

# CAP New Partners Initiative

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**CAPABLE**  
PARTNERS PROGRAM  
New Partners Initiative



Academy for Educational Development

**Academy for Educational Development  
Capable Partners Program/New Partners Initiative  
Technical Assistance Program**

**SEMI - ANNUAL REPORT**

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## ACRONYMS

ADPP	Ajuda de Desenvolvimento de Povo para Povo
AED	Academy for Educational Development
Ahe Eme	A HE EME Hukuntsi
AIDS	Acquired Immune Deficiency Syndrome
ASO	AIDS Service Organization
Bonang Koo	Bonang Koo Theatre Group – Lobatse
Boteti	Boteti Production
CAFO	Church Alliance for Orphans
CAP	Capable Partners Project
CDC	Centers for Disease Control
CI	Cote d'Ivoire
CMMB	Catholic Medical Mission Board
CONMUSAS	Community Health Project
COP	Country Operational Plan
CRWRC	Christian Reformed World Relief Committee
CT	Care and Treatment
CTO	Cognizant Technical Officer
FHI	Family Health International
FHSSA	Foundation for Hospices in Sub-Saharan Africa
FIDA	Fayyaa Integrated Development Association
FLN	Family Life Network
FTE	Full Time Employee
FY	Fiscal Year
GG	Geneva Global
GOAL	Global Outreach for Addiction Leadership
GT	Genesis Trust
HIV	Human Immunodeficiency Virus
HQ	Headquarters/ Home Office
HR	Human Resources
HRSA	Health Resources and Services Administration
ICAP	International Center for AIDS Care and Treatment Program, Mailman School of Public Health, Columbia University.
IDF	Institutional Development Framework
IEC	Information, Education and Communication
JFP	Justice For All- Prisons Fellowship Ethiopia (JFA-PFE)
Kamatakimo	Kajiado, Machakos, Taita, Kitui and Mombasa Anglican Church Kenya Dioceses
Le Soutien	ONG Le Soutien
LCCT	Light and Courage Centre Trust
LWA	Leader with Associate
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MSCI	Medical Services Corporation International
MSI	Management Services International
MTA	Men Taking Action

M2M	Mothers2Mothers
NAV	Nordic Assistance to Vietnam
NCMI	Nazarene Compassionate Ministries International
NGO	Non-governmental organization
NFPC	Natural Family Planning Center of Washington DC
NICRA	Negotiated Indirect Cost Rate Agreement
NPI	New Partners Initiative
OAA	Office of Acquisition and Assistance
OGAC	Office of the Global AIDS Coordinator
OIG	Office of the Inspector General
OVC	Orphans and Vulnerable Children
PC	Palliative Care
PEPFAR	President's Emergency Plan for AIDS Relief
PLWHA	People Living with HIV/AIDS
PMTCT	Prevention of Maternal to Child Transmission
RCEA	Reformed Church of East Africa
RIP+	Reseau Ivoirien des Organisations de PVVIH
Seetebosigo	Seetebosigo Theatre, Ghanzi
SOW	Scope of Work
TA	Technical Assistance
Tselakgopo	Tselakgopo Theatre Group in Serower
UCM	Catholic University of Mozambique
USAID	United States Agency for International Development
USG	United States Government
VIA	Visions in Action
WHH	World Hope Haiti
WHI	World Hope International
WRCCS	Anglican Church of Kenya- Western Regional Christian Community Services
YOHO	Youth Health Organization

## **Overview/ Background**

On July 26, 2007, the Academy for Educational Development (AED) was awarded an associate cooperative agreement under USAID's Capable Partners Program to provide technical assistance to the cohort of Round One Grantees under the New Partners Initiative (NPI).

### **Academy for Educational Development**

Founded in 1961, the Academy for Educational Development is an independent, nonprofit organization committed to solving critical social problems worldwide. AED has more than 2000 staff worldwide operating more than 250 programs to improve health, education, and economic opportunities for people in 150 countries and all 50 US states. AED has been working on HIV/AIDS-related programs both domestically and internationally since the late 1980s and has led initiatives in HIV/AIDS prevention, voluntary counseling and testing, workplace programs, anti-stigma and discrimination, community action planning, grants management, palliative care, and support for orphans and vulnerable children, and targeted interventions with vulnerable and at-risk populations. Through programs such as CAP, COMCAVI-Honduras, South Africa Umbrella Grants Management, Ghana SHARP and others, AED has combined skills in grants management and technical assistance/capacity building support with HIV/AIDS technical skills and in-country presence to support the development and sustainability of indigenous partners.

### **Capable Partners Program**

The Capable Partners Program (CAP) is a five-year, "Leader with Associates" (LWA) cooperative agreement between USAID/DCHA/PVC-ASHA and the Academy for Educational Development. CAP is dedicated to enhancing the organizational development, technical capacity and sustainability of local non-governmental organizations (NGOs) and NGO networks.

CAP is designed to strengthen organizations working in any sector (e.g. health, environment, agriculture, micro-enterprise, education, information technology, gender, conflict mitigation, business development) or across multiple sectors. CAP's core activities include:

- 1 Training and technical assistance in monitoring and evaluation, advocacy, public-private partnerships, NGO strengthening and other topics;
- 2 Institutional strengthening incorporating participatory organizational assessment, the identification of priority needs and customized organizational development assistance;
- 3 Grant programs to support the sustainable development of NGO networks in targeted USAID-assisted countries; and

- 4 *NGOConnect.NET*, an interactive electronic portal to exchange information, share best practices, build linkages and participate in distance learning activities, as well as an on-line library of practical information and resources for NGO development.

### **The New Partners Initiative**

The New Partners Initiative is a \$200 million initiative created under the President's Emergency Plan for AIDS Relief (PEPFAR or Emergency Plan) for grants to provide HIV/AIDS prevention and care in the 15 Emergency Plan focus countries. The NPI is intended to increase the number and involvement of international and indigenous non-governmental partners to help achieve two out of the three Emergency Plan goals: to support the prevention of seven million HIV infections and to support care for ten million persons.

The NPI is a competitive grants process for organizations with the desire and ability to help implement the Emergency Plan, but who have historically received less than \$5 million dollars from the U.S. Government. The Emergency Plan reaches out to organizations through NPI, working to enable them to become new partners. The goals of the initiative are to:

1. Increase the Emergency Plan's ability to reach people with needed services,
2. Identify potential new Emergency Plan partner organizations,
3. Increase their capacity to provide prevention and care services, and
4. Increase the total number of Emergency Plan partners.

On December 1, 2006, World AIDS Day, twenty-three awards to twenty-two US-based and indigenous organizations were made under Round One of NPI covering organizations working in 13 of the 15 focus countries. Following award, USAID determined that these Grantees would benefit from the support of a technical assistance provider supporting Grantees to work more effectively to address HIV/AIDS prevention, care and support, and other related needs in the countries they serve. AED is pleased to have been selected as the technical assistance provider for this assignment. During September 2008, AED was additionally asked to provide technical assistance support to CHAMP in Zambia.

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### **Program Structure/Goals**

As the technical assistance provider to the Round One Grantees under NPI, AED is charged with two broad goals under its Associate Award:

1. Support the NPI Round One Grantees to succeed in their current grants through an array of skill building activities via tailored/customized technical assistance and broad-based trainings.
2. Ensure that skills built during the NPI grant period are institutionalized to allow Grantees to be able to apply for direct funding from the United States government in the future.

Success of this project depends heavily on partnership and collaboration with an array of stakeholders. Some of these key stakeholders are USAID/Washington, HRSA/Washington, United States Government teams, including mission staff and PEPFAR representatives in each of the program countries, Grantees (both headquarters and field-based staff), Grantees' sub-grantees, and other PEPFAR implementing partners whose work may align or complement that of the NPI Grantees.

### **Reporting on Year 3 Progress: Executive Summary**

Half way through year three of the NPI program, AED is providing technical assistance to 29 grantees with 22 grantees from round 1, one grantee from round 2 which was approved in October 2008 and 6 grantees from round 3 who were awarded their contracts in December 2008. AED has worked with all three cohorts in different ways but has also encouraged and supported the three groups to interact together in a mentoring relationship. Where there has been geographic proximity this has worked well.

The workplan that came out of the retreat in Johannesburg in July 2008 has been implemented at different stages in different regions. East Africa established a training and TA plan and has been working to this plan. There have been major challenges with staff changes in the southern Africa office and the training plan has been less well coordinated. However the primary training functions have been addressed. Haiti has effectively completed training in a timely manner.

The Grantees for whom AED is responsible have developed during the period at different rates and those that have embraced NPI have become more in demand from other branches of USG and other donors. Others have continued to struggle to reach their targets or have developed internal management problems that have hampered effective programming. We are providing close out for all round one Grantees during the next cycle irrespective of whether the Grantee will be awarded either with more time to finish an incomplete program through a no cost extension or will be provided with additional funds to further implement their program. We also are providing sustainability training to identify alternative sources of funding so that Grantees can continue to be supported.

This report outlines the main features of each of the 29 Grantees with whom AED partners in this program. Each grantee submission has three sections; highlights, challenges and next steps. AED is most appreciative of the opportunity to share our skills and resources with these Grantees and to support them to become more effective contributors to PEPFAR and the global fight against HIV and AIDS.

In addition to direct support to the field based Grantees, AED has expanded our support to US based grantees during the period. This has been further enhanced by the presence of three US based round three Grantees. We have also made progress with the launch of the NPI-Connect.net web site and have made progress during the period with NPI connect eNewsletters. AED is also finalizing a resource guide that will provide each grantee with documentation on how to establish, manage, and close out a US Government funded project.

**Summary of impact of Technical assistance:**

**1. Round Three Launch**

In December of 2008, AED received additional funding to support 6 new NPI grantees including: Cross International (Haiti), Tshwane Leadership Foundation (South Africa), Grassroot Soccer (South Africa), Otse (Botswana), BORNUS (Botswana), and Worldwide Orphan Foundation (Vietnam). To introduce these grantees to NPI as well as provide basic guidance for award start up, financial management and compliance, human resources management, governance, and sustainability. The Round 3 Launch was held in Kampala, Uganda from February 9-12, 2009. Each grantee had 4 staff in attendance along with members from the AED, NuPITA and TA-NPI teams. Attendance from the USG side included representatives from USAID, CDC, HRSA and OGAC.

Grantees attended specialized plenary sessions on financial management, compliance, human resources management, governance and sustainability, met individually with their TA providers and USG Activity Managers and networked with one another. Grantees left with a binder full of information to being implementation of their grants

**2. Staffing**

During this reporting period, AED went through several staffing changes. Lemma Degefa took on the role as field liaison role in Ethiopia for NPI. Nelson Kamoga and Refiloe Joka-Serote both resigned from the South Africa office from their positions as Monitoring and Evaluation Advisor and Organizational Development Advisor respectively. Also, Field Liasion in Vietnam Patrick Burke resigned from his position. Under the provision of technical assistance to NPI Round 3 agreement, AED also included a Deputy Director based in Washington, D.C. and a Program Associate. AED is working rapidly to fill these positions in order to continue a high level of technical assistance delivery to the NPI Grantees.

**Overall Challenges for AED as a TA provider**

The dilemma for Grantees has been to understand the role that AED plays since funding is direct from the US Government to the Grantee. While this appeared to be a problem early on, the skills that AED staff have transferred to the Grantees have usually solicited a request for ongoing support. AED has recognized that in the early days of TA provision one size fits all was appropriate since all organizations had similar needs. As the level of sophistication among the Grantees has increased, we now have diverging needs that has meant less group training and more one-on-one technical assistance. AED has been able to address this need and will continue to do so for the duration of the assignment. We have been rebuffed by some organizations who believe that they are more effective without the TA provider. We will continue to be available to those

grantees should they change their mind regarding their external technical assistance needs.

## **Grantee Profiles**

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### **Eastern Africa Region**

#### Ethiopia

##### **FIDA**

Fayyaa Integrated Development Association (FIDA) is an implementing sub grantee of the Nazarene Compassionate Ministries Inc, which runs NPI programs in both Ethiopia and Zambia. FIDA is partnering with Justice For All--Prison Fellowship Ethiopia (PFE) to deliver AB Prevention services to youths and adults (including prisoners), Orphans and Vulnerable Children and Palliative Care beneficiaries through mobilizing churches, mosques, schools, district youth associations and kebeles (community associations).

In this reporting period, FIDA received technical assistance in the areas of financial management, human resources management including volunteer management, compliance and monitoring and evaluation.

##### **Highlights**

In November of 2008, FIDA underwent a reassessment with AED. FIDA has grown in the areas of financial management and monitoring and evaluation. FIDA continues to have difficulties in governance and human resources. Additionally, AED found that based on the knowledge that FIDA has gained, they chose to rate themselves at a lower level in some categories in order to take advantage of the additional technical assistance. Based on the reassessment, a new technical assistance plan was developed for FIDA which focused on the monitoring and evaluation and human resources management aspects.

During this reporting period, FIDA also worked with technical assistance provider AED to complete a data quality and use training and build their M&E systems. A data quality audit was conducted and based on the gaps found, FIDA was provided with both tools and guidance to strengthen their system.

In the course of AED's provision of technical assistance to FIDA, the organization has successfully evolved from working as a sub-grantee under NCMI with NPI funding to winning an award as a prime recipient under a USAID funded malaria initiative grant. Additionally, upon encouragement from AED, FIDA relocated its head office from Jimma to Addis Ababa. From this move, FIDA's visibility has increased within the NGO community. In terms of sustainability, this move has proved useful as international

organizations (such as JSI) has approached FIDA for partnership opportunities based on FIDA's success and results to date.

### **Challenges**

Given the success of the programs and the training provided to its staff, there has been a high turnover of FIDA's staff due to them being recruited elsewhere. This high staff turn-over then requires re-training on the part of AED.

AED has encountered some difficulties in scheduling technical assistance based on the short staffed team and the centralization of the decision making process. AED will be working with FIDA in the next reporting period to complete a staff performance management system to assist with staff retention.

### **Next Steps**

During the next reporting period, AED will work with FIDA in the area of M&E to build on the skills of the data quality training and work on data analysis skills and its use in program implementation. The technical assistance will focus on "results based management" or use of data to adjust programs. In the area of financial management, AED will hold a refresher training in financial compliance and then will follow up with one on one technical assistance to FIDA. In the area of organizational development, FIDA will work with AED to develop a strategic plan, finalize a staff performance management system and review and update organizational policies. Additionally, AED will provide close out guidance as necessary to FIDA.

### ***Geneva Global***

Geneva Global acts as an intermediary for the New Partners Initiative (NPI) to select and manage a portfolio of the most effective community and faith-based organizations (C/FBOs) in Ethiopia. Geneva Global strengthens the capacity of these organizations to deliver HIV/AIDS awareness/prevention and care/support services (persons living with HIV/AIDS (PLWHA) and orphans and vulnerable children (OVC) and their families ) to Ethiopians in need.

During this reporting period, Geneva Global received technical assistance in the areas of monitoring and evaluation, subgrants and volunteer management, and financial management.

### **Highlights**

Geneva Global underwent a reassessment in November of 2008. Based on the reassessment, it was found that Geneva Global has made advances in monitoring and evaluation and financial management. However some scores which decreased from the baseline. These were attributed to the increase in understanding of the area as well as

some staffing changes in Geneva Global (loss of an executive director for some time). Based on the results of the program assessment, AED and Geneva Global jointly developed a technical assistance plan for the remainder of the grant.

Since the last reporting period, GG has worked intensely on completing an M&E plan and consequently has worked with their sub-grantees to develop an M&E plan. AED worked closely with Geneva Global to both provide and adapt data collection tools and methodologies. These were shared with sub-grantees as well which ensured consistent data collection methods across all subgrantees. Additionally, Geneva Global worked with AED to build the ground work for a strategic planning session to be conducted in the next reporting period.

### **Challenges**

Geneva Global has recognized the management burden of promoting 30 sub-grantees and has thus made a decision to focus on maturing or graduating only 9 of their sub-grantees. AED has willingly extended TA support to the 9 sub-grantees, a process which has reinforced GG's capacity building role and skill set. Additionally, during the reporting period, the executive director for Geneva Global in Ethiopia resigned and was replaced by the former finance analyst. Geneva Global then recruited a finance director with experience which provide a seamless transition.

### **Action Plan**

During the next reporting period, AED will provide Geneva Global with financial management to capacity-build the 9 sub-grantees to ensure strong financial management systems are in place prior to their "graduation" process. In the area of M&E, AED will build on the skills taught in the data quality training to assist Geneva Global roll out data quality assessments to the sub-grantees. AED will also provide mentoring to Geneva Global sub-grantees in monitoring and evaluation to ensure these groups are able to implement AED's recommendations. Additionally, AED is working with Geneva Global to help develop checklists for home based care and OVC interventions which will assist in consistent record keeping. In the area of organizational development, AED will work with Geneva Global on developing an employee retention strategy and Ethiopia office strategic plan.

### Kenya

#### **CRWRC**

CRWRC, working with 3 Kenyan partners (Western Region Christian Community Services, KAMATAKIMO Christian Community Services and Plateau Mission Hospital) implements the NPI project in four program areas, namely HIV prevention (AB), counselling and testing, PMTCT, OVC and palliative care. The strategy of this program is to mobilize the resources of the churches and community groups in the target areas to

provide needed services. CRWRC and its partners equip health facilities to provide counseling and testing services and the minimum package of PMTCT services. Religious leaders, volunteers, and caregivers are trained to provide support and home-based care to PLWAs and OVCs. CRWRC and its partners also provide technical assistance for HIV-related institutional capacity building for community groups.

During this reporting period, CRWRC received technical assistance in the areas of subgrants and volunteer management, human resources management, financial management and program implementation.

### **Highlights**

During this reporting period, CRWRC filled the position of Country Director. The lack of a country director previously led to a disconnect in planning technical assistance as there was scattered leadership. Now, senior management are actively engaged in participating in AED's TA support which has enabled the recommendations to be implemented and strengthened the capacity of their sub-grantees.

AED assisted CRWRC in developing a new organizational chart which has been adopted by CRWRC-Kenya. Additionally, AED worked with CRWRC to revise national staff job descriptions, review the qualifications needed for each position to develop a grading system and conduct a salary survey. Based on this work, internal discussions are now underway to review and adopt the new national staff salary structure and job grades. AED also assisted in the development of a record keeping policy.

AED also conducted a reassessment of CRWRC subs WRCCS, RECA, Kamatakimo and developed for action plans for the remainder of the NPI grant.

AED worked with Anglican Church of Kenya- Western Regional Christian Community Services (ACK- WRCCS), during this reporting period, to develop a filing policy and filing structure following the records management workshop held on the 30<sup>th</sup> -31<sup>st</sup> October, 2008. AED also conducted a reassessment of WRCCS' work. WRCCS scored very highly and had improved capacity in all assessment areas. AED recommended increasing the visibility of program results for the overall increase in the visibility of the organization. AED will also continue to provide financial technical assistance as the organization is growing. Additionally ACK-WRCCS was chosen as a prime implementer for APHIA II Western- Kenya with USAID funding.

The Reformed Church of East Africa (RCEA), also underwent reassessment with AED and a slight decrease in some scores was found. This was mainly attributed to the loss of an NPI Coordinator as well as a lack of an M&E Coordinator. Additionally, the organization started to understand what was needed to create an effective organization and scored themselves at a lower point than the previous year to more accurately reflect their current status. AED outlined pieces for follow up in the reassessment trip report. The technical assistance plan, attached in the appendices here, highlights the need for focused TA in financial management.

During this reporting period, AED worked with CRWRC sub, Kamatakimo, to both conduct the reassessment and implement a computerized accounting system. During the reassessment, Kamatakimo was found to improve in all assessment areas except for monitoring and evaluation. Kamatakimo was content with the scoring and collaborated with AED to develop an action plan for technical assistance for the remainder of the grant. AED's technical assistance over the remainder of the grant will focus on monitoring and evaluation and financial management.

### **Challenges**

The major challenge CRWRC is facing obtaining tax exempt status from the Government of Kenya, but has not yet been successful in doing so. AED is assisting with the process as much as possible.

### **Next Steps**

In the next reporting period, AED will work with CRWRC to follow up on 2008 financial review recommendations to ensure these have been implemented and troubleshoot any compliance issues CRWRC faces in beginning the close out process. Additionally, AED will provide assistance in development of a new procurement system. In the area of monitoring and evaluation, CRWRC will work to operationalize the M&E plan with AED oversight. Additionally, AED will assist in the provision of data use training for CRWRC sub grantees KAMATAKIMO and WRCCS. For sub grantee RCEA, AED will follow up on previous M&E assistance to ensure that data collections tools provided are adequate and used properly. Additionally, AED will provide technical assistance on the BCC strategy as well as the care and support program implementation. In the area of organizational development, AED will work with CRWRC to implement the newly develop record keeping policy.

### ***M2M – CMMB***

The M2M-NPI program is being implemented through an innovative facility- and community-based model for education and support to help women to access PMTCT programs and other health care services before, during, and after the birth of their babies. Through individual and group counseling and support, the program provides clients with knowledge, guidance, and encouragement so that they can make informed decisions and access the best care for themselves and their babies. The program aims among others to; prevent mother to child transmission of HIV and increase uptake of health and life-sustaining antiretroviral therapy by mothers and integrate Mothers to Mothers as a core service model in the health care system. M2M works with CMMB (Catholic Medical Mission Board) in Kenya and Imbuto Foundation in Rwanda.

During this reporting period, M2M's sub, CMMB, has received technical assistance in the areas of human resources management, governance and financial management.

## **Highlights**

With AED's support, M2M has been able to register as an independent legal entity in Kenya. Additionally, AED has assisted M2M in developing a board and organizational constitution, similar to their headquarters in South Africa, which will allow the organization to operate as an NGO in Kenya.

AED works with M2M on a technical assistance as requested basis. AED established an agreement with M2M on technical assistance provided to CMMB. AED does invite CMMB to participate in all trainings held.

## **CMMB**

Over the time of the NPI grant, AED has worked with CMMB to put in place a local governing board. This action now allows CMMB to receive in-country funding. Since the change, CMMB has already secured funding as a prime partner on the International Center for AIDS Care and Treatment Program, a program of Mailman School of Public Health, Columbia University.(ICAP).

AED has worked with CMMB to revise the human resources policy to align with new Kenyan labor laws- in specific the areas addressing engagement of mentor mothers. Additionally, AED has provided support in the design and development of CMMB's national volunteer program which is set to be launched on April 23, 2009. AED has also tasked CMMB with updating their HR plan to reflect staffing needs for program activities as well as staff recruitment and retention plan. AED will provide assistance as requested in this process.

## **Challenges**

Currently, CMMB's work is running smoothly and AED encountered no challenges to the provision of technical assistance during this reporting period.

## **Next Steps**

During the next reporting period, AED will work with CMMB to follow up on financial recommendations provided in 2008 to ensure these are implemented. In the area of monitoring and evaluation, AED will work with CMMB to conduct a training and field exercise in routine data quality assessments and provide recommendations based on the results. In the area of organizational development, AED will work with CMMB to conduct a volunteer training to CMMB's implementing partners in Nyanza, Western, Central and Nairobi Provinces. Additionally, AED will provide assistance in revising the staff performance management system, adopting a leadership succession policy and implementing the staff retention policy once developed. AED is awaiting approval from CMMB's headquarters prior to commencing these activities.

## ***SarahNetwork/GOAL***

For the NPI program GOAL (Global Outreach for Addiction Leadership and Learning), is working in partnership with a local organization SARAH Network (Substance Abuse Rehabilitation and HIV/AIDS). SARAH Network's mission is to change lives by working with communities to address the problem of HIV/AIDS and Substance abuse by promoting sustainable prevention, care, and support interventions to restore healthy living. For the NPI program SARAH Network is implementing the project focusing mainly on HIV Prevention (Abstinence/Being faithful and other behaviour change beyond abstinence and/or being faithful).

During this reporting period, SarahNetwork/GOAL received technical assistance in the areas of financial management, human resources management, and governance.

### **Highlights**

SarahNetwork recently completed their A-133 audit and had significant audit findings. Based on the findings, AED has been working closely with SarahNetwork to implement the recommendations made by the auditor. Additionally, AED is working with GOAL to develop a plan for corrections.

In the area of human resources management, AED has worked with SarahNetwork to revise staff contracts to comply with the new Kenyan Employment Act.

Also, AED worked with SarahNetwork/GOAL to assist in resolving communications issues between the GOAL Grants Manager and the SarahNetwork Director on programmatic implementation.

### **Challenges**

SarahNetwork has consistently had challenges in implementing recommendations from AED financial assessments, reviews and checks. AED has worked with SarahNetwork to push for the implementation of recommendations.

GOAL/SarahNetwork is facing a great deal of audit findings which will need to be addressed and resolved in a timely manner.

At the headquarters level, there have been several issues between the board and the Executive Director. AED has been working with GOAL on these governance issues and assisting with audit issues as they arise. AED has assisted GOAL by contracting an external facilitator for GOAL's Board meeting. During the meeting it was decided that the services of the Executive Director would be terminated.

### **Next Steps**

Over the next reporting period, the priority is to identify an Executive Director for GOAL who will be able to close out the NPI grant but also lead GOAL moving forward. AED will work with SarahNetwork to ensure the appropriate response to all audit findings. Additionally, AED plans to provide technical assistance on SarahNetwork's feedback mechanism and referral tools. AED will also support the revision of the "Other Prevention Methods" implementation manual developed by SarahNetwork. In the area of organizational development, AED will work with SarahNetwork to develop a staff performance management system, a records management system and a staff retention policy.

### Rwanda

#### ***Imbuto***

Mothers2mothers (m2m) is a non-governmental organization that works in seven countries in Eastern and Southern Africa to reduce the number of babies born with HIV and help women access medical care for themselves and their families. Through an innovative mentoring program, m2m uses education and empowerment as tools to prevent mother-to-child transmission (PMTCT) of HIV/AIDS during pregnancy, combat stigma within families and communities, support a mother's adherence to medical treatment, and reduce the likelihood of AIDS orphans. With NPI funding, in Rwanda, M2M's partner is the Imbuto Foundation.

During this reporting period, AED provided technical assistance to the Imbuto Foundation in the areas of financial management, human resources management, administration and monitoring and evaluation.

#### **Highlights**

During the reporting period, AED worked with the Imbuto Foundation in Rwanda to develop a new filing structure for the Director General's office and assist in the reorganization of the files. Additionally, an onsite review of the records management was done to ensure the system was viable.

#### **Challenges**

Imbuto has had difficulty in filling the financial accountant position due to the long security clearance process from the Government of Rwanda. AED provides assistance as requested, but can do little in the situation.

#### **Next Steps**

In the next reporting period, AED plans on following up on the financial review conducted in 2008 to ensure that all recommendations have been implemented. Additionally, AED will provide technical assistance in the recruitment of an M&E

Officer. AED will provide training on reporting writing and documentation of best practices. In the area of organizational development, AED will assist in developing a new electronic filing structure, a revision of the organizational chart based on the job descriptions and updating the staff appraisal system.

### Tanzania

#### **ELCT**

Working the local partners Evangelical Lutheran Church of Tanzania (ELCT) and African Palliative Care Association (APCA), FHSSA is implementing NPI's continuum of care for People Living with HIV/AIDS in Tanzania. The project has three parallel components, each of which is developed in a complementary fashion. These components are: Scaling- up palliative care, including OVC services, at selected ELCT hospitals, facilitating the involvement of parish volunteers as caregivers through a model program called Every Church a Caring Church (ECCC) and increasing indigenous capacity by building up Selian Lutheran Hospital (a model program regarding palliative care) and Kilimanjaro Christian Medical Centre (KCMC) (a large referral hospital for a significant part of the population of Northern Tanzania) as training centers for palliative care. During this period, a program review with ELCT was conducted and from this review technical assistance in the area of program implementation was provided.

#### **Highlights**

ELCT continue to be advised by their Prime Grantee FSSHA to work through FSSHA. As a result, AED involvement in the programs of ELCT is limited.

#### **Next Steps**

Despite several attempts to reach out to this grantee, there has been no TA support requested hence no engagement at an individual organizational level. AED has been advised by USAID to ensure that efforts to engage the grantee have been initiated.

### Uganda

#### ***Visions in Action (VIA)***

VIA is an international NGO currently working in Uganda. VIA has partnered with Health Alert Uganda (HAU) a local NGO to expand VCT clinics and HIV/AIDS prevention and care services in Northern Uganda. During this reporting period, VIA received technical assistance in the areas of human resources management, financial management, and monitoring and evaluation.

