



# TUNHACASI\*

Share the dream.  
Work together.  
Pick up speed.

## Tanzania Commission for AIDS

*Advocacy, Information, Education  
and Communication Division*

P.O. Box 76987  
Tel: +255-22-2122651/  
+255-22-2125127  
Fax: +255-22-2122427  
Dar es Salaam, Tanzania  
email: [tacaids@raha.com](mailto:tacaids@raha.com)



\* Tanzanian Unified National HIV  
and AIDS Communication and  
Advocacy Strategic Initiative



# Executive Summary

*TUNHACASI ! is a rallying cry for a “not business as usual” approach to retarding the spread of HIV and repairing the effects of AIDS in Tanzania.*

TUNHACASI implements the National HIV and AIDS Communication and Advocacy Strategy (NHACAS). It simultaneously communicates and advocates a:

- Shared vision for collaborative, coordinated combat against AIDS
- Reorientation of responsibility to the individual, family, and community
- Call to every Tanzanian to respect human rights and act responsibly
- Celebration of the progress made and the people behind it.

## What TUNHACASI is

### **TUNHACASI communicates a shared vision.**

TUNHACASI is a vision shared by stakeholders across the nation who joined together to design a workable strategy for a collaborative, coordinated multisectoral approach to the HIV and AIDS response. By adding the prefix “Tanzanian Unified” to symbolize consensus for the “National HIV and AIDS Communication and Advocacy Strategy” and the suffix, “Initiative,” to symbolize its implementation, we spell the initials TUNHACASI.

### **TUNHACASI puts us to work together.**

A theme of this initiative is to instill in each Tanzanian a sense of responsibility for retarding the spread of HIV and repairing its effects on our society. TUNHACASI is a call to personal reflection and responsibility. By pronouncing the combined letters of the initiative’s name a bit differently (“Z” sound for S), we discover the Kiswahili words for “We Have Work to Do.”

### **TUNHACASI celebrates gaining momentum.**

TUNHACASI celebrates our progress and the ones who helped us get here. It communicates a sense of acceleration rather than desperation. It rewards the early adopters, and urges the laggards to join the movement before it is too late. Sound out the initiative’s letters a little differently, and the meaning in Kiswahili changes to “We are picking up speed.”

## Getting TUNHACASI Started

TUNHACASI can start as soon as the following preparations are complete:

1. Tanzanian Commission for AIDS (TACAIDS) reviews and approves plan.
2. TACAIDS A-IEC Director incorporates proposed activities into Medium Term Economic Framework (MTEF)
3. Ministries incorporate proposed activities into Medium Term Economic Framework (MTEF)
4. TUNHACASI activities are incorporated into the funded workplans of Local Government Agencies (LGAs) and Service Level Agreements developed with RFAs.



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# Vision

*TUNHACASI will communicate this shared vision of a Tanzanian society where HIV can be retarded and the impact of AIDS can be repaired:*



**Children** are receiving care from a concerned adult, protection from vulnerability to HIV infection, and adequate preparation to become productive and responsible members of our society.



**Adults** are discussing HIV and AIDS openly, demonstrating nonjudgmental attitudes toward people with HIV and AIDS, and practicing sexually responsible behaviour.



**Families** are caring for their sick at home, availing themselves of accessible treatment, discussing HIV and AIDS openly, and preparing their youth for responsible adulthood.



**Communities** are providing compassionate support to families caring for their sick, abandoning practices that hurt their survival in a new world, and rejecting attempts to stigmatize or discriminate against families and individuals living with HIV or AIDS.



**Leaders** are removing policy barriers, changing laws to fit the times, and advocating attitudes and practices for keeping this vision alive.

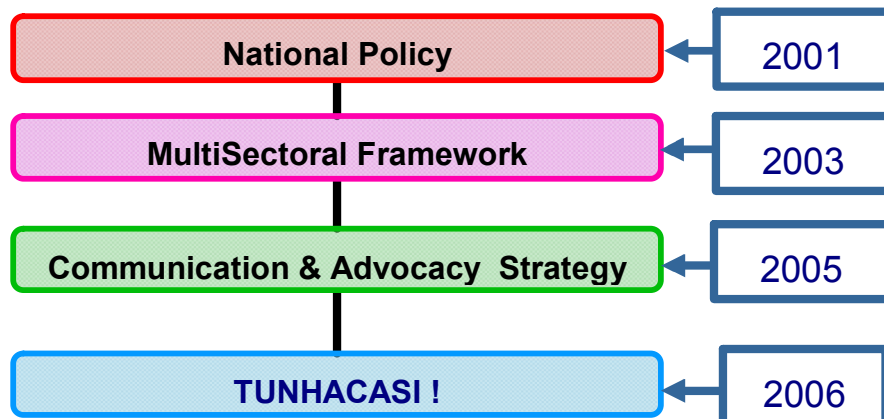


# Introduction

*TUNHACASI is a TACAIDS initiative to communicate a shared vision of an effective response to AIDS in Tanzania through coordinated, collaborative effort, and lead the way to its achievement.*

TUNHACASI **implements** a uniquely Tanzanian response to its national HIV and AIDS epidemic. This response is:

- Mandated by a National HIV/AIDS Policy.
- Modeled by a National MultiSectoral Framework for HIV/AIDS.
- Articulated in a National HIV and AIDS Communication & Advocacy Strategy.



## Mandate

TUNHACASI is mandated to implement the strategic intent of the National HIV and AIDS Communication Strategy (see overview below). This mandate comes from the office of the Prime Minister through TACAIDS upon the recommendation of a Technical Working Group of HIV and AIDS communication experts, program managers, development partners, and policy makers.

At each stage of this process, TACAIDS representatives have requested and received mandates from political leaders, program managers, and potential beneficiaries to follow the direction established.

## Model

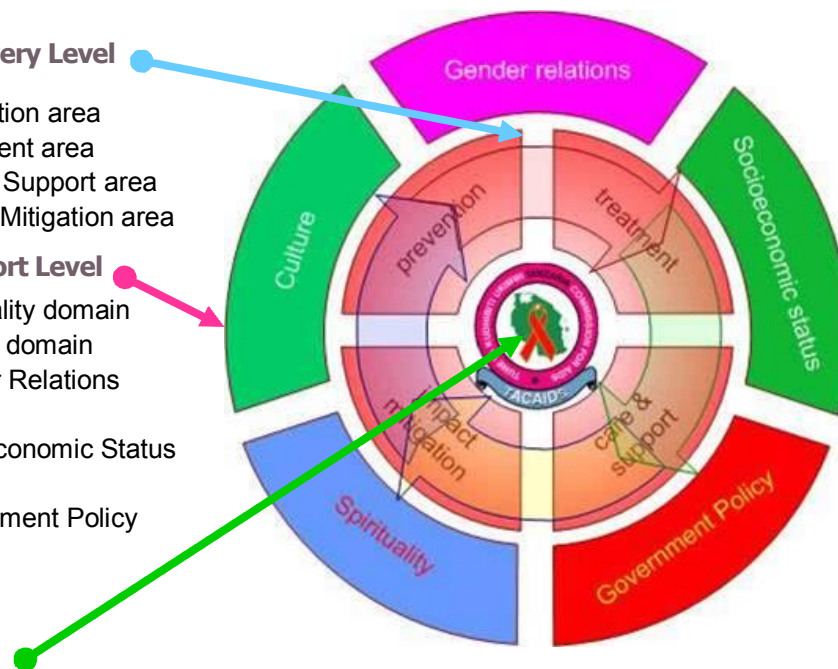
TUNHACASI's model for supporting communication consists of two levels, represented by an inner circle and an outer circle. The inner circle represents programs directly focused on the HIV and AIDS continuum of care. The outer circle represents the social domains that indirectly impact on the work of these programs and the progress of the HIV and AIDS pandemic in general. The components of these levels are:

### Program Delivery Level

- Prevention area
- Treatment area
- Care & Support area
- Impact Mitigation area

### Societal Support Level

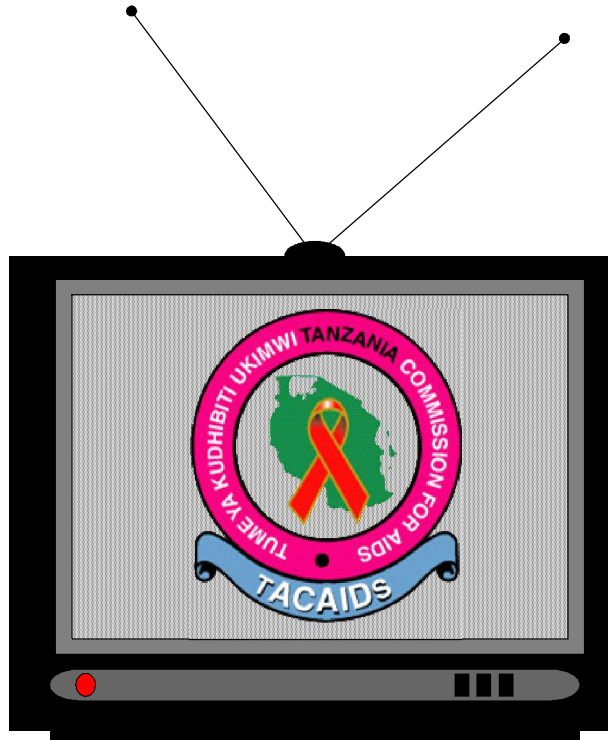
- Spirituality domain
- Culture domain
- Gender Relations domain
- Socioeconomic Status domain
- Government Policy domain



*TACAIDS-AIEC Division adopts a central position to align itself with all parts of the model. From this position, the Division will facilitate, enable, advocate, and coordinate – but never dictate – programmatic and political activities.*

## Articulation:

The strategic intent of the national response to the HIV and AIDS epidemic is articulated in the *National HIV and AIDS Communication and Advocacy Strategy* (NHACAS).<sup>1</sup> It calls for a multisectoral coordinated approach to the fight against AIDS. Following is a brief overview of the key elements of the strategy.



