

November 1, 2012

On behalf of the New Partners Initiative – Technical Assistance Project (NuPITA), John Snow, Inc., is proud to present our 5th Annual Report for the period of October 2011 through September 2012. During this final year of full implementation, NPI partners confirmed that the hard work and commitment they have demonstrated over the past four years have made a significant difference in how their programs operate, the quality of services they provide in their communities and their ability to acquire additional resources.

This report is a summary of the key accomplishments over the past 12 months during which NPI partners have taken their learning and overall capacity to new levels. Whereas the focus in previous years has been on getting systems and services in place and strengthened, this year many organizations intensified their efforts on resource mobilization, ensuring that sub-partners and affiliates benefitted from their experience and successful completion of close-out of their project activities.

During this year, JSI was asked to assist two partners headquartered in Europe by organizing field visits to Kenya for their Board of Directors. Board members met with communities, donors, the private sector and local government officials during these week-long trips. Board members saw, many for the first time, how their organization's programs worked in the field and explored how best to ensure that needs are being addressed appropriately and efficiently. As these organizations work in multiple countries and the board has an ability to influence overall direction and standards, the spread effect of this experience is not to be underestimated.

Over the past 12 months, JSI and NPI partners concentrated on 'telling the NPI story' through participation in international conferences, two End-of-Project meetings, designing project close-out meetings and inviting government, donors, private sector and communities to celebrate the accomplishments realized as a result of NPI.

JSI/NuPITA staff and partners met with USAID Mission and Washington staff to describe their experiences, provide an overview of materials developed and facilitate discussions focusing on how the changes organizations made through NPI are captured and built upon in future programs. We also sought insights into what JSI could have done better or differently, so that the learning continues. JSI completed an external evaluation of the program in August and will include a four-page summary of the findings as part of its overall documentation.

Nelson Mandela is quoted as saying "It always seems impossible until it is done". As NuPITA comes to a close in the coming months, we reflect on where we started and how much has been accomplished together. JSI is honored to have been able to be a part of this program and to have been able to work with the NPI professionals dedicated to improved public health on the African continent. We applaud the close and cordial working relationship among USAID, the NPI grantees and JSI, and we look to future endeavors to address the health needs of communities.



Barbara Durr



NEW PARTNERS INITIATIVE TECHNICAL ASSISTANCE PROJECT (NuPITA)



ANNUAL REPORT OCTOBER 2011 – SEPTEMBER 2012 PROJECT YEAR 5

NEW PARTNERS INITIATIVE TECHNICAL ASSISTANCE PROJECT (NuPITA)

ANNUAL REPORT

OCTOBER 2011 – SEPTEMBER 2012

USAID Contract GHS-I-00-07-00002-00

PROJECT YEAR 5: OCTOBER 2011-SEPTEMBER 2012

The New Partners Initiative Technical Assistance Project (NuPITA) is funded by the United States Agency for International Development (USAID) through Contract Number: GHS-I-00-07-00002-00 and is implemented by John Snow, Inc., in collaboration with Initiatives Inc.

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Acronym List

AED	Academy for Educational Development
AIDS	Acquired Immunodeficiency Syndrome
AMURT	Ananda Marga Universal Relief Team
ARC	American Refugee Committee International
BCC	Behavior Change and Communication
Camfed	The Campaign for Female Education
CBO	Community Based Organization
CCPT	Child Centered Play Therapy
CDC	Centers for Disease Control and Prevention
CERI	Children's Emergency Relief International
CLOCA	Close-out Organizational Capacity Assessment
CPAK	The Christian Partnership on AIDS in Kenya
CSI	Child Status Index
DFID	Department for International Development
EAC	East African Community
ECD	Early Childhood Development
EUCORD	European Cooperative for Rural Development
EOP	End-of-Project
FBO	Faith Based Organization
FXB	Association Francois-Xavier Bagnoud
FHI 360	Family Health International
G.R.A.C.E.	Grassroots Alliance for Community Education
HCT	HIV Counseling and Testing
HHS	Department of Health and Human Services
HIV	Human Immunodeficiency Virus
HRM	Human Resource Management
HRSA	Health Resources and Services Administration
IGA	Income Generating Activity
ISP	Indigenous Service Partners
ICOB	Integrated Community Based Initiatives
JSI	John Snow, Inc.
KNH	Kindernothilfe
LCD	Local Capacity Development
M&E	Monitoring and Evaluation
MIS	Management Information Systems
MOU	Memorandum of Understanding
NCE	No Cost Extension
NPI	New Partners Initiative
NuPITA	New Partners Initiative Technical Assistance Project
OCA	Organizational Capacity Assessment
OD	Organizational Development
OGAC	Office of the Global AIDS Coordinator OVC Orphans and Other Vulnerable Children
PEPFAR	President's Emergency Plan for AIDS Relief
PMTCT	Prevention of Mother to Child Transmission
QA and QI	Quality Assurance and Quality Improvement
RATN	Regional AIDS Training Network
R2	Round Two

R3	Round Three
SJCC	St. John's Community Center
SLV	Structured Learning Visit
SOP	Standard Operating Procedure
SOTA	State of the Art
STTA	Short-term technical assistance
TA	Technical Assistance
TA-NPI	Technical Assistance to the New Partners Initiative Project
TCA	Technical Capacity Assessment
TFK	Tearfund Kenya
TFZ	Tearfund Zambia
TOCA	Technical and Organizational Capacity Assessment
USG	United States Government
USAID	United States Agency for International Development
WEWE	Widows Empowerment Organization

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II. Program Description

NuPITA's Objective

By the end of the New Partners Initiative (NPI) partners' three-year programs, NuPITA expected all organizations to have achieved 100% of their implementation plans and targets, and to be able to clearly document changes and the actions taken to achieve organizational capacity improvements.

NuPITA's Strategic Approach

As noted above, NuPITA improved the quality of NPI partners' program implementation and strengthened their institutional capacity, supporting The President's Emergency Plan for AIDS Relief's (PEPFAR) objective to improve and expand human immunodeficiency virus (HIV) programming through community-based and faith-based organizations (CBOs and FBOs, respectively).

To accomplish this, NuPITA implemented a strategy that incorporated the following elements:

NuPITA's activities focus on the following six tasks:

- Task 1: Provide New Partner Orientation
- Task 2: Conduct Needs Assessments
- Task 3: Develop Action Plans
- Task 4: Provide Technical Assistance
- Task 5: Coordinate and Communicate with Stakeholders
- Task 6: Support Project Close-Out

- Provision of responsive technical assistance for NPI partners;
- Built NPI partners' compliance with USAID regulations and reporting requirements;
- Conducted periodic organizational capacity assessments (OCAs) of NPI partners and technical capacity assessments (TCAs) of NPI partner programs that support the development of technical assistance (TA) action plans;
- Placed NPI advisors within each partner organization desiring such assistance;
- Established internal organizational development (OD) teams within each partner organization that were responsible for initiating and managing institutional strengthening activities;
- Established project offices in Uganda and Kenya, providing prompt access to all 15 NPI partner field programs;
- Coordinated communication, and organizational and technical assistance between partners' headquarters and field offices;
- Supported capacity building by NPI partners for the CBO and FBO sub-grantees;
- Monitored and evaluated new partner achievements of PEPFAR targets; and
- Built a knowledge network of partners working with communities to provide services in HIV prevention, care, and support.

III. Project Year 5 Activities & Achievements (October 2011 - September 2012)

Task 1: Provide New Partner Orientation

All activities under Task 1 were completed during prior reporting periods.

Task 2: Conduct Needs Assessment & Task 3: Develop Action Plans

2.1. BASELINE ORGANIZATIONAL CAPACITY ASSESSMENT

All activities under Task 2, Activity 1 were completed during prior reporting periods.

2.2. TECHNICAL AND ORGANIZATIONAL CAPACITY ASSESSMENT (TOCA)

All activities under Task 2, Activity 2 were completed during prior reporting periods.

2.3. CLOSE-OUT ORGANIZATIONAL CAPACITY ASSESSMENT (CLOCA)

In Year 3, a close-out organizational capacity assessment, or CLOCA, was delivered to measure capacity development over the three years of the partners' cooperative agreements, and is combined with qualitative questions that help the partners reflect on their progress over the life of the project. During the reporting period, three CLOCAs were conducted for NPI partner field offices and five for headquarters:

Round Three headquarters: AMURT, EUCORD, Association Francois-Xavier Bagnoud (FXB), Retrak, and Tearfund.

Round Three partner field offices: EUCORD Nigeria, Retrak Ethiopia, and Tearfund Zambia.

Figure 1, below presents Year 1, Year 2 and Year 3 OD results by section. Table 1 presents a comparison of the average organizational development strengths for Year 1, Year 2 and Year 3 (by sub-section), and Table 2 presents the greatest OD improvements from Year 1 to Year 3 (by sub-section).

Figure 1: Year 1, Year 2 and Year 3 Organizational Development Results (by Section) for Round Two and Round Three Partners

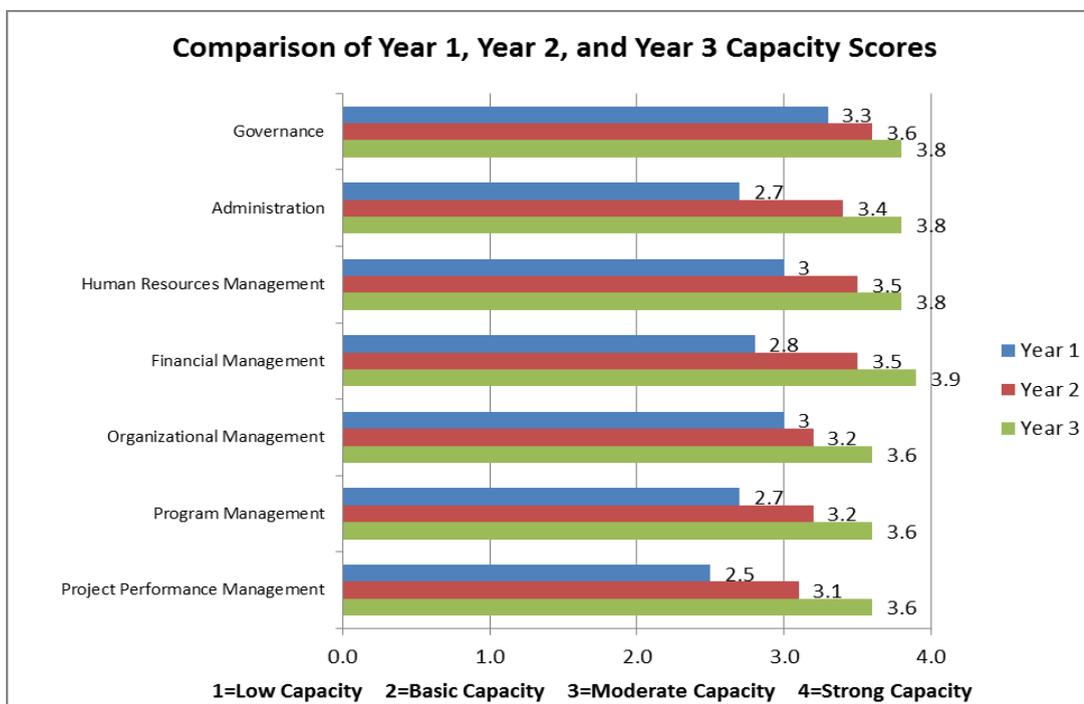


Table 1: Average Organizational Development Strengths - Year 1, Year 2 and Year 3 Comparison (by sub-section) for Round Two and Round Three Partners