#### **Highlights**

VIA was the Round 1 partner selected to give a presentation during the Round 3 Launch in Kampala, Uganda based on their submission of an abstract to AED. VIA highlighted

some of the issues faced as a Round 1 NPI grantee and the support mechanisms in place to help address these issues. Additionally, after a lengthy struggle and a great deal of technical assistance provision, VIA finally managed to receive clearance for the use of project vehicles procured over a year ago. Based on conversations with Organizational Development Specialist, VIA is working on a host country national employment manual and retention policy. AED is working with VIA on these documents with a goal to complete these during the next reporting period. Also based on these conversation, VIA and Healthalert both have streamlined their procurement systems. VIA worked with Monitoring and Evaluation Specialist to participate in a practical report writing training and is now able to produce quality programmatic reports.

### **Challenges**

VIA has experienced a high staff turnover rate in the short time of the NPI grant. Due to this, AED has had to repeat trainings for new staff. Additionally, their registration status as an International NGO, has limited their ability to attract in country funding.

### **Next Steps**

Over the next reporting period, in the area of financial management, AED plans to work with VIA to review the 2008 recommendations to ensure these are implemented. In the area of monitoring and evaluation, AED will focus on developing the data management and data usage plans for VIA and Health Alert. Additionally, AED will help strengthen the monitoring and support of the volunteers and peer educators and assist in the development of a referral mechanism for Health Alert Uganda. In organizational development, AED will be working with VIA to follow up on all previous technical assistance provided to ensure implementation of recommendations. Additionally, VIA will finalize the host country national staff policy manual and retention policy.

### ***Teen STAR Uganda***

The Natural Family Planning Center (NFPC) of Washington, D.C. has more than 25 years of experience providing preteens and teens in the United States and abroad with education on fertility and sexuality with a focus on preventing pregnancy and sexually transmitted infections, including HIV/AIDS. Under NPI, the organization provides abstinence and faithfulness prevention programs in Ethiopia and Uganda.

During this reporting period, TeenStar Uganda has received technical assistance in the areas of financial management, compliance and administration.

### **Highlights**

During this reporting period, the AED financial advisor provided TA support to Teen STAR management specifically in the areas of financial management and compliance with USG Regulations. Some TeenSTAR staff attended select sessions of the Round 3 Launch to obtain a better understanding of compliance issues and then attended training

in Botswana to build on these skills. AED Eastern Africa staff worked with TeenSTAR staff to train management on vehicle management, logbooks, and the assets register. The AED Project Director accompanied by the USAID AOTR visited Teen Star Uganda in February for an orientation of the program.

### **Challenges**

Teen STAR currently has no accounting system in place and uses spreadsheets to prepare their financial reports. They require assistance in ensuring that their financial policies are compliant to local law, USG requirements and best practices. AED is working with the program to address all of these areas.

### **Southern Africa Region**

#### *Botswana*

#### ***LCCT***

The Light and Courage Centre Trust (LCCT) in **Botswana** was established to provide care, support and information to community members living with and affected by HIV/AIDS. Today, the program involves people living with HIV/AIDS in service delivery. The Trust was established with support from the local Rotary club. The Centre plans to continue its work in Botswana providing palliative care. During this reporting period, LCCT received AED TA in monitoring and evaluation, human resources management and financial management.

### **Highlights**

As a highlight, NPI Botswana facilitated the enrollment of 2 LCCT nurses to the KITSO AIDS Training Program (Dec 1) as part Botswana-Harvard School of Public Health AIDS Initiative Partnership. KITSO has been operational since 2001, and has trained large numbers of health care workers in the baseline training module, "AIDS Clinical Care Fundamentals" (ACCF). This is a baseline course which provides health professionals with standardized and country specific information and skills to provide HIV/AIDS care and enhancing the understanding of ARV therapy to roll out to sites/ for Adherence counseling.

NPI Botswana facilitated the roll out of training for LCCT social workers and Rehabilitation Officer for the Steps For the Future Facilitators Training. Steps for the Future is an international and regional initiative that encourages communication and learning about HIV&AIDS using a collection of 40 documentaries and short films that examine the lives of people living in Southern Africa whose lives have been affected by the HIV/AIDS pandemic. The model makes use of people's stories and experiences of living with the virus to portray real life situations and to enable audiences to learn through the medium of facilitated documentary films. The approach is based on the

principle that film used as a communication tool has a greater impact and can lead to behavior change and the tools and films will be used for the clients at all five LCCT centres. LCCT hired a new M&E officer during this period. To train this new person, AED worked with JSI/NuPITA to secure admission at the M&E training held by JSI in Kampala in November.

During this reporting period, LCCT worked with AED M&E Technical assistance provider to complete a data quality audit and update their database. As a result of the data quality audit, LCCT was able to identify data quality gaps in their data management process this improve the overall quality of data provided to PEPFAR. Additionally, LCCT worked with M&E provider to review and update their OVC, Adult Care and Support Clients database. As an example of grantee collaboration, LCCT reviewed the shareware database developed by PCI for NPI Round 3 grantees Otse and Bornus and may adapt this program to their own needs.

Additionally, LCCT received financial management training by attendance at a financial management and compliance training in Gaborone, Botswana. The objectives of the training were for Round 1 and Round 3 grantees share experiences, become more confident in the USG rules and regulations, the financial work of the organization, and financial management best practices. The training naturally allowed the Round 1 and Round 3 grantees financial staff to network and exchange lessons learned. In the area of human resources management, LCCT worked with Resource Logic to develop solid HR structures/systems. In particular, the General Policies and Procedures and the Induction Manual were completed for LCCT.

### **Challenges**

One of the largest challenges LCCT faces is the management of their subgrantees. Francistown Home Based Care (one of LCCT's subs) currently has a skeleton staff operating their home based care program. While the staff is competent, the human resources are insufficient for the demands of the program. Additionally, another LCCT subgrantee, Bopaganang Basha also lacks human resources. Bopaganang Basha is in need of a competent finance assistant and additional personnel to ensure financial compliance as well as strengthen the financial systems. LCCT also needs to strengthen their rehabilitation department in terms of the activities provided as well as the skills sets of staff operating the department. During this reporting period, AED did provide technical assistance to review the rehabilitation strategy and encouraged relevant training for rehabilitation center staff such as the "Steps for the Future" trainings. However, more training is required for the rehabilitation officer and assistant to increase their skills.

### **Next Steps**

During the next reporting period, AED plans to work with LCCT to address audit findings and develop a remedy plan for the audit findings. Additionally, AED will work with the Rehabilitation center to finalize the rehabilitation strategy as stated above. AED also plans to conduct a board retreat with LCCT staff to address governance issues as

well and develop communication between staff. AED would like to plan a reassessment to chart LCCT's progress against the baseline and map additional areas where support is needed. In the area of human resources, AED plans to work with LCCT to finalize Human Resources policies such as the HIV AIDS in the workplace policy and drug free workplace policy. Additionally, AED will work with LCCT to develop a succession plan for LCCT's Board.

### ***Youth Health Organization (YOHO)***

Youth Health Organization (YOHO) is a youth-led, community mobilization, partnership-driven, initiative. In Botswana, YOHO is committed to reducing new HIV infections among the youth of Botswana through training, community mobilization, and participation in national events. YOHO also works with youth to provide abstinence and faithfulness prevention programs.

During this reporting period, YOHO received AED TA in monitoring and evaluation, human resources management, financial management and support for the development of their revised strategic plan.

### **Highlights**

During this reporting period, YOHO underwent an organizational audit. Prior to beginning the audit, YOHO spoke with RIG Pretoria to explain terms and ensure all USAID requirements were met. There were several audit findings against YOHO. Their new financial manager is preparing an action plan to address findings and AED is providing support along the way.

Additionally, NPI Botswana assisted YOHO with the recruitment of some of the senior staff (HR Officer, Finance Manager), which consisted of assisting in the recruitment advertisement, shortlisting the candidates, developing the executive summary for the applied candidates, scoring templates, writing interview questions and observing the recruitment process. YOHO hired a new financial manager during this reporting period. AED has worked closely with this person to ensure understanding of best practices, USG regulations and the NPI program. YOHO is still working to hire the other staff members. In the area of monitoring and evaluation, YOHO underwent a data quality audit to assist staff in uncovering gaps in the data management process. Based on this training, YOHO is able to improve the quality of data reported to PEPFAR and update their data collection tools and systems.

In the area of human resources, during this reporting period, YOHO also worked with Resource Logic on select HR issues. YOHO, with Resource Logic's support, was able to complete a remuneration structure, an induction manual, and a performance review system.

### **Challenges**

One of the largest issues facing YOHO currently is the retention and motivation of their staff. There are numerous vacancies (Programs Manager, HR Manager, Finance Manager, Field Coordinator Lobatse, Regional Manager, Field Coordinator Serowe, Chief Life Skills Officer) that have yet to be filled. The activities assigned to these vacant positions are instead spread over existing staff bringing down overall morale and motivation. AED is working with YOHO to fill staff positions as soon as possible. Additionally, YOHO's lack of a finance manager had made it increasingly difficult for YOHO to rework finance systems as per AED's technical assistance. AED was pleased to see the new financial manager hired and is eager to bring this person up to speed.

### **Next Steps**

During the next reporting period, AED plans to work with YOHO to develop an action plan to address the audit findings. As these findings have been pretty serious, AED is working with YOHO's new finance manager to develop a plan to address these issues and provide assistance in the execution of the plan. Due to the low staff morale, AED will be working with YOHO to conduct a climate survey of YOHO to help inform recommendations. AED will also work with YOHO to develop a succession and risk management plan to improve their governance. Additionally, AED and YOHO will work to finalize YOHO's strategic plan. Lastly, AED will assist in finalizing some remaining HR policies.

### ***Botswana Retired Nurses Society (BORNUS)***

The Botswana Retired Nurses Society (BORNUS) is a local non-governmental organization that works to complement existing free antiretroviral treatment programs with comprehensive, holistic palliative care services and a focus on strengthening the long-term capacity of families and communities. BORNUS is scaling up its current palliative care and orphan and vulnerable children activities, as well as expanding geographically to three new sites within Botswana.

BORNUS is a new Round 3 grantee and during this reporting period, received basic organizational capacity building via the Round 3 launch in the areas of financial management, human resources management, compliance and governance. In addition, AED worked with BORNUS on their workplan submission, financial management system, and to hire new staff.

### **Highlights**

During this reporting period, BORNUS underwent an organization capacity assessment of their systems with AED in order to develop a detailed technical assistance plan for their NPI grant. As part of the capacity assessment, BORNUS' policies were reviewed and requests for technical assistance over the life of the grant were made.

Additionally, AED assisted BORNUS in developing their workplan and budget submission. AED met with the management team to review the budget, indicators and

targets. Additionally, the rollout of the workplan was discussed. The workplan and budget were submitted to USAID for approval and BORNUS was granted clearance to begin work.

In the area of human resources, AED assisted BORNUS in recruiting senior staff- a Finance Officer and Finance Manager in particular. AED assisted in the development of the description, advertisement, development of a scoring template, provided interview questions, and provided commentary after observing the recruitment process.

BORNUS also participated in AED's financial management training held in Gabarone where BORNUS was able to network with other NPI grantees and learn financial management and compliance basics applicable to their NPI work.

### **Challenges**

One of the major challenges facing BORNUS is the need to recruit and hire their key personnel for the implementation of the grant. AED and BORNUS together noted the issue in the course of the OCA. The positions most needed currently include Finance Manager and Monitoring and Evaluation Officer. AED will be helping BORNUS to complete these hires.

Additionally, BORNUS does not have consistent internet access which thus hampers its ability to communicate with the TA provider or USAID. During the course of the OCA, AED recommended an immediate upgrade in IT systems, and a potential course in internet use/computer use for all staff. This will allow for enhanced communications. Issues around governance also became apparent through the course of the OCA with BORNUS. While reviewing the board composition, it was found that there are missing skill sets on the Board such as legal expertise or financial management expertise. As part of AED's capacity building, AED plans to work with BORNUS to address this gap. Additionally, through the OCA it became apparent that BORNUS has several gaps to fill in the area of financial management and compliance. BORNUS lacks comprehensive policies and procedures for its financial systems- including controls, documentation, reporting, audits and cost share. AED is aware of these issues and plans on addressing these almost immediately to ensure that BORNUS can be compliant with USG rules and regulations.

### **Next Steps**

During the next reporting period, AED will work with BORNUS to ensure that the PCI grant is appropriately close and staff have transitioned to the NPI award. AED will focus on recruitment of key staff to ensure BORNUS can effectively manage the NPI award. AED also plans on conducting a financial technical assistance visit as soon as possible to ensure that BORNUS' systems are updated and that they can be compliant with USG regulations.

### ***Otse Home Based Care***

Otse Community Home Based Care Trust (OCHBC) is a local non-governmental organization that is a leader in providing home-based palliative care in Botswana. In the South East District of Botswana, OCHBC is expanding the integrated delivery of home-based palliative care and support services for orphans and vulnerable children through a family-centered, family care approach to rural and underserved areas.

Otse is a new Round 3 grantee and during this reporting period, received basic organizational capacity building via the Round 3 launch in the areas of financial management, human resources management, compliance and governance. In addition, AED worked with Otse on their workplan submission, financial management system, and to hire new staff.

### **Highlights**

During this reporting period, Otse underwent an organization capacity assessment of their systems with AED in order to develop a detailed technical assistance plan for their NPI grant. As part of the capacity assessment, Otse's policies were reviewed and requests for technical assistance over the life of the grant were made.

Additionally, AED assisted Otse in developing their workplan and budget submission. AED met with the management team to review the budget, indicators and targets. Additionally, the rollout of the workplan was discussed. The workplan and budget were submitted to USAID for approval.

### **Challenges**

During the course of the OCA, the major challenge that became apparent was the Otse's reduced capacity to manage the NPI grant of this size given their financial systems, human resources, and their previous work. Otse and AED agreed that it was imperative to work almost daily with Otse to ensure that they can meet the obligations of the award in a compliant manner. AED discussed the possibility of adding an AED advisor within the organization to support their efforts.

Another key issue to ensure Otse can begin implementation is their need to recruit key personnel. These personnel include the Deputy Centre Coordinator, Finance Manager, Admin Manager, and M&E Officer. With these staff on board, Otse will have the necessary human resources capacity to manage the Otse Home Based Care program.

Additionally, through the OCA it became apparent that the Board may be lacking in some key expertise areas. As part of strengthening the organization, the board composition would need to be reviewed and enhanced.

The OCA also revealed some of the gaps in Otse's financial management systems. These include the lack of comprehensive policies and procedures to govern their financial systems, controls, documentation, reporting and cost share. At the start of the grant,

AED would like to ensure Otse has policies in place to be compliant with USG regulations and then abides by those policies.

### **Next Steps**

During the next reporting period, AED plans to work with Otse to ensure that staff has fully transitioned to the NPI award. In addition, AED will assist in the recruitment of key personnel almost immediately to ensure that Otse has sufficient human resources to manage and implement the grant. AED will find an NPI advisor to provide consistent guidance to Otse as they begin implementing their grant and start to grow. This position would be instrumental to the success of the grant. Lastly, AED will conduct a financial assistance visit as soon as possible to address gaps in the financial systems.

### Mozambique

#### **UCM**

Universidade Católica de Moçambique (UCM) established a medical school to address the critical shortage of physicians in Mozambique. UCM successfully managed a grant from the National Institutes of Health and is currently engaged in a “Twinning Partnership” with the University of Pittsburgh. This twinning partnership, under NPI, continues to increase human resource capacity to provide HIV counseling and testing, palliative care, and care for orphans and vulnerable children, as well as abstinence and faithfulness prevention programs.

During this reporting period, UCM has received technical assistance in the areas of financial management, monitoring and evaluation, and program implementation.

### **Highlights**

UCM underwent staffing changes during this reporting period which altered the TA delivered. UCM’s previous finance manager resigned and a new person started in November. Thus, AED committed the majority of time to financial management technical assistance to ensure the new staff member was well versed in the USG regulations and compliance issues. Additionally, AED finance staff worked with UCM’s subgrantees to ensure their financial reporting was acceptable to UCM.

Through conversations with HRSA program manager Blanch Brown, the completion of the finance manual was given a high priority. This manual is slated to be completed in June of 2009 with the assistance of AED TA provider Robby Vanrykel.

In the area of monitoring and evaluation, AED worked with UCM and subgrantees to review recommendations made during the data quality audit conducted in September of 2008. UCM later used the audit tools to repeat the process for its subgrantees. AED reviewed the findings and provided guidance as appropriate to both UCM and subs. Both UCM and subgrantees are also in the processing of adapting M&E tools provided to their

liking. AED is supervising the process and the end result to ensure it is acceptable for USG reporting.

In the area of human resources management, on a call with HRSA, some shortcomings were discussed in terms of the HR manual and staff policy manual. AED has reviewed these gaps and will be working with UCM to remedy the manuals.

### **Challenges**

UCM's staff turnover proved to be a large barrier for the implementation of the program as the new financial manager had to be trained in USG compliance and regulations. The new financial manager does seem committed to learning, however, and has made a great deal of progress.

Due to extraneous factors, the communications component of UCM's program has been delayed which will impact the home based care activities. AED is working with UCM to remedy the situation and minimize the delay.

Additionally, the support required by UCM's subgrantees to report data and financials in a USG compliant manner is more than what UCM anticipated. UCM can be overwhelmed by the institution strengthening needs for the subgrantees. AED has tried to assist by providing additional training to subgrantees, however, there is still work to be done.

UCM continues to have some staff performance issues. AED plans to address these via updating the human resources policies with UCM during the final reporting period.

### **Next Steps**

During the next reporting period, AED will work with UCM to follow up on the M&E recommendations previously made to ensure skills have been transferred to both UCM and subgrantee staff. AED will focus on ensuring donor requirements for data reporting can be fulfilled. Additionally, AED will work with UCM and subgrantees to develop skills to write success stories based on data gathered.

AED will focus on finalizing UCM's HR manual based on the conversations held with HRSA. Additionally, AED will begin review and update of the HR policies and manual with the anticipation that these will be complete in the summer.

UCM has completed a draft of a strategic plan and AED will work with UCM to finalize this plan.

Additionally, AED will provide close out assistance as necessary.

***ADPP***

Ajuda de Desenvolvimento de Povo para Povo (ADPP) is a non-governmental organization that works to improve basic living conditions, including education and health. ADPP targets teachers in Mozambique with HIV counseling and testing and prevention services emphasizing the ABC approach (Abstain, Be faithful, correct and consistent use of Condoms) in its work with youth.

During this reporting period, ADPP received technical assistance in the areas of financial management, program implementation, monitoring and evaluation and human resources management.

### **Highlights**

As a point of congratulations, ADPP's monitoring and evaluation plan has progressed to point that USAID in Mozambique has commended them and requested ADPP present at a USAID meeting to other partners. AED is pleased with the progress of the M&E system.

AED also worked with ADPP in the area of financial management during this reporting period. All ADPP financial staff participated in a training session with AED financial technical assistance provider. The training focused on financial management, compliance, and cost share. AED followed up with one on one time to ensure messages were understood and that ADPP had updated tools for their use. Based on these trainings, ADPP has seen a significant increase in the quality of financial reporting from their field offices.

In the area of monitoring and evaluation, ADPP worked with AED to conduct site visits with field offices to ensure recommendations made during the data quality audit were followed. AED found some inconsistencies and provided guidance as needed. A significant difference in the quality of reports coming from the field offices was noted.

Lastly, AED worked with ADPP to revisit technical assistance priorities for the remainder of the NPI grant.

### **Challenges**

ADPP continues to struggle with its geographic reach. As several field offices are geographically far from the HQ, it makes it difficult to monitor field activities closely. Additionally, ADPP is struggling with sustainability issues. They have applied for Global Fund funding and with other donors with no success to date.

Although AED spent a great deal of time with ADPP on their cost share documentation, the records are still not up to date. AED plans to continue their work with ADPP to bring them up to date during the next reporting period.

Additionally, AED will need to spend more time working with ADPP on their data quality management as there are still issues in recording despite the recent improvements.

## **Next Steps**

During the last few months of NPI programming, AED will assist ADPP to address many of the challenges listed above. Specifically, AED will follow up on the M&E data quality issues to ensure data is properly collected, recorded, and stored. In the area of human resources, AED plans to work with ADPP to review and update the HR manual to meet best HR practices. AED will continue to work with ADPP to ensure financial management recommendations have been adhered to as well as cost share policies. Also, AED plans to assist ADPP in finalizing strategic plans and looking at sustainability options. Lastly, AED will provide technical assistance to ADPP in grant management.

## **CAFO**

Church Alliance for Orphans (CAFO) in Namibia aims to encourage and empower local churches and other faith-based organizations to provide emotional, spiritual and material assistance to orphans and vulnerable children (OVC). CAFO's interfaith membership, present in 68 towns and villages throughout Namibia's 13 provinces, has reached more than 8,000 OVC.

During this reporting period, CAFO received technical assistance in the areas of financial management, monitoring and evaluation, program management, and human resources management.

## **Highlights**

In the area of financial management, in October 2008 AED followed up on the previous site visit recommendations pertaining to cost share tracking tools, financial staff knowledge of USG regulations compliance, sub-grantee management, and addressing post-audit issues. AED also spent time ensuring that CAFO's 30 small grants could be distributed and closed out in compliance with USG regulations prior to the end of CAFO's agreement.

AED visited CAFO again in March 2009 and worked with CAFO to develop a system for tracking expenditures and a pipeline budget for expenditure over the remainder of the grant. The pipeline was subsequently submitted for review to the AOTR. AED also reviewed and finalized the small grants implementation, the cost share tracking. Additionally, CAFO developed a SOW for an audit given their expenditure over the fiscal year.

In the area of Monitoring and Evaluation, AED M&E TA Provider worked with CAFO in March to conduct a data quality assessment and fill any identified gaps in the system. A data quality audit was conducted with both CAFO and a subgrantee and recommendations for improvement made. Results of the audit were shared with USAID in country.

**Challenges:**

One challenge that CAFO has faced is that previously there was a concentration of financial knowledge with the finance manager and this was highlighted when the finance manager went on maternity leave and the new interim finance manager implemented other financial policies that were not in line with CAFO's financial policies. It also highlighted the need for CAFO to have comprehensive financial policies and procedures for an organization that is implemented by CAFO's finance department and for it to be a 'working document' for the organization.

**Next Steps:**

CAFO has spent more than the \$300,000 in USG funds and will undertake a USAID required audit in the up-coming months. The AED finance TA provider will provide support in reviewing and providing feedback on the audit scope of work and the audit procedures that need to be followed by CAFO.

CAFO will finalise their financial policies and procedures manual so that it reflects the policies and procedures that are implemented by the organization and it should become a 'working document' for the organization. The AED finance TA provider will review the final finance policies and procedures manual that is completed by CAFO.

**Genesis Trust**

Genesis Trust (Ugu AIDS Alliance) operates in the Ugu District of KwaZulu-Natal, South Africa. Genesis Trust manages a care center, as well as an inpatient palliative care/hospice facility, which it plans to expand. The center provides end-of-life care to HIV-positive individuals, helping to minimize suffering. With NPI funding, Genesis Trust provides HIV counseling and testing, palliative care, and care for orphans and vulnerable children, as well as prevention programs using the ABC approach (Abstain, Be faithful, correct and consistent use of Condoms).

During the reporting period, Genesis Trust received technical assistance in the areas of financial management, program implementation and monitoring and evaluation.

**Highlights**

Since October 1, 2008, a sub grantee of Genesis Trust, Positive Ray, worked with AED financial technical assistance provider to conduct an assessment of their financial management systems and to review the financial policies, procedures, and practices to ensure they are financially sound and compliant with USAID requirements. Although Positive Ray's financial systems were good the main area of concern was the need to segregate duties and it was recommended that a finance officer is hired to assist in the organization's transition to the next level (besides a series of other recommendations that were made by AED). The technical assistance provider followed up to see progress and found that Positive Ray has since hired a finance manager and implemented several of the recommendations for improvements to the financial management system. AED plans to

work closely with this new individual to develop their skills and abilities to manage Positive Ray's portfolio

In the area of Monitoring and Evaluation, M&E TA Provider Nelson Kamoga worked with Genesis Trust to conduct a data quality audit and provide recommendations for improvement of the data collection and reporting. Dr. Kamoga found gaps in types of data collected and data collection procedures and recommendations for improvement were suggested to staff.

### **Challenges**

The finance manager that had been with GT for a number of years and oversaw the 'growth' of GT has resigned and a new finance manager has undertaken the role.

### **Next Steps**

The AED finance TA provider will work with the new finance manager of GT to ensure that the finance manager is comfortable with the USG rules and regulations pertaining to finance and a TA 1:1 site visit is tentatively planned for June 17-19

### **M2M**

Mothers2mothers (m2m) is a non-governmental organization that works in seven countries in Eastern and Southern Africa to reduce the number of babies born with HIV and help women access medical care for themselves and their families. Through an innovative mentoring program, m2m uses education and empowerment as tools to prevent mother-to-child transmission (PMTCT) of HIV/AIDS during pregnancy, combat stigma within families and communities, support a mother's adherence to medical treatment, and reduce the likelihood of AIDS orphans. With NPI funding, the program is expanding PMTCT programs in three new countries: Kenya, Rwanda and Zambia.

During this reporting period, M2M received technical assistance in the area of financial management. M2M's technical assistance has been structured to be on a request only basis and they have not requested any technical assistance outside of financial management.

### **Highlights**

A finance TA was conducted in October 2008 to provide guidance and insight into standardizing procedures for the organization which was finalized by the organization.

In addition in March 2009, AED conducted a finance assessment together with the Regional Finance Specialist from M2m of the DAPP-Lusaka office (Zambia) so as to review the financial policies, procedures, and practices of DAPP to ensure they are financially sound and compliant with USAID requirements. Overall, the financial management of DAPP Lusaka is good and the finance manager is committed to continue improving the financial systems of the organizations together with the assistance of the finance TA provider from M2m South Africa and the AED finance TA provider. M2m's finance specialist comes to M2m South Africa with substantial skills and resources from

his work on previous USAID funded projects and grants management. The DAPP-Lusaka office is an organization that is growing and it is continuously upgrading and improving their internal controls. However, currently there is only one source of funding, (namely M2m South Africa through the NPI program) and there is a need to diversify the funding base of the office.

#### Challenges

1. M2m South Africa has recently upgraded its accounting system and converted to a new accounting package which is totally USG compliant. While this will result in better accountability, currently M2m is running the 2 accounting packages (the old and the new) until they are entirely confident in the new accounting software.

#### Next steps

M2M continues to wish to grow both horizontally (expanding to more countries) as well as consolidating their position in their existing countries. They will mature from NPI with an NGO status in Kenya and their ability to expand their program nationwide within Kenya. Their operations in Zambia will likely be curtailed due to their not having approval to extend their model to Lusaka and the copperbelt. They will continue to develop their operation in Rwanda though that in many ways is the most challenging due to concentrated localized HIV epidemics making it difficult to establish a cost effective system. AED will invite M2M to ongoing activities and will support them develop their programmes.

#### *Tshwane Leadership Foundation*

Tshwane Leadership Foundation (TLF) is a South African faith-based organization that implements programs and services targeting homeless and other at-risk populations. TLF provides a comprehensive package of HIV/AIDS services to vulnerable populations in underserved urban Tshwane (Pretoria) and the surrounding areas, and builds the capacity of churches and other faith-based organizations to scale up their existing programs.

TLF is a new Round 3 grantee and during this reporting period, received basic organizational capacity building via the Round 3 launch in the areas of financial management, human resources management, compliance and governance. In addition, AED worked with TLF on their financial management system.

#### **Highlights**

During this reporting period, considerable finance TA was provided to TLF as they were required to revise their workplan and budget after the feedback from the Round 3 launch in Uganda. Also, the finance TA provider attended a meeting that TLF conducted with all their sub-grantees to provide guidance and support in terms of the USAID rules and regulations that the sub-grantees would also be accountable for even though they are sub-grantees to TLF.

## **Next Steps**

During the next reporting period, AED plans to work with TLF to conduct the organizational capacity assessment and determine TLF's main technical assistance needs.

## **Grassroot Soccer**

Grassroot Soccer (GRS) is a South African-based non-governmental organization that uses the power of sports in the fight against AIDS by providing youth with the knowledge, skills, and support to remain HIV-free. In South Africa, GRS integrates soccer with HIV prevention programs in the build-up to World Cup 2010. The organization implements a number of different interventions to facilitate a wide range of coverage, such as using role models to reduce stigma.

Grassroot Soccer is a new Round 3 grantee and during this reporting period, received basic organizational capacity building via the Round 3 launch in the areas of financial management, human resources management, compliance and governance.

## **Highlights**

Grassroot Soccer underwent an organizational capacity assessment at their headquarters in Vermont during this reporting period. Based on the results of the assessment, a technical assistance plan was developed jointly by AED and Grassroot Soccer.

## **Next Steps**

Over the next reporting period, AED will conduct an OCA with Grassroot Soccer in Capetown and begin implementing the technical assistance activities.