*Articulating a strategy is never an easy task. To bring the vision alive,, TACAIDS will engage Media for Development Trust's internationally acclaimed John Riber to prepare a 10-minute video vision of the concept in Kiswahili and English. This digital media will be used to brief societal leaders, potential partners, and the public about TUNHACASI and what it means to them.*

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<sup>1</sup> Researchers, evaluators, and strategic planners may wish to refer to the more detailed NHACAS document, together with the supporting research compendia, available from the TACAIDS Resource Library.



# Strategy

## To contribute to the outcome of:

- **Reduced** HIV transmission.
- **Mitigated** AIDS impact

## To engage the following audiences

- **Vulnerable individuals, families, and groups** – those at increased risk of HIV infection or impacted due to an HIV or AIDS-related condition that prevents them from getting adequate protection or accessing health care, social services, education, or community support.
- **Information intermediaries** (infomediaries) – those who pass along information and communicate with others about HIV and AIDS.
- **Societal leaders** – those who shape societal opinion, policy, and direction in domains of gender relations, politics, spirituality, socioeconomics, and cultural practice

## To promote the following behaviours

### In Vulnerable individuals

- **Abstain** from sex until you find partner who is willing to be faithful.
- **Be faithful** to a mutually faithful partner.
- **Use condoms** for sex if you or your partner is or possibly could be infected with HIV. Partners who have not undergone voluntary counseling and testing and received HIV-negative results in the past year should use condoms consistently.
- **Seek treatment for abnormal genital** discharges, sores, or ulcers.
- **Get voluntary counseling and testing** for HIV.
- **Use antiretroviral therapy and home-based care** if HIV positive

### In Families, Networks, and Communities with Vulnerable individuals

- **Judge by character**, not by condition.
- **Support incapacitated** family, network, and community members
- **Respect** a person's right to privacy about their health.
- **Provide** long-term palliative care and support at home.

### In Infomediaries

- **Excitement** about being associated with a national HIV and AIDS communication initiative.
- **Ability** to plan and carry out strategically aligned communication for intended audiences.
- **Collaborate** across sectors to develop and implement multiple tasks and activities simultaneously involving a wide variety of prevention, treatment, care and support, and impact mitigation program staff.



### **In Societal Leaders**

- **Advocate** cross-sectoral programming, and support policies and laws that reduce societal barriers to effective HIV and AIDS communication and service provision. Desired Responses
- **Make** informed public statements about HIV/AIDS prevalence, incidence, and related knowledge, attitudes, and behaviours in Tanzania
- **Encourage** individuals to act responsibly by making preventive sexual behavior a habit, family care a norm, and service facility use a routine.
- **Champion** multi-sectoral collaborative projects on HIV and AIDS
- **Speak out against** stigmatizing and discriminatory statements and actions affecting people living with HIV and AIDS
- **Take on** the complex societal issues that fuel the spread of HIV and prevent use of AIDS testing, treatment, care, and support services.

# Implementation

TUNHACASI implements the National HIV and AIDS Communication and Advocacy Strategy (NHACAS). The key elements of the implementation are summarized in the next section. The full documentation and background research documentation is available from the TACAIDS Resource Library.

## REACT: 5-Part Implementation Plan

TUNHACASI will be deployed in a coordinated and phased movement of five parts: Repositioning, Energizing, Activation, Capacitation, and Team Building.

### 1. Repositioning

TUNHACASI will begin with a campaign to reposition public discussion about the response to AIDS from “What is TACAIDS doing about this?” to “How can I join the fight against AIDS?” The campaign will focus attention on the power the each one of us can have if we work together to repel HIV from our bodies and begin the healing process of repairing the impact of AIDS on our families, our neighbors, and our nation. This campaign will create a sense of collaborative urgency to want to join in the fight against AIDS. The locus of activity will be on mass media, while the TUNHACASI research and evaluation team deploys rapid assessment missions into the regions, districts, and wards, to provide a situation assessment for future action.

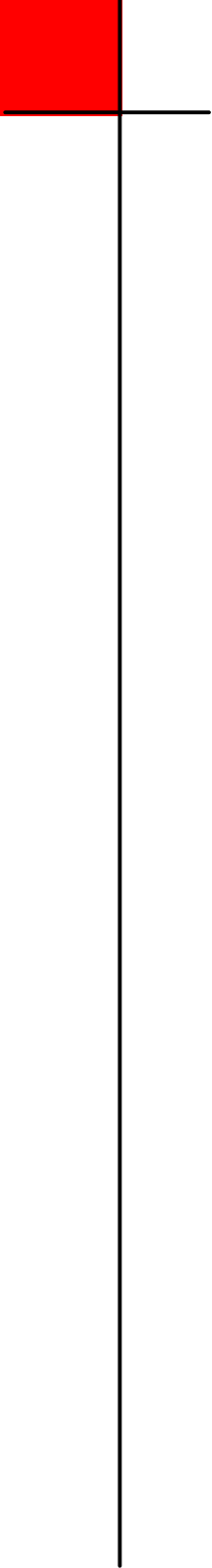
### 2. Energizing

TUNHACASI will co-opt key community media outlets as partners to establish a base for broadcasting vignettes and stories throughout the nation about people who exemplify the TUNHACASI concept. SMS (phone text messaging) will be used to create a “buzz”, a sense of excitement about a new and growing momentum in the response to AIDS in Tanzania. TUNHACASI will “touch” the key information intermediaries in the society, peaking their interest and sense of excitement.

Depending on her preference, the First Lady could time the inauguration of her leadership campaign launch to culminate the ENERGIZING Phase of TUNHACASI and then introduce the ACTIVATION Phase.

### 3. Activation

In this Advocacy phase, we will activate our societal leaders and those who influence them to press for greater multisectoral collaboration for the AIDS response. Legislators will be briefed on key policies and laws that are preventing or impeding the effectiveness of the national AIDS response. Media producers and journalists will be trained, co-opted, and deployed to identify insertion points into media spotlights for enlightened policy advocates. As the



phase progresses, activities will penetrate both laterally through the societal domains (socioeconomic, spiritual, cultural) as well as vertically, out to the regions, districts, and communities. The activation will culminate in a full-scale engagement of the gender relations issue at the national, regional, and ward levels.

#### **4. Capacitation**

While Phases 2 and 3 are building, TUNHACASI will be recruiting and training infomediaries nationwide, building a broad-based army of communicators capable of consistently collaborating across projects over time to attack stigma, discrimination, ignorance, and ignominy wherever it is hiding. Communicators will learn the processes of identifying problem areas and analyzing situations. They will learn strategies and tactics of message design and materials development. In competency-based participatory trainings, they will learn how to design, develop, disseminate, and delegate effective behaviour change communication campaigns in their own areas.

Secondly, TACAIDS will build an arsenal of adaptable communication materials and templates for use by these communicators in the field. This will free them from the expense of designing and developing their own material, and help them to focus on dissemination, interpersonal communication, and most importantly, intelligence gathering for use by the TUNHACASI central office to develop more and better activities.

#### **5. Team Building**

Encourage multi-sectoral collaboration on HIV and AIDS programs will require collaborative action planning, and TUNHACASI will be prepared to provide this. TUNHACASI will deploy action planning specialists to train indigenous teams of focal points, public relations officers, marketing managers, and others to learn to conduct stakeholder analyses, problem trees and objective trees, project structures, conflict analyses, logical frameworks, schedules, performance plans, and budgets. Opportunities for cross-sectoral collaboration will be nurtured by providing start-up and bridge funding for innovation cross-sectoral partnerships. Recognition and reward schemes will be installed to incentivize dormant partners, and attract new ones.

## Implementation Guidelines

### Focus and Scope

The initiative has a narrowly mandated **technical focus** which is HIV and AIDS communication and advocacy.

The initiative will be implemented is **at-scale**. Implementing at scale means stakeholders from every sector of society at all levels will coordinate to work toward common goals. Specifically this means:

- A **complete** mainland geographical scope
- An **unlimited** demographic scope.
- A **wide-reaching** societal domain scope, including of gender relations, socioeconomic status, government policy, spirituality, and culture.
- A **continuous** programmatic scope encompassing all areas of the continuum of care, that is, prevention, treatment, care & support, and impact mitigation.
- A **multisectoral** scope of the initiative is all-inclusive, covering all areas of commerce, government, and civil society.

TUNHACASI will converge multiple skills, interventions, products and services at the same time, in the same places, to benefit the same communities. In this way, each of our singular efforts will reach enough people with enough force to have a combined meaningful impact.

### Duration and Timing

The initiative **duration** is **indefinite**. Implementation will continue so long at the strategic direction and intent remain the same.

- Key **tasks** will be reviewed, planned and budgeted on an annual basis, in line with the Tanzanian Government planning and budgetary cycle.
- Key **activities** will be added, adjusted, and allocated funds as necessary to support the strategic intent of the National HIV and AIDS Communication and Advocacy Strategy (NHACAS).

