

Training Report on
TB & HIV Programme Management Orientation Workshop
Dili, Timor-Leste | 27–30 May 2025



Submitted to:



Organized by :



International Institute of Health Management Research, Delhi

Introduction

Timor-Leste continues to face a significant burden of tuberculosis (TB), with an estimated incidence rate of 498 cases per 100,000 people in 2024. As the seventh highest TB-burdened country globally, challenges such as multi-drug-resistant TB and HIV-TB co-infection further strain the country's already limited health infrastructure.

To address these challenges, the **Ministry of Health, Timor Leste** in collaboration with the **World Health Organization, Timor Leste** and the **International Institute of Health Management Research (IIHMR) Delhi- India** organized the **first-ever joint orientation workshop** for TB and HIV programme managers. The workshop, held from **27–30 May 2025 in Dili- Timor Leste**, aimed to strengthen leadership, planning, and coordination capabilities among mid- and senior-level programme managers.

The workshop was designed with the following four key objectives:

1. To understand Timor-Leste's national approach to ending the TB and HIV epidemics, with a focus on identifying barriers, challenges, and potential solutions.
2. To develop key managerial, leadership, and planning skills necessary to effectively implement and oversee the national TB and HIV programmes.
3. To understand the importance of intersectoral coordination, enhance stakeholder motivation, and acquire team-building skills to strengthen programme outcomes.
4. To learn the application of effective monitoring and supervision techniques for identifying gaps and improving TB programme performance.

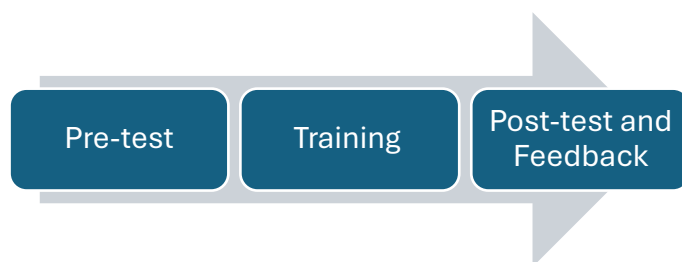
Participants details

A total of 65 programme managers and supervisors from the TB and HIV programmes at both national and municipal levels participated in the training.

Pedagogy

The training followed an interactive format alongside traditional presentations. Participants remained actively engaged through group discussions, individual and group exercises, role-plays, games, and group presentations. While the presentation slides were provided in Tetum, the trainers delivered content in English, with real-time translation into Tetum by WHO Timor-Leste facilitators to ensure clear understanding.

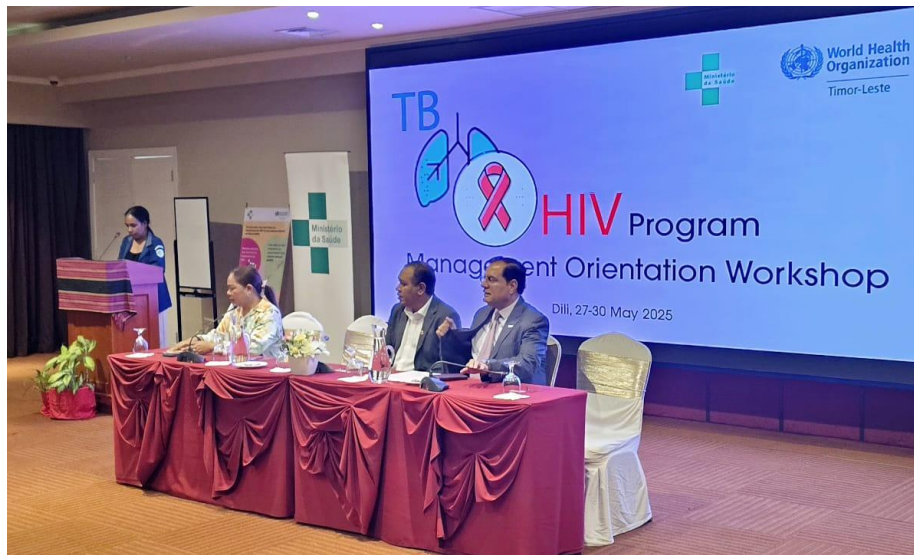
Flow of the Training



The training followed a structured flow comprising three key stages: Pre-test, Training, Panel discussion and Post-test with Feedback. The process began with a pre-test to assess participants' baseline knowledge and identify areas for focused learning. This was followed by the core training sessions, which were interactive and designed to build competencies in TB and HIV programme management through group discussions, exercises, and role-plays. The training concluded with a post-test and feedback session to evaluate knowledge gained and gather participants' perspectives on the content, delivery, and overall experience.