Areas of Strongest Capacity					
Sub-section	Y1 Average Score	Sub-section	Y2 Average Score	Sub-section	Y3 Average Score
Legal Status	3.8	Legal Status	3.9	Legal Status	4.0
Vision/Mission	3.5	Staff Time Management	3.8	Staff Time Management	4.0
Job Descriptions	3.3	Job Descriptions	3.8	Donor Compliance	4.0
Work Plan Development	3.3	Work Plan Development	3.8	Work Plan Development	4.0
Communication	3.3	Audits	3.7	Vision/Mission	3.9

Table 2: Greatest Organizational Development Improvements from Year 1 to Year 3 - (by sub-section) for Round Two and Round Three Partners

Sub-section	Y1 Average Score	Y3 Average Score	Change
NPI Program Implementation Status	2.2	3.9	1.7
Donor Compliance	2.5	4.0	1.5
Sub-Grant Management	2.2	3.6	1.4
Office Policies, Procedures and Systems	2.4	3.7	1.3
Cost Share	2.0	3.3	1.3
Branding/Marking	2.6	3.8	1.2
Monitoring and Evaluation	2.4	3.6	1.2
Travel Policies and Procedures	2.8	3.9	1.1
Procurement	2.7	3.8	1.1
Staff Time Management	2.9	4.0	1.1
Staff Salaries and Benefits Policy	2.7	3.8	1.1
Financial Systems	2.7	3.8	1.1
Fixed Asset Control	2.7	3.7	1.0
Staff Professional and Salary History Documentation	2.8	3.8	1.0
Financial Controls	2.9	3.9	1.0
Financial Documentation	2.9	3.9	1.0
Financial Reporting	2.9	3.9	1.0
Technical Reporting	2.9	3.9	1.0
Field Oversight	2.8	3.8	1.0

Table 3: Smallest Organizational Development Change from Year 1 to Year 3 - (by sub-section) for Round Two and Round Three Partners

Sub-section	Y1 Average Score	Y3 Average Score	Change
Board Composition and Responsibility	2.9	3.4	0.5
Communication	3.3	3.8	0.5
Vision/Mission	3.5	3.9	0.4
Stakeholder Involvement	3.2	3.6	0.4
Culture and Gender	2.6	2.9	0.3
Legal Status	3.8	4.0	0.2

Challenging areas all showed progress over the last three years, but compliance with United States Government (USG) rules and regulations sub-sections posted the greatest change in scores. Areas related to program quality and service delivery showed more modest gains. The results reflect the initial emphasis on the development of systems and procedures for administration, finance and human resources (HR). That said, it is important to note that the NPI Project implementation status advanced from 2.1 to 3.9, indicating that staff are in place, program activities are implemented according to work plans, reports are appropriately completed and filed, and monitoring and evaluation systems are in place. This is reinforced by the high scores in monitoring and evaluation (M&E), indicating that the systems have matured over the course of the project. The improvement in technical reporting from 2.9 to 3.9 demonstrates that organizations are better able to meet donor reporting requirements.

Areas with minimal change are either due to the existence of already high self-ratings or constitute areas of continued challenge; this includes culture and gender, board composition and responsibility and, to a degree, stakeholder involvement. Additional emphasis on helping organizations strengthen governance, define stakeholders, and address structural issues would be beneficial.

Achievements

Conducted CLOCAs with five NPI Round Three headquarters:

- AMURT, EUCORD, FXB, Retrak, and Tearfund.

Conducted CLOCAs with three NPI Round Three partner field offices:

- EUCORD Nigeria, Retrak Ethiopia, and Tearfund Zambia.

Table 4: Most Significant Organizational Development Improvements from Year 1 to Year 3 (by sub-section) for Round Two and Round Three Partners

Sub-section	Y1 Average Score	Y3 Average Score	Change
NPI Program Implementation Status	2.1	3.9	1.8
Donor Compliance	2.4	4.0	1.6
Sub-Grant Management	2.3	3.6	1.3
Office Policies, Procedures and Systems	2.4	3.6	1.2

Procurement	2.6	3.8	1.2
Branding/Marking	2.5	3.7	1.2
Financial Systems	2.7	3.9	1.2
Monitoring and Evaluation	2.4	3.6	1.2
Staff Time Management	2.9	4.0	1.1
Travel Policies and Procedures	2.7	3.8	1.1
Cost Share	2.2	3.3	1.1
Staff Professional and Salary History Documentation	2.8	3.8	1.0
Financial Reporting	2.9	3.9	1.0
Financial Documentation	2.9	3.9	1.0
Fixed Assets Control	2.7	3.7	1.0
Staff Salaries and Benefits Policy	2.8	3.7	1.0
Technical Reporting	3.0	3.9	1.0
Financial Controls	3.0	3.9	1.0

The most challenging areas for NPI partners - NPI Program implementation, and financial management and compliance with USG rules and regulations - posted the highest increases over the past three years. Areas related to program quality and service delivery showed more modest gains which are to be expected given that all partners were chosen as NPI partners because they had a track record in service delivery. The results also reflect an advanced emphasis on the development of systems and procedures for the administration and finance teams, and those providing human resources management (HRM). NPI Project implementation status advanced from its basic capacity score of 2.1 to 3.9, indicating that by the end of the NPI grants, most staff were in place, programs were functioning according to work plans, reports were appropriately completed and filed, and M&E systems were in place.

Task 4: Provide Technical Assistance

GENERAL

During this period NuPITA offered 16 different types of trainings/performance improvement activities for individual partners or groups of partners, for a total of 22 training events over all. One strategy for assistance NuPITA uses is delivering learning modules tailored to specific partner needs; during the period, seven partners asked for modules.

In addition, NuPITA, at the request of Kindernothilfe (KNH), organized a structured learning visit for the KNH Board of Trustees. The Board paid for its travel and most costs associated with this activity. NuPITA also supported 15 NuPITA partner organizations to attend the NPI End-of-Project meetings jointly organized by JSI and FHI 360. The meetings were held in Kampala and Johannesburg. A total of 339 representatives of Round One, Round Two, and Round Three partners participated in the joint meetings.

The NPI End-of-Project meetings held in January 2012 were an opportunity for NPI partners to share lessons learned and communicate their achievements with peers in the wider NPI family as well as with other HIV and AIDS service stakeholders. NuPITA was part of the abstract review committee which evaluated submissions from all NPI partners. NuPITA staff played a significant role in reviewing and providing suggestions to NPI partners on their presentations. In the follow-up to the documentation workshop with NuPITA partners last year, NuPITA reviewed and commented on individual partner documentation materials upon request over the last six months. In addition, NuPITA supported partners' final stakeholder meetings, which were designed to showcase the results of their work. Often NuPITA staff were asked to make a presentation and participate in the meetings. NuPITA staff and the partners continued to review progress on the OCA, TOCA, and CLOCA action plan activities, and to solicit general feedback from partner representatives. Completed training evaluations showed that participants benefited from the trainings and sharing lessons learned.

Technical assistance requests during the year reflected the realities of completing implementation - focusing on issues of sustainability; closing out and transitioning programs, staff and clients; and critical issues related to final audits and evaluation. Partners also took advantage of NuPITA to strengthen specific systems within their organizations and to update technical knowledge and interventions.

TRAININGS

NuPITA continued to provide trainings that were responsive to specific partner needs based on our institutional knowledge from surveys, site visits, OCA, TOCA, CLOCA and other TA activities. NuPITA supported partners through a total of 15 trainings, including three group and 12 individual partner trainings; and delivery of three learning modules (supportive supervision, strategic planning, and resource mobilization) in seven instances. Learning modules were provided to AMURT Kenya, AMURT USA, EUCORD, GOAL Regional, Retrak Ethiopia, Retrak Uganda, and SJCC. See Tables 5a and 5b below, for details of trainings provided.

Table 5a: A Summary of Trainings Facilitated

Training	Level	Organizations trained	Number of Participants
Child Centered Play Therapy	Individual	Retrak Uganda	21
Child Centered Play Therapy	Individual	Retrak Ethiopia	14
Child Status Index Roll Out	Individual	FXB Uganda	23
Executive Leadership Seminar	Group	AMURT, ARC, CERI, FXB, GOAL, G.R.A.C.E., ICOBI, KNH, RETRAK, WellShare International, Woord en Daad	15

Executive Leadership Seminar II	Group	ARC, FXB (Rwanda and Uganda), ICOBI, Retrak (Ethiopia, Uganda and Headquarters), St. John's Community Center, AMURT Kenya. Three CDC/HRSA funded grantees participated: Matibabu, NOPE and BARAA.	21
Financial Management	Group	AMURT, EUCORD, G.R.A.C.E. Africa, ICOBI, WellShare International, WEWE and non-NPI Partner African Palliative Care Association	17
Financial Sustainability	Group	AMURT, EUCORD, FXB Rwanda, FXB Uganda, G.R.A.C.E. Africa, G.R.A.C.E. USA, ICOBI, SJCC, WellShare International and WEWE	17
Gender	Individual	FXB Rwanda	16
Gender and Culture Orientation	Individual	Retrak Uganda	20
Introduction to Early Childhood Development	Individual	FXB Rwanda	23
Introduction to Early Childhood Development	Individual	FXB Uganda	16
Monitoring and Evaluation Indicators Refinement	Individual	SJCC	23
NPI Partners Resource Mobilization Coaching Sessions	Group	AMURT Kenya, G.R.A.C.E. Africa, SJCC, and TA-NPI partners Matibabu and NOPE	5
Open Space Technology Sessions	Individual	KNH/SJCC	12
Quality Assurance, Quality Improvement	Individual	KNH/SJCC	22
Referrals and Standard Operating Procedures	Individual	KNH/SJCC	23
Assessment of Prospective Foster Parent	Individual	Retrak Ethiopia	23
Income Generating Activity	Individual	FXB Uganda	17
HIV and AIDS Technical Update	Group	GOAL, FXB, WellShare (MIHV), EUCORD, Retrak Uganda, Tearfund/Tearfund Zambia, KNH/SJCC, AMURT; G.R.A.C.E., ICOBI, WED/Mfesane, CERI/Sinomlando, ARC, Camfed	35

Table 5b: A Summary of Modules Delivered

Training	Level	Organizations trained	Number of participants
Resource Mobilization	Module	AMURT USA	10
		EUCORD	4
		GOAL - Regional	18
		Retrak Uganda	6
		Retrak Ethiopia	7
Supportive Supervision	Module	SJCC	22
Strategic Planning	Module	AMURT Kenya	25
Team Building and Change Management	Individual	FXB International	12

Brief Description of the Trainings:

Introductory Training in Early Childhood Development; October 24-26, 2011, Kigali, Rwanda; attended by FXB Rwanda; November 1-2, 2011; Kyenjojo, Uganda; attended by FXB Uganda

This introductory training on early childhood development (ECD) assisted FXB Uganda and Rwanda staff to explore the basic concepts of ECD including defining key terms, frameworks, and stages of children’s development. Participants were engaged in practical sessions imparting skills on integrating ECD services in community and household orphans and other vulnerable children (OVC) projects and incorporating ECD in their existing M&E systems. At the end of each training; the 39 participants identified current skill gaps and generated proposals for further staff development.