The initiative **timing** is **immediate**. It will start as soon as:

- The Tanzanian Commission for AIDS (TACAIDS) reviews and approves this plan.
- The TACAIDS Executive Chairman appoints a TUNHACASI Director
- The Government establishes a funding mechanism for TUNHACASI through a bank account which grants signatory authority to the TUNHACASI Director.
- The Treasury disburses Year 1 funds into the TUNHACASI account.



## Engagement Principles

Four principles of engagement will guide currently planned and as yet unplanned tasks and activities. These are to build on strengths, complement existing programs, work at scale, and catalyze participation.

### Build on Strengths

TUNHACASI builds on TACAIDS' existing core strengths. These include:

- Strong high-level government commitment, as demonstrated by passage of the National Policy, adoption of the multi-sectoral Framework, and other legislation, policy, and program support.
- Strong development partner readiness to directly support well-planned communication initiatives through the Rapid Funding Envelope mechanism, direct funding, "Basket Funding", and other means.
- Access to AIDS focal persons in most government ministries.
- Access to Regional Facilitating Agencies at the regional level
- Access to multiple intersectoral collaborative structures at the regional and district levels.
- Readily available competent technical assistance, from such organizations as Management Sciences for Health (MSH), Health Information Partnership (HIP), Population Services International (PSI), Project Concern, and others.

TUNHACASI will seek out the core strengths of allies and collaborators and build on these as well. By focusing on our positions of strength, we are more likely to find a diversity of comparative advantages awaiting deployment.

### Complement Existing Programs

NHACAS recognizes that many programs are well-funded and directed through mechanisms other than the Tanzanian government, most notably U.S. President's Emergency Plan for AIDS Relief (PEPFAR) and USAID managed programs for youth-focused prevention initiatives, social marketing programs promoting male and female condoms, Voluntary Counseling and Testing (VCT) recruitment and home-based care.

As these programs address the strategic intent of the NHACAS, TACAIDS will coordinate with these programs and focus efforts on complementing their work by supporting programs funded directly through the Tanzanian government.

## Work at Scale

TUNHACASI will be implemented by working at scale<sup>2</sup>. Working at scale means that stakeholders from every sector of society at all levels will coordinate to work toward common goals. TUNHACASI will converge the skills, interventions, products and services at the same time, in the same places, to benefit the same communities. In this way, each of our singular efforts will reach enough people with enough force to have a combined meaningful impact.

Working together, we have developed a shared vision. Now, we must develop shared action plans to improve prevention, care, treatment, support, and impact mitigation with approaches that reach people where they live, work, worship, shop, study and play.

Too often, we have focused on innovative approaches to HIV and AIDS implemented through pilot efforts with the intention to “scale up” later. TUNHACASI seeks to simultaneously affect access to infrastructure, promotion, policies, regulation and influential social norms that direct positive health behaviours. Our intention is to sustain change by providing each members of our society with the same message at every key contact point in their lives.

## Catalyze Partnerships

To achieve this, we must form alliances of multiple kinds of stakeholders at multiple levels, using multiple interventions. TUNHACASI will:

- Seek out **collaborative and combined alliances** that are decentralized, vested in and managed by partners and participants rather than by TACAIDS. Program ownership is key to sustainability.
- Form alliance of groups with programs that focus on different areas of the continuum of care. This will ensure that not only prevention messages but also messages regarding care, treatment, support, and impact mitigation are integrated into health and non-health platforms such as school curricula, which can enhance and increase impact.
- Collaborate closely with other development partners and their programs to harmonize goals and objectives and promote implementation synergies.
- Ally with the **private sector** using state-of-the-art marketing and public relations tools and technologies to promote appropriate ideas, services, and behaviours.
- Form alliances among knowledge miners and information intermediaries, to ensure that the initiative is constantly receiving the latest intelligence from the field.

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<sup>2</sup> TUNHACASI gratefully acknowledges USAID's Hygiene Improvement Project, whose conceptual description of working at scale forms the basis of this section.



## Implementation Strategies

### Push and Pull

TUNHACASI will use a combination of Push and Pull strategies to engage its audiences.

It will “push” from behind the front lines to encourage infomediaries and societal leaders to move out into the communities with coordinated communication events and activities. Examples of “push” engagement are:

- Capacity building workshops
- Orientation briefings
- Policy, Opinion and Practice Agenda Definition and Articulation Forums
- Provision of low-cost, high quality communication materials

It will simultaneously “pull” infomediaries, societal leaders, and family and community members toward the desired behaviours by creating expectations and demand for those behaviours. Examples of “pull” engagement are:

- Mass Media campaigns promoting the TUNHACASI ethic
  - Community-based media campaigns promoting individuals who exemplify the TUNHACASI way
  - Public events celebrating successes and the people who made them happen.

### Direct and Indirect Approaches

TUNHACASI will employ a combination of Direct and Indirect approaches to engage its audiences.

On the one hand, it will “directly” engage societal leaders, and information intermediaries. Examples of “direct” engagement are briefings, coordination committee meetings, and multisectoral collaborative planning activities

On the other hand, it will “indirectly” influence behaviour through indirect engagement, through contracted experts, representatives of vulnerable groups, and support for programmatic efforts of organizations that are aligned with the TUNHACASI vision and objectives.



# Action Plan Outline

## Task 0. Preparation

A few mandatory preparatory activities must be completed prior to the launch of TUNHACASI. These are:

### Activity 0-A. Publication and Dissemination of NHACAS Documentation

The documentation that provides evidence of the completion of the NHACAS must be completed prior to the launch of TUNHACASI activities the documentation consists of:

- Strategy
- Background report: Prevention
- Background report: Treatment
- Background report: Care and Support
- Background report: Impact Mitigation
- Background report: Harmful Cultural Practices
- Draft Matrices of proposed strategies and approaches of NHACAS
- Knowledge, Attitudes, and Practice Statistics

This documentation will be published and incorporated into a NHACAS Resource Kit containing additional materials from the 2004-2005 DHS as well as an overview of TUNHACASI.

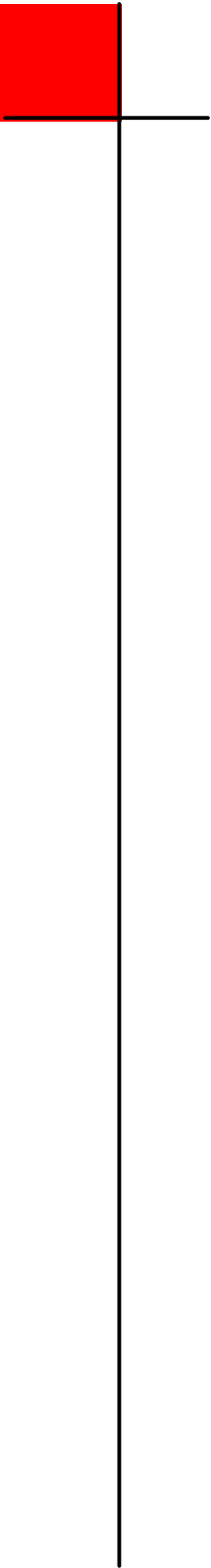
### Activity 0-B. Review and Approval of TUNHACASI Plan

The Tanzanian Commission for AIDS (TACAIDS) must review and approve implementation of the plan prior to engagement.

### Activity 0-C. Appointment of TUNHACASI Manager and Sponsor

A TUNHACASI Manager and Sponsor must be in place prior to start of work.

The TUNHACASI Manager has primary responsibility for defining, planning, tracking and managing the project. He/she is responsible for identifying key resources and providing the direction required for meeting the project objectives. He/she is also responsible for ensuring appropriate management, beneficiary and development partner involvement throughout the life of the project.



The TUNHACASI Sponsor champions executive approval for the initiative. The Sponsor provides official backing, support for obtaining timely resources, and strategic direction. He or she acts as the focal point for project decisions beyond the Manager's scope of authority.

A Sponsor is necessary because TUNHACASI work will often cross functional and organizational boundaries and areas of responsibilities. A senior person is often needed to remove obstacles, arbitrate conflict, and mediate negotiations. This person can also support, coach, and mentor the TUNHACASI Manager.

The responsibilities of a TUNHACASI sponsor are:

- Appoint the TUNHACASI manager and communicate in writing to all groups who may be involved in the project
- Define the management process with manager
- Approve scope and objectives, schedule and resources, roles and responsibilities
- Monitor project environment
- Issue directives as appropriate
- Review progress and provide strategic direction along with executive team

Optionally, the TUNHACASI sponsor can delegate to the Manager the authority to

- Approve project changes
- Obtain resources
- Set priorities and resolve conflicts

The Sponsor would intervene on request to support the Manager's decisions.

### **Activity 0-D. Funding of TUNHACASI**

Government must establish a funding mechanism for TUNHACASI activities.

For this to occur, the following must be accomplished:

- At the TACAIDS level, the Director of A-IEC Division must immediately begin preparing a Medium Term Expenditure Framework plan that incorporates the activities outlined in TUNHACASI above. This preparation may be done with reference to the Development Plan, the National MultiSectoral Framework, and the Poverty Reduction Plan.
- At the Ministerial level, the Director of A-IEC Division must assist Ministerial AIDS Focal Persons to prepare Medium Term Expenditure Framework plans that incorporate the activities outlined in TUNHACASI above.
- At the Regional Level, reference to the NHACAS must be included in the Operations Manual for Service Level Agreement development and management. Specifically, the manual should incorporate a section that requires SLAs to be checked for alignment of IEC activities with the National HIV and AIDS Communication and Advocacy Strategy.

