

THE SYNERGY PROJECT
FY 2001 ANNUAL REPORT
October 1, 2000 to September 30, 2001

Submitted to:

USAID/G/PHN/HN/HIV-AIDS

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I.
Introduction

I.A Project Description

The Synergy Project was awarded in April 1999 to TvT Associates, Inc., and its subcontractor, the University of Washington. The overall objective of the Project is to support USAID/G/PHN's Strategic Support Objective 4 (SSO4), the "increased use of improved, effective, and sustainable responses to reduce HIV transmission and mitigate the impact of the HIV/AIDS pandemic." As defined in consultation with the USAID G/PHN Division of HIV/AIDS (DHIV) and SSO4 partners in August 1999, the specific objectives of the Synergy Project (first known as DMELLD) are as follows:

- To promote and support the application of state-of-the-art HIV/AIDS knowledge and experience to improve the quality and effectiveness of USAID-supported programs worldwide;
- To enhance coordination and collaboration among SSO4 partners, Missions, and Bureaus; and
- To provide logistical and managerial support to the HIV-AIDS Division (DHIV).

These objectives, set out in Synergy's approved Five-Year Strategic Plan (1999-2004),¹ framed the definition of Synergy's contract deliverables:

- Technical assistance (TA) to USAID Bureaus and Missions in Assessment, Strategic and Program Planning, and Design of HIV/AIDS programs (TA to 30 Missions over life of project);
- Technical assistance to USAID Bureaus and Missions in Program Monitoring and Evaluation (TA to 30 Missions over life of project);
- A programmatic database enabling USAID to track and report on the planned and actual results and progress of SSO4 CAs;
- A Web site providing integrated access to HIV/AIDS information and services, especially those developed by SSO4 partners;
- A Resource Center that provides USAID and other key audiences with integrated access to information and tools produced by SSO4 partners;
- A database of presentations, guidance and other key documents from USAID to expedite DHIV responses to congressional and other queries;
- A database of consultants available to provide assistance to USAID in HIV/AIDS program development and reporting;
- A Toolkit that organizes lessons learned and best practices (LL/BP) from USAID, SSO4 CA and other HIV/AIDS experts according to a user-oriented framework for program development and management;
- Technical and logistical support for the SSO4 Implementation Working Group (IWG) and for sub-working groups initiated by the IWG;
- Technical and logistical support for the DHIV at regional and international HIV/AIDS conferences, and for World AIDS Day;
- Identification and dissemination of SSO4 Lessons Learned/Best Practices (LL/BP), in collaboration with SSO4 CAs; and

¹ The Synergy Project Five-Year Strategic Plan (1999-2004), September, 1999, p. 5.

- A building of the capacity of USAID staff and other key audiences in strategic planning, management, evaluation, and reporting on HIV/AIDS programs.

These objectives and deliverables, and responses to additional ad hoc requests, are to be accomplished over five years by a core staff at TvT Associates (“Synergy East”), through a subcontract with the Center for AIDS and Sexually Transmitted Diseases at the University of Washington (“Synergy West”) and a limited number of smaller subcontracts, through systematic collaboration with SS04 CAs and with Synergy’s senior technical advisors, and through cultivation of a larger network of experienced consultants.

These objectives and deliverables were defined by the DHIV to round out the SSO4 portfolio design (see Figure 1). The design process, based on the prior 10 years of HIV/AIDS programming effort and both management and technical reviews of lessons learned through the G/PHN’s AIDS Technical Support Project (ATSP), highlighted a number of opportunities and challenges involved in moving from a “one-stop shopping” or “flagship” approach to a portfolio of numerous important partners with differentiated strengths and mandates. As the world’s lead donor in HIV/AIDS interventions in developing countries, and as an agency with established partnerships in all major technical areas of development (from health to democracy and human rights, and from education to agriculture and economic growth), the Agency and its CAs have unparalleled opportunities to learn from experience and to respond rapidly to new knowledge with improved tools and practices. On the other hand, effort and resources are required to encourage and enable organizations to invest in sharing knowledge and tools, and to modify habits and established practices. The DHIV designed the Synergy Project to assist the Agency to expand the opportunities, while overcoming the potential fragmentation of a complex HIV/AIDS portfolio, with minimal added management burden on USAID staff. Indeed, all of Synergy’s deliverables and services are designed to assist the Agency accomplish the following results:

Synergy/DMELLD² Results

- Result 1:** Increased use of best practice strategic and program planning Methodologies;
- Result 2:** Increased use of best practices programmatic monitoring methodologies;
- Result 3:** Increased use of best practices program evaluation processes;
- Result 4:** Broader use of monitoring and evaluation findings;
- Result 5:** Improved ability of USAID units to report on their programs;
- Result 6:** Improved ability of USAID units to manage their programs;

² DMELLD was the original acronym used in the SSO4 authorization for the Design, Monitoring and Evaluation, Lessons Learned, and Dissemination RFA that was to complete the SSO4 portfolio.

Result 7: Improved ability of USAID Missions to engage in technical dialogue;

Result 8: An effective feedback loop between research and implementation; and

Result 9: Improved collaboration and coordination in program implementation.

I.B. Summary of Activities and Accomplishments in Fiscal Year 2001

In FY 2001, Synergy's second full year of operation, the Project provided technical assistance in HIV/AIDS program assessment, planning, and design for the USAID Missions in Jamaica, Haiti, Central and Eastern Europe, Central Asia, and Cambodia. Synergy provided technical assistance in program monitoring and evaluation for Missions in Brazil, the Dominican Republic, Jamaica, Ukraine, Lithuania, Latvia, Estonia, and Zambia. While the project is available to provide TA to Missions in any stage of the Managing for Results cycle, there is particular opportunity for—synergy—when the project can follow up a TA assignment and carry its knowledge forward to provide efficient, high-quality support for a Mission in each of the subsequent, interacting stages of the programming cycle. Synergy's services in Jamaica are of particular interest in this regard. The Synergy APD Unit undertook a new approach this year to assisting the DHIV to develop their Care and Support strategy. The APD Unit Head, Dr. Shane Ryland, worked with David Stanton, Karen Shelly (USAID/Lusaka), Eric van Praag (FHI) and Zambian partners to design a field assessment of Care and Support needs and current practices implemented in Zambia. The assessment aims both to provide information for documentation and also to develop and test instruments and indicators that can be used by other Missions and to cost and plan their investments in this expanding area.

Synergy's Communication Unit supported the design, writing, and dissemination of more than 20 documents, ranging from country summaries to technical background papers for conferences and workshops at country level, to advocacy papers and reports tailored to engage and inform the American public on HIV/AIDS. The project built on our successes, reviewed and revised some activities to suit the changing SSO4 environment, and began work in some major new areas to meet the current and prospective needs of the Expanded Response. Technical, management, and communication staff collaborated with the DHIV to produce ad hoc reports to Congress on the Agency's MTCT and OVC activities.

Successful collaboration of UNAIDS, CDC, Synergy, MEASURE/Evaluation and other SSO4 partners led to agreement on a universal standard framework for M&E of HIV/AIDS programs and the publication of both the *UNAIDS Guidelines* and *The USAID Handbook of Indicators* in FY 2000. In FY 2001, Synergy assisted the DHIV in orienting AID/W and the CAs to the Expanded Response M&E system. The project coordinated the convening and management of six sub-groups of the IWG M&E Working Group to develop and field-test core/standardized indicators for new technical areas that are key to the Agency's Expanded Response. These HIV/AIDS New Indicator Groups (HANIG) are: Care and Support, OVC, MTCT, Multisectoral Interventions, Human Capacity Development (HCD), and toward the end of the FY, Stigma and Human Rights. With technical guidance on monitoring and evaluation of these new program areas in

place, AID/W is poised to send technical assistance to the Missions to assist them in highlighting and adjusting their HIV/AIDS activities to contribute to achieving the HIV/AIDS goals and targets announced in June 2001 at the United Nations General Assembly Special Session on HIV/AIDS (UNGASS). Synergy also initiated dialogue with UNAIDS on opportunities to collaborate in the refinement and standardization of strategic planning approaches, building upon SSO4's successful standardization of M&E guidelines in order to update and harmonize our technical assistance approaches to all phases of the programming cycle.

Synergy's Communication team, with increased assistance and collaboration from SSO4 CAs, added more than 1,000 documents to the Synergy Resource Center collection, bringing it closer to the DHIV's vision of a comprehensive and accessible archive of the materials produced with SSO4 funds. The Synergy e-Newsletter was launched, carrying news of SSO4 partners' accomplishments and recent and upcoming HIV/AIDS related events to the Missions and a broader network of interested parties initially and on a bimonthly basis. Another achievement made more accurate and useful through SSO4 collaboration was the research, design, writing, clearing and production of the Agency's periodic report to Congress on USAID's HIV/AIDS activities. Titled *Leading the Way: USAID Responds to HIV/AIDS*, this year's report covered a four-year period and included an up-to-date thumbnail sketch of USAID's HIV/AIDS program in 52 countries.

Acting on behalf of the DHIV and the SO4 portfolio, Synergy staff made contact with the secretariat of Barcelona HIV/AIDS 2002, the next global HIV/AIDS conference, to secure a prominent venue for USAID and its partners to present Lessons Learned in the first five years of SSO4, and to put in place other ways to increase the visibility and contribution of USAID's HIV/AIDS portfolio. Synergy also approached UNAIDS to discuss opportunities to streamline and improve the targeting of LL/BP dissemination. The project is proceeding to develop plans to integrate the knowledge base for Synergy and UNAIDS to give users seamless access to information and tools from both systems.

The growth of trust and collaborative relationships with other SSO4 partners, aided by Synergy's commitment to transparency and service to the portfolio, enabled the project to review and revise some major deliverables and set them on a stronger course. The SSO4 Programmatic and Financial Database—intended to be a cornerstone of the DHIV's technical and programmatic management of SSO4—was redesigned by Shane Ryland and staff after extensive consultations with the HIV/AIDS Division concerning their needs and priorities, and with the CAs concerning their interests and constraints. A plan to update Synergy's Web site, *SynergyAIDS.com*, was developed following a participatory strategic planning process that enlisted DHIV, Bureaus, and Missions in refining Synergy's targeting and services for key audiences of HIV/AIDS program managers. The goals and roles for our Lessons Learned and Best Practices research and dissemination with the University of Washington also were reviewed and clarified. More intense communication and consultation were begun between the Synergy West team, with UW's emphasis on excellence and depth in research and analysis, and Synergy East (or HQ), with its involvement in technical assistance to USAID Missions, which need rapid turn-around, pragmatic assistance in Assessment, Planning, Design, Implementation Monitoring and Evaluation (APDIME), as well as access to the latest technical

knowledge in HIV/AIDS. This enhanced collaboration led Synergy East and Synergy West to jointly develop and pilot a new short course for developing country HIV/AIDS and STI researchers: *Principles into Practice: Essentials of HIV/AIDS Program Design*.

