



**Community REACH**  
*Rapid and Effective Action Combating HIV/AIDS*

**Annual Report**

Agreement No.: GHA-A-00-01-00007-00

**1 October 2001 to 30 September 2002**

Submitted to:  
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*From the Program Director*

The Community REACH team wrapped up its first year on 30 September by selecting seven new applications to receive funding for youth voluntary counseling and testing (VCT) grants. On that same day our Cognizant Technical Officer, Bessie Lee, announced she would be leaving USAID to join the CDC in China. It was a bittersweet moment of both accomplishment and farewells for the project.

This year our accomplishments have been numerous, including awarding \$2 million in care and support grants and selecting recipients for an additional \$2 million in youth VCT grants; completing a participatory process with Pact's Capacity Building Services Group (CBSG) to develop a program strategy; and, adding \$1.5 million in funding for three new HIV/AIDS activities.

Based on the lessons we gleaned from our first RFA, Community REACH improved the second RFA to a more responsive and less burdensome application process to which applicants, reviewers and missions alike have responded positively. While still receiving over 100 applications initially, these were shorter executive summaries from which our team invited 21 finalists to submit full applications. Community REACH was able to notify finalists and non-finalists more quickly. Missions commented only on finalists via a brief, formatted questionnaire. Finally, the expert panel had a longer review period to review and rank the applications.

Community REACH consulted with nearly 80 stakeholders in focus group discussions, thought leader interviews and brainstorming sessions to frame a program strategy. This process led us to define our mission of supporting "the most needed services for the most at-risk populations." We also laid out a timeline for the upcoming fiscal year's RFA themes and a number of guiding principles we will follow in making our grants.

In the final few months of FY02, USAID obligated an additional \$1.5 million to Community REACH to undertake the following three new activities. For the Africa Bureau, Pact will train leaders in six African countries on the use of its multi-sectoral HIV/AIDS toolkit. For the Displaced Children's and Orphan's Fund (DCOF), Community REACH will support a grant to the International Rescue Committee (IRC) for street children in Congo-Brazzaville. Finally, for OHA Community REACH will design and implement research on OVC, linked to a number of its ongoing OVC grants.

The credit for our success goes to a tireless and enthusiastic team, our solid consulting experts from all over the HIV/AIDS sector and the staff of the Office of HIV/AIDS. But most crucial of all has been the commitment and quiet leadership of Bessie Lee. We will miss her greatly. Thank you Bessie! And thank you, team!

*Polly Mott*



## Community REACH

### Annual Report : 1 October 2001 to 30 September 2002

#### I. Introduction/Background

##### Summary project description

##### **Community REACH Project: *Rapid and Effective Action Combating HIV/AIDS***

The Community REACH project funds HIV/AIDS prevention and care and support grants worldwide through a Leader Cooperative Agreement between Pact, Inc. and USAID's Office of HIV/AIDS. Joining Pact as its technical partner is The Futures Group International (Futures Group). Community REACH is a five-year Leader with Associates Award program designed to facilitate the efficient flow of grant funds to organizations playing valuable roles in the fight against HIV/AIDS, including PVOs, regional and local NGOs, universities and faith-based organizations. Grant activities are consistent with the USAID Global Bureau Strategic Support Objective (SSO) 4: "increased use of improved, effective and sustainable responses to reduce HIV transmission and to mitigate the impact of the HIV/AIDS pandemic". Under SSO4, these activities contribute to Intermediate Result 4.4, "Strengthened and expanded private sector organizations in delivering HIV/AIDS information and services." Community REACH typically awards grants of approximately \$300,000 for a period of up to three years.

Grant awards are broadly divided into three categories:

1. Prevention and education
2. Voluntary counseling and testing
3. Care and support for those living with and affected by HIV/AIDS

Community REACH grants contribute to the achievement of five global program targets for the year 2007 agreed upon during the United Nations General Assembly Special Session (UNGASS) meeting on HIV/AIDS convened in 2001. These targets are:

1. Reducing HIV prevalence among those aged 15 to 24 by 50% in high prevalence countries
2. Maintaining prevalence below 1% among 15 to 49 year olds in low prevalence countries
3. Ensuring that at least 25% of HIV/AIDS infected mothers in high prevalence countries have access to interventions to reduce HIV transmission to their infants
4. Helping local institutions to provide basic care and psychosocial services to at least 25% of HIV infected persons and;
5. Helping local institutions to provide community support services to at least 25% of children affected by AIDS in high prevalence countries.

In addition, the Associate Award mechanism is specifically designed to give USAID missions and bureaus the opportunity to develop country- or region-specific NGO grant programs. These programs will have their own CTO and separate financial and program reporting. Interested missions or bureaus and the Community REACH team work together to develop the programs and define the grant details.

## Community REACH Activities FY02

1. Program start-up, establish project and information management systems
2. Conduct RFA solicitation, review, selection and award: Care and Support Grants
3. Establish grants management and monitoring system
4. Design and implement monitoring and evaluation system
5. Conduct RFA solicitation, review, selection and award: Prevention Grants- Youth VCT Linkages and Referrals

### Summary of activities carried out in the past Fiscal Year

Activity	Summary
<i>1: Program start-up, project and information management systems established</i>	<ul style="list-style-type: none"> <li>• Completed project staffing</li> <li>• Signed five-year subcontract with the Futures Group</li> <li>• Convened a vision/strategic framework stakeholders retreat</li> <li>• Completed design and launch of Community REACH website</li> <li>• Developed project logo and brochures</li> <li>• Designed and implemented project database</li> <li>• Convened strategy development process with stakeholder focus groups and interviews to develop a plan with a compendium of RFA themes and program operational procedures and philosophy for the life-of-the project</li> <li>• Project management team established links with other USAID HIV/AIDS programs including Horizons, FHI Impact, YouthNET, Policy and SYNERGY projects</li> </ul>
<i>2: Care and support grants</i>	<ul style="list-style-type: none"> <li>• Developed and disseminated Request for Applications - 7 January 02</li> <li>• Conducted compliance review of 110 applications, of which 77 were compliant in March</li> <li>• Selected 18 finalists from 77 applications in April 02</li> <li>• Finalized technical review guidelines and tools and selected technical expert panel with grantee selection in early May 02</li> <li>• Negotiated and awarded seven care and support grants to 3 local and 4 international NGOs with 1 in LAC, 1 in ANE and 5 in Africa</li> <li>• Currently negotiating one sub-award to Siberia AIDS Aid, a local NGO in Russia, pending completion of a pre-award audit</li> </ul>