### **Activity 0-E. Commissioning of short video on the TUNHACASI Vision**

TUNHACASI will commission the Media for Development Trust to develop a short video that vividly presents the TUNHACASI vision and concept. This will be used throughout the initiative to brief potential partners, sponsors, advocates, and participants on the vision of TUNHACASI and its concept. The video will include:

- Vision
- Strategy
- Tasks to be accomplished for incorporation of activities into work plans
- Resources available.

### **Activity 0-F. Recruitment and Engagement of TUNHACASI Key Staff**

Once funding is established, the TUNHACASI Manager will recruit and engage key staff for:

- TUNHACASI Community Coordinator
- TUNHACASI Task Coordinator
- Strategic Advisor
- Policy Advisor

Upon engaging these staff, the Director will delegate remaining preparatory assignments among them.

### **Activity 0-G. Recruitment and Engagement of Task Team Leaders**

Once funding is established, the TUNHACASI Task Coordinator will recruit and engage key potential partner organizations and individuals to serve as Task Teams

Task Teams will review the Action Plan for their respective Task, prepare a detailed activity plan for implementing the task, engage partners and allies to accomplish the task, and develop a proposed budget for funding task activities.



## Task 1. Repositioning

This task **LAUNCHES** the National HIV/AIDS Communication and Advocacy Strategy to ensure recognition of and support for **TUNHACASI**.

### Activity 1A. Soft Launch

The **goal** of this activity is to engage the interest of key stakeholder organizations and individuals and to gauge the likelihood of support for upcoming efforts.

The **purpose** of this activity is to pretest the concept of TUNHACASI and negotiate support and buy-in from key partners.

The soft launch will consist of:

- Disseminating the National HIV and AIDS Communication and Advocacy Strategy Resource Kit to 38 potential partner and development partner organizations at the national level.
- Briefing the recipients and recording questions and attitudes and resistance toward the plan.
- Convening a National HIV and AIDS Communication and Advocacy Coordinating Committee
- Kicking off the first Coordinating Committee with a press conference.
- Preparing a feature length article on TUNHACASI for placement in the daily newspapers.
- Establishing an publicizing the TUNHACASI Online Resource Center

When the Official Launch takes place, the soft launch will expand into a regional energizing activity, where stakeholder representatives can start planning local events and initiatives.

### Activity 1B. Official Launch

The **purpose** of this activity is to reposition the discussion about what to do about HIV and AIDS from, "What are they doing to protect me or help me?" to "What can I do to help?"

The **launch** will create a new rallying cry around which people can gather to find ways to contribute to eradicating the further spread of the disease in the country, and care for those who have fallen ill before we banded together.

The **intended audience** for this activity is universal.

The campaign will run at full saturation for three months, and then pulse for an additional 3 months. It will be phased out as Energizing and Advocating media activities phase in.

The campaign messages will:

**TUNAKASI - “WE HAVE WORK TO DO”**

*The message here is that we are all responsible for the HIV and AIDS epidemic and its effects on our society. And we are all responsible to prevent its further spread and to mitigate its impact.*

**TUNAKASI - “WE ARE GAINING MOMENTUM”**

*The message here is that we are already gaining momentum. We have learned much about AIDS. More of us are practicing responsible sexual behaviour (A,B, and C). We are seeing a reduction in the prevalence of HIV overall.*

The **desired outcome** of this activity is a repositioning of the AIDS epidemic in the minds of members of Tanzanian society away from being a hopeless health and moral issue to an optimistic view of AIDS as a social development issue which can be addressed effectively through cooperation.

The **call to action** for this activity is for people to volunteer support for their local HIV and AIDS program, or if there is none in their area, to start one. Audience members will be invited to SMS, email, write or visit the TUNHACASI headquarters at TACAIDS for further information and assistance.

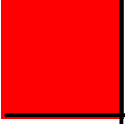
The **positioning strategy** is to portray AIDS as a social development issue which can only be effectively addressed by each and every Tanzanian working together.

The **implementation strategy** for this activity is a pull approach. Rather than trying to convince societal leaders to take the risk of advocating this new vision, TUNHACASI will launch a broad-based media campaign to introduce the concept of TUNHACASI, and provide small, specific actions that people can take to participate.

The **performance measure** we will use is the recall of the TUNHACASI name and recognition of the concept.

The **benchmark** practitioners for this process with which TACAIDS intends to partner are PSI, which has been involved with similar campaigns worldwide.

The **success** criteria for this activity is seeing and hearing the repetition of the TUNHACASI slogan and visible sign.



The initial campaign will include:

- A formal launch event in Dar es Salaam
- Radio spots that explain the concept of TUNHACASI, repeat the slogan, and deliver the call to action.
- Television spots that explain the concept of TUNHACASI, repeat the slogan, and deliver the call to action.
- Feature articles in regional and national newspapers explaining the concept of TUNHACASI, providing details about the strategic intent, and offering several calls to action.
- Print materials featuring the TUNHACASI slogan and an overview of the concept.
- Stickers featuring the phrase “TUNHACASI. It’s about you. It’s about me” for placement on buses, cars, trucks, etc.
- Billboards in the capital city with the phrase, “What have YOU done today to help us fight AIDS? – TUNHACASI”
- Collateral materials to publicly display the TUNHACASI which employs a variety of traditional and mass media channels to focus on the delivery of a simple idea.

## Task 2. Energizing

The energizing campaign will run for the duration of the initiative. It will start with high intensity to fuel overall excitement and a sense of collective momentum. It will then taper off, continuing at a moderate level to call attention to activities in alignment with the TUNHACASI initiative.

### Activity 2A. Buzz Generation Media Campaign

This is a **national, regional, and community level** activity.

The **purpose** of this activity is to excite social networks of Tanzanians into “buzzing” with talk about the TUNHACASI initiative and examples of TUNHACASI type deeds.

The **intended audience** for this campaign is key touch points in social networks throughout Tanzania.

The **call to action** for this activity is for people to share their stories of success with TACAIDS so they can be given proper credit. Audience members will be invited to SMS, email, write or visit the TUNHACASI headquarters at TACAIDS for further information and assistance.

The **positioning strategy** is to portray examples of TUNHACASI-worthy action, in whatever manner, as a contribution to one’s family, one’s community, and oneself.

The **implementation strategy** for this activity is a pull approach. By energizing the community of engaged people to talk about this campaign, we will build pent-up demand for a role in implementation.

The **performance measure** we will use is the recall of the TUNHACASI name and recognition of the concept.

The **benchmark** practitioners for this process with which TACAIDS intends to partner are HIP, which has been involved with community radio, magazines, and more.

The **success** criteria for this activity is seeing and hearing the repetition of the TUNHACASI logo and slogan.

The “buzz” campaign will initially run heavy for 3 months, following the drop-off in the repositioning campaign. It will include:

- Feature issues of Femina and other magazines focusing on TUNHACASI – like examples of self-motivated people making a contribution to the HIV AIDS problem in their communities.
- A ten-part series of radio magazine show that explain the concept of TUNHACASI, repeat the slogan, and model the behavior.
- SMS tie-ins that offer users the option to get logo graphics and ringtones for their phones, take a survey on AIDS, and donate to an NGO affiliated with TUNHACASI.

## Activity 2B. National FutureSearch Planning Meetings

This is a **national level** activity.

The **purpose** of this activity is to inject excitement into the HIV and AIDS movement by hosting a unique style of workshop.

The intended **audience** for this activity is stakeholders at the national, regional, district, and community levels.

The **desired outcome** of this activity is renewed excitement, commitment and collaborative ventures to address the issues that affect the social development of Tanzanians in the era of an AIDS epidemic.

The **positioning strategy** is to portray examples of TUNHACASI-worthy action, in whatever manner, as a contribution to one's family, one's community, and oneself.

The **implementation strategy** is to conduct a Futuresearch PLANNING MEETING that helps people transform their capability for action very quickly. The meeting is task-focused. It brings together 60 to 80 people in one room or hundreds in parallel rooms.

Futuresearch brings people from all walks of life into the same conversation - those with resources, expertise, formal authority and need. They meet for 16 hours spread across three days. People tell stories about their past, present and desired future. Through dialogue they discover their common ground. Only then do they make concrete action plans.

The meeting design comes from theories and principles tested in many cultures for the past 50 years. It relies on mutual learning among stakeholders as a catalyst for voluntary action and follow-up. People devise new forms of cooperation that continue for months or years.

Futuresearches have been run in every part of the world and sector of society.

The **performance measure** will be the number of participants who stay the entire three days and the media coverage generated.



The **benchmark practitioners** for this process with which TACAIDS intends to partner is the FutureSearch Network, which has been involved with futuresearch training and development for more than 30 years.

The **success criteria** is whether or not the Futuresearch event energizes the environment by creating a major “not business as usual” event worthy of both media and social network commentary.

## Activity 2C. TUNHACASI Awards Program

It’s time to **celebrate** victories, and to recognize and publicly acknowledge the valuable contributions of individuals and organizations to the fight against AIDS.

The **audience** for the award program will be information intermediaries and societal leaders.

The awards activity will establish awards for people and organizations who demonstrate the spirit of TUNHACASI, and take time to note and celebrate specific advances in the war against AIDS and HIV.

