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**LMG Uganda, Short Term Technical Assistance (STTA) Report of Consultant Andrew Kigozi to  
The African Centre for Global Health and Social Transformation (ACHEST)**

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Management Sciences for Health

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In collaboration with USAID's Leadership, Management, and Governance Project (LMG), the LMG/Uganda project focuses on building the financial and technical capacity of The African Centre for Global Health and Community Transformation (ACHEST) in order to: better manage international donor funds; increase the availability of knowledge on development to local and regional African NGO's, and; create a searchable database where all documents and files pertaining to ACHEST's work can be easily searched and shared.

Governance, workshop, LMG, Uganda, JCRC

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# REPORT ON Short Term Technical Assistance on Financial Management to African Center for Global Health and Social Transformation (ACHEST)

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## Report Period: July and August 2015

This report is based on the extended Scope of Work developed in January 2015 after discussion with ACHEST on their priorities. A subsequent work plan was developed to operationalize the scope of work.

### 1.0 Summary of activities implemented in July and August 2015 and deliverables

The summary below shows activities implemented and the respective deliverables from each of them.

Activity	Deliverable	Time used
Review and advise ACHEST on two grant budgets that also include cost share portions.	<ul style="list-style-type: none"><li>• Comments on the budgets and recommended actions</li></ul>	3 days
Review of the FinMAT tool for development of mini FinMAT tool. Discussion of FinMAT action plan	<ul style="list-style-type: none"><li>• Discussions</li></ul>	2.25 days
Revision of work plan to include priority activities for ACHEST and respective timelines	<ul style="list-style-type: none"><li>• Revised work plan</li></ul>	1 day
Email correspondence, touch base calls, and monthly report on actions performed.	<ul style="list-style-type: none"><li>• Calls</li><li>• Emails</li></ul>	1 day

## 2.0 Details of Activities Carried out:

Activity	Achievement	Comments
<p>Review and advise ACHEST on two grant budgets that also include cost share portions.</p>	<p>ACHEST sought support to review the budgets for two new grants so that any LMG observations would guide them in their budget discussions with the respective donors. One grant is from the European Union (EU-WHO), a total of USD 588,802 for activities in both Uganda and Nigeria. The other one is from Uganda Private Health Support Program, a project funded by USAID, a total of Shs 826,687,734.</p> <p>Both grants have cost share requirements. The EU project requires ACHEST to contribute 20% in both direct costs and overhead costs. The USAID project requires ACHEST to contribute 25% in mostly overhead costs.</p> <p>Working with the Finance Manager initially and later with the entire finance team, we reviewed the budgets to ensure they were realistic and for any areas that required clarification.</p> <ul style="list-style-type: none"> <li>• The first year of the EU WHO budget was coming to an end in about 2 months and so the initial discussion related on how to spend year one allocation by booking related costs incurred before the funds were sent. The EU WHO budget had only included staff costs for accountants and no other staff or office costs. This was noted for discussion with the EU team at an appropriate time.</li> <li>• The grant from Uganda Private Health Support Program includes cost share of 25% for ACHEST. After comprehensive review and comparison of the requirements against the present situation at ACHEST, we realized that ACHEST cannot afford to raise this cost share. It may also be hard to raise funds from another donor to the focused nature of this grant. It is a grant to review the existing laws of the three Medical Councils. This discovery has been shared with the ACHEST management team.</li> </ul>	<p>ACHEST may need to develop a plan of how the cost share for the EU WHO grants is going to be raised. LMG is available to support this process too, including tailoring any additional tools for cost share documentation, where required.</p> <p>As for the grant from Uganda Private Health Support program, consensus has been reached to speak to the donor. We have developed two options – one is to try and get the instrument turned into a fixed obligations grant. The second is to request that the cost share is removed from the grant, even if it means that ACHEST only gets the portion (75%) planned as donor contribution. The meeting is yet to take place.</p>
<p>Review of the FinMAT tool for development of mini FinMAT tool. Discussion of FinMAT action plan</p>	<p>Following the first FinMAT, there was a plan to do a reassessment to check on progress made by ACHEST in the area of financial management. The plan was to develop a mini FinMAT tool for the reassessment. However, after reviewing the FinMAT tool, I realized that all the questions are system oriented and so could not be deleted without compromising the purpose.</p>	<p>This process is being done through short visits to minimize interference to the routine operations of the ACHEST finance department. At the end of the review, the findings</p>

Activity	Achievement	Comments
	<p>Therefore, we agreed with the LMG Senior Program Officer to instead follow up on the FinMAT action plan and the mini MOST report, checking the status of implementation of those recommendations.</p> <p>A preliminary meeting has been held with the Finance Manager to discuss the action plans. We were able to sign off some actions that were obviously implemented, for example, incorporating certain policies into the finance manual. The next step is to work with the Accounts Assistants to verify that policy or procedural changes recommended have been put in practice and are applied consistently.</p>	<p>shall be discussed in plenary for comments and actions going forward, if any.</p>
<p>Revision of work plan to include priority activities for ACHEST and respective timelines</p>	<p>A progress review meeting was held with the Executive Director of ACHEST to go over my work plan. During the meeting, Prof. identified support to the grant making process as a priority too and this has been added to my work plan. Timelines were also revised to avoid disruption of ACHEST's work schedule. For example, training for program managers has been extended to December when the team is not as busy.</p> <p>A meeting was held with the Finance Manager afterwards to reconfirm these activities and how LMG support should be provided to minimize interference with ACHEST activities, hence the phased approach to some of the activities.</p> <p>Key points from these meetings were shared with the LMG Senior Program Officer for her comments and for inclusion in the LMG work plan.</p>	<p>The work plan is a living document and so regular progress meetings help to ensure that it is still relevant to ACHEST and where changes are required, they are made.</p>