	<ul style="list-style-type: none"> <li>• Developed system of receiving USAID Mission input during review and selection process</li> <li>• From lessons learned during the first solicitation round modified the RFA process to include an Executive Summary Application round</li> </ul>
<b><i>3: Grants Management and Monitoring System</i></b>	<ul style="list-style-type: none"> <li>• Developed evaluator’s code of conduct</li> <li>• Compiled regulation documents and required grantee certifications</li> <li>• Developed US and Non-US grant award templates, budget and reporting formats</li> <li>• Developed application compliance and technical and cost scoring guidelines</li> <li>• Developed grantee management and monitoring materials including annual work plan guidance, quarterly performance and financial reporting guidelines</li> <li>• Designed grantee tracking system in project database</li> </ul>
<b><i>4: Monitoring and Evaluation System</i></b>	<ul style="list-style-type: none"> <li>• Defined illustrative indicators for Care and Support RFA</li> <li>• Completed draft results framework</li> <li>• Conducted review of monitoring and evaluation components for Care and Support and Prevention applications</li> <li>• Reviewed grantee monitoring and evaluation plans for grantee indicators</li> </ul>
<b><i>5: Prevention Grants</i></b>	<ul style="list-style-type: none"> <li>• Changed focus of RFA Solicitation to Youth VCT Linkages and Referrals</li> <li>• Developed and disseminated request for Executive Summary Applications – 16 July 02</li> <li>• Conducted compliance review of 101 applications, of which 84 were compliant in August 02</li> <li>• Convened review panel for Executive Summary Applications</li> <li>• Selected 21 Finalist applicants and requested full applications August 02</li> <li>• Convened technical expert panel and selected 7 VCT Youth Linkages and Referrals grantees Sept 02</li> </ul>

### **Key FY02 accomplishments**

- Selected 15 grantees out of 211 applications from 20 countries. Of the 15 direct grantees, 6 are local NGOs (40%). Additionally the majority of Community REACH funded international NGOs have large local NGO sub-recipient and capacity building components with funds reaching an additional 11 local NGOs for a total of 9 International NGOs and 17 Local NGOs. (see Appendix A for a description of the grant programs)
- RFA solicitation, review, selection and award system streamlined and improved. After receiving 110 full applications for the first RFA, the project team decided that an executive summary application round followed by an invited full application round would increase the efficiency of the review and selection process while at the same time lessening the burden on the applicants. Another streamlined procedure was the input from the Missions on the applications. For the first round the missions were required to review applications prior to submission and provide a letter of endorsement. A streamlined Mission Response Form was developed. Missions completed the form only for the finalist applications.
- The rapid design of the project website enabled Community REACH to virtually manage the RFA response effectively, disseminating the solicitation, responding to inquiries and posting frequently asked questions and project news and announcements regularly.
- The implementation of the Community REACH Project database allows for the quick and easy tracking of applications, applicant organizational background information and grantee information. The database interface with e-mail allows the project staff to quickly inform applicants on receipt of their applications.
- The Community REACH program received \$100,000 from the Democracy and Governance Sustainable Development Office in the Africa Bureau to conduct six African country training of trainers workshops using Pact's Multisectoral HIV/AIDS training tool kit. The project team is working with the Capacity Building Service Group within Pact to conduct and coordinate the training.
- The Community REACH program received an initial obligation from the Displaced Children and Orphans Fund to work with that office to fund a \$1 million grant through Community REACH in Congo-Brazzaville.
- Development of project vision as an outcome of the strategic framework retreat. This was an important first step for the project in a participatory process of developing a five-year strategic results framework and plan.
- Community REACH initiated a life of project strategy development process. The process will result in a strategy development plan that will provide direction on future RFA themes, operational philosophy and project direction for the next four years of the program.

## II. Performance Review

### Activity Summaries

#### **Activity 1: Program Start-up, project and information management systems established**

During the first six months of start-up, the project completed staffing with a small staff of six full-time equivalent positions. The Community REACH team was complete with the signing of a five-year subcontract with the Futures Group. The Community REACH vision was formulated during a vision/strategic framework stakeholders retreat held in February 2002.

#### *Community REACH's Vision Statement*

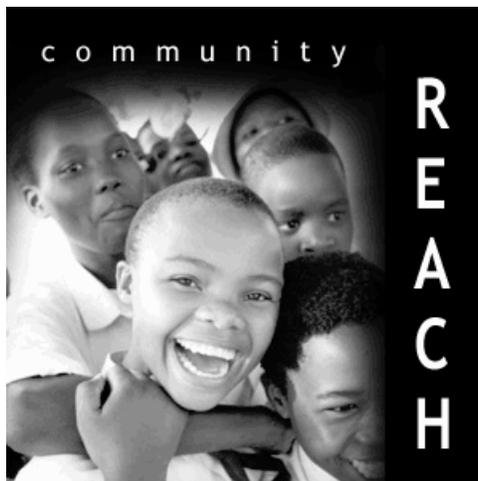
*We envision networked communities united by courage and hope, equipped with strengthened capacity, and energized by ownership to lead an expanded fight against HIV/AIDS. We believe that this fight will result in decreasing transmission of HIV, better care for those living with HIV/AIDS, especially among the most vulnerable, and a safer, more interconnected world.*

During FY02 Community REACH designed a project logo and launched its website and project brochure.

LOGO:



*Community REACH Website* [www.pactworld.org/reach](http://www.pactworld.org/reach)



The website and brochures provide pertinent information for both NGOs and USAID Missions that are seeking more information on the Community REACH grants program. Potential applicants and partners are able to access the following via the website:

- General Community REACH information in English, French, Spanish and Portuguese
- Downloadable versions of Community REACH Requests for Applications (RFA), both present and archived
- RFA changes and updates
- Answers to Frequently Asked Questions
- Updates on the application review process and timeline
- Details for USAID missions on the associate award mechanism
- Summary of grantee program information

The team regularly updates the website as new developments arise concerning the Community REACH program.