The awards ceremonies will be **implemented** as **high profile media events**.

The **benchmark practitioner** for motivational awards ceremonies is South African Airlines, which sponsors awards programs for travel agencies on a semi-annual basis. TACAIDS will contact the event organizer for SAA, and arrange for a benchmarking team to be deployed to learn the SAA practices for import into TUNHACASI.

The **success criteria** will be whether or not the awards event energizes communicators to surface innovative “not business as usual” examples of TUNHACASI behaviour worth both media attention and an award..



### Task 3. Activating

Activating is the process of moving individuals and groups from the stage of attitudinal approval to action. This stage often requires advocacy.

Advocacy can occur on two levels: the personal/social level and the policy or program level.

- Personal and social advocacy occurs when current and new adopters of a behaviour or position acknowledge their change and encourage members in their social network to adopt a similar behaviour or position. For example, individuals who have adopted regular and consistent condom use often advocate to other persons engaging in higher risk sexual behaviour that they should do the same.
- Policy or program advocacy occurs when the advocacy is aimed at changing specific policies or programs.

TUNHACASI recognizes that seeking to influence behaviour alone is insufficient if the underlying social factors that shape the behaviour remain unchanged. Behaviour change objectives address individual behaviour, but policies, laws, strategies, and programs may also need to be influenced. The two levels of advocacy reinforce one another, and are necessary for mass behaviour change to be sustained.

However, as a government organization, TACAIDS must be careful to maintain its neutrality when it works in the political arena and other social domains. The TACAIDS mandate is to advise on policies, but not to advocate any specific type of policy change. Our recommendations must be based upon the evidence available at the time on the subject.

Hence, we call this Task “Activating” because it is our task to facilitate the process of moving individuals and groups from the stage of attitudinal approval to action. In other words, we create the conditions within which effective advocacy can occur.

#### Activity 3A. THIS/DHS Evidence Dissemination Events

This activity is national/regional level/ district level/ community based activity.

The **purpose** of this activity is to provide both societal leaders and information intermediaries with the information they need to understand the current AIDS epidemic in their area, and the skills they need to interpret, internalize, and factor than into their policy work and public opinions.

The intended **audience** for this activity is societal leaders at the national/regional, district, and community levels. Audiences will include Nongovernmental Organisations, Civil Society Organisations, Charity Based Organisations, Faith Based Organisations, People Living with HIV and AIDS groups, District Council members, Council Multisectoral AIDS Committees, Regional Facilitating Agencies and the media. The activity will also be used for Ward or Village AIDS Committees, Regional Secretariats, or any other interested parties.

The **desired outcome** of this activity is to activate a network of Tanzanians who can lead informed discussions about the AIDS epidemic, and a cadre of politicians and societal leaders who can clearly define and articulate an evidence-based opinions and policies on HIV and AIDS –related issues.

The **positioning strategy** is to portray someone who bases his decisions, opinions, and actions on evidence from the Tanzania HIV Indicator Survey (THIS) and Demographic and Health Survey (DHS) data is a trustworthy, thoughtful, and responsible leader.

This activation preparation training has three main objectives. They are to help societal leaders and information intermediaries to:

- Understand and disseminate key findings from the THIS
- Explain the different methods and sources used to estimate HIV prevalence in Tanzania, and the benefits and drawbacks of each approach
- Plan how to use THIS results in ongoing and new projects, and share the information with other stakeholders

To implement this activity, TUNHACASI will support trained teams activated by the Demographic and Health Survey. The teams will be supported to use DHS information materials and workshop manual with which they are familiar to expand their reach and number of touch points with societal leaders at all levels and areas of the nation.

**OPTIONAL:** TUNHACASI may also request technical assistance from the Constella Group team formerly known as the Futures Group to train the teams in the use and deployment of the AIDS Impact Model or SPECTRUM program, as appropriate. This model and program create a vivid statistical look at the future impact of AIDS on the nation if the prevalence increases, stays the same, or decreases. The interactive presentation will be pretested at various levels of society to determine its applicability to each setting.



### Activity 3B. Media Advocacy Campaign

This is a national and regional level activity.

The overall goal of the media advocacy campaign is to enhance and broaden the involvement of the media to promote public debates, active and sustainable participation and commitment at individual, political and community levels towards the reduction of the HIV and AIDS epidemic and its adverse socioeconomic impacts.

The **purpose** of this activity is to generate informed, balanced public discussion and debate among societal leaders, advocacy groups, and representatives of affected groups on the societal issues that affect our HIV and AIDS prevention, treatment, care, and impact mitigation efforts.

The **intended audience** for this activity is media professionals producing and reporting stories and programs about HIV and AIDS.

The **desired behavioural outcomes** for this activity are:

- an increase in coverage of HIV and AIDS in nonpaid media
- media content development which projects a nonstigmatizing and nondiscriminatory tone
- stories, editorials, and program that explore sociocultural, economic, government, and spiritual policies and practices that inhibit effective responses to the HIV and AIDS epidemic.

The **positioning strategy** is to portray the desired behaviours as professional, responsible reporting and production by the best in the media.

The **implementation strategy** for this activity will include a mix of direct and indirect approaches.

TACAIDS will directly engage high level media professionals in conferences with the intent to recruit champions for the media advocacy campaign.

Indirectly, TACAIDS will support the mobilization of a network of media advocates to spearhead media advocacy initiatives.

TACAIDS will also support the establishment of an annual media awards program to recognize and reward exemplary journalism and production on topics relevant to HIV and AIDS.

The **performance measure** we will use is the change in quantity, in column inches, of news articles, and the amount of air time, in minutes and seconds, of HIV and AIDS-related broadcasts.

### **Activity 3C. FutureSearch Issue-Based Workshops**

Futuresearch events will continue every six months, rotating between the national level and regional levels. After the initial Futuresearch, follow-on events will focus on addressing a key societal issue related to HIV and AIDS, in the domains of spirituality, gender, government policy, socioeconomics, and culture.

As part of the technical assistance provided by the FutureSearch network, Tanzanian FutureSearch facilitation teams will be developed starting with the first workshop, with the intention that they will assume leadership and responsibility for the workshop program after the first 3 to 4 events.

### **Activity 3D. Best of African AIDS Advocacy Films**

The Media for Development Trust in Dar es Salaam has received a small grant to gather the best of African AIDS Advocacy films and dub them into KiSwahili. Unfortunately, they have only enough funds to produce limited sets of this collection on DVD and video for dissemination to organizations wishing to use them for advocacy and communication.

TUNHACASI will supplement the funding to MfD to produce and disseminate 250 additional sets of this film treasury.

TUNHACASI will also work with local broadcasters to arrange for a one-week lead up to World AIDS Day, showing one feature length film each night, and sponsoring a call in and live studio discussion of the film following its broadcast.



## Task 4. Capacitating

Three significant areas have been identified where capacity building – what we refer to as “capacitating” in TUNHACASI – s desperately wanted and needed. These are:

- Communication activity design, development, and delivery
- Low-cost, high-quality adaptable communication materials
- Counseling refresher training.

TUNHACASI will support capacity building by providing:

- Competency-based participatory training programs to intersectoral teams in audience analysis and message discovery, materials and activities design, and activity deployment and dissemination.
- High quality adaptable communication materials on HIV and AIDS at low prices through exploitation of economies of scale.
- Support for in-service trainings in counseling and interpersonal skills for service providers of partner organizations.

### **Activity 4a. Competency-based Participatory Training Programs in Behaviour Change Communication**

TUNHACASI will contract with a team of expert consultants to design and carry out workshops in audience analysis and communication program design. The curriculum will be based the principles and processes adopted in the NHACAS.

Participants selected from multiple sectors will participate in a step-by-step process of communication design and development. With local and international resource experts, they will learn-by-doing. In a three-part series of workshops, they will learn how to do the following:

#### **CBT Part 1.**

- Analyse the AIDS problem in their area, using the THIS and DHS materials as a guide.
- Get to know their audience through desk research review and field exercises.
- Review existing programs and policies, identify leading organisations, and assess communication capacity in their areas;
- Design a plan for communicating with that audience in a coordinated manner over time.

## **CBT Part 2**

- Develop and pretest message and materials, working with health and communication professionals and members of the intended audience, to pretest and retest, and revise them.
- Assess their institutional and individual capacity to disseminate materials, conduct activities, and respond to feedback rapidly;
- Learn tips for managing field work, dissemination, and communication events.

## **CBT Part 3**

- Evaluate the impact of their programs using simple, rapid tools.
- Plan for continuity. Use the evaluation findings to replan, adapt, and expand the programme.<sup>3</sup>

### **Activity 4b. Annual Communication Action Planning Retreat (Optional)**

TUNHACASI may host an annual HIV and AIDS Communication Action Planning Retreat for all organisations currently implementing or planning population communication programmes in line with the strategic framework. The retreat will provide a platform for: assessing achievements to date; and devising specific actions to address each Programme Component of the strategic framework. Participation of organisations and projects in this retreat would be encouraged.

### **Activity 4c. Economies of Scale Design and Production**

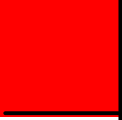
To exploit economies of scale, TACAIDS will develop and produce high-quality, low-cost communication materials that are essential to supporting interpersonal and community-based communication activities.

The designs of these materials would be based upon products from the competency-based workshops described in Activity 4a.

The designs will be created in adaptable formats, with space for customized messaging and branding by organizations.

