

ANNUAL REPORT **2024**



Beyond the First Test: *a Pathway to Wellness*

Disease prevention

Diagnosis

Treatment

Follow up

Implementation science

Word from Leadership

Word from the Board of Directors

As we reflect on the year 2024, we are proud of the impact that MDH has had across Tanzania. The 8 projects that were implemented across all 31 regions of Tanzania Mainland and Zanzibar is a testament to MDH's commitment to improving health outcomes for all Tanzanians. The diversity of health issues addressed by these projects encompassing health service delivery, health systems strengthening and health research embodies our mission to address all public health priorities whatever they may be. With this, we have been able to reach more than 3 million beneficiaries on different health services and we have also strengthened access and quality of laboratory services in more than 8,000 (tiered network from grassroots facilities to national level) laboratories across all 31 regions of Tanzania. To all who have contributed to this success MDH's Board, Management, staff, partners, and communities you have our deepest gratitude. Together, we are building a legacy of health, hope, and equity that will endure for generations to come. As we look towards 2025, there is no doubt that MDH will continue to lead with vision, innovation, and compassion. The progress made this year is a stepping stone toward even greater achievements, firmly rooted in our vision of a **"Healthy and Prosperous Society."**

Word from the Senior Management Team

In 2024, MDH demonstrated resilience, innovation, and partnership, making a lasting impact on Tanzania's health landscape. We:

- Provided HIV testing to 2.8 million people and ensured 640,000+ received quality HIV treatment and care.
- Treated 2,090 children born with clubfoot, eliminating disability.
- Strengthened TB detection with innovative diagnostics.
- Integrated HIV, TB, mental health, nutrition, malignancies, and NCD care into the existing health system.
- Capacitate 3,500+ healthcare workers, community health workers, and volunteers to enhance service delivery.
- Advanced research and innovation contributing to improved health care in both communicable and non communicable diseases.
- Enhanced data management with real-time tracking for better decisions and reporting.

These achievements reflect a change of the lives of those we serve—children walking tall, families finding hope, and communities overcoming stigma. Despite challenges (commodity shortages, shifting priorities), MDH adapted, refined strategies, and emerged stronger. Looking ahead to 2025, we remain committed to expanding access, deepening community engagement, and scaling innovations to address Tanzania's health priorities. Together, we are laying the foundation for a healthier tomorrow—**"Until Everyone is Healthy."**

About MDH



VISION

A healthy and prosperous society.



MISSION

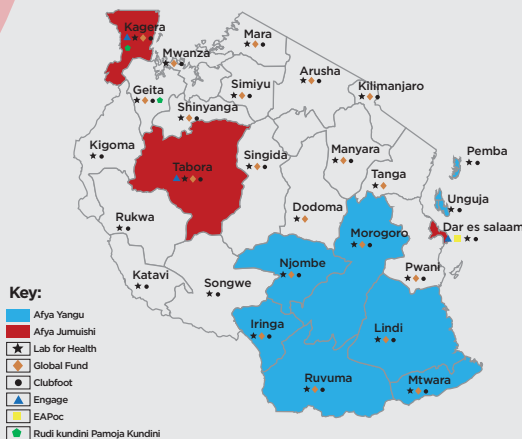
To support, promote and address public health priorities through evidence based and innovative interventions in collaboration with the Government, other partners, stake holders and communities.



VALUES

Professionalism, Integrity, Collaboration and Accountability

MDH Coverage by Region



Management and Development for Health (MDH) is a Tanzanian NGO founded in 2009, committed to creating a healthy and prosperous society. Over the past 15 years, MDH has implemented 23 completed and 8 ongoing projects, across areas of health service delivery, health systems strengthening, health research and policy, reaching all 31 regions of Tanzania Mainland and Zanzibar.

MDH's work has contributed to national efforts in HIV, Tuberculosis and Malaria epidemic control, Reproductive and maternal health, child and adolescent health, non-communicable diseases, rehabilitation, and emerging health threats.