Training Highlights

Inaugural session



The workshop commenced with remarks from Dr Flavio Brandão, Vice-Minister for the Operationalization of Hospitals, who called the event a “*turning point*” in the fight against TB. He emphasized a shift in mindset where TB-related deaths are no longer accepted as inevitable.

Dr Arvind Mathur, WHO Representative in Timor-Leste, reinforced the importance of going beyond clinical expertise to address managerial gaps, referencing findings from the 2023 Joint Review.

Technical sessions

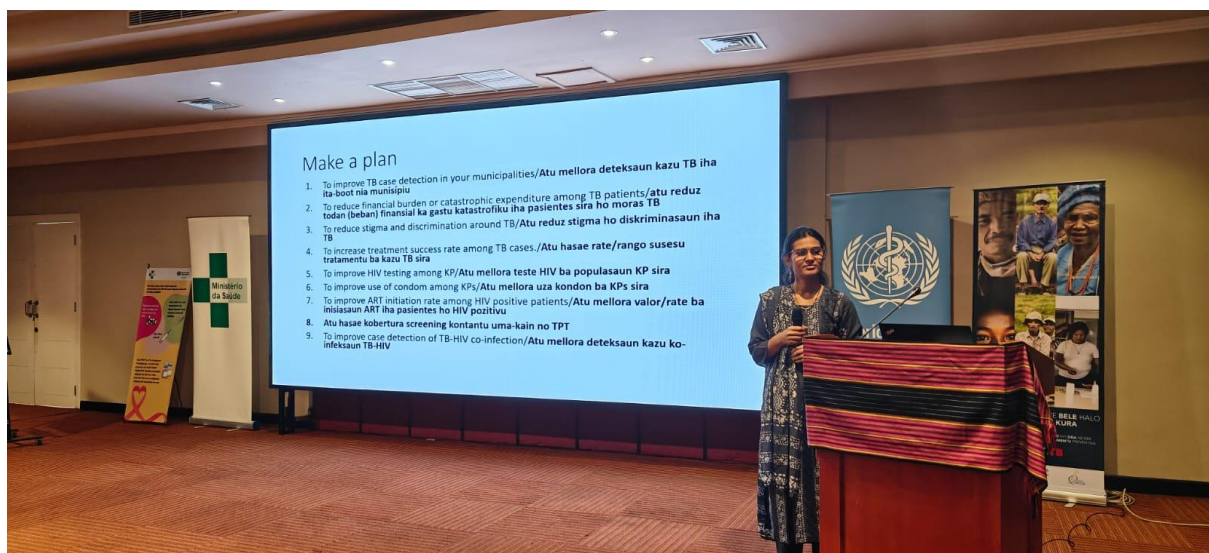


Day 1 focused on laying the foundational understanding of TB and HIV programme management. Sessions covered the overview of National Strategic Plans (NSPs) for TB and HIV, identification of barriers at individual, community, and system levels, and understanding the administrative structures of the National TB Programme (NTP) and National AIDS Programme (NAP). Participants examined the core components of management, roles and responsibilities of programme managers and attributes of effective management. Participants were divided into nine groups, and each group was given a scenarios-based exercise to analyse common management challenges—such as negotiation with a team member, conflict management, providing feedback and motivation, practicing delegation and upholding integrity to develop strategy to address these using relevant management principles.

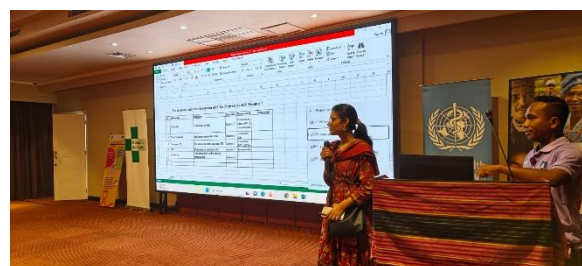


Day 2 begun with the group presentations on scenario-based exercises introduced on Day 1. Each group presented the assigned scenario and discussed the strategies they developed to address the management challenges using relevant principles. This was followed by discussion on planning process with key focus on planning cycle, importance of situation analysis, developing SMART Objectives, logic model (theory of change), programme evaluation, budgeting, and some important planning tools —Gantt chart and network analysis. Day 2 further emphasized key aspects of leadership, motivation, and communication. Participants explored

various leadership theories and styles relevant to programme implementation and learned strategies to motivate both themselves and their teams, including field staff. Sessions also focused on stakeholder engagement through effective meeting and time management, and on communication techniques to promote transparency and accountability, covering both verbal/non-verbal cues and professional email etiquette. At the end, different groups were assigned specific problem statement related to TB and HIV programmes to prepare an action plan to address them.