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<sup>3</sup>This section borrows from “Processes and Principles of Strategic Communication for Health”, by the Centre for Communication Programs of the Johns Hopkins School of Public Health.



An initial supply of sample materials will be printed and distributed together with order forms to organizations participating in TUNHACASI, and potential partner organizations. Development partners, ministry focal points, and Foundations will be included on the distribution list to generate sponsor interest.

Materials will be made available at cost to foundations and development partners, and free to qualifying NGOs and CSOs. Printers disks for desktop and commercial printing will be made available on request.

#### **Activity 4d. Counseling Skills Refresher Workshops.**

A series of refresher workshops will be offered to improve interpersonal communication skills of field workers in the areas of HIV/AIDS and Sexually Transmitted Infections (STI) prevention in Tanzania

This workshop will emphasize skills building for interpersonal communication. It also recognizes that knowledge is key to imparting correct messages. Thus, content will be incorporated as appropriate.

Trainers will expand upon the information/knowledge component when they deem it important.

TACAIDS will support existing training programs rather than creating new programs for this activity.

#### **Activity 4e. Regional HIV and AIDS Communication Resource Centers (Optional)**

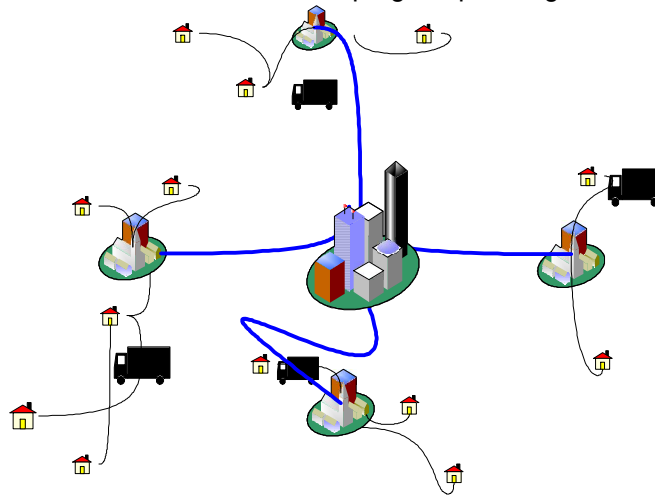
Because there is less technical expertise in communication at the regional level, and because communities will need to access expertise at the regional level, TACAIDS may establish Regional HIV and AIDS Communication Resource Centers in each region.

These may be, but will not necessarily be, in the regional capital. The purpose of these Resource Centers will be to:

- Act as depots for dissemination of communication materials and resources
- Act as a repository of examples of communication activities and materials in use in the region.



- Provide technical assistance in communication program planning and



implementation.

- Provide audio-visual equipment support for communication programs.

Whenever possible, these resource centers will be hosted by local community non-governmental organizations. TACAIDS will hire and provide staffing for these centers, and supervise the personnel and materials in collaboration with the local organization.

#### **Activity 4f. AIDS Circuit Riders**

Council MultiSectoral AIDS Committees (CMACs) will be supported by TACAIDS to initiate mobile technical assistance and resources for communication. The mobile bodies could be known as AIDS Circuit Riders. Circuit Riders will be:

- Operationalizing and coordinating implementation of strategy at community level
- Providing oversight and guardianship for communication efforts at the community level
- Championing strategic planning approach at the community level
- Assisting with planning future direction of communication efforts.



## Task 5. Teaming Up

There are several reasons that explain why the multi-sectoral approach to combat HIV and AIDS is still emergent in Tanzania. Consultations with stakeholders reveal the following:

- Lack of ownership of HIV and AIDS interventions by more than one ministry or sector.
- Lack of authority to compel multisectoral collaboration
- Lack of expertise in communication
- Lack of team planning

TUNHACASI will address this by:

1. Convening multisectoral committees consisting of resource controllers and technical experts to participate in strategic planning of multisectoral approaches to HIV and AIDS communication program development.
2. Providing multisectoral teams with team-based action planning experiences during which they can both form dynamic team relationships and create their own initiatives to carry out together under the TUNHACASI banner.

### **Activity 5a. HIV and AIDS Communication and Advocacy Strategy Coordination Committees**

Immediately following the approval of this strategic framework, TACAIDS will invite representatives of organizations currently managing national HIV and AIDS communication programs to form a national coordinating body known as the United National HIV and AIDS Communicators (UNHAC). Membership will be open to all organizations working in communication-related interventions at the national level.

The purpose of UNHAC will be:

- Operationalizing and coordinating implementation of this strategy at national level
- Providing oversight and guardianship for communication efforts at national level
- Championing strategic planning approach and national level
- Planning future direction of communication efforts.

The UNHAC will form the core group which develops message themes for each of the five years under this strategic framework. They will work with TACAIDS to plan and participate in annual message design workshops, and to disseminate the results of these workshops to their organizations. It is expected that organizations will develop their own communication materials and activities based on these messages, tailoring them to their particular audiences' needs and preferences.

TACAIDS has recently initiated regional versions of this type of coordinating body.

The regional bodies are known as Regional Facilitating Agencies (RFAs). Membership is open to all organizations working in communication-related interventions at the regional level. These bodies are responsible for:

- Operationalizing and coordinating implementation of strategy at regional level
- Providing oversight and guardianship for communication efforts at regional level
- Championing strategic planning approach and regional level.
- Planning future direction of communication efforts.

### **Activity 5b. TeamUP Participatory Action Planning for Multisectoral Teams**

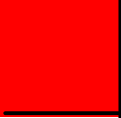
Teaming –especially across sectors – will require that new teams develop action plans for activities to be carried out under the sponsorship of TUNHACASI.

Teaming across functional areas and sectors will be a new and perhaps threatening experience for members, and there will be a need for TACAIDS to help them instill a sense of collective pride and ownership of their initiatives.

To facilitate this, TUNHACASI will offer TeamUP planning workshops to multisectoral teams at the national and regional levels, to instill an organized process for building high performance teams across sectors to combat AIDS.

Examples of cross-sectoral team initiatives that TUNHACASI might sponsor are multi-sectoral teams formed to:

- Incorporate HIV and AIDS education and service promotion into existing adult literacy programs.
- Integrate HIV and AIDS education and service promotion into other programs such as hygiene and water, education, nutrition, food security, immunization and environment.
- Match a social marketing group with a community mobilization group to promote healthy practices in a region and discover each others' comparative advantages.
- Develop the capacity of vulnerable groups to participate in policy and practice change advocacy.
- Engage private sector partners, e.g. condom manufacturers, distributors, shopkeepers and other commercial partners with government service providers.



TeamUP's unique approach covers two vital two dimensions, (a) task functions, which assist stakeholders in planning, decisionmaking, and acting and (b) team building, which encourages stakeholders to collaborate as an effective work group.

The TeamUP process follows a series of steps or modules designed to enable a group of individuals to perform essential management functions collaboratively. Typically, the team meets for a two-and-a-half or five-day workshop. Software (PC/TeamUP) is available to facilitate the process. The software accommodates input from a broad range of stakeholders who stand to benefit or otherwise be affected by design or implementation decisions and adjusts as the range of stakeholders changes through the planning and implementation process.

TeamUP's twelve core steps are arranged so that earlier steps help a team build identity and later steps help them take action.

TUNHACASI will host TeamUP team planning exercises at the national and regional levels.

### **Activity 5c. Information Sharing through Information and Communications Technologies**

TUNHACASI will encourage partnerships between international and local NGOs, CSO's and other implementing agencies to complement their respective areas of expertise.

In order to facilitate such partnerships, TUNHACASI will:

- Develop and maintain an accurate up-to-date database of national, regional, and community-based organisations engaged in or capable of implementing HIV and AIDS communications activities;
- Maintain an electronic dialogue among implementing partners about the capabilities of various community-based organisations.

NHACASI will also monitor media coverage of HIV and AIDS, sharing this information with key government officials via post or email.

## **Task 6. Monitoring and Evaluation—Tracking Progress and Evaluating Impact**

### **Monitoring**

TUNHACASI will develop a plan with the TACAIDS monitoring and evaluation team to provide monitoring of activities

### **Evaluation**

TUNHACASI will:

utilize ongoing, independent population-based surveys to assess impact.

- Utilize Tanzania Demographic and Health Survey (DHS)
- Utilize Tanzania HIV Information Survey
- Sponsored long-term ethnographic researchers in five areas of the country.
- Utilize the Tanzania HIV and AIDS Indicator Survey (THIS)
- Utilize Baseline studies of start-up projects
- Sponsored yearly ethnographic researchers (qualitative surveys) in selected regions and target populations in the country.
- Sponsored bi-yearly quantitative surveys on the selected baseline regions
- Bi-annual quantitative surveys complemented by annual focused qualitative studies (formative) on selected populations.



# Management and Coordination

## Essential Staffing

TUNHACASI will be managed by a TUNHACASI Director. The **TUNHACASI Manager** will be or report to the Director of the TACAIDS Advocacy Information Education and Communication (AIEC) Division. The TUNHACASI Manager will receive technical assistance from a **Policy Advisor** and **Strategic Advisor** hired by TACAIDS on a 2 year contract with a one-year renewal option.

### TUNHACASI Manager

The TUNHACASI Manager will lead and motivate people and encourage teamwork, communicate with senior management, and provide a clear vision of what determines a successful product for the beneficiary and for TACAIDS.