Additionally, MDH has contributed to laboratory services, health information systems, human resources, supply chain, and health infrastructure improvements. In its operations, MDH works in collaboration with the Government of Tanzania, civil society/ faith-based organizations, academic institutions, and other national and international partners. MDH's work is funded by various donors including the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) through the Centers for Disease Control and Prevention (CDC), United States Agency for International Development (USAID), the Global Fund, Miracle Feet, the Swedish Research Council, and others.

Through these collaborations, MDH continues to strengthen health systems, empower communities, and drive Tanzania toward a healthier future.

Executive Summary

In 2024, MDH made significant progress in addressing public health priorities through evidence-based interventions, partnerships, and innovation. MDH implemented eight projects across HIV and TB prevention and treatment, reproductive, maternal, newborn, child and adolescent health, rehabilitation services, emerging health threats, and health system strengthening.

Through Afya Jumuishi and Afya Yangu (My Health) Southern projects, 2.8 million people received HIV testing, with 39,083 people with HIV newly identified and linked to care. Over 642,079 recipients of HIV care (ROCs) were provided with lifesaving HIV treatment and 98% achieved viral suppression. Additionally, 13,344 people with TB were identified and treated. MDH's Laboratory for Health project strengthened laboratory services, with 18 labs implementing Quality Management Systems and 15 labs enrolling in ISO15189 accreditation. In the Clubfoot Project 2,090 children

born with Clubfoot were identified and treated. MDH's East African Point of Care-Viral Load, ENGAGE and Afya III research projects advanced scientific knowledge in areas of HIV prevention, treatment, viral load monitoring, and reproductive health, among children adolescents, youth and all ROCs.

To ensure operational excellence, MDH strengthened data driven decision making, risk management, financial governance, cybersecurity, and stakeholder transparency.

Looking to 2025, MDH will expand services, enhance innovation, and deepen collaboration, staying committed **"Until Everyone is Healthy."** This report highlights MDH's achievements, projects milestones, operational updates, beneficiary impact, and plans for 2025.

Projects Highlights

Five Service Delivery Projects Implemented in 2024

1

Afya Jumuishi: a 5-years (2021-2026) project contributing to national efforts in HIV and TB epidemic control, through funding from PEPFAR via CDC. The project supports comprehensive HIV prevention, care, treatment and health system strengthening across 560 health facilities and 443 wards in three regions of Dar es Salaam, Kagera, and Tabora.

Key Achievements: In 2024, through the Afya Jumuishi, MDH **reached 1.5 million people tested for HIV, and newly identified 22,112 people with HIV** who were linked to lifelong HIV treatment. At the year's end, MDH provided care to **335,634 recipients of HIV care (ROCs) current on HIV treatment**, including 22,599 ROCs who newly started treatment. whereby **98% of the ROCs** were virally suppressed.

2

Afya Yangu (My Health) Southern is also a 5-year (2021-2026) project that supports the Government of Tanzania (GOT) in tackling HIV and TB epidemics, through funding from PEPFAR via USAID. This project is implemented by a consortium of three organizations with MDH serving as the technical lead and Deloitte Consulting as the overall lead. The project delivers integrated, quality HIV and TB prevention, care, and treatment services across 751 health facilities and 535 wards in six regions of Iringa, Lindi, Morogoro, Mtwara, Njombe, and Ruvuma.

Key Achievements: In 2024, through the Afya Yangu Southern, MDH reached **1.3 million people tested for HIV, and newly identified 16,971 people with HIV** who were linked to lifelong HIV treatment. At the year's end MDH provided care to **306,445 ROCs current on HIV treatment**, including **23,458 ROCs who newly started treatment**, whereby **98% of the ROCs** were virally suppressed.

3

MDH's Clubfoot Project is a national program aimed at early detection and treatment, of children born with clubfoot birth deformity to prevent disability, that is implemented across all 31 regions of Tanzania Mainland and Zanzibar in collaboration with the GOT. The project is funded by the Miracle Feet, a US-based NGO.