Day 3 was dedicated to teamwork and intersectoral coordination. Discussions highlighted the importance of collaboration across sectors such as health, nutrition, and social services in achieving integrated programme outcomes. Participants explored strategies to build and sustain cross-functional teams and practiced essential team-building skills. A case study “Integrated case-based surveillance for Timor Leste- an inter-sectoral approach” was discussed to illustrate successful coordination. The day concluded with role play followed by a development of an action plan to improve inter-departmental coordination between TB and HIV programmes.



Day 4 commenced with the group presentations on “preparing an action plan” as introduced on Day 2. Each group enthusiastically presented and discussed their action plan. The discussion was moderated by IIHMR, National TB and HIV Program Managers. Day 2 also focused on monitoring, supportive supervision, and reflective learning. Participants explored the importance of monitoring systems and the role of supervision in enhancing programme quality. They examined facilitative supervision techniques and how to identify and address implementation gaps. The workshop closed with a panel discussion moderated by the NTP and NAP national managers with representatives from participants to discuss key learnings from the workshop and how they will use it in the field setting.

Key highlights from the Panel Discussion on topic “From learning to action: Strengthening TB and HIV program implementation in Timor Leste *(Prepared by participants and translated by the WHO Timor Leste facilitator)*



1. What is one concrete action you plan to take in the next month to strengthen TB or HIV program implementation in your area?

In the next month, we will plan to organize a community outreach and awareness campaign in collaboration with local health workers to improve TB and HIV case detection and linkage to care.

This will include targeted health education sessions in high-risk communities, distribution of informational materials, and on-site voluntary testing and counseling. The goal is to reduce stigma, encourage early testing, and improve timely access to treatment.

2. Did the action planning tools shared during the workshop and discussed in the panel feel practical and usable in your context? If yes, how do you plan to adapt them?

Yes, the action planning tools shared during the workshop felt practical and usable in my context. We found the step-by-step approach particularly helpful for identifying gaps and setting measurable goals. We plan to adapt the tools by customizing the indicators and timelines to align with the specific needs of our local TB/HIV program. Additionally, we will involve key stakeholders—including community health workers and local clinic staff—in the planning process to ensure the tools are effectively integrated into our routine program reviews and decision-making.

3. How do you see yourself contributing to better coordination between TB and HIV services at your level of work?

At our level of work, we see ourselves contributing to better coordination between TB and HIV services through the following approaches:

1. **Integrated Service Delivery:** we will advocate for and actively support the integration of TB and HIV services, such as ensuring that patients who test positive for one condition are routinely screened for the other. This can be done through joint clinics, synchronized appointments, and shared patient records to improve continuity of care.
2. **Collaboration and Communication:** we will work closely with colleagues from both TB and HIV programs to ensure regular communication, case discussions, and coordinated

follow-ups. This includes participating in joint team meetings and multidisciplinary case reviews to enhance decision-making and reduce service fragmentation.

3. **Capacity Building and Training:** we will contribute to ongoing training and mentoring of health workers in the integrated management of TB/HIV, ensuring that staff are knowledgeable about co-infection management, infection control, and referral protocols.
4. **Monitoring and Reporting:** we will support accurate and timely data collection on TB/HIV co-infection rates, treatment outcomes, and service uptake. This information is essential for identifying gaps, tracking progress, and informing quality improvement initiatives.
5. **Patient-Centered Care:** we will prioritize the needs of patients by promoting stigma-free, confidential, and respectful services that encourage adherence and retention in care for both TB and HIV.