### ***Community REACH Project Database***

The Community REACH team constructed a project applicant and grants database to track from receipt through the review process both successful and unsuccessful applications along with grantee specific information.

The major elements of the project database (housed at Pact) include tracking all applications by RFA, by Leader or Associate, by region, by country (rapid or intensive), by new initiative or scale-up, by NGO, by focus and sub-focus activities, by target populations and partner sub-grantees. The database also includes information about the NGOs applying for funds including type of NGO, size, areas of expertise and HIV/AIDS experience. As final grantees are selected per RFA, the database tracks information on the NGO grantees such as general financial data, work plan and quarterly report submission, cost share and sub-recipient local partner funding.

Some examples of the variety of reports the Community REACH database can quickly generate are:

- Numbers of applications received per country and region
- Numbers of applications passed compliance review
- Applications by target populations and HIV/AIDS focus and sub-focus
- Grantees by target populations and HIV/AIDS focus and sub-focus
- Total Community REACH funding per country
- Community REACH funding for Subrecipient Local Partners
- Types and sizes of NGOs applying (local vs. international, faith-based, etc.)
- Types and sizes of NGOs receiving grants (local vs. international, faith-based, etc.)

Community REACH made improvements during FY02 on the grants side of the project database that incorporated the generation of the grants award agreement based on information in the database. This automated function helps improve the efficiency of the awards process.

### ***Interagency Collaboration Established***

During the FY02 Community REACH project staff established linkages through informational meetings with other SO4 cooperating agencies to begin discussions on leveraging resources. Collaborative sessions were held with Population Council's Horizons project, FHI IMPACT and YouthNET staff members, and representatives from the Futures Group Policy Project and the SYNERGY project.

During FY03 further linkages with the implementing organization for the CORE Initiative and regional staff members of the International HIV/AIDS Alliance will be established to help leverage capacity building resources for Community REACH grantees.

### ***Convened Strategy Development Process***

The project began a strategy development process, in partnership with Pact's Capacity Building Services Group (CBSG), with stakeholder focus groups held throughout July and August. The groups were composed of PLWAs, youth, USAID representatives, SO4 Cooperating Agencies, Community REACH applicants, and Community REACH grantees. Project staff conducted telephone interviews in September with USAID Mission personnel and field-based HIV/AIDS program representatives. The process will result in a program strategy to be released in FY03, which will provide direction on future RFA themes, operational philosophy and project direction for the next four years of the program. The strategy will help the project more efficiently prepare for future RFAs and more effectively plan funding that will result in the greatest community level impact on the HIV/AIDS pandemic.

### **Activity 2: Care and Support Grants**

Community REACH funds support Project Concern International alongside its local NGO partner Bwafwano Home Based Care organization to scale-up community- and home-based care and support. (Pictured: Home-based care givers attend to a woman suffering from AIDS in Zambia)



The Community REACH project released RFA #02-A-1 on 7 January 2002 for community- and home-based care and support grants. Project staff disseminated the solicitation via the website, numerous listservs as well as through a project email contact list and Pact field offices. This approach enabled Community REACH to inform interested organizations globally. Below is a profile of the applications from the first Community REACH RFA. (See Appendix B for additional Community REACH applications detail.)

- 110 applications; total request of \$48 million
- At least one application per rapid scale-up and intensive focus country
- 44 of 110 applications from local organizations (40%)
- Applications received by region: AFR-76, ANE-18, LAC-9, E&E -8
- 77 of 110 applications passed the compliance review (71%)
- Out of the 77 that were compliant, 28 were local organizations (35%)

The Community REACH team received 110 applications in response to the RFA. The team first reviewed the applications for compliance. The 33 non-compliant applicants received letters of non-compliance with detailed information on the areas for which the application did not meet the RFA standards. Eighteen finalist applicants were selected six weeks after receipt of the applications at a full technical review committee session. The lengthy initial review process was due to the large numbers of fifteen-page full applications that required reading for compliance and then for technical scoring. A second technical expert panel scored the eighteen finalist applications and selected eight grantees. Of the eight grantees four are international PVO grantees and four are local NGO grantees. Included in the programs of the international PVOs are subgrants totaling over \$300,000 to five additional local NGOs.

Over the next two months, the Community REACH team conducted past performance checks, required standard certifications, reviewed pre-award financial questionnaires and negotiated the final award agreements with seven Care and Support grantees. One local NGO grant is pending award. Siberia AIDS Aid, located in Tomsk, Russia, was determined to need an independent pre-award audit. The pre-award auditor was selected and is now conducting the audit.

### ***Lessons Learned***

The overwhelming response of 110 full technical and cost applications and the required time and effort it took for both the applicants to put together the materials as well as the Community REACH team to review the documents resulted in a change in the second Community REACH RFA solicitation and review.

For the second RFA round, the Community REACH team initiated an Executive Summary Application round followed by an invited full application finalist round. This change in the process reduce compliance review time from two weeks to less than one week. The entire selection process from receipt of Executive Summary Applications through Finalist selection, Full Application review and recommendation took a total of seven weeks time. The Community REACH team has received positive feedback from applicants on this change in procedure.

A second lesson learned was to request required certifications and pre-award financial questionnaires, A-133 and audit documents during the Full Application finalist round rather than after selection. The team anticipated this change would speed up the pre-award determination and review process.

### ***Role of USAID Missions***

Under Community REACH's first RFA, applicants requested an endorsement letter from the local mission as a part of the application package. There was a wide range in the mission interpretations of their level of responsibility related to this letter. Several missions commented that the burden on them of providing this letter was considerable. Community REACH changed the process for the second RFA. First, the CTO contacted the Missions to ask whether they wanted to participate in the RFA. If the Missions chose not to participate the country was not listed in the RFA.

Second, Community REACH developed a Mission Response Form to be completed by Mission personnel only for finalist applications. The revised Mission Response Form procedure received favorable feedback from both Mission representatives and applicants.

### **Activity 3: Grants management and monitoring systems for NGO sub-grants**

The grants management systems developed by the Community REACH team streamline the grant selection process while maintaining accountability and quality. In the first half of the year, the team established all necessary protocols for managing the RFA process, including an evaluator's code of conduct, compliance, technical and cost evaluation guidelines along with scoring tools. Community REACH also developed in its first year standards for pre-award assessments to assure that organizations have required financial and programmatic capabilities.