Following on this new training theme, the DHIV tasked Synergy, the POLICY project and IMPACT to form an SSO4 HIV/AIDS Training Working Group. Working with and through this Working Group, Synergy coordinated the piloting of a short course (“HIV/AIDS SOTA Course”) on HIV/AIDS programming for PHN staff from other Divisions and Offices, who increasingly are being asked by Missions to provide TA on HIV/AIDS programs—whether they have HIV/AIDS training and experience or not. Lessons Learned about the targeting of this concept have strengthened Synergy’s subsequent training assistance for USAID. Synergy provides technical support to the HCD Donor Working Group, which is galvanizing support for an array of training activities from North American and European bilateral and multilateral donors. Given that training figures in Synergy’s contract and Five-Year Strategic Plan, and because of the critical need for expanded capacity for HIV/AIDS programming, both within USAID and at the country level, Synergy hired Shirl Smith to be the project’s Training Specialist, and established a Training and Capacity Development Unit to complement the project’s TA and communication activities with a more comprehensive approach to capacity development. Since the start of this new area in July, Synergy has provided training in HIV/AIDS programming to 94 people.

I. C. Status of the Project

FY 2001 ends the “first half” of Synergy’s five-year span. The project has in place the key approaches and mechanisms for completing our Contract Deliverables and additional non-contract deliverables that were negotiated in Synergy’s FY 2001 work plan. The project has built a solid foundation for achieving Synergy’s nine results (see above), both internally, and in relationship with other SSO4 CAs. However, the environment for SSO4 and for Synergy has changed dramatically. The DHIV is poised to become an office; that office will have greatly increased staff resources that should be able to take on some of the coordination roles and functions delegated to Synergy when the portfolio was designed in 1998. On the other hand, the need for TA to Missions and for rapid identification and dissemination of Lessons Learned across the portfolio are more acute than ever. In the next 2.5 years, we will need to cover more ground more rapidly. For this reason, Synergy is gearing up to increase our LL/BP functions, our training and capacity development functions, and to support increased TA to Missions under the Expanded Response.

II.

Performance Review

II.A

Technical and Analytic Documents Produced and Disseminated at Country, Regional, and HG Levels

APD Unit

- *Trip Report on Country Response Information System*; Barbara O. de Zalduondo, The Synergy Project, September 2001;
- *PHN Assessment USAID/Cambodia*; Jay Parsons, Sheryl Keller, Sonja Schmidt, The Synergy Project, March 2001;
- *USAID Support for Sexually Transmitted Infections and HIV/AIDS Programming in Haiti: Assessment and Recommendations for Future Action*; Eliot Putnam, Jonas Deriveau, Barbara O. de Zalduondo, Eddy Genece, Pierre Mercier, Cherif Soliman, Judith Timyan, September 2001.
http://www.synergyaids.com/files.fcgi/3117_haitiAssessment_01.pdf

PM&E Unit

- *DR Congo TA Trip Report*; Claude M. Kamenga, March 2001;
- *The Baltic Sea Action Plan HIV/AIDS Newsletter* (two issues):
 - November 2000
Lori Salins, The Synergy Project
http://www.synergyaids.com/files.fcgi/1556_balticnewsletter.pdf
 - June 2001
Lori Salins, The Synergy Project
http://www.synergyaids.com/files.fcgi/1561_balticnews12.pdf
- *Mid-term Evaluation of the USAID/Dominican Republic HIV/AIDS/STI Prevention and Care Project*; Christina Pimenta, Daniel Halperin, Elizabeth Gomez, The Synergy Project, May 2001;
- *Mid-term Evaluation of IMPACT/FHI, IMPACT/MSH, Pathfinder do Brasil, and DKT do Brasil*; James Sitrick Jr., Ann Lion Coleman, John Novak, The Synergy Project, May 2001;
http://www.synergyaids.com/files.fcgi/2419_Brazil_MidTerm_Eval.pdf
- *Final Evaluation: AIDS/STD Prevention and Control Project for USAID/Jamaica*; Saha AmaraSingham, Edward Green, Heather Royes, The Synergy Project, October 2000;
- *Zambia PM&E Technical Assistance Report*; Saha AmaraSingham, The Synergy Project, March 2001;
- *Uganda PM&E Workshop Report*; Saha AmaraSingham, The Synergy Project, April 2001;
- *Zambia VCT Consultative Workshop: A Focus on Counseling*; Hector Chiboola, Pascal Kwapa, Marissa Himes, November 2000;

- *Final Report on Conference on the Prevention of HIV/AIDS and STIs in Central Asia*; Doris Mugrditchian, Lori Salins, The Synergy Project, September 2001.

Communications Unit

- *A Catalogue of Faith-Based Organizations with HIV/AIDS-Related Activities in Africa*; Rev. Anthony Turney, October 2000;
- *Fact Sheets for U.N. General Assembly on HIV/AIDS*; Julia Ross, The Synergy Project, June 2001;
- Costing Documents:
 - *Resource Transfer Mechanisms (A Summary of Resource Transfer Mechanisms)*; Sujata Ram, Courtney Barnett, Manjiri Bhawalkar, November 2000;
http://www.synergyaids.com/files.fcgi/1622_resourcetransfer.pdf
 - *Provision of Care (National Systems and Strategies for Provisions of Care to HIV/AIDS Affected Adults and Children)*; Susan Hunter, PhD, November 2000;
http://www.synergyaids.com/files.fcgi/1990_provisioncare.pdf
 - *Response to Debt Relief (A Review of Experiences in Integrating An Expanded HIV/AIDS Response to the Debt Relief Process in Africa: 1999-2000)*; Paul S. Zeitz, November 2000;
http://www.synergyaids.com/files.fcgi/1992_debt_relief.pdf
- Report to Congress: *USAID Efforts to Address the Needs of Children Affected by HIV/AIDS*; USAID (Linda Sussman), The Synergy Project, (Julia Ross), April 2001;
http://www.synergyaids.com/files.fcgi/2166_OVChild10.pdf
- Report to Congress: *USAID Efforts to Prevent Mother-to-Child Transmission of HIV/AIDS*; USAID (David Stanton), The Synergy Project, (Julia Ross), April 2001;
http://www.synergyaids.com/files.fcgi/2168_MTCT9.pdf
- Asia and Near East Country Briefs:
 - *HIV/AIDS in Bangladesh and USAID Involvement*; Julia Ross, The Synergy Project, September 2001;
http://www.synergyaids.com/files.fcgi/739_Bangladesh_brief_rev2.pdf
 - *HIV/AIDS in Burma and USAID Involvement*; Julia Ross, The Synergy Project, September 2001;
http://www.synergyaids.com/files.fcgi/2977_Burma_brief_rev_1.pdf
 - *HIV/AIDS in China and USAID Involvement*; Julia Ross, The Synergy Project, September 2001;
http://www.synergyaids.com/files.fcgi/2978_China_brief_rev1.pdf

- *HIV/AIDS in Egypt and USAID Involvement*; Julia Ross, The Synergy Project, September 2001;
http://www.synergyaids.com/files.fcgi/2979_Egypt_brief_rev3.pdf
- *HIV/AIDS in Nepal and USAID Involvement*; Julia Ross, The Synergy Project, September 2001.
http://www.synergyaids.com/files.fcgi/2980_Nepal_brief_rev2.pdf
- *HIV/AIDS in Pakistan and USAID Involvement*; Julia Ross, The Synergy Project, September 2001;
http://www.synergyaids.com/files.fcgi/2982_Pakistan_brief_rev2.pdf
- *HIV/AIDS in Philippines and USAID Involvement*; Julia Ross, The Synergy Project, September 2001;
http://www.synergyaids.com/files.fcgi/2983_Philippines_Brief_rev_5.pdf
- *HIV/AIDS in Thailand and USAID Involvement*; Julia Ross, The Synergy Project, September 2001;
http://www.synergyaids.com/files.fcgi/2984_Thailand_brief_rev2.pdf
- *HIV/AIDS in Vietnam and USAID Involvement*; Julia Ross, The Synergy Project, September 2001;
http://www.synergyaids.com/files.fcgi/2985_Vietnam_brief_rev2.pdf
- *HIV/AIDS in Cambodia and USAID Involvement*; Julia Ross, The Synergy Project, June 2001;
http://www.synergyaids.com/files.fcgi/2411_Cambodia.pdf
- *Synergy HIV/AIDS E-Newsletter* (three issues):
 - April 2001
Julia Ross, The Synergy Project
http://www.synergyaids.com/files.fcgi/2246_newsletter1_website.pdf
 - June 2001
Julia Ross, The Synergy Project
http://www.synergyaids.com/files.fcgi/2514_newsletter2.pdf
 - August 2001
Julia Ross, The Synergy Project
http://www.synergyaids.com/files.fcgi/2813_newsletter3.pdf
- *Leading the Way: USAID Responds to HIV/AIDS*; USAID, The Synergy Project, (Rose Marie Philips, Julia Ross, Frances Bishopp), September 2001;
http://www.synergyaids.com/files.fcgi/3013_USAID_HIV_AIDSreport2.pdf
- *Guidance on the Definition and Use of the Child Survival And Disease Program Fun*; David Piet, The Synergy Project, December 2000;
- *HIV/AIDS Basics Collection*; Martha Lindauer, Barbara O. de Zalduondo, *ad hoc*, The Synergy Project, May 2001;

- International and Cross-cultural HIV/AIDS Research; Knowledge into Practice; Barbara O. de Zalduondo, PowerPoint presentation;
- *Second Generation HIV/AIDS Communication*; Barbara O. de Zalduondo, PowerPoint presentation; and
- *...through the Additional Involvement of Others: Developing a Participatory Monitoring and Evaluation Plan*; Hilary Hughes, Katherine Gibson, August 2001.
- *USAID Overview: HIV/AIDS Programs in Africa*; Julia Ross, The Synergy Project, September 2001

Synergy West (University of Washington) Activities FY 2001

- Synergy HeLP Toolkit Audience Research, *Focus Group Results Group Discussion: HeLP Toolkit Development*; Ann Downer, Virginia Gonzales, Elaine Douglas, The Center for Health Education and Research, University of Washington, August 2001; and
- Best Practices Prevention Sub-modules for HeLP Toolkit:
 - *Preventing HIV Transmission Through Brothel-Based Sex Work*; Ann Downer, Virginia Gonzales, Elaine Douglas, The Center for Health Education and Research, University of Washington, October 2000;
 - *Putting on the Brakes, Preventing HIV Transmission Along Truck Routes*; Ann Downer, Virginia Gonzales, Elaine Douglas, The Center for Health Education and Research, University of Washington, October 2000; and
 - *HIV in Migrant Worker Settings*; Ann Downer, Virginia Gonzales, Elaine Douglas, The Center for Health Education and Research, University of Washington, October 2000.