Key Achievements: In 2024, through the Clubfoot project MDH identified 2,090 children born with clubfoot and linked them to treatment at 72 supported health facilities countrywide

4

Laboratory for Health is another 5-year (2023-2028) project funded by PEPFAR, via CDC, that aims to strengthen quality, accessibility, and sustainability of laboratory services in Tanzania, improving diagnostic capacity for HIV, TB, and diseases of public health concerns. The project is implemented across all 31 regions of Tanzania Mainland and Zanzibar

Key Achievements: In 2024, through this project, MDH supported 12 laboratories (out of 14 targeted) to improve quality of services and attain recommendation for ISO 15189 international accreditation and 1 External Quality Assurance (EQA) providers (out of 3) to attain recommendation for ISO 17043 accreditation. Also, MDH supported roll out of HPV-DNA testing nationally and established HIV Drug Resistance capacity at Bugando Hospital

5

Global Fund Cycle 7 is a three-years (2024-2026) project that aims at supporting Tanzania to reduce new HIV infections and AIDS-related deaths by 85%, lower HIV stigma to below 5%, reduce mother-to-child HIV transmission to under 4%, and improve TB treatment for key populations and their families by 2025. The project is implemented across 19 regions of Tanzania Mainland. This project was paused in the first months of inception, instructed by the donor to allow review of the preliminary process of stakeholder engagement.



Six Research Projects Implemented in 2024

1

East Africa Point of Care Viral Load (EAPoC-VL) is a multi-country 2-years (2022-2024) implementation research project that aims to examine the feasibility, acceptability, and effectiveness of using point of care viral load (PoC VL) monitoring to improve viral load suppression among children, adolescents and youth (age<24 years) living with HIV. The project is implemented in 4 countries, with MDH managing four study sites in Dar es Salaam, Tanzania

Key Achievements: In 2024, we enrolled 136 participants, with 94% completing six-month follow-ups while 90% completed 12 months follow up, and 116 participants were enrolled for psychosocial adherence research.

2

ENGAGE is a 6-years (2023-2028) implementation research project that aims to investigate and optimize prevention of HIV transmission to babies during pregnancy, childbirth and breastfeeding, and reproductive healthcare for pregnant and postpartum adolescent girls and young women with HIV in Tanzania. The project is implemented by MDH and Karolinska Institutet of Stockholm Sweden, across three regions of Dar es Salaam, Kagera, and Tabora, and it is funded by the Swedish Research Council.

Key Achievements: In 2024, we successfully launched Phase I and II of the project comprising of cohort studies, qualitative research and a systematic review. Two research manuscripts were submitted to peer reviewed journals for publication.

3

Afya III - Rudi Kundini, Pamoja Kundini is a 5 years (2021-2026) research project aimed at understanding retention challenges among people living with HIV who struggle to maintain continuity of care. The project is implemented in 32 health facilities across Kagera and Geita regions.

Key Achievements: In 2024, through this project we enrolled 568 participants (out of 640 planned), with 99% completing viral load testing for the first objective of the project, whereas 691 (100%) participants were enrolled in objective 2 and 85% completed viral load monitoring at 6 months

4

The Unsuppressed Assessment study, conducted in Dar es Salaam and Kagera regions, from March to July 2024, investigated risky sexual behaviors, perceived HIV transmission risks, and clinical outcomes among HIV-infected individuals with virologic failure on antiretroviral therapy and their sexual contacts. Employing a cross-sectional mixed-method sequential explanatory design, the research was a collaborative effort between Tanzania's Ministry of Health through the National AIDS and STI Control Program, the U.S. Centers for Disease Control and Prevention, and Muhimbili University of Health and Allied Sciences.

Key achievement: Successfully completed, the study's primary findings were disseminated at the Tanzania Health Summit 2024 during a health forum symposium and two manuscripts are drafted for peer review journal publication marking a significant step toward informing HIV/AIDS policy and interventions in Tanzania.

5

The Youth Assessment is a collaborative initiative led by the Ministry of Health (MOH), Management and Development for Health (MDH), Muhimbili University of Health and Allied Sciences (MUHAS), and the U.S. Centers for Disease Control and Prevention (CDC), aiming to explore the barriers and facilitators of HIV testing uptake among adolescents and young people (AYP) aged 15–24 in Tanzania. Its is expected to be conducted in next financial year 2025/2026 Using a cross-sectional qualitative approach in urban (Dar es Salaam) and rural (Tabora) settings, the study will gather insights through focus group discussions, in-depth interviews, and key informant interviews with AYP, healthcare providers, and community stakeholders. The assessment seeks to understand the behavioral, social, and structural factors influencing HIV testing in order to inform tailored interventions that enhance access and improve health outcomes for AYP.

