

CAPACITY DEVELOPMENT AND SUPPORT PROGRAM (CDS)

QUARTERLY PROGRESS REPORT

JANUARY 1, 2015 TO MARCH 31, 2015

Submission Date: April 30, 2015

Agreement Number: AID-674-A-14-00009

Cooperative Agreement Period: June 10, 2014 to June 9, 2019

AOR Name: Anita Sampson

Submitted by: Ruth Mufute, Chief of Party, FHI 360

1115 Burnett Street, Hatfield Square, Building 3, 4th Floor, Hatfield, Pretoria 0083

Tel: +27 (0)12 762-4000

Email: rmufute@fhi360.org

This document was produced for review and approval by the United States Agency for International Development



Contents

ACRONYMS AND ABBREVIATIONS	3
PURPOSE AND STRUCTURE OF THE REPORT	5
SECTION 1: INTRODUCTION AND BACKGROUND	5
Program Overview	5
Geographic Scope	6
Program Objectives and Components	6
Capacity Building Approach and Methodology	7
Program Monitoring	7
SECTION 2: PROGRESS ON PROJECT PROGRAMMING	8
Staff Recruitment	8
Consortium Steering Committee (CSC) Meeting	9
Agreement Officer’s Representative (AOR) Review Meeting	10
ECD Donor and Development Partners Forum	10
National Child Care and Protection Forum	10
Component 1: GRANT AWARD AND MANAGEMENT	10
Solicited and Unsolicited Grant Applications	11
Consultants	12
Contracts	13
Component 2: INSTITUTIONAL CAPACITY DEVELOPMENT OF INDIGENOUS ORGANIZATIONS	14
Develop CA Tool	14
Develop Curricula and Training Materials	17
NGO Sustainability Support	19
Violence against Women Study	19
Early Childhood Household Stimulation (ECHS)	21
Integration of Cross-Cutting Issues	22
Component 3: CAPACITY DEVELOPMENT ASSISTANCE TO SAG	23
Recruitment and Placement of SAG Technical Advisors	23
Manage and Support Technical Advisors Seconded to SAG	25
Performance Management Framework (PMF) for SAG Technical Advisors	26
Component 4: MONITORING, EVALUATION, REPORTING AND LEARNING	26
Year One Implementation Plan and M&E Plan	26
Vhutshilo Curricula Evaluation	26
ECHS Baseline Assessment	27
OVC Database Training and Future Support	29
Data Quality Assessment RFP	29

ECHS Partners' Start-Up Implementation Reports	29
SECTION 4: CHALLENGES	29
MERL	29
Capacity Development Assistance to SAG	30
Technical	30
SECTION 5: PLANNED ACTIVITIES for the NEXT REPORTING PERIOD	30
ANNEXES	0

ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immunodeficiency Syndrome
AOR	Agreements Officer's Representative
APS	Annual Program Statement
CA	Capacity Assessment
CB	Capacity Building
CBIMS	Community Based Interventions Monitoring System
CCP	Community Care Project Trust
CCYC	Community Child and Youth Care
CDS	Capacity Development and Support Program
COP	Chief of Party
COS	Chief of Staff
CSC	Consortium Steering Committee
CSPE	Center of Support for Peer Education
CYCW	Child and Youth Care Workers
DQA	Data Quality Assessment
DSD	Department of Social Development
DUCW	Data Use on Children's Welfare
DVT	Data Verification Tool
ECD	Early Childhood Development
ECHS	Early Childhood Household Stimulation
ESABU	East and Southern Africa Business Unit (FHI 360)
FPD	Foundation for Professional Development
GBV	Gender-Based Violence
JGF	Joint Gender Fund
HIV	Human Immunodeficiency Virus
HSRC	Human Sciences Research Council
ICT	Information Communication Technology
KKC	Karen Krakowitz Consulting
M&E	Monitoring and Evaluation
M2M	mothers2mothers
MER	Monitoring, Evaluation and Reporting
MERL	Monitoring, Evaluation, Reporting and Learning
NACCW	National Association of Child Care Workers
NCDD	NGO Capacity Development and Training Director
NDA	National Development Agency
NGO	Non-Governmental Organization
OD	Organizational Development
OVC	Orphans and Vulnerable Children
OVCY	Orphans, Vulnerable Children and Youth
PEPFAR	President's Emergency Plan for AIDS Relief
PMF	Performance Management Framework
RFA	Request for Applications
RFP	Request for Proposals
SAG	South African Government
SASSA	South African Social Security Agency
SGJ	Sonke Gender Justice
SOP	Standard Operating Procedure
SOW	Scope of Work
SRM	Sustainability and Resource Mobilization

TEC	Technical Evaluation Committee
TLAC	Tshwaranang Legal Advocacy Centre
TOR	Terms of Reference
TSI	Tshikululu Social Investments
UGM	Umbrella Grants Management
USAID	United States Agency for International Development
USG	United States Government
WSUF	Walter Sisulu University Foundation
ZAR	South African Rand

PURPOSE AND STRUCTURE OF THE REPORT

This quarterly progress report is a reporting requirement established in the Cooperative Agreement between United States Agency for International Development (USAID) and FHI 360. The report provides an overview of project activities and accomplishments that FHI 360's Capacity Development and Support project (CDS) has achieved from January 1 through March 30, 2015. The report is divided into the following sections:

Section 1: Introduction and Background gives an overview of CDS goal, objectives and strategies.

Section 2: Progress on Project Programing provides details related to the administration of the CDS project, focusing on staffing and stakeholder management and meetings.

Component 1 provides an update on **grants management and partner contracts**, as well as the programming that took place in the reporting period.

Component 2 focuses on the project's achievements in the **institutional capacity development of indigenous organizations**.

Component 3 reviews CDS capacity development **assistance to the South African Government (SAG)**, with a focus on recruitment and placement of Technical Advisors.

Component 4 summarizes the project's **monitoring, evaluation, reporting and learning (MERL)** activities, with updates on evaluations and assessments.

Section 3: Financial Management provides a summary of project finance management data for the period of performance, including expenditures.

Section 4: Challenges discusses issues and obstacles experienced during the reporting period.

Section 5: Planned Activities for the Next Quarter presents a summary of the anticipated activities for the next reporting period.

SECTION 1: INTRODUCTION AND BACKGROUND

Program Overview

The CDS project was awarded to FHI 360 by the USAID on June 10, 2014 under Cooperative Agreement No: AID-674-A-14-00009. The five-year award focuses on developing the organizational management, technical capacity and sustainability of local non-governmental organizations (NGOs) and SAG departments, in order to sustain an improved, expanded, and country-led response to HIV and AIDS. CDS is managed and led by FHI 360 and implemented

with support from consortium partners, Deloitte South Africa and Foundation for Professional Development (FPD). CDS is designed to support the achievement of the goals in the President’s Emergency Plan for AIDS Relief (PEPFAR) Partnership Framework Implementation Plan.

Geographic Scope

The CDS project is implemented in some of the PEPFAR 3.0 high HIV prevalence priority districts within the following four provinces.

Table 1: Geographic Coverage

Provinces	Districts
KwaZulu Natal	<ul style="list-style-type: none"> • eThekweni Metro • Ilembe • uMgungundlovu
Gauteng	<ul style="list-style-type: none"> • City of Johannesburg
Limpopo	<ul style="list-style-type: none"> • Sekhukhune • Mopani
Mpumalanga	<ul style="list-style-type: none"> • Nkangala

Program Objectives and Components

The CDS project has the following strategic objectives:

1. Support the provision of sustainable high-quality services in HIV and AIDS in South Africa through strategic approaches that address specific needs with practical and pragmatic business plans for implementation;
2. Develop sustainable institutional capacity and increase the effectiveness of local partners to achieve expanded and high quality services;
3. Enhance local sub-partners’ capacity in treatment, care (including support of orphans and vulnerable children), and prevention.
4. Strengthen the overall health and social services system; and

Project activities are organized by the following program components:

1. Grant award and management
2. Institutional capacity development of indigenous organizations
3. Capacity development assistance to SAG
4. MERL

Capacity Building Approach and Methodology

The CDS project utilizes a broad and flexible capacity strengthening methodology that incorporates a wide range of tools and approaches that are selected according to their suitability to meet the needs of specific requests received from USAID and SAG. CDS has ensured accountability for results by developing meaningful indicators and benchmarks for measuring project outcomes and results. The CDS capacity development methods include the following:

- Standardized trainings fill universal capacity gaps among CDS sub-recipients and other NGO partners, incorporating competency-based training principles and follow-up support to ensure application of new knowledge.
- Tailored trainings are customized to focus on a department or organization's specific needs and challenges, and develops skills and competencies to address them effectively.
- Mentoring and coaching provide technical and functional specialists, whether through secondment or regular visits, to teach and support individuals and units within an organization to respond to current needs and challenges, and develop skills to analyze and respond to future needs and challenges independently.
- Communities of practice include physical and virtual spaces for relevant stakeholders to discuss issues and challenges, share tools and resources, exchange information and lessons learned, and ultimately develop greater capacity for collective learning and problem solving.