Resource Mobilization; October 25-27, 2011, Kampala, Uganda; attended by GOAL Uganda and regional staff

NuPITA’s Resource Mobilization module was delivered for 18 GOAL Uganda and regional staff in October 2011. Objectives of the workshop included: developing strategies for cultivating a positive relationship with USAID through improved knowledge of how USAID operates in Washington and at the mission level; identifying specific strategies to strengthen GOAL’s relations with USAID; developing practices and processes for improving USAID proposal readiness through understanding the templates/standard documents needed; how to analyze a USAID solicitation; and gaining an understanding of how to research technical components required in HIV prevention and OVC proposals for inclusion in the technical approach section.

Child Centred Play Therapy; November 1-3, 2011, Addis Ababa, Ethiopia; attended by Retrak Ethiopia; February 21-23, 2012, Kampala, Uganda; attended by Retrak Uganda

Child Centred Play Therapy (CCPT) advances the theory that the child is the point of focus, not the problem. The relationship that develops and the creative forces released in the child generate the process of change and growth. The child is responsible for himself/herself and is able to exercise that responsibility through self-direction, which results in more positive behaviour. The therapist then helps to release what already exists in the child. The therapist is not an observer or an interpreter of behaviour, but is an emotional and verbal participant.

Recognizing that CCPT is a thoughtful and effective way to help children work through emotional, psychosocial, and behavioral difficulties and help address family problem, Retrak requested TA from NuPITA to facilitate two separate CCPT workshops for staff in Ethiopia and Uganda. Retrak Ethiopia's NPI Advisor, Tigist Hailu, delivered two, three-day workshops in a hands-on manner using assorted toys and play aids provided by NuPITA for future use by Retrak. A total of 21 Retrak Uganda and 14 Retrak Ethiopia staff participated in the workshops.

Human Resource Systems Orientation Workshop; November 4th, 2011; Abuja, Nigeria; attended by EUCORD/WEWE Indigenous Service Partners

This one-day workshop brought together nine participants; one from each of the seven indigenous service partners (ISPs) still active in the WEWE Children of Hope Project, two widows empowerment organization (WEWE) and Children of Hope project staff. The ISPs had brought with them HR manuals and policy documents previously developed with technical mentorship by the NuPITA HR consultant. The participatory sessions were facilitated by the NuPITA OD specialist and the HR consultant, who were able to respond to remaining challenges partners faced as they implemented the new HR systems. The NuPITA OD specialist also presented approaches to introduce, implement, manage, and sustain change in their various organizations. This session addressed the challenges of getting staff to understand the need for the changes and what the changes meant to them. The objective was to eventually have staff 'own' the new system by seeing its value and importance. The ISPs expressed deep appreciation for the work supporting them to revise and develop what they (eventually) agreed to be effective human resource management systems in their organizations.

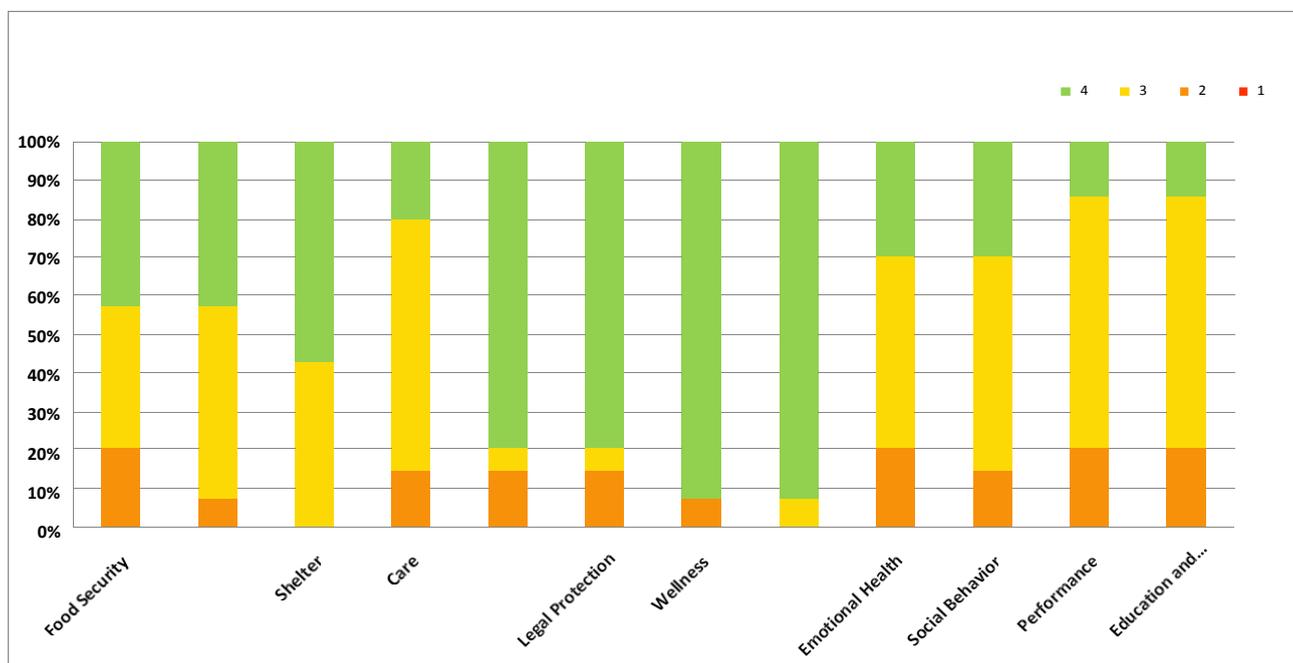
Child Status Index Workshop; November 9-11, 2011, Addis Ababa, Ethiopia; attended by Retrak Uganda and Retrak Ethiopia

The goal was to facilitate a discussion by Retrak staff to gain a clearer idea of how to use the child status index (CSI) tool to make decisions about individual children and how this can be built into Retrak's standard operating procedures. In addition, the workshop investigated different ways of analyzing and using the CSI data at programmatic and organizational levels in order to determine outcomes and impact of Retrak's services on children and their families.

As a post workshop follow-up, Retrak shared with NuPITA Graphical analyses using provisional data demonstrating children's status as they progress through Retrak's services towards re-integration in their communities. Recognizing that systems' strengthening is a process of continuous improvement and having integrated the CSI tool, Retrak has started a

file audit review to ensure that the data collection system is cohesive and more efficient.

Figure 2: Percentage of children with each score (1 = bad, 4 = good) during follow-up within six months of placement



Resource Mobilization; December 2-4, 2011, Brussels, Belgium; attended by EUCORD

Participants at the EUCORD resource mobilization (RM) workshop included the managing director, the program manager, the development officer and the finance director. Barbara Durr and Brenda Bowman facilitated discussions around the following topics from the resource mobilization module: criteria for donor assessments, donor expectations, donor cultivation guidelines, strategic networking guidelines, positioning your organization to work with USAID and the EU, and a resource mobilization systems checklist.

Gender and Culture Orientation; December 14, 2011, Kampala, Uganda; attended by Retrak Uganda

The gender orientation training for Retrak was a follow-up on the TOCA and CLOCA action plans. The training used the experiential learning model, drawing from the team’s experiences on the two themes through reflection and exchange of participants’ experiences into general and abstract conclusions that can be experimented upon in the course of their work.



A Retrak Social Worker, at the Gender and Culture Orientation Workshop

Participants also included 20 Retrak Uganda staff including social workers, teachers house managers, senior management team, administrators and program officers. The facilitation team included Milly Katana (NuPITA HIV Specialist) and Josephine Tusingwire (NuPITA

NPI Advisor for Retrak Uganda).

By the end of the session, participants had been introduced to key gender concepts, supported to reflect on how to apply gender analysis, analyzed gender aspects that impact OVC care, explored how to integrate gender perspectives into OVC care, and identified some cultural dimensions that impact OVC care.

Team Building and Change Management Workshop; January 17-20, 2012, Kampala Uganda; attended by FXB International

Having recently transitioned the FXB International headquarters from Geneva to New York, FXB requested NuPITA to deliver a four-day change management training in Uganda for 12 members of its management team. Participants conducted an environmental scan, defined change management milestones and impacts, visualised “what good looks like” by generating five-year perspectives, and agreed on organizational priorities. The workshop was an interactive and dynamic event where participants developed skills, openly communicated concerns and jointly developed a solution to their challenges. A range of techniques were used to deliver the event including brainstorming sessions, hopes and fears processes, interactive play sessions, facilitated group discussions, visualisation exercises, presentations, ice breakers, and team based assignments. The training culminated with the team developing and aligning around a detailed three-year transformational map (T-map). A T-map is a one-page pictorial summary of the milestones and methods that FXB will use in order to fulfill their vision. The T-map clarifies accountabilities and sets specific time-bound targets for achieving the vision.

Resource Mobilization; January 21-22, 2012, Rockville, MD; attended by AMURT USA, AMURT Romania, and AMURTEL (a sister organization of AMURT)

This workshop took place at the headquarters of AMURT in Rockville, MD. Peter Sage, Executive Director of AMURT USA, led the ten-member team which included two members of the AMURT board, the director of AMURT in Romania, the M&E manager for AMURT, the director of AMURTEL and five members of the AMURTEL board.

Guided by participants’ responses to the RM questionnaire, the workshop concentrated on: developing the roadmap (to resource mobilization); extracts from strengthening the building blocks learned from working with USAID; and developing a resource mobilization plan. The team expressed their appreciation for the resources that NuPITA has brought to the organization and for the opportunity to widen its network of partners.

Resource Mobilization; January 24-26, 2012, Kampala, Uganda and January 31-February 2, 2012; Addis Ababa, Ethiopia; attended by Retrak Uganda and Retrak Ethiopia, respectively.

Retrak Uganda and Retrak Ethiopia participated in the resource mobilization module developed by NuPITA in 2010 in two separate workshops in Ethiopia and Uganda. Six staff in Uganda and seven staff in Ethiopia participated. The workshop was co-facilitated by Retrak’s director of international partnerships and largely followed the objectives detailed above for GOAL, although it was expanded to include reference to the European Commission and DFID as additional donors.

