



## Volume 8 Number 2: June 30 2008

## Introduction

It is with great pleasure that we present to you the second edition of MSA Quarterly Highlights for the year 2008. Preceding this edition was a bumper package covering events and activities from October 2007 to March 2008. As has been the practice, this edition is published quarterly to keep MSA partners, clients as well as grantees of both MacArthur Foundation and Packard Foundation in Nigeria, updated on latest developments on the activities of MSA.

We are grateful to everyone who contributed news and stories to this edition. We welcome comments, suggestions or feedback you may have and invite you to contact us at [info@msanigeria.org](mailto:info@msanigeria.org).

## In this issue:

- Facilitating Leadership Transition and Succession for YEDA 1
- Strengthening Governance systems for Cross River SACA 2
- Strengthening human capacity in Nasarawa State for resource mobilization 2
- Improving Writing Skills training for Aelex Law Firm 3
- International Conference on Young Peoples' Health and Development 4
- Designing M&E plan for MTN Foundation 5

## Organization Development

- **Facilitating Leadership Transition and Succession for YEDA:** MSA is providing leadership transition and succession technical assistance to Youth and Environmental Development Association (YEDA), a not for profit and non governmental organisation based in Kano, which is one of the partners/ grantees of Pathfinder International on the Packard Foundation supported Reproductive Health Project in Northern Nigeria. The task is mainly to find a suitable replacement for the Executive Director/Chief Executive Officer, Mr Abdullahi Sule who had signified his intention to relinquish after more than a decade. The assistance sought to fill the vacuum that will be created, precipitate succession dispute/crisis and ensure continuity through a well thought out, designed and facilitated successful succession arrangement. The ten step succession action plan designed in consultation with YEDA board members and management committee is at the final stage of implementation. (*Sule Abdullahi, ED/CEO, YEDA*)

- **Strengthening M&E systems for SICHST:** During its follow-up efforts aimed at monitoring and encouraging implementation of agreed actions designed during technical assistance missions to Shehu Idris College of Health Science and Technology (SICHST) and build on the strategic planning services provided to the college to ensure achievement of desired and strategic impact, it was revealed that a strategic plan (SP) implementation committee was set up to take the SP implementation process forward, however, the committee requires technical assistance in monitoring and evaluating the implementation of the SP. A technical assistance mission aimed at developing an effective monitoring and evaluation system for SICHST, was designed to help the college develop and strengthen where applicable internal data collection and management system. The first phase of the assistance - review of M&E functions was undertaken in May 2008 to provide basis for action. (*Malam Shehu Makarfi, Provost, SICHST*)

- **Strengthening Cross River SACA Governance System:** Strengthening Nigeria's Response (SNR) Project through a special agreement engaged the services of Management Strategies for Africa (MSA) to strengthen board and governance systems of Cross River State Agency for the Prevention and Control of AIDS (CR SACA). The technical assistance mission was organised in phases to include: the design and conduct of a readiness meeting; design, conduct and report situation analysis focusing on internal environments including governance of CR SACA; board strategic thinking retreat; design and produce board operations handbook; design and conduct board orientation workshop; and produce the report of the technical assistance mission. A readiness meeting which is the first stage of the process, held in Calabar, Cross Rivers State on May 27, 2008, to assess and determine the level of readiness within SACA for the technical assistance in addition to identifying and acting on issues that enable maximum achievement of

the purpose of the technical assistance. The meeting helped in ensuring readiness of the Board and staff members of CRS SACA especially assuming full responsibility for the process and outcomes of the TA mission including implementation of agreed actions. (*Dr Irene Aniyom, DG, CR SACA*)

**● Partnership development survey:** Recognizing the strategic advantage and benefits derivable in effective partnership development and management for effective and sustainable health programming, MSA designed and is conducting a survey on partnership amongst health development organisations. The survey seeks to establish, document and disseminate the rationale, approaches, experiences and lessons in partnership development amongst various actors in Nigeria's health development constituency. The survey also seeks to identify and document good practices and recommend innovative strategies that can improve partnership development amongst stakeholders, especially health development organisations. Subsequently, findings and recommendations from the survey on the nature and impact of partnerships for health program development within Nigeria will be documented, published, and disseminated (*Denike Onasoga-Molake, MSA-Nigeria*).