6

CADRE Surveillance: The Cyclical Acquired Drug Resistance (CADRE) Surveillance is a laboratory-based survey designed to monitor acquired HIV drug resistance (HIVDR) among children and adults in Tanzania. MDH in Collaboration with MOH, MUHAS, and the U.S. CDC, implementing annually from April 2023 to December 2025, the surveillance uses a cost-effective and sustainable approach by leveraging remnant plasma samples with high viral load ($\geq 1,000$ copies/mL) collected from 800 adults and 400 children across nine purposively selected HIV viral load testing laboratories nationwide, including Zanzibar.

Key Achievement: One conference abstract presented at IAS 2024, and three manuscripts are on completion for submission to peer review journals.

2024: Achievements That Shaped the Year

Disease Prevention



18,304

babies at risk born free from HIV



49,439

people protected from Tuberculosis



69,538

people received PrEP to prevent HIV infection



77,062

men circumcised



2,890,245

people tested for HIV



39,083

people with HIV newly identified

Comprehensive Care & Treatment



46,057

people started on HIV treatment



642,079

people with HIV treated



98%

people on HIV treatment are virally suppressed



2,090

children born with clubfoot treated



15,399

people treated for Tuberculosis



11,506

people treated for Hypertension



4,889

women treated for cervical cancer

Health System Strengthening



38

laboratories internationally recognized



107

health facilities installed solar power



98%

people on HIV treatment verified biometrically



3,557

staff trained/oriented

Cross Cutting



Award for recognition for improving quality of Laboratory Services



Award for 2nd Winner on Large Taxpayer



Best Financial Statements Award by NBAA Tanzania



25

abstracts/manuscripts presented/published in scientific platforms



Operational Insights

Finance, Human Resource, Grants, Strategic Information and Research Management

Finance Management: MDH ensured financial transparency by implementing strong financial controls, internal audits, and cybersecurity measures. Fraud prevention strategies and strict compliance with donor and government regulations enabled timely disbursement of TZS 40 billion across multiple projects, ensuring smooth program implementation.

Human Resources Management: MDH managed a workforce of over 1,700 employees through a digital HR system that streamlined recruitment, payroll, and performance tracking. Staff training and development programs benefited more than 3,500 healthcare workers, improving service delivery and operational efficiency.

Grants Management: MDH strengthened donor compliance and resource utilization, effectively managing funds from PEPFAR, USAID, the Global Fund, and other partners. The organization disbursed funds across 55 sub-grantees, optimizing financial oversight and reporting mechanisms to maximize program impact.

Strategic Information (SI): MDH improved data management and real-time monitoring by deploying biometric fingerprint registration in 560 (100%) supported facilities, ensuring accurate tracking of PLHIV clients. To address power outages, solar installations were completed in 323 health facilities. Data dashboards and visualization tools were used to enhance evidence-based decision-making and improve program performance.

Implementation Science: MDH advanced scientific research and implementation science, leading to 17 peer-reviewed publications and 8 abstracts presented at international conferences. Research efforts focused on HIV prevention, treatment optimization, and global health interventions. Implementation science ensured the application of data-driven approaches to strengthen healthcare service delivery and policy-making.

These operational efforts reinforced MDH's commitment to operational excellence, ensuring sustainability, innovation, and impactful service delivery across Tanzania.

Project Impact and Testimonials from Beneficiaries

At MDH, every statistic represents a life changed. Our impact extends beyond numbers to real people overcoming challenges through healthcare, economic empowerment, and community support. These stories highlight the resilience, hope, and transformation of individuals benefiting from MDH's interventions, showcasing the power of collaboration and innovation in building a healthier future.