Program Monitoring

The CDS program monitoring focuses on the following approaches:

- Measurement of program progress through the collection, management, analysis, and use of data, while also tracking progress on performance indicators for established targets.
- Provision of feedback for accountability, learning and quality through a range of activities and processes that encourage data use for timely, evidence-based decision-making.
- Data quality assurance through the use of a rapid validity check using the Data Verification Tool (DVT).

SECTION 2: PROGRESS ON PROJECT PROGRAMMING

This section focuses on operational activities of the CDS project, such as staffing, grants management and partner contracts, including stakeholder management meetings and activities implemented on components one to three during the reporting period.

Staff Recruitment

During the reporting period, two additional staff joined the CDS project, filling the Monitoring and Evaluation (M&E) Data Quality and Reporting Manager and Driver positions. These additional staff brought the total positions filled to 21 which is 80% of the total positions in the recruitment plan for Year One. Table 3 below summaries CDS recruitment status as at end of March 2015.

Table 2: CDS Staff Recruitment Status as of March 31, 2015

Position	Roles and Responsibilities	Status
M&E Director	The M&E Director will provide strategic direction, technical expertise and leadership in developing and implementing a comprehensive monitoring, evaluation and reporting (MER) strategy for the project.	The Director is waiting for an inter-company transfer work permit. Expected start date is June 1, 2015.
Training & Capacity Building (CB) Manager - Organizational Development (OD)	The Training & CB Manager - OD will be responsible for coordinating the OD technical assistance to sub-recipients and other local organizations as requested by USAID.	Recruitment is underway with an expected start date of June 1, 2015.
NGO Capacity Development and Technical Director (NCDD)	The NCDD will provide capacity development support to NGOs and lead the capacity assessments of selected NGOs. S/he will develop capacity building systems in a broad range of organizational areas that include strategic planning, human resource development, governance, sustainability, project management and other identified technical areas. S/he will also develop capacity development performance indicators and protocols, review and update capacity assessment tools, develop training manuals in identified areas of need and provide capacity development support.	Recruitment is underway with an expected start date of Jul 1, 2015

M&E Capacity Building Manager	The M&E Capacity Building Manager will take the lead in providing capacity development support to NGOs and SAG units on strategic M&E systems.	Recruitment is underway with an anticipated start date of June 1, 2015.
M&E Data Quality & Reporting Manager	The M&E Data Quality and Reporting Manager leads the development and implementation of a long-term data quality strategy based on analyzing reported data by NGOs, identifying quality gaps, and implementing reporting processes that track data improvements overtime.	Commenced work on March 9, 2015.
Driver 2	The Driver is responsible for driving staff to meetings and coordinating activities.	Commenced work on February 1, 2015.
Technical Advisor Early Childhood Development (ECD) -- Department of Social Development (DSD)	The Technical Advisor ECD will be seconded to DSD. S/he will be responsible for providing technical management, guidance and coordination of support for the ECD program, DSD and ECD stakeholders in developing and implementing government policies, and MER and knowledge management frameworks and systems to track impact and outcomes of ECD services.	Recruitment is underway with an anticipated start date of July 1, 2015.
Technical Advisor Data Use in Children's Welfare – DSD	The Technical Advisor Data Use in Children's Welfare will be seconded to DSD. S/he will be responsible for advising the Minister of Social Development on children's welfare including HIV and AIDS, and on DSD programs that are responsive to the needs of children, including OVC. S/he will facilitate stakeholder coordination and collaboration on children's welfare including HIV and AIDS.	Recruitment is underway with an anticipated start date of July 1, 2015

Consortium Steering Committee (CSC) Meeting

One CSC meeting was held on February 10, 2015. This is the second meeting since the inception of the project. The purpose of CSC meetings is to discuss pertinent program and financial issues, review the implementation plan and agree on follow up action points. The meeting was attended by the CDS Chief of Party (COP), CDS consortium partners Deloitte South Africa and FPD and the FHI 360 Senior Program Officer for the East and Southern Africa

Business Unit (ESABU). Each partner gave an update of activities undertaken since the last meeting, with a focus on curricula development and capacity assessment (CA) tools development.

Agreement Officer's Representative (AOR) Review Meeting

There were no AOR Review meetings held during this quarter.

ECD Donor and Development Partners Forum

On a quarterly basis, CDS participates in the National ECD Donor and Development Partners Forum comprised of voluntary members of organizations, funders, corporate entities, development partners and related entities operating within South Africa that meet with the aim of sharing best practices in ECD. The CDS Technical Manager participated in the meeting on February 24, 2015 at the Deutsche Bank offices in Johannesburg. All participants presented on their ECD work. Attending organizations included the South African ECD Alliance, South African Congress on ECD, and ECD Community of Practice.

Following this meeting CDS sub awardees were invited to a learning opportunity organized by Deutsche Bank to build capacity of NGO leaders. The Deutsche Bank provides scholarships to local NGOs that empower leaders with strategic tools, business knowledge and models to implement and grow new income streams for their organizations and reduce donor reliance. The Project Director for mothers2mothers received the scholarship and she will be commencing the nine month "Leading Sustainability" course in May 2015. Progress on this activity will be reported in the next quarter.

National Child Care and Protection Forum

CDS was represented at the National Child Care and Protection Forum learning seminar that was organized by DSD and Pact held on February 17, 2015. The purpose of the seminar was "promoting a culture of learning and knowledge sharing for improved practice and service delivery, adding value and delivering results". Some of the topics covered during the seminar were:

- Strengthening child protection system practice
- Mainstreaming gender into the child protection system
- Child protection M&E and Quality Assurance Framework for the Children's Act

Component 1: GRANT AWARD AND MANAGEMENT

The activities of Component 1 are responsive to the CDS strategic objective one that ensures efficient and accountable award and administration of grant funding to support service delivery and scale-up.

Solicited and Unsolicited Grant Applications

i. Early Childhood Household Stimulation (ECHS) APS

In the previous quarter, CDS collaborated with USAID in designing and managing the project's first competitive and transparent two-tier solicitation process to select the following five ECHS grantees:

- Woz'obona Early Childhood Community Services Group
- The Valley Trust
- Kheth'Impilo AIDS Free Living
- Hope World Wide Africa Region
- Mothers2mothers

Following USAID approval of the selected NGOs on December 19, 2014, CDS conducted pre-award assessments of all five NGOs in January 2015. The pre-award assessments considered the organizations' ability to:

- Manage and account for the funds that CDS will award through a grant;
- Comply with the terms and conditions of the grant; and
- Inform the organization of FHI 360's accounting record expectations and requirements.

The results of the pre award assessments indicated that all five NGOs ratings were within an acceptable low risk category. Upon successful completion of the pre-award assessments, one-on-one meetings were scheduled with each of the NGOs from January 20-22, 2015. The purpose of the one-on-one meetings was to provide feedback on each organization's ECHS application and to discuss areas of considerations while finalizing the program description and the budget to be included in the grant agreement. Proposal negotiations were finalized by January 31, 2015.

The grant agreements were issued with a total budget of approximately ZAR 6,000,000 over a 3 year period (ZAR 2,000,000 per year) from February 16, 2015 to February 15, 2018. The details of the work accomplished under these grants is described in more detail in Annex 1.

FHI 360's grants and contracts staff coordinated with the CDS finance and technical units to respond to all questions received from the grantees regarding the grant terms and conditions by February 19, 2015. All five grant agreements were signed and post-award kick-off meetings were held with the grantees during the week of February 24-27, 2015. The purpose of the post award kick-off meetings was to explain the terms and conditions of the grant agreement, including the reporting requirements, specific conditions, and USAID Standard

Provisions for non-US NGOs; clarify program start up activities; and agree on communication protocols. All five grant agreements were fully executed and the first advance payment was processed for all grantees by March 3, 2015. During this reporting period, all grantees focused on startup activities that include staff recruitment and procurement.

Grantee Orientation Workshop

During this quarter, an orientation workshop for ECHS partners was held from 11-12 March 2015 at the Southern Sun Hotel Elangeni in Durban. The purpose of the two day Workshop was to:

- Orient grantees on programmatic award and financial award requirements;
- Provide a platform for sharing knowledge and experiences;
- Cultivate a collaborative working relationship.