**● Strengthening human capacity in Nasarawa State for resource mobilisation:** MSA was engaged by Nasarawa State Office of Strengthening Nigeria's Response to HIV & AIDS (SNR) project, to design and facilitate a resource mobilisation training for staff and partners of Nasarawa State AIDS Control Agency. The goal of the training is increased resources for effective implementation of the State HIV & AIDS strategic plan to strengthen state level response to

the pandemic. A total of 26 participants drawn from NASACA, Line Ministries, LACA, CSOs (Organisations and Networks) attended the training. Using participatory and interactive approaches, the training extensively focused on proposal writing, resource mobilisation strategies including fundraising, partnership development, developing materials for resource mobilisation, potential sources of resources, marketing strategies and researching resource providers. Other areas include advocacy, developing and implementing resource monitoring and evaluation plan, building and managing relationships with potential providers, preparing and implementing resource mobilization plan. (*Emma Atuma, STA and Dr Bako, Executive Director, NASACA*)

**● Charting a new direction for sustainable health development in Adamawa State:** MSA's Country Team Leader, is a member of a team assembled by Health Reform Foundation of Nigeria (HERFON) to undertake a strategic review and planning process for sustainable health development and effective health care service delivery in Adamawa state. The project is part of HERFON's support to Adamawa State Government to reposition its health care delivery for sustainable impact. As part of the process, the team undertook a review of relevant documents to produce a situation analysis (strength, weaknesses, successes, challenges) report on health care in Adamawa state. This activity is the first phase of a review and analysis of health care delivery in the state to provide basis for action in the development of a 5 year strategic plan for health development in Adamawa state (*Dr Oloriegbe, Executive Secretary, HERFON, Abuja*).

**● Planning strategically for resource mobilisation for HIV & AIDS Response in Nasarawa State:** MSA at the request of SNR Project in Nasarawa State, designed and facilitated a two day resource mobilisation strategic planning development workshop for Nasarawa State AIDS Control Agency. The output of the workshop is a 5 year resource mobilisation strategic plan which is a complementary plan to the State HIV & AIDS Strategic plan. The RM plan articulates vision, mission and values of the plan, goals and strategic objectives, main activities, partnership development, human resource requirements, targets and approaches to monitoring and evaluation. The 2-day workshop was attended by staff of NASACA and partner organisations involved in HIV & AIDS including Line Ministries, LACA and Civil Society Organisations/HIV & AIDS Networks (*Emma Atuma, STA and Dr Bako, Executive Director, NASACA*)



*Group participation at an MSA activity*

**● Strengthening human resource and management systems for NASACA:** Through a Special Agreement, SNR Nasarawa engaged MSA to provide technical assistance to Nasarawa State AIDS Control Agency (NASACA) in strengthening its human resource and management systems. This intervention is a follow up to the findings of the Organisational Capacity Assessment of SNR partners in 6 focal states (including Nasarawa) being supported through the SNR project. The goal of the intervention is increased effectiveness and sustainable impact of NASACA. The components of the technical assistance mission are review and analysis of the internal environment of NASACA focusing on human resources and team building, review and design of an organizational structure, job descriptions, appraisal package and personnel policies & operations manual and orientation workshop team building. Within the quarter in focus and as part of the preparatory process, MSA designed and facilitated a readiness meeting involving

NASACA staff and also undertook a review and analysis of NASACA human resources and organisational practices using interviews and FGDs to establish basis for action (*Emma Atuma, STA and Dr Bako, Executive Director, NASACA*)