From Vulnerability to Empowerment: Aisha's Journey to Independence

A, a young woman from Nshamba village, in Kagera region, overcame extreme poverty, risky sexual behaviors, and societal challenges through a youth HIV prevention program that MDH supports. After dropping out of school due to financial struggles, she engaged in unsafe relationships for survival, leading to an unplanned pregnancy and economic hardship. Forced into bartending and sex work, A faced heightened risks of HIV, gender-based violence, and stigma. Her turning point came when a youth mentor introduced her to the program, offering her financial literacy training, life skills, HIV prevention education, and vocational training. Through the program, she completed a tailoring course, received business mentorship, and launched her own tailoring business, which now sustains her and her family. A's story exemplifies resilience and the power of economic empowerment in reducing HIV vulnerability among young women.



"My life has changed, it is better than before I joined DREAMS and started the tailoring business, I can say I am better off economically as a businesswoman and I can now take care of my child, my mother, and my siblings, I have one sexual partner and I use family planning properly. I pray that the DREAMS project reaches many young women struggling like I was so that they can get rid of the challenges (mostly poverty) that make them vulnerable to HIV infection"

Project Impact and Testimonials from Beneficiaries



Breaking the Cycle of HIV Transmission: G's Story

G, a young mother born with HIV, endured stigma, discrimination, and emotional struggles growing up. After her parents' passing, she was raised by an aunt who treated her differently due to her HIV-positive status, leading her to run away from home and enter an early relationship. Despite her fears of transmitting HIV to her child, healthcare providers at Sinza Hospital guided her through Prevention of Mother-to-Child Transmission (PMTCT) services. By adhering to treatment and medical guidance, Gea successfully gave birth to two HIV-free children, proving that adherence to care can prevent vertical transmission. Now, she serves as a peer mentor, supporting young HIV-positive women to access care, stay on treatment, and raise HIV-free children

Bringing HIV Treatment Closer to Communities

Through the USAID Afya Yangu Southern Project, MDH introduced community-based ART refill points to address long travel distances and financial burdens for people living with HIV. In Duthumi Health Center, nearly half of all recipients of care now access their ARVs through outreach refill services, significantly improving adherence and reducing costs. Dr. Noel, a healthcare provider, confirmed that community outreach increased appointment adherence, making services more accessible and sustainable. Mrs. A, a beneficiary, expressed gratitude, saying, "Before, I spent TZS 10,000-15,000 per visit. Now, I get my medication near my home, saving money and time." This initiative demonstrates how decentralizing health services enhances HIV treatment retention and community well-being.



A Mother's Determination: P's Journey to Healing

Born with clubfoot in both feet, P faced a future of physical challenges in a community where awareness of the condition was minimal. His mother's determination led her to the Geita Clubfoot Clinic, where she learned that early treatment could restore his mobility. Despite travel costs, stigma, and discouragement from villagers, she persisted in seeking care. With support from MDH's Clubfoot Project, P completed his treatment successfully, standing as a testament to the power of early intervention, community education, and a mother's unwavering hope. His story inspires families to seek timely medical care and overcome cultural misconceptions surrounding disabilities.



Looking Ahead: MDH's 2025 Outlook

Building on 2024 successes, MDH will focus on seven core priorities to enhance efficiency, programmatic excellence, and sustainability across all projects, ensuring continued alignment with national and global health goals:

1. Advancing Programmatic Excellence: MDH will scale up service delivery innovations to reach all populations, including those at risk of HIV/TB and children with clubfoot. The focus will be on differentiated service delivery models, integrated care, and improving adherence, retention, and treatment outcomes.

2. Strengthening Laboratory Systems: MDH will expand laboratory accreditation, improve biosafety measures, and enhance molecular diagnostic capabilities for HIV, TB, HPV, and other diseases. Quality assurance mechanisms will be strengthened across all facilities.

3. Driving Quality and Sustainability: A continuous quality improvement (CQI) framework will be embedded across all health programs and infection prevention control (IPC) measures, ensuring long-term service excellence.

4. Enhancing Data Management and Utilization: MDH will improve data systems for timely, accurate, and real-time tracking of key health indicators. Investments will be made in digital health tools, staff capacity-building in data analysis, and evidence-based decision-making to drive adaptive program management.

5. Scaling Up Research and Innovation: MDH will leverage research insights from Afya Jumuishi, Afya Yangu, ENGAGE, and EAPoC VL to improve health interventions and inform future strategies. Implementation research will be expanded, ensuring data-driven adaptations for long-term impact.