Training and Capacity Building

- Curriculum for Principles into Practice: Essentials of HIV/AIDS Program Design; Barbara O. de Zalduondo, Ann Downer, The Synergy Project, July 2001; <http://www.synergyaids.com/sota/Essentials/syllabus.htm>
- Evaluation and Report for Principles into Practice: Essentials of HIV/AIDS Program Design; Shirl Smith, The Synergy Project, July 2001;
- Curriculum for The HIV/AIDS State of the Art (SOTA) Training Workshop; Arletty Pinel, Juan Hernandez, Kevin Osborne, July 2001; and <http://www.synergyaids.com/sota/sotaer.htm>
- Evaluation and Report for The HIV/AIDS State of the Art Training Workshop; Shirl Smith, The Synergy Project, July 2001.

II.B
Analytic Summary of Results Achieved in FY01
by SSO4 Intermediate Results

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| IR 4.1 | Increased quality, availability and demand for information and services to change sexual risk behaviors and cultural norms in order to reduce transmission of HIV. |
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| IR 4.1.1 | Develop, improve, promote, and support multi-channel information, educations and communication strategies and complementary interventions to enhance awareness and knowledge of HIV and to reduce sexual risk behaviors in household, school, workplace, and other community, national, and transnational settings. |
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The main thrust of Synergy’s activities is to support improvement in the quality, efficiency, and cost-effectiveness of HIV/AIDS programming through technical assistance to USAID and its partner organizations and not directly through service delivery. Synergy is contributing to accomplishing SSO4 IR 4.1.1 and 4.1.2, as well as IR 4.6., however, through our HIV/AIDS Lessons into Practice (HeLP) Toolkit, which is being developed by our University of Washington subcontractors. In FY01, Synergy completed drafts of three sections of the HeLP Toolkit Module 3 on intervention design. These analytic “sub-modules” summarize Best Practices and Lessons Learned through UW’s review of the extensive published and gray literature on HIV/AIDS prevention, care and support in each of three settings: brothels, truck routes, and migrant work settings. The information on Best Practices is organized in a user-friendly framework designed to enable field program managers to benefit from the world-wide state of the art, without having to review the massive literatures that have accumulated on HIV/AIDS prevention, care and support. Synergy’s first three Best Practice sub-modules were reviewed internally (by UW and Synergy staff) and by field-based program experts who specialize in the areas covered by the documents. These individuals provided comprehensive feedback, which was integrated into the sub-modules. The costing sections of each sub-module have also been discussed with field-based contact/resource persons (See IR 4.5.2).

Synergy-UNAIDS Collaboration on Best Practice Dissemination

On May 23, 2001, Barbara de Zalduondo met with colleagues Lindsey Knight, Tina Boonto, and Jean Louis Lambouray to determine whether Synergy and UNAIDS research and archiving efforts could better complement each other and/or achieve cost efficiencies through systematic collaboration. UNAIDS was embarking on a major review of their Best Practices collection to identify gaps and review needs. Synergy offered access to our document collection and UW databases to expedite UNAIDS literature reviews. We also exchanged Lessons Learned about types of ‘Best Practice’ information and documents that suit different audiences and purposes concurring that different types are needed (e.g., technical guidelines, case material to illustrate field intervention; advocacy material to raise awareness and build commitment). It was resolved to further explore ways through which Synergy and UNAIDS can share and leverage each other’s knowledge management in order to broaden access to high-quality information and tools at lower costs.

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| IR 4.3 | Improved knowledge about, and capacity to address, the key policy, cultural, financial and other contextual constraints to preventing and mitigating the impacts of HIV/AIDS. |
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| IR 4.3.1 | Enhance the knowledge and awareness among policymakers of the social, economic, cultural and health impacts of HIV/AIDS, and of the potential strategies to address them. |
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Baltic Sea Action Plan on HIV/AIDS: The Baltic Sea Action Plan (BSAP) on HIV/AIDS newsletter is issued quarterly on the Synergy Web site in English and Russian at www.synergyaids.com; it is also disseminated by e-mail to nearly 400 subscribers. The purpose of the BSAP newsletter is to provide updates on current and planned BSAP activities, to inform the readership of sources of technical assistance and state-of-the-art information, and to facilitate the necessary collaboration and coordination to achieve BSAP objectives. The newsletter is intended to reach government representatives, NGOs, UNAIDS and its co-sponsors, international donors, and multi-lateral institutions within the Baltic Sea Region. The second BSAP newsletter was disseminated in November 2000. The third BSAP newsletter was disseminated in June 2001. Comments from subscribers indicate that the up-to-date regional HIV/AIDS statistics published quarterly have been most useful.

Copenhagen Travel: Denise Lionetti and Lori Salins traveled to Copenhagen, Denmark, to participate in the Second Strategy Meeting to Better Coordinate Regional Support for National Responses to HIV/AIDS in Central and Eastern Europe and Central Asia from December 2–6, 2000. The overall aim of the meeting was to ensure mobilization and better coordination of regional support to national responses. The meeting included a critical stocktaking and review of followup of previous recommendations and efforts. The specific objectives of the meeting were as follows:

- To provide an update on the current scope and dynamics of the HIV/AIDS epidemic in Central and Eastern Europe and Central Asia, and review its implications with regard to the agreed regional strategic priorities;
- To critically review the recommendations of the first strategy meeting through stocktaking of progress made and shortcomings in the followup and identification of key barriers, possible solutions, and Lessons Learned;
- To introduce and discuss issues around strengthening access to care and treatment for people living with HIV/AIDS;
- To discuss the development of a strategy for advocacy and social mobilization; and
- To strengthen resource mobilization at national and international levels.

These objectives were achieved and led to the implementation of planning activities for the region that are described under IR 4.6.

Design and Conduct Synergy Course, *Principles into Practice: Essentials of HIV/AIDS Program Design*, in Collaboration with University of Washington

The Synergy Project designed and piloted a five-day course for mid-career and senior researchers, program managers, policy-makers, and community-based service providers who had come to UW for state-of-the-art training in basic HIV/AIDS/STI research. The course was conducted during Quarter 3, from July 30-August 3, 2001, in Seattle, Washington. A total of 33 participants attended the course, from the university/research, government, donor, and CBO sectors. A total of 21 countries were represented, including: Kenya, Malawi, Jamaica, Guyana, Haiti, China, Kazakhstan, Russia, Ukraine, Ethiopia, Armenia, Eritrea, India, Peru, Japan, Guatemala, Mexico, Romania, Kyrgyzstan, Georgia, and Argentina. The Synergy *Essentials* course was conceived as an add-on to the University of Washington (UW) *Principles of HIV and STI Research* Course, which has been conducted annually for the past nine years and which, until now, provided limited coverage of program- and policy-oriented concepts and case materials of special relevance to developing country settings. The *Essentials* course was built on the use of a case-based teaching approach for imparting key skills in assessment, strategic planning, design, monitoring and evaluation to experienced technical and policy experts. Plans are underway to replicate the course, after further development and refinement, in different regions in the developing world and to transfer the capacity to teach it at one or more partner institutions in Africa and Asia. Synergy will be conducting a follow-up evaluation to determine how participants have applied knowledge, skills, and abilities and Lessons Learned from the course.

IR 4.3.2 To identify and address key barriers to effective responses to HIV/AIDS.

World AIDS Day: Synergy assisted USAID to continue breaking the silence around HIV/AIDS with World AIDS Day activities designed to inform and sensitize the public. For each Mission, Synergy staff developed and distributed an array of materials for USAID Missions to use to educate and promote World AIDS Day 2000. Staff produced 100 red ribbons with cards explaining their meaning and provided Missions with a promotional brochure describing ways to develop local World AIDS Day events. In addition, staff worked with a public relations firm to generate support for the unveiling of a mural depicting the HIV/AIDS pandemic at a Washington, DC, high school. The effort generated press coverage in three local newspapers. In addition, reporters contacted the USAID press office, and stories about the pandemic appeared in three major daily newspapers prior to the event. Synergy staff also produced 6,000 cards and ribbons and staffed a World AIDS Day booth at the RRB on December 1. Staff secured a panel of the international AIDS quilt from the Names Project, which was displayed for three days in the RRB to promote awareness of World AIDS Day.

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| IR 4.3.3 | Reduce key information and service barriers for vulnerable populations (especially women and youth). |
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Synergy Project staff responded to DHIV requests throughout the year for technical input on issues concerning reducing HIV/AIDS stigma, and on improving the coverage and effectiveness of programs for women, youth, and other vulnerable populations. For example, the consultant hired by TvT/Synergy for the SSO4 Training Working Group’s pilot SOTA course for PHN Officers, Juan Jacobo Hernandez, is an internationally known expert and leader in HIV/AIDS programs for men who have sex with men. He ensured that the challenges of responding to marginalized populations were covered extensively in the SO4 training working group’s course. Barbara de Zalduondo provided a detailed review of the End-of-Project paper for the FOCUS on Young Adults project, and an extended interview with staff from the Interagency Gender Working Group on frontier issues in Women and AIDS. Synergy attended the NIMH conference on Stigma and Global Health, Developing a Research Agenda (September 5-7, 2001), and Lori Salins followed up by organizing a new HANIG working group to develop stigma indicators for Expanded Response programs.

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| IR 4.3.4 | Develop, evaluate and promote improved policies and strategies for the delivery of basic care and support services for HIV infected and affected persons. |
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Zambia Care and Support Assessment: To advance and operationalize recommendations developed in the IWG Care and Support Working Group, Shane Ryland (Synergy) and Eric van Praag (FHI) traveled to Zambia from April 22 to May 12, 2001, to assess the interest of the Mission and the GOZ in hosting a DHIV- and AFR/SD-supported model assessment of care and support. The assessment will help define standards of HIV/AIDS Care and Support at the various levels of the national health care system and will improve the quality of life for people living with HIV/AIDS, directly and indirectly. The team prepared a draft design and budget for the assessment. At the Mission’s request, the team contracted KARA Counseling, a local NGO providing VCT services and community-based care, to implement the activity, with ongoing technical and administrative assistance from Synergy. The collaboration of Synergy and FHI/Impact on this assessment maximized the technical strength in care and support (FHI) and in data collection and management (Synergy) available to AID/W and the Mission in this model program. Building the capacity of KARA Counseling has delayed the field work, but is developing a partnership that will produce valuable long-term returns for Zambia and the Mission.

Voluntary Counseling and Testing Workshop: Using only telephone, e-mail, and fax communication, The Synergy Project supported USAID/Zambia and the Zambian Council to organize a three-day workshop to review and synthesize lessons learned on HIV/AIDS counseling in the context of VCT. The workshop included approximately 30 Zambian participants and four international experts. The Project managed all workshop

logistics, recommended and supported the participation of key international experts on VCT, provided technical assistance in the preparation of the agenda, in provided technical comments on the workshop report. The workshop report, disseminated throughout Zambia, promoted development of the Zambian national approach to VCT.

In addition, at the request of the DHIV, the Project Director provided **technical advice to the Harvard AIDS Institute** regarding their comparative advantage in mobilizing private sector responses to HIV/AIDS care and support in developing countries.

Sonja Schmidt represented Synergy at a **WHO TB/HIV Working Group** meeting in Geneva in March of 2001.