The TUNHACASI Manager will:

- Define the project management process to be applied to the project.
- Select team members and, if cross-functional as the Core Team Leader, select Core Team Members.
- Prepare project plan and obtain management approval of the project plan.
- Assure that all team members understand their roles and accept their responsibilities
- Apply project resources according to the approved project plan.
- Analyze risk and instigate avoidance activities.
- Establish contingency plans and identify trigger events and responsibility for initiating corrective action.
- Track and report on progress to plan.
- Analyze the actual performance against the plan and make adjustments consistent with plan objectives.
- Keep all stakeholders informed of progress and issues.
- Involve functional expertise in design reviews and key decisions as well as risk strategies.
- Assure timely adaptive action is taken.
- Manage change to preserve plan commitments.
- Initiate Phase Review if objectives must change.
- Negotiate the performance of activities with team members and their managers.

- Establish and publish clear priorities among project activities.
- Coordinate management and technical decisions.
- Arbitrate and resolve conflict and interface problems within the project.
- Provide input on the performance of project team members to their supervisors.

### **TUNHACASI Team Coordinator**

**Overall Responsibility:** The TUNHACASI Team Coordinator (TTC) has the responsibility to coordinate a contracted expert teams. This person is will prepare Requests for Proposals, organize selection committees, process contracts with selected partner teams, and manage the contracts over their life. He/she gets teams started, helps them focus and integrate their activities with other teams, and monitors their performance and effectiveness. The Team Coordinator serves as overall single point of contact for the contracted partners. He/she will develop tie-ins with the Community Coordinator's programs on specific activities.

Specifically, the TTC:

- Provides monthly communication to Task Leaders on TUNHACASI activities taking place and progress. Solicits activity suggestions Task Leaders believe are important for TUNHACASI to initiate.
- Assists Community Coordinator to improve/enhance community activities and networking.
- Provides technical oversight for contracted teams (Repositioning Team, Energizing Team, Activation Team, Capacity Building Team, TeamUp Team) in setting definitions of "success", determining what Team leaders would like to know about the communities for whom they are providing value, and ensuring that contracted deliverables are monitored and produced in a timely manner.

### **TUNHACASI Community Coordinator**

**Overall Responsibility:** The TUNHACASI Community Coordinator (TCC) has the responsibility to coordinate a "community of practice" across the many tasks and stakeholders in the initiative. This person is the catalyst of community development. He/she gets communities started, helps them grow and develop, and monitors their effectiveness. The Community Coordinator serves as overall single point of contact for the cross-sectoral community. He/she seeks to develop opportunities to tie programs together on specific topics. Specifically, the TCC:

- Provides monthly communication to Task Leaders on global community activities taking place and community progress. Solicits topic suggestions Directors believe are important for stakeholders to cover.

- Assists Regional Coordinators and Community Leaders to improve/enhance community activities and networking. (More specifics to be added once 3 communities are launched and we see what kind of support is most useful.)
- Responsible for leading community team (regional coordinators, community leaders) in setting definitions of "success", determining what their leaders would like to monitor to know that the communities are providing value, and ensuring that these items are monitored by the community team.

### Optional Staffing

The following roles may be taken on by current staff, planned staff, or may be hired individually as necessary.

#### Policy Advisor

The TUNHACASI Manager will be assisted by a Policy Advisor with the technical background sufficient to understand the policy and advocacy issues involved with the initiative, and able to anticipate and identify critical obstacles, and to make accurate technical decisions.

#### Strategic Advisor

The Strategic Advisor will set up and maintain a remote consultative arrangement with the TUNHACASI Director. The Strategic Advisor will meet virtually with the TD once per week on-line to ask questions about risks, state of project, and make detailed recommendations if needed. He will not necessarily review all deliverables. He or she will provide the TUNHACASI Manager with strategic guidance assistance with understanding strategic implementation principles and how to apply them to TUNHACASI. The consultation will provide practical nuts and bolts learning about key elements necessary for successful projects, including cross-functional involvement; overcoming technical and team obstacles; determining deliverables the team will create, proper management involvement etc.

The consultations will be conducted remotely on a weekly basis. The Strategic Advisor will allocate a predetermined portion of his or her time each month to advise and perform reviews, planning, and other activities as requested by the TD. In-country visits will be made on as-needed basis, such as during phase reviews, replanning sessions and evaluations.

#### TUNHACASI Regional Coordinator

**Overall Responsibility:** Serves as the single point of contact for activities and network in a particular geographical region, to ensure community activities are occurring and hitting hot topics, and ensuring that cross-region learning happens as well.

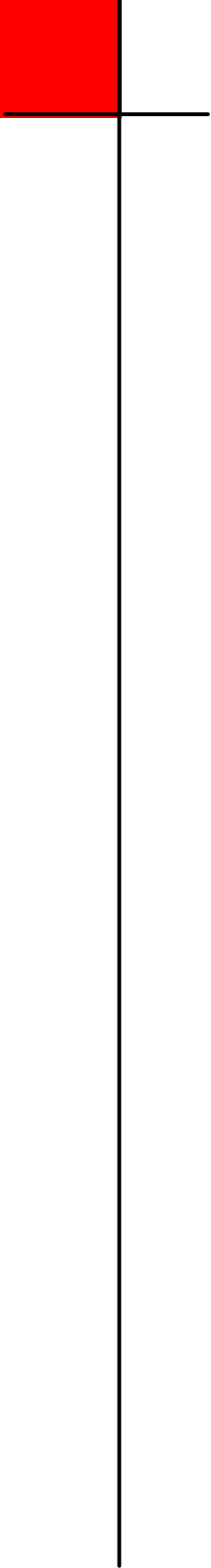


- Keeps a pulse on the pressing issues in the region and provides ideas as to how to effectively address those issues within the community.
- Provides monthly communication to the Community Organizer regarding activities and networks in the region, what opportunities exist for cross-region coordination, and any community needs or issues the Organizer should know about and help with. Note also that the regional coordinators should communicate among themselves ad hoc; they may also communicate with each other in a meeting where they each relay what's going on in their region, what they need, etc.
- Assists Community Leader to coordinate and communicate cross-region community interaction. The regional coordinators have a role to ensure that cross regional communication and activities are happening. However, they aren't the only ones allowed to "talk" across regions—we are not creating a rigid hierarchy! They should also be encouraging the community leaders to talk across regions, then making sure that between themselves and the community leaders, that communication is happening.
- Stays aware of all formally scheduled activities in the region in terms of their interdependencies and possible value cross-regionally.
- Watches for passionate people in the organization and helps the community leader get such people more active in the community.

### **TUNHACASI District leader and Community Leader**

**Overall Responsibility:** Ensures successful community interaction focused on a specific subject-related learning community (such as program managers interested in particular communication project types)

- Remains in touch with/ keeps a pulse on the topics, subjects and pressing issues most critical within that community. Determines how to most effectively address those issues —identifies topics and issues for discussion at scheduled community events. Keeps that particular community or sub-community connected by guiding topics covered in sessions, and making connections among people.
- Is known as a point of contact for members in the community who need information or need to be connected with an expert or knowledgeable person, helps make those connections.
- Recruits Event Leaders to coordinate individual sessions focused on specific areas.
- Works with Regional Coordinator to effectively involve members of the community located in other regions. For topics that are related to a subject community but are regionally specific, works with Regional Coordinator to arrange a session in that location.
- E-mails minutes and presentation materials from formal sessions to entire community. Ensures minutes and presentation materials are stored on a TUNHACASI Intranet.
- Communicates regularly with community members via email etc. to help maintain the overall sense of community among individuals, keep



opportunities for connections, new volunteers, etc. Watches for passionate people and encourages them to be involved in the community.

- Keeps community members informed of any initiatives of interest to them, e.g., lets the community members know who is working on a particular issue they've raised and what is being done. Doesn't just wait until the end to tell them it's there, but perhaps send out status email, tell them what we're doing, invite them to comment.