Strategic Planning; January 31-February 3, 2012, Nairobi Kenya; attended by AMURT Kenya

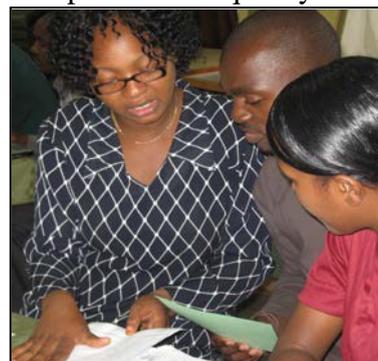
NuPITA facilitated a five-day strategic thinking and planning workshop using the NuPITA strategic plan module with a few variations for AMURT Kenya. A total of 25 participants were in attendance. AMURT invited ten key stakeholders from government offices, their strategic partners, and beneficiaries to attend the session which examined the external environment. After soliciting their contributions, 15 staff members from different departments within AMURT and a few selected partners remained to think about and develop the strategy for the next three to five years. By the end of the week, AMURT had drafted a strategic plan and a plan of action. NuPITA will continue to support the organization in finalizing its strategic plan and developing a resource mobilization strategy to support this plan.

Finance Management for Program Managers; February 6-8, 2012, Kampala, Uganda; attended by NPI partners AMURT, EUCORD, G.R.A.C.E., ICOBI, WellShare, WEWE and AIDSTAR One partner African Palliative Care Association

The three-day training facilitated by Mango, a UK-based NGO specializing in financial management capacity building, helped to build the confidence and skills of program staff to use financial management tools to implement project activities in a cost effective, controlled, and accountable way. The course also aimed to increase program staff confidence and know-how to prepare budgets that are part of project funding proposals. Course content included: an introduction to the building blocks of financial management; financial monitoring; and budgeting. A total of 12 NPI partner staff, five AIDSTAR One partners, APCA staff, and one NuPITA M&E specialist participated.

Quality Assurance, Quality Improvement and Support Supervision; February 6-10, 2012, Nairobi Kenya; attended by Saint John's Community Center

A total of 22 Saint John's Community Center (SJCC) staff participated in the quality assurance, quality improvement, and supportive supervision workshop. A critical workshop outcome was that participants have a clear visualization of the links among quality assurance, quality improvement, and supportive supervision. The need to establish a clear link between strong referral systems and assuring continuity of client services as a dimension of quality was identified as a critical existing gap. Although the SJCC NPI project had earlier developed standard operating procedures, the



Staff of Saint John's Community Centre during a training on standard operating procedures

workshop assisted the entire SJCC program to further strengthen its understanding of the linkages between program indicators and standards. SJCC has consolidated this learning in a follow-up workshop which resulted in the creation of SJCC-wide standard operating procedures (SOPs) that incorporated a referral system and refined the organizational M&E plan.

Financial Sustainability Essentials Training; February 9-10, 2012, Kampala, Uganda; attended by AMURT, Children of Hope, EUCORD, FXB Rwanda, FXB Uganda, G.R.A.C.E., ICOBI, SJCC, and WellShare International

The two-day financial sustainability essentials training, also facilitated by Mango, was provided to graduates of the previously provided finance management training for program managers. It focused on wider and longer term financial issues that affect an NGO's ability to achieve its mission and objectives by looking at practical approaches to strategic financial management including building a financing strategy; building reserves; managing costs; and managing relationships with donors. Participants included Board members, Finance Directors/Finance Managers, Finance Directors. A total of 17 NPI partner staff and one NuPITA M&E Specialist participated.

"Thanks much for the excellent training! It was very informative, practical, and fun. It was also great to be able to spend time with other NGO senior staff. I think we could all relate to much of what was discussed!"

Diana Dubois, Executive Director, WellShare International, Minnesota USA, in reference to the Financial Sustainability Essentials Training

Open Space Technology Sessions; February 16 - 18, 2012, Nairobi, Kenya; attended by KNH Country Coordinators

This three-day workshop brought together 12 participants from the KNH head office Africa department and country coordinators based in various African countries overseeing the work of KNH in the field. The focus of the work was on the relationship among and between KNH staff and field coordinators, how to ensure that the mission of KNH remains at the center of all they do and planning for upcoming activities. Open space technology was introduced as a tool that allowed the participants to take responsibility for their own learning on topics about which they feel passionately. NuPITA facilitated the process allowing the content to flow and emerge as the discussions progressed. Specific topics discussed were the role of the country coordinators in developing and sustaining the KNH partnerships; and the role of the country coordinators in M&E, and resource mobilization.

NPI partners Resource Mobilization Coaching Sessions; March 6 and 14, 2012, Nairobi, Kenya; attended by NuPITA Partners AMURT Kenya, G.R.A.C.E. Africa, SJCC, and TA-NPI partners Matibabu and NOPE

Coaching and mentoring sessions organized by NPI partners have been held periodically for the NPI partners based in Nairobi. The "Group of Five" that includes NuPITA partners AMURT Kenya, G.R.A.C.E. Africa, SJCC, and TA-NPI partners Matibabu and NOPE have formed a coalition in which they work together to identify possible grant opportunities, meetings of interest and other resources. They hold monthly meetings for peer support and to discuss difference perspectives on donor funding and priorities. They invite NuPITA to attend and participate in identifying relevant trends and developments in HIV and AIDS. Recently, the coalition identified a Request for Applications by the European Union and worked together to submit a proposal. NuPITA does not participate in the actual writing of concept papers or proposals, but does provide space for partners to meet, and serves as a

sounding board on how they might coordinate and package their NPI experience. In addition, NuPITA staff reminds partners of the various tools and resources they can refer to, such as the resource mobilization module, as they strategize on their approach in their response. Some helpful tools include the proposal writing coordinator's checklist, planning templates for proposal writing, and things to consider as a sub/prime in proposal writing. This has been a useful process for NuPITA to evaluate how practical the NuPITA resource mobilization module can be in accessing partner efforts in resource mobilization.

Referrals and Standard Operating Procedures; March 26–28, 2012, Nairobi, Kenya; attended by SJCC

This workshop was a follow-up to the quality assurance, quality improvement, and supportive supervision workshops. Participants reflected on the referral arrangements and reviewed current referral tools that are in use. Practical sessions were provided on developing or strengthening standard operating procedures (SOPs) and referral strategies. Barriers to effective referrals were identified and corrective measures outlined. SJCC drafted SOPs for its non-OVC program areas and revised SOPs for its OVC program. A total of 23 SJCC program staff participated.



Monitoring and Evaluation Indicators Refinement Workshop; March 29-30, 2012, Nairobi, Kenya; attended by SJCC

This two-day workshop provided an opportunity to continue the process of strengthening the SJCC organizational M&E system. In 2011, SJCC program teams received assistance to analyze the SJCC M&E conceptual framework and drafted program indicators. Facilitated by NuPITA's Senior M&E Specialist, Naome Wandera, SJCC staff refined program indicators, M&E data collection tools, and SJCC-wide M&E processes including integration of key indicators for monitoring referrals. At the end of the two days, the 23 participants agreed on an updated M&E indicator list, data collection tools and M&E guidelines.

Participants worked in technical groups to reflect and refine SJCC program indicators

Training in Assessment of Prospective Foster Parents; May 2012, Addis Ababa, Ethiopia; attended by Retrak Ethiopia

The assessment course was primarily for registered social workers. These professionals are best suited for the task of assessing people for their suitability to become foster careers. In this five-day training course, each participant received a learner manual that was developed by the organization, "Give a Child a Family." The overall goal of the training course was to provide additional skills to Retrak to employ the foster care model to enable vulnerable children to realize their potential and rediscover their self-worth. Twenty-three participants completed the training. Some of Retrak's NGO partners are involved in the recruitment, selection, training, and placement of foster children. Representatives from various government branches participated and shared information about government procedures and policies that were in progress. The training methodology was both through delivery of

practical course content as well as using hands-on methods such as role plays, group discussions, case studies and interactive participation, and class presentations to enhance learning.

Facilitated Income Generating Activity Management Training; July 3-5, 2012, Kyenjojo, Uganda; attended by FXB Uganda

NuPITA facilitated a three-day income generating activity training for FXB Uganda country office and the operational site unit of Kyenjojo. The training was specifically designed to address: income generating activity (IGA) viability and feasibility, market analysis, product quality considerations, gender versus IGA choices and management, profit maximization in a competitive environment, and records management for semi-literate target populations. The training was co-facilitated by Milly Katana (HIV/AIDS Specialist) and David Katusiime (Consultant).

The training was attended by 17 participants from both the FXB country office in Kampala and the Kyenjojo field office. The participants were a combination of social workers, data officers, child protection officers, senior management, nurses, and counsellors.

HIV Technical Update Meeting; August 14-16, 2012 and August 20-22, 2012, Kampala, Uganda; attended by AMURT, Camfed, CERI, EUCORD, FXB Uganda, FXB Rwanda, G.R.A.C.E., ICOBI, KNH, Retrak Uganda, Tearfund Zambia, WellShare, various TA-NPI partners

The first session was held on 14-16th August 2012, while the second session was held on 20th-22nd August 2012. The overall objective of the HIV Technical Update was to provide partners with an updated overview of the HIV and AIDS response strategies, informed by latest scientific, policy and technical guidance.

The HIV technical update meeting was based on the latest scientific developments in the HIV epidemic, updated policy and implementation guidelines that have been issued by major players including the World Health Organization (WHO), the Joint United Nations Programme on HIV and AIDS (UNAIDS), various governments and government departments including USAID and Centers for Disease Control and Prevention (CDC). The approach of the training focused on enhancing the knowledge base of the participants by making highlights of these key recent developments.

The technical update meeting addressed the following broad areas: using data to plan HIV programs and target specific populations, combination prevention and principles of targeted prevention, intensifying case finding for enrolment into care for both adults and children, diversifying HIV prevention and care, scaling up Prevention of Mother to Child Transmission (PMTCT), dealing with long term care, population specific prevention including most at risk populations, refocusing programming efforts to match changing funding patterns, criminalization and legislative related issues and implications for HIV care and prevention and working with media to scale up HIV programs.

As with all NPI related TA activities, participants developed action plans for integrating the new developments into their current HIV programming. The draft action plans developed at the training were finalized by each organization to allow additional inputs, endorsement, and commitment from partners' colleagues who were not at the meeting. In total 70 participants

from NPI partner organizations (35 for each session) attended. In addition, TA-NPI partners participated as well. There were 22 TA-NPI partners from Curamericas, Handicap International Rwanda, Matibabu, Kuwangisana, NOPE, St. Boniface Haiti Foundation, Sophumelela Clinic, and THETA.

End-of-Project Meeting:

New Partner's Initiative (NPI) End-of-Project Meeting; January 11-13, 2012, Kampala, Uganda and January 16-18, 2012, Johannesburg, South Africa; attended by all NPI partners

The NPI EOP two-day meetings recognized the collective achievements by the NPI grantees and their organizations' contributions to the global HIV and AIDS response. Partners had the opportunity to share capacity building lessons and resources developed under NPI for broader use by both the USG and other local partners. Key topics of discussion included: identifying and promoting critical issues around capacity building, moving capacity building and country ownership forward through informing future thinking, and creating directions for other initiatives focused on local responses.