## Zambia

### ***Kara Counseling and Training Trust***

KARA Counseling and Testing Trust implements the Family Based Response to HIV/AIDS Programme (FBRHIV/AIDS). The goal of the Family Based Response to HIV/AIDS Programme is to ensure a better life for those that are infected and affected by HIV/AIDS populations. During this reporting period, KARA received technical assistance in improving their monitoring and evaluation system, their program delivery, governance, financial management and human resources management systems.

## **Highlights**

KARA Counseling and Testing was pleased to bring on board a new Executive Director in December, 2008. AED supported KARA's search process and was pleased to see the new ED on board. KARA has worked extensively with USAID over the last reporting period to

reduce their OVC and palliative care program targets. Thus, KARA started working toward new targets in the last quarter of 2008.

KARA also underwent a reassessment with AED staff in country. Their overall reassessment score was 91.5% compared to the baseline of 67%. In the second assessment, weaknesses were found in the human resources as well as the financial management system. AED began working with KARA on these systems during the previous reporting period as can be seen in their TA plan and will continue work with them into the next reporting period. KARA will be applying for a costed extension to their NPI program and is working on the paperwork for this submission.

Based on the results of KARA's reassessment, AED worked with them in the area of human resources management to develop necessary personnel policies such as a personnel retention plan, a recruitment policy and standard human resources plan. AED continues to work with KARA on these policies and will assist in developing a personnel appraisal system as well. In the area of Governance, AED assisted KARA to develop a leadership succession plan and discussed issues regarding the amount of time KARA's Board spent on KARA issues. Also, KARA and its sub partners worked with AED M&E TA provider Gerald Kimondo to receive training on data quality and update their data collections tools and methodologies. In the area of financial management, AED worked with KARA to provide training on the cost principles, work on their financial controls and review their preaward findings to ensure recommendations were met.

### **Challenges**

KARA still struggles with the ambitious targets and cost share targets they set for themselves at the beginning of the NPI program. The cost share and programmatic targets are linked as the promise of funds from an additional donor would help KARA achieve the programmatic targets set. The delivery of these funds has been delayed. AED is assisting KARA but as yet there is no resolution. Fortunately, after extensive discussions with USAID in country, KARA has been able to reduce programmatic targets in palliative Care from 38,000 people reached to 5000 and in care for OVC from 12,000 to 6000.

Although KARA is applying for a costed extension of the NPI grant, sustainability is the greatest concern at this point. KARA is looking to leverage resources to sustain KARA's NPI programmes in country so as to not disrupt services.

### **Next Steps**

In the next 6 months, Kara will focus on sustainability mechanisms to leverage resources for its programmes. This will include exploration of possible partnerships with other partners on the ground and tapping into other public and private funding in Zambia. AED will support Kara to address issues within their M & E, human resources management, governance and financial systems. This will include supporting the consultant and senior management in the development of the new strategic plan for Kara, updating their HR policies; assisting with new

policy implementation and reviewing the status of previous financial recommendations made by AED. Additionally, AED will assist with close out as necessary and continued one on one mentoring in requested technical assistance areas.

### ***Luapula Foundation***

Luapula Foundation (LF) is one of the Zambian grantees, located in the rural northern province of Luapula in the city of Mansa. LF meets the needs of OVC including food/nutritional, and care, education, and psychosocial needs. Additionally, LF works on AB prevention education in schools and their conservation farm program. Lastly, Luapula Foundation has introduced a fixed-site VCT center, as well as mobile VCT services.

During this reporting period, Luapula has received technical assistance in the areas of governance, financial management, human resources management, and monitoring and evaluation.

### **Highlights**

During this reporting period, Luapula underwent a reassessment with AED. Luapula came out with the overall score of 88.26%, which shows growth from their baseline of 79.5%. Luapula noted their struggles in the area of monitoring and evaluation, particularly in making results-based program implementation decisions. Additionally, Luapula noted their lack of a human resources plan as well as a personnel retention policy. Through the discussions with Luapula, it was determined that AED will assist Luapula in strengthening these areas as well as following up on previous financial management technical assistance requests. Additionally, AED will focus on sustainability and assisting Luapula in diversifying their funding base.

In November of 2008, AED held a finance training for the non-finance staff in Lusaka. Luapula Foundation requested, this training be repeated in Mansa so more staff might be able to attend. AED was happy to repeat the training. The training was wonderfully received by Luapula staff as staff were able to engage with the trainers to ask implementation related questions. In the day long session, AED TA staff covered issues ranging from simple finance systems to contractual obligation and workplans.

During this reporting period, Luapula Foundation also ensured that all recommendations from their previous financial technical assistance visit were implemented. AED is pleased with the progress to date. **AED also provided TA to develop a draft strategic plan. By the end of the period the draft plan is ready for review by AED.**

AED assisted LF in developing a database for data storage and taught Luapula foundation data analysis skills. Additionally, through this training, AED was able to assist Luapula in learning to use their data as a decision making tool. In the area of governance, AED assisted Luapula in reviewing governance issues such as a leadership succession plan and the Board's commitment to Luapula's issues. Both of these issues will continue to be addressed in the next reporting period.

As a point of congratulations, based on AED's capacity building efforts, Luapula Foundation applied for a capacity leader role under the newly launched USAID funded Local Partners Capacity Building project (LCPB) and was selected as a capacity leader. Luapula has now applied for a capacity leader grant and is currently awaiting the decision. If Luapula is selected for this grant, they will be trained in Institutional Development Framework methodology and provide capacity building and strengthening activities for smaller NGOs, FBOs, CBOs and Networks in Luapula Province.

Another point of congratulations for Luapula is that in 2008, Luapula Foundation won an International Service Human Rights award for the defense of the human rights of PLWHA. Mr. Moses Zulu, the LF programme's director traveled to the UK in December last year to accept this award on behalf of the organization at the House of Commons.

### **Challenges**

While Luapula Foundation has made remarkable progress with its systems and programme implementation, they are still wrestling with governance issues as described above. These issues are compounded by LF's geographic location which has made it difficult to find a large applicant pool and a diverse skillset for potential Board members. Board members are also challenged to allocate sufficient time and effort to LF in their governance role especially working on issues such as resource mobilization for the organization's programmes and long term sustainability. Recently, Luapula Foundation has recruited 8 new board members, making the total of 14. Among the new members are lectures, a doctor, banker and an insurer.

### **Next Steps**

During the next reporting period, AED will focus on Luapula's HR systems and processes- in particular their risk planning and HR plan. Additionally, AED will provide programmatic support to LF's OVC program, program performance monitoring and reporting. In the area of Governance, AED will provide support to new board members as they learn their role as well as complete the leadership succession plan. Lastly, in the area of Monitoring and Evaluation, AED will assist LF in building on their database skills.

### ***Mothers-to-Mothers***

Mothers2Mothers (m2m) is a non-governmental organization that works in seven countries in Eastern and Southern Africa to reduce the number of babies born with HIV and help women access medical care for themselves and their families. Through an innovative mentoring program, m2m uses education and empowerment as tools to prevent mother-to-child transmission (PMTCT) of HIV/AIDS during pregnancy, combat stigma within families and communities, support a mother's adherence to medical treatment, and reduce the likelihood of AIDS orphans. With NPI funding, the program is expanding PMTCT programs in three new countries: Kenya, Rwanda and Zambia. In Zambia, M2M has DAPP as its implementing sub Grantee partner to achieve programmatic goals.

During this reporting period, M2M received technical assistance in the areas of human resources management and financial management.

### **Highlights**

AED was able to work with M2M South Africa to complete a partial OD assessment of M2M Zambia. Based on the results, an agreement was made with M2M South Africa regarding the areas that AED will provide support to M2M Zambia.

Additionally, DAPP (M2M Zambia) underwent a financial assessment with AED in March 2009.

### **Challenges**

To date, M2M Zambia has been unable to expand its program in Lusaka and the Copperbelt as planned due to conflicting program areas with other USG implementing partners in Zambia. The USAID mission has thus advised M2M to expand operations in the Southern Province and consider taking on the Siavonga Province for additional sites. M2M is in the process of determining their next steps.

Previously M2M requested that technical assistance from AED only come on an as requested by M2M South Africa basis. Thus, AED has provided very little in the form of technical assistance to M2M Zambia. However all staff are invited to participate in AED trainings both in country and regionally.

Based on an assessment of M2M's Zambia partner, DAPP, AED developed a TA plan with focus on human resources management issues. While AED has requested to work with DAPP several times on these issues, there has been no affirmative feedback from M2M to date, thus very little technical assistance has been provided. AED remains committed to supporting DAPP as requested by M2M South Africa.

### **Way forward**

AED will continue to support DAPP as requested by M2M South Africa and will continue to invite M2M staff to AED sponsored trainings. Additionally, AED plans to work with DAPP to develop a Zambia based strategic plan for M2M operations.

AED will provide close out assistance as necessary to M2M Zambia.

## ***Nazarene Compassionate Ministries Zambia***

Nazarene Compassionate Ministries Zambia (NCMZ) is the Zambian branch and the implementing partner of the Nazarene Compassionate Ministries, Inc (NCMI) under the New Partners Initiative (NPI). As the lead organization in Zambia, NCMZ works in partnership with Christian Reform World Relief Committee (CRWRC) and World Hope Zambia (WHZ) to: deliver AB prevention services to 93,000 youth and adults, and provide palliative care services to 12,650 beneficiaries in the three year NPI period. In the process of service delivery, NCMZ will also strengthen the capacity of NCMZ and partners to implement HIV/ AIDS prevention, care & support services.

During this reporting period, NCMZ received technical assistance in the areas of monitoring and evaluation, financial management, external relations and human resources management.

### **Highlights**

During this reporting period, NCMZ participated in a reassessment of their organization. Their overall score was 90% up from their baseline of 68.2%- a significant improvement. NCMZ noted that they continue to have some ongoing weaknesses in the areas of human resources management and monitoring and evaluation. During the course of the reassessment, it was discussed that the support to NCMZ needs to shift toward long term sustainability and expansion of their funding base for programming past NPI Round 1. Additionally, NCMZ would like to focus on staff development and retention.

Additionally, NCMI participated in an assessment of their headquarters. Through two days of conversation, NCMI requested assistance in their financial management and external relations areas at headquarters. Additionally, AED and NCMI held long discussions regarding the sustainability of NCMI's programs in both Ethiopia and Zambia. In the area of external relations, NCMI would like to develop communications messages to new populations to begin building a donor base. AED and NCMI discussed at length several options for communications strategies. Additionally, AED provided some immediate assistance in remedying pre-award findings and will continue to assist NCMI in their external relations and financial management issues.

During this reporting period, NCMZ also participated in the financial management training for non financial staff. NCMZ additionally completed a review of their monitoring and evaluation system and issues were added to their technical assistance plan.

### **Challenges**

During this reporting period, NCMZ's major challenge was battling funding and sustainability issues past the end date of the NPI grant. NCMZ would like to ensure the continuation of their program. Additionally, NCMZ faced issues in management and HR related to their risk planning, personnel development program and the lack of a personnel retention policy.

NCMZ has also struggled as NCMI does not have a Zambia-based strategic plan for in country activities which makes scoping additional funding sources difficult.

### **Next Steps**

During the next reporting period, AED plans to work with NCMZ to address the strategic planning issue. David Hughes will travel to Zambia to work with NCMZ to create a country specific strategic plan and explore potential funding sources beyond NPI. One option to be explored is partnering with other USG partners in Zambia as a sub partner. In the area of monitoring and evaluation, AED plans to assist NCMZ in establishing a database as well as learning data analysis to make results based decisions. Additionally, NCMZ will receive a SPSS specific training with the aim of eventually using SPSS as a tool for data processing. This training will also bring together NCMI's subpartner FAYAA from Ethiopia together with NCMZ to share cross country results and learning. In the area of human resources management AED will support NCMZ putting in place systems for staff hiring, staff motivation, development and retention policies. Lastly, AED will assist NCMZ in putting together their VAT reporting.

At the headquarters level, AED will assist NCMI as requested in developing a communications strategy for fundraising as well as support in financial management issues.

## ***Catholic Medical Mission Board (CMMB) Zambia***

The Catholic Medical Mission Board (CMMB) Zambia is implementing the Men Taking Action (MTA) project under the NPI funding mechanism, in collaboration with the Church Health Association of Zambia's (CHAZ) and the Church Health Institutions (CHIs). The overall goal of MTA is to increase the uptake of PMTCT services through increases in the number of women accessing and adherence to the Prevention of Mother to Child Transmission (PMTCT) package provided at the targeted CHIs. The MTA model is based on the premise that many expectant women decline treatment because their male partners do not give permission for their participation. Additionally, the MTA project encourages men to be tested and to maintain behaviors that protect them and their partners from HIV infection and if positive accept to enroll in HIV Care programs available in each catchment area.

During this reporting period, CMMB received technical assistance in the areas of financial management, monitoring and evaluation, program implementation, and governance.

### **Highlights**

During this reporting period, CMMB underwent a reassessment which resulted in an overall score of 96%, up drastically from their baseline score of 57%. CMMB scored themselves highly in each area save human resources as they continue to have a few issues in this area.

As a point of congratulations, CMMB has held discussions with provincial offices in an effort to get the MTA program adopted and infused into provincial health programmes. The conversations to date have been promising.

### **Challenges**

During this reporting period, the challenges CMMB faced are similar to their ongoing weaknesses: human resources management. CMMB has a small number of staff and a very ambitious program, so human resources issues become magnified in such a setting. Although CMMB has strong HR policies in place, these do not translate to strong practices and procedures. CMMB currently lacks a staff appraisal and review system, a human resources plan and a process to identify and define new skill sets needed. Additionally, CMMB noted that they have a poorly defined personnel retention policy/incentive program. AED plans on addressing all of these issues during the upcoming reporting period.

### **Next Steps**

During the next reporting period, AED plans to work with CMMB to look at a Zambia specific strategic plan and explore additional funding opportunities outside of NPI. AED is planning a one on one strategic planning session for CMMB. AED will also assist in training new Board members in their board responsibilities. AED will support CMMB in their conversation with provincial governments as necessary. Additionally, AED will help CMMB explore options to formulate and institutionalize staff development,

motivation and retention policies. Lastly, AED will assist in training CMMB program staff on monitoring and evaluation to build their skills.

### ***Comprehensive HIV/AIDS Management Programme (CHAMP)***

Comprehensive HIV/AIDS Management Programme - CHAMP was established as a not for profit organization in 2002, to respond to the growing need for corporate HIV/AIDS programmes within Zambia. Although CHAMP is a not for profit organization, its is registered as a private company rather than an NGO. Their initial focus was on private and public sector organizations' workplace policies and programmes, giving particular emphasis on care, support and access to treatment. Later on, CHAMP developed a comprehensive HIV model that is applicable to workplace and community interventions. CHAMP works closely with a wide variety of partners in areas of national policy and strategy, implementation models and approaches and project implementation. Key to CHAMP's approach is the national strategic plan and clients expected outcomes.

Under the NPI grant, CHAMP will implement the Community Empowerment Through Self-Reliance (COMETS) project, which will continue to respond to the commitment of the Zambian government to achieve a broad-based multi-sectoral approach that addresses many facets of the HIV and AIDS epidemic. The components of the COMETS project will include:

- Behaviour change communications that facilitate social change to reduce sexual transmission
- Prevention of Mother-to-Child Transmission of HIV
- Improvement in the quality of life of PLWHA,
- Provision of care, support and treatment to HIV and AIDS infected persons, and
- Care and support services for OVCs
- Counselling and Testing services

The Public – Private Partnerships have been incorporated into COMETS as part of Zambia's broad-based multi-sectoral approach in the fight against HIV and AIDS. The NPI programme will cover the following provinces: North Western; eastern; Copperbelt; Southern, Central and Lusaka.

### **Highlights**

CHAMP is a Round 2 NPI Grantee whose program was funded starting in October 2008 with start up costs to develop their budget and workplan. AED assisted in the development as requested by USAID. The budget and workplan are currently still awaiting approval from USAID Zambia prior to project startup.

During this reporting period, AED technical assistance focused on budget and workplan development as well as human resources management. CHAMP revisited their submitted budget and was asked to decrease the total amount. In addition, AED provided guidance as requested to match the workplan activities with budget line items. AED reviewed

financial and procurement manuals as well as the human resources manual and helped develop job descriptions for the numerous positions under COMETs.

Additionally, CHAMP underwent an assessment of their program as a baseline. CHAMP found weaknesses in several systems and developed a technical assistance plan based on the weaknesses. CHAMP's overall organizational score came out as 79.9%. The lowest scores were in the areas of monitoring and evaluation and human resources management. AED and CHAMP jointly discussed how AED can assist CHAMP in strengthening these areas.

### **Challenges**

In this period, much of AED's work with CHAMP has intensely focused on the work plan and budget issues, including strategies, linkages with local partners, management and HR systems, budget preparation, procurement and compliance. AED faced some communication difficulties with CHAMP that have since been resolved. AED anticipates the approval of the workplan and budget so CHAMP can move forward on their work plan.

### **Next Steps**

Once the the work plan and budget is approved, AED's TA provision will focus on the organizational systems and processes. AED anticipates working with CHAMP on governance issues and the composition of their Board. AED has started work on the human resources issues, but will continue this work in the next reporting period as there is a great deal to complete. Additionally, in the area of financial management, AED plans to work with CHAMP to ensure they are in compliance with USG regulations and to revise financial manuals. AED will also assist in linking CHAMP to other existing organizations. A strategic planning process is planned for November 2009.

### *Cote d'Ivoire*

#### ***RIP+***

RIP+ is a network of some 70 local PLWA NGOs. The NPI program aimed to strengthen RIP+'s central coordination office to provide grant management, technical support and greater coordination within the network. In **Côte d'Ivoire**, RIP+ provides HIV counseling and testing, palliative care, and care for orphans and vulnerable children, as well as prevention programs using the ABC approach (Abstain, Be faithful, correct and consistent use of Condoms). AED's principal activities during the period were trainings in BCC, Governance and M&E. Ongoing technical assistance was provided in financial management, grants management, M&E systems development as well as day-to-day operational questions.

### **Highlights**

In this reporting period, RIP+ experienced significant institutional turbulence when the ongoing conflict between the RIP+ Board of Directors and the Executive Director

resulted in the replacement of the ED by a Board-appointed interim ED, who lacks qualifications for the position and lacks staff support. AED conflict resolution and mediation efforts extended throughout the period, but most energy centered on the 5-day Governance Training for the entire 13-member RIP+ Board as well as several members of RIP+ staff. This training further clarified roles for Board members, explained thoroughly "conflicts of interest" and emerged finally with consensus on key points, among them recruitment procedures that allowed RIP+ to begin re-recruiting staff after a 4-5 month delays in hiring.

Programmatically, RIP+'s sub-projects were suspended for 4 months in the period pending resolution of the conflict of interest issue in which Board members were also employees of sub-grant recipient institutions. At the end of the period and with the resolution of the conflict of interest issue, resources began to flow again to eligible RIP+ sub-grantees and RIP+ staff "redynamized" the grants program.

An analysis of the RIP+ M&E system was conducted in the period and recommendations submitted, in the days immediately preceding the resignation of the entire M&E team. Now that RIP+ has recruited new staff, progress will be made on the recommendations.

### **Challenges**

The responsibility for hiring a replacement Executive Director resides clearly in the hands of the Board as a primary Board function. However, the Board had been slow to identify resources to hire a new ED (although this will now be supported by PEPFAR) and has not yet begun the recruitment process despite recommendations to do so. Until the new ED is hired, ideally with USAID/AED oversight and monitoring, the functionality of the office will be strained and the morale of the staff will be low, as it is now.

### **Next Steps**

AED will provide ongoing support in resolution of Governance issues including supporting the cascade of the Governance training down to all 70 RIP+ members. This will be done in May-June, before the General Assembly and it will be an opportunity for generally accepted principles in governance to be disseminated throughout the network. RIP+ will have the opportunity to make changes to their by-laws and make critical improvements and clarifications in roles of the different organs of RIP+.

AED will also support ongoing financial system TA as well as a Program Management Workshop for RIP+ and other NPI partners. Planning meetings will be held between AED and RIP+ staff to prepare for eventual program extension and or close-out. Closeout procedures will be explained and tools disseminated.

Now that RIP+ has recruited new M&E staff, progress will be made on the recommendations from the recent M&E system capacity assessment.

## ***Geneva Global***

Geneva Global is an international NGO, based in the US. Geneva Global addresses many development issues, including HIV/AIDS, poverty solutions through micro-credit, youth at risk, human trafficking, and women's empowerment. The organization's HIV/AIDS activities have focused on abstinence and faithfulness, working in partnership with local faith-based implementers across Africa. For the NPI program Geneva Global provides a range of services in Côte d'Ivoire and Ethiopia, including abstinence and faithfulness prevention programs, palliative care, and care for orphans and vulnerable children working through local partners that are being graduated to a higher level. In Cote d'Ivoire, Geneva Global focuses principally on prevention messages with local faith-based groups and also supports local groups providing care and testing services.

AED's principal activities during the period were trainings in BCC, Governance and M&E. Ongoing technical assistance was provided in financial management, grants management, M&E systems development as well as day-to-day operational questions.

### **Highlights**

During the reporting period, Geneva Global's sub-granting was fully functional and the principal challenge became developing a viable M&E system that both collected the data from the 12 sites, but also was harmonized with the governmental and PEPFAR reporting systems. Data analysis was equally emphasized through direct TA by AED. In March, Geneva Global and sub-grantee staff participated in the NPI sponsored 5-day M&E Training and the 5-day Governance Training.

Geneva Global was additionally a participant in BCC training conducted jointly by AED and the Johns Hopkins CCP program which is designated by PEPFAR as the lead TA provider in communication message development in Côte d'Ivoire. This training was arranged partly as a response to supporting and enhancing the technical capacity of Geneva Global sub which produced HIV/AIDS themed videos with messages that had not been previously approved by PEPFAR.

### **Challenges**

Geneva has a well functioning grants management program that is able to produce results. With an increasingly sophisticated M&E system, it will be able to better analyze data and begin to look at where at how to make quality adjustments. Geneva program management staff, with training in BCC, M&E and Governance training in their background, are now in position to provide higher quality technical support to subs.

Parallel to maintaining its program activities, Geneva is now working to cascade trainings down to its subs, as part of its institutional capacity building activities. The presentation and training materials for their upcoming Governance and M&E trainings will be based on what NPI provided to them in March 2009.

## **Next Steps**

AED and Geneva will continue to refine the M&E system by advancing recommendations. Geneva will conduct trainings to its subs for M&E and Governance. Geneva will also participate in AED's Program Management Training and close-out technical assistance.

## ***Le Soutien***

ONG Le Soutien is an indigenous organization in Côte d'Ivoire that works to improve the living conditions of orphans and vulnerable children. The organization is one of two agencies providing services in the conflict area, where it is dangerous and difficult to work. ONG Le Soutien, under NPI, continues its work in Côte d'Ivoire, providing palliative care and services for orphans and vulnerable children.

AED's principal activities during the period were trainings in BCC, Governance and M&E. Ongoing technical assistance was provided in financial management, grants management, M&E systems development as well as day-to-day operational questions.

## **Highlights**

Le Soutien's project activities have largely come to a halt other than some ongoing meetings and residual volunteer community level activities in support of OVC and prevention communication. Le Soutien has consumed 100% of its approved budget and has requested a cost extension. A decision is currently pending.

Le Soutien staff continues to participate in NPI supported trainings in Cote d'Ivoire such as Governance, Behavior Change Communication and M&E.

## **Challenges**

Without resources, Le Soutien is unable to truly operate, other than residual volunteer activities in the areas they established programs previously. Staff are reduced to 2 managers and volunteer community workers in Yopougon and Danane.

## **Next Steps**

Given the uncertainty of Le Soutien's financial future, AED is waiting the outcome of the decision on future funding before programming specific activities with Le Soutien. However, remaining Le Soutien staff and volunteers are invited to participate in all NPI trainings in Cote d'Ivoire and the East African region.

## **Vietnam**

### ***Norwegian Assistance to Vietnam***

Nordic Assistance to Vietnam (NAV) is a part of Norwegian Church Aid, which works to fight HIV/AIDS in Africa, Asia, the Middle East, Europe and Latin America. Under the NPI, the organization works in Vietnam, providing prevention programs using the ABC approach (Abstain, Be faithful, correct and consistent use of Condoms), palliative care, and care for orphans and vulnerable children in five regions of Vietnam.

During this reporting period, NAV received technical assistance in the areas of program management and financial management. During this period NAV has not requested any more specific technical assistance.

### **Highlights**

NAV has continued to try to develop its program in Hue. However, despite significant efforts from the country team, NAV is further behind in project implementation and expenditure than planned.

During the previous reporting period, NAV worked with an OVC expert from AED to receive technical assistance on their OVC program. After the training, some additional follow up was provided via email. NAV also worked with AED financial technical assistance provider for a short financial management training to discuss best financial practices as well as compliance with USG regulations. During this time period, AED technical assistance provider Patrick Burke resigned from his position. AED currently does not have a field liaison in place to assist NAV but is actively recruiting in the area.

### **Challenges**

While NAV did make some strides during the last reporting period, there are still several challenges to be addressed. A major barrier to program implementation is that NAV is still not fully supported by Vietnamese authorities in the planned project areas meaning NAV has been unable to implement in all 6 targeted locations. NAV is still in the process of working with authorities to begin this work.

Additionally, NAV's agreement has been transferred to the USAID field mission instead of Washington management. While this will allow NAV to receive guidance from an office in closer proximity, it has caused some confusion for NAV to determine where advice and approvals come from. After several conversations, this is now clear, though it did pose a challenge.

Additionally, AED has not had a dedicated field liaison in country since November with the result that AED TA is handled out of Washington. This has not proven to be effective in providing follow up or ensuring that TA being provided was tailored to the situation in Vietnam.

Due to all of the above, project implementation has been delayed significantly and NAV has a very low burn rate. NAV will be requesting a no cost extension moving forward.

AED will assist NAV in identifying how all targets will be met based on work with the 12 subgrantees to justify a no cost extension.

### **Next Steps**

During the next reporting period, AED plans on hiring a new field liaison in Vietnam to provide more direct support to NAV. This position holder will work with NAV to put together a high quality application for a no cost extension. The liaison will also work with NAV to work out which areas require additional assistance. AED will ensure that NAV are included in training courses including close out that are planned for grantees in Africa.

### ***Worldwide Orphans Foundation***

Worldwide Orphans Foundation (WWO) is a U.S.-based non-governmental organization providing medical and psychosocial support programs to improve the lives of orphans and vulnerable children around the world. In Vietnam, WWO strengthens care support for orphans and vulnerable children by addressing the deficiency in social work services and providing training. WWO works through three main strategies: curriculum development, the creation of family resource centers, and strengthening networks of organizations that work with orphans and vulnerable children.

WWO is a new Round 3 NPI grantee and as such, participated in the Round 3 Launch in Kampala, Uganda. In the course of training, WWO received training in financial management, compliance, human resources management and governance. Additionally, AED worked with WWO to conduct an organizational capacity assessment.

### **Highlights**

AED has conducted an Organizational Capacity Assessment for WWO in New Jersey during the period and also planned the OCA for Vietnam for the beginning of the next period. In the course of the OCA in New Jersey, WWO requested assistance in developing the monitoring and evaluation plan and in the development of a strategic plan for the organization as it moves from a primarily volunteer base to having field locations with full time staff.

Based on the results of the OCA, AED and WWO have together come up with a detailed technical assistance plan to work from for the first year of implementation. This will be combined between the Maplewood and the Ho Chi Minh City findings so that issues that were pertinent to both locations are addressed simultaneously.

### **Challenges**

During the course of the OCA, it became apparent that WWO would like to strengthen several of their systems. These concerns were recorded in the OCA reports as well as the technical assistance plan. AED looks forward to working with WWO to strengthen these areas.

## Next Steps

During the next reporting period, AED will hire new staff in Vietnam to work more intensively with just NAV and WWO. Additionally, AED will undertake a field based OCA for WWO. Based on the results of the OCA, AED will develop a technical assistance plan for detailed assistance to WWO. AED will facilitate linkages between NAV and WWO so that some of the lessons learned by NAV can be transferred to WWO. The first linkage is between the finance staff. WWO will be included in training courses that AED plans for round 3 grantees and also for courses for all grantees.

## Haiti

### ***World Hope International***

World Hope International (WHI) is a faith-based organization that mobilizes comprehensive community- and faith-based responses to HIV/AIDS in Haiti. World Health International currently leads and mentors local organizations in rural, underserved areas of Haiti, providing abstinence and faithfulness prevention programs, HIV counseling and testing, palliative care, and care for orphans and vulnerable children. WHI is also a subgrantee under the Nazarene Compassionate Ministries, Inc. in Zambia.