The workshop was attended by 35 participants including: Program Directors/ CEOs; M & E, Programs and Finance managers from each organization; HSRC; FHI 360 and its consortium partners. The workshop employed a participatory and interactive approach to orient grantees on several topics focusing on: USAID standard provisions, financial management, branding and marking, a strategy for ECHS integrated service delivery, mainstreaming gender into HIV /AIDS, communication protocol and Educational Training Fund. Grantees were given an opportunity to share their organizational overviews and their ECHS technical approach. As part of the outcome of the workshop, clarity on ECHS baseline methodology was provided.

Tswaranang Legal Advocacy Centre (TLAC)

During this quarter, FHI 360 conducted a pre-award assessment which indicated that TLAC is a low risk organisation. A grant agreement was issued to TLAC for the period February 23, 2015 to May 22, 2016, with a total value of ZAR 1 217 042. The agreement was fully executed on March 6, 2015 and the first advance was processed on March 23, 2015.

A post award/kick-off meeting was held with TLAC on March 23, 2015. The purpose of the meeting was to explain the terms and conditions of TLAC's grant agreement, including the reporting requirements. During the post award meeting it was agreed that a follow up orientation workshop will be scheduled with TLAC in April 2015 to provide TLAC with additional clarification on USAID regulations given that they have not received USAID/USG funding before. The details of the work done under this agreement are outlined in Component 2.

Consultants

i. Sustainability Support to Orphans and Vulnerable Children (OVCY) Partners

Karen Krakowitz was engaged this quarter to continue the training and sustainability work with 12 PEPFAR-funded OVCY partners that was started under the previous Pact-

funded Umbrella Grants Management Project that ended in 2014. The consulting agreement is for the period January 26 to April 30, 2015 and will support sustainability assessments, planning and capacity building with partners. A kick off meeting was held with the KKC on February 2, 2015 to ensure a common understanding of the requirements of the consulting agreement, including the scope of work (SOW), deliverables, and reporting requirements. Details of the work achieved under this agreement are detailed under Component 2.

ii. Database Training and Support for OVC and Youth (OVCY) Partners

Consultant Rob Cairns was engaged this quarter to continue the support to the OVCY NGOs that was started under the previous Pact-funded Umbrella Grants Management Project and to provide support to the early childhood household stimulation (ECHS) grantees on the use of the OVC Database. The period this agreement will be from 01 April 1 to September 30, 2015. A kick off meeting was held with the consultant on March 31, 2015 to ensure a common understanding of the requirements of this agreement, including the SOW, deliverables, and reporting requirements.

iii. Evaluation of Vhutshilo 1 and 2 Curricula in South Africa

In response to a request for proposals (RFA), posted in the last quarter, CDS received and reviewed four proposals for this evaluation. Based on the scores from the CDS technical evaluation committee (TEC) and USAID approval, a consultant agreement was issued to Systems Approach on March 10, 2015. The period of this agreement is from March 11 to June 1, 2015. A kick off meeting was held with the consultant on March 18, 2015 to ensure a common understanding of the requirements of this agreement, including the SOW, deliverables, and reporting requirements. The details of the work completed under this consultancy are described in Component 4.

Contracts

i. ECHS Baseline Assessment

Following USAID approval of the terms of reference for the ECHS baseline assessment an RFP was posted on the CDS website, www.capacitydev.org, and advertised in the Mail & Guardian newspaper and on SANGONET on January 9, 2015. A total of nine proposals were received and logged by the January 30, 2015 deadline.

The CDS TEC evaluated the nine proposals and shortlisted Human Sciences Research Council (HSRC) and Health Info Matrix based on the clear methodology that was provided by these applicants. The two shortlisted service providers were invited to make formal

presentations on February 17, 2015 and HSRC was selected to carry out the assessment. Following proposal negotiations, a contract with HSRC is expected to be signed in mid-April 2015. Progress on this assessment will be reported in the next quarter.

Component 2: INSTITUTIONAL CAPACITY DEVELOPMENT OF INDIGENOUS ORGANIZATIONS

The activities reported under this Component are responsive to the CDS strategic objectives two and three that aims at developing sustainable institutional capacity that increase effectiveness of local partners to achieve expanded and high quality service and enhance local sub partners' capacity in treatment, care (including support of orphans and vulnerable children) and prevention.

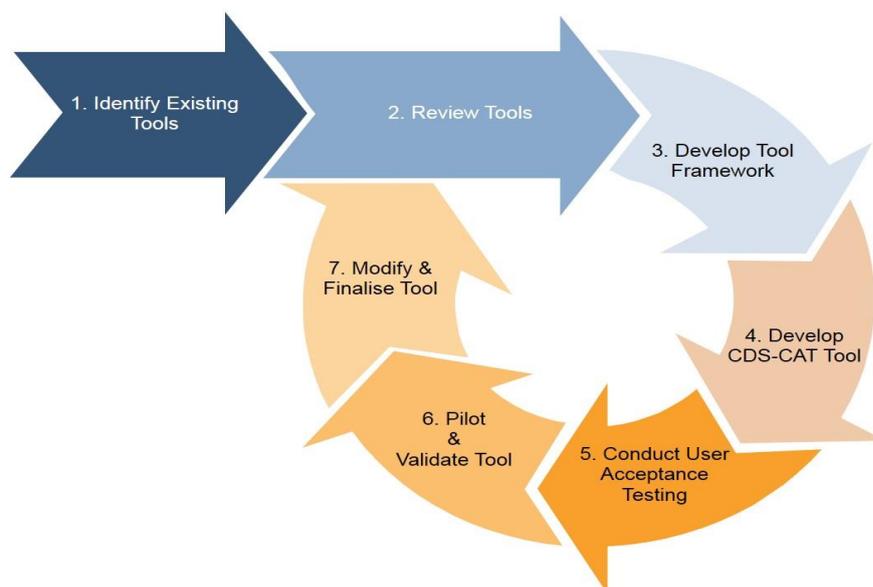
Develop CA Tool

A consolidated and standardised CA tool was developed this quarter to assess organizational development and technical capacity of sub-awardees. CA will form a key stage in the capacity building process as it will identify gaps and needs in organizational and technical capacity, in order to inform capacity building plans and determine the level and intensity of capacity building interventions.

i. CA Tool Development Model

In the month of January 2015, CDS began by creating the model for a CA tool development process tailored to the South African NGO context. The cyclical process has seven inter-related steps presented in Figure 1 below.

Figure 1: CA Tool Development Process



Step 1: Identify existing tools: The process started by conducting a desk review to identify existing CA tools from leading national and international capacity development organizations within the donor and NGO environment. The tools under review were sourced from FHI 360 capacity building projects (internationally and nationally); its consortium partners and other organizations providing capacity building to NGOs. Fourteen CA tools from 14 organizations, focusing on health and social development strengthening, were identified.

Step 2: Review tools: After identifying the tools, an in-depth review of each tool was done which assessed its strengths and weaknesses and proposed recommendations and lessons learned to be considered by CDS for the development of a CA tool. A brief report capturing this process was compiled.

Step 3: Develop the CA tool framework: The desk review of the different tools also led to the development of a framework for the CA tool. The framework’s main purpose is to guide and standardise the CA tool development process and provide a template for the CDS CA tool. The framework summarises the key elements for developing the CDS CA tool and outlines the principles guiding the CA process. The guiding principles outlined in the framework are that the tool should be concise and the CA process should be evidence-based, participatory, consensual, democratic, adaptable, self-motivating, self-explanatory, and reflective, and allow for self-introspection at an organizational level.

The formats selected for the tool include both electronic and paper-based to accommodate participants with technological challenges or limited access to computers. For each domain, the CA tool should have clear headings and sub-headings, as well as indicators for each sub-heading, descriptions that explain the metric, and means of verification. The tool should assist users with the prioritisation of sub-domains, and must rank capacity based on a four-point Likert scale.

Step 4: Develop CDS CA tool: CDS facilitated the process of developing the CA tool by conducting a workshop with representatives from FPD, Deloitte, and KKC on February 11-12, 2015 in order to:

- Share lessons learned and best practices from past CA experiences
- Provide an update on progress made regarding standardization of CA tool for CDS
- Kick-start the CA tool development process
- Propose steps to develop and finalize the tool

The key decisions made at the workshop are presented below:

Table 3: Key Decisions from CA Tool Workshop

Activity	Timeline
CA Tool Development Workshop Report will be drafted by CB Unit	20 February 2015

Finalize the CA Tool per domain complying with the framework. Domain leads for tool development were identified.	30 April 2015
Consolidate the CA tool and engage a design specialist consultant	April – May 2015
Pilot and validate CDS CA tool.	May 2015
The project management and technical domains will be integrated into one tool.	Immediate
High-performing NGOs should be easily identified. Incentives and recognition should be given accordingly.	Ongoing
CDS to consider carefully how funding will impact on reducing prevalence of HIV/AIDS and making an impact in all HIV/AIDS related interventions in accordance with PEPFAR 3.0.	Ongoing
Meetings to review the draft CA tool per domain by CDS team	17-23 March 2015

The following domains for the CA tool were agreed to and the table below outlines which organizations under CDS are assigned to lead the development of each domain.