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| IR 4.3.5 | Support global, regional and national policy initiatives to allocate adequate resources, and develop more cost-effective responses to HIV/AIDS. |
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Debt Relief Meeting: Synergy provided technical support to the DHIV to collaborate with UNAIDS on the planning of a major international meeting on Debt Relief, that was held in November, 2000, in Malawi. Synergy commissioned leading international experts on debt relief to write background papers on topics identified in collaboration with UNAIDS:

- *Resource Transfer Mechanisms*, by Sujata Ram Courtney Barnett, University Research Corporation; and Manjiri Bhawalkar, Abt Associates, Inc., and National Systems;
- *Strategies for Provision of Care to HIV/AIDS Affected Adults and Children*, by Susan Hunter, Ph.D.; and
- *A Review of Experiences in Integrating An Expanded HIV/AIDS Response to the Debt Relief Process in Africa: 1999-2000*, by Paul S. Zeitz.

Synergy traveled two of the authors to the conference and disseminated news from the meeting on the Synergy Web site. The final drafts of these three papers are available on the Web site and through the Synergy Resource Center.

Congressional OVC/MTCT Documents: Synergy staff and consultants gathered information from SSO4 partners and Missions on their orphans and vulnerable children (OVC) and/or mother-to-child transmission (MTCT) activities and wrote and edited two reports to Congress, submitted in April 2001. The first report highlights USAID's strategy and accomplishments relative to children affected by HIV/AIDS; the second addresses USAID's work in prevention of MTCT of HIV. The documents were distributed to congressional committees, and approximately 500 documents have been distributed at domestic and international OVC workshops and conferences.

Leading the Way: USAID Responds to HIV/AIDS 1997-2000: Working with the HIV/AIDS Division, the Synergy staff developed an outline and authored a document that chronicles the strategy and successes of USAID's work to mitigate HIV/AIDS over the past four years, as well as Lessons Learned. The document has been distributed to more than 7,000 organizations and individuals around the world. The Synergy staff

developed a press list for the Legislative and Public Affairs Office and transmitted the document to a list of 120 major newspapers around the U.S.

UNGASS Logistical Support: In June of 2001, TvT/Synergy provided logistical support to the DHIV and other USAID representatives to maximize USAID’s presence at the United Nations General Assembly Special Session on HIV/AIDS (UNGASS). Synergy used the “HIV/AIDS Basics” notebook, prepared previously for the DHIV, to identify background materials for USAID and other USG representatives. Fact sheets were prepared and distributed, and briefing books were provided for USAID representatives to the meeting. Synergy also was able to respond rapidly to USAID’s request for on-site logistical support.

Best Corporate Practices. At the request of the Africa Bureau and the DHIV, Synergy commissioned the International AIDS Trust to write a background paper for the African Growth and Opportunities Act (AGOA) Forum meeting scheduled originally for September, 2001. The paper on “Best Corporate Practices” in HIV/AIDS prevention, care and support was written by Margaret Scarlett (IAT consultant), and joins two others commissioned and edited by the Policy Project for the AGOA meeting. Contracted within two weeks of AFR/SD’s request, this effort represents another successful partnership between Synergy and Policy to rapidly meet USAID’s needs and to seize opportunities to influence the HIV/AIDS field by ensuring access to the latest thinking and data. (IR 4.6.1) All three papers are available through SynergyAIDS.com, as well as through the Policy Project.

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| IR 4.4 | Strengthened and expanded private sector organizations’ responses in delivering HIV/AIDS information and services. |
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The Synergy Project, over the past 12 months, has collected, assessed, synthesized, and disseminated timely HIV/AIDS information to Missions and developing country HIV/AIDS program managers, including PVOs, NGOs, and private foundations, as well as to the U.S. government and other bilateral and host-country governments. The staff has accomplished this by distributing documents to partners, NGOs, individuals, and conferences, and by mail and the Internet. Copies of *Leading the Way: USAID Responds to HIV/AIDS* and the *Project Profiles for Orphans and Vulnerable Children* have been sent to all USAID Missions, to 64 private sector organizations, and to a list of more than 1,000 PVOs and NGOs, universities and government officials around the world.

Latin America and Caribbean Regional Initiative: The USAID/Synergy Latin America and Caribbean (LAC) Regional Initiative, launched in FY 2001, is designed for and in collaboration with the LAC Bureau to enhance HIV/AIDS awareness, dialogue, and cross-border exchange in the region, and promote development of tools/guidelines for program managers and policymakers in the private, commercial, and NGO, as well as public, sector. Local participants and Missions have specified their interest in covering care and support as well as prevention in this ground-breaking regional initiative, which is being funded by LAC.

Planned activities include presentations at regional conferences (CONCASIDA II) and at the International HIV/AIDS Conference to be held in Barcelona, Spain, in July 2002. Outputs will include a series of 16 LAC HIV/AIDS country summaries, several workshops, new regional partnerships/networks, and a LAC Regional HIV/AIDS Web site.

As of October 2001, Synergy staff had traveled to Guatemala to meet with key potential partners, including PASCA, ASICAL, Organizacion S.A., and USAID/Guatemala. Synergy is collaborating with Organizacion S.A. to fund all document production for CONCASIDA II. Three draft county summaries (Mexico, Dominican Republic, and Guatemala) have been written. Upon Mission approval, the summaries will be printed in hard copy and posted on the Synergy and USAID Web sites in both English and Spanish.

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| IR 4.4.1 | Integrate HIV/AIDS prevention into policies and programs of key US PVOs working in the health sector. |
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Assisting APR/SD-funded PVOs: The Synergy Project participated in a workshop sponsored by AFR/SD to stimulate and support more systematic uptake of state-of-the-art HIV/AIDS information and approaches into the programs of PVOs funded by USAID to work on health, democracy and governance, education, economic growth, and other sectors in Africa. At the request of the meeting participants, the Synergy Project developed and presented a plan to leverage existing Synergy resources (including expertise and materials available through the Synergy Resource Center, the Synergy Web site, and the UW citation database) to provide a tailored HIV/AIDS resource and networking forum for this multisectoral audience.

HIV/AIDS and Education Web Site: The Synergy staff was asked to travel to New York to meet with representatives of the Interagency Working Group to discuss a USAID/Africa Bureau proposal to create a Web site and clearinghouse for life skills information, publications, and tools. Representatives from UNESCO, UNICEF and DFID attended the one-day session. The Synergy staff presented the proposal and the group discussed the feasibility of launching the site, collecting the materials, evaluating them, and funding the activity. The group could not come to consensus about funding and maintaining the Web site, and the proposal was tabled.

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| IR 4.4.3 | Expand and strengthen the capacity of key indigenous NGOs, religious organizations, and social sector institutions to deliver HIV/AIDS information and services. |
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Two of Synergy’s main contract deliverables, the Synergy Resource Center, and the SynergyAIDS.com Web site are designed to contribute to accomplishing this SSO4 result.

Synergy Resource Center (SRC): In FY 2001, 829 documents were reviewed, catalogued and were added to the SRC, for a total of 2,100 documents by September 2001. Synergy staff fulfilled approximately 2,500 document requests during FY 2001. SRC documents are available via e-mail, in pdf format via the Synergy Web site, or in hard copy. The center includes a multitude of documents from other SSO4 partners, including UNAIDS, and documents are linked to other SSO4 partners’ sites. These documents offer program managers worldwide “one-stop shopping” access to the DHIV’s portfolio for HIV/AIDS information.

The Web-enabled SRC database makes information readily available, not only to SSO4 partners and PVOs, but also to NGOs and program managers throughout the world. Those with easy access to the Web and to high-speed computers can download almost half of those documents directly. However, given the aim to improve access of developing country program managers to SOTA technical information and tools, Synergy has instituted an e-mail request system to enable users to receive long documents as e-mail attachments. We also have a “mail-back” request system, to allow users without access to the Internet to obtain information in hard copy by post.

Synergyaids.com Development: Synergy’s Web subcontractor, ForumOne, met with Synergy staff and representatives from the HIV/AIDS Division to review the status of HIV/AIDS project-related knowledge tools and identify characteristics of the target-user groups, identify potential partnership opportunities, and agree on priorities for site development to best serve the target groups. The Synergy staff, working with ForumOne, developed a workplan and scope of work for the information management firm. The Synergy Project officially launched its Web site in July 2000. The site serves as a key dissemination vehicle for SSO4 partners and program managers worldwide. The site features the online document resource center, the SRC, with more than 2,000 documents categorized according to the Synergy Program Framework (assessment, planning, design, monitoring, and evaluation), as well as thematic focus. Other features include a CABA discussion forum, a series of HIV/AIDS Country Summaries, and an e-newsletter. Special features, such as a “What’s New” section, are updated weekly to provide information on recent events. Separate Web pages are provided as needed to facilitate communication, as for the HIV/AIDS training courses carried out by Synergy and the University of Washington in July 2001.

Documents and features have gradually been added to the site, resulting in an important resource for technical information and programmatic updates for USAID, SS04 partner, and developing country program manager audiences. Web site use has been measured by a Web development company and includes three metrics: page requests, number of distinct users, and amount of information downloaded. The most requested documents were the *Baltic Sea Action Plan*, *National Systems and Strategies for Provision of Care*, and *The India and HIV/AIDS country brief*. As of July 2001, an estimated 1,600 distinct users visited the site each month. This represents an excellent upward trend in usage. It confirms that the multi-channel, targeted marketing and dissemination strategy, developed with our Web subcontractor through our FY01 e-strategic planning exercise, is bearing fruit.

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| IR 4.4.4 | Design, test, evaluate and disseminate to global and field-level partners, community-led approaches to designing and implementing effective responses to HIV/AIDS. |
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Much of Synergy’s support for USAID’s leadership in OVC programs, including the production and dissemination of the OVC documents, contributes to IR 4.4.4.

OVC Technical Assistance: Synergy staff contracted with an outside consultant to backstop USAID’s OVC specialist. The consultant researched and developed a matrix of OVC activities for all USAID-supported projects in this area. Synergy staff subsequently managed production of an OVC Project Profiles report that provides summaries of all USAID-supported OVC projects worldwide. Projects include those funded by DCOF, DHIV Global Bureau, Expanded Response/LIFE, OVC supplemental funds, and USAID Bureaus and Missions.

Children Affected by AIDS (CABA) Electronic Discussion Forum: In FY 2001, Synergy worked with USAID to transfer the forum's Web interface from the USAID Web site to the Synergy site. The new site became operational April 1, 2001. Synergy has continued to market the forum via conferences, workshops, Web sites, and OVC-related listserves. Web sites that feature information on the CABA forum include UNAIDS, FXB, AIDS ALERT, World Bank Development Gateway, and the Communication Initiative.

As of September 2001, the forum included 460 subscribers who exchange information about upcoming events, program experiences, and Lessons Learned. This is up from 380 subscribers in March 2001.

UNICEF Donor Technical Group on Orphans and Vulnerable Children : The Synergy Project supported the travel of a Synergy Project consultant to travel to UNICEF’s Donor Technical Group Meeting on Orphans and Vulnerable Children to provide technical on-site support to the DHIV’s OVC staff. The meeting is designed to provide updates on OVC initiatives and programs from UNICEF, USAID, and cooperating agencies.