6. Strengthening Health Systems and Partnerships: MDH will focus on enhancing supply chain efficiency, strengthening stakeholder collaboration, and aligning with government and donor strategies to ensure the sustainability of health programs.

7. Investing in Human Resource Capacity Development: Through virtual and in-person training programs, MDH will strengthen the technical, leadership, and managerial competencies of healthcare workers to improve service delivery quality and workforce sustainability.

Partnerships and Acknowledgement

MDH expresses deep gratitude to its partners, funders, and healthcare workers for their vital contributions to project success. We thank the Government of Tanzania (Ministries of Health, PORALG, and Finance) for policy support and alignment with national health priorities, as well as Regional and Council Health Management Teams for their on-the-ground oversight.

Special appreciation goes to PEPFAR (CDC & USAID) for funding and technical guidance, along with healthcare workers, peer educators, and community volunteers for their dedication to service delivery. MDH also acknowledges Deloitte, T-MARC, Karolinska Institutet, UNHRO, UVRI, EACCR, UC Berkeley, H-PON, and Rasello, whose collaboration has strengthened research and program impact. Thanks to EDTCP, DOD, NPHL-QATC, and NBTS for supporting laboratory and blood safety initiatives. A special thanks to Miracle Feet for their role in the Clubfoot Project, and to the parents, children, and communities involved. Lastly, MDH recognizes all its staff for their commitment and innovation, reinforcing the power of passion and dedication in creating lasting health solutions.

MDH at a Glance



2024 Moments



With support from MiracleFeet, MDH trains healthcare workers on the Ponseti method to treat clubfoot offering early, life changing interventions for children born with foot deformities.



A health care provider (right) providing HIV testing and prevention services to a young man as part of efforts to promote early diagnosis and reduce new infections among men in Tabora region. Through targeted outreach, male-friendly services, and peer led approaches, MDH has enhanced HIV case finding among men.



A Traditional Healer (right) promoting HIV testing and prevention services in hard to reach communities. In 2024, MDH engaged more than 260 such local influencers and transformed them into champions for public health.



A laboratory technologist playing a critical role in HIV management. Processing viral load samples to guide treatment decisions and ensure timely, effective care



Parents receiving vital consultation on clubfoot treatment for their child which will ensure the child has a chance to walk tall and thrive after treatment



A community health care provider from (left) Chomo Health Centre in Tabora region provides mobile HIV prevention services in remote mining areas, bridging the gap with education and provision of medication to prevent HIV.



Community Based ART Delivery in action—offering continuous care and building trust through peer led support, ensuring no one is left behind on their HIV treatment journey.



Dr. Erasto Lazaro delivers tuberculosis treatment, bringing care closer to patients and advancing the fight against TB in high burden areas.



Prioritizing NCD Care: A healthcare provider (right) conducts blood pressure screening to a client for early detection and management of hypertension and other non-communicable diseases at a supported health facility



Bugara dispensary is one of the 107 health facilities MDH has supported with installation of solar panels to ensure uninterrupted power supply for sustainable continuity of health care services



Celebrating achievement : MDH receives an award for First Place for Excellence in Financial Reporting 2024 presented by the National Board of Accountants and Auditors (NBAA).



Ethiopian delegation engages with individuals in recovery during a community outreach visit to a drug use hotspot in Kinondoni, Tanzania, learning about harm reduction and rehabilitation efforts.



Demonstrating how it's done! Dr. Emmanuel Sima (right), an MDH staff member, conducts HIV testing as part of efforts to expand access to early diagnosis and link clients to life saving care and treatment services



With take home MAT doses, beneficiaries spend less time traveling and more time living, no need for daily clinic visits



MDH Shines!! This is an appreciation award to MDH, recognizing MDH's dedication to health system strengthening and impact service delivery in Tanzania



MDH participated in the 3-day Rehabilitation Summit 2024 at JNCC, Dar es Salaam, showcasing its role in rehabilitation through an engaging exhibition booth. The event brought together key health and recovery stakeholders to support efforts aimed at restoring function and improving quality of life for those affected by illness, injury, or disability.



**UNTIL
EVERY ONE
IS HEALTHY**



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