### Human/Management Capacity Development

● **Improving Writing Skills Training for Aelex Law Firm:** For the first time ever MSA was requested to facilitate training for a Nigerian Law firm. MSA designed and facilitated a 5 day training in improving writing skills for Aelex Law Firm's staff between June 16 and 20, 2008. Venue of the training was 7 Floor Marble House, 1 Kingsway rd, off Awolowo way Falomo Ikoyi, Lagos. The training was attended by 12 staff of Aelex Law Associates. The training covered basic subject areas of written communication like grammar, writing processes, writing modes, writing winning proposals, report writing and drafting legal documents which was included in the curriculum for the benefit of the lawyers and non lawyers working within the firm. The training faculty was led by Denike Onasoga-Molake who also served as the activity manger, and supported by Yemi Osanyin MSA Country Team Leader, Mr. Femi Adesina the Editor of Sun Newspaper, Mrs. Ngozi Enelamah, Dr. Adeniyi Olatunbosun, Vice Dean, Faculty of Law, OAU and Mr. George Ibekwe of Taiwo & Co Law Firm. As part of MSA Training policy a pre and post test was administered to participants to determine the level and degree of learning after the 5 day training. The pre test showed the lowest score of 10% while it was 36% at the post test. Certificates were given to deserving participants, based on performance in post test, attendance, and participation

during training sessions. The final evaluation scores indicated that participants found the training instructive and satisfactory. (*Mrs Adeoso, Aelex Law Associates*)

● **Strengthening MSA tools and methods for OE services:** The 2<sup>nd</sup> phase of MSA Corporate Organizational Effectiveness workshop took place in May 2008. Funded by the Packard Foundation, the first phase of the activity held in October 2006. The purpose of the two weeks program was to re-define and restructure

MSA's operational methods and tools by training MSA's board, staff and technical associates on how to achieve higher effectiveness. Designed and facilitated by Birgitt and Ward Williams of Dalar International Consulting, U.S.A, the program had two segments; a strategy mapping workshop held from May 12-16, 2008 which had 18 participants in attendance including members of MSA's board and staff. The second segment, the Open Space Technology (OST) workshop and meeting held from May 21 -22, 2008. Both workshops were conducted at the Top Rank Hotel, Abuja. The workshop attracted a total of 48 participants drawn from a pool of MSA's technical associates, MSA board members, staff of GTZ, Girl Child Concern, YARAC, Population Council and Packard Foundation. Significantly, participants were greatly impacted by the closing and opening circle sessions, where participants were given the opportunity to share their thoughts and experiences, thus developing participants' communication skills. Certificates were awarded to the 18 and 30 participants, who attended the strategy mapping and OST workshop respectively (*Denike Onasoga-Molake, MSA*)



*Participants at the training for Aelex Law Firm*



● **Training on Community Mobilization for ARFH staff and partners on the Global Fund HIV/AIDS project:** MSA designed and facilitated a two day training on community mobilization for ARFH staff and partners involved in the implementation of the Global Fund supported project. The training that held from June 2 to 3, 2008 at the Top Rank Hotels Abuja brought together 24 participants. The goal of the training is strengthened capacity in community mobilization for program effectiveness and sustainable impact of ARFH and partners on the Global fund HIV/AIDS projects. Participants developed draft community mobilization plans for their respective identified issues. (*Dr Umar, Project Coordinator, ARFH*)

### MTN Foundation Monitoring and Evaluation Project

● **Study/learning visit for MTN Foundation M&E Coordinator:** As part of the strategies put in place to strengthen the capacity of the newly recruited M&E Coordinator in MTN Foundation, MSA in consultation with the Foundation packaged and coordinated the implementation of the one week long activity. The process included agreeing on learning objectives, development of scope of work

and identification of institutions/projects with strong research and M&E outfits to anchor the training. The study visit took the M&E Coordinator to COMPASS Project (Abuja and Lagos Offices) and Society for Family Health (SFH), Abuja. The goal of the learning visit was increased effectiveness of the monitoring and evaluation unit of the Foundation while the purpose is to expose the Coordinator to contemporary issues in M&E for enhanced performance. The specific objectives are as follows - to broaden knowledge in various contemporary issues in monitoring and evaluation; to understudy operations in the M&E units/departments and the projects of the organizations involved; to acquire skills in establishing and managing a functional and effective Monitoring & Evaluation unit; to increase skills in specific M&E areas including setting up and managing a data base, data analysis and management and use of diverse M&E software. (Steve Amuwa, M&E Coordinator MTN Foundation)