Noerine Kaleeba, Founder of The AIDS Support Organization (TASO) in Uganda, addressed participants at the EOP meeting in Kampala

A total of 152 NPI grantee staff participated from the 56 USAID, CDC, and Health Resources and Services Administration (HRSA) grantee organizations in the two meetings. The meetings were jointly organized by JSI and FHI 360 on behalf of USAID, CDC, and HRSA. As part of the documentation activities, JSI interviewed a selection of representatives of NPI grantees, USG staff, and TA providers to collect views for a ten-minute documentary video, "What NPI Means to Me." The interviews were collected for a video which has been shared with USAID and has been uploaded on YouTube; <http://www.youtube.com/watch?v=6WYPC-sr0TI&list=UUYHWJnplBuINk9yVDMaGJbg&index=3&feature=plcp>. The final report as well as examples of partner presentations will become part of a website managed by USG.

The EOP meetings involved sharing of lessons learned as part of implementing NPI projects, strengthened NPI partners' linkages and networks and celebrated NPI successes. NuPITA supported partners presented a total of 18 presentations during sessions at EOP meeting (15 in Uganda and 3 in South Africa). Sessions were facilitated by USAID, HRSA, CDC, JSI and FHI 360.

Executive Leadership Seminar II, June 5-7, 2012, Naivasha, Kenya; CEOs and Board Members of ARC, FXB, ICOBI, Retrak, SJCC, AMURT, Matibabu, NOPE, BARAA

The Executive Leadership Seminar brought together CEOs and board members of Africa-based organizations participating in USAID's NPI and supported by JSI. It provided an opportunity to step back from the day-to-day responsibilities and engage with peers and specialists on key challenges facing NGOs today. The seminar used case studies, small group discussions and an expert panel to explore issues related to identity and strategy, resource mobilization, systems thinking, and organizational resilience in times of change. The mission, vision, values, and sustainability were treated as fundamental issues within each topical area. A total of 21 participants attended.



Moderated break away EOP sessions such this one in Kampala were designed to facilitate sharing of lessons learned in implementing the NPI grants, with a view towards sustainability.

International AIDS Summit; July 22-27, 2012, Washington, DC

JSI/NuPITA was pleased to participate in the International AIDS Summit (IAS) this year in Washington, DC. NuPITA participated in the AIDS 2012 conference sessions and synthesized key learning in the broad area of prevention. The biannual International AIDS Conference was held in Washington, DC. The theme of the Conference was “Turning the Tide Together.” The goal of the conference was to bring together leading scientists, public health experts, policy makers, and communities affected by HIV to translate scientific advances into action that will address the epidemic. There is a deep belief that by scaling-up key interventions in the most-needed settings the epidemic can be turned around. However, timing is another challenge because in some settings new infections are on the increase and prevalence rates are on the rise.

Additionally, funding options are becoming more limited. NuPITA integrated the lessons learned for the agenda of the August 2012 HIV technical update meeting for NPI partners. NuPITA staff present at the IAS included: Barbara Durr, Mark Kowalski, and Milly Katana.

NuPITA hosted a satellite session on July 22 for about 30 participants. The theme for the session was “How self-directed capacity building leads to improved HIV service delivery by NGOs. Barbara Durr moderated the session. Ken Sklaw (USAID) spoke on evidence-based results from local capacity building interventions, providing examples from the local capacity

development (LCD) summit and NPI experiences. Kelvin Storey, Executive Director of RATN, presented on that organization’s skills building approach, including its recipient-focused nature, and RATN’s efforts at contributing to the policy agenda in eastern and southern Africa, with special attention on empowering local organizations. Mark Walker, from Mfesane (NuPITA partner), and Philip Mbugua, from NOPE (TA-NPI partner), spoke on their organization’s experience as the recipient of partner driven capacity building and the ensuing benefits. Mark Kowalski, Deputy Director of NuPITA, introduced the OCA and TCA tools in order to illustrate the partner driven nature of the TA provision under NPI.

LEARNING MODULES

NuPITA has developed a number of learning modules which continued to be in high demand during this reporting period. Modules include: resource mobilization, performance appraisal, supportive supervision, strategic planning and team building. The rationale behind module development is two-fold:

1. For many areas in which TA may be provided, NuPITA’s partners are at varying levels of existing capacity, making a uniform, group training methodology challenging; and
2. Some topics are not conducive to a multi-organizational setting, since the content and discussions are likely to be specific to each organization targeted.

The modules have a training of trainers’ component so that partners can use the training tools with their sub-partners or line staff. The most popular modules have been supportive supervision and resource mobilization, as shown in Table 3.

Table 6: Module Delivery To-Date

Module	Partners Received
Performance Appraisal	WellShare International
Resource Mobilization	AMURT, ARC (Sub-Partners), ARC HQ, ARC Regional, Camfed (HQ), CERI, EUCORD, FXB Rwanda, FXB Uganda, FXB Geneva, FXB US, GOAL HQ, GOAL Regional, ICOBI, Mfesane, Retrak Ethiopia, Retrak Uganda, Tearfund HQ, Tearfund Kenya, Tearfund Zambia, WellShare HQ, WellShare Uganda and WEWE, .
Strategic Planning	AMURT Kenya, AMURT USA, CERI, and Tearfund Kenya,
Support Supervision	AMURT, ARC, EUCORD, FXB, GOAL Uganda, ICOBI, Retrak Ethiopia, Retrak Uganda, SJCC, Tearfund Zambia, and WellShare Uganda.
Team Building	AMURT, Camfed Tanzania, Retrak Ethiopia, and Retrak Uganda

STRUCTURED LEARNING VISITS (SLV)

During this reporting period NuPITA continued to work with NPI partners to undertake appropriate SLVs with the aim of building partners’ capacity in specific aspects of HIV

programming and institutional strengthening. Individuals participating in the visits have the opportunity to learn, discuss and debate new ideas, ask questions and share good practices. In October 2011, six representatives from the KNH board of trustees and KNH Foundation and two KNH staff members visited Nairobi and the Eastern Province of Kenya. They were accompanied by Felix Kaloki, KNH Country Coordinator for Kenya; Hellen Chilande, NuPITA Organizational Development Specialist and Brenda Bowman, a NuPITA consultant. KNH has become an active member of the NPI network, exchanging ideas on strengthening systems and those of their sub-partners, empowering communities and providing services to OVC.

The SLV grew out of discussions with KNH on governance during an OCA meeting held in Duisberg in early 2011. The activity was jointly organized and financed by KNH and NuPITA. The trip offered a range of experiences ranging from visiting a center for street boys, to a discussion on issues of HIV and AIDS among youth with UNICEF officials, to listening to the concerns of project managers who are worried about the impact of a climate change on their rural communities. The trustees met with donors coordinating policies and explored how priorities can change independently of the local context and what that means in communities.

The SLV allowed the board of trustees to receive a deeper understanding of the complexities and issues related to development to examine the relationships between KNH and its stakeholders (partner organizations, donor agencies, host government and communities receiving grants from KNH), and to facilitate review of KNH's role in a rapidly changing environment.

ILLUSTRATIVE SHORT-TERM TECHNICAL ASSISTANCE (STTA)/ FIELD VISITS

NUPITA continued to provide TA to NPI partners, both at field and headquarters offices, in response to needs identified during the OCAs, TOCAs, CLOCAs, SOTAs, trainings and specific partner TA requests. Detailed scopes of work were developed and approved by the partner organizations prior to travel. TA reports were written and shared with partner organizations and NuPITA management. Below are activities that illustrate the various types of TA support provided to partners in terms of organizational development, compliance, M&E, and technical programming (further details may be found under Section V: Trip Summaries and Annex 2: Illustrative Technical Assistance to Partners).

Organizational Development TA

- Co-founded and facilitated Kindernothilfe Trustee's Learning Visit to Kenya
- Facilitated AMURT Kenya Strategic Planning Workshop
- Facilitated NPI Partners Resource Mobilization Coaching Sessions with AMURT, G.R.A.C.E., SJCC, Matibabu and NOPE (the latter



NuPITA Senior Advisor Andrew Fullem (left) and CDC Kenya's Dr. Kipruto Chesang (right foreground) at EOP in Kampala

two are TA-NPI partners)

- Facilitated Resource Mobilization Module for GOAL, Retrak Uganda and Ethiopia
- Facilitated EUCORD/WEWE ISP Human Resource Systems Orientation Workshop
- Facilitated Team Building and Change Management Workshop for FXB

Compliance TA

- Pre-audit preparation exercise for GOAL and G.R.A.C.E. Africa
- Financial review for GOAL, Tearfund Zambia and G.R.A.C.E. Africa
- Provided financial management and financial sustainability training
- Supported development of a sub-grant management and monitoring manual by WellShare HQ

HIV and AIDS TA

- Provided Child Centered Play Therapy Workshops for Retrak Uganda and Retrak Ethiopia
- Facilitated ECD training for FXB Rwanda and Uganda
- Provided gender assessment guidelines to AMURT
- Facilitated development of SJCC referral strategy
- Supported Foster care training for Retrak Uganda and Retrak Ethiopia staff in Addis Ababa
- Facilitated IGA training for FXB Rwanda and Uganda

Monitoring and Evaluation and Quality Improvement TA

- Supported development of the final evaluation plan for FXB NPI project
- Provided a quality assurance and quality improvement workshop for SJCC
- Reviewed and commented on the Key Informant Guide for stakeholders for The WellShare final evaluation
- Facilitated Child Status Index tool integration workshop for Retrak Uganda and Ethiopia

Task 5: Coordinate and Communicate with Stakeholders

NuPITA actively promotes effective communication and coordination among key stakeholders to ensure successful implementation. These stakeholders include USAID/Washington, the Office of the Global AIDS Coordinator (OGAC), USAID Missions and PEPFAR offices. Each NuPITA country, the 15 NPI partner organizations and field offices, FHI 360 offices working on NPI in Africa, as well as its Washington, DC headquarters, JSI and Initiatives home offices in the United States, and JSI field offices in the NuPITA countries.



Milly Katana, NuPITA Specialist, explains a HIV care concept during the 'Tools Fair' at EOP in Kampala

NuPITA continues to follow the communications strategy developed

with the advice of USAID at the beginning of the project. Accordingly, we have continued to engage USAID at every step and ensure USAID is fully informed of NuPITA's activities. Weekly partner updates and bi-weekly phone calls with USAID are the hallmark of this strategy. In addition, NuPITA works with USAID and PEPFAR counterparts in all eight countries to inform them about partner progress and facilitate networking.

At this stage in implementation, NuPITA has worked with all partners at the field or headquarters level to place short-term consultants or longer-term advisors to meet individual technical assistance needs in a concentrated manner. NuPITA has also designated individual staff in Kampala to serve as point persons in communicating with the organization and managing TA needs.

