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## Setting smart annual operational objectives

### What we want to achieve in FY2017/18

AS the new 2017/2018 financial year is gathering pace, the IHI Management Committee has released the Annual Operational Plan for the 2017/2018 financial year which began on July 1.

The plan sets six operational objectives that IHI wants to achieve in the next 12 months. We're a vibrant health research institute; therefore, we would like to strengthen our position in this niche by improving our expertise, boosting our financial resources and increasing operational efficiency.

We're optimistic that these operational objectives will guide members of the IHI family in aligning their work to achieve the overall institutional long-term strategic plan.

The six operational objectives include: increasing the relevance, quality, quantity and impact of our research; increasing organization effectiveness through restructuring and improvements in infrastructure, technology, productivity and process efficiency; and strengthening professional development and performance management to build a high-performing talent base.

Others are: strengthening knowledge management systems to catalyze research, enable knowledge synthesis and promote communication; reinforcing governance arrangements to increase institutional quality and long term viability; and creating human, financial and infrastructure foundations for a sustainable future.

### We seek a viable, sustainable institution

When we wind up the current financial year, we would like our project leaders to be capable of managing project cycles. We would also like to see, IHI increases the number of competitive grants and increase the success rate; develops large flagship research programs in line with institutional strategy; develops and implements new innovative funding sources; expands strategic scientific networks with institutions in Tanzania, Africa and beyond; and improves communication, sharing of knowledge and resources.



*Dr Honorati Masanja,*  
**Chief Executive Director**

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***The institute should strengthen mentorships for lower and middle level research scientists.***

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***A highlight of the knowledge shared this month is a paper on tuberculosis by Jerry Hella and his colleagues.***



The operational plan also seeks to make IHI viable and sustainable. At the end of the financial year, the institute should strengthen mentorships for lower and middle level research scientists and collaborators; ensure sufficient peer-to-peer mentorship as well as support by senior scientists to junior researchers. We would also like to increase the research outputs for high impact research projects, as well as contributing to policy, and innovations.

We ought to improve our organizational effectiveness as well. Apart from conducting office maintenance and revising our billing systems for research facilities, we're very keen on implementing a new business model provided by our development partner, PWC, which seeks to improve performance.

Achieving this objective requires us to improve our financial systems to enhance clarity, and to increase adherence to the established accounting, finance and sub-grant manuals. If we successfully do all these, I'm optimistic that IHI will be more than ready for the ISO 9001 certification by June 2018.

### **We aim high-performing talent base**

Strengthening professional development and performance management are keys to building a high-performing talent base. We'll achieve this by enhancing customer service and personal branding across the Institute through customer service training; facilitating staff training; retaining and growing internal talents by providing a soft landing for PhD and Master's students; and developing a mechanism of rewarding high while addressing low performance.

The plan also seeks to strengthen knowledge management systems for the purpose of catalyzing research, enabling knowledge synthesis and promoting communication. This will be achieved by restructuring our data systems unit and fill key positions; revising data policies and procedures; implementing supplementary improvements on the IHI website to support regular communications; increase the number, citations and impact of peer-reviewed publications; and improve communications and public engagement activities to promote IHI's research and its findings.

This operational plan is within our capacity and can be achieved. I urge each member of the IHI family to take these objectives seriously as they state what is expected of us as individuals and as an Institute. Our HR colleagues will organize training this month to help with refining individual objectives to ensure they're in line with these institutional operational objectives. The management will continue to give updates on quarterly basis to ensure we are all on the same page and none of us is left behind.



*Mr. Martin Mfikwa is in-charge of financial systems at IHI*



*Ms. Martha Baare leads the HR team at IHI*

### **Director's research, innovation fund unveiled**

We are most happy to inform that the IHI Management Committee has launched an internal funding mechanism to support specific short projects by staff our institute. The new funding opportunity which was officially announced on July 20, accepts proposals relevant to IHI scientific strategy that will last for a period of six to twelve months.

The application form for the new fund has already been shared. I encourage interested participants to submit their applications by the deadline, which is August 31. The new internal funding opportunity, replaces the previous scheme



### **Good stuff in info, knowledge sharing**

Our scientists did a great job in July. They published 11 research papers in international journals. A highlight of the knowledge shared through academic circles this month is an article on research findings by IHI's Jerry Hella and his colleagues on [Tuberculosis transmission in public locations in Tanzania](#). Going forward, I urge policy-makers to address challenges that Hella and his research team point out to ensure that our people don't catch TB. Often, our scientific blog, [Sayansi na Ubuntu](#), share these results in a lay language for public consumption.

As we seek to share our information and results widely, IHI continued to feature prominently in different mass media outlets. This month, there were eleven IHI mentions in newspapers, TV and news websites. Through these channels, which command thousands of viewers and readership, our institute and scientists, continued to share what they do and what is the outcome of what they do.



*IHI Research Scientist Hella*

### **Safe delivery for all mothers is our goal**

**“*The App is designed to empower skilled birth attendants to provide a safer birth for mothers and newborns everywhere*”**

It's great to know that in July, IHI joined global efforts to curb maternal deaths by introducing in Tanzania a smartphone application poised to save lives of thousands of mothers and newborns. According to the [WHO](#), an estimated 550 women die each day in sub-Saharan Africa due to complications related to pregnancy and childbirth.

IHI launched the application, known as [Safe Delivery App \(SDA\)](#) at a remote district of Mpwapwa in Dodoma Region in mid-July.

SDA was created in 2012 and successfully tested in Ethiopia with the support from [MSD for Mothers](#) in collaboration with the [University of Copenhagen](#) and the [University of Southern Denmark](#), and is currently supported by [The Bill and Melinda Gates Foundation](#) as well. In Tanzania, the SDA project is supported by [Danida](#) and implemented by IHI in collaboration with the [Maternity Foundation](#).

The App is designed to empower skilled birth attendants to provide a safer birth for mothers and newborns everywhere by giving them direct and instant access to up-to-date clinical guidelines on Basic Emergency Obstetric and Neonatal Care.

IHI works in collaboration with the Ministry of Health, Community Development, Gender, Elderly and Children, and local authorities charged with overseeing the health sector in Mpwapwa. #

*A screen grab from a clip shared on the launching day of the App in Mpwapwa District, Dodoma Region.*

*PHOTO/FILE*



*IHI Research Scientist Donat Shamba coordinated a stakeholders' meeting organized to introduce the App.*