Table 4: CA Tool Domains

Domains	Lead
Governance	FPD
Strategic Planning	FPD
Human Resources	FPD
Leadership	FPD
Technical/Quality (ECHS)	FHI 360/ Technical Unit
Gender Mainstreaming	FHI 360 Technical Unit
Sustainability	KKC
Monitoring & Evaluation	FHI 360/ M&E Unit
Financial Management	Deloitte
Project Management	Incorporated under Technical

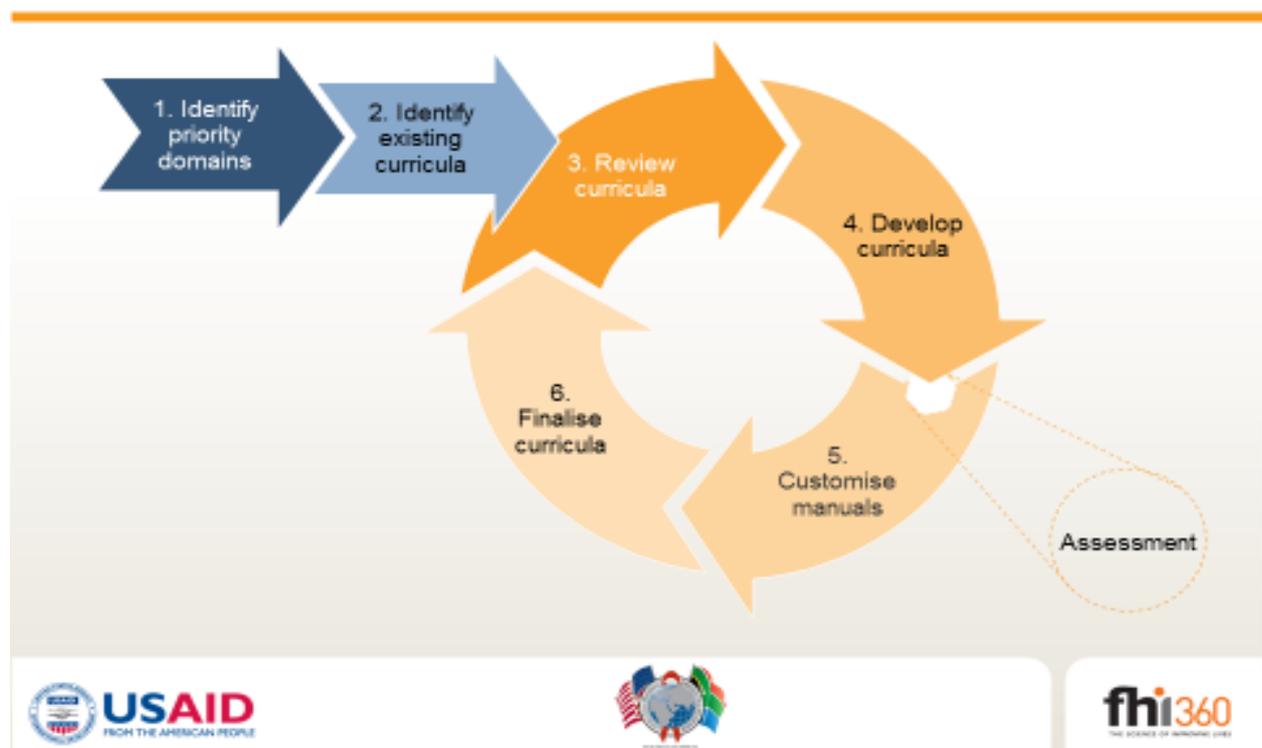
To continue with the work started in the workshop, from March 20-30, 2015, the draft domains/sections of the CA tool were presented to the CDS team for review and further comment. The main aim of the review process was to enhance the quality of the tools. The tools were assessed for compliance with the developed framework, adequacy, relevance and appropriateness of the content per domain. After the meeting the tools were revised to address the comments raised in the meeting. Additional review meetings for the remaining domains will continue into the next quarter.

Steps 5, 6 and 7 will commence during the next quarter after a consolidated tool has been produced. At that time piloting and user acceptance testing will be conducted followed by tool modification and finalization. Progress on these three steps will be reported in the next quarter.

Develop Curricula and Training Materials

The development of curricula and training material is critical as they will be the core of CDS's capacity building interventions. During this reporting period, CDS continued with the development of the curricula and materials guided by the process model launched last quarter (See Figure 2). The process is cyclical in nature and consists of six interdependent and interactive steps that will enable CDS to develop a next-generation capacity strengthening curricula for sub-recipients and other NGOs in South Africa. The process started during the last quarter with the identification of priority domains and identification of existing curricula and training materials.

Figure 2: Curricula Development Process



During this quarter, CDS focused on reviewing different curricula and training materials and developing the CDS curricula. The results of the review were used to develop three different curricular outlines and materials for the six prioritized domains (governance, sustainability, financial management, leadership, human resource management, monitoring and evaluation). The learning outcomes were identified under each priority domain at three different levels of learning, namely basic (Level 101), advanced (Level 201) and most advanced (Level 301). The structure and content of each outline included the a) title; b) expected content; c) learning outcomes; d) tools, exercises and handouts; e) time allocation; and; f) notes and sources.

Following the development of the outlines, the learner materials were developed for each domain. The progress on the development of curricula outlines and materials is shown in the table below.

Table 5: Progress made on the development of the curricula outlines and content per prioritized domain.

Domain	Level	Outline		Content
		Submission date	Status	Status
Human Resource Management	101	13 February 2015	Complete	Complete
	201	31 March 2015	Complete	In draft phase
	301	31 March 2015	Complete	In draft phase
Leadership	101	13 February 2015	Complete	In draft phase
	201	31 March 2015	Complete	In draft phase
	301	31 March 2015	Complete	In draft phase
Financial Management	101	06 March 2015	Complete	Complete
	201	13 March 2015	Complete	In draft phase
	301	13 March 2015	Complete	In draft phase
Gender	101	30 March 2015	Complete	To be started in FY 15 Q3
	201	30 March 2015	Complete	
	301	30 March 2015	Complete	
Governance	101	28 February 2015	Complete	In draft phase
	201	FY15 Q3	In draft phase	To be started in FY 15 Q3
	301	FY15 Q3	In draft phase	
Monitoring and Evaluation	101	05 March 2015	Complete	In draft phase
	201	FY15 Q3	In draft phase	To be started in FY 15 Q3
	301	FY15 Q3	In draft phase	

By the end of the quarter level 101 – 301 modular outlines for financial management, leadership, human resource management, gender domains were completed. Only level 101 outlines were completed for governance and monitoring and evaluation. Level 201 and 301 outlines for the latter domains are in draft stage and will be finalized in the next reporting period. Only the level 101 learner materials for human resource management and financial management were completed. Most of the learner materials for all domains are still in draft phases and will be completed in the next reporting period. The final manuals are being

developed with a clear and logical order and will equip the organizations with knowledge, skills, values and attitudes considering the target audience and its intended outcome. It will contain various capacity building approaches and strategies to be used during and post training, including interactive exercises, group discussions, question and answers sessions, and role plays. Different short and long term evaluation strategies that are responsive to the needs of the organization are also being incorporated.

Step 5, which focuses on customizing curricula will be informed by the capacity assessment findings of sub-recipients that will take place in July 2015. Step 6 on finalizing curricula will be done after the materials are piloted starting from the last quarter of the financial year.

NGO Sustainability Support

With expertise from KKC, CDS is supporting 12 OVCY partners in the development of sustainability plans. Out of the 12 organizations that PEPFAR asked CDS to support, three opted not to receive the sustainability support at this stage. This activity included the development of a sustainability assessment tool, which was used to conduct a sustainability assessment and gap analysis report for each of the nine organizations. In subsequent quarters these assessments will be used to create capacity development plans, sustainability self-learning guides, sustainability strategies and plans, and performance indicators and tools for each organization.