NuPITA coordinated with USAID, CDC, HRSA, TA-NPI, and FHI 360 in organizing the EOP meetings for partners. The meetings took place January 13-14 and January 17-18 in Kampala, Uganda and Johannesburg, South Africa, respectively. JSI took the lead in organizing the meeting in Kampala.

During this reporting period, NuPITA initiated discussions with USAID and received approval to work with the Regional AIDS Training Network (RATN) to plan and support a follow-up meeting to review progress on the action plans from the HIV Capacity Building Partners Summit held in March 2011. The HIV Capacity Building Technical Partners' Meeting was held to review and analyze the progress made since the 2011 capacity building summit. The summit, which was jointly convened in Nairobi, Kenya by partners working in the area of CB, was on the theme, "Scaling up effective capacity building innovations for sustainable HIV response in EAC and South Africa region." The meeting made specific resolutions setting the pace for prioritization of CB needs in HIV responses in and contributing to the achievement of the Millennium Development Goals (MDGs) 4, 5 and 6. The technical partners' meeting therefore was convened to review the progress made on these resolutions and to identify actionable priorities while taking into account the changing environment in HIV and CB.

NuPITA collaborated with AIDSTAR One so that five African Palliative Care Association (APCA) program staff could attend a NuPITA sponsored finance for non-finance managers training facilitated by Mango, a UK-based NGO specializing in financial management capacity building.

NuPITA also responded to requests from the USAID Forward team as they continue to explore lessons learned in local capacity building.

Task 6: Support Project Close-Out

Support for close-out activities for round Three (R3) partners entered into its most intensive phase in this reporting period. NuPITA closely tracked close-out activities of Integrated Community Based Initiatives (ICOBIs), a round Two (R2) partner organization and the five R3 organizations not receiving no-cost extensions. The partner close-out action plans developed following the close-out



Sandra Spence, Camfed's Executive Advisor for Strategic Partnerships, at EOP meeting.

training for R2 and R3 partners, held in 2010 and 2011, respectively, were very useful in guiding our targeted support. NuPITA was available to review draft property disposition requests, provide assistance with pre-audit preparation, provide evaluation readiness services, advise on transfer of clients to other ongoing programs, and for those partners interested, help with follow-up on applications for no cost extensions.

For both R2 and R3 partners, NuPITA continued to provide individual TA on close-out issues through phone calls, emails, and field visits. NuPITA noted that R2 partners in particular were interested in increasing skills in resource mobilization, with half of the partners requesting this module. This trend continued for R3 partners as they entered the last period of their cooperative agreement and their no-cost extensions. Organizations that formally closed out during this reporting period include EUCORD, FXB, Retrak and SJCC. NuPITA supported EUCORD with a CLOCA, strategic planning assistance and financial review prior to its audit. FXB was supported with audit readiness TA, assistance in developing an MIS, and with its final evaluation activities.

NuPITA Operations

NuPITA staff is located in Uganda, Kenya, and the United States. With the involvement of the Kampala and Nairobi based management and staff, the Kampala based deputy director, and Boston based technical support from JSI and Initiatives staff and consultants; the NuPITA team will continue to ensure timely responses to ongoing partner requests, regular monitoring of activities, and effective close-out activities.

NPI Advisors and Consultant Placements

NPI advisors have proven to be one of the most valued means of capacity building service delivery that NuPITA can provide to our partners. During this reporting period, NuPITA worked with partners to develop appropriate strategies to effectively transition away from the support provided by their long-term NPI advisors. All NPI advisors were successfully phased-out and only short-term consultants were used. The status of NPI advisor and short-term consultant utilization during this reporting period is indicated in Table 7 and Table 8 for R3 partners; R2 information was included in earlier reports.

Table 7: Round Three NPI Advisor Utilization

Organization	Advisor Type	Area of Support	Placement
AMURT	NPI Advisor	Prevention/Youth Empowerment	June 2010-December 2011
FXB Uganda	NPI Advisor	Regional M&E Advisor	50% LOE August-December 2011
FXB Rwanda	NPI Advisor	Regional M&E Advisor	50% LOE August-July2012
	NPI Advisor	Finance and Administration	February 2011-June 2012

G.R.A.C.E. Africa	NPI Advisor	Finance and Administration	January 2010-January 2012
Retrak	NPI Advisor	OVC and Psychosocial Care	August 2009-February 2012
	NPI Advisor (part-time)	Finance and Administration	March 2010-February 2012
Tearfund Zambia	NPI Advisor	Monitoring and Evaluation	July-December 2011
	NPI Advisor	Finance and Administration	June 2010-December 2011
WellShare International	NPI Advisor	M&E (Headquarters)	April 2011-February 2012

Table 8: Round Three Consultant Utilization

Organization	Area of Support	Placement
FXB	Computerized Management Information System-Uganda	50% LOE July 2011-June 2012
	Computerized Management Information System-Uganda	50% LOE Rwanda, 50% LOE Uganda July 2011-June 2012. Includes follow-up support over March-June
	Finance and Administration	April-June, 2012
	Introduction to ECD (Rwanda and Uganda)	October and November 2011
	Regional M&E Consultant-Rwanda and Uganda	50% LOE Rwanda, 50% LOE Uganda February-June, 2012
Retrak	Foster care skills development-Ethiopia	September-October 2011 and May 2012
	Training Curriculum Development	December 2011-April 2012
Tearfund-UK	Website and Database Advisor (Database and Website Assessment)	September-December 2011
WellShare	Sub-Grant Management and Monitoring	August-November 2011
	Database Development-Headquarters	October 2011-February 2012

JSI & Initiatives Collaboration

As in the previous years, JSI and its sub-contractor Initiatives continued to work together successfully to provide high quality project management and technical assistance for

NuPITA. Both JSI and Initiatives utilized resources from their respective organizations, ensuring that NPI partners benefit from the extensive experience of each.

NuPITA & TA-NPI Collaboration

In addition to NuPITA, JSI and Initiatives also worked together as the prime contractor and sub-contractor on the TA to TA-NPI. TA-NPI is PEPFAR-funded through the Department of Health and Human Services (HHS) and provides technical assistance to NPI R2 and R3 grantees that have notice of grant awards with CDC and HRSA. NuPITA and TA-NPI have separate management and staff, but there are many opportunities for collaboration, including resource sharing and participation in training opportunities. NuPITA invited TA-NPI partners to the HIV and AIDS technical update meeting, which took place in August in Uganda. NUPITA and TA-NPI OD specialists co-facilitated the NPI partners resource mobilization coaching sessions for Kenya based NPI partners AMURT, G.R.A.C.E. Africa, SJCC, NOPE, and MATIBABU (the latter two are TA-NPI partners); and coordinated closely along with FHI 360 in organizing the successful EOP meeting in Uganda and South Africa.

Monitoring & Evaluation

NuPITA's project M&E system collects and tracks indicators, including those for PEPFAR. The indicator matrix in Annex 3 provides information on NuPITA's progress toward each of our targets. All the indicator targets have been met and NuPITA continues to build on this success to deepen our technical assistance. NuPITA continues to contribute to ongoing discussions around the capacity building indicators.

JSI's technical expertise that supports NuPITA's M&E function was also used to support the development of M&E capacity of NPI partners. Over the last 12 months, several activities have taken place for partners designed to improve their abilities in this area. A quality assurance and quality improvement (QA & QI) training was provided to SJCC and a workshop facilitated to integrate the CSI tool in Retrak's program processes. Documentation training was offered and taken by both R2 and R3 partners at the beginning of this reporting period. NuPITA provided follow-up documentation support to all partners supported by SJCC, refined their organizational M&E indicators and on request reviewed partner final performance reports. NuPITA supported strengthening of FXB's research methodology and supported the development a 'village status index'. Ongoing TA for partners is provided by NuPITA's Kampala and Nairobi-based staff for field level partners and by Boston based staff for headquarters staff. NuPITA was able to provide headquarters focused M&E support to Tearfund and WellShare. For these and all other routine and extraordinary M&E support, the M&E team members based in Boston and Kampala work and communicate closely.

IV. Summary of Upcoming Activities

JSI/NuPITA, in collaboration with selected NPI partners and USAID Mission staff, will design and facilitate workshops in up to two countries, for approximately 100 participants per country, from local NGOs, host governments, and interested USAID Mission participants. Workshops will be divided into two or three different sections in order to allow for a manageable number of participants per group. These workshops will allow participants to access experience, tools, and lessons distilled from the NPI capacity building program. Topics will include standards of organizational practice, funders' expectations, and strategies for improved leadership which are keys to sustainability. Proven effective resources such as

tools, training curricula, and available NPI partners for consultation will be discussed and if possible, made available. Mission staff will have an opportunity to separately discuss lessons learned from the NPI strategies, tools and resources and what would be useful for them under local capacity development (LCD) and USAID Forward.

During the next four months NCE October 2012-January 2013, NuPITA will focus on the following work plan tasks:

Task 1: Design content of workshop and revise as appropriate

NuPITA will design the content of workshops and revise as appropriate after meeting with USAID/Washington.

Task 2: Identify profile of participating NGOs

Organizations in two countries will be contacted to gauge interest in a NPI/NuPITA dissemination workshop. Four countries to be contacted are: Uganda, Zambia, Rwanda, and Namibia.

Task 3: Facilitate workshops for NGOs, government officials, USAID/Mission staff, USAID/Washington staff

During workshops, NGO and local government staff participants will have an opportunity to discuss standards of organizational development practice, expectations of funders and identify areas of greatest need for their organizations along with possible resources to address them.

Task 4: Coordinate and communicate with stakeholders

NuPITA staff will continue to communicate with USAID Missions in the project countries to ensure strong relationships with key in-country stakeholders. In addition, NuPITA will continue to participate in phone calls with USAID/DC as well as monthly calls USAID/DC. NuPITA will also participate in quarterly meetings with USAID in Washington.

Task 5: Disseminate materials developed under NPI.

JSI will continue communicating with USAID to evaluate available options for disseminating lessons learned from NPI capacity building program.

VI. NuPITA Case Study in Capacity Building

Organizational and Program Advancement through Strengthened Human Resources Management Systems

“I started at Retrak about the time the NPI grant was awarded. I was stunned when I got here and learned there were few [human resources] systems in place... Without the NPI grant and the [NuPITA] support that came with it... I don’t think the organization would have survived.” Retrak CEO, Diarmuid O’Neill.

Effective human resources management (HRM) systems enable organizations to implement high quality programs. With strong HRM systems, organizations attract and retain competent staff, manage staff time effectively, monitor and strengthen staff motivation, and build the confidence of donors through clear, appropriate, and documented policies and procedures. The New Partners Initiative Technical Assistance Project (NuPITA) supported the development of human resources management systems for the New Partners Initiative (NPI) grantees through a number of capacity building approaches including:



Children at Retrak/Tigers drop-in center near Kampala, Uganda.

assessments, trainings, resource dissemination, document development and review, and embedded advisors who provided consistent support for periods ranging from several months to a year or longer. Between 2009 and 2012, with NuPITA’s support, NPI partner Retrak improved its HRM systems from being basic and incomplete to being strong and comprehensive.