The Communication Initiative (CI): TvT/Synergy provides support to the CI, a partnership of development organizations that are using the Internet to advance the effectiveness and scale of communication for development. The CI describes its strategy as: provision of real-time information on communication and development experiences and thinking; facilitating horizontal linkages among people engaged in communication action; peer commentary on programs and strategies; and taking opportunities to promote strategic thinking on communication and development issues and problems. TvT/Synergy funding supports targeted searching for examples of promising and/or innovative HIV/AIDS communication programs, and provides Synergy and USAID a role in guiding the CI's focus and priorities. In addition, partnership in the CI gives Synergy, and thus SSO4, direct access to an extremely successful and innovative Internet-based community of practice. After only three years of operation, the CI Web site logs more than 60,000 user sessions per month, and the CI's main e-newsletter now has 18,000 subscribers, 65 percent of whom are from developing countries.

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| IR 4.4.5 | Support and develop effective international, regional and national NGO networks and coalitions to respond to the pandemic. |
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Faith-based Initiative: The Synergy Project continued to support the Rev. Anthony Turney until January 2001 to assist AFR/SD in developing and advancing the Agency's Faith-based Initiative. Part of the initiative involved the development of a typology and catalogue of faith-based organizations, which has been distributed to other faith-based organizations and the AFR/SD.

Working in collaboration with Dr. Edward C. Green, Rev. Turney authored a document for use at a White House/ ONAP meeting for World AIDS Day, 2000, that was designed to highlight the Agency's collaborative efforts with faith-based organizations over the past several years. The document was cleared through various offices within USAID, but was not given clearance by the Africa Bureau.

Faith-based Catalogue: Working with The Synergy Project, Rev. Turney developed a catalogue of faith-based organizations carrying out HIV/AIDS-related activities in Africa. The first resource of its kind, the document is part of the Faith-based Initiative Report, as well as a stand-alone reference tool for the HIV/AIDS Division and various PVOs and NGOs.

Presentation to Conferences on FBOs and HIV/AIDS: Synergy supported Dr. Edward Green and APD Unit Head, Dr. Shane Ryland, to attend a ground-breaking conference on FBOs and HIV/AIDS in June 2000. An updated version of Dr. Green's paper was presented at the conference on theology and sexuality, held in Trinidad in November 2001 by the Caribbean Conference of Churches. The paper summarized successful USAID partnerships with FBOs in the fight against AIDS, and stressed the value of messages promoting abstinence and/or fidelity, as essential components to condom promotion.

Global AIDS Action Network (GAAN) Study of U.S. ASOs Roles in the Global Pandemic: GAAN has been a key partner in USAID’s efforts to inform U.S. audiences about the global pandemic. To leverage this historic role and identify opportunities for further collaboration, Synergy provided a sub-contract to GAAN (through the Tides Center) to conduct a study entitled “*The Role of American AIDS Groups in Global AIDS Issues and Activities – An In-depth Stakeholder Consultation.*” In this study, Paul Boneberg and Helen Cornman interviewed U.S. NGOs working on domestic HIV/AIDS programs, and developing country NGOs working on HIV/AIDS in their countries and communities, regarding ways that U.S. ASOs could be more effectively engaged in the global response to HIV/AIDS. The study concluded that both U.S. and developing country NGOs would welcome greater U.S. ASO involvement if that involvement is led by the ASOs in the South, and if the developing country ASOs benefit directly from the collaboration. Greater direct communication between U.S. and developing country ASOs was deemed a key step to increase the desired genuine, co-equal collaboration.

HIV/AIDS Portal: The Synergy Project, acting on behalf of the HIV/AIDS Division, provided seed funding to the Communication Initiative Network Corp to develop an HIV/AIDS Portal Web site. This new endeavor will focus the experience of the Communication Initiative on facilitating global access to high-quality HIV/AIDS Web sites, and to enhancing communication and transfer of Lessons Learned among people and organizations engaged in HIV/AIDS action worldwide.

Latin America and Caribbean Regional Initiative: As detailed above, the USAID/Synergy Latin America and Caribbean (LAC) Regional Initiative, launched in FY 2001, is designed to enhance HIV/AIDS awareness, dialogue, and cross-border exchange in the region, as well as to promote development of tools/guidelines for program managers and policymakers. Assessing and strengthening technical, advocacy, and service delivery networks in the region, and building their capacity to influence and to learn from other global and regional partners, are core objectives of the Initiative.

U.S. Conference on AIDS/National Minority AIDS Council: Synergy staff provided logistical support for DHIV during the conference. Staff distributed 500 copies of *Children on the Brink 2000: Executive Summary*, 500 copies of an eight-part care and support series, 500 copies of the DHIV HIV/AIDS flyer, and 500 copies of the CABA Forum flyer. Synergy funded the participation of two international speakers, one from the Dominican Republic and the other from Mexico, to address sessions on *Cementing Global Relationships* and *Strengthening Our Roots to Unite Communities*.

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| IR 4.5 | Improved availability of and capacity to generate and use data to monitor and evaluate HIV/AIDS/STI prevalence, trends, and program impacts. |
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Synergy’s contributions to achieving this SS04 result through TA to field Missions are listed under IR 4.6. Synergy’s main contributions through the HeLP Toolkit also are listed under IR 4.6.

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| IR 4.5.2 | Develop, validate and disseminate improved tools and models to determine HIV/AIDS/STI levels, trends, intervention costs, and program impact |
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Coordination of HANIG and HIV/AIDS New Indicators Working Groups: Synergy coordinated six HIV/AIDS New Indicators Groups (HANIG), which were comprised of technical specialists from USAID/GPHN, CDC, HRSA, SSO4 Portfolio CAs, and consultants. The working groups were tasked with developing basic indicators and methodologies for pilot-testing in the new program areas of Care and Support, Orphans and Vulnerable Children, Mother-to-Child Transmission (MTCT), Human Capacity Development (HCD), Multisectoral Responses, Coverage, and Stigma. The HANIG working group reviewed existing indicators and instruments and identified gaps, which would have to be filled to assess progress toward the Expanded Response targets. Draft indicators were developed for presentation to USAID/W staff and potential consultants, who would be selected and trained for the technical teams that would assist the Missions in the field-testing and/or adoption of the Performance Monitoring Plans.

Synergy consolidated the indicators, methodologies, and instruments in a draft document, *Expanded Response for Monitoring and Reporting on HIV/AIDS Programs*, and worked with USAID/W in the planning for and preparation of a manual for the training and orientation of the technical teams. The first draft was completed in September 2001 and sent to committee members for final review. The first training/orientation, which was scheduled for the end of September 2001, was postponed to the end of October 2001, due to the events of September 11, 2001.

Developed Intervention Costing Tools and Data for HeLP Toolkit Best Practices Review: Also contributing to development of improved tools and models to estimate the cost-effectiveness of HIV/AIDS interventions, Dr. Marcia Weaver, of Synergy’s University of Washington team, gathered and analyzed costing data from more than a dozen successful field interventions that have been selected as case studies in the Best Practice sub-modules on intervention design (Module 3) of Synergy’s HeLP Toolkit. The costing methodology focuses on identifying types and amounts of program inputs, rather than expenditures, so that the information can be compared across projects and countries, and applied in a variety of settings where program costs may differ substantially. These data enable Synergy to include in the HeLP Toolkit, practical and detailed information for program managers on the likely startup and recurrent costs of successful interventions.

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| IR 4.5.3 | Develop mechanisms to support timely dissemination and use of monitoring, surveillance and impact research by field programs in policy dialogue activities. |
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Asia and Near East Country Briefs: Synergy staff and consultants researched, wrote, and produced a series of Country Summaries on behalf of the Asia and Near East Bureau. The Summaries include: demographic and epidemiological data, information on populations at risk, social and economic impact, national response information, USAID program information, donor information, and important links and contacts. The time

involved in producing, reviewing, and clearing these documents at the Mission, Bureau and DHIV levels was extensive. As a result, Synergy staff, with DHIV approval, devised a more focused and economical four-page format for these overview documents, which we are calling Country Briefs. As of September 2001, 10 Asia and Near East Country Briefs had been produced (Cambodia, Egypt, Pakistan, Vietnam, Bangladesh, Thailand, Philippines, Nepal, Burma, and China). The Briefs are available on both the Synergy and USAID Web sites.

Collaboration with International HIV/AIDS Alliance to Document Participatory Evaluation: Synergy commissioned a consultant, Hilary Hughes, to write up an innovative International HIV/AIDS Alliance (IHAA) project conducted in Mexico in 1997/98. The case study, *...through the Additional Involvement of Others: Developing a Participatory Monitoring and Evaluation Plan*, authored jointly by Synergy and IHAA, represents a success story and a model methodology for participatory evaluation. The Case Study was printed in August 2001, and is being disseminated as a joint product of the IHAA and The Synergy Project.

Collaboration on UNAIDS' Country Response Information System (CRIS): Since FY00, Synergy has been in discussion with USAID and UNAIDS to develop an approach for a unified system to routinely and reliably capture key information needed to characterize the HIV/AIDS epidemic, its impact, and the response, at country level. In March 2001, Synergy participated in a meeting convened by the DHIV to assist them in providing guidance to the UCSF Country Profile project. Hosted by TFGI/Policy Project, the meeting included all DHIV-funded CAs that are producing profiles, fact sheets, briefs, or other types of country-specific resources that either provide or rely on up-to-date epidemiologic, sociodemographic, economic, political, and other information needed for HIV/AIDS situation analysis, response analysis, and other country reviews. Synergy provided a list of more than 135 variables in 11 categories that were covered (or sought) in Synergy's detailed Country Summaries.

This was one of several inputs to the planning at UNAIDS for the CRIS, which was launched at a meeting in Geneva on September 3-5, 2001. The purpose of the meeting was to obtain input from UNAIDS country staff and other relevant partner agencies. Three information systems were presented at the meeting, of which Synergy's Programmatic Database (PDB) was one. Of these systems, only Synergy's PDB was an example of a database containing information on program implementation and including information on outputs as well as outcomes. Synergy shared its Lessons Learned in developing the database with participants and provided UNAIDS with practical recommendations for its development of the CRIS. Sonja Schmidt attended the meeting for Synergy, and introduced participants to the PDB, as one system for routine collection of program level data for tracking country responses to the HIV/AIDS epidemic.

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| IR 4.6 | Develop and strengthen mechanisms to provide quality and timely assistance to partners (Regional Bureaus, Missions, other donors, etc.) to ensure effective and coordinated implementation of HIV/AIDS programs. |
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IWG Meetings November 2000 and June 2001: Synergy staff assisted DHIV in hosting the IWG meetings in Washington, DC, on November 8-10, 2000, and June 14-15, 2001. These biannual meetings bring together key members of the SSO4 portfolio to receive USAID updates, discuss strategies for improved collaboration across the portfolio, and review progress over the past six months and focus on future issues. At the November meeting, issues were addressed such as:

- The Greater Involvement of People Living with HIV/AIDS (GIPA) Initiative;
- The Expanded Response;
- Monitoring and Evaluation; and
- Scale-Up.