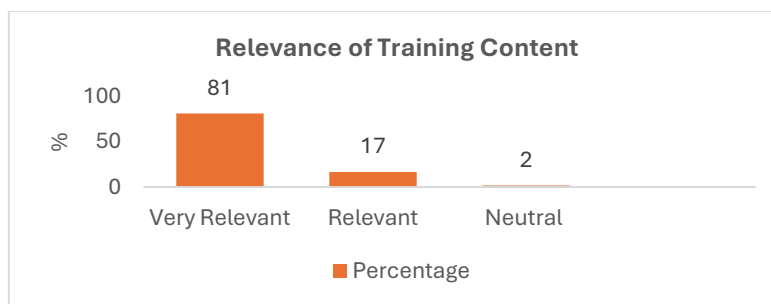
Valedictory session



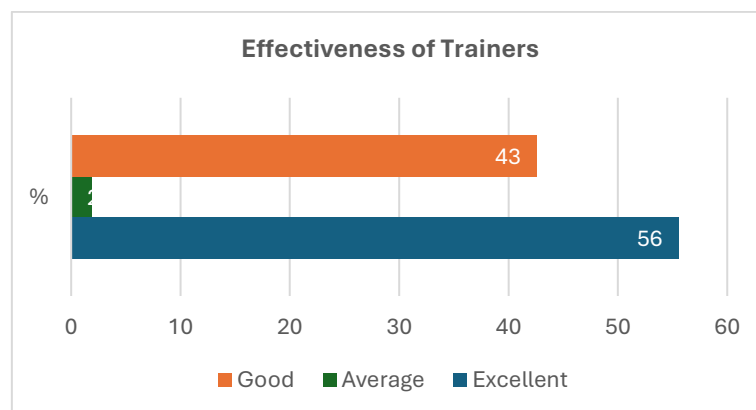
Feedback Analysis

A total of 54 participants completed the feedback form at the conclusion of the four-day orientation workshop. The responses provided insights into the relevance, quality, delivery, and effectiveness of the training sessions, as well as suggestions for future capacity-building initiatives.

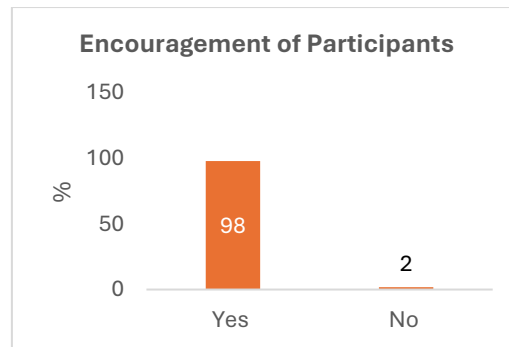
Relevance of Training Content



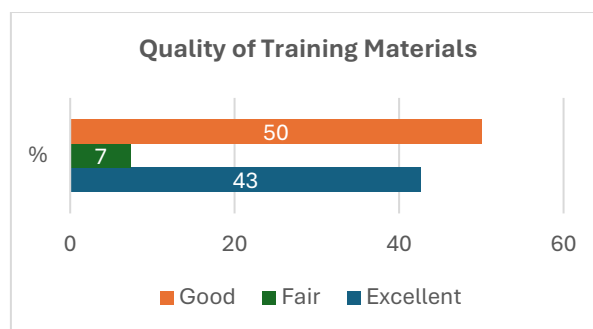
98% of participants affirmed the content was relevant to their current roles, indicating strong alignment with on-the-ground needs in TB and HIV program management.



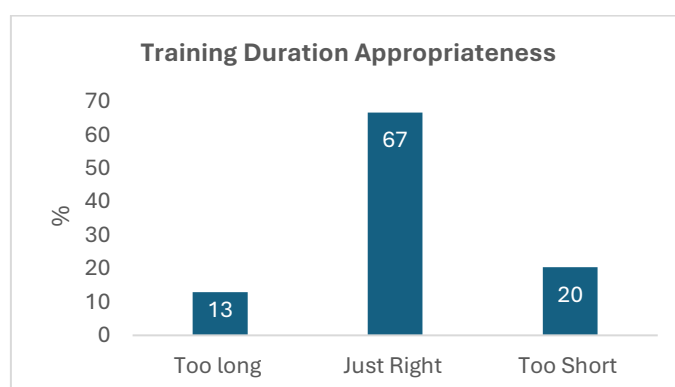
Trainers were appreciated for their delivery, facilitation, and command of subject matter, with 98.2% rating them positively.