When Retrak received its NPI award, it had few HRM systems in place. The limited documented personnel policies that existed were inadequate and no employee handbooks for the headquarters or the field offices were available. Staff timekeeping systems were not in place and recruitment was done mainly through word-of-mouth. With support from NuPITA, Retrak made a number of changes to its HRM systems. NuPITA hired a human resources consultant to help Retrak draft a personnel policy manual and employee handbook for its UK office. Once this manual was complete and approved by the board, NuPITA hired HR consultants in both Uganda and Ethiopia to adapt the headquarters documents to the local contexts. This entailed ensuring the policies were compliant with national labor laws and common labor practices, but also that they were sensitive to cultural issues and practices.

Strong organizations have solid human resources systems with clear policies and procedures for human resources management and are able to recruit and retain highly qualified and committed staff.

The quality of an organization’s programs and its ability to attract and manage resources are, therefore, significantly influenced by the effectiveness of its human resources management systems.

There were challenges though, Ugandan law requires payment into a pension fund for employees, something Retrak had not put in place and which presented an additional, unanticipated cost. Compassionate leave for employees to attend funerals is also a common HR practice in Uganda. This is not something the organization had in its UK policies; “the



Children playing at Retrak/Tigers drop-in center near Kampala, Uganda.

days of compassionate leave took some negotiation with local staff,” said O’Neill, “but we finally came to an agreement we could all feel comfortable with.” The organization also put significant effort into revising its child protection policy. “This was something I felt was critical for the organization,” noted O’Neill.

“Children are what we are about and we needed a really strong policy.” After the first draft of the policies was completed, Retrak still wasn’t satisfied with its child protection policy. “I wanted more wording on how a child

can disclose abuse or raise a complaint about mistreatment and how it is handled,” explained O’Neill. The organization initiated a participatory process to get staff and the children they serve in all countries to contribute to reviewing and revising the child protection policy. These discussions brought out broad cultural differences in definitions of abuse. “We didn’t want to impose a western ideal of child abuse on an African one,” noted O’Neill. The organization engaged in an active dialogue with staff and the street children it serves to develop a policy that reflected Retrak’s commitment to protecting children from abuse while also respecting local cultural approaches to child care. As a result of this process, Retrak also realized it had to train its staff in child protection and how to handle abuse and to inform the children of their rights.

In addition to these changes, Retrak established a clear recruitment policy that required a more transparent and professional process. They also required all staff to review and sign the employee handbook as well as selected key policies.

So what difference did having these policies make? For one, “they have helped devolve power to others... and made my job easier,” said O’Neill. Now, when country directors and senior managers face issues, they turn to the policies first and send notes to O’Neill explaining how they plan to handle a situation based on the policy. Before, they used to call O’Neill and ask what they should do, which required a lot more of his time and effort.



A Retrak teacher instructs street children to read at Tudabuja Retrak Half Way Home.

Photo Robin Hammond/Panos.

In 2008, Retrak received a grant through the President's Emergency Plan for AIDS Relief (PEPFAR) New Partners Initiative (NPI) to expand its work with orphans and vulnerable children (OVC) in Uganda and Ethiopia. The grant included organizational development and technical assistance from the New Partners Technical Assistance Project (NuPITA), implemented by John Snow, Inc. & its partner, Initiatives Inc.

Retrak works to protect and nurture street children by offering them essential services including food and refuge, health care, basic education, counseling, and a chance to be kids and express themselves positively through sports and art. Retrak's aim is to help the street children it serves by creating a supportive home environment either through foster care or through re-integration with their families. The organization works with children and families to achieve this goal. For children who are unable to return to a home environment, the organization provides vocational and business training to help them live safer, more secure, lives. Between 2008 and 2011, Retrak served over 2,800 street children, more than 1,800 caregivers, and helped more than 400 children return to family life in Ethiopia and Uganda.

Having the policies documented also raised the perception of the organization in staffs' eyes. Employees know they are working for an established organization that has clear policies and guidelines and they act more professionally as a result. The policies clarified leave procedures and, at headquarters, Retrak saw a marked decline in sick leave. Retrak's senior managers also feel the documented policies help donors to have greater confidence in the organization as a professional institution. Strong HRM systems can be contagious, in Ethiopia and Uganda, where the organization works with sub-partners; staff has taken ownership of the child protection policy. They have taken the initiative to check with sub-partners on their policies and educate them about abuse and effective protection.

While the recruitment process has required more funds to support advertising in local papers, among other things, the benefits justify the costs. The organization has been able to hire more qualified staff. "The difference in the quality of people we are finding is much better... and [the better qualified staff] are able to manage the resources we have more efficiently," noted O'Neill. He added that the policies and procedures also made recruitment more transparent and reduced conflicts of interest in the organization.

Retrak is continuing to refine its recruitment systems. In addition to their policy on openly advertising all positions, the organization recently involved staff and the children the organization serves in the recruitment of country directors. They wanted the street children to have a voice in who was hired by the organization. Retrak experimented with a system that gave the children a 40 percent say in the selection of country directors for Uganda and Ethiopia. According to O'Neill, the process "made staff incredibly nervous and I had to take some time to convince them it was worth trying." He persuaded staff by arguing that the children are the organization's number one "customer" and, as he noted, "If they are not satisfied, they will walk." Staff helped children draft interview questions and each of the top three candidates in each country was interviewed by the children. One candidate described the experience as "the most daunting interview of his life," according to O'Neill. But the organization feels the process helped it hire top-notch country directors. In all cases, the staff and children agreed on the candidate selection. As a result of the participatory process, the

new directors came into the organization with a distinct advantage-since they had already been chosen by the staff and children, they did not have to spend their initial weeks or months getting their buy-in; they had it from the start.

Sample Street Children Interview Questions for Country Director Candidates

1. Why did you choose to work with street children?
2. How will you raise funds to cater for what is lacking in meeting children's welfare?
3. Once resettled in our families/communities, will you empower and/or support us with income generating activities/projects?
4. Will you allow us [to] have outings/tours as children?
5. Will you raise more funds to improve on the existing piggery and poultry projects at halfway home in order to enable children to learn?
6. Will you be able to advocate for connecting electricity to our learning center and the cottages where we sleep?
7. Are you going to show a parental love to us as the previous country director did?
8. Will you spare some time to listen to children's views/ideas?
9. Are you coming with your family?
10. What are your interests and values?

Annex 1: Comparison of Year 1, Year 2 and Year 3 Organizational Development Scores for Round Two and Round Three Partners

Section	Sub-section	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3
		Sub-Section	Sub-Section	Sub-Section	Section	Section	Section
		AVERAGE	AVERAGE	AVERAGE	AVERAGE	AVERAGE	AVERAGE
Governance	Vision/Mission	3.6	3.6	3.9	3.7	3.3	3.7
	Organizational Structure	3.0	3.4	3.6			
	Board Composition and Responsibility	2.9	3.4	3.5			
	Legal Status	3.8	3.9	4.0			
	Succession Planning	3.0	3.4	3.6			
Administration	Office Policies, Procedures and Systems	2.4	3.2	3.7	3.3	3.0	3.5
	Travel Policies and Procedures	2.7	3.5	3.9			
	Procurement	2.6	3.4	3.8			
	Fixed Assets Control	2.7	3.3	3.7			
	Branding/Marking	2.5	3.4	3.8			
Human Resources Management	Job Descriptions	3.3	3.8	3.9	3.4	3.2	3.7
	Recruitment and Retention	3.0	3.4	3.7			

	Staffing Levels	3.1	3.5	3.8			
	Personnel Policies	3.0	3.6	3.9			
	Staff Time Management	2.9	3.8	4.0			
	Staff Professional and Salary History Documentation	2.8	3.5	3.8			
	Staff Salaries and Benefits Policy	2.8	3.4	3.8			
	Staff Performance Management	2.9	3.5	3.7			
	Volunteers/Interns	3.0	3.2	3.6			

Section	Sub-section	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3
		Sub-Section	Sub-Section	Sub-Section	Section	Section	Section
		AVERAGE	AVERAGE	AVERAGE	AVERAGE	AVERAGE	AVERAGE
Financial Management	Financial Systems	2.7	3.4	3.9	3.4	3.1	3.6
	Financial Controls	3.0	3.5	3.9			
	Financial Documentation	2.9	3.6	3.9			
	Audits	3.2	3.7	3.9			

	Financial Reporting	2.9	3.6	3.9			
	Cost Share	2.2	2.9	3.3			
Organizational Management	Strategic Planning	2.9	3.1	3.5	3.4	3.1	3.5
	Work Plan Development	3.3	3.8	4.0			
	Change Management	2.7	3.0	3.6			
	Knowledge Management	3.0	3.2	3.7			
	Stakeholder Involvement	3.2	3.2	3.6			
	New Opportunity Development	2.6	2.8	3.2			
	Communication	3.3	3.5	3.8			
	Decision Making	3.1	3.4	3.8			
Program Management	Donor Compliance	2.4	3.5	4.0	3.2	2.9	3.3
	Sub-Grant Management	2.3	3.0	3.6			
	Technical Reporting	3.0	3.7	3.9			
	Referral	2.6	2.8	3.4			
	Community Involvement	3.0	3.3	3.7			

	Culture and Gender	2.6	2.8	2.9			
	NPI Program Implementation Status	2.1	3.5	3.9	3.1	2.8	3.3
Project Performance Management	Field Oversight	2.9	3.5	3.8			
	Standards	2.6	2.9	3.4			
	Supervision	2.6	3.1	3.5			
	Monitoring and Evaluation	2.4	3.1	3.6			
	Quality Assurance	2.3	2.5	3.2			
Average organizational score		2.8	3.4	3.7			
Average USG Grant Implementation Capacity Score		2.7	3.5	3.8			
Average Organizational Capacity Score without USG Sub-sections					2.9	3.3	3.6

Annex 2: Illustrative Technical Assistance to Round Two and Round Three Partners

Round Two Partners	Month TA Provided
ARC	
No TA in the reporting period	
CAMFED	
No TA in the reporting period	
CERI	
No TA in the reporting period	
ICOB	
Facilitated a pre-audit preparation exercise	November 2011
Tearfund Kenya	
Provided ongoing mentorship to CPAK as they strengthen the network and embarked on resource mobilization efforts. CPAK is now a registered NGO.	October 2011-March 2012
WED/Mfesane	
Coached on resource mobilization efforts	November 2011-January 2012
Reviewed the revised USAID audit report for Compliance to the requirements	March 2012

Round Three Partners	Month TA Provided
AMURT	
Ongoing technical assistance on local resource mobilization efforts	October 2011-March 2012
Provided onsite pre-audit preparation TA	October 2011
Facilitated AMURT HQ CLOCA	October 2011
Cost share guidance reconstruction onsite assistance	December 2011
Shared guidance on implementation of pre-audit findings	January 2012
Provided gender assessment guidelines	February 2012