The code of conduct for the technical expert reviewers includes a "Financial Conflict of Interest Policy." Each outside reviewer is required to sign a certification affirming that they have no financial interest in any of the applications under review. The policy and the certification were based on models developed by USAID and other federal agencies.

The Community REACH team has developed grant templates for US-based and non-US-based NGOs. The templates follow USAID regulations, which require the flow-down of different sets of USAID regulations and provisions. A template has also been developed, based on guidance in ADS 303, for the possibility of sub-grants to "high risk" grantees. The team also developed US-based and non-US based budget and financial reporting templates for grantees.

#### ***Grantee Level Reporting Requirements***

During FY02 the Community REACH team developed formats and guidelines for annual work plan and quarterly performance reporting for the grantees. Financial reporting forms and instructions that conform to USAID financial reporting standards were also distributed to the grantees for required financial reporting.

Through grantee quarterly performance reports Community REACH will compile information on the following from each grantee per country:

- grantee indicators
- activity results
- overall accomplishments
- best practices
- lessons learned

Additionally, Community REACH will document examples of networking and coalition building as well as capacity building activities including assistance received and assistance given to other organizations such as local partner subgrantees.

### **Activity 4: Design and implement monitoring and evaluation (M&E) system**

Since the start of the project, the Community REACH team has completed several tasks relating to monitoring and evaluation. In both RFAs released to date, extensive guidance relating to monitoring and evaluation has been incorporated, including instruction on fulfilling Expanded Response reporting requirements and providing illustrative indicators to grantees.

Staff finalized several significant, project-level M&E systems or methodologies in the first year of the project:

- The draft project results framework (see Appendix C for Nov 1 final version);

- A conceptual framework for capturing lessons learned related to care and support activities; and
- A proposal for research related to OVC.

During the first year the project team also developed a database to track information about the grant application and award process. The team's M&E Staff provided feedback on the database, and monitoring and evaluation outputs will be added to this database as results from the grantees are reported.

M&E expertise was also incorporated into each of the two RFA designs and proposal reviews, in the on-going strategic planning process, and on the development of the overall project work plan. At the grantee level, as proposals have been awarded, the Community REACH team has provided general M&E guidance in the development of the M&E component of individual grantee work plans, and in the identification of appropriate, standardized indicators.

### **Activity 5: Prevention Grants –Youth VCT Linkages and Referrals**

Through consultation with the Office of HIV/AIDS, Community REACH changed the focus for the second RFA from prevention to community-based youth VCT linkages and referrals. The Community REACH released this RFA in July. Below is a profile of the applications from this RFA. (See Appendix B for additional Community REACH applications detail.)

- 101 applications; total request of \$30 million
- Applications from 18 rapid scale-up and intensive focus countries (5 countries declined to participate)
- 39 of 84 compliant applications from local organizations (46%)
- Applications received by region: AFR-62, ANE-29, LAC-7, E&E -3
- 41 of 84 compliant applications had local organization subgrant components (48%)
- 84 of 101 applications passed the compliance review (71%) 39 compliant applications were from local NGOs (46%)

The Community REACH team received 101 applications in response to the RFA. The team first reviewed the applications for compliance. The 17 non-compliant applicants received notification letters along with detailed information on the specific areas for which the application did not meet the RFA standards. A technical review committee selected 21 applicants to the second round for submission of finalist full applications. Full applications were received from 20 applicants on 9 September 2002. The technical expert panel together with the Community REACH team selected seven grantees on 30 September 2002.

The seven grantees include five international NGO/PVO grantees and two local NGO grantees. Included in the programs of the international NGO/PVOs are sub-grants totaling over \$460,000 dollars to six additional local NGOs. The total for these grants is approximately \$2 million.

For a description of the selected Youth VCT Linkages and Referrals Community REACH grantees please see Appendix A.

### **FY03 Planned Activities**

For FY03, the Community REACH project will build upon the success of its first year during which it competitively solicited two rounds of HIV/AIDS grant applications. The project plans to issue two

requests for applications (RFAs) during the fiscal year with a third RFA developed for issuance early in October (early FY04), awarding \$2 million per RFA. By the end of this fiscal year, Community REACH will have up to 30 grantees with close to 40 grantees in early FY04.

### ***RFA themes for development in FY 03***

- Positive prevention linked with stigma reduction (innovative approaches for PLWA groups and networks) – January 03
- Prevention for younger adolescents (10 – 14) in vulnerable settings – April 03
- Targeted interventions for commercial sex workers (female and male) scaling up best practices October 03

The Community REACH team will also work on additional activities including research related to Orphans and Vulnerable Children; coordinate with Pact's Capacity Building Services Group on the Multi-sectoral HIV/AIDS Approaches Tool Kit training for community leaders; and, award and monitor the Displaced Children and Orphans Fund (DCOF) International Rescue Committee (IRC) sub-grant for HIV/AIDS and street children activities in Congo-Brazzaville.

During FY03, Community REACH will work with the USAID office of HIV/AIDS to develop standards for the unsolicited applications USAID has been receiving for this sector. Community REACH will draft suggested standards and practices on how USAID might process unsolicited applications received to date, and also will draft an "announcement" USAID may choose to publish on the Internet regarding the consideration of any future unsolicited applications. Part of this process will involve Community REACH convening technical panels on a semi-annual basis to provide in-depth analysis and recommendations to USAID regarding these applications.

To support continued program excellence the Community REACH project will establish a Program Advisory Committee (PAC) to provide technical direction and guidance for the overall activities of the program. Community REACH will select PAC members and convene one consultative meeting during this fiscal year.

Additionally, Community REACH will take advantage of the infrastructure of both Pact and Futures, accessing existing country offices and program resources and expertise in order to more economically and effectively manage this grant program. These offices will assist in dissemination of information for RFAs and assist in monitoring grantees and provide capacity building technical assistance. Pact and Futures offices may be called upon to act as intermediaries for the Community REACH project with local USAID missions in the exploration and development of Associate Award opportunities.