At the June meeting, for which the theme was *What is the best of SSO4 – achievements, results, lessons, best practices?*, the SS04 partners discussed such issues as:

- USAID’s Expanded Response to HIV/AIDS;
- USAID regional bureau updates on the status of bilateral and regional activities and plans;
- Policy and technical direction to USAID on HIV/AIDS;
- HIV/AIDS policies in the workplace
- Lessons learned in areas critical for scaling up;
- Leveraging the best of SSO4 at the country level;
- Creating and communicating a consolidated SSO4 identity; and Planning for Barcelona 2002.

DHIV Retreat: Synergy staff provided logistical support for a one-day retreat for DHIV staff. Staff and a consultant organized and facilitated the session, which took place at the National Zoo in Washington, DC. The purpose of the retreat was to clarify the progress the Division made during the year and to develop an action plan for the coming year. Synergy staff produced a report following the retreat, which was then distributed to DHIV.

Mid-term SSO4 Portfolio Review: At the DHIV’s request, Synergy organized and supported a five-person team to implement an internal review of the DHIV’s HIV/AIDS portfolio. The SOW focused on three areas: management of coordination among S04 CAs; monitoring and evaluation; and the portfolio’s communication strategy. The DHIV reported selected findings at the June IWG meeting, such as its recommendation that the DHIV be elevated to the level of an office. The report was for USAID’s internal use, however, and was not released.

SS04 Portfolio Review: To facilitate DHIV’s presentation of SS04 results to the PHN Center’s annual portfolio reviews, Synergy staff reviewed FY00 Annual Reports of the

major CAs and tallied key findings by IR. These analyses were presented to the Synergy CTO and DHIV staff and the analysis was used by DHIV staffers in their presentations.

Conduct a SOTA on HIV/AIDS Programming and M&E for the Expanded Response (*Global*)

Synergy, in collaboration with the Policy Project, and FHI/IMPACT, designed and conducted a five-day HIV/AIDS SOTA (*State-of-the-Art*) Training Course for Agency staff on strategic design, implementation, and monitoring and evaluation for the Expanded and Comprehensive Response. A total of 33 participants attended some part of the course, including three field-based PHN Officers from the Asia and Africa Regions. This activity was developed by a working group of Synergy, Policy Project, and Impact staff, along with HIV/AIDS Division and PHN staff and was conducted as scheduled July 9-13, 2001. It was developed on a tight timeline to inform a wide range of AID/W staff about key issues in HIV/AIDS programming. Lessons were learned about ways to segment the USAID trainee audience and to engage and coordinate USAID speakers to develop a cohesive program. Synergy drafted a workshop report for submission to DHIV and collaborating partners. Course curricula and background documents were posted on the *SynergyAIDS* Web site.

The SOTA course offered broad insights into a number of critical program areas that are key to the Agency's Expanded and Comprehensive Response to HIV/AIDS, including: Care and support, MTCT; and OVC; it also touched on a number of areas which will have a bearing on the Agency's future role in mitigating the impact of the epidemic, including: a) the question of anti-retrovirals; b) human capacity development; and, c) looking at the importance of systems in the process of expanding coverage and access to services.

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| IR 4.6.1 | Provide high quality and timely technical and management assistance to field programs for: (1) program design and evaluation; (2) sharing of lessons learned in other activities, countries and regions; and (3) keeping abreast of important developments in HIV/AIDS. |
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Synergy-UNAIDS Collaboration on Best Practice Dissemination: On May 23, 2001, Barbara de Zalduondo met with colleagues Lindsey Knight, Tina Boonto, and Jean Louis Lambouray to determine whether Synergy and UNAIDS research and archiving efforts could better complement each other and/or achieve cost efficiencies through systematic collaboration. UNAIDS was embarking on a major review of their Best Practices collection to identify gaps and review needs. Synergy offered access to its document collection and UW databases to expedite UNAIDS literature reviews. We also exchanged Lessons Learned about types of Best Practice information and documents that suit different audiences and purposes concurring that different types are needed (e.g., technical guidelines, case material to illustrate field intervention; advocacy material to raise awareness and build commitment). It was resolved to further explore ways through which Synergy and UNAIDS can share and leverage each other's knowledge management in order to broaden access to high-quality information and tools at lower costs.

Synergy West (University of Washington)

The University of Washington has been tasked to design the Synergy HIV Lessons into Practice (HeLP) Toolkit, a comprehensive print and Web-based decision support tool for field workers, program designers and managers in assessment, planning, design, implementation, monitoring and evaluation of HIV/AIDS prevention, care and support programming in the developing world. By providing an overview of the many tools being developed by cooperating agencies and disseminating this product via Web-based technologies, the HeLP Toolkit responds to the IR 4.6 to develop and strengthen mechanisms to provide quality and timely assistance to partners to ensure effective and coordinated implementation of HIV/AIDS programs and to the IR 4.5 of improved availability of, and capacity to generate and apply, data to monitor and evaluate HIV/AIDS/STI prevalence, trends and program impacts.

HeLP Toolkit Development: To assure broad and diverse involvement in content development and review, the UW team is working with TvT staff, SSO4 partners, and field-based staff to develop the HeLP Toolkit. Over the past year, this work has included a third survey of 28 potential Toolkit stakeholders (first two surveys were conducted with a total of 24 and 16 respondents in July and August 2000), participation in IWG meetings (November 2000 and June 2001), interviews with reviewers and contact/resource individuals, and meetings with staff from SSO4 CAs (November 2000).

The most recent survey results were gathered during a set of focus groups on August 1, 2001. Participants included 28 individuals from developing countries who work on HIV/AIDS programming.

The UW team also worked closely with staff from the Synergy Project in Washington, D.C. to ensure progress on Toolkit development. This work included participation in regular meetings and teleconferences and three Toolkit development retreats (with Messaye Girma in December 2000, with Barbara de Zalduondo in February 2001, and with full Synergy staff in September 2001). Additionally, capabilities were built into the Synergy extranet system in order to enhance direct communication between UW and DC staff.

Through these communication mechanisms, the Toolkit development team reached agreement on key design decisions and reviewed them regularly. As a result, the UW team developed a computer-based prototype to demonstrate the Web-enabled Toolkit to partners and others. This prototype will form the core of a final product and a working draft can be found at: <http://staff.washington.edu/bvogt/synergy/>.

Synergy's UW team manages the research, writing, and review process of all the components of the Toolkit. The research and compilation of materials for the modules and sub-modules reflects a substantial behind-the-scenes effort. The UW Synergy team has been able to do this work based on knowledge of key international organizations and agencies, prevention and care support programs in the field, academic contacts, and familiarity with experts in HIV programming.

All of the tools collected and consequent modules developed, go through a four-step review process that appropriately ends in the field. The first step is concept development and in this step review occurs within the UW Synergy team, as colleagues check for thematic consistency and content flow throughout the framework. The second step is an internal review and consultation with recognized technical experts in specific programming areas. The third step is a review by HIV/AIDS Division members and cooperating agency staff members. The final and fourth step is a complete draft which is Web accessible and open to feedback from field-based HIV/AIDS program managers. To date, we have consulted with more than 55 individual technical experts and, within the SSO4 implementing agencies, we have consulted with FHI, The International AIDS Alliance, Synergy, Horizons, and CDC. In the future, all products will be field-tested. Continued research and writing is ongoing throughout the review process, as these living documents become progressively richer. By systematically collecting, reviewing, and disseminating these Lessons Learned in the field, the Toolkit also responds to the IR 4.5 to improve the availability of, and capacity to generate and apply, data to monitor and evaluate HIV/AIDS/STI prevalence, trends, and program impacts.

To monitor the review process and provide access to all of the tools and materials, the UW team employed cataloguing and classification techniques to create a database of materials. The UW team developed a library management system for storage, retrieval, and protection of hardcopies that make up the internal collection. A tool was needed to catalogue materials, keep track of where/from whom it was acquired, help to identify the gaps in information, track the status of acquisition of specific docs, and develop bibliographies.

This database currently holds 1,980 records and consists of a wide variety of documents related to developing country HIV/AIDS prevention programs and programming. The document collection includes:

- Published articles and books;
- Program reports;
- Conference proceedings and papers;
- Interventions and case studies;
- Bibliographies and abstracts;
- Programming tools such as modeling software, manuals, guidelines and training materials;
- Content of personal interviews by phone, email, or in person with field programmers;
- Country profiles;
- Health education and communication theory and models; and
- Relevant organizations/programs' Web pages, project briefs, strategic plans and annual reports other background and general HIV/AIDS information.

Of the total number of documents collected thus far, 963 documents have been fully reviewed. The UW database coordinator collaborates with TvT counterparts to facilitate the linkage of the UW database with the Synergy Resource Center. Eventually, a Web interface of the database will expand its use via Intranet.

The development and dissemination of the Tool Kit responds to the sub IR 4.5.3 to develop a mechanism to support timely dissemination and use of monitoring, surveillance and impact research by field programs and in policy dialogue activities. By providing this Toolkit on the Web and disseminating it widely in multiple forms such as print and CD-Rom it also responds to the sub-IR 4.6.1 to provide high-quality and timely technical and management assistance to field programs for: (1) program design and evaluation; (2) sharing of Lessons Learned in other activities, countries and regions; and (3) keeping abreast of important developments in HIV/AIDS.

One member of the UW team traveled to Kenya and Zimbabwe in May 2001 to gather information related to HIV/AIDS programming in those countries. These site visits and interviews contributed to Synergy's mandate to disseminate information by providing field experience with effective prevention and programming practices in brothels, establishing contact information for future work on field-based interventions and developing a network of contacts for future research on Best Practices in field based interventions. A second UW team member returned to Kenya in November 2001 and followed up on the first visit by collecting information and interviewing additional contacts about prevention, costing, scaling up and replicability of programs in brothels and truck route interventions. This consultation on costing trends and program impact responds to the sub IR 4.5.2 to develop, validate and disseminate improved tools and models to determine HIV/AIDS/STI levels, trends, intervention costs, and program impact. Incorporating field-based research from site visits into the Toolkit and linking

field programs to research also responds to the sub IR 4.6.3 to establish mechanisms to ensure that field implementation and research agendas inform one another.

The Synergy Programming Framework: The five-phase, cyclic programming framework (see Figure 2), including: 1) assessment; 2) strategic and program planning; 3) intervention design; 4) implementation monitoring; and 5) evaluation, is the hallmark of the Synergy Project, and the heart of Synergy's core mandate to increase USAID's use of Best Practice methods and approaches for HIV/AIDS program planning, design, and M&E. Synergy has defined this framework as the key to "strategic management" which is central to USAID's guidelines for managing for results. The Framework has been developed based upon TvT and partners experience with participatory methods of PHN program planning and design, and has been vetted through consultation with end-users and partners, including UNAIDS. In FY01 Synergy East and Synergy West collaborated to detail the methods and procedures covered in each module of the framework. These algorithms provide the structure for training of Synergy's core consultants, and it orients the technical assistance Synergy provides to Missions in strategic design and M&E of their HIV/AIDS programs.