• **M&E Strategic Planning for MTN Foundation:** As part of the measures for institutionalizing M&E within the MTN Foundation, MSA designed and facilitated a two-day strategic planning workshop between May 7 and 8, 2008 to develop the M&E strategic plan for the Foundation. The purpose of the workshop was to provide a forum for staff of the Foundation and her partners participate in designing a medium term M&E strategic plan that will guide the implementation of organisation wide monitoring and evaluation of the Foundation's projects in health, education and economic empowerment. The workshop was facilitated by 2 staff of MSA - Yemi Osanyin (Country Team Leader) and Seyi Olujimi (Senior M&E Officer) - and a Technical Associate. The

workshop began with a SWOT analysis of the current status of M&E in the foundation followed by technical sessions viz. determination of vision and mission of M&E, strategic direction, goals and objectives, establishing M&E resource requirements, roles and responsibilities of the Foundation's staff in M&E and development of M&E strategic framework. One of the major achievements of the workshop was the opportunity provided to the Foundation and its partners to jointly develop the M&E framework and clarification of monitoring and evaluation roles of the Foundation and its partners. (Steve Amuwa, M&E Coordinator, MTN Foundation)

• **Measuring outcomes and results of MTN Foundation supported Projects: MSA** stepped up preparations within the quarter for the evaluation of 3 MTN Foundation projects, namely: Partners Against AIDS in the Communities (PAAC), UniversitiesConnect and Rural Telephone Project (RTP). These projects are funded under the 3 portfolios of the Foundation, namely health, education and economic empowerment. They are multi-year projects that have never been evaluated since inception. The goal of the evaluation is documented outcomes and results of the Foundation's CSR projects and lessons learned over the years to guide the management and board in decision making. The findings of the evaluation will be published and widely disseminated amongst various actors involved in development programs within and outside Nigeria.. The preparations towards the evaluation included development of scope of work, development of draft proposal for the evaluation and review of draft tools for data collection. Data collection and report writing will be completed in the third quarter of the year (Steve Amuwa, M&E Coordinator, MTN-F)



Participants during the MTNF M & E Training

### Program Management Support

• **International Conference on Young People's Health and Development:** The International Conference on Young People's Health and Development with the theme *Investing in Young People's Health and Development: Research that Improves Policies and Programs* held on April 27-29, 2008 at the NICON Luxury Hotel Abuja. The purpose of the conference was to share knowledge from research that will improve policies and programs to secure the future of youth globally. A total of 665 participants from 36 countries attended and participated at the conference. Participants comprised of policy makers, government officials, researchers and academicians, non-governmental operatives, program implementers, representatives of donor agencies, and young people. The conference marked an important landmark in the effort to use research to inform policies and programs for promoting the health and development of young people in order to secure the future. In her opening address, Hajia Turai Umar Musa



Participants at the International Conference

Yar'adua the First Lady of the Federal Republic of Nigeria, represented by Dr. Hassan Muhammed Lawal, focused mainly on the need for more investment of resources in youth programs, both financial and human. Many resonating research messages evolved. The Call to Action, which highlights the meeting's key findings and actions needed to invest in youth, has been shared with donors, programs, policymakers and researchers urging them to mobilize new resources and scale up efforts. (Dr Segun Fatusi, Obafemi Awolowo University, Ile Ife.)

#### News from MacArthur Foundation and Grantees

● **MacArthur Foundation (MF) Grantees Evaluation meeting:** As part of the efforts at improving the reproductive health of Nigerians through networking and collaboration MSA on behalf of MF designed and facilitated a one day round table evaluation meeting for MF Grantees working on Maternal Mortality Reduction Initiatives and Family Life and HIV/AIDS Education (FLHE) curriculum implementation in Nigeria. The meeting which held on May 1, 2008 at the MacArthur Foundation office Abuja, provided the platform for grantees to review and share ideas on approaches being used and will be used in evaluating their projects. The meeting also benefited from the participation of MF staff - Ann Blanc from their Chicago office, Dipo Nag Chowdhury from India as well as Sharon Sotello Bissel from Mexico who attended the International Conference on Young People's Health and Development just concluded in Abuja a few days preceding the evaluation meeting. Participants at the meeting critiqued the approaches used in evaluating their projects as well as plans for the future. The rich contributions from various experiences helped

to sharpen the focus of grantees future evaluation plans. (Jonah Lah, MSA Nigeria)

