of listeners' clubs in the 4 states, which are supported to function effectively. A discussion guide to assist the clubs to conduct guided discussions has been produced in Hausa for each thematic area, which is the first of that nature under Ku Saurara project (Hadiza Baba Yaro – JHU, Kano Office).

●**JHU: Ku Saurara JHU distributes IEC materials:** The Ku Saurara Phase 3 Project has distributed printed harmonized Information, Education and Communication (IEC) materials developed under Packard Foundation supported project to clinics, youth serving organizations and collaborating partners. This followed several stages that started from message harmonization and materials development meeting, development of the materials, pre-test and review meeting before the final production. A total of 12 materials have been produced, which fall under the 4 thematic areas Ku Saurara 3 is working on; namely Adolescent, Physical and Mental Health, Safe Motherhood, Birth Spacing and Post Abortion Care. There are also other materials on youth friendly services and client's right. The IEC materials in form of posters, pamphlets, cue cards, handbills and booklets are in both English and Hausa languages so as to reach a large number of targeted persons. The distribution which began in the 4 KS 3 states was welcomed by many service providers, who expressed appreciation to Ku Saurara-Packard funded project for the good work.

Ku Saurara 3 collaborating partners that received the materials are COMPASS, Pathfinder International, Rotary International, CEDPA and ECWA. Copies of CDs containing the electronic versions of these materials have also been produced and have also been distributed to collaborating partners, clinics and YSOs so as to facilitate easy re- production by interested organizations.

(Hadiza Babayaro, JHU, Kano Office)

Collaboration & Networking

●**OneWorld UK: Using ICT to enhance adolescent reproductive health:** OneWorld UK in collaboration with World Population Foundation organized a one day stakeholders' forum to contribute ideas on ways of enhancing adolescent reproductive health education in Nigeria through the use of Information Communication Technology (ICT). The meeting which took place on April 11, 2007 provided a platform for consultation between stakeholders and implementation partners to recommend how to develop and pilot findings from the scoping study that was funded by MacArthur Foundation in 2006; while also forming the necessary partnerships and looking at options for sustainability. MSA's Reproductive Health Program Officer, Hope Oduma represented MSA at the forum (Uju Ofomata – One World).

●**Global Fund: Round 7 proposals:** The Country Coordinating Mechanism (CCM) Nigeria invited short listed applicants for the Round 7 Global Fund proposal to a consensus meeting. The purpose was to agree on a common focus for the development of a country specific proposal to be submitted to Global Fund. Highlight of the meeting was the constitution of a proposal drafting team which was to work on the proposal and come up with a first draft to be circulated to the larger stakeholder community by May 2007. MSA's Program Support Services Team Leader, Jonah Lah was at the meeting (Dr Mohammed Mai – CCM/Nigeria).

●**Federal Ministry of Health: Making Motherhood Safe:** As part of efforts geared towards the reduction of maternal mortality and morbidity in Nigeria, the Federal Ministry of Health inaugurated a National Safe Motherhood Committee. The committee is charged with the responsibility of mobilizing support for safe motherhood at all levels. The inaugural meeting which took place on May 10, 2007 in Abuja was organized by the Safe Motherhood branch of Community Development and Population Activities (CDPA) of the FMOH with support from CEDPA/MacArthur and it provided a platform to deliberate on and discuss pertinent issues and to also plan for the celebration of 2007 National Safe Motherhood Day. MSA's Team Leader, Program Support Services, Mr. Jonah Lah represented the organization at the inaugural meeting (Director, Public Health-FMOH).

So we can serve you better

●**MSA-Nigeria: Gauging clients' satisfaction for improved service delivery** – As part of its efforts to continually seek ways of improving the quality of its technical service to its clients and beneficiaries, MSA, commissioned an International Consultant to undertake a client satisfaction review. After five years of technical services in Nigeria, MSA became interested in learning from its numerous clients to inform necessary improvements in the design and delivery of technical services in organizational development. The review sought to take stock of the first five years, January 2002 – December 2006, focusing on the activities and accomplishments, impact made, and challenges as well as lessons that help to shape the future.

Undertaken by an independent consultant, Mr. Lawrence Aduonum-Darko, the review indicated that the technical services rendered by MSA to its clients have been very satisfactory. According to the survey analysis, the quality of services has been above reproach, relevant and useful to the clients since all of them were demand-driven (on request). Some clients have seen gradual growth in their organizations, quality of reports have improved some clients have been able to access USAID funds based on training provided by MSA-N. The review also

identified the need for MSA to improve in the area of strengthen its marketing and visibility strategies (Denike Onasoga-Molake, MSA).

● **MSA-UK: 6th Ordinary Meeting of MSA-UK Board of Directors:** - The 6th Ordinary Meeting of MSA-Uk Board of Directors held on 2nd June, 2007 at the Conference Room JSI Office Virginia, USA. The meeting which was chaired by Nancy P. Harris reviewed progress made as contained in the 2005-2006 annual report and deliberated extensively on challenges facing the various country offices. The variation in the performance of the offices was noted and strategies to strengthen performance were suggested. Members also reviewed the Work Plan and Budget for Fiscal Year 2008 and made inputs to further strengthen it. The Board also approved that the name MSA-UK be changed to Management Strategies for Africa International (MSA International)

Upcomig Events

● **MSA Commercial Training Course:** The Monitoring and Evaluation Training Course holds in Abuja from 23 – 27 August, 2007. For additional information, contact MSA Abuja www.msanigeria.org or Denike Onasoga-Molake on 08027205032 and email: onasogamolake@msanigeria.org

● **PF Grantees Meeting:** The first 2007 Bi-Annual Grantees Meeting of grantees of the Packard Foundation comes up July 30-31, 2007. The venue is Tahir Guest House, Kano State. For further enquiries contact Kabir Abdullahi on kabdullahi@packard.org

● **MF Grantees Meeting:** The 2007 Annual Grantees Meeting of the John D and Catherine T. MacArthur Foundation comes up 23 – 24 August, 2007 in Bida, Niger State. For more enquiries, contact Ere Amachre on 09-4618616.

MSA: What we do

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

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