### **TUNHACASI Circuit Rider.**

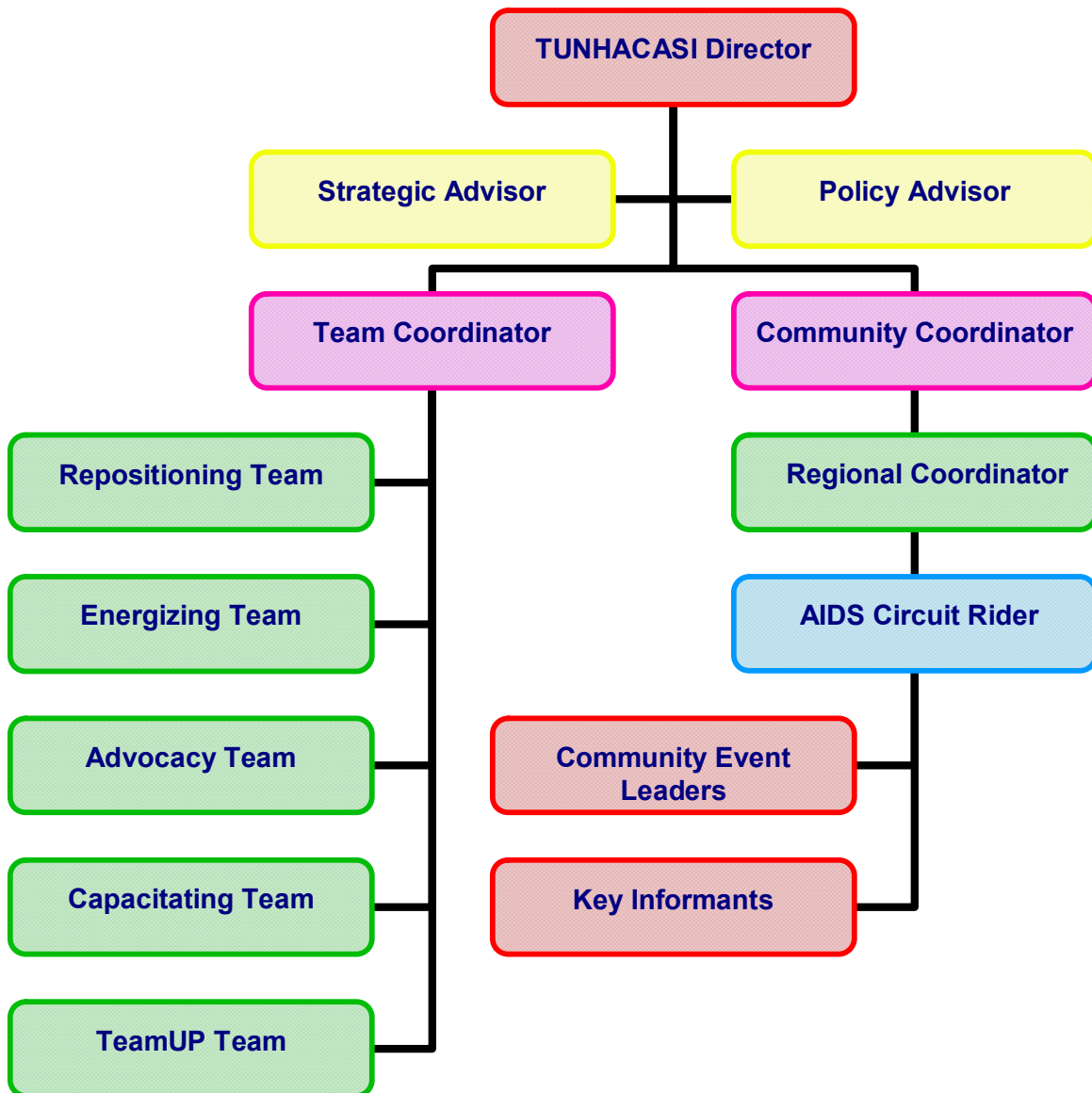
- Overall Responsibility: Identifying and involving SMEs (subject matter experts) to discuss particular subject/topics at one or more scheduled sessions.
- Coordinates with the SME on the agenda, points to include in the discussion, length of discussion
- Ensures appropriate meeting logistics (room, conference line, overhead, etc.)
- Types minutes and provides them and any session materials to Community Leader following session.

### **TUNHACASI Key Informant**

**Overall Responsibility:** Staying alert and aware of issues and hot topics evident in the community.

- Relays the issue/topic as well as suggestions to address to the Community Leader to address via formal scheduled session or informal networking.
- Watches for resources that could be made available to the community-- e.g. a document someone has written on "how to use XXXXX." Communicates these to community leaders and gets them onto the PM Intranet (wherever appropriate).
- Facilitates one-on-one networking connections.

### Organisation Chart, Shown with Optional Staff Roles



*The Teams will be formed through contractual arrangements to “twin” a local organization with an international expert organization in the Task area. This will simultaneously relieve management burden from the TUNHACASI Director, and facilitate capacity building and technology transfer for future phase of the*



## **Coordination Roles for Key Organisations Working on HIV and AIDS in Tanzania**

### **The National AIDS Control Program (NACP)**

The National AIDS Control Program (NACP) is responsible for overseeing HIV and AIDS interventions primarily in the areas of prevention, blood safety, surveillance, care & support. NACP will work closely with TACAIDS as a key member of the HIV and AIDS Communication Coordinating Committee.

### **The Reproductive and Child Health Section (RCHS) of the Ministry of Health**

RCHS is responsible for the reproductive, maternal and child health aspects of the communication strategy, such as prevention of mother-to-child interventions (PMTCT).

### **The Health Education Unit of the Ministry of Health**

The HEU will provide a source of guidance on experiences and best practices in IEC/BCC in HIV and AIDS in Tanzania.

### **Other Institutions with key roles to play:**

- HIV and AIDS Business Council of Tanzania (ABCT)
- Tanzania Public Health Association (TPHA)
- Medical Association of Tanzania (MAT)

## Partnerships


In order for TUNHACASI to have maximum impact, it will be important for different sectors to work in coordination. We hope that each implementation partner develops a strong program, so that our target audiences will benefit by receiving a variety of different messages, formats, channels and executions. Such variety and innovation will make the strategy come to life. However, by working in coordination, key partners will be able to provide consistent, harmonious messages, which will “speak with a single voice” to our targets, providing them with solid, consistent information in which they can have confidence. The following outlines the key partners and describe the kind of roles played by each.

### The Private & Commercial Sector

The private sector is poised to play a larger role in HIV and AIDS prevention. Although the organized private sector is a relatively new phenomenon in Tanzania, it is growing rapidly with increasing domestic and international investments. Several leading private and commercial organizations have already taken a leadership role in HIV and AIDS. The challenge will be to demonstrate that playing a role in HIV and AIDS prevention is compatible with their business models and goals. In addition, the strategy is intended to provide guidance so that private and commercial sector investments can focus on effective implementation, and not be wasted. In addition to developing community interventions, the private sector also has an important role to play through its workplace policies and programs. It is encouraging to note that many companies, especially the larger firms, already have basic or initial HIV and AIDS workplace programs in place. There is a significant interest and opportunity for many more companies to improve and enhance their workplace policies, including scaled-up and ongoing prevention activities such as stigma reduction and condom distribution and prevention education, and providing access and referral to treatment, care and support services.

### Media

Communication organisations in the private sector, such as advertising agencies, media producers, broadcasters and printers, which are used to meeting the demands of a competitive marketplace, can and do deliver communication services professionally and efficiently. They have developed production and management capabilities that are needed for HIV and AIDS communication efforts. It must be recognized that the media has already shouldered its responsibility in providing information to the public through a variety of programs, and executive management of media companies have taken a lead role in HIV and AIDS, acknowledging their responsibilities and providing significant resources, as well as making their media power available to support HIV and AIDS efforts. TUNHACASI encourages further strengthening of links between implementing agencies and media companies, advertising agencies, and other commercial communication organizations, as well



as stronger and more innovative partnerships between implementing organizations and media.

### **Faith-Based Organizations**

One group of non-traditional partners that need special consideration is the faith-based community. Spirituality is recognized as an important aspect of life for Tanzanians, and the role of formal and informal institutions and faith-based leaders must be tapped if the epidemic is to be adequately addressed. Faith-based institutions are already playing a vital and pivotal role in all aspects of HIV and AIDS programs, including care, support, treatment, impact mitigation and prevention. But there is considerable scope to further tap and mobilize this key resource. Religious leaders are eager to serve the needs of their congregations. In order for them to be most effective, they will require access to resources, materials, training and information. In turn, they are ready to provide and enhance services in diverse areas of care, treatment, support and prevention.

Key areas deserve special attention – for instance, the stigma associated with HIV and AIDS, some of which has in the past, come from the pulpit. This is changing rapidly, as faith leaders recognize the damage which stigma can cause. Also, adequately addressing the needs of sexually active young adults will require sensitivity, realism and practicality. The role which many religious leaders already play in providing guidance, support and counseling in the spiritual life of their followers can easily extend to serving a similar role in guiding healthier behaviours.

### **Other non-governmental partners**

TUNHACASI provides multiple opportunities for collaboration among local and international NGO partners. NGOs can be especially effective in dealing with communities, because of their intimate knowledge of the needs and sensitivities within those communities. Communication capabilities, however, are sometimes limited.

### **Development partners**

Partnership between the government and the development partner community in relation to the national strategic framework can be accomplished by:

- Thoroughly marketing and disseminating TUNHACASI to the development partner community;
- Inviting feedback on TUNHACASI from the development partner community;
- Including the development partners in annual workplan review sessions related to TUNHACASI;

- Maintaining dialogue with the development partners related to various strategic framework components.

## **Other Governmental Organizations**

Partnerships among public sector organisations to implement TUNHACASI will be fostered by:

- Ensuring representation of relevant public sector institutions on representative committees.
- Disseminating presentations of TUNHACASI to a variety of public sector organisations.
- Including all relevant public sector entities in annual workplan review sessions related to the strategic framework, and at any relevant population communication workshops and forums.
- The Ministry of Education has significant communication expertise, particularly in rural areas. TUNHACASI needs to explore areas of collaboration more fully, beyond inserting Life Skills issues into curricula.
- There remains untapped potential in partnerships with religious bodies. They are unsurpassed in their ability to organise Tanzanians, and they often speak out on AIDS-related matters. Efforts to involve these groups need to be expanded in the coming years.
- Another organisation that has potential as an HIV and AIDS communication partner is the Ministry of Sports. Young people are a key intended audience in this strategic framework, and the power of its athletes, music artists, and theatre artists as role models to help achieve the goals of this strategic framework should be fully tapped.
- The Tanzanian Food and Nutrition Institute (TFNI) has an important role to play. TFNI provides nutritional guidance and oversight for messages and materials related to PMTCT, breast-feeding, and proper nutrition for persons living with AIDS.





# Time Line

[Please substitute attached Excel Timeline File]



