

Project number	39907231
Title	Fighting HIV and AIDS

Countries

Tanzania

Summary

PMU has, together with FPCT been running an HIV and AIDS program in Tanzania. The program has been made up of two projects, one linked to the Nkinga Area and one with a more national focus. Filadelfia and Östersund congregations in Sweden have been supporting the projects financially.

The findings show that there was no ownership to the program-concept outside the PMU office. The two projects have been running in Tanzania. Most of the activities planned for have been implemented. Except for the HIV and AIDS policy document (that should be produced by the national project), most of the goals of the two projects has been achieved. But, the possibility for synergy, learning, coordination etc. which a program concept should facilitate for, has not been investigated.

It seems to the evaluators that PMU is not giving enough time for processes like the introduction of the program concept. If such concepts are to be successful (at least when they are combining local projects), local ownership to the program idea has to be developed. This takes time, and the voices of other stakeholder have to be heard and listened to for the program work to succeed. This was not done in the HIV and AIDS program. A major recommendation for the continuation of the program work is that time is allowed for the process to develop within the organizations involved in the work, and that a process concept should be worked out.

In the process of evaluating the program and the two projects, the evaluators have observed issues which were somehow outside the mandate of the evaluation. Still, the findings were important and seemed relevant to present in this report. The divisions of roles and responsibilities on the Swedish side of the cooperation need to be worked out. On the FPCT side, the evaluators strongly recommend the church to involve in an OD process where the organization of the head office and its links to projects and programs is looked at. Also the understanding of accountability and consequences of employees not doing their work needs to be discussed.

The evaluators also advised that the national HIV and AIDS project should be audited from the start to the closing of the project activities.

Recommendations

Recommendations for PMU

We recommend that PMU, together with the local churches in Sweden and partners from "the south" initiate a process where roles and responsibilities of the different actors are discussed, clearly defined, understood, agreed, documented and respected.

We recommend that a project/program process is defined. A list of activities to undertake when initiating, planning, implementing and following up at project should be made. All parties involved should have a say in the development of such a process, and the result of the process should be respected by all parties.

We recommend that a competence and capacity assessment is done for parties involved as part of the project planning. If competence and/or capacity is lacking, the project should not start until needed competence and capacity is secured.

We recommend that when PMU wants to test out a new working strategy (like the program approach), this should be done through a consultative process where the implementers, and other important stakeholders (like the Swedish churches), are involved from the very onset of the process, and where they are invited to bring their views and where the actual strategy becomes a joint effort, with a joint ownership to the result.

We recommend that the development of goals and indicators, and where practical cooperation and learning is agreed upon, must be done together with the actors involved without time constraints hindering a good dialogue and a better overall result.

We recommend that PMU initiates a discussion with SIDA where these program/cooperation issues are presented and explained, and where a plan for how to move forward together with the local partners is outlined and time to carry out of this plan is asked for.

Recommendations for FPCT

We recommend that an organizational assessment is done at FPCT level. Such an assessment should lead to a process where roles and responsibilities are clarified, where systems and routines are developed/reviced and put in place and where good quality work at all levels is secured through a well functioning organization.

We recommend that the FPCT establishes recruitment routines to secure that qualified and competent actors are involved when projects/programs are developed and where learning exercises are taking place.

We strongly advise that the National HIV and AIDS project, from beginning to end, should be audited (30704102).

We recommend that the development of goals and indicators (and where practical cooperation and learning is agreed upon), must be done together with the actors involved without time constraints hindering quality dialogue and overall result.