### ***Community REACH Strategy Development***

As a result of the Community REACH strategy development process initiated in FY02, the project will have a program strategy with a framework for RFA themes over the life of the project as well as objectives related to geographical distribution, level of support for local NGOs, ratio of scale-up to innovative approach funding and other criteria.

The program decision will be made available in December 2002. The following is a summary of critical decision points:

- Community REACH will fund grants only in rapid scale-up and intensive focus countries
- Community REACH will allot three to four grants per RFA cycle for Africa and the remaining three or four for Asia, Latin America and the Caribbean (LAC) and Europe and Eurasia (E&E).
- Community REACH has an established minimum level of funding for the LOP of 30% in direct grants to local NGOs. Preference will be given to PVO applications with 60% or more of the budget allotted for sub-grants and capacity building TA for local NGO partners.
- Community REACH will require that applications from international PVOs include subgrants to local partners along with formal capacity building for these partners
- Over the life of the project, Community REACH will allocate approximately 75% of its grant funding for scale-up and 25% for innovative approaches
- Final 18 – 24 months of Community REACH the project plans to reinvest in successful ongoing grants adding funding for expansion of activities that would lead to greater coverage and reach the most at-risk with the services they most need

### ***Monitoring and Evaluation***

In FY03 Community REACH will update work plan/quarterly reporting formats that will be integrated with USAID requirements and will feed into the Synergy PDB system. In addition, individualized guidance will be provided to each grantee on the development of the M&E component of their work plan, and on the process indicators and qualitative results reported. The M&E staff will also provide *ad hoc* technical support to grantees in such areas as evaluation approaches, instrument development, sampling and analysis plans, etc. Lastly, M&E expertise will continue to be included in the shaping of future RFAs and in the review of proposals received.

### **III. Problems and Constraints**

- *Associate Awards:* During the first year of the project, USAID bureaus and missions have expressed limited interest and have made no awards to Community REACH. USAID Mission personnel seem to lack understanding and specific information on the flexibility, ease of use and potential cost-effectiveness of the Associate Award mechanism. Community REACH team members and the Office of HIV/AIDS continue to provide information to and meet with Mission personnel in order to encourage wider use of the mechanism.
- *Insufficient funds to support ALL quality applications:* Community REACH received during its first year over 200 applications from local and international NGOs. It was difficult each round to limit our selection to seven or eight grantees. In both cases, there were a number of applications held as alternates should additional grant funds become available.

### **IV. Financial Summary**

<b>Community REACH obligated funds:</b>	<b>\$6,310,000</b>
<b>FY02 Expenses:</b>	<b>\$649,972</b>
<b>FY02 Care and Support Sub-grant obligated funds</b>	<b>\$1,212,196</b>
<b>VCT Sub-grant Awards/OVC/IRC/Toolkit</b>	<b>\$2,939,395</b>
<b>Anticipated Expenses FY03-Program and Sub-grants (\$6M)</b>	<b>\$8,178,762</b>
<b>Remaining Balance</b>	<b>(\$6,670,326)</b>
<b>Anticipated Obligation for FY03</b>	<b>\$6,670,326</b>

Summary Financial Report see Appendix D.

## Community REACH Grantees

### Community REACH Care and Support Grant Recipients

<p><b>Project HOPE</b></p> <p><b>Type of Organization: International NGO</b></p> <p>Country: Honduras Grant Awarded: \$326,766 Length of Project: 2 years</p> <p>Local Partner: Asociacion de Salud Integral Subgrant Amount: \$28,055</p>	<p>Project HOPE -- Honduras: Funding supports establishing a model clinic and home-based care program in San Pedro Sula, Honduras, for provision of comprehensive care to people living with HIV and AIDS. Funds will also enable increased access to comprehensive home-based care for people living with HIV/AIDS and their families, and provide community education and advocacy to increase knowledge about HIV/AIDS and to reduce the stigma associated with it.</p> <p>Program Focus: Care and Support</p> <p>Program Sub-focus: Clinical Care, IEC/BCC, Prevention of Mother-to-Child-Transmission, Psychosocial Support, Stigma Reduction</p> <p>Target Populations: General, Pregnant Women, PLWHA</p>
<p><b>Hiwot HIV/AIDS Prevention, Care and Support Organization</b></p> <p><b>Type of Organization: Local NGO</b></p> <p>Country: Ethiopia Grant Awarded: \$150,000 Length of Project: 3 years</p>	<p>Hiwot HIV/AIDS Prevention, Care and Support Organization (HAPCSO) -- Ethiopia: This project implements critically needed home-based care for people living with HIV and AIDS and their families, while enhancing the ability of the community and health care providers to provide care and support in the South East District, Addis Ababa.</p> <p>Program Focus: Care and Support</p> <p>Program Sub-focus: Home-based Care, Nutrition programs, OVC, Psychosocial Support, Stigma Reduction</p> <p>Target Populations: OVC, PLWHA</p>
<p><b>The Salvation Army</b></p> <p><b>Type of Organization: International FBO</b></p> <p>Country: Malawi Grant Awarded: \$228,595 Length of Project: 3 years</p>	<p>The Salvation Army -- Malawi and World Service Office: Funding supports the establishment of a community action team to identify community needs in relation to HIV/AIDS in one township in Malawi. In addition, it will allow for the provision of basic care and support through volunteers to 50 percent of the families and individuals affected by HIV/AIDS; identification and promotion of key behavior changes to reduce the risk of HIV/AIDS transmission; education of 50 percent of the target population about voluntary counseling and testing; and provision of linkages and referrals for those testing HIV positive</p> <p>Program Focus: Care and Support</p> <p>Program Sub-focus: Home-based Care, IEC/BCC, Stigma Reduction, VCT</p> <p>Target Populations: General Population, PLWHA</p>
<p><b>Project Concern International</b></p> <p><b>Type of Organization: International NGO</b></p> <p>Country: Zambia Grant Awarded: \$350,000 Length of Project: 3 years</p> <p>Local Partner: Bwafwano Home Based Care Organization Subgrant Amount: \$182,000</p>	<p>Project Concern International (PCI) -- Zambia: Project Concern International and its partners will scale-up community- and home-based care and support services for people living with HIV and AIDS and orphans and other vulnerable children living in peri-urban areas of Lusaka. They will also develop a standardized national training program for home-based care.</p> <p>Program Focus: Care and Support</p> <p>Program Sub-Focus: Home-based Care, OI/TB Prevention, Psychosocial Support</p> <p>Target Populations: OVC, PLWHA, TB Patients, STI Patients</p>