During this reporting period, WHI received technical assistance in the areas of program implementation, behavior change communications, financial management, and monitoring and evaluation.

### **Highlights**

WHI with its HPH partnership accomplished a great deal during this reporting period, particularly in providing critical services to OVCs and people living with HIV and AIDS. It is worth noting that WHI has provided extensive services to OVC beneficiaries covering: Health physicals, ophthalmology consultation to include eye-glasses; dental exams to include cleaning, school fees, uniforms, books and school supplies, and obtaining birth certificates for those OVCs who lack one, to name of few. During this reporting period, partners have better linked their programs internally and have worked more closely within the partnership, cross-referencing with each other. This strategy has enabled WHI to provide comprehensive services to its beneficiaries. WHI also provided more services to people living with HIV and AIDS (PLWHA) and their family members to include home visits, escorting beneficiaries to various appointments, organizing support groups led by PLWHA, and creating various income generating activities such as selling telephone cards and phone calls, and renting generators.

As a point of congratulations to WHI, they have been very helpful in providing tools and advice to Cross International, a Round 3 NPI grantee beginning program implementation in Haiti.

During this reporting period, AED worked extensively with both WHI and its five subgrantees. In the area of program implementation, AED worked with the WHI team to conduct a two day message development workshop to provide partners with tools and skills to develop targeted, simple and clear messages for different priority groups. AED also held a four day workshop on developing community based programs. Additionally, AED worked to enhance WHI's procurement, per diem, and petty cash systems through a series of three trainings on best practices in each area. AED also provided one on one TA to WHI and sub grantees on developing an operations manual to include personnel and financial procedures. To address some of WHI's M&E weaknesses, AED conducted a series of five workshops on MSPP data collection tools and appropriate reporting.

AED also assisted WHI in developing a costed-extension proposal for funding after November 2009.

### **Challenges**

Monitoring and evaluation has been and continues to be a challenge for WHI in terms of monitoring five sub-grantees activities without an M&E officer since July 2008. This issue is even more critical as the Ministry of Public Health (MSPP), with the support of PEPFAR, is standardizing HIV and AIDS indicators and data collection tools. This M&E system is rigorous as data must be collected and collated on a monthly basis into cumbersome reports, and monthly data is entered into a web-based system. Further, there are several "kinks" that still need to be worked out in terms of what WHI is authorized to report on.

Another issue is the prevention activities. The prevention component is faltering likely due to over-emphasis on OVC and PLWHA services and its current strategy. Less youth groups were established and there were fewer quality prevention interventions in communities. WHI will work more closely with partners to increase quality prevention activities.

### **Next Steps**

Over the next several months, AED will assist WHI to ameliorate its prevention component, particularly examining the quality of activities. If WHI is granted a cost extension, it will assist certain WHI partners to foster an advocacy component within its program to build on relationships forged with community and religious leaders. AED will continue to provide assistance to WHI and sub-grantees on internal and MSPP M&E activities.

AED will conduct a USG regulation workshop for Cross International sub-partners in mid-June 2009 but will extend invitation to those who did not participate in the April 2008 training. In early August, a human resource workshop will be conducted to include all three NPI Grantees and their respective sub-partners. August and September 2009, AED will possibly assist WHI to develop FY 2010 costed extension workplan and, if

supported, a COP submission. Additional one-on-one TA will be provided to WHI staff and sub-grantees, when requested.

### ***Cross International***

Cross International is a faith-based organization based in Pompano Beach, Florida established to serve the most disadvantaged populations in Haiti and other Caribbean countries. In Haiti, Cross International works with an alliance of five Haitian community- and faith-based organizations, focusing on local capacity building, HIV prevention among teens and youth, access to palliative care, and support and care of orphans and vulnerable children.

Cross International is a new Round 3 NPI grantee and as such, participated in the Round Three Launch in Kampala, Uganda. In the course of the launch, Cross International received training in financial management, compliance, human resources management and governance. Additionally, AED worked with Cross International to conduct an organizational capacity assessment both at their headquarters and will undertake organizational capacity assessments of their partners in the next reporting period.

### **Highlights**

Cross International (CI) is a NPI grantee under Round Three that received its award in mid-December 2008. The FY 09 workplan was submitted for approval on 15 January 2009, but was returned with feedback from USAID. CI is currently in the process of revising its workplan based on comments to be submitted by early April 2009. As such, program activities have not yet begun so much of the work has been administrative in preparation of the start-up, writing terms of references for in-country staff, etc.

Cross International also underwent an organizational capacity assessment at their headquarters in Pompano Beach. This assessment found Cross strong in several areas, with particularly strong governance and communication systems. There were gaps found in the other sectors assessed but many of these "gaps" could easily be corrected.

AED provided technical assistance through our the workplan process by providing feedback on draft prepared as well as budget review. Cross International participated in the best practices sessions on per diem and petty cash that AED conducted in country. AED also assisted Cross in running a two day meeting with their partners in March 2009. Upon request, AED provided tools and templates to assist Cross International in their start up including the Circular A-122 in French (that had been developed with NPI funds in 2008 for a finance and compliance training that AED held for round 1 Grantees), sub-grantee agreements, job descriptions, data collection tools and monitoring and evaluation tools. AED assisted Cross International in understanding USG regulations in the procurement process as well as VAT procedures and scheduled OCAs for the four Cross International sub partners early in the next reporting period.

### **Challenges**

The significant challenge faced by CI is revising the FY 2009 workplan for approval so as to start program implementation. CI has had difficulty in revising the workplan quickly largely due to changes in staffing pattern in Haiti, impacting the entire budget including budgets from all five sub-grantees. Coordinating this revision has been complex, but CI is close to submitting the workplan.

Following approval of workplan, other immediate challenges are start-up related. These activities include:

- Recruitment of in-country staff (approximately 5 staff)
- Procurement of equipment and vehicles
- Setting up an office
- Establishing system of financial and administrative controls in compliance with USAID regulations

### **Next Steps**

Over the next several months, AED in-country advisors will work closely with CI in formalizing sub-grant agreements, establishing an office, recruiting staff, and procuring vehicles and equipment. In April and May 2009, AED will assist CI in conducting OCAs to enable CI to better identify the types of TA it will need to provide to each sub-grantee.

AED will integrate CI and partners into the MSPP monitoring systems by linking them with JSI MEASURE Evaluation and providing workshops, as needed. In addition, a USG regulation workshop will be conducted in mid-June 2009 to familiarize sub-grantees on the critical rules and regulations pertaining to their grants and activities. In early August, a human resource workshop will be conducted to include all three NPI Grantees and their respective sub-partners. August and September 2009, AED will assist CI to develop FY 2010 workplan and COP. One-on-one TA will be provided to CI staff and sub-grantees, when requested.

### ***ServeHAITI***

For more than 10 years, *ServeHAITI* has worked with communities in Grand-Bois, Haiti. The organization has grown from a single church outreach ministry to an independent corporation supported by four churches and hundreds of volunteers and contributors from the United States. The organization provides abstinence and faithfulness prevention programs, prevention of mother-to-child HIV transmission programs, HIV counseling and testing, palliative care, and care for orphans and vulnerable children in Haiti.

During this reporting period, AED received technical assistance in the areas of program implementation, financial management, human resources management, and monitoring and evaluation.

### **Highlights**

ServeHAITI began the fiscal year with a new Program Director, based in Port au Prince, who travels frequently to Grand Bois. This change in geographic location of the director has greatly improved communication and implementation of the program. A new program manager was also hired in early January 2009 who is manages activity implementation in Grand Bois. And finally, the long awaited Executive Director was recruited and is based in Atlanta, Georgia where she is providing much needed leadership and direction for the organization and support to the PEPFAR program. Combined, these staffing changes have significantly improved program performance.

HIV counseling and testing of pregnant women and other community individuals is in full swing. It experimented with mobile testing in a very remote zone within Grand Bois, resulting in a large turn out. After a seven month wait, ServeHAITI finally gained access to a critical Ministry of Public Health PMTCT treatment and care training, focusing on the Ministry's PMTCT protocols endorsed by PEPFAR/Haiti. If all goes well, the clinic could begin treatment of pregnant women during the third quarter. It is beginning to explore how to engage local traditional birth attendants in the PMTCT component. Research has been conducted in how to establish a community radio in Grand Bois, Haiti and to identify appropriate equipment. The majority of actions under this activity will start in the third quarter.

During this reporting period, AED worked with ServeHaiti to develop and revise a personnel manual. Also in the area of human resources management, AED assisted ServeHaiti revising a personnel manual. AED assisted in the recruitment of a new program director as well as familiarizing the new hire in learning ServeHaiti's systems. After the program director was hired, AED assisted the director in hiring a program manager. ServeHaiti also participated in a four day workshop on developing community based programs. Also, in the area of financial management, AED held a series on best practices in procurement, per diem and petty cash in which ServeHaiti participated. AED also assisted ServeHaiti in completing their SF269 and SF270. On their workplan, AED conducted a workshop for ServeHaiti to prioritize their activities for the next few months. In the area of monitoring and evaluation, AED worked with ServeHaiti to learn MSPP data collection tools and appropriate reporting on data collected.

### **Challenges**

Due to the key staffing changes, the majority of activities did not begin until January 2009, which caused further delays in reaching targets. Having said that, activities are underway and ServeHAITI is looking to improve the prevention component approach and install the community radio by June 2009. The other challenge has been obtaining the required PMTCT training to provide treatment and care services at the health center. Training was finally approved and a nurse is attending. In relation to treatment, the PMTCT targets for the number of women receiving treatment will need to be reduced because HIV prevalence appears to be lower than anticipated.

Another significant challenge for ServeHAITI is completing the program by the end November 2009. ServeHAITI will request a No-Cost Extension since it has spent

approximately 40% of the \$1.7 million of their budget. Calculations are underway to determine how much time the organization needs to implement program activities and achieve program results.

### **Next Steps**

In May 2009, AED will facilitate a two-day strategic planning retreat with ServeHAITI Board member, the Executive Director, and key volunteers and staff in Atlanta, Georgia at the end of May 2009. ServeHAITI has rescheduled the message development workshop for early June 2009. AED will continue to provide assistance to the program manager and director on internal and MSPP M&E activities.

AED will conduct a USG regulation workshop for Cross International sub-partners in mid-June 2009 but will extend invitation to those who did not participate in the April 2008 training. In early August, a human resource workshop will be conducted to include all three NPI Grantees and their respective sub-partners. August and September 2009, AED will possibly assist ServeHAITI to develop FY 2010 workplan and COP. Additional one-on-one TA will be provided to ServeHAITI staff, when requested.

### **Next Steps**

The program has seen a significant consolidation during the period. As shown above, the growth of the Grantees has been at different rates and as the program progresses, greater diversity in response is required. AED has attempted to provide the necessary skill sets. Moving forward, we enter a period of uncertainty with no grantee yet aware of what will happen when their grant comes to an end on November 30<sup>th</sup> 2009. AED is proposing training for the grantees in close out during June of this year at three different venues ensuring that all 22 round one Grantees participate. We are also providing training in sustainability and resource mobilization and hope that several of the organizations for whom we provide assistance will find opportunities to continue their excellent work. We are continuing to expand the NPI-Connect.net website and during the next quarter will complete the draft resource guide that provides guidance how to complete a project cycle from the proposal itself to how to close out a project. We recognize that some partners will not secure follow on funding and may revert to their original programs.

### **Annexes**

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**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: ACK-WRCCS**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.1:</b> Validate organisation capacity needs for grantees	Baseline assessment	TA Plan	22nd-Nov. 2007		23rd-Nov. 2007	COMPLETE	
	Re-assessment	TA Plan	26-Nov.07		27-Nov.08	COMPLETE	
<b>OBJ.2:</b> Mentor Grantee Workplans and COP Submissions							
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	Timely financial reporting	Timely reports	1st March, 2008			ON-GOING	
	Program Planning workshop with focus on M&E	Training Report	19th-May 2008		23rd-May 2008	COMPLETE	
	M&E systems review	M&E systems development plan of action	17th June 2008		18th June 2008	COMPLETE	
	Data tools and quality training and assessment	Training Report	14-Oct.2009		17-Oct.2009	COMPLETE	
	Client satisfaction tools	TA report	TBD				
	Operationalize M&E plan for CRWRC	TA report	TBD				
	Data analysis and use training	Training Report	TBD				
	Navision training and system upgrade	Trained staff and upgraded system	20th Feb 2008		1st May, 2008	COMPLETE	
<b>OBJ.5:</b> Strengthen grantees to ensure compliance with local laws and NGO best practices	Updating the chart of accounts	Updated Chart of accounts	20th Feb 2008		1st May, 2008	COMPLETE	
	Filing procedures forum	Filing procedures	30th Oct 2008			ON SCHEDULE	
	AED formal feedback on review of current HR policy and provide feedback to RDM for Board recommendation action		30th Aug 2008		30th Aug 2008	COMPLETE	

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: ACK-WRCCS**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.4 &amp; 5:</b> USG and local compliance	Develop a cost allocation policy	Cost allocation policy	20th Feb 2008			ON-GOING	
	Update the finance policy manual and ensure compliance	Updated Finance policy manual	20th Feb 2008			ON-GOING	
	Ensure that transactions are adequately supported	Adequately supported transactions	20th Feb 2008			ON-GOING	
	Property Asset Management Procedures	Assets Register	20th Feb 2008			ON-GOING	
	Finance Compliance training	Training report	1st April.2008		3rd April, 2008	S. MUNYORO	
<b>OBJ.6:</b> Strengthen Grantees' abilities to deliver quality technical programs based on best practices at international or national level	Abstract Development Training	Training report	14th Jan, 2008		17th Jan, 2008	COMPLETE	
	Program Planning and Management workshop	Workshop report	20th May 2008		23rd May 2008	COMPLETE	
	Technical workshop on HIV/AIDS	Workshop report	6th May, 2008		9th May, 2008	COMPLETE	
<b>OBJ.7:</b> Facilitate scale up and sustainability by strengthening indigenous capacity and building on local networks and institutions							
<b>OBJ.8:</b> Coordinate linkages with USG, implementing partners and other stakeholders							

**Capacity Development  
PRIORITIZATION PLAN  
FOR BORNUS with AED  
Support**

Program Area	Activity Name	Project Type/Deliverables	Estimated Start	Actual Finish	Status
Human Resource Management	Review process of developing workplan and design more efficient process for developing workplan to meet USAID's criteria and deadlines	Work plan development process reviewed	Mar-09		Completed
	Increase involvement of staff in workplan development	All inclusive workplan development by staff	Mar-09		Completed
	Develop change management plan	Change management plan	Mar-09		
	Train/orient staff on change management	Staff trained/oriented on change management	Mar-09		
	Train staff on filling out timesheets	Timesheet	Mar-09		
	Review timesheet to ensure it delineates between projects	Timesheet	Mar-09		
	Develop tools (bio data forms) to assist in recording staff professional and salary history	Bio data forms			
	Train management on use of forms	Management trained on biodata forms use	Mar-09		
	Ensure that internal structures comply with USG rules and regs	Donor compliance with Circular A-122 (cost principles) and Mandatory standard provisions	Mar-09		
	Train relevant staff on Circular A-122 and Mandatory Standard Provisions.	Staff trained on Cost principles and mandatory standard provisions	Mar-09		
	Develop tools to address issues of culture and gender	Culture and gender addressing tools	Mar-09		
	Follow up on cost share approval	Approved cost share	Mar-09		
	Program Management	Develop written procedures for recording and reporting cost share	Documented procedures for recording and reporting cost share	Mar-09	
Monitor progress on workplan review and ensure approval is granted		Approved workplan	Mar-09		
Ensure that advance request is processed with USAID DC		Funds received	Mar-09		
Organizational M&E plan to be developed		M & E Plan	Mar-09		

**Capacity Development  
PRIORITIZATION PLAN  
FOR BORNUS with AED  
Support**

Program Area	Activity Name	Project Type/Deliverables	Estimated Start	Actual Finish	Status
Financial Management	Strengthen office procedures to include mail, phone, fax, photocopying procedures and supply policies	Administration policies and procedures	Mar-09		
	Develop client filing system	Client filing system	Mar-09		
	Document lost and stolen equipment procedures	Lost and stolen equipment reporting procedures	Mar-09		
	Document motor vehicle use and asset management policy	Motor vehicle use and assets policy	Mar-09		
	Train staff on operational policies, procedures and systems	Staff trained on organizational policies, procedures and systems	Mar-09		
	Develop travel policy to include accommodation and per-diem rates for different locations	Travel policy	Mar-09		
	Develop travel advance, expense reporting and travel report templates	Travel advance, expense reporting and trip templates	Mar-09		
	Train staff on the travel policy and filling of templates	Staff trained on the travel policy	Mar-09		
	Review and ensure procurement policy is compliant with USG requirements (CFR 226.40-48 – Procurement Standards)	Updated procurement policy	Mar-09		
	Develop procurement templates to include request for quotation, consultants work order and agreement, tender analysis	Procurement templates	Mar-09		
	Develop a procurement checklist	Procurement checklist	Mar-09		
	Ensure fixed assets register is in compliance with USG requirements (CFR 226.34)	Fixed assets register	Mar-09		
	Develop inventory tags	Inventory tags	Mar-09		
		Asset use tracking system	Mar-09		
		Develop asset use tracking system (to include logs and cost share mechanism) for assets used in different proj			
		Follow up with USAID for approval of branding and marking strategy	Approved branding and marking strategy	Mar-09	
	Train staff on branding and marking requirements (CFR 226.91)	Branding and marking compliance	Mar-09		

**Capacity Development  
PRIORITIZATION PLAN  
FOR BORNUS with AED  
Support**

Program Area	Activity Name	Project Type/Deliverables	Estimated Start	Actual Finish	Status
	Review and update the financial manual to integrate reasonable, allowable and allocable clauses	Updated/compliant financial policies	Mar-09		
	Train finance staff on USG rules and regs (Circular 122, Mandatory Standard and Provisions)	Training Completed	Mar-09		Completed
	Develop a cash policies including petty cash	Cash policies	Mar-09		
	Set up a system for determining exchange rates	Exchange rates determination system	Mar-09		
	Develop and cash flow system	Cash flow system	Mar-09		
	Get a letter for VAT exemption from the embassy	VAT exempt status	Mar-09		
	Procure a triplicate receipt book	Receipt book	Mar-09		
	Develop a master budget template and use accordingly	Master budget	Mar-09		
	Strengthen financial controls in separation of duties	Separation of duties policy	Mar-09		
	Develop signatory authority matrix	Signatory authority matrix	Mar-09		
	Develop a system for managing financial documentation	Financial documentation management policy	Mar-09		
	Train staff on adequate transaction supporting documents	Adequate transaction supporting documents	Mar-09		
	Develop guidance on routinely sharing knowledge/best practices with external linkages and staff	Guidelines on sharing knowledge/best practices developed	Apr-09		
	Document best practices/ institutionalize submission of best practices on a monthly basis	Documented internal systems for sharing best practices	Apr-09		
	Develop Communication plan to consistently inform and keep stakeholders, donors abreast of Bornus's developments	Communication plan for stakeholders, donors etc	Apr-09		
	Hire staff	Staff hired	Apr-09		

**Capacity Development  
PRIORITIZATION PLAN  
FOR BORNUS with AED  
Support**

<b>Program Area</b>	<b>Activity Name</b>	<b>Project Type/Deliverables</b>	<b>Estimated Start</b>	<b>Actual Finish</b>	<b>Status</b>
	Ensure that internal recruitment process has been integrated into recruitment process/guidance	Internal recruitment integrated into recruitment process	Apr-09		
	Develop volunteer management manual	Volunteer manual	Apr-09		
	Document financial reporting procedures	Documented financial reporting procedures	Apr-09		
	Submit required reports timely	Timely submission of reports	Apr-09		
	Review/update or develop general policies and procedures	Updated policies and procedures	Apr-09		
	Review and update conditions of service manual for staff.	Updated policies and procedures	Apr-09		
	Develop a drug free workplace policy	Drug free workplace policy	Apr-09		
	Ensure key staff positions are advertised and recruited for	Staff hired	Apr-09		
	Develop policy on service delivery standards	Service delivery standards policy	Apr-09		
	Train staff on policy for service delivery standards	Staff trained on Service delivery standards	Apr-09		
	Review data collection tools	Updated data collection tools	Apr-09		
	Hire M&E Officer	M & E Officer hired	Apr-09		
	Train existing program staff on M&E	Staff trained on M & E	Apr-09		Completed
	Document the QA system and implemented accordingly	Quality assurance system	Apr-09		
	Upgrade accounting software (pastel) to accommodate NPI needs, double entry book keeping and accrual basis of accounting	Upgraded pastel software	Apr-09		
	Train pastel user(s)	Paster trained users	Apr-09		
	Develop a standard chart of accounts (including unallowable costs code) and cost centers	Standard chart accounts	Apr-09		
	Monitor, track and report on cost share	Cost share reports	Apr-09		

**Capacity Development  
PRIORITIZATION PLAN  
FOR BORNUS with AED  
Support**

Program Area	Activity Name	Project Type/Deliverables	Estimated Start	Actual Finish	Status
	Review existing Strategic plan and develop new one for next 3 years	Strategic plan	May-09		
	Develop quarterly newsletter that informs stakeholders	BORNUS Newsletter	May-09		
	Ensure Bornus is represented on key technical meetings i.e DMSAC's, Technical Working groups	BORNUS Representation in technical meetings	May-09		
	Review benefits structure and ensure they are in line with labour law requirements and comply to USG requirements.	Reviewed benefits structure	May-09		
	Train staff on volunteer management	Staff trained on volunteer management	May-09		
	Develop contracts/agreements for volunteers.	Volunteer contracts/agreements	May-09		
	Develop process for documenting best practices/lessons learnt	Best practices/lessons learned documenting system	May-09		
	Train staff on documenting lessons learnt	Staff trained on documenting lessons learned	May-09		
	Develop referral system or network	Documented referral system/network	May-09		
	Develop a more systematic approach to including the needs of the clients into the programming	Documented system for client needs included in programming	May-09		
	Train staff on community involvement/participatory methods for program effectiveness	Staff trained on community involvement	May-09		
	Train staff on gender equity.	Staff trained on gender equity	May-09		
	Data quality audit to be conducted	Data quality audit	Jun-09		
	Conduct job analysis	Job analysis	Jul-09		
	Review /update staff and volunteer JDs accordingly	Updated staff and volunteer JDs	Jul-09		
	Develop formalized recruitment process/guidance	Documented recruitment process	Jul-09		
	Develop a retention plan	Staff retention policy	Jul-09		
	Review organizational structure	Updated organization structure	Jul-09		

**Capacity Development  
PRIORITIZATION PLAN  
FOR BORNUS with AED  
Support**

Program Area	Activity Name	Project Type/Deliverables	Estimated Start	Actual Finish	Status
Governance	Assess staffing needs	Staff needs assessment	Jul-09		
	Develop staffing plan	Staffing plan	Jul-09		
	Review existing salary structure and develop salary structure in line with USG, budget and market rates(benchmarking)	Reviewed salary structure	Jul-09		
	Develop audit procedures	Documented audit procedures	Jul-09		
	Develop policy or guidance on annual increase and ensure it is tied to annual appraisal system.	Staff appraisal system	Jul-09		
	Review current appraisal mechanism in place at Bornus and enhance document to ensure it covers : Objective setting, responsibilities, tasks for review, assessment of performance, supervision and professional development.	Staff appraisal system	Jul-09		
	Train staff of performance appraisal system.	Staff trained on appraisal system	Jul-09		
	Develop referral network and sign MOU's with referral partners.	Signed MOU's with referral partners	Jul-09		
	Train staff vision and mission to ensure they are aware of it.	Training on Vision and Mission	Aug-09		
	Ensure vision and mission are translated into Setswana	Vision and Mission translated into Setswana	Aug-09		
	Recruit to fill vacant posts	Recruit for vacant posts	Aug-09		
	Clearly define roles and responsibilities of staff in alignment with Org Structure	Staff training on Org Structure	Aug-09		
	Ensure alignment and supervision lines in line with the structure	Review supervisory roles and train on supervisory skills	Aug-09		
	Recruit board members	Recruitment of board members	Aug-09		
		Develop terms of reference for the board	Terms of reference	Aug-09	
	Ensure that board has scheduled meetings/regular and are documented	Board meetings held and minuted	Aug-09		
	Train staff on labour laws	Staff training on labour laws	Aug-09		

**Capacity Development  
PRIORITIZATION PLAN  
FOR BORNUS with AED  
Support**

<b>Program Area</b>	<b>Activity Name</b>	<b>Project Type/Deliverables</b>	<b>Estimated Start</b>	<b>Actual Finish</b>	<b>Status</b>
	Develop staff development/training plan	Staff development plan	Sep-09		
	Develop resource Mobilization Plan	Resource mobilization plan	Jan-10		
	Train management on Resource Mobilization	BORNUS Management trained on resource mobilization	Jan-10		
	Share audit reports with the board	Board shared audit reports	After audit		
	Prepare schedule for resolving audit findings	Audit findings resolving schedule	After audit		

### Technical Assistance Plan - CHAMP

Domain	TA Gap	Activity	Description	Priority	Responsible	Where	When	Outcome
Monitoring and Evaluation	M&E Plan	Finalize the development of the NPI M&E Plan	AED M & E TA provider to continue providing technical support until the process is finalized	2	CHAMP M&E and CHAMP Management	Lusaka	Dec 19, 2008 Completed	Successful monitoring of COMETS implementation
Monitoring and Evaluation	Data Use	Review data use strategies	AED M & E TA Provider to continue providing technical support until the process is finalized	4	CHAMP M&E and CHAMP Management	Lusaka	Mar 31, 2009 Pending	Improved program management
Monitoring and Evaluation	Data Analysis	Review data analysis strategies	AED M & E TA provider to continue providing technical support until the process is finalized	4	CHAMP M&E and CHAMP Management	Lusaka	Mar 31, 2009 Pending	Improved program management
Monitoring and Evaluation	Combining M&E progress program monitoring with Expenditure monitoring	Look at or review existing separate progress reports and identify combination strategy	AED M & E Ta provider to continue providing technical support until the process is finalized	4	CHAMP M&E and CHAMP Finance	Lusaka	Mar 31, 2009 Pending	Successful monitoring of COMETS implementation against funds
Management and Human Resource	Organizational Structure	Management to finalize the Organizational Structure review	AED Field Liaison provider to offer support in the finalization process	1	CHAMP Management	Lusaka	Dec 19, 08 Completed	Streamlined operations and will be used in forecasting

Domain	TA Gap	Activity	Description	Priority	Responsible	Where	When	Outcome
Management and Human Resource	CHAMP to confirm the full time person dedicated to HR is hired as a staff member once the budget is approved	CHAMP to ensure that the planned separation of HR and Finance roles is carried through	AED Field Liaison to continue providing support until such a time that CHAMP is comfortable	1	CHAMP Management	Lusaka	Mar 31, 09 Pending	Streamlined operations
Management and Human Resource	Staff appraisal/review system	Develop a staff appraisal/review system	AED OD TA provider and Field Liaison will continue providing technical assistance until the process is finalized and documentation in place and ready for use	2	CHAMP Management	Lusaka	Feb 15, 09 Pending	Will support staff planning and achieve organizational goals
Management and Human Resource	Lack of a staff professional development plan and associated budget	HR department to do a skills analysis and identify required skills for each staff	AED Field Liaison to review CHAMP draft upon completion and provide guidance to inform the process	4	CHAMP Management	Lusaka	Feb 28, 09 Pending	Support the capacity development of CHAMP
Management and Human Resource	Review and upgrade the Human Resource Plan	Develop an HR Plan for extended term	CHAMP to develop a draft with AED technical support, AED Field Liaison to review upon completion	1	CHAMP Management	Lusaka	Mar 31, 09 Pending	Achievement of organizational goals
Management and Human	Review and upgrade the	Develop the policy and	AED Field Liaison to continue	1	CHAMP Management	Lusaka	Feb 01, 09	Increased transparency in