Violence against Women Study

Through an unsolicited proposal, TLAC requested funding from CDS for a project entitled “Community Response Addressing Violence against Women” in the Ga-Segonyana local Municipality of the Northern Cape Province. The project aims to determine a relationship between alcohol abuse and violence against women, and to provide a community-based approach to address alcohol-related violence against women. The proposal has two phases: the first phase is a situational analysis aimed at understanding the magnitude of alcohol abuse and violence against women; the second phase is aimed at developing and piloting a community-based approach to address alcohol related gender based violence (GBV).

A meeting was held on January 13, 2015 to provide technical guidance to TLAC refining their proposal. During the discussions the following issues were addressed:

- Ethical Institutional Review Board (IRB) approval requirements
- Clarification of the relationship between DOCKDA a community based organization in Northern Cape and TLAC.
- Inclusion of sustainability in to the proposal
- Involvement of the Liquor Board as one of the key stakeholders
- Budget considerations

A revised proposal was approved by USAID in late January. A management oversight meeting with USAID, CDS and TLAC was held on March 5, 2015. It was attended by the USAID Gender Advisor, TLAC and FHI 360 staff. The purpose of the meeting was to: 1) provide an update to USAID with regards to TLAC’s award and share progress on the preparation for the research phase. Outcomes of the discussions were as follows:

- The award was in place and was to be signed by TLAC, after which a post award meeting would be scheduled;
- TLAC experienced challenges with getting IRB approval as their application was not accepted by Witwatersrand University. TLAC was advised to try other institutions to seek approval.

On March 23, 2015, FHI 360 held a management oversight meeting with USAID, Joint Gender Fund (JGF), CDS and TLAC took place to discuss collaboration between USAID, JGF and FHI 360 integrated support for TLAC. The outcomes of the meeting were as follows:

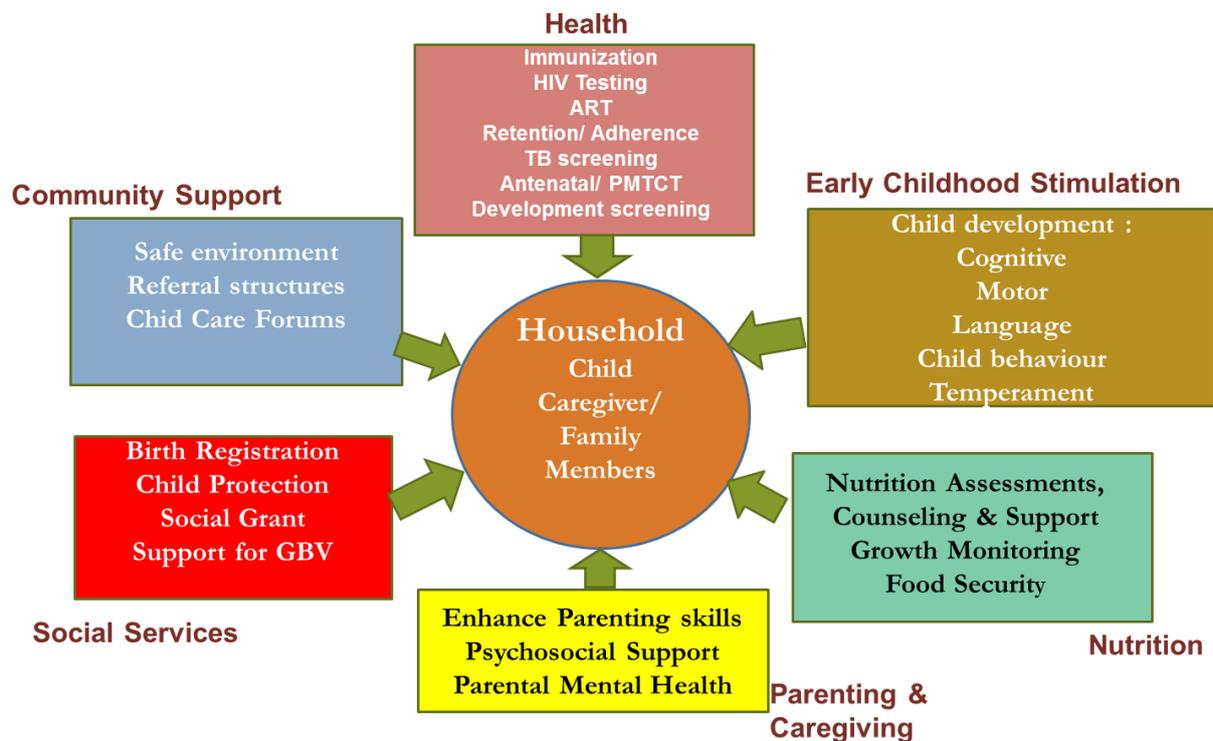
Table 6: Outcomes of Joint Meeting on TLAC Project

Discussion point	Outcome
Feedback on the IRB approval process	<ul style="list-style-type: none"> • TLAC had made contact with HSRC and was advised to submit their research protocol on April 7, 2015
Finalization of the research protocol	<ul style="list-style-type: none"> • TLAC was to revise the research protocol based on FHI 360’s feedback that was shared on March 16, 2015
Preparation for the research phase	<ul style="list-style-type: none"> • TLAC identified two communities that will be engaged in the research study in Northern Cape • TLAC will work with the nine villages in Bhaclarasi • The comparison of the two communities will add value in identifying the different pattern of alcohol and gender based violence
Relationship with DOCKDA	<ul style="list-style-type: none"> • The relationship between and TLAC should be formalized after the research phase. Meanwhile, TLAC will work with work closely with DOCKDA during the research phase
Budget	<ul style="list-style-type: none"> • FHI 360 and TLAC were advised to revise the budget to ensure it reflects total contributions of both FHI 360 and Gender Joint Fund.

Early Childhood Household Stimulation (ECHS)

During this quarter, CDS developed an ECHS model as a strategic approach to provide a platform for integrated service delivery in line with the 90-90-90 UNAIDS goals stipulated in PEPFAR 3.0¹. The integrated approach will support the child and family unit as a whole and is necessary to address issues of physical health, nutrition, psychological support, education, social security as well as economic and development opportunities. This strategic approach is aimed at reducing new HIV infections and improving social and health outcomes. Below is a diagram to demonstrate the approach:

Figure 3: ECHS Model: An Integrated Service Delivery Approach



Using this model, CDS sensitized its five sub awardees to stimulate demand for and improve access to prevention of mother to child transmission (PMTCT), early infant diagnosis and pediatric ART services during the orientation workshop meeting. Through the five sub awardees CDS is supporting trained community workers to mobilize and educate communities on ECHS, early infant diagnosis, and access to pediatric ART and access treatment for mothers and other family members. Additionally, trained home visitors will reach out to women of child-bearing age or who have recently given birth through PMTCT groups and HIV counselling services at local community centers. The home visitors will help

¹ By 2020, 90% of all people living with HIV will know their HIV status; 90% of all people with diagnosed HIV infection will receive sustained antiretroviral therapy; and 90% of all people receiving antiretroviral therapy will have viral suppression. (<http://www.unaids.org/en/resources/documents/2014/90-90-90>)

to ensure that HIV-infected children are directly linked to health facilities for enrolment in ART, and that mother-baby pairs receive ongoing support and follow-up care and a family centered approach is used to ensure that early childhood stimulation activities are ingrained in the family structure. HIV testing, initiation on treatment and support for retention and adherence on treatment, TB screening will contribute to achieving the 90-90-90 goals.

To ensure a combination of interventions that include child development, immunization, nutrition (breastfeeding, food security and anthropometry) HIV testing for children and caregivers, pediatric treatment initiation, adherence support is provided, the ECHS program will work with community referral structures, health and social services.

To implement this innovative strategic approach, NGOs will build capacity of home visitors to enable them focus on a key areas such as: household visits to assess family needs; conduct ECHS activities with caregivers and their children; teach parents and caregivers about child development stages and ECHS activities; provide basic psychosocial support to children; conduct regular monitoring of child growth and development charts to assess the progress of immunization, growth, nutrition and development; identify factors that increase vulnerability of children and families to the risk of HIV, substance abuse, tuberculosis and gender based violence; and make referrals and linkages for health and other social services.

Collaboration with BRIDGE on ECD Community of Practice

During this reporting period, CDS continued to explore more opportunities for collaboration. CDS and met with BRIDGE on March 31, 2015. BRIDGE is a South African organization which leads nationally in facilitating the ECD Community of Practice. In addition to ECD, BRIDGE also focuses on information, communication and technology (ICT), school leadership, learner support and teacher development. The purpose of the meeting was to identify areas of synergy and discuss collaboration. Areas of synergy and collaboration identified include: 1) linking knowledge, policy and practice for ECHS, 2) participation in the CoP to share CDS and sub awardees achievements and lessons learned, and 3) linkages with other networks, government and other stakeholders. An update on collaborative activities with BRIDGE will be reported in the next quarter.