## Community REACH Grantees

<p><b>International Community for the Relief of Starvation and Suffering</b></p> <p><b>Type of Organization:</b> <b>Local NGO</b></p> <p>Country: Kenya Grant Awarded: \$234,060 Length of Project: 2 years</p>	<p>International Community for the Relief of Starvation and Suffering (ICROSS) -- Kenya: ICROSS will replicate its successful home-based care model from Western Kenya during a two-year project extending services and strengthening networks for people living with HIV and AIDS and their families to Nakuru District.</p> <p>Program Focus: Care and Support</p> <p>Program Sub-Focus: Home-based care, OI/TB Prevention, Psychosocial Support</p> <p>Target Populations: OVC, PLWHA, General</p>
<p><b>CARE</b></p> <p><b>Type of Organization:</b> <b>International NGO</b></p> <p>Country: Rwanda Grant Awarded: \$397,835 Length of project: 3 years</p> <p>Local Partners: Cyeza Parish, PLWA Associations Subgrant Total: \$101,000</p>	<p>CARE -- Rwanda: This project will implement critically needed home-based care for people living with HIV and AIDS and their families, while enhancing the ability of the community and health care providers to provide care and support in the South East District, Addis Ababa.</p> <p>Program Focus: Care and Support</p> <p>Program Sub-Focus: Home-based care, IEC/BCC, Legal Support, Psychosocial Support, Stigma Reduction</p> <p>Target Populations: General, OVC, PLWHA</p>
<p><b>Society for Service to Urban Poverty</b></p> <p><b>Type of Organization:</b> <b>Local NGO</b></p> <p>Country: India Grant Awarded: \$149,132 Length of Project: 3 years</p>	<p>Society for Service to Urban Poverty (SHARAN) -- India: Funding supports care and support services for people living with HIV and AIDS in New Delhi by increasing utilization of health care services by targeted populations. The project will also increase the employment of the target population by 60 percent over two years.</p> <p>Program Focus: Care and Support</p> <p>Program Sub-Focus: Nutrition, Psychosocial Support, Socioeconomic Support</p> <p>Target Populations: IDUs, PLWHA</p>
<p><b>Siberia AIDS Aid</b></p> <p><b>Type of Organization:</b> <b>Local NGO</b></p> <p>Country: Russia Grant Amount: \$200,000</p>	<p>Siberia AIDS AID Tomsk Regional Charity Fund -- Russia: Funding will provide a variety of support services for people living with HIV and AIDS, including the development of psychosocial and legal groups. The project will also support the development of a network of AIDS service organizations in Siberia.</p>

## Community REACH Grantees

### Community REACH Youth VCT Linkages and Referrals Grant Winners

<p><b>Health Alliance International</b></p> <p><b>Type of Organization: International NGO</b></p> <p>Country: Mozambique Grant Amount: \$300,000 Length of Project: 3 Years</p>	<p>Health Alliance International (HAI) -- Mozambique: HAI will implement a project that will target HIV/AIDS prevention and care services for young people in Manica and Sofala provinces. The program will develop five new youth VCT centers, five youth groups for people living with HIV/AIDS, and protocols for health worker referrals.</p> <p>Program Focus: Voluntary Counseling and Testing, Linkages and Referrals</p> <p>Target Populations: Adolescent Youth</p>
<p><b>Family Planning Association of Kenya</b></p> <p><b>Type of Organization: Local NGO</b></p> <p>Country: Kenya Grant Amount: \$250,000 Length of Project: TBD</p>	<p>Family Planning Association of Kenya (FPAK) -- Kenya: FPAK will focus on HIV/AIDS infected and affected youth through providing technical support and increasing the capacity of existing youth VCT and related services leading to improved care and support facilities for young people and greater outreach to young people accessing VCT services. The capacity building efforts by FPAK also include linkages to community leaders and volunteers.</p> <p>Program Focus: Voluntary Counseling and Testing, Linkages and Referrals</p> <p>Target Populations: Adolescent Youth</p>
<p><b>JHPIEGO</b></p> <p><b>Type of Organization: International NGO</b></p> <p>Country: Ghana Grant Amount: \$250,000 Length of Project: 3 Years</p> <p>Local Partner: VITAL International Foundation</p>	<p>JHPIEGO -- Ghana: The project will initially target disenfranchised, “kayayoos” young women “load carriers” in Ghana, who are at an extremely high risk of contracting HIV/AIDS. These young women make up approximately 90% of the 10,000 youth trying to make a living at two of Accra’s largest markets. Using mobile outreach VCT services JHPIEGO and its local partner VITAL International Foundation will also scale-up VCT services for other at-risk youth in the capital.</p> <p>Program Focus: Voluntary Counseling and Testing, Linkages and Referrals</p> <p>Target Populations: Adolescent Youth</p>
<p><b>CARE</b></p> <p><b>Type of Organization: International NGO</b></p> <p>Country: Uganda Grant Amount: \$300,000 Length of Project: 3 years</p> <p>Local Partner(s): TBD Subgrant Amount: \$100,000</p>	<p>CARE -- Uganda: CARE’s program in the Kabale District of Uganda will empower young people to make informed decisions about their reproductive health through scaling up more youth-friendly HIV/AIDS and reproductive health services which includes building capacity of local community –based organizations. The project expects to reach 137,000 adolescents and young adults.</p> <p>Program Focus: Voluntary Counseling and Testing, Linkages and Referrals</p> <p>Target Populations: Adolescent Youth</p>