Domain	TA Gap	Activity	Description	Priority	Responsible	Where	When	Outcome
Resource	existing Recruitment Policy	include it in the HR manual	providing technical support until the HR manual is finalized				Pending	the recruitment system
Management and Human Resource	Lack of a Personnel Retention Program	Develop the program and include it in the HR manual	CHAMP to develop options/possibilities and draft, AED Field Liaison to assist in reviewing options and final draft	2	CHAMP Management	Lusaka	Feb 01, 09 Pending	Less labour turnover, increased productivity, higher staff morale
Management and Human Resource	Reviewing and upgrading the Job Descriptions	Review and update job descriptions for current positions and develop Job Descriptions for new staff	AED OD Ta provider and Field Liaison to provide final review of completed JDs	2	CHAMP Management	Lusaka	Feb 1, 08 Pending	Clear roles and responsibilities for all staff
Management	Infrequent general Staff Meetings	Make sure there is consistent, meetings must be held every quarter (subject to budgetary constraints)	CHAMP management to implement	3	CHAMP Management	Lusaka	April 30, 09 Pending	Improved communication
Governance	Limited Staff and stakeholder knowledge of mission/vision/purpose statement	Dissemination of organizational objectives to staff and stakeholders	Staff to memorize mission statement	4	CHAMP	Lusaka	February 28, 09 Pending	Aligning individual work to overall CHAMP mission
Governance	Review and instill Board membership as per good governance	CHAMP Board to review and discuss the participation and	AED OD TA provider to provide guidance on best practice for CHAMP to adopt	1	CHAMP	Lusaka	Dec 17, 2008 Pending	CHAMP to inform AED of the decision taken on the matter

Domain	TA Gap	Activity	Description	Priority	Responsible	Where	When	Outcome
	principles towards good governance and board operations	voting rights of the COP on the Board VS reporting roles and accountability to the board and organisation						
Governance	Review and upgrade the plan for leadership succession planning for CHAMP	Streamlining of corporate governance requirements at management level	AED Field Liaison to provide guidance on best practice for CHAMP to adopt		CHAMP	Lusaka	January 09 Pending	CHAMP improving governance
Financial Resources	Completion of special requirements of the NPI pre-award audit findings/remedial plan	Completion of remedial plan	CHAMP to continue implementing with remediation plan in place.	2	CHAMP	Lusaka	ongoing	CHAMP satisfying pre-award requirements
Financial Resources	Filing of SF 269 and SF 270s	Acquisition of template and submission of required documents	AED Finance TA provider to provide template and PowerPoint presentation	1	CHAMP	Lusaka	Feb/March 09 Pending approval of work plan and budget	CHAMP submitting required documentation on time
Financial Resources	Record Keeping	Cost Share under NPI	CHAMP to propose cost share under NPI	1	CHAMP Finance	Lusaka	Dec 19, 2008  On going	Approved cost share amount by USAID
Financial Resources	Lack of segregation of	Implementing structure to	CHAMP to implement	2	CHAMP	Lusaka	Feb 09 - Pending	Enhancement of internal

Domain	TA Gap	Activity	Description	Priority	Responsible	Where	When	Outcome
	duties between procurement and storage	segregate duties	appropriate structure					controls
External Relations	Publication and / or dissemination of information about CHAMP's work	Disseminating information in a systematic manner	<p>CHAMP to outline dissemination process to reach a broader audience</p> <p>AED Field Liaison to offer technical support in a formalization of dissemination process for research and other information sharing</p>	4	CHAMP	Lusaka	<p>within first year using two models</p> <p>Not Started</p>	CHAMP to be able to disseminate information about the organisation in a systematic way
Programme Delivery	Strengthen linkages and referrals to other organizations / services or programmes	Tools for the identifying, engaging of partners through linkages and referral	<p>CHAMP will develop tools for referrals and monitoring</p> <p>AED Field Liaison to offer technical support in a system for the engagement of partners through linkages and referrals taking into consideration the levels and length of these relationships, assessment tool for review thereof</p>	3	CHAMP	Lusaka	<p>initially within 6 months and then once in 6 months for evaluation</p> <p>On going</p>	CHAMP to be able to make formal linkages and referrals use the use of a system and later to review the implemented systems

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: CMMB**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.1:</b> Validate organisation capacity needs for grantees	Baseline assessment	TA Plan				COMPLETE	
	Re-assessment	TA Plan	03-Dec.08		03-Dec.08	COMPLETE	
<b>OBJ.2:</b> Mentor Grantee Workplans and COP Submissions	AED, USAID, Kenya grantees meeting	COP Submission guidelines	27th-Aug 2008		27th-Aug 2008	COMPLETE	
	COP narratives review for Kenyan grantees	COP Narratives	1st Sept. 2008			COMPLETE	
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	M&E plan, success story format TA	M&E plan revisions, Data quality assessments wayforward	26th Jun 2008		26th Jun 2008	COMPLETE	
	Program Planning workshop with focus on M&E	Training Report	19th-May 2008		23rd-May 2008	COMPLETE	
	Training and field exercise in RDQA	Training Report	TBD				
<b>OBJ.4:</b> Support understanding & application of compliance to receive and manage USG funds	Review/check of financial systems and TA	Trip report	1st-Oct. 2008			ON SCHEDULE	

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: CMMB**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.5:</b> Strengthen grantees to ensure compliance with local laws and NGO best practices	Staff appraisal system, send tools	CMMB staff appraisal system	14th Oct. 2008		16th Oct. 2008	ON SCHEDULE	
	HR policy review on retention section only	CMMB retention policy	14th Oct. 2008		16th Oct. 2008	ON SCHEDULE	
	Volunteer policy template	CMMB volunteer policy	19th Jan 2009		23rd Jan. 2009	ON SCHEDULE	
	Change of registration guideling	Kenya NGO Registration guidelines	30th Sept. 2008			ON SCHEDULE	
	Leadership succession plan template	Leadership succession plan	14th Oct. 2008		16th Oct. 2008	ON SCHEDULE	
<b>OBJ.4 &amp; 5:</b> USG and local compliance	Finance Compliance training	Training report	1st April.2008		3rd April, 2008	COMPLETE	
<b>OBJ.6:</b> Strengthen Grantees' abilities to deliver quality technical programs based on best practices at international or national level	Abstract Development Training	Training report	14th Jan. 2008		17th Jan. 2008	COMPLETE	
	Program Planning and Management workshop	Workshop report	20th May 2008		23rd May 2008	COMPLETE	
	Technical workshop on HIV/AIDS	Workshop report	6th May, 2008		9th May, 2008	COMPLETE	

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: CMMB**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.7:</b> Facilitate scale up and sustainability by strengthening indigenous capacity and building on local networks and institutions							
<b>OBJ.8:</b> Coordinate linkages with USG, implementing partners and other stakeholders							

**CMMB (Zambia) TA Plan with AED**

<b>Domain</b>	<b>TA gap</b>	<b>Activity</b>	<b>Description</b>	<b>Priority</b>	<b>Responsible</b>	<b>Where</b>	<b>When</b>	<b>Output</b>
<b><u>1. Governance</u></b> Board and Governing Body	Absence of a plan for leadership succession for Executive Director	Develop a succession plan for the executive director as part of the risk plan	CMMB to draft succession plan and AED to offer technical support and a template for the risk plan	3	CMMB/AED	Lusaka	Mid May 2009	Availability of a practical succession plan for the executive director
<b><u>2. Governance</u></b> Board and Governing Body	Untrained new board members for the restructured local board	Training of new board members on governance and board responsibilities for CMMB Zambia	AED to provide the training	2	AED	Lusaka	To be decided by AED	All new board members trained in governance and board responsibilities.
<b><u>3. Financial Resources</u></b> Record Keeping	Absence of a separate bank account for NPI funds	Open a separate account for other funds	CMMB Finance department to execute the activity and if any difficulties are encountered to liaise with AED	2	CMMB	Lusaka	End of April	Active Separate Account for other funds and the existing account remains for NPI
<b><u>4. Management and human resources</u></b> Strategic Planning	Absence of a Zambian based Strategic Plan	Development of a tailor- made Zambian Strategic Plan responsive to Zambian needs	AED to offer technical support in the development of a CMMB Zambia Strategic Plan in line with CMMB Global Strategic Plan	2	CMMB/AED	Lusaka	By end of May	Availability of a CMMB Zambia Strategic Plan

<p><b><u>5. Management and human resources</u></b> Human Resource</p>	Non implementation of a staff appraisal/ review system.	Strengthen the existing appraisals system and commence appraisal exercises	CMMB will provide a draft to AED that will be reviewed and finalized during a 1 day training on best practices and lessons learned	2	AED with CMMB (Margaret Nachela and Chanda Kaibele)	Lusaka	The training period to be decided by AED	Availability of an appropriate appraisal tool and implementation of annual appraisals of staff.
<p><b><u>6. Management and human resources</u></b> Human Resource</p>	Weak human resource plan for the organization and a process to identify and define new skill and staff needs.	Strengthen human resource plan for the organization and a process to identify and define new skill and staff needs	CMMB to provide a draft document as a starting point for development of HR plan. AED to conduct training on developing a human resource plan and share the good practices	3	AED and CMMB (John Phiri)	Lusaka	Date for training to be decided by AED  John Phiri assisted by Chanda Kaibele to start developing the draft immediately by end of April 2009	Availability of an appropriate Human Resource Plan for CMMB, Zambia
<p><b><u>7. Management and human resources</u></b> Human Resource</p>	Poorly defined personnel retention policy/Incentive program	Develop a separate personnel retention policy/Incentive program	CMMB (Margaret Nachela) to develop a draft policy and plan. AED to offer technical support	3	CMMB/AED	Lusaka	April 2009	Availability of a well defined policy and plan for retention/incentives of staff
<p><b><u>8. Management and Human Resource</u></b> Planning</p>	Weak CMMB Zambia plan or policy for dealing with unexpected financial events	Develop an organization plan for dealing with unexpected financial events	CMMB (John and Chanda) to develop the draft); AED to provide technical support and Template	4	Lusaka	AED to decide	May 2009	Availability and implementation of an appropriate CMMB Zambia plan for dealing with unexpected financial events

<p><b><u>9. Management and Human Resource</u></b> Systems, policies and procedures</p>	<p>Sub-optimal filing system or other means to retain and track key documents such as donor agreements, employee contracts, leases, reports etc</p>	<p>Set up a "hot" site server for storing documents; Develop and institute a tracking system of files/documents</p>	<p>CMMB (Levi to investigate existing filing systems and Margaret to develop a draft tracking system); AED to provide technical assistance</p>	<p>4</p>	<p>CMMB/AED</p>	<p>Lusaka</p>	<p>May 2009</p>	<p>System and tools in place to retain and track key documents such as donor agreements, employee contracts, leases, reports etc</p>
<p><b><u>10. Management and Human Resource</u></b> Sustainability plan</p>	<p>Limited plan for sustaining programs beyond donor support</p>	<p>Develop a plan to explore possible sources for funding programs at both national and international level</p>	<p>CMMB (MS and JP) to develop a draft plan with technical support from AED;.  AED provides a resource mobilization training;  Draft plan finalized with CMMB HQ in collaboration with the Zambian Board.</p>	<p>2</p>	<p>CMMB/AED</p>	<p>Lusaka</p>	<p>June 30<sup>th</sup> 2009</p>	<p>Implementation of sustainable programs by CMMB Zambia beyond donor support.</p>

<b><u>11. M&amp;E</u></b>	Lack of understanding regarding M&E processes and compliance by program personnel other than the M&E officer	Train program personnel	M&E officer for CMMB in consultation with AED M&E consultant to provide training	3	CMMB/AED	Lusaka	May 2009	All CMMB program personnel trained in M&E processes and compliance.
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**GOAL: Support NPI Round One Grantees' success through institutionalized organizational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: Cross International**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.1:</b> Validate organization capacity needs for grantees	Conduct in-depth OCAs & develop OD TA plan - HQ	Grantee OD TA plan	3-Mar-09	3-Mar-09	6-Mar-09	COMPLETE	
	Develop overall grantee TA plan FY 09	Grantee TA plan(s)	3-Mar-09	3-Mar-09	20-Mar-09	COMPLETE	
	Conduct OCA of sub-grantees	Grantee TA plan(s)	20-Apr-09	30-May-09			
<b>OBJ.2:</b> Mentor Grantee Workplans and COP Submissions	Review and provide feedback on grantee FY 09 WPs	FY WP Review & feed back	14-Jan-09	31-Mar-09		ONGOING	FY 09 workplan to be submitted 3 April 2009
	Two-day working sessions with partners for FY 2009 project start-up activities	Set targets and discussed modified program approaches based on lessons learned		11-Mar-09	12-Mar-09	COMPLETE	
	Assist grantees in submission of FY 09	WP submitted		31-Mar-09		ONGOING	FY 09 workplan to be submitted 3 April 2009
	Review and provide feedback on grantee FY 10 COP	COP reviewed and feedback provided	1-Aug-09				
	Assist grantees in submission of FY 10 COP	COP submitted	1-Aug-09				
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	Distribute minimum set of tools and guidelines on USG Regulations	USG Regulation Info received			12-Mar-09	COMPLETE	FM tools have been shared.
	Provide Cost Share guidelines	Cost Share Guidelines Received			27-Mar-09	COMPLETE	ME tools have been shared.
	Develop and distribute Workplan and budget Template for Program Manager	Tools received			12-Mar-09	COMPLETE	Tools and guidelines have been shared.
	Distribute HIV programs PEPFAR/HAITI guidelines to grantees	Program guidelines received			12-Mar-09	COMPLETE	Tools and guidelines have been shared.

**GOAL: Support NPI Round One Grantees' success through institutionalized organizational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: Cross International**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.4:</b> Support understanding & application of compliance to receive and manage USG funds	Provide one-on-one TA on USG financial compliance	TA on USG compliance received	6-Mar-09			ONGOING	Conducted in August 2008
	Assist to navigate VAT and procurement of project equipment with USAID/Haiti		7-Mar-09			ONGOING	In process
	Conduct workshop on USG (A-122) Regulations	Workshop attended & guidance received	20-Jun-09				Workshop planned for CI and its sub-grantees. Other NPI partners will also be invited.
	Review quality and support development of FM policies and procedures sub-grantees	FM manual Revised	6-Mar-09			ONGOING	Financial procedures need to be documented
	Support to complete SF 269-270 forms	Forms completed correctly	6-Mar-09			ONGOING	Support being provided to fill out forms correctly
<b>OBJ.5:</b> Strengthen grantees to ensure compliance with local laws and NGO best practices	Review availability and quality of grantee HR policies and procedures	HR policy reviewed			6-Mar-09	COMPLETE	
	Assist in adapting HR procedures to comply with Haitian labor laws	HR policies adapted to Haitian context				ONGOING	Provided information on code du Travail and copy of employee manual
	Support development of HRM policies and procedures	Revised HRM adopted			Feb-09	COMPLETE	
	Assist to draft SOW for new NPI positions	SOWs written				ONGOING	On-going - Announcements should go out by mid-April 09
	Conduct training on best HRM practices	Tools provided & training attended	May-09				
	Conduct training on best governance practices	Tools provided & training attended	Aug-09				
	Provide one-on-one TA on HRM	One-on-one HRM TA received				ONGOING	On-going
	Assist in in-country staff recruitment	Quality staff recruited based on USG regs.				ONGOING	Assisting CI to announce positions and conduct interviews

**GOAL: Support NPI Round One Grantees' success through institutionalized organizational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: Cross International**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes	
<b>OBJ.6:</b> Strengthen Grantees' abilities to deliver quality technical programs based on best practices at international or national level	Provide one-on-one TA on grantee program implementation	TA on HIV/AIDS programs received					Continue to assist grantee in good approaches and implementation	
	Conduct hands-on workshops on MSPP data collection tools - subs field agents and supervisors	Tools provided and workshop attended				TBD		
	Conduct Message Development workshop	Tools provided and workshop attended				TBD		
	Provide one-on-one TA on developing M&E plans	M&E plan developed		Apr-09				Provide assistance to develop plan and revise it
		TA on M&E plans received		Apr-09				Provide assistance to develop plan and revise it
	Provide TA on monitoring & data quality	TA on DQ received		Jun-09				
	Track quality of grantee semi-annual and annual reports	Semi-annual & annual reports reviewed		Mar-09			ONGOING	Ongoing support is being provided to grantee in writing quality reports
Support development of data management policies and procedures	DM procedures adopted					TBD	TA will be provided to new executive director and program develop to review and revise data quality procedures	
<b>OBJ.7:</b> Facilitate scale up and sustainability by strengthening indigenous capacity and building on local networks and institutions	Provide leadership and management TA to HQ & field staff	Leadership tools & skills acquired				ONGOING	TA has been provided to members of the board, program director and manager and will continue with the new director and manager for FY 09	
	Assist HQ Grantee on developing a Strategic Plan	Strategic Plan draft developed		2011			Grantee expressed interest in AED facilitating its strategic plan	
	Support grantee development of networks - stakeholders (indirect)	Networks developed		Jun-09			Provide TA and support to develop and maintain partnerships in- and outside of PEPFAR network	

**GOAL: Support NPI Round One Grantees' success through institutionalized organizational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: Cross International**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.8:</b> Coordinate linkages with USG, implementing partners and other stakeholders	Link grantees to country-specific and international HIV technical working groups	Grantee linked to TWGs				ONGOING	Contacts made and are en cours
	Assist grantees in developing abstracts for conferences, meetings & other events	Abstract writing TA received				TBD	
	Develop NPI connect and website	NPI websites used				ONGOING	Information is provided to Grantee on a regular basis to connect with outside resources

**GOAL: Support NPT Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: CRWRC**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.1:</b> Validate organisation capacity needs for grantees							
<b>OBJ.2:</b> Mentor Grantee Workplans and COP Submissions	COP narrative review	COP '08 narrative	14th Sept. 2007		14th Sept. 2007	COMPLETE	
	FY08 Workplan review	FY08 Workplan	15th Oct. 2007		15th Oct. 2007	COMPLETE	
	AED, USAID, Kenya grantees meeting	COP Submission guidelines	27th-Aug 2008		27th-Aug 2008	COMPLETE	
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	Annual report review	Annual report	16th Oct. 2008		16th Oct. 2008	COMPLETE	
	M&E Plan, tools, databases review	Revised tools and PMP, M&E Plan template	16th June 2008		16th June 2008	ON-GOING	
	PMP and data collection tools revision	PMP and data and collection tools	24th July 2008		Nov.2009	COMPLETE	
	Program Planning workshop with focus on M&E	Training Report	19th-May 2008		23rd-May 2008	COMPLETE	
<b>OBJ.4:</b> Support understanding & application of compliance to receive and manage USG funds							
<b>OBJ.5:</b> Strengthen grantees to ensure compliance with local laws and NGO best practices	Job Analysis & Grading	CRWRC job grades for national staff	30th July, 2008			ON-GOING	

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: CRWRC**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.4 &amp; 5:</b> USG and local compliance	Update the finance policy manual and ensure compliance	Updated finance policy manual	1st Dec. 2008			ON SCHEDULE	
	Ensure that transactions are adequately supported	Adequately supported transactions	1st Dec. 2008			ON SCHEDULE	
	Property Asset Management Procedures	Assets Register	1st Dec. 2008			ON SCHEDULE	
	Finance Compliance training	Training report	1st April.2008		3rd April, 2008	COMPLETE	
<b>OBJ.6:</b> Strengthen Grantees' abilities to deliver quality technical programs based on best practices at international or national level	Abstract Development Training	Training report	14th Jan. 2008		17th Jan. 2008	COMPLETE	
	Program Planning and Management workshop	Workshop report	20th May 2008		23rd May 2008	COMPLETE	
	Technical workshop on HIV/AIDS	Workshop report	6th May, 2008		9th May, 2008	COMPLETE	
<b>OBJ.7:</b> Facilitate scale up and sustainability by strengthening indigenous capacity and building on local networks and institutions							
<b>OBJ.8:</b> Coordinate linkages with USG, implementing partners and other stakeholders							

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: ELCT**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.1:</b> Validate organisation capacity needs for grantees							
<b>OBJ.2:</b> Mentor Grantee Workplans and COP Submissions							
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	Program Planning workshop with focus on M&E	Training Report	19th-May 2008		23rd-May 2008	COMPLETE	
<b>OBJ.4:</b> Support understanding & application of compliance to receive and manage USG funds							
<b>OBJ.5:</b> Strengthen grantees to ensure compliance with local laws and NGO best practices	Improve financial reporting of ELCT and the hospitals	Templates shared	1st Nov. 2007		1st Nov. 2007	COMPLETE	
<b>OBJ.4 &amp; 5:</b> USG and local compliance	Finance Compliance training	Training report	1st April.2008		3rd April, 2008	COMPLETE	
<b>OBJ.6:</b> Strengthen Grantees' abilities to deliver quality technical programs based on best practices at international or national level	Abstract Development Training	Training report	14th Jan. 2008		17th Jan. 2008	COMPLETE	
	Program Planning and Management workshop	Workshop report	20th May 2008		23rd May 2008	COMPLETE	
	Technical workshop on HIV/AIDS	Workshop report	6th May, 2008		9th May, 2008	COMPLETE	

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: ELCT**

<b>OBJ.7:</b> Facilitate scale up and sustainability by strengthening indigenous capacity and building on local networks and institutions							
<b>OBJ.8:</b> Coordinate linkages with USG, implementing partners and other stakeholders							

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: FHSSA**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.1:</b> Validate organisation capacity needs for grantees	Program review	Program review report	13-Jan.09		14-Jan.09	COMPLETE	
<b>OBJ.2:</b> Mentor Grantee Workplans and COP Submissions	FY08 Workplan review	FY08 Workplan	8th Oct. 2007		8th Oct. 2007	COMPLETE	
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	Program Planning workshop with focus on M&E	Training Report	19th-May 2008		23rd-May 2008	COMPLETE	
<b>OBJ.4:</b> Support understanding & application of compliance to receive and manage USG funds							
<b>OBJ.5:</b> Strengthen grantees to ensure compliance with local laws and NGO best practices							
<b>OBJ.4 &amp; 5:</b> USG and local compliance	Finance Compliance training	Training report	1st April.2008		3rd April, 2008	COMPLETE	
<b>OBJ.6:</b> Strengthen Grantees' abilities to deliver quality technical programs based on best practices at international or national level	Abstract Development Training	Training report	14th Jan. 2008		17th Jan. 2008	COMPLETE	
	Program Planning and Management workshop	Workshop report	20th May 2008		23rd May 2008	COMPLETE	
	Technical workshop on HIV/AIDS	Workshop report	6th May, 2008		9th May, 2008	COMPLETE	
<b>OBJ.7:</b> Facilitate scale up and sustainability by strengthening indigenous capacity and building on local networks and institutions							
<b>OBJ.8:</b> Coordinate linkages with USG, implementing partners and other stakeholders							

**GOAL: Support NPT Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: FIDA**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.1:</b> Validate organisation capacity needs for grantees	Baseline assessment	TA Plan	28-Oct. 2007		31-Oct. 2007	COMPLETE	
	Re-assessment	TA Plan	18-Nov.07		22-Nov.08	COMPLETE	
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	Program Planning workshop with focus on M&E	Training Report	19th-May 2008		23rd-May 2008	COMPLETE	
	Data quality and use Training	Training Report	24-Mar.09		27-Mar.09	COMPLETE	
	RDQA and feedback tools	TA report	TBD			On-Schedule	
	Data Analysis	Training Report	01-June.09	05-June.09		On-Schedule	
	Most significant change training	Training Report	TBD				
<b>OBJ.4:</b> Support understanding & application of compliance to receive and manage USG funds	Upgrade accounting software	upgrade accounting software	1st-Aug. 2008			ON-GOING	
<b>OBJ.5:</b> Strengthen grantees to ensure compliance with local laws and NGO best practices	Confirmation of adoption of revised Personnel policy	FIDA personnel policy	15th July 2008		15th July 2008	COMPLETE	
<b>OBJ.4 &amp; 5:</b> USG and local compliance	Strengthen finance policies and ensure compliance	Strengthened finance policies	1st-Aug. 2008			ON-GOING	
	Finance Compliance training	Training report	1st April.2008		3rd April, 2008	COMPLETE	

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: FIDA**

<b>OBJECTIVES</b>	<b>MILESTONE ACTIVITIES</b>	<b>KEY OUTPUTS</b>	<b>PLANNED START DATE</b>	<b>PLANNED END DATE</b>	<b>ACTUAL END DATE</b>	<b>STATUS</b>	<b>Notes</b>
<b>OBJ.6:</b> Strengthen Grantees' abilities to deliver quality technical programs based on best practices at international or national level	Abstract Development Training	Training report	14th Jan. 2008		17th Jan. 2008	COMPLETE	
	Program Planning and Management workshop	Workshop report	20th May 2008		23rd May 2008	COMPLETE	
	Technical workshop on HIV/AIDS	Workshop report	6th May, 2008		9th May, 2008	COMPLETE	
<b>OBJ.7:</b> Facilitate scale up and sustainability by strengthening indigenous capacity and building on local networks and institutions							
<b>OBJ.8:</b> Coordinate linkages with USG, implementing partners and other stakeholders							

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: FLN**

<b>OBJECTIVES</b>	<b>MILESTONE ACTIVITIES</b>	<b>KEY OUTPUTS</b>	<b>PLANNED START DATE</b>	<b>PLANNED END DATE</b>	<b>ACTUAL END DATE</b>	<b>STATUS</b>	<b>Notes</b>
<b>OBJ.1:</b> Validate organisation capacity needs for grantees	Baseline assessment	TA Plan	26-Oct. 2007		27-Oct. 2007	COMPLETE	
<b>OBJ.2:</b> Mentor Grantee Workplans and COP Submissions							
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	Program Planning workshop with focus on M&E	Training Report	19th-May 2008		23rd-May 2008	COMPLETE	
<b>OBJ.4:</b> Support understanding & application of compliance to receive and manage USG funds							
<b>OBJ.4 &amp; 5:</b> USG and local compliance	Fincance Compliance training	Training report	1st April.2008		3rd April, 2008	COMPLETE	
<b>OBJ.6:</b> Strengthen Grantees' abilities to deliver quality technical programs based on best practices at international or national level	Abstract Development Training	Training report	14th Jan. 2008		17th Jan. 2008	COMPLETE	
	Program Planning and Management workshop	Workshop report	20th May 2008		23rd May 2008	COMPLETE	
	Technical workshop on HIV/AIDS	Workshop report	6th May, 2008		9th May, 2008	COMPLETE	

GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG

**GRANTEE: FLN**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<p><b>OBJ.7:</b> Facilitate scale up and sustainability by strengthening indigenous capacity and building on local networks and institutions</p>							
<p><b>OBJ.8:</b> Coordinate linkages with USG, implementing partners and other stakeholders</p>							

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: GENEVA GLOBAL**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.1:</b> Validate organisation capacity needs for grantees	Baseline assessment	TA Plan	27-Nov. 2007		29-Nov. 2007	COMPLETE	
	Re-assessment	TA Plan	18-Nov. 2008		19-Nov. 2008	COMPLETE	
<b>OBJ.2:</b> Mentor Grantee Workplans and COP Submissions							
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	M&E systems review (Databases and tools)	M&E TA plan of action	2nd Aug. 2008		3rd Aug. 2008	COMPLETE	
	Program Planning workshop with focus on M&E	Training Report	19th-May 2008		23rd-May 2008	COMPLETE	
	M&E Training	TA report	21-Jan-09		21-Jan-09	COMPLETE	
	Data quality and use Training	Training Report	24-Mar.09		27-Mar.09	COMPLETE	
	Supporting GG grantees to develop paper based records	TA report	TBD				
	Checklists for each HBC, OVC interventions	TA report	TBD				
	Mentoring GG Implementing partners on M&E	TA report	TBD				
<b>OBJ.4:</b> Support understanding & application of compliance to receive and manage USG funds							



GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG

**GRANTEE: GENEVA GLOBAL**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.7:</b> Facilitate scale up and sustainability by strengthening indigenous capacity and building on local networks and institutions							
<b>OBJ.8:</b> Coordinate linkages with USG, implementing partners and other stakeholders							

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: Geneva Global (Cote D'Ivoire)**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	STATUS	Notes	
<b>OBJ.1:</b> Validate organisation capacity needs for grantees	Conduct f/up TA needs assessments	F/up capacity assessment conducted	NOT STARTED	To be determined	
	Conduct indepth organisational FM capacity assessment & develop FM TA plan	Grantee FM TA plan	COMPLETE	Completed Sept 2008, follow up June 2009	
	Conduct indepth organisational OD capacity assessment & develop OD TA plan	Grantee OD TA plan	COMPLETE	FY08 completed. FY09 in progress	
<b>OBJ.2:</b> Mentor Grantee Workplans and COP Submissions	Review and provide feedback on grantee WPs	WP Review & feed back	COMPLETE	FY08 and FY09 WP assistance given.	
	Assist grantees in submission of WPs	WP submitted	COMPLETE		
	Review and provide feedback on grantee COPS	COP review and feedback	COMPLETE	Support provided as needed.	
	Assist grantees in submission of COP	COP submitted	COMPLETE		
	Translation of Workplan into English	English version of Workplan	NOT STARTED	N/A. Geneva is able to produce English reports	
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	Distribute minimum set of tools and guidelines on FM to grantees	FM tool box received	COMPLETE		
	Distribute minimum set of tools and guidelines on M&E to grantees	M&E tool box received	COMPLETE	M&E Training and distribution of tools complete	
	Distribute minimum set of tools and guidelines on OD to grantees	OD tool box received	OUTSTANDING		
	Distribute minimum set of tools on HIV programs to grantees	Program guidelines received	NOT STARTED	As part of Program Management Training in June 2009	
	Provide grantees with TA & tools on writing project success stories (SS)	SS-writing TA received		NOT STARTED	
		Success story guidelines received		NOT STARTED	Planned for Program Management Training in 2009