#### Collaboration & Networking

● **ActionAid: "Fighting Poverty in the Midst of Plenty Country Strategy:** MSA attended and participated at a one day dissemination meeting organized by ActionAid Nigeria (AAN) of its 5 year Country Program (2003 - 2008).

The purpose was to share outcomes/results, learning and challenges with partners and also harvests input that will shape the design of a new Country Program whose implementation will start in January 2009. The implementation of the 2003 to 2008 strategy titled "Fighting Poverty in the Midst of Plenty Country Strategy, adopted the Right-based approach in its interventions in 5 thematic areas namely: Education, HIV/AIDS and Reproductive Health, Conflict, Women's Rights/Gender and Governance. The findings presented revealed that ActionAid recorded significant successes within the period using rights based approach. One of the recommendations at the meeting was the need for AAN to seek more financial assistance for its programs from the Organized Private Sector (OPS) in Nigeria. (Dr Otive Ibuzor, Country Director, AAN)



Participants at the meeting on Evaluation approaches

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● **Technical Associates Meeting:** To continuously improve performance and quality, as well as ensure standardization and quality control, a technical associate meeting held on the 21<sup>st</sup> of May, 2008, at Top Rank Hotels, Abuja. Facilitated by Denike Onasoga-Molake, the meeting had 10 participants comprising MSA staff and technical associates (TAs) in attendance. The meeting purpose was to continuously enhance the interpersonal relationship between MSA and its TAs; for MSA to derive feedback from the TAs on how MSA could further improve its work relationships with its TAs, and how MSA can thrust the already beneficial relationship into a higher level of benefits. Review of various technical assistance tools and methods were conducted, feedback on challenges TAs encounter during implementation of assignments, especially with clients and beneficiaries of MSA were deliberated upon, and clarifications on other issues were also discussed. In conclusion the TAs acknowledged the high level of professionalism of MSA staff and its operations and enjoined MSA to continue the wholesome camaraderie that exist in its partnership with TAs. (Denike Onasoga-Molake, MSA Nigeria)

● **E-discussion platform on RH established:** As part of MSA's mandate and contributions to facilitating coordination and information sharing amongst the MacArthur and Packard Foundations Grantees in Nigeria, MSA has designed and commissioned an e-discussion platform on RH. MSA is administering and coordinating the platform on behalf of members. Details on how to register has since been shared with grantees through e-mail. Grantees are encouraged to register to enable them receive and share information and experiences RH issues. (Jonah Lah, MSA Nigeria)

● **MSA Ghana staff on study visit to MSA Nigeria:** The two staff of Management Strategies for Africa-Ghana, Abraham Nyako (Country Team Leader) and Lucy Donkor (Administrative Assistant) were in Nigeria between May 19 and 22, 2008 to attend the OE Corporate workshop (strategy mapping and Open Space

Technology Workshops). The visit also provided opportunity for learning, exchanging and interfacing with staff of MSA-Nigeria as part of the process of building, steering and consolidating the Ghana Office. The duo spent considerable time interacting with and learning from Nigeria staff focusing on proposal development, approaches to marketing and resource mobilisation and office setting, administration and management. It was not all work as they took time off to visit a number of public places including the Millennium Park, open markets and the Ecumenical Centre (Abiola Alade, MSA)

• **Stella weds Pius:** The entire staff of Management Strategies for Africa gathered at Kaduna to witness and celebrate the wedding ceremony of Ms Stella Aliu, MSA Office Assistant to Mr. Ogbonna P. Okagu on May 10, 2008. MSA wishes Mr. and Mrs Pius Okagu happy married life.