Facilitated the Resource Mobilization module for AMURT USA in Rockville, Maryland, United States	March 2012
EUCORD	
Supported in ongoing work of WEWE to develop and rollout HR policies for their ISPs	October and November 2011
Coaching support in planning for and implementing close-out action plan especially with regards to human resource management	October 2011-March 2012
Provided off-site support on sub-grant close-out financial review	November and December 2012
Facilitated the Resource Mobilization module for EUCORD in Brussels	December 2011
Support towards developing and use of the Finance Manager handover checklist	January 2012
Facilitated EUCORD CLOCA	April 2012
GOAL	
Provided financial review TA	November 2011
Facilitated a pre-audit preparation exercise	December 2011
Facilitated the Child Centered Play Therapy workshop for Retrak Ethiopia	February 2011
G.R.A.C.E.	
Ongoing mentorship and coaching on local resource mobilization efforts	October 2011-March 2012
Provided financial review TA	November 2011
Participated in a pre-audit preparation exercise	January and March, 2012

Round Three Partners	Month TA Provided
FXB	
Participated in TA visit to FXB Kyenjojo Unit in Uganda and Gisenyi Unit in Rwanda to strengthen data quality practice	October 2011
Supported FXB to review the job description for the M&E officer	October 2011
Supported FXB to administer a training needs assessment tool to Unit managers and staff	October 2011
Supported and facilitated a training on conflict management in households for FXB Uganda and Rwanda	October 2011
Supported and facilitated an introductory training on early childhood development for FXB Uganda and Rwanda	October-November 2011
Provided TA around developing FXB standard procedures for monitoring data quality, data management and utilization	October and November 2011
Facilitated New York headquarter CLOCA	November 2011
Shared the supportive supervision module and the prevention and OVC TCA tools	November 2011
Supported refining of the project evaluation qualitative research plan and tools	March 2012
Supported the development of database/management information system. The design phase is complete, follow-up support and monitoring is ongoing	October 2011-June 2012
KNH	
TA support to SJCC in developing their board manual	October-January 2011
Ongoing mentorship to SJCC fundraising team local resource mobilization	October-November 2011
Ongoing support in implementation of team development action plan	October-February 2011
Facilitated on-site quality assurance, quality improvement and supportive supervision workshop	February 2012

Facilitated and co-founded a workshop to develop standard operating procedures referral workshop	March 2012
Provided workshop facilitation and co-funding to refine the organization M&E system	March 2012

Round Three Partners	Month TA Provided
Retrak	
Facilitated Retrak Ethiopia, Retrak HQ and Retrak Uganda CLOCAs	October 2011
Provided on-site strategic planning TA to Retrak UK	October 2011
Facilitated a gender orientation training for Uganda team	November 2011
Reviewed TOCA action plan and identifying pending actions	November 2011
Facilitated Retrak Uganda and Retrak Ethiopia CSI and outcome data analysis workshop onsite in Addis Ababa	November 2011
Responded to questions about branding information and communication materials	November 2011
Provided introductory ECD training to staff in Rwanda and Uganda	November and December 2011
Support in drafting success a story on OVC care	December 2011
Provided guidance on the time line for Retrak's final performance report in view of the extension of the Retrak Ethiopia grant	January 2011
Provided guidance on reporting SAR12 results for the Retrak Uganda component	January 2011
Provided resource mobilization training for Retrak Uganda and Retrak Ethiopia	January-February 2012
Tearfund Zambia	
On-site TA in financial management in preparation for close-out	October-November 2011

Facilitated Tearfund UK and Zambia CLOCAs	October 2011
WELLSHARE	
M&E PI Advisor support WellShare headquarters	October 2011-February 2012
Reviewed the referral directory for HIV and AIDS services in Mubende District. The directory has strengthened referral linkages	October 2011
Reviewed and commented on WellShare's key informant interview guide for in preparation for the Partnership for Positive Livelihood program (PPLP) final evaluation	October 2011
Database development at WellShare HQ; the system is for tracking, storing and reporting the organizational indicators	November-December 2011
NuPITA HIV Specialist and M&E Specialist participated in the PPLP End-of-Project stakeholder's meeting	February 2012

Annex 3: Performance Monitoring Plan

#	Indicators (Operational Definitions)	Progress: October 2011-March 2012 [Cumulative]
Task 1: Provide New Partner Orientation		
1.1	Number of partner organizations provided with overview of NPI program	Completed
1.1	Number of partner organizations provided with overview of NPI program	Completed
1.2	Number of partner organizations in attendance at NPI launch conference	Completed
1.3	Number of partner organizations provided with a comprehensive resource guide to USAID Rules and Regulations	Completed
Task 2: Conduct Needs Assessment		
2.1	Number of partner organizations who have undergone an organizational and technical capacity assessment on an annual basis	A total of 28 Yr 2 CLOCAs among all the 15 NPI partners.
2.2	Number of partner organizations whose score on the OCA has improved since previous year's OCA	23 CLOCAs [No change in average score from Y2 to Y3 for TF-UK, Camfed, AMURT and KNH. WED's downgraded by 0.1.
2.3	Number of partner organizations who demonstrate progress toward achieving targets defined in the OCA action plan [i.e. score increases by \geq point on \geq 60% of priority actions]	19 partner CLOCAs including AMURT Kenya, ARC HQ, ARC Uganda, Camfed Tanzania, CERI, ICOBI, Mfesane, Tearfund UK, Tearfund Zambia, FXB Rwanda, FXB Geneva, Goal Uganda, G.R.A.C.E Kenya, Retrak HQ, Retrak Ethiopia, Retrak Uganda, Sinomlando, WellShare HQ and WellShare Uganda posted an improvement in their average organizational capacity scores equal or greater than 0.6.
2.4	Number of partner organizations who have completed the self-evaluation portion of the OCA and have reviewed capacity gaps with TA and OD specialists	All 6 Round 2 and 9 Round 3 partners

Annex 4: JSI/NuPITA IAS Satellite Abstract

Session Title: **Local Organizations in the Driver’s Seat: How Self-Directed Capacity Building Leads to Improved HIV Service Delivery by Non-Governmental Organizations**

Session Type: **Satellite (90 minutes; 130 participants)**

Session Style: **Panel and Interactive Skills Building**

Now in the third decade of global efforts to effectively address HIV and AIDS, valuable inroads have been reached which have brought treatment to millions of people, established country-led responses to the problem of HIV, dramatically reduced the level of mother-to-child transmission, and established standards for reaching children infected and affected and in reducing the number of new infections. Questions persist; however, in the efficacy of programmatic responses which are perceived as less than efficient at targeting services where they are most needed and where civil society is lacking in agency over the direction of HIV service delivery.

An effective global response to HIV and AIDS requires greater local determination over the nature and scope of an in-country response. USAID and other donors have long championed the notion of “country ownership” to ensure that host countries define their priorities for accomplishments in the health sector. In order to achieve higher levels success and sustainable gains, donor supported efforts must fit within a country’s own vision for success. But one fear looming over this scenario is the danger that civil society, including NGOs, can and will be left behind as governments set the agenda because of their acute knowledge of local context which is often the source of the most innovative and efficacious response, International donors and others are recognizing the need to improve local capacity to ensure that NGOs, community-based organizations and faith-based organizations can be active participants in not only delivering responses where they are most needed with improved efficiency, but that they are empowered to help set the policy agenda and in-country priorities.

This **satellite session goal** is to present tested examples of how partner-driven local capacity building of NGOs can be effective in improving efficiency and quality of HIV service delivery and can help them “get a seat at the table” thus becoming viable actors in setting the HIV policy agenda in their countries.

Specific presentations will highlight successful practices under the USAID New Partners Initiative (NPI) Program and the Regional AIDS Training Network (RATN), which are designed to broaden the pool of civil society actors who can effectively and efficiently utilize donor funding to improve HIV services, while ensuring that these responses are sensitive to local contexts. They will include:

- How local capacity building interventions have led to increased services for clients who receive HIV and AIDS services, including ART, PMTCT, OVC and other relevant non-clinical care and support services including economic strengthening, psychosocial support, and others.
- Innovative holistic capacity building interventions, such as on-site mentoring, tailored technical assistance and resource provision with close follow-up have led to remarkable improvements in HIV service delivery and NGO institutional sustainability.

- The role of local organizations in driving the process of capacity building: including demand for capacity building services, objective setting, intervention design and monitoring of results.
- Responses from local government in East and Southern Africa on how these local capacity building initiatives have impacted country programs and led to a broadening of the response to HIV services.
- Discussions by USG (USAID and CDC TBC) on its vision of how local capacity building and local organizations play a key role in ensuring responsive services, efficient use of donor funds and greater effectiveness of programming.

Agenda: Session will consist of two main components:

Panel Discussion:

- USG: evidence-based results from local capacity building interventions (drawn from the June 2012 local capacity development summit).
- RATN: presentation on its skills building approach, its efforts at contributing to the policy agenda in the region of east and southern Africa.
- USAID NPI Partner from South Africa: how one organization was able to build greater effectiveness and sustainability into its own capacity building through driving the process, including directing the types of capacity building interventions it received, setting its capacity building objectives, working internally to follow-up to build on its successes, and how its service delivery capacity was positively impacted.
- Government Counterpart (South Africa-TBC): showing how one capacity building intervention (NPI) impacted its programs and led to changes in resource provision and service delivery partner selection.

Practical Skills Building:

Interactive session facilitated by NPI technical assistance partner John Snow, Inc., and NPI partner to introduce selected capacity building tools and methodologies which have led to greater improvement in service delivery. Examples include but are not limited to a technical capacity assessment tool for HIV service delivery, deployment of embedded advisor for specific, in depth improvements in areas of management and service delivery, and deployment of technical tools for remote management of TA provision (ticketing system).

SESSION FORMAT

1. Introduction (session moderator): 5 minutes
2. Panel Presentations (four persons): 40 minutes
3. Discussion: 15 minutes
4. Interactive Skills Building: 25 minutes
5. Evaluation: 5 minutes

Materials

PowerPoint Presentations
 Relevant Capacity Building Tools
 Evaluation Sheet

Organizer: John Snow, Inc.

Moderator: Barbara J. Durr (Director, New Partners Initiative Technical Assistance Project) Barbara Durr is the Project Director of the New Partners Initiative for Technical Assistance Project (NuPITA), implemented by John Snow, Inc. and is based in Kenya. NuPITA is

funded under USAID/PEPFAR's New Partners Initiative to provide comprehensive institutional and technical capacity building interventions to 15 NPI grantees implementing HIV service delivery programs in East and Southern Africa. Ms. Durr holds two Masters Degrees from the University of North Carolina at Chapel Hill and has worked in Africa for more than 20 years in over 30 countries. She served in Gabon as a Peace Corps Volunteer and later as the Peace Corps Country Director in Morocco.