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: Geneva Global (Cote D'Ivoire)**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	STATUS	Notes
<b>OBJ.4:</b> Support understanding & application of compliance to receive and manage USG funds	Train grantees on FM	FM workshop attended	COMPLETE	Workshop held in Abidjan May 12-15, follow up in 2009
	Provide one-on-one TA on USG financial compliance	TA on USG compliance received	COMPLETE	TA provided regularly by Hatton plus Van Rykel
	Track quality of grantee monthly and cost share FM reports	Financial & costshare reports received	NOT STARTED	Geneva Cost share is managed in the US
	Review quality and support development of FM policies and procedures	New/revised FM manual adopted	REVIEWED	Suggestions made and some are being integrated
	Conduct grant management training for grantees	Grant management training attended	ONGOING	Geneva has attended Program Management training in Uganda, but a follow up is planned for Q4
	Assist grantees to conduct financial audits	Financial audit conducted	TBD	
	Review of pre-award surveys	Pre-award survey reviewed	NOT STARTED	Geneva had no outstanding pre-award audit issues
	Support in identification of accounting software package	Accounting software identified	ONGOING	Accounting function handled by Geneva HQ, not Abidjan
	TA on branding and marking	TA on branding provided	COMPLETE	
	Translation of A-122 into French	A-122 translated into French	COMPLETE	
	TA on financial management/internal controls	TA on FM/ internal controls provided	COMPLETE	
	Training in SF269 and SF270	Trainind on SF269 and SF270 conducted	COMPLETE	Presentation for Geneva conducted in 2008
	Support in acquisition of restricted items -- vehicle	Support on Vehicle acquisition provided	ONGOING	For purchase of American made 4x4
	Support in in-country registration	Support on In-country registration provided	COMPLETE	Discussion for insertion of closeout in final workplan
TA in support of close-out	TA on project closeout provided	ONGOING	Ongoing discussion.	
Assistance in submission of CA modification	TA on CA modification provided	ONGOING	Several meetings on how/when to consider modifications, including target changes	

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: Geneva Global (Cote D'Ivoire)**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	STATUS	Notes
<b>OBJ.5:</b> Strengthen grantees to ensure compliance with local laws and NGO best practices	Review availability and quality of grantee HR policies and procedures	HR policy reviewed	ONGOING	TA provided at several points with regards to CI labor code and implications for GG local hiring and staff management
	Conduct grantee and AED NPI training of trainers workshop	TOT training attended	NOT STARTED	Planned for June 2009
	Train grantees on HRM	HRM training attended	OUTSTANDING	
	Train grantees on Good governance	Governance training attended	COMPLETE	Participants in Governance Training March 9-13
	Provide one-on-one TA on HRM	One-on-one HRM TA received	ONGOING	
	Support development of HRM policies and procedures	New/revised HRM adopted	NOT STARTED	In coordination with GG USA
	Conduct volunteer management training for grantees	Volunteer management training attended	TBD	
	Governance Technical Assistance offered	TA on governance provided	COMPLETE	At the Governance Training. Additionally, presentation tools shared with GG CI so it can cascade trainings down to GG subs.
	Analysis of statutes and by-laws	Statutes and by-laws analysed	NOT STARTED	
	<b>OBJ.6:</b> Strengthen Grantees' abilities to deliver quality technical programs based on best practices at international or national level	Conduct assessment of grantee program design	Program "design" assessed	COMPLETE
Train grantees on program planning and M&E		Program planning training attended	COMPLETE	2 participants from Geneva attended Uganda Program Management Training
Provide one-on-one TA on developing M&E plans		M&E plan developed	COMPLETE	
		TA on M&E plans received	COMPLETE	M&E plan was previously developed before arrival of AED. Some TA provided to refine it further.
Conduct grantee training or One-on-one TA on DQ and data use		TA on DQ received	COMPLETE	Data quality and M&E system assessment done.
Track quality of grantee semi-annual and annual reports		Semi-annual & annual reports reviewed	ONGOING	
Review availability & quality of grantee data management policies		DM policy & procedures reviewed	COMPLETE	Data management procedures reviewed and recommendations currently being implemented
Support development of data management policies and procedures		DM procedures adopted	ONGOING	Some implementation of new procedures adopted
Support in the development of grants management systems including contracts and development of financial management system		TA on grants and finance management systems provided	COMPLETE	TA provided to refine existing system.
Support in creation of sub-grantee selection tool		Communication Training	COMPLETE	N/A.

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: Geneva Global (Cote D'Ivoire)**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	STATUS	Notes
<b>OBJ.7:</b> Facilitate scale up and sustainability by strengthening indigenous capacity and building on local networks and institutions	Develop and distribute resource map & list of strategic alliances	Resource list received	OUTSTANDING	
	Conduct resource mobilization and sustainability training for all grantees	Sustainability training attended	OUTSTANDING	Geneva was invited to the Resouce Mobilization training in Kenya, but no one attended.
	Conduct training on strategic planning or one-on-one TA	TA on strategic planning received	COMPLETE	Director and Reseach Analyst participated in 3-day strategic planning training
	Review status and strength of grantee referral networks	Grantee referral network reviewed	OUTSTANDING	
	Support grantee development of referral policy	Grantee referral policy adopted	NOT STARTED	
	Conduct staffing pattern/capacity analysis for grantee	Staff pattern/ capacity analysis performed	ONGOING	Geneva should reinforce technical capacity of research analysts and specialize them
<b>OBJ.8:</b> Coordinate linkages with USG, implementing partners and other stakeholders	Assist grantees in developing of formal calendar of events	Events calendar received	ONGOING	
	Link grantees to country-specific and international HIV technical working groups	Grantee linked to TWGs	ONGOING	GG linked to key government structures
	Assist grantees in developing abstracts for conferences, meetings & other fora	Abstract writing TA received	NOT STARTED	
	Develop NPI connect and website	NPI websites used	ONGOING	

GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG

**GRANTEE: GOAL-SARAH NETWORK**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.1:</b> Validate organisation capacity needs for grantees	Baseline assessment	TA Plan	29-Oct. 2007		30-Oct. 2007	COMPLETE	
	Re-assessment	TA Plan	04-Nov.07		05-Nov.08	COMPLETE	
<b>OBJ.2:</b> Mentor Grantee Workplans and COP Submissions	AED, USAID, Kenya grantees meeting	COP Submission guidelines	27th-Aug 2008		27th-Aug 2008	COMPLETE	
	COP narrative review	COP '08 narrative	14-Sept. 2008		14-Sept. 2008	COMPLETE	
	FY '08 Workplan review	FY '08 Workplan	28-Sept.2007		28-Sept.2007	COMPLETE	
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	Annual report review	Annual report	26-Oct. 2008		26-Oct. 2008	COMPLETE	
	M&E Plan, tools review	Revised M&E Plan and PMP	30-Jun. 2008		01-Nov. 2008	COMPLETE	
	Timely financial reporting	Timely reports	1-Nov-2007			COMPLETE	
	Databases and data management	Metadata & Data management procedures	2-Sept. 2008		2-Sept. 2008	COMPLETE	
	Data quality training and assessment	Data quality training and assessment report	30-Sept. 2008		01-Oct. 09	COMPLETE	
	Program Planning workshop with focus on M&E	Training Report	19th-May 2008		23rd-May 2008	COMPLETE	
	DQA and tools TA to Caring Mothers an Implementing partner for SARAH Network	TA report	15-Dec. 2009		15-Dec. 2009	COMPLETE	
	Confidentiality guidelines review	TA report	jan.2009		jan.2009	COMPLETE	
	TA on feedback mechanism and referral tools	TA report	Feb.2009			ON-GOING	
	OP (other prevention) implementation manual	TA report	Feb.2009			ON-GOING	

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: GOAL-SARAH NETWORK**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.4:</b> Support understanding & application of compliance to receive and manage USG funds	Timesheet preparation - Supporting document for salaries	Timesheet	1-Nov-2007			COMPLETE	
	Develop a cost allocation policy	Cost allocation policy	1-Nov-2007			COMPLETE	
	Quickbooks training and system upgrade	Trained staff and upgraded system	1-Nov-2007		1-Aug-08	COMPLETE	
<b>OBJ.5:</b> Strengthen grantees to ensure compliance with local laws and NGO best practices	Volunteer policy development forum	Sarah volunteer policy		15-Jul-08		16-Jul-08	COMPLETE
	Filing system	Sarah filing system		16-Jul-08			COMPLETE
	Guidance on reorganizing and branding Sarah Network Website	Rebranded Sarah Network Website		30-Jul-08		30-Jul-08	COMPLETE
	Guidelines to complete formal registration of organization	Kenya NGO Registration guidelines		30-Aug-08		30-Aug-08	COMPLETE
<b>OBJ.4 &amp; 5:</b> USG and local compliance	Finance Compliance training	Training report	1st April.2008		3rd April, 2008	COMPLETE	
	Preparation of bank reconciliations	Bank reconciliations	1-Nov-2007			ON GOING	
	All payments and supporting Documents stamped "PAID"	"PAID" stamp used accordingly	1-Nov-2007			COMPLETE	
	Updating the chart of accounts	Chart of accounts	1-Nov-2007			1-Jan-08	COMPLETE
	Ensure compliance with local statutory requirements	Compliance with statutory requirements, PAYE, NSSF, NHIF	1-Nov-2007			1-Jan-08	COMPLETE
	Ensure NGO undergoes local annual audit	Audit report	1-Jan. 2007				

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: GOAL-SARAH NETWORK**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
	Develop a finance policy and ensure compliance	Finance policy manual	1-Nov-2007		31-Mar-08	COMPLETE	
	Ensure that transactions are adequately supported	Adequately supported transactions	1-Nov-2007			COMPLETE	
	Property Asset Management Procedures	Asset Register	1-Nov-2007			ON-GOING	
	Budget review	Reviewed budget	28th Feb. 2008			COMPLETE	
<b>OBJ.6:</b> Strengthen Grantees' abilities to deliver quality technical programs based on best practices at international or national level	Abstract Development Training	Training report	14th Jan. 2008		17th Jan. 2008	COMPLETE	
	Program Planning and Management workshop	Workshop report	20th May 2008		23rd May 2008	COMPLETE	
	Technical workshop on HIV/AIDS	Workshop report	6th May, 2008		9th May, 2008	COMPLETE	
<b>OBJ.7:</b> Facilitate scale up and sustainability by strengthening indigenous capacity and building on local networks and institutions							
<b>OBJ.8:</b> Coordinate linkages with USG, implementing partners and other stakeholders							

GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG

**GRANTEE: IMBUTO FOUNDATION**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.1:</b> Validate organisation capacity needs for grantees	Baseline assessment	TA Plan	6/17/2008		6/17/2008	COMPLETE	
	Program review	TA Plan	27-Nov.07		27-Nov.08	COMPLETE	
<b>OBJ.2:</b> Mentor Grantee Workplans and COP Submissions							
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	Program Planning workshop with focus on M&E	Training Report	19th-May 2008		23rd-May 2008	COMPLETE	
	M&E Training	TA report	7-Oct-08		9-Oct-08	COMPLETE	
	Offer TA in recruitment of M&E officer	TA report	TBD				
	Report writing Training		TBD				
	Adapting organizational M&E plan for individual projects	TA report	TBD				
	Documentation of best practices.	TA report	TBD				
<b>OBJ.4:</b> Support understanding & application of compliance to receive and manage USG funds	Review/check of financial systems and TA	Trip report	2nd Sept. 2008			ON SCHEDULE	

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: IMBUTO FOUNDATION**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.5:</b> Strengthen grantees to ensure compliance with local laws and NGO best practices	Staff appraisal plan and system	Staff appraisal plan and system	TBD			TBD	
	Personnel Retention policy	Personnel Retention Policy				Pending yr 3 workplan approval	
	Risk Plan	Risk Plan	30th Oct. 2008			ON SCHEDULE	
	Filing system	Filing system	31st Oct. 2008			TBD	
<b>OBJ.4 &amp; 5:</b> USG and local compliance	Finance Compliance training	Training report	1st April.2008		3rd April, 2008	COMPLETE	
	Abstract Development Training	Training report	14th Jan. 2008		17th Jan. 2008	COMPLETE	
	Program Planning and Management workshop	Workshop report	20th May 2008		23rd May 2008	COMPLETE	
	Technical workshop on HIV/AIDS	Workshop report	6th May, 2008		9th May, 2008	COMPLETE	
<b>OBJ.7:</b> Facilitate scale up and sustainability by strengthening indigenous capacity and building on local networks and institutions							
<b>OBJ.8:</b> Coordinate linkages with USG, implementing partners and other stakeholders							

GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG

GRANTEE: JFP/PFE

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.1:</b> Validate organisation capacity needs for grantees	Baseline assessment	TA Plan	1st-Nov. 2007		2nd-Nov. 2007	COMPLETE	
	Re-assessment	TA Plan	20-Nov. 2008		20-Nov. 2008	COMPLETE	
<b>OBJ.2:</b> Mentor Grantee Workplans and COP Submissions							
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	Timely financial reporting	Timely reports	28th Feb. 2008			ON-GOING	
	Program Planning workshop with focus on M&E	Training Report	19th-May 2008		23rd-May 2008	COMPLETE	
	Data analysis and use	Training Report	TBD				
	Best practise tracking system development	Training Report	TBD				
<b>OBJ.4:</b> Support understanding & application of compliance to receive and manage USG funds							
<b>OBJ.5:</b> Strengthen grantees to ensure compliance with local laws and NGO best practices	Property Asset Management Procedures	Assets Register	14th Feb. 2008			COMPLETE	
	All payments and supporting documents stamped "PAID"	"PAID" stamp used accordingly	14th Feb. 2008			COMPLETE	
	Timesheet preparation - supporting document for salaries	Timesheet	14th Feb. 2008			COMPLETE	
	Filing Records procedures completion	JFA/PFE filing policy	30th July 2008			COMPLETE	

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: JFP/PFE**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.4 &amp; 5:</b> USG and local compliance	Development of a cost allocation policy	Cost allocation policy	1st April 2008			ON-GOING	
	Finance Compliance training	Training report	1st April.2008		3rd April, 2008	COMPLETE	
<b>OBJ.6:</b> Strengthen Grantees' abilities to deliver quality technical programs based on best practices at international or national level	Abstract Development Training	Training report	14th Jan. 2008		17th Jan. 2008	COMPLETE	
	Program Planning and Management workshop	Workshop report	20th May 2008		23rd May 2008	COMPLETE	
	Technical workshop on HIV/AIDS	Workshop report	6th May, 2008		9th May, 2008	COMPLETE	
<b>OBJ.7:</b> Facilitate scale up and sustainability by strengthening indigenous capacity and building on local networks and institutions							
<b>OBJ.8:</b> Coordinate linkages with USG, implementing partners and other stakeholders							

GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG

**GRANTEE: KAMATAKIMO**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.1:</b> Validate organisation capacity needs for grantees	M&E systems review	M&E TA plan of action	2nd July 2008		3rd July 2008	COMPLETE	
	Re-assessment	TA Plan	13-Nov.08		13-Nov.08	COMPLETE	
<b>OBJ.2:</b> Mentor Grantee Workplans and COP Submissions							
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	Timely financial reporting	Timely reports	1st March 2008			ON GOING	
	Program Planning workshop with focus on M&E	Training Report	19th-May 2008		23rd-May 2008	COMPLETE	
	M&E systems review	M&E systems development plan of action	2-Jul-08		3-Jul-08	COMPLETE	
	Data tools and quality training and assessment	Training Report	11-Nov.2009		13-Nov.2009	COMPLETE	
	Client satisfaction tools	TA report	TBD				
	Operationalize M&E plan for CRWRC	TA report	TBD				
	Data analysis and use training	Training Report	TBD				
<b>OBJ.4:</b> Support understanding & application of compliance to receive and manage USG funds	Computerization of their accounting system	Computerized accounting system	1st March 2008			ON GOING	

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: KAMATAKIMO**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.5:</b> Strengthen grantees to ensure compliance with local laws and NGO best practices	Preparation of bank reconciliations	Bank reconciliations	1st March 2008			ON GOING	
	Ensure NGO undergoes local annual audit	Audit report	1st March 2008			ON GOING	
	HR and administration policies review and finalization	Kamatakimo HR policy and staff performance system	23rd July 2008			COMPLETE	
<b>OBJ.4 &amp; 5:</b> USG and local compliance	Timesheet preparation - supporting document for salaries	Timesheet	1st March 2008			COMPLETE	
	Develop a cost allocation policy	Cost allocation policy	1st March 2008			ON GOING	
	Update the financial policy manual and ensure compliance	Updated Finance policy manual	1st March 2008		31st July 2008	ON GOING	
	Ensure that transactions are adequately supported	Adequately supported transactions	1st March 2008			ON GOING	
	Property Asset Management Procedures	Asset Register	1st March 2008			ON GOING	
	Ensure information back up systems are put in place	Information back up systems	1st March 2008			ON GOING	
	Finance Compliance training	Training report	1st April.2008		3rd April, 2008	S. MUNYORO	
	Abstract Development Training	Training report	14th Jan. 2008		17th Jan. 2008	COMPLETE	
	Program Planning and Management workshop	Workshop report	20th May 2008		23rd May 2008	COMPLETE	
	Technical workshop on HIV/AIDS	Workshop report	6th May, 2008		9th May, 2008	COMPLETE	

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: KAMATAKIMO**

<b>OBJECTIVES</b>	<b>MILESTONE ACTIVITIES</b>	<b>KEY OUTPUTS</b>	<b>PLANNED START DATE</b>	<b>PLANNED END DATE</b>	<b>ACTUAL END DATE</b>	<b>STATUS</b>	<b>Notes</b>
<b>OBJ.7:</b> Facilitate scale up and sustainability by strengthening indigenous capacity and building on local networks and institutions							
<b>OBJ.8:</b> Coordinate linkages with USG, implementing partners and other stakeholders							

**Kara Counselling and Training Trust (KARA) TA Plan with AED**

<b>Domain</b>	<b>TA Gap</b>	<b>Activity</b>	<b>Description</b>	<b>Priority</b>	<b>Responsible</b>	<b>Where</b>	<b>When</b>	<b>Outcome</b>
<b>M&amp;E</b>	Lack of a well functioning database for data analysis <i>(Most data analysis is done manually. A database is in place but has faced challenges in implementing it).</i>	Review of the current data base and its implementation  Develop a strategy for implementation of the database	AED to offer technical support on reviewing the current database and developing new strategies to ensure that KCTT has a database that can be implemented	2	KCTT/ AED	Lusaka	To be determined	The Monitoring System Specialist (MSS) is able to make available the KCTT statistical information immediately it is required.
	Low quality of data collected by sub partners - <i>(Although there are improvements, the quality from sub partners and program outlets is still quite low. Gaps identified in data compilation and reporting – dataflow and the capacities among KCTT M&amp;E staff and program outlets)</i>	Training of sub partners in data quality	AED to provide technical support/ training of KCTT and subs in data quality issues. (including double counting of individuals reached)	1	KCTT/ AED	Lusaka	January 15 <sup>th</sup> 2009	Sub partner M&E staff and program Managers observe quality reporting
<b>M &amp; E</b>	Ineffective data collection tools - <i>(The source data collection tool needs to be simplified for the volunteers)</i>	Refining the source data collection tool with participation from the users  Development of the	AED to provide on the ground technical support to enable KCTT revise tools with participation from sub partners	3	KCTT/ AED	A selected number of program outlets	January 15 <sup>th</sup> 2009 through to end of February 2009	Quality and comprehensive data collected for reporting to USAID.

Domain	TA Gap	Activity	Description	Priority	Responsible	Where	When	Outcome
		quality assurance system and training key staff at sub partner level in its use.	staff and volunteers.					
<b>Program Delivery</b>	Inadequate Program Service Packages	Critic provided in KCTT draft program packages  Key staff of sub partners oriented in the program packages.	AED helps Kara to align program packages with the national and Emergency Plan program guidance	I	AED / KCTT	Lusaka	September 2008- November 2009	Frame work of KCTT program activities defined.  USAID approves the document
<b>Program Delivery</b>	Leveraging of support capacity of sub partners and Kara	Develop an inventory of other organizations/ funding institutions	AED to assist Kara to identify and tap into leveraged support.	2	AED/ KCTT	Lusaka	10 <sup>th</sup> January 2008	KCTT taps into leveraged support
<b>Program Delivery</b>	Outdated/inadequate operating manuals for care givers, counselors and peer educators	Critic provided in KCTT draft operating manuals  Key staff of sub partners and KCTT program outlets oriented draft operating manuals.	AED provides Technical Assistance in reviewing and refining the existing Operational Manuals for volunteers conducting AB, CT, OVC and Palliative Care activities.	3	AED	Lusaka	January 10 <sup>th</sup> 2008	Clearly outlined operational manuals provided to sub partners and KCTT program outlets.

## Capacity Development

### Prioritization Plan for LCCT with AED Support

Activity Name	Project Type/Deliverables	Finish	Status	Comments
LCCT: Financial Compliance Training Workshop	Workshop Completed	30-Mar-09	Completed	
LCCT: Records Management Training	Training Completed	30-Mar-2009	Completed	
LCCT: Develop Workplans for sub grantees	Sub Grantee Capacity Building Plans	30-Mar-2009	Completed	
LCCT: Develop PEPFAR indicator sheet for staff	Scope of Work, Consultant Selected	30-Mar-09	Completed	
LCCT: IT system in place (networking & ISP) - Satellite Centres	IT S	30-Mar-09	Completed	
LCCT: Property Asset Management Procedures	Property Asset List	30-Mar-09	Completed	
LCCT: Induction Manual	Induction Manual	30-Mar-09	Completed	
LCCT: Develop data management policy		30-Mar-09	Completed	
LCCT: Design Database for HBC/FB clients	Database completed	30-Mar-09	Initial Phase	
LCCT: IT Policy	Assets ID include Asset # and Funder	30-Mar-09	Partially Complete- 1st Draft	
LCCT: Undertake Inventory Tracking		30-Mar-09	Completed	
LCCT: Capturing Success Stories	Procedure for Capturing Success Stories	30-Mar-09	Partners Meeting	
LCCT: Referral Policy: Bocaip, Tebelopele, Clinics, SCD	Referral Policy in Place	30-Mar-09	Completed	
LCCT: Develop M&E refresher training plan.	M&E Refresher plan	30-Mar-09	Completed	
LCCT: Develop M&E organogram & align job descriptions	Organogram & Job descriptions developed	30-Mar-09	Completed	
LCCT: HIV/AIDS Clinical Training (Harvard)	Training completed	30-Mar-09	Completed	
LCCT: Development of Workplan for FHBC & Bopagang Basha	Workplans completed	30-Mar-09	Completed	
LCCT: Finalize Strategic Plan (		30-Jun-09		
LCCT: Develop clear SOP on data collection, aggregation etc.	SOP Developed	30-Jun-2009	Completed	
LCCT: Develop capacity building plans for sub grantees.	Plans completed	30-Jun-09	Completed	
LCCT: Standardization of satellite centres	Satellite centres standardized	30-Jun-09	Completed	
LCCT: Develop documented selection criteria (HBC/FB)	Selection criteria developed	30-Jun-09		

## Capacity Development

### Prioritization Plan for LCCT with AED Support

Activity Name	Project Type/Deliverables	Finish	Status	Comments
LCCT: Performance Review System	Performance Review System	30-Jun-09		
LCCT: Training / Professional Development Plan	Training / Professional Development Plan	30-Jun-09		
LCCT: HIV/AIDS Policy	Policy in Place	30-Jun-09		
LCCT: Update Website (incl. intranet)		30-Jun-09		
LCCT: Governance (Board Retreat)	Board Retreat Held	30-Jun-09		
LCCT: Develop board members job descriptions/ Biographies	Job descriptions completed	30-Jun-09		
LCCT: Develop board manual	Board Manual completed	30-Jun-09		
LCCT: Review Board Constitution	Constitution completed	30-Jun-09		
LCCT: Develop Succession Plan	Succession Plan completed	30-Jun-09		
LCCT: Conduct skills audit for board	Skills Audit completed	30-Jun-09		
LCCT: Training - Standards of Care/ Confidentiality		30-Jul-09		
LCCT: Palliative Care Training for Care Assistants/Field Workers	Training Plan	30-Jul-09		
LCCT: Refine Criteria for selection of clients for HBC program	HBC/Facility Based Selection Criteria	30-Jul-09		
LCCT: Training of Care Assistants - Community Mobilization	Training Conducted	30-Jul-09		
LCCT: Develop List of referral networks for HBC clients	Referral List	30-Jul-09		
LCCT: Develop clear linkages to other wrap around programs	Referral List - Wrap Around Programs	30-Jul-09		
LCCT: Develop expanded training/ materials for Spiritual Care	Training Materials developed	30-Jul-09		
LCCT: Develop a sustainability plan	Sustainability Plan	30-Sep-09		
LCCT: Develop a Communication/Marketing plan	Communication /Marketing Plan	30-Sep-09		
LCCT: Develop service standards for centres & training	Standards developed and adopted	30-Sep-09		
LCCT: Close Out procedures	Close out completed	30-Sep-09		

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: Le-Soutien**

<b>OBJECTIVES</b>	<b>MILESTONE ACTIVITIES</b>	<b>KEY OUTPUTS</b>	<b>STATUS</b>	<b>Notes</b>	
<b>OBJ.1:</b> Validate organisation capacity needs for grantees	Conduct f/up TA needs assessments	F/up capacity assessment conducted	TBD	TBD	
	Conduct indepth organisational FM capacity assessment & develop FM TA plan	Grantee FM TA plan	TBD	TBD, depending on outcome of cost-extension request	
	Conduct indepth organisational OD capacity assessment & develop OD TA plan	Grantee OD TA plan	COMPLETE	TA plan developed and followed, but stalled as employees have left	
<b>OBJ.2:</b> Mentor Grantee Workplans and COP Submissions	Review and provide feedback on grantee WPs	WP Review & feed back	COMPLETE	WP discussed and feedback given	
	Assist grantees in submission of WPs	WP submitted	COMPLETE	FY08 submitted. 09 submitted, but not yet approved.	
	Review and provide feedback on grantee COPS	COP review and feedback	COMPLETE	Support provided in submission of COP09	
	Assist grantees in submission of COP	COP submitted	COMPLETE	Sumitted	
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	Distribute minimum set of tools and guidelines on FM to grantees	FM tool box received	TBD		
	Distribute minimum set of tools and guidelines on M&E to grantees	M&E tool box received	COMPLETE	M&E Training and distribution of tools complete	
	Distribute minimum set of tools and guidelines on OD to grantees	OD tool box received	OUTSTANDING		
	Distribute minimum set of tools on HIV programs to grantees	Program guidelines received	COMPLETE	Le Soutien received Program Management Training in 2008	
	Provide grantees with TA & tools on writing project success stories (SS)	SS-writing TA received		NOT STARTED	
		Success story guidelines received		COMPLETE	Le Soutien is excellent at promoting itself

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: Le-Soutien**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	STATUS	Notes
<b>OBJ.4:</b> Support understanding & application of compliance to receive and manage USG funds	Train grantees on FM	FM workshop attended	COMPLETE	Workshop held in Abidjan May 12-15, 2008 and follow - up planned for Q3 2009
	Provide one-on-one TA on USG financial compliance	TA on USG compliance received	COMPLETE	TA given, especially during financial rupture period
	Track quality of grantee monthly and cost share FM reports	Financial & costshare reports received	ONGOING	Pending continuation of program.
	Review quality and support development of FM policies and procedures	New/revised FM manual adopted	NOT STARTED	
	Conduct grant management training for grantees	Grant management training attended	NOT STARTED	Le Soutien has attended Program Management training in Uganda, but a follow up is planned for Q4 in Abidjan
	Assist grantees to conduct financial audits	Financial audit conducted	ONGOING	Ongoing USG audit.
	Review of pre-award surveys	Pre-award survey reviewed	COMPLETE	Done
	TA on branding and marking	TA on branding provided	COMPLETE	
	Translation of A-122 into French	A-122 translated into French	COMPLETE	
	TA on financial management/internal controls	TA on FM/ internal controls provided	NOT STARTED	Training provided, but additional 1-1 TA will restart this if additional funds are received
	Training in SF269 and SF270	Trainind on SF269 and SF270 conducted	COMPLETE	Presentation for NPI partners during monthly meeting.
	Support in in-country registration	Support on In-country registration provided	NOT STARTED	Le Soutien is registered at the West African region and has implanted in Cote d'Ivoire
TA in support of close-out	TA on project closeout provided	ONGOING	TA provided on close-out as well as contingency planning during financial rupture	
Assistance in submission of CA modification	TA on CA modification provided	COMPLETE	Several revisions of revised program and description supported	
<b>OBJ.5:</b> Strengthen grantees to ensure compliance with local laws and NGO best practices	Review availability and quality of grantee HR policies and procedures	HR policy reviewed	OUTSTANDING	Pending continuation of program.
	Conduct grantee and AED NPI training of trainers workshop	TOT training attended	NOT STARTED	TOT training date in June 2009
	Train grantees on HRM	HRM training attended	OUTSTANDING	
	Train grantees on Good governance	Governance training attended	COMPLETE	Participants in February 2009 Governance Training in Abidjan, including members of Le Soutien board
	Provide one-on-one TA on HRM	One-on-one HRM TA received	ONGOING	Suspended since resources ran out. No employees to work with.
	Support development of HRM policies and procedures	New/revised HRM adopted	TBD	
	Conduct volunteer management training for grantees	Volunteer management training attended	TBD	
	Governance Technical Assistance offered	TA on governance provided	COMPLETE	Tools and guidance given extensively during 5-day training
Analysis of statutes and by-laws	Statutes and by-laws analysed	NOT STARTED		