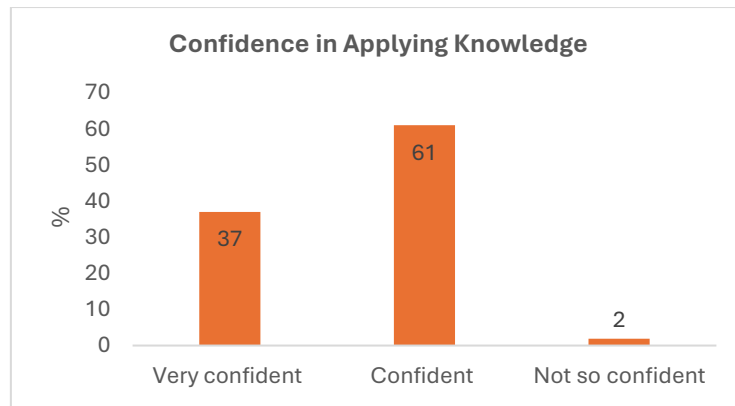
98 % said trainers encouraged interaction and participation. Participants noted that interactive methods like group work and role play helped them stay engaged



42.6% rated materials as "Excellent", 50.0% rated as "Good" and 7.4% rated as "Fair". Materials such as PowerPoint slides, job aids, and group exercises were generally found to be high quality and easy to follow.



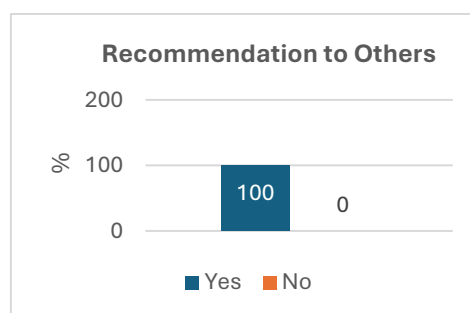
67% felt the duration was "Just Right", 20% felt it was "Too Short" and 13% found it "Too Long". Most participants found the duration adequate, a portion.



98% of respondents reported confidence in applying their new skills, especially in planning, leadership, team building and data management



High satisfaction levels reflect the quality of facilitation, relevance of topics, and learning environment provided during the workshop



100% of respondents said they would recommend this training to colleagues.

Summary of Knowledge and Skills Gained

The participants reported acquiring a wide range of new knowledge and practical skills during the TB & HIV Programme Management Orientation Workshop. The major themes that emerged from the responses are summarized below:

- **Planning and Use of SMART Framework**

“Learned how to identify problems and make plans with SMART objectives.”

“The plan uses SMART to solve problems according to its timeline.”

- **Leadership and Management Skills**

“Learned about leadership, delegation, and how to become a good manager.”

“Increase capacity in management and leadership.”

- **Time Management and Prioritization**

“I realized that time is a resource that needs to be managed well.”

“Time management and organizing meetings were very useful.”

- **Communication and Collaboration**

“Effective communication and email etiquette were very helpful.”

“Learned how to collaborate with other teams, especially TB and HIV programs.”

- **Monitoring and Supervision**

“Now I know how to monitor and supervise activities properly.”

“Gained knowledge on monitoring and evaluation techniques.”

- Several participants mentioned feeling more empowered, **confident, and ready to apply their new knowledge** to improve their performance at work.

“I feel confident that this will improve the quality of work at the workplace.”

“I gained new skills that I can share with colleagues.”

- **Program Integration and Networking**

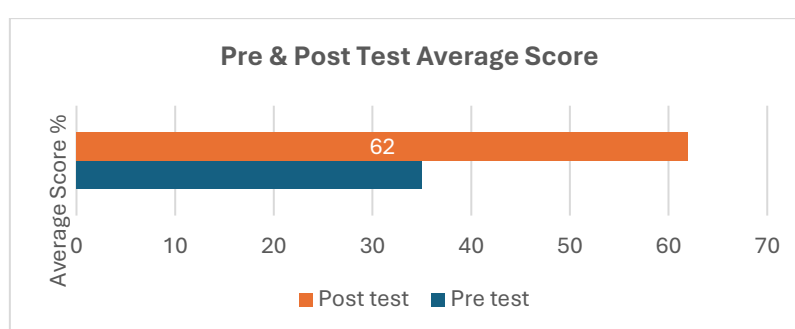
Skills gained also included intersectoral collaboration and understanding how to integrate services, especially between TB and HIV sectors.