Participation in the Review of the Draft National ECD Policy

Following the call for public comment by DSD, CDS and its sub awardees undertook the review of the department's draft ECD policy. Comments will be compiled and shared with DSD by April 24, 2015. The outcome of this process will be communicated in the next quarter.

Integration of Cross-Cutting Issues

Gender Equality and Female Empowerment

Gender mainstreaming² (GM) is now a requirement for all USAID projects, and gender equity is a core value of FHI 360. FHI 360 sees gender as an “entry point” to the broader notion of equity and equality in development and gender integration is an essential component of FHI 360’s development work. Consistent with FHI 360 and USAID priorities, CDS is committed to advancing gender equality through mainstreaming a gender perspective into all of its activities. GM in HIV and AIDS is an initiative recently introduced to the CDS program and this quarter the project worked to establish an appropriate GM implementation framework that outlines the mainstreaming strategy and process. This involves including women’s and men’s priorities and needs in all policies and programs, as well as specific interventions designed to empower one or the other sex, generally women as they are more likely to experience gender-based social, political or economic disadvantage.

Component 3: CAPACITY DEVELOPMENT ASSISTANCE TO SAG

In response to strategic objective three on strengthening the overall health and social services system of the SAG, three main activities were conducted by CDS this quarter: a) recruitment and placement of Technical Advisors for the SAG; b) management and support of the seconded Technical Advisors; and c) M&E of the outputs and outcome of the technical assistance provided to SAG.

Recruitment and Placement of SAG Technical Advisors

During the months of February and March 2015, recruitment processes for the Technical Advisor on ECD and Technical Advisor on Data Use on Children’s Welfare (DUCW) in the Minister’s Office were fast-tracked.

i. Technical Advisor on ECD

The Technical Advisor will provide strategic management and technical support to DSD on ECD over a period of two years and will report to the Chief Director for ECD. DSD approved the Terms of Reference (TOR) for the position on February 17, 2015. To guide and inform DSD on the recruitment process, a tracker was submitted to DSD on February 20, 2015. An advertisement was posted in the first week of March in the SangoNet and Mail & Guardian Newspaper and in the Sunday Times Newspapers.

Of the 99 applications received and screened only 17 were found eligible and three were shortlisted.

² Gender mainstreaming is a process of consistently incorporating a sensitivity to gender differences in policy, needs analysis, institutional mechanisms, planning, training, budgeting, implementation, monitoring and evaluation.

ii. Technical Advisor on DUCW

The Technical Advisor's role is to strengthen HIV and AIDS programs for children by applying evidence-based approaches in the department and its entities such as National Development Agency (NDA) and the South Africa Social Security Agency (SASSA). The Technical Advisor will report to the Chief of Staff (CoS) in the Minister's Office and will work closely with the Minister of Social Development.

After several follow-ups with the DSD, approval to recruit the Technical Advisor on DUCW was received from DSD and USAID on February 18, 2015. A tracker was developed and submitted to DSD on February 19, 2015 to guide and inform DSD of the recruitment process. Following that, a meeting was held with the CoS on March 24, 2015 to inform him about the CDS program, particularly the ECHS program, and to discuss the recruitment processes for the Technical Advisor. A summary of key decisions taken during the meeting are tabulated below.

Table 7: Summary of Key Decisions from DSD Meeting

Item	Decision taken
1. CDS	A meeting will be organised to present the CDS program to the Minister. One sub awardee will be included in the presentation.
2. ECHS	DSD strongly recommended that the following concepts be incorporated into the CDS ECHS program: <ol style="list-style-type: none"> a) Mobile ECD services b) Play groups c) Implementation in the 23 prioritised districts and 1300 wards d) First 1,000 days of infancy e) Male involvement f) Use of already approved DSD ECD curriculum g) Child protection
3. Technical Advisor on DUCW	<ul style="list-style-type: none"> • A list of applicant's CVs will be sent to the CoS by March 30, 2015 • The CoS will identify DSD representatives for the interview panel • One of the attributes needed from the candidate is a strong and persuasive character that can advocate and stand for hard decisions • The date and venue of the interview will be confirmed by the CoS after discussions with the Minister

Similar to the recruitment process mentioned in the section above, this position was advertised in the first week of March in the SangoNet and Mail and Guardian Newspaper and the Sunday Times Newspapers. As indicated in Figure 1 above, 89 applications were received. Out of the 89, only 29 were found to be eligible for the position. CDS preliminarily short-listed 5 candidates and sent all eligible applications to the CoS on March 30, 2015 to finalize the

shortlisting process. Further progress on these recruitment processes will be reported in the next quarter.

iii. The Technical Advisors for the Department of Health (NDOH)

In response to the presentation made by CDS to the Department of Health (NDOH) last year; nine Technical Advisors were requested. The focus and areas of expertise for the Technical Advisors are: a) condom programming; b) sexually transmitted infections management; c) mapping of high transmission areas; d) HIV counselling, testing and HIV prevention; e) conditional grant management; f) adherence; g) key populations; h) anti-retroviral treatment; and i) research, data use and epidemiology. A follow-up meeting was held on February 23, 2015 with the Director of HIV Prevention to discuss the anticipated job descriptions of the Technical Advisors requested for the HIV Prevention unit and draft TORs for four Technical Advisors (condom programming, sexually transmitted infection management, mapping of high transmission areas, and HIV counselling, testing and prevention) were submitted on March 20, 2015. The recruitment and placement process will be continued in coordination with NDOH early in the next quarter.

Manage and Support Technical Advisors Seconded to SAG

The role of this Technical Advisor for the Isibindi Project is to provide strategic management and technical support to DSD to roll-out the Isibindi Project; a model responding to the holistic needs of children and youth who are vulnerable and at risk of HIV/AIDS. The project's aim is to build the capacity of community child and youth care (CCYC) workers. In providing technical support to DSD, the Technical Advisor accomplished the following key activities:

- Developed a two year (2015/2016) project plan
- Developed a detailed one year (2015/2016) work plan
- Coordinated a national task team meeting on February 3, 2015
- Compiled draft inception report to get baseline on the status of the Isibindi project prior to the provision of technical assistance
- Updated the data bases of strategic partners, trained mentors, implementing networks and Isibindi sites
- Coordinated the Reflection Workshop (Indaba Workshop) held on the March 10-11, 2015; mobilized support from PACT for the facilitation of the workshop and report writing
- Coordinated costing analysis exercise in Mpumalanga, Limpopo and Gauteng in March 2015
- Developed the draft project scope/charter in March 2015
- Participated in the harmonizing of the National Association of Child Care Worker (NACCW) and Community Based Interventions Monitoring System (CBIMS) tools to improve the monitoring and evaluation of the Isibindi project
- Compiled the Grade 12 Performance Report of the Isibindi Beneficiaries

In addition, a monthly management meeting was held with DSD and CDS representatives on March 23, 2015 to monitor and support the performance of the Technical Advisor and ensure priorities and challenges from all parties are addressed.

Performance Management Framework (PMF) for SAG Technical Advisors

To track and measure the impact of the support provided by Technical Advisors in government, a PMF was drafted. The purpose of the PMF is to:

- a) Develop a formal and systematic process that will manage, monitor and evaluate the performance of Technical Advisors
- b) Assess the output and impact of the technical assistance in the area of HIV and AIDS prevention, treatment, care and support
- c) Monitor and evaluate the impact of the technical assistance provided to SAG

The PMF is at a conceptual level and provides background information on the CDS project and introduces the performance management process, key activities, technical assistance logical framework and its implementation. CDS started drafting the document during this reporting period and it will be finalized in the next reporting period.

Component 4: MONITORING, EVALUATION, REPORTING AND LEARNING

Year One Implementation Plan and M&E Plan

With the previously approved CDS Implementation and Monitoring and Evaluation Plans expiring at the end of March 2015, CDS completed the development of an 18 month Implementation Plan and an M&E Plan which cover the period from April 1, 2015 through September 20, 2016. With the start-up phase completed, the Implementation Plan presents a clearer and more deliberate plan informed by the PEPFAR 3.0 shift in focus. The draft plans will be reviewed by USAID and finalized during the next reporting period.