Mr. & Mrs. Pius Okagu

• **8<sup>th</sup> Ordinary Meeting of the Board:** The 8<sup>th</sup> Ordinary meeting of MSA-Nigeria board was held on May 12, 2008 to review progress, formulate policies and take key decisions relating to the growth and development of the Organisation within the last six months. The meeting presided over by the Chair, Dr Uwem Esiet received programmatic and financial reports, reviewed budget performance, agreed on approaches to evaluating the performance of the board, reviewed the 2006/2007 audit report, discussed and made decisions on diversity in the composition of the board and future strategic partnership of

MSA with organisations with similar vision and mission. The board also held an executive session where most of these issues were further reviewed, discussions and strategic decisions taken. (Yemi Osanyin, MSA Nigeria)

### News from Ghana

• **Needs Assessment for provision of comprehensive emergency obstetric care and adolescent sexual and reproductive health services:**

In April 2006 a new partnership was established between the Christian Health Association of Ghana (CHAG) and the United Nations

Population Fund (UNFPA) to promote reproductive Health in Ghana. In the partnership, both CHAG and UNFPA committed themselves alongside other implementing partners to a project aimed at contributing to creating a supportive environment that promotes and ensures Reproductive Health (RH) Rights and increased access to and utilization of high-quality Reproductive Health Services (RHS). To facilitate the achievement of project objectives, UNFPA on behalf of the CHAG secretariat engaged MSA-Ghana to undertake an assessment of both the functioning and the service delivery capacity of twelve (12) CHAG health facilities in the Volta region, with a focus on Comprehensive Emergency obstetric Care and the provision of Youth Friendly and Adolescent Reproductive Health Services. The assignment being undertaken by two Technical Associates of MSA Ghana commenced in June 2008 and is scheduled to end in August 2008. The main output from the assessment will be the final report incorporating the process, findings and recommendations that will ensure the provision of quality Comprehensive Emergency obstetric Care and Youth Friendly and Adolescent Reproductive Health Services in the twelve facilities (Abraham Nyako, CTL, Ghana).

• **Organizational Assessment of the Ghana Network of Persons Living with HIV (NAP+ Ghana):**

To address the capacity needs of NAP+ Ghana and position the network in a way that it contributes effectively to the National HIV and AIDS Response, UNAIDS, Ministry of Local Government and Rural Development (MLGRDE) and Embassy of the Kingdom of the Netherlands (EKN) on behalf of the partners of NAP+ Ghana, engaged Management Strategies for Africa (MSA) to design and conduct an institutional and organizational analysis of NAP+ Ghana. The purpose of the analyses was to determine the institutional and management capacity gaps and capacity needs of NAP+ Ghana and to develop a capacity building plan that would seek to make NAP+ Ghana perform better. Undertaken between May and June 2008, the OA serves as the first step by the partners of NAP+ Ghana to reposition NAP+ Ghana for a more strategic role and for better performance. The assessment focused on the internal strengths and weaknesses as well as the external opportunities and threats of NAP+ Ghana as it seeks to strengthen its role and effort (Abraham Nyako, CTL, Ghana)



MSA Board members at its 8<sup>th</sup> Ordinary meeting



Ex-combatants rally round for the ToT in Sudan

• **Capacity building of ex-combatants in STIs/HIV and AIDS in South Sudan:** In 2007, the UNFPA Southern Sudan office in collaboration with the Southern Sudan DDR Commission, engaged the services of Management Strategies for Africa (MSA)-Ghana to develop a Trainer of Trainers Manual and a complimentary Peer Educators Guide in STI/HIV prevention for use by ex combatants. Following the development of the draft manuals, a workshop was held in June 2008 in Yei, South Sudan to pre-test the manuals and to train selected potential ex combatants as Trainers of Trainers (ToTs) and Peer Educators (PEs). The workshop, designed and

facilitated by MSA, accomplished its objectives to collate comments to fine tune the manuals, increase the knowledge and skills of participants in STIs and HIV and AIDS, build capacity of participants to conduct training programmers in STIs and HIV prevention, and identify and recommend participants to be certified as Trainer of Trainers and Peer Educators. (*Abram Nyako, CTL, MSA Ghana*)

### 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

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