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: Le-Soutien**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	STATUS	Notes
<b>OBJ.6:</b> Strengthen Grantees' abilities to deliver quality technical programs based on best practices at international or national level	Conduct indepth assessment of grantee program design	Program "design" assessed	TBD	Suspended since resources ran out.
	Train grantees on program planning and M&E	Program planning training attended	COMPLETE	Uganda June 2008. Also planned for Abidjan pour in Q4
	Provide one-on-one TA on developing M&E plans	M&E plan developed	COMPLETE	M&E plan in good shape before arrival of AED Field Liaison
		TA on M&E plans received	COMPLETE	
	Conduct grantee training or One-on-on TA on DQ and data use	TA on DQ received	COMPLETE	Data quality was a significant element of the M&E Training. No follow up since there are no activities actually going on.
	Track quality of grantee semi-annual and annual reports	Semi-annual & annual reports reviewed	ONGOING	
	Review availability & quality of grantee data management policies	DM policy & procedures reviewed	OUTSTANDING	
	Support development of data management policies and procedures	DM procedures adopted	OUTSTANDING	
	Support in the development of grants management systems including contracts and development of financial management system	TA on grants and finance management systems provided	NOT STARTED	Plans suspended once audit began. Once the report is ready, we will consider next steps.
Support in creation of sub-grantee selection tool	Communication Training	COMPLETE	Training Provided in Q1 of Fy09	
<b>OBJ.7:</b> Facilitate scale up and sustainability by strengthening indigenous capacity and building on local networks and institutions	Develop and distribute resource map & list of strategic alliances	Resource list received	NOT STARTED	
	Conduct resource mobilization and sustainability training for all grantees	Sustainability training attended	COMPLETE	Le Soutien participated in the Resouces Mobilization training in Kenya
	Conduct training on strategic planning or one-on-one TA	TA on strategic planning received	COMPLETE	Ethiopia, September 2008
	Review status and strength of grantee referral networks	Grantee referral network reviewed	NOT STARTED	
	Support grantee development of referral policy	Grantee referral policy adopted	NOT STARTED	
	Conduct staffing pattern/capacity analysis for grantee	Staff pattern/ capacity analysis performed	NOT STARTED	

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: Le-Soutien**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	STATUS	Notes
<b>OBJ.8:</b> Coordinate linkages with USG, implementing partners and other stakeholders	Assist grantees in developing of formal calendar of events	Events calendar received	NOT STARTED	
	Link grantees to country-specific and international HIV technical working groups	Grantee linked to TWGs	ONGOING	Le Soutien is well-linked to national OVC program.
	Assist grantees in developing abstracts for conferences, meetings & other fora	Abstract writing TA received	NOT STARTED	
	Develop NPI connect and website	NPI websites used		

### Luapula Foundation TA Plan

Domain	TA Gap	Activity	Description	Priority	Responsible	When	Output
M & E	1.	Implementation timetable not outlined	Incorporating implementation timeframes into the M&E Plan	M&E Officer to incorporate implementation timeframe into the M&E Plan	2	LF M&E Team	1 January 2009
M & E	1. Lack of skills for data analysis	Training M&E team on data analysis and interpretation	AED training LF M&E team on data analysis and interpretation, including use of statistical software.	1	AED	TBD	M&E having skills and abilities to analyze interpret and generate useful information from collected data for decision making
M & E	1. Lack of a functioning database	Facilitating LF development of functioning database for data storage and analysis	Training and support provided to LF M&E team on database development	2	AED	TBD	LF developing database for storing and management of data.

Domain	TA Gap	Activity	Description	Priority	Responsible	When	Output
M & E	1. Reporting of expenditures made (budget variance) and reasons	Facilitating M&E understanding, tracking, analysis and reporting of program expenditures	Training on financial analysis for program monitoring and evaluation.	2	LF Accounts		M&E Officer developing financial analytical skills and ability to track program expenditures, progress and targets to ensure that LF meets goals and targets
M & E	5. Use of monitoring and evaluation as a tool in decision making (data not yet processed and analyzed)	LF processing of data, generating information and using it for decision making	AED to offer support in data management	1	AED & LF M&E and Management	TBD	Luapula Foundation can utilize the appropriate monitoring and evaluation information for decision making.

Domain	TA Gap	Activity	Description	Priority	Responsible	When	Output
Governance	Inadequate number of Board meetings per year	Reviewing with board members achievements for board meetings. Proposing frequency of meetings needed each year Developing work plan for LF board	L/F to review achievements for board meetings with board members Board members to propose frequency of meetings in each year L/F board to develop work plan for a year.	3	LF	30 December 2008	Meeting to review and plan for increase in number of board meetings conducted. Work plan for board meetings developed.
Governance	Lack of a plan for leadership succession	Developing leadership succession plan	L/F discusses and develop leadership succession plan	1	LF	30 November 2008	Leadership succession plan developed
Governance	Inadequate commitment by some board members to fulfil their roles and responsibilities – particularly in relation to sustainability & resource mobilization	Creating awareness among board members	AED to offer technical support to L/F board members in <b>Change Management</b> LF to conduct roll-out training in <b>Roles and responsibilities of board members</b>	2	AED/LF	TBD/March 30, 2009	Committed board members have capacity built in board affairs management

Domain	TA Gap	Activity	Description	Priority	Responsible	When	Output
<b>Finance</b>	Seldom use the budget as a management tool	Training of management & finance in the use of budgets as a management tool	LF/AED to provide the training and support in budgeting as a management tool, if possible with other grantees to share experiences	1	LF – Finance staff & AED	30 November 2008  Completed	Effective use of budgets as a management tool
<b>Finance</b>	Staff not thoroughly oriented to the financial procedures	Orienting staff to the financial procedures	LF to have a one day training	1	LF – Finance staff	30 November 2008	Staff have better understanding of LF's financial policies and procedures
<b>Finance</b>	On-time delivery – finance reports not done on time	Developing a dated checklist for all reports needed for each period. Implementing checklist	LF makes an inventory of all needed periodical reports. Accounts staff to ensure reports are done on time and explained to management	1	LF-Finance staff	30 November 2008	Reports done and submitted on time

Domain	TA Gap	Activity	Description	Priority	Responsible	When	Output
<b>Finance</b>	LF does not do own budgeting and planning outside donor requirements	Training in the use of budgets as a management tool	AED to provide the training in budgeting as a management tool, if possible with other grantees to share experiences	2	LF/AED	30 November 2008	Effective use of budgets as a management tool to advance goals and objectives of LF
<b>Management and HR</b>	Lack of an HR plan (different aspects exist in practice but no HR plan exists for LF)	<ul style="list-style-type: none"> <li>• Review of existing HR plans</li> <li>• Training on the Development of an HR plan</li> <li>• Develop draft HR plan to be presented to management and the board</li> </ul>	<ul style="list-style-type: none"> <li>• AED to Facilitate one-on-one TA to at least 3 LF management Staff</li> <li>• AED to provide templates of other HR plan</li> </ul>	2	AED	By January 30, 2009 (TBD)	HR plan Developed by LF
<b>Management and HR</b>	Lack of an organizational plan or policy for dealing with unexpected events including financial and non-financial items	Training on Policy Development	AED to include this training in the HR plan training and to provide templates	1	AED	By January 30, 2009 (TBD)	Policies for dealing with unexpected events developed

Domain	TA Gap	Activity	Description	Priority	Responsible	When	Output
<b>Management and HR</b>	Lack of an organizational systematic filing system or other means to retain and track key documents such as donor agreements	Training and support provided by AED	AED TA on organizational systematic filing system or other means to retain and track key documents such as donor agreements	3	AED	By December 30, 2008 (TBD)	LF filing system Improved
<b>Management and HR</b>	Skills in the management of sub-grants – finance, M&E, HR, programming	Training of LF staff in management of small organizations pre and during sub-granting	AED to offer technical support to LF in capacity assessment, skills building and sub-granting.	2 & 3	AED	TBD	LF has built capacity in managing sub-grantees.
<b>Programs</b>	Lack of skills to improve OVC standards regarding quality of service delivery	Training the program persons in OVC quality service delivery	AED to follow up with USAID Zambia on OVC Standard needs	4	AED	TBD	LF providing standardize quality of service to the OVC

Domain	TA Gap	Activity	Description	Priority	Responsible	When	Output
<b>Programs</b>	Inadequate understanding of aspects of programs to management – program scheduling, resource allocation, program/project cycle, defining finance from programs	Training of program staff in finance and project management.	AED to offer technical support in project management	2	AED	TBD	LF staff trained in finance and project management.

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: M2M**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.1:</b> Validate organisation capacity needs for grantees							
<b>OBJ.2:</b> Mentor Grantee Workplans and COP Submissions	FY08 Workplan review	FY08 Workplan	15th Oct. 2007		15th Oct. 2007	COMPLETE	
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	Program Planning workshop with focus on M&E	Training Report	19th-May 2008		23rd-May 2008	COMPLETE	
<b>OBJ.4:</b> Support understanding & application of compliance to receive and manage USG funds							
<b>OBJ.5:</b> Strengthen grantees to ensure compliance with local laws and NGO best practices							
<b>OBJ.4 &amp; 5:</b> USG and local compliance	Finance Compliance training	Training report	1st April.2008		3rd April, 2008	COMPLETE	

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: M2M**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.6:</b> Strengthen Grantees' abilities to deliver quality technical programs based on best practices at international or national level	Abstract Development Training	Training report	14th Jan. 2008		17th Jan. 2008	COMPLETE	
	Program Planning and Management workshop	Workshop report	20th May 2008		23rd May 2008	COMPLETE	
	Technical workshop on HIV/AIDS	Workshop report	6th May, 2008		9th May, 2008	COMPLETE	
<b>OBJ.7:</b> Facilitate scale up and sustainability by strengthening indigenous capacity and building on local networks and institutions							
<b>OBJ.8:</b> Coordinate linkages with USG, implementing partners and other stakeholders							

**Nazarene Compassionate Ministries Zambia TA plan with AED**

<b>Domain</b>	<b>TA gap</b>	<b>Activity</b>	<b>Description</b>	<b>Priority</b>	<b>Responsible</b>	<b>When</b>	<b>Output</b>
<b>Monitoring &amp; Evaluation</b>	Expenditures made without budget variance and reasons	Incorporating budget variance and reasons in expenditures made for program areas in M&E reports	M&E to incorporate expenditures made with Budget variance and reasons in M&E reports  AED to provide one on one TA for finance, M & E and programme staff to enable them to generate reports linked to budget, targets, expenditure and progress	3	M&E Officer, Programme personnel and accounts officer  AED Finance TA provider, Field Liaison and NCMZ finance manager	TBD	M&E Officer and program staff able to generate expenditure made with Budget variance and reasons in M&E reports
<b>M &amp; E</b>	Lack of a functioning database	Development and establishment of a database for data storage, processing and analysis	AED to support NCMZ to develop and establish a database to meet all data needs	1	M & E officer with support from program staff and TA from AED and HHA	TBD	A fully functioning database and data management system
<b>Management &amp; Human Resource</b>	Lack of a human resource plan	HRP to be formulated.	NCMZ to carry out a skills assessment and identify the gaps  Development of a n HRP	2	Management and HR officer  AED to provide TA and templates	February 28	Establish HRP.

<b>Management &amp; Human Resource</b>	Lack of a Professional development program for staff	Incorporating professional development program for staff.	NCMZ to explore and discuss professional development programme options with staff and board (including boundaries)  Prepare a draft professional development programme to be discussed with staff and board for approval and adoption	4	Senior managers to take the lead with staff input  AED to provide technical support and templates	15 <sup>th</sup> February 2009	A professional development program for staff instated  Provide professional development options for the staff in all key program areas
<b>Management &amp; Human Resource</b>	Lack of Personnel retention policy & Incentive program	Prepare a draft document on personnel retention, policy and incentive program	Come up with income generating activities to support personnel retention, policy and incentive program	3	AED to provide templates and technical support to NCMZ  NCMZ to explore options for support and sponsorships for staff development and incentives with AED's Support		Ability to generate funds for sustainability.

<b>Management &amp; Human Resource</b>	Lack of Organization strategic plan	Strategic plan training	Training of board members and staff on strategic planning	1	NCMZ management, staff and board  AED provides TA and leadership with the process	February – March 2009	Development of the Strategic plan.
<b>Management &amp; Human Resource</b>	Lack of an organization plan or policy for dealing with unexpected events including financial and non-financial items	Training in Risk and Change management	To conduct training in risk and change management  Develop a risk plan	1	Senior managers with input from staff  AED to conduct the training and support plan development	April 2009	Risk and change management.
<b>Finance</b>	Lack of knowledge and exposure in preparation of VAT reports	One on one TA via a half day training	Conduct a training on preparation of VAT reports	2	AED to provide TA and templates	March first week of March	Finance personas able to prepare VAT reports

Capacity Development  
 PRIORITIZATION PLAN  
 FOR OTSE with AED Support

Program Area	Action	Project Type/Deliverables	Estimated Start	Actual Finish	Status
	Train staff vision and mission to ensure they are aware of it.	Training on Vision and Mission	Mar-09		
	Review process of developing workplan and design more efficient process for developing workplan to meet USAID's criteria and deadlines	Work plan development process reviewed	Mar-09		Completed
	Increase involvement of staff in workplan development	All inclusive workplan development by staff	Mar-09		Completed
	Train relevant staff on Circular A-122 and Mandatory Standard Provisions.	Staff trained on Cost principles and mandatory standard provisions	Mar-09		
	Ensure that advance request is processed with USAID DC	Funds received	Apr-09		
	Train staff on adequate transaction supporting documents	Adequate transaction supporting documents	Apr-09		Completed
	Develop guidance on routinely sharing knowledge/best practices with external linkages and staff	Guidelines on sharing knowledge/best practices developed	Apr-09		
	Document best practices /institutionalize submission of best practices on a monthly basis	Documented internal systems for sharing best practices	Apr-09		
	Document financial reporting procedures	Documented financial reporting procedures	Apr-09		
	Submit required reports timely	Timely submission of reports	Apr-09		Completed
	Train/orient staff on change management	Staff trained/oriented on change management	Apr-09		
	Develop mechanism to research external environment	Documented research practices	Apr-09		

Capacity Development  
 PRIORITIZATION PLAN  
 FOR OTSE with AED Support

Program Area	Action	Project Type/Deliverables	Estimated Start	Actual Finish	Status
Organization Management Human Resource Management	Develop tools (bio data forms) to assist in recording staff professional and salary history	Bio data forms	Apr-09		
	Train management on use of forms	Management trained on biodata forms use	Apr-09		
	Review current appraisal mechanism in place at Otse and enhance document to ensure it covers : Objective setting, responsibilities, tasks for review, assessment of performance, supervision and professional development.	Staff appraisal system	Apr-09		
	Train staff of performance appraisal system.	Staff trained on appraisal system	Apr-09		
	Upgrade accounting software (pastel) to accommodate NPI needs, double entry book keeping and accrual basis of accounting	Upgraded pastel software	Apr-09		
	Train pastel user(s)	Paster trained users	Apr-09		
	Develop a standard chart of accounts (including unallowable costs code) and cost centers	Standard chart accounts	May-09		
	Monitor, track and report on cost share	Cost share reports	May-09		
	Review existing Strategic plan and develop new one for next 3 years,increase involvement of staff and board	Strategic plan	May-09		
	Review /update staff and volunteer JDs accordingly	Updated staff and volunteer JDs	May-09		
	Develop formalized recruitment process/guidance	Documented recruitment process	May-09		
	Hire staff	Staff hired	May-09		
	Ensure that internal recruitment process has been integrated into recruitment process/guidance	Internal recruitment integrated into recruitment process	May-09		
	Ensure key staff positions are advertised and recruited for	Staff hired	May-09		
Hire M&E Officer	M & E Officer hired	May-09			
Develop referral system or network	Documented referral system/network	May-09			
Train staff on gender equity.	Staff trained on gender equity	Jun-09			
Develop change management plan	Change management plan	Jun-09			

Capacity Development  
 PRIORITIZATION PLAN  
 FOR OTSE with AED Support

Program Area	Action	Project Type/Deliverables	Estimated Start	Actual Finish	Status
Program Management	Ensure that internal structures comply with USG rules and regs	Donor compliance with Circular A-122 (cost principles) and Mandatory standard provisions	Jun-09		
	Follow up on cost share approval	Approved cost share	Jun-09		
	Develop written procedures for recording and reporting cost share	Documented procedures for recording and reporting cost share	Jun-09		
Project Performance Management	Monitor progress on workplan review and ensure approval is granted	Approved workplan	Jun-09		
	Develop process for documenting best practices/lessons learnt	Best practices/lessons learned documenting system	Jun-09		
	Train staff on documenting lessons learnt	Staff trained on documenting lessons learned	Jun-09		
Administration	Strengthen office procedures to include mail, phone, fax, photocopying procedures and supply policies	Administration policies and procedures	Jun-09		
	Develop client filing system	Client filing system	Jun-09		
	Document lost and stolen equipment procedures	Lost and stolen equipment reporting procedures	Jun-09		
	Document motor vehicle use and asset management policy	Motor vehicle use and assets policy	Jun-09		
	Train staff on operational policies, procedures and systems	Staff trained on organizational policies, procedures and systems	Jun-09		
	Develop travel policy to include accommodation and per-diem rates for different locations	Travel policy	Jun-09		
	Develop travel advance, expense reporting and travel report templates	Travel advance, expense reporting and trip templates	Jun-09		

Capacity Development  
 PRIORITIZATION PLAN  
 FOR OTSE with AED Support

Program Area	Action	Project Type/Deliverables	Estimated Start	Actual Finish	Status
	Develop tools to address issues of culture and gender	Culture and gender addressing tools	Jun-09		
	Develop policy on service delivery standards	Service delivery standards policy	Jun-09		
	Train staff on policy for service delivery standards	Staff trained on Service delivery standards	Jun-09		
	Review data collection tools	Updated data collection tools	Jun-09		
	Data quality audit to be conducted	Data quality audit	Jul-09		
	Develop staffing plan	Staffing plan	Jul-09		
	Train staff on the travel policy and filling of templates	Staff trained on the travel policy	Jul-09		
	Review and ensure procurement policy is compliant with USG requirements (CFR 226.40-48 – Procurement Standards)	Updated procurement policy	Jul-09		
	Develop procurement templates to include request for quotation, consultants work order and agreement, tender analysis	Procurement templates	Jul-09		
	Develop a procurement checklist	Procurement checklist	Jul-09		
	Ensure fixed assets register is in compliance with USG requirements (CFR 226.34)	Fixed assets register	Jul-09		
	Develop inventory tags	Inventory tags	Jul-09		
	Develop asset use tracking system (to include logs and cost share mechanism) for assets used in different projects	Asset use tracking system	Jul-09		
	Follow up with USAID for approval of branding and marking strategy	Approved branding and marking strategy	Jul-09		
	Training staff on USG rules and regs (Circular 122 , Mandatory Standard and Provisions)	Training Completed	Mar-09		Completed
	Train staff on branding and marking requirements (CFR 226.91)	Branding and marking compliance	Jul-09		

Capacity Development  
 PRIORITIZATION PLAN  
 FOR OTSE with AED Support

Program Area	Action	Project Type/Deliverables	Estimated Start	Actual Finish	Status
Financial Management	Review and update the financial manual to integrate reasonable, allowable and allocable clauses	Updated/compliant financial policies	Jul-09		
	Develop a cash policies including petty cash	Cash policies	Jul-09		
	Set up a system for determining exchange rates	Exchange rates determination system	Jul-09		
	Develop and cash flow system	Cash flow system	Jul-09		
	Get a letter for VAT exemption from the embassy	VAT exempt status	Jul-09		
	Procure a triplicate receipt book	Receipt book	Jul-09		
	Develop a master budget template and use accordingly	Master budget	Jul-09		
	Strengthen financial controls in separation of duties	Separation of duties policy	Jul-09		
	Develop signatory authority matrix	Signatory authority matrix	Jul-09		
	Develop a system for managing financial documentation	Financial documentation management policy	Jul-09		
	Develop audit procedures	Documented audit procedures	Jul-09		
	Develop a field implementation manual	Field Implementation Manual	Jul-09		
	Organizational M&E plan to be developed	M & E Plan	Jul-09		
	Train existing program staff on M&E	Staff trained on M & E	Jul-09		Completed
	Document the QA system and implemented accordingly	Quality assurance system	Jul-09		
	Develop referral network and sign MOU's with referral partners.	Signed MOU's with referral partners	Jul-09		
	Develop a more systematic approach to including the needs of the clients into the programming	Documented system for client needs included in programming	Jul-09		

Capacity Development  
**PRIORITIZATION PLAN**  
*FOR OTSE with AED Support*

Program Area	Action	Project Type/Deliverables	Estimated Start	Actual Finish	Status
	Train staff on community involvement/participatory methods for program effectiveness	Staff trained on community involvement	Aug-09		
	Ensure vision and mission are translated into Setswana	Vision and Mission translated into Setswana	Aug-09		
	Recruit to fill vacant posts	Recruit for vacant posts	Aug-09		
	Clearly define roles and responsibilities of staff in alignment with Org Structure	Staff training on Org Structure	Aug-09		
	Ensure alignment and supervision lines in line with the structure	Review supervisory roles and train on supervisory skills	Aug-09		
	Recruit board members	Recruitment of board members	Aug-09		
	Develop terms of reference for the board	Terms of reference	Aug-09		
	Ensure that board has scheduled meetings/regular and are documented	Board meetings held and minuted	Aug-09		
	Train staff on labour laws	Staff training on labour laws	Aug-09		
	Review/update or develop general policies and procedures	Updated policies and procedures	Aug-09		
	Review and update conditions of service manual for staff.	Updated policies and procedures	Aug-09		
	Review existing salary structure and develop salary structure in line with USG, budget and market rates(benchmarking)	Reviewed salary structure	Aug-09		
	Develop policy or guidance on annual increase and ensure it is tied to annual appraisal system.	Staff appraisal system	Aug-09		
	Review benefits structure and ensure they are in line with labour law requirements and comply to USG requirements.	Reviewed benefits structure	Aug-09		
	Develop supervision plan	Supervision Plan	Aug-09		
	Develop Communication plan to consistently inform and keep stakeholders, donors abreast of Bornus's developments	Communication plan for stakeholders, donors etc	Sep-09		
	Develop quarterly newsletter that informs stakeholders	Otse Newsletter	Sep-09		
	Ensure Bornus is represented on key technical meetings i.e DMSAC's, Technical Working groups	Otse Representation in technical meetings	Sep-09		
	Review organizational structure	Updated organization structure	Sep-09		
	Assess staffing needs	Staff needs assessment	Sep-09		
	Review volunteer management manual	Volunteer manual reviewed	Sep-09		

Capacity Development  
 PRIORITIZATION PLAN  
 FOR OTSE with AED Support

Program Area	Action	Project Type/Deliverables	Estimated Start	Actual Finish	Status
		and enhanced			
	Train staff on volunteer management	Staff trained on volunteer management	Sep-09		
	Develop contracts/agreements for volunteers.	Volunteer contracts/agreements	Sep-09		
	Develop a retention plan	Staff retention policy	Jan-10		
	Develop staff development/training plan	Staff development plan	Jan-10		
	Develop resource Mobilization Plan	Resource mobilization plan	Jun-10		
	Train management on Resource Mobilization	Otse Management trained on resource mobilization	Jun-10		
	Share audit reports with the board	Board shared audit reports	After audit		
	Prepare schedule for resolving audit findings	Audit findings resolving schedule	After audit		

GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG

**GRANTEE: RCEA**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.1:</b> Validate organisation capacity needs for grantees	Baseline assessment	TA Plan	11th-Nov. 2007		14th-Nov. 2007	COMPLETE	
	Re-assesment	TA Plan	13-Nov.08		14-Nov.08	COMPLETE	
<b>OBJ.2:</b> Mentor Grantee Workplans and COP Submissions							
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	M&E systems review	M&E systems development plan of action	19th June 2008		20th June 2008	COMPLETE	
	Program Planning workshop with focus on M&E	Training Report	19th-May 2008		23rd-May 2008	COMPLETE	
	M&E systems review	M&E systems development plan of action	17th June 2008		18th June 2008	COMPLETE	
	Data tools and quality training and assessment	Training Report	14-Oct.2009		17-Oct.2009	COMPLETE	
	Client satisfaction tools	TA report	TBD				
	Operationalize M&E plan for CRWRC	TA report	TBD				
	Data analysis and use training	Training Report	TBD				
	follow up on implementation of data collection tools, and	TA report	TBD				
	provide TA on BCC strategy	TA report	TBD				
Care and support program implementation.	TA report	TBD					

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: RCEA**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.4:</b> Support understanding & application of compliance to receive and manage USG funds	Staff orientation	Staff orientation procedures	23rd Feb. 2008			COMPLETE	
	Standardizing the chart of accounts	Standard chart of accounts	23rd Feb. 2008			IN-COMPLETE	
<b>OBJ.5:</b> Strengthen grantees to ensure compliance with local laws and NGO best practices	All payments and supporting documents stamped "PAID"	"PAID" stamp used accordingly	23rd Feb. 2008		31st March 2008	COMPLETE	
	Workshop to develop the volunteer policy	RCEA volunteer policy				PENDING YR 3 WORKPLAN APPROVAL	
	Guidelines on review of staff performance objectives	Guidelines on review of staff performance objectives	30th Sept. 2008		30th Sept. 2008	COMPLETE	
	Timesheet preparation - supporting document for salaries	Timesheet	23rd Feb. 2008			COMPLETE	
<b>OBJ.4 &amp; 5:</b> USG and local compliance	Develop a cost allocation policy	Cost allocation policy	23rd Feb. 2008			IN-COMPLETE	
	Develop a finance policy and ensure compliance	Finance policy manual	23rd Feb. 2008		31st March 2008	COMPLETE	
	Ensure that transactions are adequately supported	Adequately supported transactions	23rd Feb. 2008			COMPLETE	
	Property Asset Management Procedures	Assets Register	23rd Feb. 2008			COMPLETE	
	Finance Compliance training	Training report	1st April.2008		3rd April, 2008	COMPLETE	
	Abstract Development Training	Training report	14th Jan. 2008		17th Jan. 2008	COMPLETE	
	Program Planning and Management workshop	Workshop report	20th May 2008		23rd May 2008	COMPLETE	
	Technical workshop on HIV/AIDS	Workshop report	6th May, 2008		9th May, 2008	COMPLETE	

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: RCEA**

<b>OBJECTIVES</b>	<b>MILESTONE ACTIVITIES</b>	<b>KEY OUTPUTS</b>	<b>PLANNED START DATE</b>	<b>PLANNED END DATE</b>	<b>ACTUAL END DATE</b>	<b>STATUS</b>	<b>Notes</b>
<b>OBJ.7:</b> Facilitate scale up and sustainability by strengthening indigenous capacity and building on local networks and institutions							
<b>OBJ.8:</b> Coordinate linkages with USG, implementing partners and other stakeholders.							