## Community REACH Grantees

<p><b>Adventist Development and Relief Agency</b></p> <p><b>Type of Organization: International FBO</b></p> <p>Country: Nepal Grant Amount: \$300,000 Length of Project: 2 Years</p> <p>Local Partners: Association of Medical Doctors of Asia, Nepal Red Cross Society Subgrant Amount: \$155,000</p>	<p>Adventist Development and Relief Agency (ADRA) -- Nepal: VCT services for young people will be set up by ADRA in both the Kavre and Jhapa districts of Nepal. Partnering with the Association of Medical Doctors of Asia and the Nepal Red Cross Society, services will include counselor training, community sensitization and advocacy, youth awareness and psychological support. The project, which will target 15,000 in and out of school youth, expects that youth reporting “safe sex” behavior will increase by 15 % by the end of the two-year project.</p> <p>Program Focus: Voluntary Counseling and Testing, Linkages and Referrals</p> <p>Target Populations: Adolescent Youth</p>
<p><b>American Red Cross</b></p> <p><b>Type of Organization: International NGO</b></p> <p>Country: Honduras Grant Amount: \$294,308 Length of Project: 3 Years</p> <p>Local Partners: Honduran Red Cross, Casa Alianza, ASONAPVSI DAH Subgrant Amount: \$208,873</p>	<p>American Red Cross (ARC) -- Honduras: ARC will work with the Honduran Red Cross (HRC) and Casa Alianza to provide VCT services to 10,600 underserved at-risk youth, including homeless youth, in Tegucigalpa and San Pedro Sula over a three-year period. The organization will not only offer accessibility to VCT services but will continue to collect data on at-risk behavior among young people.</p> <p>Program Focus: Voluntary Counseling and Testing, Linkages and Referrals</p> <p>Target Populations: Adolescent Youth</p>
<p><b>Foundation for Reproductive Health and Family Education</b></p> <p><b>Type of Organization: Local NGO</b></p> <p>Country: Haiti Grant Amount: \$285,714 Length of Project: 3 Years</p>	<p>Foundation for Reproductive Health and Family Education (FOSREF) – Haiti: FOSREF will make youth-friendly VCT and related services accessible to more than 350,000 impoverished youth living in marginal urban areas in the Western department of Haiti.</p> <p>Program Focus: Voluntary Counseling and Testing, Linkages and Referrals</p> <p>Target Populations: Adolescent Youth</p>



Community REACH FY02  
Application Breakdown

Region	Total	Non-Compliant Applications		Compliant Applications		Finalist Applications		Grants Selected		
		Local	International	Local	International	Local	International	Local	International	International and Local NGOs Partner Grants
<b>Africa - Rapid Scale Up</b>										
Kenya	24	2	4	4	14	2	3	2		
Uganda	18	1	3	6	8		2			1
Zambia (did not participate RFA#2)	5		1	0	4		2			1
<b>Asia - Rapid Scale Up</b>										
Cambodia (did not participate RFA#1)	3	1	1	0	1					
<b>Total</b>	<b>50</b>	<b>4</b>	<b>9</b>	<b>10</b>	<b>27</b>	<b>2</b>	<b>7</b>	<b>2</b>		<b>2</b>
<b>Africa - Intensive</b>										
Ethiopia	23	5	1	8	9	1	2	1		
Ghana	8			4	4	1	1			1
Malawi	7			2	5		1			1
Mozambique	4		1		3		1			1
Nigeria	7			3	4		1			
Rwanda	7				7		1			1
South Africa	23	2	2	8	11		4			
Senegal	1	1								
Tanzania	5		1	1	3					
Zimbabwe (did not participate FY02)	1		1							
<b>Africa - Regional</b>	<b>5</b>		<b>1</b>		<b>4</b>		<b>1</b>			
<b>Total</b>	<b>91</b>	<b>8</b>	<b>7</b>	<b>26</b>	<b>50</b>	<b>2</b>	<b>12</b>	<b>1</b>	<b>3</b>	<b>1</b>
<b>Asia - Intensive</b>										
India	39	16	1	15	7	4	3	1		
Indonesia (did not participate FY02)	2	1		1						
Nepal	2				2		2			1
<b>Total</b>	<b>43</b>	<b>17</b>	<b>1</b>	<b>16</b>	<b>9</b>	<b>4</b>	<b>5</b>	<b>1</b>		<b>1</b>
<b>LAC - Intensive</b>										
Brazil (did not participate FY02)	3	1	2							
Dominican Republic	2	1		1						
Haiti	6			5	1	1	1	1		
Honduras	4			1	3		2			2
<b>LAC - Regional</b>	<b>1</b>				<b>1</b>					
<b>Total</b>	<b>16</b>	<b>2</b>	<b>2</b>	<b>7</b>	<b>5</b>	<b>1</b>	<b>3</b>	<b>1</b>		<b>2</b>
<b>E&amp;E Intensive</b>										
Russia	9			5	4	2	1	1		
Ukraine (did not participate RFA#2)	2				2					
<b>Total</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>6</b>	<b>2</b>	<b>1</b>	<b>1</b>		<b>0</b>
<b>Grand Total</b>	<b>211</b>	<b>31</b>	<b>19</b>	<b>64</b>	<b>97</b>	<b>11</b>	<b>28</b>	<b>6</b>	<b>3</b>	<b>6</b>

### Community REACH project results framework, October 30 2002 (See Figures 1 and 2 for flowchart of results)

Results		Indicators	Data Sources	Frequency of Data Collection
Type	Number			
Result	1. Increased numbers of individuals served by HIV prevention, VCT, and care and support services	<ul style="list-style-type: none"> <li># individuals reached (by type of individual (sex, age and service provided) and country)<sup>1</sup></li> </ul>	Quarterly reports	Quarterly
Result	2. Increased services provided through scale-up of best practices	<ul style="list-style-type: none"> <li># individuals trained (by topic and type of individual)<sup>2</sup></li> </ul>	Quarterly reports	Quarterly Baseline and end-line self assessments
Result	3. Identify potential “best practices” through innovative approaches <sup>3</sup>	<ul style="list-style-type: none"> <li>Special synthesis reports on scaling up, innovative approaches, and satisfaction of beneficiaries</li> </ul>	Quarterly reports Qualitative assessments if funds are available <sup>4</sup>	Quarterly As needed
Process	4. Efficiently managed small/medium grants	<ul style="list-style-type: none"> <li># RFAs issued</li> <li># proposals received</li> <li># grants awarded</li> <li>\$ awarded</li> <li>Efficiency of grants-awarding procedures</li> <li>Satisfaction of USAID/W stakeholders</li> <li>Satisfaction of USAID missions<sup>5</sup></li> <li>Satisfaction of grantees</li> </ul>	Project records  Consumer Satisfaction Surveys to be done by e-mail	Semi-annually  Midterm and Endline
Support	5. Increased local capacity to respond to the HIV/AIDS epidemic	<ul style="list-style-type: none"> <li># organizations with strengthened management systems</li> <li># organizations with strengthened technical skills</li> <li># organizations participating in coalitions</li> </ul>	Quarterly Reports (See Table 1)	Quarterly