Vhutshilo Curricula Evaluation

Systems Approach was selected through a competitive technical review process as the preferred contractor to conduct the Vhutshilo implementation evaluation. Upon award of the contract, the CDS project hosted an evaluation launch of this evaluation to share the evaluation SOW and the proposed methodology with key stakeholders including USAID, Centre for Support of Peer Education, Centre for Positive Care, Future Families, and Woz'obona. Field work for the evaluation started on March 30 following FHI 360's approval

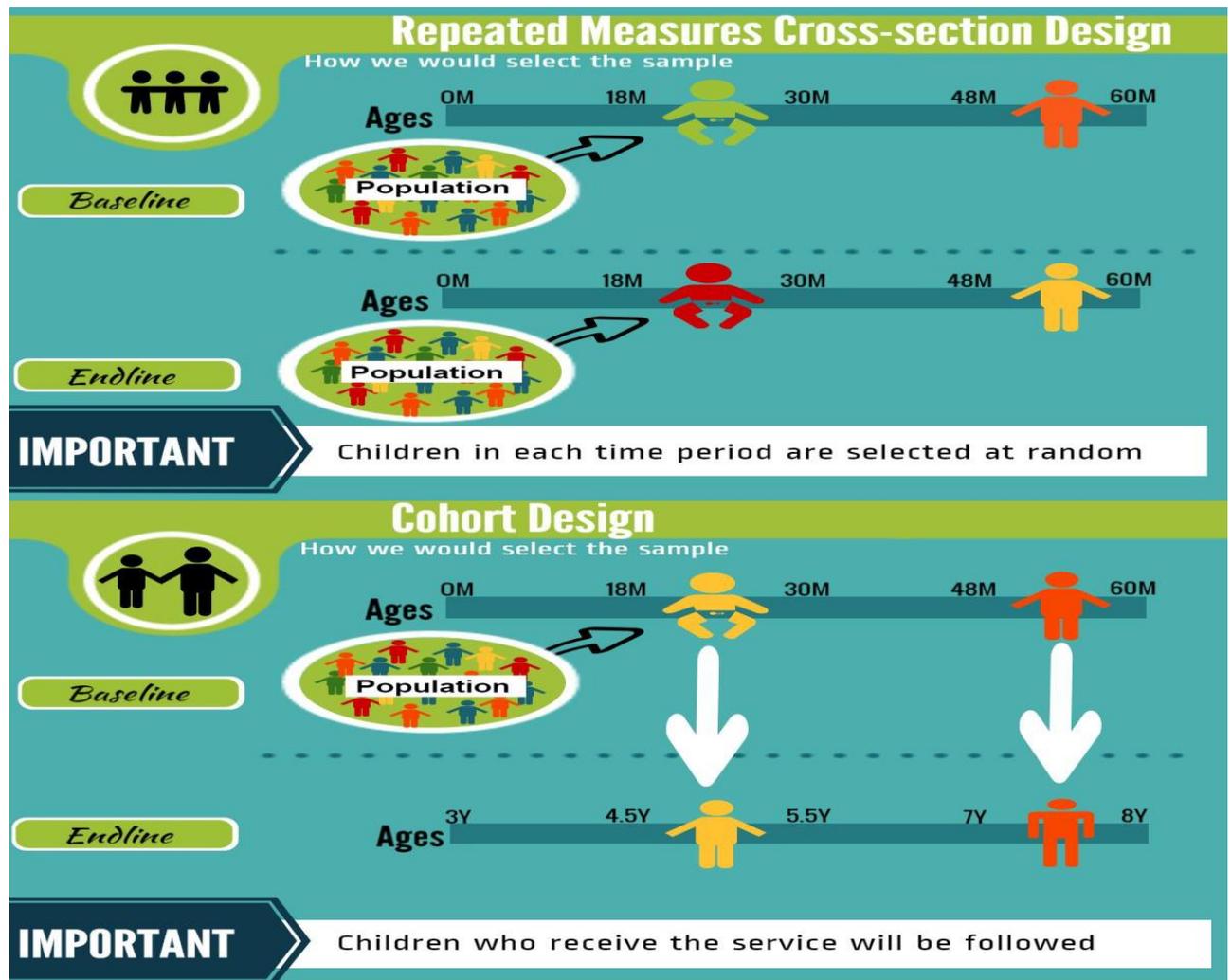
of the inception report. Findings, recommendations and lessons learned will be shared with all key stakeholders in the next reporting period.

ECHS Baseline Assessment

As described in Component 1, HSRC was the successful candidate selected to conduct the ECHS baseline assessment from the nine competitive proposals received. The baseline assessment aims to provide:

- Baseline measurements against which progress of CDS's ECHS sub awardees can be measured
- Data to sub awardees which can support the refinement of their interventions
- Information which can assist FHI 360 to support partners; and
- Evidence which is useful to a wider audience, including government.

Figure 4: Proposed Methodology for ECHS Baseline Assessment



The schema outlines two research designs:

- A repeated cross-section involves identifying the communities in which implementation will occur, measuring outcomes among children in those areas (a cross section), and returning at the end of the project to see if child outcomes in those communities have improved.
- A cohort monitoring design involves identifying children who will receive the intervention and measuring their baseline outcomes, then tracking those same children until the end of the intervention to see if their outcomes improve.

Progress on initial findings from the ECHS baseline assessment will be reported in the next quarter.

OVC Database Training and Future Support

In response to USAID's request to take over the management of the OVC Database from Pact, with the expertise of consultant Rob Cairns CDS will provide database support USAID to OVCY NGOs funded by USAID as well as CDS's ECHS sub awardees CDS is currently finalizing the inception report which details database challenges and technical assistance needs for partners and mapping out a work plan to address identified needs. Progress on the support extended to partners will be reported in the next quarter.

Data Quality Assessment RFP

In response to USAID' request to conduct data quality assessments (DQAs) on USAID's OVCY partners, CDS advertised an RFP for this work. The purpose of DQAs is to:

- 1) Verify the quality of reported program data for selected key performance indicators.
- 2) Assess the OVCY program data management and M&E systems employed to collect, assess and report quality data routinely.
- 3) Estimate the implementing partner level and combined national data error level.
- 4) To provide recommendations and generate action plans for improving the OVCY data quality management and reporting systems.

Progress on the RFP and completion of the DQAs will be reported in the next quarter.

ECHS Partners' Start-Up Implementation Reports

During this reporting period all ECHS partners submitted their start-up progress reports that contain achievements, challenges and proposed solutions, and next quarter plans. All reports show some progress regarding recruitment of key staff and caregivers, drafting of implementation plans, submission of educational training fund staff development plans and M&E plans. Additional details are captured in Annex 1.

SECTION 4: CHALLENGES

MERL

Since the baseline study is commencing during the next reporting period, sub awardees did not implement ECHS project activities during this reporting period. Implementation will start promptly after the completion of the quantitative fieldwork phase in May 2015.

Capacity Development Assistance to SAG

The recruitment of the Technical Advisors was protracted by the delay in approving the ToRs for Technical Advisors by DSD officials. To minimize on these delays, CDS will proactively intensify follow ups with SAG senior staff.

Technical

i. TLAC Violence against Women Study

The initial study phase of this activity was delayed by the ethical clearance process due to the declined IRB application by the University of Witwatersrand. The application is under review by HSRC and IRB approval is expected in April 2015. The study will commence as soon as approval is granted.

SECTION 5: PLANNED ACTIVITIES FOR THE NEXT REPORTING PERIOD

The table below outlines the activities planned for the next quarter, organized by the four project components and Project Management in the recently submitted 18 month project implementation plan.

Table 10: Planned Activities for the Following Quarter

Project Components	Activities	Timeline (2015)
COMPONENT 1: GRANT AWARD AND MANAGEMENT	• Conduct a post award meeting with HSRC	April 23, 2015
	• Develop and finalize standard operating procedures (SOPs) for the subaward, contracting and consulting agreement processes	May 15, 2015
	• Issue a contract for DQAs of the OVCY grantees	May 2015
	• Issue a consulting agreement for a gender specialist	April 2015
	• Ongoing sub-award and contract management	Ongoing
COMPONENT 2: INSTITUTIONAL CAPACITY DEVELOPMENT OF INDIGENOUS ORGANIZATIONS	TECHNICAL	
	• Assist partners to align their program descriptions to focus on high impact activities in the priority geographical focus through a workshop in collaboration with MERL.	May – June 2015
	• Consolidate and submit comments on Draft National ECD policy to DSD	May 2015
	• Finalize the CDS Draft Framework for Integrating Gender into HIV and AIDS Programs	May 2015