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: RIP+**

<b>OBJECTIVES</b>	<b>MILESTONE ACTIVITIES</b>	<b>KEY OUTPUTS</b>	<b>STATUS</b>	<b>Notes</b>	
<b>OBJ.1:</b> Validate organisation capacity needs for grantees	Conduct f/up TA needs assessments	F/up capacity assessment conducted	TBD	Re-assessment not conducted	
	Conduct indepth organisational FM capacity assessment & develop FM TA plan	Grantee FM TA plan	COMPLETE	Completed Sept 2008	
	Conduct indepth organisational OD capacity assessment & develop OD TA plan	Grantee OD TA plan	COMPLETE	Ongoing by year.	
<b>OBJ.2:</b> Mentor Grantee Workplans and COP Submissions	Review and provide feedback on grantee WPs	WP Review & feed back	COMPLETE	FY09 WP assistance given.	
	Assist grantees in submission of WPs	WP submitted	COMPLETE		
	Review and provide feedback on grantee COPS	COP review and feedback	COMPLETE	Support provided as needed	
	Assist grantees in submission of COP	COP submitted	COMPLETE		
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	Distribute minimum set of tools and guidelines on FM to grantees	FM tool box received	COMPLETE		
	Distribute minimum set of tools and guidelines on M&E to grantees	M&E tool box received	COMPLETE	M&E Training and distribution of tools complete	
	Distribute minimum set of tools and guidelines on OD to grantees	OD tool box received	OUTSTANDING	Tools received ad hoc. No "toolbox" distributed.	
	Distribute minimum set of tools on HIV programs to grantees	Program guidelines received	NOT STARTED	Program management training planned for June 2009	
	Provide grantees with TA & tools on writing project success stories (SS)	SS-writing TA received		NOT STARTED	
		Success story guidelines received		OUTSTANDING	

**GOAL- Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: RIP+**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	STATUS	Notes
<b>OBJ.4:</b> Support understanding & application of compliance to receive and manage USG funds	Train grantees on FM	FM workshop attended	COMPLETE	Workshop held in Abidjan May 12-15, follow up planned for June 2009
	Provide one-on-one TA on USG financial compliance	TA on USG compliance received	COMPLETE	TA provided regularly by Hatton plus Van Rykel
	Track quality of grantee monthly and cost share FM reports	Financial & costshare reports received	ONGOING	Reports submitted regularly
	Review quality and support development of FM policies and procedures	New/revised FM manual adopted	REVIEWED	Suggestions made and some are being integrated
	Conduct grant management training for grantees	Grant management training attended	ONGOING	RIP+ has attended Program Management training in Uganda, but a follow up is planned for June 2009
	Assist grantees to conduct financial audits	Financial audit conducted	OUTSTANDING	Significant delays in starting audit.
	Review of pre-award surveys	Pre-award survey reviewed	COMPLETE	Reviewed and TA provided.
	Support in identification of accounting software package	Accounting software identified	COMPLETE	SAGE identified as appropriate software, RIP is process of procuring
	TA on branding and marking	TA on branding provided	COMPLETE	Provided in Financial management training
	Translation of A-122 into French	A-122 translated into French	COMPLETE	
	TA on financial management/internal controls	TA on FM/ internal controls provided	COMPLETE	Details in Van Rykel report, follow up planned for June
	Training in SF269 and SF270	Training on SF269 and SF270 conducted	COMPLETE	Presentation for NPI partners during monthly meeting.
	Support in acquisition of restricted items – vehicle	Support on Vehicle acquisition provided	COMPLETE	For purchase of motos
	TA in support of close-out	TA on project closeout provided	OUTSTANDING	Tools will be distributed and training provided
	Assistance in submission of CA modification	TA on CA modification provided	ONGOING	Ongoing discussion.

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: RIP+**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	STATUS	Notes
<b>OBJ.5:</b> Strengthen grantees to ensure compliance with local laws and NGO best practices	Review availability and quality of grantee HR policies and procedures	HR policy reviewed	NOT STARTED	
	Conduct grantee and AED NPI training of trainers workshop	TOT training attended	NOT STARTED	Planned for June in Rwanda
	Train grantees on HRM	HRM training attended	OUTSTANDING	
	Train grantees on Good governance	Governance training attended	COMPLETE	Second round of Governance Training conducted in March 2009 for all RIP+ staff
	Provide one-on-one TA on HRM	One-on-one HRM TA received	ONGOING	Timesheets and performance appraisal system started at RIP+ through AED support
	Support development of HRM policies and procedures	New/revised HRM adopted	TBD	
	Conduct volunteer management training for grantees	Volunteer management training attended	NOT STARTED	
	Assistance in hiring / interviews	Support for hiring provided	COMPLETE	Shortlisting for key positions
	Support of hiring process / development of candidate selection tools	Candidate selection tools developed	COMPLETE	Review of tools and input provided
	Initiation of inventory and asset register procedures	Inventory and asset registration procedure	COMPLETE	Tool and TA provided.
	Establish employee timesheet system	Timesheet established	COMPLETE	Tool, TA and presentation at RIP+ to staff.
	Governance Technical Assistance offered	TA on governance provided	COMPLETE	Numerous efforts at mediation between Board and executive
	Assis grantees on establishment of performance appraisal system	EPA system established	COMPLETE	
	Analysis of statutes and by-laws	Statutes and by-laws analysed	COMPLETE	Key changes will be considered during General Assembly

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: RIP+**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	STATUS	Notes
<b>OBJ.6:</b> Strengthen Grantees' abilities to deliver quality technical programs based on best practices at international or national level	Conduct indepth assessment of grantee program design	Program "design" assessed	TBD	
	Train grantees on program planning and M&E	Program planning training attended	COMPLETE	Conducted in 2008, btu follow up in Abidjan planned
	Provide one-on-one TA on developing M&E plans	M&E plan developed	COMPLETE	M&E system has been analyzed using M&E capacity assessment tool. Recommendations made.
		TA on M&E plans received	ONGOING	Initial TA provided. Ongoing TA for system development and data analysis
	Conduct grantee training or One-on-on TA on DQ and data use	TA on DQ received	COMPLETE	Conducted in January 2009
	Track quality of grantee semi-annual and annual reports	Semi-annual & annual reports reviewed	ONGOING	Ongoing
	Review availability & quality of grantee data management policies	DM policy & procedures reviewed	COMPLETE	As part of M&E Systems assessment
	Support development of data management policies and procedures	DM procedures adopted	OUTSTANDING	Procedures not yet adopted fully
	Support in writing Terms of Reference in the hiring of communication plan consultant	Communication Training	COMPLETE	Communication plan developed after BCC training. Needs to be reviewed by JHU.
	Support in the development of grants management systems including contracts and development of financial management system	TA on grants and finance management systems provided	COMPLETE	Grants system is now functional, in spite of institutional problems
Support in creation of sub-grantee selection tool		NOT STARTED		
<b>OBJ.7:</b> Facilitate scale up and sustainability by strengthening indigenous capacity and building on local networks and institutions	Develop and distribute resource map & list of strategic alliances	Resource list received	OUTSTANDING	
	Conduct resource mobilization and sustainability training for all grantees	Sustainability training attended	NOT STARTED	
	Conduct training on strategic planning or one-on-one TA	TA on strategic planning received	COMPLETE	
	Review status and strength of grantee referral networks	Grantee referral network reviewed	OUTSTANDING	
	Support grantee development of referral policy	Grantee referral policy adopted	TBD	
	Conduct staffing pattern/capacity analysis for grantee	Staff pattern/ capacity analysis performed	ONGOING	Depends on outcome of Board intention with regards to Executive Director

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: RIP+**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	STATUS	Notes
<b>OBJ.8:</b> Coordinate linkages with USG, implementing partners and other stakeholders	Assist grantees in developing of formal calendar of events	Events calendar received	NOT STARTED	
	Link grantees to country-specific and international HIV technical working groups	Grantee linked to TWGs	ONGOING	Linked to MLS for National HIV/AIDS testing day
	Assist grantees in developing abstracts for conferences, meetings & other fora	Abstract writing TA received	NOT STARTED	
	Develop NPI connect and website	NPI websites used		

**GOAL: Support NPI Round One Grantees' success through institutionalized organizational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: ServeHAITI**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.1:</b> Validate organization capacity needs for grantees	Conduct in-depth OD assessment & develop OD TA plan - HQ	Grantee OD TA plan			3-Apr-08	COMPLETE	
	Develop overall grantee TA plan FY 08 & FY 09	Grantee TA plan(s)			15-Jun-08	COMPLETE	
<b>OBJ.2:</b> Mentor Grantee Workplans and COP Submissions	Review and provide feedback on grantee FY 08 & FY 09 WPs	WP Review & feed back			30-Sep-08	COMPLETE	FY 08 & FY 09 Submitted
	One-day working sessions for FY 2009 workplan	Set targets and discussed modified program approaches based on lessons learned			30-Jul-08	COMPLETE	FY 08 & FY 09 Submitted
	Assist grantees in submission of FY 08 & FY 09 WPs	WP submitted			30-Sep-08	COMPLETE	
	Review and provide feedback on grantee FY 09 COPS	COP reviewed and feedback provided			30-Sep-08	COMPLETE	
	Assist grantees in submission of FY 09 COP	COP submitted			30-Sep-08	COMPLETE	FY 09 COP Submitted
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	Distribute minimum set of tools and guidelines on USG Regulations	USG Regulation Info received			30-Apr-08	COMPLETE	FM tools have been shared. WDC will put tool box together with help of FM TA specialists
	Provide Cost Share guidelines and assist in calculating and reporting cost share	Cost Share Guidelines Received	8-Jan			ONGOING	Grantee has not yet reported its cost share. AED will work with ED to do so.
	Develop and distribute Workplan and budget Template for Program Manager	Tools received			Jan-08	COMPLETE	
	Distribute HIV programs PEPFAR/HAITI guidelines to grantees	Program guidelines received			Mar-08	COMPLETE	

**GOAL: Support NPI Round One Grantees' success through institutionalized organizational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: ServeHAITI**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.4:</b> Support understanding & application of compliance to receive and manage USG funds	Provide one-on-one TA on USG financial compliance	TA on USG compliance received			Jun-08	COMPLETE	
	Conduct workshop on USG (A-122) Regulations - a second workshop to be held in June 2009	Workshop attended & guidance received	Second workshop June 09		30-Apr-08	COMPLETE	First workshop was conducted in April 08. Another workshop is planned for late June 2009 for Cross but other NPI will be invited.
	Review quality and support development of FM policies and procedures sub-grantees	FM manual Revised			May-08	ONGOING	Provided feedback and SH needs to finalize manual
	Support to complete SF 269-270 forms	Forms completed correctly			Feb-09	COMPLETE	
<b>OBJ.5:</b> Strengthen grantees to ensure compliance with local laws and NGO best practices	Review availability and quality of grantee HR policies and procedures	HR policy reviewed			3-Apr-08	COMPLETE	
	Assist grantee in contracting consultants with deliverable	Template & standards provided			Feb-08	COMPLETE	
	Provide assist to set internal vision & restructure organization	TA provided to help restructure			Jun-08	COMPLETE	
	Assist to draft SOW for new executive director & other board position	SOWs written and by-laws revised			Jul-08	COMPLETE	
	Conduct training on best HRM practices	HRM training attended	May-09				
	Conduct training on best governance practices	Governance training attended	Aug-09				
	Provide one-on-one TA on HRM	One-on-one HRM TA received				ONGOING	
	Support development of HRM policies and procedures	Revised HRM adopted			Jun-08	DRAFT	Provided feedback on HR procedures as manual is not yet completed
	Assist in new Program Director recruitment process		Aug-08	Sep-08	Oct-08	COMPLETE	

**GOAL: Support NPI Round One Grantees' success through institutionalized organizational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: ServeHAITI**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.6:</b> Strengthen Grantees' abilities to deliver quality technical programs based on best practices at international or national level	Provide one-on-one TA on grantee program implementation	TA on HIV/AIDS program received				ONGOING	Continue to assist grantee in good approaches and implementation
	Conduct workshop on project close-out	Tools & skills for close-out acquired	Aug-09				
	Conduct Message Development workshop	Tools provided and workshop attended	Jun-09				SH cancelled the planned message development workshop in Sept 08; rescheduled for June 09
	Train grantees on program planning and M&E grantees	Program planning training attended	11-Nov-08	13-Nov-08	13-Nov-08	COMPLETE	
	Conduct hands-on workshops on MSPP data collection tools - subs field agents and supervisors	Tools provided and workshop attended			30-Jan-09	COMPLETE	
	Provide one-on-one TA on developing M&E plans	M&E plan developed				ONGOING	Provide assistance to develop plan and revise it
		TA on M&E plans received				ONGOING	Provide assistance to develop plan and revise it
	Conduct Workshop on monitoring & data quality	TA on DQ received	10-Jan-09	14-Jan-09	30-Jan-09	COMPLETE	
	Track quality of grantee semi-annual and annual reports	Semi-annual & annual reports reviewed				ONGOING	Ongoing support is being provided to grantee in writing quality reports
	Support development of data management policies and procedures	DM procedures adopted				ONGOING	TA will be provided to new executive director and program develop to review and revise data quality procedures

**GOAL: Support NPI Round One Grantees' success through institutionalized organizational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: ServeHATTI**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.7:</b> Facilitate scale up and sustainability by strengthening indigenous capacity and building on local networks and institutions	Provide leadership and management TA to HQ & field staff	Leadership tools & skills acquired				ONGOING	TA has been provided to members of the board, program director and manager and will continue with the new director and manager for FY 09
	Provide resource mobilization and sustainability TA	Tools and good practices provided				TBD	
	Assist HQ Grantee on developing a Strategic Plan	Strategic Plan draft developed	28-May-09				AED will facilitate a two-day strategic planning session for SH and board
	Support grantee development of networks	Networks developed				ONGOING	Provide TA and support to develop and maintain partnerships in- and outside of PEPFAR network
<b>OBJ.8:</b> Coordinate linkages with USG, implementing partners and other stakeholders	Link grantees to country-specific and international HIV technical working groups	Grantee linked to TWGs				COMPLETE	
	Assist grantees in developing abstracts for conferences, meetings & other events	Abstract writing TA received				TBD	
	Develop NPI connect and website	NPI websites used				ONGOING	Information is provided to Grantee on a regular basis to connect with outside resources

Capacity Development  
 PRIORITIZATION PLAN  
 UCM with AED Support

Program Area	Activity Name	Project Type/Deliverables	Estimated Start	Actual Finish	Status
Monitoring and Evaluation	Follow - up on M&E data quality TA to support grantees in using skills learnt in order to collect, enter, store, and retrieve program data for use in planning, monitoring, reporting, and improving quality, and are able to fulfill USG and other donor reporting requirements	Setting up data base for Home based care and OVC		July	For this TA I will need M&E Advisors input
	HR OD TA to review and revise Policies and procedures to comply with good HR practices and USG rules and regulations and in particular having a documented system for reviewing and managing staff performance, recruiting, paying, retaining, training, and supervising adequate numbers of staff at all levels of the organization	Revised Human resource manual	18-May-2009	July 30th	not started
Human Resources					
Financial Management	Finalize Financial Managemnt policies & procedures manual and support implementation of FM practices	Finalized Financial manual, understanding and practising segregation of duties	4-May-2009		not started
	One to One training for new Fiance Officer and equip grantee staff with skills to analyze unit costs, make financial projections and track expenditures against budgets	Functional cost share tracking system	4-May-2009		on going
Governance	Strategic planning	Long range strategic plan	27-Jul-2009	August	Draft
Training	Close-out training	Close out plan	8-Jun-2009	June 12th	Planning phase
Training	Resource mobilization training	Plan to diversify funding base	8-Jun-2009	12-Jun-2009	Planning phase
Training	Grant Management training	Improved knowledge and skills	13-Jul-2009	17-Jul-2009	Planning phase

**GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: VIA**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.1:</b> Validate organisation capacity needs for grantees	Baseline assessment	TA Plan	18-Oct.07		19-Oct.07	COMPLETE	
	Re-assessment	TA Plan	25-Nov.07		26-Nov.08	COMPLETE	
<b>OBJ.2:</b> Mentor Grantee Workplans and COP Submissions	Work plan and continuation application	Continuation application	30-Sep.08		01-Oct.08	COMPLETE	
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	EPI INFO training	Training Report	11-Aug.2008		15-Aug.2008	COMPLETE	
	Program Planning workshop with focus on M&E	Training Report	19th-May 2008		23rd-May 2008	COMPLETE	
	Follow up on data management and Use system	TA report	TBD			On-Schedule	



GOAL: Support NPI Round One Grantees' success through institutionalised organisational capacity skills building to enable grantees to apply for direct funding from USG

**GRANTEE: VIA**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
OBJ.8: Coordinate linkages with USG, implementing partners and other stakeholders							

**GOAL: Support NPT Round One Grantees' success through institutionalized organizational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: World Hope International**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.1:</b> Validate organization capacity needs for grantees	Conduct f/up TA needs assessments Field office	F/up capacity assessment conducted			1-Dec-07	COMPLETE	
	Conduct in-depth organizational OD assessment & develop OD TA plan - Field	Grantee OD TA plan			30-Dec-07	COMPLETE	
	Conduct in-depth organizational OD assessment & develop OD TA plan - HQ	Grantee OD TA plan			26-Sep-08	COMPLETE	
	Develop overall grantee TA plan FY 09	Grantee TA plan(s)			1-Jul-08	COMPLETE	
<b>OBJ.2:</b> Mentor Grantee Workplans and COP Submissions	Review and provide feedback on grantee FY 08 & FY 09 WPs	WP Review & feed back			28-Sep-08	COMPLETE	FY 08 & FY 09 Submitted
	Assist grantees in submission of FY 08 & FY 09 WPs	WP submitted			29-Sep-08	COMPLETE	FY 08 & FY 09 Submitted
	Assist sub-grantees to develop and submit annual/quarterly workplans	WP submitted				ONGOING	TA continues for quarterly plans and budgets
	Review and provide feedback on grantee FY 09 COPS FY 10COPs	COP reviewed and feedback provided			30-Sep-08	COMPLETE	FY 08 & FY 09 Submitted
	FY 09 Workshop on FY 09 strategies and targets for subs	Set targets and discussed modified strategies based on lessons learned			30-Jul-08	COMPLETE	
	Assist grantees in submission of FY 09 COP	COP submitted			30-Sep-08	COMPLETE	FY 08 & FY 09 Submitted
<b>OBJ.3:</b> Ensure reporting/sharing tools and lessons w/stakeholders	Distribute minimum set of tools and guidelines on USG Regulation	USG Regulation Info received			30-Apr-08	COMPLETE	
	Provide Cost Share Tools & guidelines	Cost Share Tools Received			15-Jun-08	COMPLETE	
	Distribute HIV stigma and HIV youth prevention activities	Materials received			30-Jun-08	COMPLETE	
	Develop and distribute Workplan and budget Template to sub-grantees	Tools received			1-Dec-08	COMPLETE	
	Distribute HIV programs PEPFAR/HAITI guidelines to grantees	Program guidelines received			1-Mar-08	COMPLETE	

**GOAL- Support NPI Round One Grantees' success through institutionalized organizational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: World Hope International**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes	
<b>OBJ.4:</b> Support understanding & application of compliance to receive and manage USG funds	Conduct workshop on USG (A-122) Regulations - a second workshop to be held in June 2009	Workshop attended & guidance received	Second workshop June 09		April 30 2008	COMPLETE	Another workshop is planned for late June 2009 for Cross but other NPI will be invited	
	Provide one-on-one TA on USG financial compliance sub-grantees	TA on USG compliance received				ONGOING	This is being done in partnership with WHI finance officer.	
	Provide mini- workshop on Procurement procedures for sub-grantees	Guidance & tools received		28-Oct-08	29-Oct-08	COMPLETE	Provided feedback - need to follow up	
	Provide mini-workshop on Per diem sub-grantees	Guidance & tools received		Jan-09	Jan-09	COMPLETE		
	Provide mini-workshop on NICRA sub-grantees	Guidance & tools received	Apr-09					
	Provide mini-workshop on Petty cash sub-grantees	Guidance & tools received		Mar-09	Mar-09	COMPLETE		
	Provide mini-workshop review on cost share sub-grantees	Guidance & tools received	Apr-09					
	Review quality and support development of FM policies and procedures sub-grantees - FONDAMIE	Operations manual Revised		May-09			DRAFT	Good draft completed and reviewed in Dec 08. Feedback provided to sub-grantee - awaiting completion
	Provide mini-workshop on Project close-out sub-grantees	Guidance & tools received	Jul-09					
<b>OBJ.5:</b> Strengthen grantees to ensure compliance with local laws and NGO best practices	Review availability and quality of grantee HR policies and procedures	HR policy reviewed				COMPLETE	WHI developed a HR manual	
	Standardize job descriptions across all five sub-grantees	Job SOWs written & standardized			May-08	COMPLETE		
	Conduct training on best HRM practices	HRM training attended	May-09	May-09				
	Conduct training on best governance practices	Governance training attended	Aug-09	Aug-09				
	Provide one-on-one TA on HRM to sub-grantees	One-on-one HRM TA received	Feb-08				ONGOING	
	Support development of HRM policies and procedures	New/revised HRM adopted	Feb-08				ONGOING	

**GOAL: Support NPI Round One Grantees' success through institutionalized organizational capacity skills building to enable grantees to apply for direct funding from USG**

**GRANTEE: World Hope International**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
<b>OBJ.6:</b> Strengthen Grantees' abilities to deliver quality technical programs based on best practices at international or national level	Conduct workshop on project close-out for grantee and subs		Aug-09	Aug-09			
	Provide one-on-one TA program implementation to grantee & subs	TA on HIV/AIDS program received				ONGOING	TA is being provided to grantee to modify implementation strategies to achieve results
	Conduct hands-on workshops on MSPP data collection tools - subs field agents and supervisors	Tools provided and workshop attended	10-Feb-09	30-Mar-09	30-Mar-09	COMPLETE	
	Conduct Message Development workshop	Tools provided and workshop attended	30-Oct-08	31-Oct-08	31-Oct-08	COMPLETE	
	Train grantees and sub-grantees on program planning	Program planning training attended	11-Nov-08	13-Nov-08	13-Nov-08	COMPLETE	
	Provide one-on-one TA on developing M&E plans	M&E plan developed				ONGOING	TA is provided to grantee to develop M&E for workplan and continues to better monitor partners
		TA on M&E plans received				ONGOING	TA is provided to grantee to develop M&E for workplan and continues to better monitor partners
	Conduct Workshop on monitoring & data quality	TA on DQ received	10-Feb-09	3-Mar-09	4-Mar-08	COMPLETE	
	Track quality of grantee semi-annual and annual reports	Semi-annual & annual reports reviewed	19-Mar-09	30-Apr-09		ONGOING	On-going TA is being provided to grantee in compiling reports from all five subs from FRN to ENG
	Assist sub-grantees with semi-annual and annual reports	Semi-annual & annual reports reviewed	20-Mar-09	5-Apr-09		ONGOING	Detailed report template was provided to subs and on-going TA is provided to assist in writing quality, detailed reports
	Support development of data management policies and procedures for WHI	DM procedures adopted				ONGOING	TA is being provided to assist WHI to validate subs data for reliability and validity
	Provide leadership and management TA to WHI Field staff	Leadership tools & skills acquired				ONGOING	TA is being provided to WHI Director and program, regional, and finance coordinators to better support subs in implementing and monitoring activities
	Provide resource mobilization and sustainability TA	Tools and good practices provided				TBD	
Assist HQ Grantee on developing a Strategic Plan	Strategic Plan draft developed			1-Sep-09	TBD	Grantee demonstrated interest in AED facilitating its strategic plan in late 2009 - 2010	
Support grantee development of networks	Networks developed				ONGOING	Provide TA and support to develop and maintain partnerships in- and outside of PEPFAR network	

GOAL: Support NPI Round One Grantees' success through institutionalized organizational capacity skills building to enable grantees to apply for direct funding from USG

**GRANTEE: World Hope International**

OBJECTIVES	MILESTONE ACTIVITIES	KEY OUTPUTS	PLANNED START DATE	PLANNED END DATE	ACTUAL END DATE	STATUS	Notes
OBJ.8: Coordinate linkages with USG, implementing partners and other stakeholders	Link grantees to country-specific and international HIV technical working groups	Grantee linked to TWGs			1-Nov-08	COMPLETE	
	Assist grantees in developing abstracts for conferences, meetings & other events	Abstract writing TA received				ONGOING	Helping grantee write a piece for the PEPFAR/Haiti quarterly newsletter
	Develop NPI connect and website	NPI websites used				ONGOING	Information is provided to Grantee on a regular basis to connect with outside resources

**Capacity Development  
Prioritization Plan for YOHO with AED  
Support**

Activity Name	Project/ Deliverable Type	Finish	Responsibility	Status
YOHO: Set Up of Bank Accounts for affiliates not yet registered ( <i>Except Lobatse</i> )	Bank Accounts/ Sub Accounts	30-Mar-09	YOHO, AED (TA PROVIDER)	Completed
YOHO: Finalization of Strategic (1st Darft)	Strategic Plan in place	30-Mar-09	YOHO, AED (TA PROVIDER)	Completed
YOHO: Performance Review System	Performance Review System	30-Mar-09	YOHO, AED (TA PROVIDER)	Completed
YOHO: Records Management Training	Training conducted	30-Mar-09	YOHO, AED (TA PROVIDER)	Completed
YOHO: Financial Management Training at Affiliate sites	Financial Management Training conducted	30-Mar-09	YOHO, AED (TA PROVIDER)	Completed
YOHO: Recruitment of Personnel (HR Officer, Finance Manager, Finance Officer)	Personnel in place	30-Mar-09	YOHO, AED (TA PROVIDER)	Completed
YOHO: Improved M&E and Data Capturing for Reporting and Decision Making	Ongoing Support	30-Mar-09	YOHO, AED (TA PROVIDER)	Completed
YOHO: Referral Policy	Referral Policy in Place	30-Jun-09	YOHO, AED (TA PROVIDER)	
YOHO: Succession Plan	Succession Plan in place	30-Jun-09	YOHO, AED (TA PROVIDER)	
YOHO: Risk Management Plan	Risk Management Plan in place	30-Jun-09	YOHO, AED (TA PROVIDER)	
YOHO: Communication Strategy	Communication Strategy in place	30-Jun-09	YOHO, AED (TA PROVIDER)	
YOHO: Develop Reinforcement Manual	Reinforcement Manual	30-Jun-09	YOHO, AED (TA PROVIDER)	
YOHO: Develop Capacity Building plans for Affiliate sites	Capacity Building Plans in place	30-Jun-09	YOHO, AED (TA PROVIDER)	
YOHO: The memo for journals must be signed by the prepared and an authorized individual	Memo's to journals signed by preparer and	30-Jun-09	YOHO, AED (TA PROVIDER)	

**Capacity Development  
Prioritization Plan for YOHO with AED  
Support**

Activity Name	Project/ Deliverable Type	Finish	Responsibility	Status
	authorized			
YOHO: Board should receive a consolidated budget for organization for the fiscal year so can get an idea of how organization as a whole is doing financially	Budget for fiscal year for YOHO presented to Board	30-Jun-09	YOHO, AED (TA PROVIDER)	
YOHO: Bank Reconciliations should be reviewed and authorized and also signed by preparer	Bank Reconciliations signed by Treasurer and Director	30-Jun-09	YOHO, AED (TA PROVIDER)	
YOHO: Affiliate Procurement Mechanisms (Cost-Reimbursable)	Draft Cost Reimbursable Template Submitted to Kelly for Review	30-Jun-09	YOHO, AED (TA PROVIDER)	
YOHO: Affiliate Capacity Building Plan	Capacity Building Plan	30-Jun-09	YOHO, AED (TA PROVIDER)	
YOHO: Partnership Model	Partnership Model Defined	30-Jun-09	YOHO, AED (TA PROVIDER)	
YOHO: Submission of Strategic Plan	Final Strategic Plan	30-Jun-09	YOHO, AED (TA PROVIDER)	
YOHO: Management will monitor NPI pipeline on a quarterly basis and Organizational actual vs budget monthly monitoring once account codes implemented	Pipeline monitoring tool in place	30-Jul-09	YOHO, AED (TA PROVIDER)	
YOHO: HIV/AIDS Policy	HIV/AIDS Policy	30-Jul-09	Resource Logic, Vuyi, Try, AED	
YOHO: Ongoing support from AED to financially monitor programs and capture cost-share	Quarterly Reports submitted to USAID	30-Jul-09	YOHO, AED (TA PROVIDER)	
YOHO: IT Policy	IT Policy	30-Jul-09	YOHO, AED (TA PROVIDER)	
YOHO: Additional Funding / Cost Share	Submitted Proposals	30-Jul-09	YOHO, AED (TA PROVIDER)	

**Capacity Development  
 Prioritization Plan for YOHO with AED  
 Support**

Activity Name	Project/ Deliverable Type	Finish	Responsibility	Status
YOHO: Payments to authorised individuals signed by 2 other authorized individuals	Payments made to authorised individual signed by 2 other authorised individuals	30-Jul-09	YOHO, AED (TA PROVIDER)	
YOHO: Close Out procedures	Close Out	30-Aug-09	YOHO, AED (TA PROVIDER)	