<sup>1</sup> Refers to UNGASS indicators

<sup>2</sup> Refers to UNGASS indicators

<sup>3</sup> A “practice” describes a process that has been carried out by an organization/institution/community to address one or more specific problems. In order to identify “best practices” grantees will be asked to reflect on and analyze their “practices” in their quarterly reports. Through this process, grantees may realize that certain circumstances were very important for the development of the practice. Grantees may also realize which parts are crucial for success and which parts should be taken into account by other people who want to adapt/adopt the practice. The identification of “best practices” through grantee reporting and possibly qualitative assessments (depending on available funding) may also help generate hypotheses about effective interventions that may be later be tested by other organizations in other settings through the use of more rigorous quantitative methods.

<sup>4</sup> Prior to the development of each RFA, the expanded REACH team (Pact, Futures Group, and USAID) will develop a set of “lessons learned” questions. These questions will be included in the RFA. Information about these issues will be gleaned from the grantee quarterly reports. REACH may also submit a proposal to the REACH CTO to conduct qualitative assessments. Additionally, where appropriate and feasible, REACH (through already planned M&E trips) will collect qualitative information from beneficiaries regarding their satisfaction of services provided through REACH.

<sup>5</sup> Survey missions solely on involvement in the selection process for grants awarded under the Leader again.

## Community REACH project

**Table 1 Tool to track indicators under Support result 5: Increased local capacity to respond to the HIV/AIDS epidemic**

Technical Assistance (TA) provided by your organization

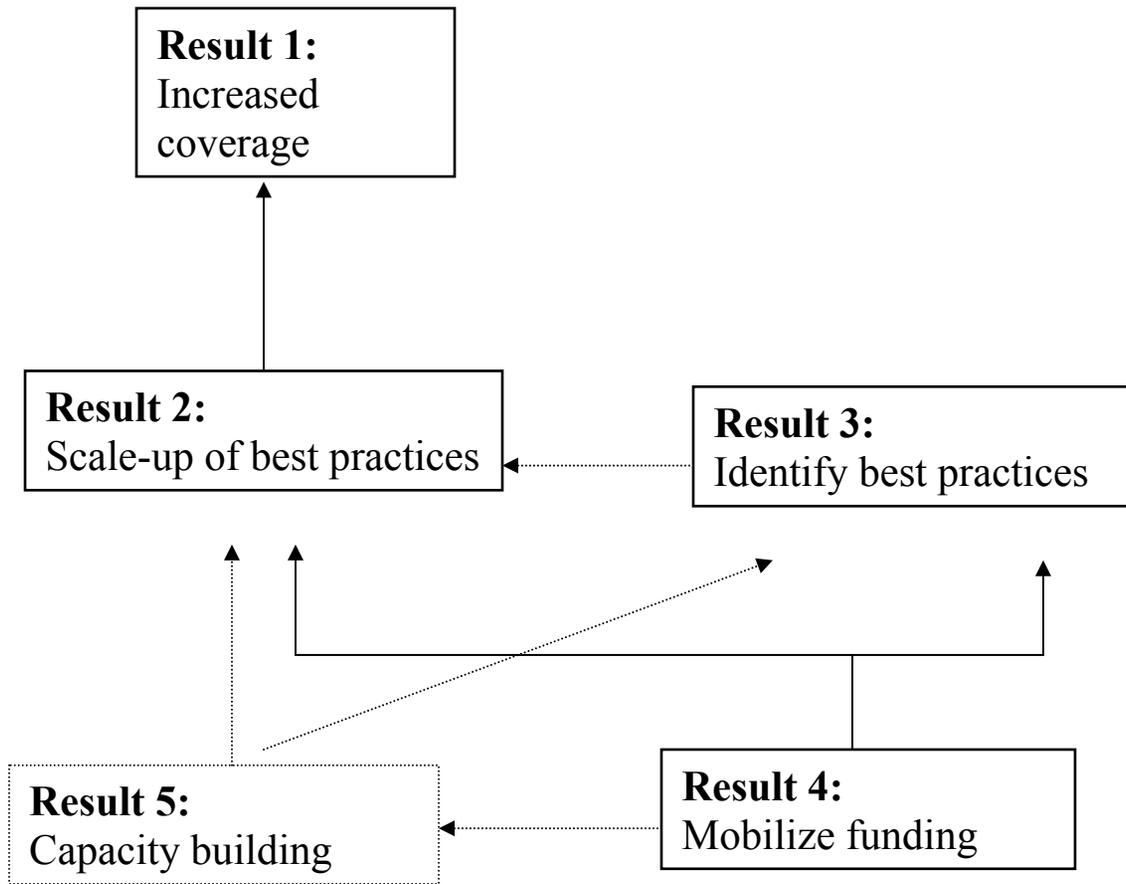
Type of TA provided	TA provided by	TA provided to	Type of organization	How TA was provided	Type & #s people trained	Duration of TA	Results of TA	Follow-up TA planned
(Technical area e.g. HBC, Finance etc.)	(title of staff)	(name of organization)	(CBO, Faith-based, govt)	(workshop, site visit etc)	(counselors, peer educators etc)	(# of days)	(new activities implemented, new service delivery etc)	(Yes/no)

TA received by your organization

Type of TA received	TA provided by	TA provided by	Type of organization	How TA was provided	Type & #s of staff trained	Duration of TA	Results of TA	Follow-up TA planned
(Technical area e.g. HBC, budgeting etc.)	(title of staff)	(name of organization)	(INGO, UN, govt)	(workshop, site visit etc)		(# of days)	(new activities implemented, new service delivery etc)	(Yes/no)

Please also provide information on any tools such as training manuals, program implementation guidelines etc that you develop in support of or as a result of capacity building activities.

**Figure 1: Community REACH project results – a flowchart**



**Figure 2: Community REACH: More detailed flowchart of results**