Synergy Technical Assistance to Missions and Bureaus in Assessment, Planning, and Design

Jamaica (National Program) Design: In response to the National HIV/AIDS/STI Program Director's request to the Mission, Saha AmaraSingham traveled to Jamaica in December 2000 to assist in the design of Jamaica's Medium Term Plan of the National HIV/STD Control Program I and the new USAID bilateral AIDS/STD Prevention and Control Project. The purpose of this activity was to train five local teams of professionals and consultants in the conduct of situation assessment and provide technical assistance to the Ministry of Health in the identification of interventions to be addressed in the national plan. An agreement was also reached between USAID/J and the Ministry of Health that the design of the new USAID bilateral project would complement and/or strengthen those interventions.

During the follow-on trips in early 2001, technical assistance was provided to local teams in review of, and feedback on, the information from the situation assessments, in conjunction with the design of the new USAID/J bilateral project.

Jamaica (Bilateral Project) Draft Design: Saha AmaraSingham traveled to Jamaica in February/March and May/June 2002 to work with USAID/J in designing their new bilateral project for HIV/AIDS/STD Prevention and Control 2001-2006. On the first trip, consultations were held with the Ministry of Health, the UNAIDS Theme Group, and a World Bank team, on the complementarity of the new bilateral project interventions with proposed interventions of these multilateral donors. The findings from the final evaluation report and the recommendations were incorporated in the first draft of the new bilateral project design and were used as the basis for these joint discussions.

Based on these discussions, a second draft design was completed on April 13, 2001, and reviewed with the PHN staff from USAID/J during their visit to Washington, DC. The

draft was then further developed to include HIV/AIDS principles and identify project staffing and other TA requirements.

On the final visit in May/June, consultations were held in the four regions with RHO and PAC staff and representatives and senior members of the central Ministry of Health, the National AIDS Program and National AIDS Committee. The purpose of these consultations was to review the draft design that included: strengthening of management and institutional capacity in the RHOs; development of a training infrastructure that would serve national and regional needs and coordinated data collection; and program monitoring and evaluation systems that would involve both public and private agencies and institutions. Based on these consultations, an expanded draft was prepared and submitted to USAID/J in mid-June for internal review and finalization. The new bilateral project went into effect on September 1, 2001.

Copenhagen Travel: Denise Lionetti and Lori Salins traveled to Copenhagen, Denmark, to participate in the Second Strategy Meeting to Better Coordinate Regional Support for National Responses to HIV/AIDS in Central and Eastern Europe and Central Asia from December 2–December 6, 2000. The overall aim of the meeting was to ensure mobilization and better coordination of regional support to national responses. The meeting included a critical stocktaking and review of followup of previous recommendations and efforts. The specific objectives of the meeting were as follows:

- To provide an update on the current scope and dynamics of the HIV/AIDS epidemic in Central and Eastern Europe and Central Asia, and review its implications with regard to the agreed regional strategic priorities;
- To critically review the recommendations of the first strategy meeting through stocktaking of progress made and shortcomings in the followup and identification of key barriers, possible solutions and Lessons Learned;
- To introduce and discuss issues around strengthening access to care and treatment for people living with HIV/AIDS;
- To discuss the development of a strategy for advocacy and social mobilization; and
- To strengthen resource mobilization at national and international levels.

Conference on the Prevention of HIV/AIDS and STIs in Central Asia: Synergy sent Dr. Doris Mugrditchian, from February 26–July 31, 2001, to work with Central Asian government officials and USAID/CAR to organize and prepare for the Central Asia HIV/AIDS Conference. She served as lead technical advisor and writer. The Conference was held in Almaty, Kazakhstan, May 16–May 18, 2000. Dr. Mugrditchian was responsible for preparing the conference agenda and participant list, relevant background materials for conference participants, and the final report of the Conference, in addition to facilitating the meeting. The draft report was submitted on July 5, 2001. The report was edited and sent to the HIV/AIDS Division, E&E Regional Bureau, and the Mission for comments.

Cambodia PHN Assessment: With DHIV and ANE support, Synergy was able to advance funds to USAID Cambodia in order to provide a rapid response to Mission needs for a large, pre-designated team to conduct a PHN sector-wide assessment. From

February 25 to April 11, 2001, a nine-member assessment team consisting of Jay Parsons (Team Leader), Mission-designated experts Sheryl Keller and Beth Preble, Sonja Schmidt (Synergy), and USAID-Washington staff: (Monica Kerrigan, Mary Ellen Stanton, Paurvi Bhatt, Erika Barth, Linda Sussman, and Monique Derfuss) conducted an in-depth review and assessment of the USAID/Cambodia Population, Health and Nutrition (PHN) portfolio. The objectives of the assessment were to identify strengths, limitations, and missed opportunities in the present portfolio, to examine USAID/PHN's comparative advantage, and to identify ways to strengthen USAID's MCH/RH and HIV/AIDS portfolios in Cambodia. Assessment results were used to develop a comprehensive and forward-thinking PHN strategic plan for the Cambodia Mission.

An assessment report was produced in June 2001. The assessment team recommended that the Mission provide multisectoral support to HIV/AIDS programming, enhance behavior change and condom interventions, target hard-to-reach groups, and emphasize provision of palliative and home-based care.

Haiti HIV/AIDS and STI Assessment: In May 2001, a team consisting of Eliot Putnam, Jonas Deriveau, Barbara de Zalduondo, Eddy Genece, Pierre Mercier, Cherif Soliman, and Judith Timyan conducted a situation assessment of the HIV/AIDS epidemic in Haiti, focusing on USAID program areas. The objectives of the assessment were to prepare an updated situation analysis of the HIV/AIDS epidemic in Haiti with a focus on USAID-supported geographic and technical areas and to identify priority areas for the most strategic and efficient use of USAID/Haiti to support efforts to prevent and control STIs and HIV/AIDS. The team spent two weeks in country collecting information from project sites and partner agencies, and identified priority areas for strategic and effective use of USAID/Haiti Mission resources.

The team recommended a two-fold strategy to respond to Haiti's mature epidemic: 1) A partnership between the public and private sectors be strengthened to provide decentralized *centres de reference*. The *centres de reference* would provide high-quality voluntary counseling and testing as well as other STI and HIV services; 2) develop and expand targeted interventions to reach persons at high risk of HIV infection (adolescents and young people, young men with disposable incomes, and sex workers). In addition, the team recommended that commodity security programs be enhanced; regional collaboration be promoted and donor coordination be improved.

Nigeria: Synergy sent John Burdick, consultant, to Nigeria from January 23-March 3, 2001, for a NGO assessment to determine: technical and managerial capacity, programmatic focus areas, population coverage, level and extent of multisectoral coordination, and collaboration on cost elements, commodity procurement, and logistics. From January 29-February 16, 2001, Mr. Burdick participated in a Nigeria HIV/AIDS Program Development Joint Mission, with the Government of Nigeria (NACA), various line ministries (e.g. Health, Education, Agriculture and rural development, Finance, Planning, Information, Women's Affaires, Defence, Labor, Justice, Transportation and Internal Affairs), UNAIDS, and other agencies. In addition, Mr. Burdick visited Benue and Rivers states with CEDPA colleagues, assessing OVC programs funded by the Mission, and compiled a statistical profile of each NGO for Mission use.

Synergy Technical Assistance to Missions and Bureaus in Monitoring and Evaluation USAID/Brazil – Mid-term Evaluation of FHI/IMPACT, MSH/IMPACT, Pathfinder do Brasil, and DKT do Brasil:

Synergy sent a team—Sarah AmaraSingham, Dr. Edward Green, Heather Hope Royes, and consultants—(in two phases) to conduct the mid-term evaluation of USAID/Brazil’s AIDS prevention programs. More specifically, the team assessed the mid-term progress achieved toward expected results for the Intermediate Results (IR) under Strategic Objective 3: *Increased sustainable and effective programs to prevent sexual transmission of HIV among major target groups.* The purpose of the evaluation was to assess the strengths and weaknesses of the project interventions in behavior change communications, sexually transmitted disease control, condom social marketing, and capacity building, in order to provide recommendations to strengthen present approaches. John Novak and Jim Sitrick traveled to Brazil from September 25–October 19, 2000, to evaluate the IMPACT project (the first phase). Jim Sitrick and Ann Lion Coleman traveled to Brazil from November 18–December 6, 2000, to evaluate Pathfinder and DKT (phase 2). Separate draft reports were prepared for each of the three projects and were submitted to the Mission and FHI, Pathfinder/Brazil, and DKT do Brazil. The final report, with separate chapters for each project and a combined executive summary, was completed in April 2001.

Jamaica (Final) Evaluation: Synergy sent a three-person team—Dr. Edward Green, Heather Hope Royes, and consultants—to Jamaica to conduct the final evaluation of USAID/Jamaica’s bilateral AIDS/STD Prevention and Control Project. The purpose of the evaluation was to assess the strengths and weaknesses of the project interventions in behavior change communications, STI control, condom social marketing, management strengthening, and institutional capacity building at the central Ministry of Health and National AIDS Committee, to provide recommendations to strengthen present approaches in the short-term and design long-term follow-on activities. In addition to the findings and recommendations on USAID-funded activities, the report also included key findings and recommendations on the related national program issues of strengthening and/or developing the training infrastructure, program monitoring and evaluation mechanisms, and management and institutional capacity in the four regional health offices. The evaluation took place from October 2–October 24, 2000. The final report was completed in December 2000. The findings and recommendations were presented to key officers in the Ministry of Health at the final briefing at USAID/J and to the Minister of Health, Permanent Secretary of Health and Chief Medical Officer of Health in separate briefings at the Minister of Health. Subsequently, a formal request was made to USAID/J by the Director of the National HIV/AIDS/STI Program for Saha AmaraSingham to train local technical teams to conduct a comprehensive situational assessment for the development of the next Medium Term Plan of the National HIV/STD Control Program 2002-2006.

Mid-term Evaluation of the USAID/Dominican Republic HIV/AIDS/STI Prevention and Care Project: Synergy sent Cristina Pimenta and Daniel Halperin to join Elizabeth Gomez in the Dominican Republic to conduct the mid-term evaluation of its bilateral program for HIV/AIDS/STI prevention and care services from January 15–February 8, 2001. The purpose of the evaluation was to assess the progress achieved towards the expected IR1 results and to provide recommendations to strengthen and/or modify the IR

1. The findings were that the objectives of the intermediate result had been achieved and that increased knowledge and use of practices that reduce the risk of HIV/AIDS/STI were evident among the populations targeted. One of the key findings and recommendations in the evaluation team's draft report, which related to the extent of bisexual behaviors among men, was questioned by the Mission. Synergy staff worked with the HIV/AIDS Division and in consultation with the team members re-examining the data and information sources and resolved this sensitive issue to the satisfaction of all parties involved. The final report was completed in May 2001 and the USAID/DR held a workshop for policy makers and program managers to present the evaluation findings and recommendations in July 2001.