	<ul style="list-style-type: none"> Conduct introductory gender sensitization workshops, including provision of internal training on gender auditing, mainstreaming in the project cycle and gender based analysis with all CDS program units 	May – June 2015
	<ul style="list-style-type: none"> ECHS CA tool finalization 	May 2015
	ORGANIZATIONAL DEVELOPMENT	
	<ul style="list-style-type: none"> Finalize development of comprehensive CA tool 	May 2015
	<ul style="list-style-type: none"> Pilot the CA tool and conduct user acceptance testing 	June 2015
	<ul style="list-style-type: none"> Develop the CA Facilitator Guide for the training of capacity assessment facilitators 	May 2015
	<ul style="list-style-type: none"> Train CDS facilitators to conduct CAs at NGO level 	June 2015
	<ul style="list-style-type: none"> Develop modular outline 201 – 301 on governance and monitoring and evaluation curricula and training materials 	April – May 2015
	<ul style="list-style-type: none"> Finalize modular content based on level 101 – 301 modular outlines on all domains 	April – June 2015
	COMPONENT 3: CAPACITY DEVELOPMENT ASSISTANCE TO SAG	RECRUITMENT OF TECHNICAL ADVISORS
<ul style="list-style-type: none"> Finalize recruitment for DSD Technical Advisors: conduct interviews and capacity assessments for the Technical Advisors on ECD and DUCW; compile selection memos recommending suitable candidates for both positions 		April - May 2015
<ul style="list-style-type: none"> Appoint the selected candidates for the Technical Advisor ECD and DUCW positions 		June 2015
<ul style="list-style-type: none"> Finalize the ToR for the 5 DOH Technical Advisors; Advertise the positions in the relevant platforms 		April – June 2015
MANAGE AND SUPPORT SECONDED TECHNICAL ADVISORS		
<ul style="list-style-type: none"> Conduct monthly management meetings with DSD technical supervisors 		April – June 2015
<ul style="list-style-type: none"> Perform quality assurance on the deliverables produced by the Technical Advisors 		April – June 2015
MONITOR AND EVALUATE THE PERFORMANCE OF TECHNICAL ADVISORS AND THE EFFECT OF TECHNICAL ASSISTANCE		
<ul style="list-style-type: none"> Finalize the PMF 		April 2015
<ul style="list-style-type: none"> Present and discuss the PMF with relevant SAG departments (DSD & DOH) 		April – June 2015

	<ul style="list-style-type: none"> • Conduct performance review meetings for the DSD Technical Advisor 	April – June 2015
COMPONENT 4: MERL	<ul style="list-style-type: none"> • Conduct the Vhutshilo Implementation Evaluation 	May – June 2015
	<ul style="list-style-type: none"> • Conduct the ECHS Baseline Assessment 	May – August 2015
	<ul style="list-style-type: none"> • Conduct OVCY DQAs 	May – August 2015
	<ul style="list-style-type: none"> • Conduct M&E training for ECHS partners 	May 2015
	<ul style="list-style-type: none"> • Develop MERL training curricula 	May 2015
	<ul style="list-style-type: none"> • Update MERL framework 	May 2015
	<ul style="list-style-type: none"> • Monitor and measure subawardee program progress 	June 2015
	<ul style="list-style-type: none"> • Quarterly project reporting 	April 2015
	<ul style="list-style-type: none"> • Design, create and maintain central CDS database 	May 2015
	PROJECT and FINANCIAL MANAGEMENT	<ul style="list-style-type: none"> • TLAC oversight management
<ul style="list-style-type: none"> • Steering Committee Meetings 		June 2015
<ul style="list-style-type: none"> • AOR Meetings 		June 2015
<ul style="list-style-type: none"> • Partner Management Meetings 		June 2015
<ul style="list-style-type: none"> • Finalize staff recruitment process initiated in the last quarter 		May 2015
FINANCIAL MANAGEMENT		
<ul style="list-style-type: none"> • Conduct ECHS grantee financial management capacity assessments 		May 2015
<ul style="list-style-type: none"> • ECHS grantees monitoring plan providing support to address Special Award Conditions 		June 2015
<ul style="list-style-type: none"> • CDS cost share reporting: TOMS cost share analysis and valuation 		ongoing
<ul style="list-style-type: none"> • Monitor grantees cost share plans and reporting follow up 		

ANNEXES

ANNEX 1: ECHS PARTNERS START UP REPORTS

Partner Name	Achievements	Challenges Encountered and Proposed Solutions	Plans for the Next Quarter
mothers2mothers	<ul style="list-style-type: none"> • ECHS project tools development • Strategic relationship and partnership building • Priority planning and orientation meetings • Project staff recruitment • ECHS project award set-up and orientation of operational support staff 	<ul style="list-style-type: none"> • Delay in recruitment of Project Manager. Candidate selected following a round of intensive screening and assessments. • Position has been re-advertised hopefully to be filed in May 2015 	<ul style="list-style-type: none"> • Finalize recruitment and orientation of new project staff • Train Family Mentors • Formal community awareness and project introduction roadshows • Formalize ECHS project client two-way referrals and partnerships with identified child health, social services and ECD related service providers • Start-up of core ECHS project services provided by Family Mentors for enrolled clients (caregivers, children and households) • Review and finalize project targets; • Implement project supervision guidelines to ensure quality ECHS services are provided • Conduct structured monthly and quarterly project implementation and M&E reviews from project site level including quality improvement planning
Hope World Wide	<ul style="list-style-type: none"> • Hiring of key personnel, Financial Officer, part-time 	<ul style="list-style-type: none"> • Delays in hiring M&E Officer. Requested support from FHI 360 for CVs. 	<ul style="list-style-type: none"> • Complete Home Visitor Training. • HSRC Baseline Assessment • Hire M&E Officer

	<p>Administrator, 15 home visitors.</p> <ul style="list-style-type: none"> • Development/updating of draft policies and procedures. • Submission of ETF Staff Development Plan for approval • Training of home visitors. • Distribution of 449 pairs of TOM shoes 		<ul style="list-style-type: none"> • Finalize M&E Plan • Operationalize M&E Database • Hold ECHS Workshops for beneficiaries • Establish Parent Support Groups • Commence of home visits • Commence ETF-supported staff training • Finalize policies
Khethimpilo	<ul style="list-style-type: none"> • Recruitment of the caregivers and children 	<ul style="list-style-type: none"> • Due to the realignment of activities to the PEPFAR focus areas or districts, will close out operations in Amajuba, and reduce significantly with a 12 month lag time close the iLembe district. This will result in having to retrench and recruit new staff according to the newly defined targets and areas of work. 	<ul style="list-style-type: none"> • Conduct home visits to reach 900 children & caregivers in their households to improve parent/caregiver-child interaction, household-safety and hygiene, improve health indicators, nutritional status, access to health services, social and welfare services • Provide parenting & mentoring program by training caregivers on nutrition, health, early childhood stimulation, hygiene and safety and social support • Initiate playgroups for children in Circles of Support that are age and context appropriate
Woz'obona	<ul style="list-style-type: none"> • Increased organizational capacity through staff and board workshops and development of tools • Stakeholder engagements in the various communities that were proposed as geographic areas for the project in Sekhukhune. 	<ul style="list-style-type: none"> • The changes in the transition to districts identified as focal districts for impact have greatly affected the organization in a negative way. • In recruiting home visitors, CBOs will be engaged in the newly identified areas with a view to fast tracking the recruitment by contracting 	<ul style="list-style-type: none"> • Participate in Baseline Assessment • Recruit home visitors • Participate in Key Project Meetings and workshops • Finalize MER Plan • Finalize the Finance Management Policy and Procedures • Complete statutory audit for 2014

	<ul style="list-style-type: none"> Drafted key policies and procedures 	<p>some of the fieldworkers who formerly or are currently working with the CBOs in the same villages.</p> <ul style="list-style-type: none"> Recruitment of new Finance Manager to be completed in May 2015. 	
The Valley Trust	<ul style="list-style-type: none"> Orientation meeting on 25th of February 2015 with FHI 360 CDS delegation. 	N/A	<ul style="list-style-type: none"> Launch the project in the area of KwaNgcolosi to get the community buy-in on the project
	<ul style="list-style-type: none"> Community Integrated Management of Childhood Illnesses (CIMCI) Train the Trainer course held from February 25th to March 05th, 2015 . 	N/A	<ul style="list-style-type: none"> Recruitment of Data Management Officer as well as Monitoring and Evaluation Officer to increase the staff capacity of the team
	<ul style="list-style-type: none"> Distribution of TOM Shoes in conjunction with CDS on 13th March 2015 in the area of KwaNgcolosi. 70 beneficiaries (caregivers and children) attended the event 	N/A	<ul style="list-style-type: none"> Improve monitoring system by introducing the Mobenzi mobile handset system instead of hard copy forms.
	<ul style="list-style-type: none"> Meeting with Childline on March 12th to discuss possible collaborations in Psycho-social component of the project 	N/A	<ul style="list-style-type: none"> Establish and strengthen collaborations with organizations that have expertise in psycho-social programs (such as Child Line), food security (Elet) as well as child health and stimulation (The Unlimited Child).