Suggested Topics for Future Trainings

Participants of the TB & HIV Programme Management Orientation Workshop expressed a strong interest in further capacity-building initiatives. Key areas they recommended include:

- Regular training on Leadership and Management
- There was a strong call for training on reducing stigma and discrimination toward TB and HIV patients, Promoting respectful, inclusive service delivery
- Suggested topics included: Monitoring and evaluation systems, data analysis and reporting and Referral and follow-up documentation, Patient counseling techniques
- Annual or refresher trainings were recommended to reinforce learning

Pre-post evaluation of the 4-Day Workshop



The significant improvement in participants' scores from the pre-test (average: 35%) to the post-test (average: 62%) clearly demonstrates the effectiveness of the TB & HIV Programme Management Orientation Workshop. The increase of 27 percentage points indicates a substantial gain in knowledge and understanding of key topics such as programme planning, leadership,

stakeholder engagement, and monitoring strategies. Notably, several participants achieved perfect post-test scores, and none scored below 35%, compared to a wide distribution of lower scores in the pre-test. This measurable progress highlights the workshop's success in strengthening participants' competencies and equipping them with the necessary skills to effectively manage and support TB and HIV programmes.

AGENDA

Time	Description	Responsible
Day 1		
08:30-09:30am	Registration	MoH and WHO
09:30-09:35am	Welcome address/opening remarks	Minister for Health
09:35-09:40am (5minutes)		Dr. Arvind Mathur WHO Representative TLS
09:40-10:00am	<i>Inauguration</i>	MoH and WHO
10:00-10:30 am	<i>Coffee break</i>	All participants
10:30-10:45am	Pre-Test	All Participants
10:45-11:50	NTP and NAP Presentations - On NSPs - To identify the barriers and challenges to End TB and HHS strategies - individual level, community level and health systems level - What can work at health systems level? Role of Program managers/ officers	NTP & NAP Managers
11:50-13:00	Introduction to Management of TB and HIV programs - To understand the administrative/ organizational structure under NTP & NAP program - To understand the role of managers e.g. TORs in TB and HIV programme	NTP & NAP Managers
13:00-14:00	Lunch Break	All
14:00-15:20	Role of program manager in health programmes	IIHMR
15:20-15:35	Coffee Break	All participants
15:35-17:30	Group activity based on day one discussion: Assigned scenarios-based exercise to analyse common management challenge	IIHMR
Day 2		
Time	Description	Responsible
9:00 – 10:30	Group presentation on scenarios-based exercise to analyse common management challenge	
10:30-11:00	Coffee Break	All participants
10:00- 12:00	Process of planning in the health programmes To explain the process and role of planning in an organization (ref: organizing community activities to address cultural barriers e.g., stigma, sensitization to access care, involvement of private sector)	IIHMR
12:00-1:00	Effective communication skills to maintain transparency and enhance accountability: - To understand effective communication as a quality of a good leader - Verbal/ nonverbal communication	IIHMR

13:00-14:00	Lunch break	
14:00-15:15	E mail etiquette	IIHMR
15:15-15:30	Coffee break	
15:30-17:00	Role of leaders to implement programs and Motivation - To know the concept of leadership theories and styles - Motivating self and others at workplace	IIHMR
	Day 3	
Time	Description	Responsible
9.00-10:30	Importance of intersectoral coordination to address TB and HIV: - To discuss roles of different departments/ Ministries- Health, Nutrition, in TB and HIV Programs - To learn how to build a team across departments to work for a common goal - How to keep the team together till targets are achieved and beyond	IIHMR
10:30-11:00	Coffee Break	
11:00-13:00	How To Work Effectively in a Team: - To discuss how to be a good team player - To learn team building skills - Case study- on how teamwork has led to successful immunization programs or any other program	IIHMR
13:00-14:00	Lunch break	
14:00-15:15	How to conduct and attend official meetings and time management - To know how to conduct and attend meetings - To learn setting agenda and prepare for meeting - Time management Share examples of how you have been able to motivate staff	IIHMR
15:15-15:30	Coffee break	
15:30-17:00	Group work: Develop an action plan to promote coordination between Departments (define roles, preparing meeting calendars, reporting to the Nodal TB & HIV person)	IIHMR
	Day 4	
Time	Description	Responsible
9.00-10:30	Group Presentations on Planning	IIHMR
10:30-11:00	Coffee Break	
11:00-13:00	Importance of monitoring and supervision: Role of a monitor or supervisor	IIHMR

	• How to be a good supervisor (facilitation over fault finding) • Identify a gap that needs to be addressed for effective monitoring and supervision	
13:00-14:00	Lunch break	
14:00-15:15	From learning to action: Strengthening TB and HIV program implementation in Timor Leste – Panel Discussion	IIHMR, NTP, NAP programme Managers Representatives from participants
15:15-15:30	Coffee break	
15:30-17:00	Valedictory Session	