Zambia PM&E Technical Assistance: The Program Monitoring and Evaluation (PM&E) Specialist, Saha AmaraSingham, traveled to Zambia, from March 11–March 25, 2001, to identify and assess implications of the Expanded Response PM&E system development for USAID/Zambia's HIV/AIDS program. At the request of the PHN Director and Contracts Officer, Mr. AmaraSingham assisted in the revision and updating of the August 1996 Performance Monitoring Plan to conform with the February 2001 ADS guidelines. He was also requested by the PHN staff to meet with all the CAs in Zambia who were responsible for collecting and reporting the data that was to be used in the R4 submission. These additional TA requests were of the highest priority because an IG Audit was to be conducted the following week. A report to the Mission with findings and recommendations on data collection, analysis, reporting, and PM&E planning for the current portfolio was completed on April 12, 2001. These findings and recommendations were shared by the PHN Director with his staff and with the CAs in their portfolio.

Uganda PM&E (Training) Workshop: Saha AmaraSingham traveled to Uganda from April 19–April 28, 2001, to participate in and serve as a resource person for the Strengthening Monitoring and Evaluation of National AIDS Programs and the LIFE Initiative workshop. The primary objective of this meeting was to share and discuss current monitoring and evaluation practices and develop ways to improve them. As part of the planning and preparation with MEASURE/Evaluation for this workshop, Mr. AmaraSingham was involved in the development of the agenda and in the selection and orientation of the team for Zambia. The team included members from the national AIDS program, former national HMIS staff, USAID/Z, and CDC/Z. During the workshop, he assisted the Zambian team in the development of a framework for the design of the PM&E plan and the approaches for its presentation to the Zambian National AIDS Program and AIDS Council for further development and incorporation in the national strategic plan. The framework was based on the Synergy matrix for coordination of country PM&E plans under the Expanded Response, beginning with the National AIDS program strategic objectives, the international donors program objective, and the USG project interventions.

At this workshop, a Cambodian national affiliated with the USAID/Mission was invited as an observer/participant and joined the Synergy and Zambian team for much of the time.

Participation in the ANE Regional Meeting on HIV/AIDS: Barbara de Zalduondo traveled to Kathmandu to represent Synergy at the ANE Regional Meeting on HIV/AIDS in December of 2000. This visit confirmed earlier indications that the diversity of the HIV/AIDS pandemic in a region that includes Cambodia, Nepal, India, Indonesia, and Egypt (among others) requires tailored responses and varied technical assistance from AID/W. A change in the meeting agenda canceled the traveler's presentation to introduce Synergy services to the participants. In her trip report the traveler observed a danger that low-prevalence countries might use models and strategies drawn from the past (when rates elsewhere also were lower), rather than addressing their incipient or low-level epidemics with all available Lessons Learned. She urged low prevalence countries to develop portfolios that attend to the interaction of prevention and care, even while resources focus on prevention. HIV/AIDS stigma, too, can be addressed long before HIV/AIDS becomes widely disseminated in the general population. The traveler highlighted the special challenge of cost-effective targeting of resources without stigmatizing vulnerable populations in low prevalence countries such as Bangladesh, Egypt, and Indonesia.

The Synergy Project E-Newsletter: The Synergy Project E-Newsletter was created to provide bimonthly updates on Synergy Project activities, USAID HIV-AIDS Division programs, USAID cooperating agency activities, and other global initiatives to prevent and mitigate HIV/AIDS. Three issues (April, June, and August) were produced in FY01, written by Synergy Project's senior writer and researcher, Julia Ross, and can be accessed through the Synergy Web site (<http://www.synergyaids.com/>).

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|-----------------|--|
| IR 4.6.2 | Establish mechanisms for USAID field missions/offices to implement HIV/AIDS activities. |
|-----------------|--|

Child Survival and Disease Program Funds: At the request of DHIV, Synergy contracted David Piet, consultant, to update Agency guidance on the use of child survival and disease program funds and other documents. Mr. Piet produced a report on operation guidelines on the use of HIV/AIDS funding for particular use with field Missions, revised the draft document on multisectoral approaches for HIV/AIDS, and a collection of one-page summaries on services available for the three categories of country programs under USAID's new strategy of rapid scale-up, intensive focus, and basic program countries.

| | |
|-----------------|---|
| IR 4.6.3 | Establish mechanisms to ensure that field implementation and research agenda inform one another. |
|-----------------|---|

Cross-Cutting Activities Contributing to DMELD Result 8: Enhancing the feedback from program experience (Lessons Learned) and research to the design and implementation of USAID HIV/AIDS services is a cross-cutting objective of the Synergy Project. The Synergy Project’s work collecting, assessing, synthesizing, and disseminating timely HIV/AIDS information to Missions and developing country HIV/AIDS program managers and other practitioners through production and dissemination of documents, the e-newsletter, and through *SynergyAIDS.com*, contributes to IR 4.6 as well as to 4.6.1 and to 4.4.3, where it is described in more detail. In addition, Synergy’s enhanced Assessment, Planning, and Design and Enhanced Monitoring and Evaluation technical assistance to Missions provide opportunities to incorporate BP/LL into field programs. Synergy strives to conduct efficient desk reviews and other procedures to ensure that Synergy consultants and technical assistance teams are briefed on the latest country information and technical lessons learned related to their assignments.

Principles into Practice: Essentials of HIV/AIDS Program Design: Synergy staff from the UW leveraged a long-standing, high profile, summer training program at UW, to increase its relevance to developing country program managers by adding a third week, focusing on practical elements of HIV/AIDS program design and management in developing countries. (For additional details see IR 4.3.1) UW took the lead in coordinating the course entitled *Principles into Practice: Essentials of HIV/AIDS Program Design*.

Synergy East and West designed the course and invited SSO4 partners to participate as faculty. UW staff proposed the participants, arranged logistics, such as housing and equipment; drafted goals, objectives; assembled course materials; designed evaluation tools; and supported the implementation of the course. In addition, the UW team hosted a pre-course planning meeting for faculty and staff.

Faculty included Joe Annan of UNAIDS, Sadhna V. Patel (for Rebecca Martin) of CDC, Arletty Pinel, and Kenneth Sklaw of FHI, Ann Downer of UW, and Barbara de Zalduondo, Saha AmaraSingham, Shane Ryland, and Shirl Smith of Synergy. This highly successful and cost-effective course enabled 33 mid-career and senior scientists from Asia, Latin America, Africa, and the United States to learn skills in applying their knowledge to the real-world challenges of a HIV/AIDS strategic program planning and management defined in the Synergy Programming Framework. The course also introduced skills for using research data to influence programs and policies with have practical, though participants expressed interest in heavier coverage of this subject .

II.C
**Detailed Report of FY01 Activities (From SS04
Programmatic Database)**

Fiscal Year 2001 Programmatic Database Detailed Report

| | | | | | |
|---|-------------|---|--------------|---|---|
| Activity: | 1107 | Programmatic Database | | | |
| Start Date: | 10/00 | End Date: | 9/04 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | 9 |
| Budget: | LOP: | \$ 226,000 | FY01: | \$ 130,949 | |

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|----------------------|---------------------------------|--|--|--|--|
| Intervention: | Monitoring and evaluation (M&E) | | | | |
|----------------------|---------------------------------|--|--|--|--|

Description: The PDB monitors and tracks the HIV/AIDS related (USAID-funded) programmatic activities.

Target Pop: Policy Makers **No. of persons reached:** n.a. **No. of organizations reached:** 1

| Outputs | Indicators | Baseline | Target | LK Value | Date |
|----------------|-------------------|-----------------|---------------|-----------------|-------------|
|----------------|-------------------|-----------------|---------------|-----------------|-------------|

PDB developed and functional

Conduct consultation meeting with the DHIV

Summary and Detailed reports produced

| Outcomes | Indicators | Baseline | Target | LK Value | Date |
|-----------------|-------------------|-----------------|---------------|-----------------|-------------|
|-----------------|-------------------|-----------------|---------------|-----------------|-------------|

Division is able to respond promptly to requests for status reports on SSO4 activities

Percent of requests answered in 5 working days

0 75

Target Pop: Program managers **No. of persons reached:** n.a. **No. of organizations reached:** 9

| Outputs | Indicators | Baseline | Target | LK Value | Date |
|----------------|-------------------|-----------------|---------------|-----------------|-------------|
|----------------|-------------------|-----------------|---------------|-----------------|-------------|

SSO4 CAs capture programmatic information in the PDB

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|---|-------------|---|--------------|---|------|
| Activity: | 1109 | IWG Secretariat | | | |
| Start Date: | 10/00 | End Date: | 9/01 | | |
| No. of persons reached directly: | 50 | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 245,697 | FY01: | \$ 75,582 | |

| | | | | | |
|---|--|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Technical assistance (TA) | | | | |
| Description: | Assist DHIV in organizing and facilitating SS04 coordination through IWG meeting | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | 70 | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| IWG meeting held 11/00 | | | | | |
| Second IWG meeting on 6/01 | | | | | |
| IWG work plan developed on 3/01 | | | | | |
| IWG website component developed on 4/01 | | | | | |
| Outcomes | Indicators | Baseline | Target | LK Value | Date |
| Opportunities for value-added coordination and collaboration by SS04 partners identified and implemented. | | | | | |

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|---|-------------|---|--------------|---|------|
| Activity: | 1110 | Support IWG Working Groups | | | |
| Start Date: | 10/00 | End Date: | 9/01 | | |
| No. of persons reached directly: | 100 | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 492,959 | FY01: | \$ 22,906 | |

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|---|---|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | | Technical assistance (TA) | | | |
| Description: | Technical assistance provided to IWG working groups | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | 100 | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Care and Support Working Group Identified | Meetings held | 0 | 2 | 2 | 9/01 |
| Objectives, workplan and budget for working groups developed | | | | | |
| Barcelona Working Group Identified | Meetings held | 0 | 2 | 2 | 9/01 |
| Communications/PR Working Group Identified | Meetings Held | 0 | 1 | 1 | 9/01 |
| HANIG Working Group Implemented | Sub-groups formed | 0 | 5 | 5 | 9/01 |
| | Meetings held | 0 | 2 | 2 | 9/01 |
| Outcomes | Indicators | Baseline | Target | LK Value | Date |
| Select value-added collaborations are fostered and managed | | | | | |
| SS04 partner participation in DHIV strategy development is enhanced and managed | | | | | |
| SS04 working group reports contribute to strategy articulation and refinement | | | | | |

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|---|-------------|---|--------------|---|------|
| Activity: | 1114 | Consultant management | | | |
| Start Date: | 10/00 | End Date: | 4/04 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 171,341 | FY01: | \$ 97,932 | |

| | | | | | |
|--|--|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | | Technical assistance (TA) | | | |
| Description: | Develop database of HIV/AIDS consultants | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | 1 | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Specifications and audience of database completed | | | | | 4/01 |
| Database developed and populated | Number of Consultants | 0 | 100 | 0 | 9/01 |
| Updates completed semi-annually | | | | | |
| Outcomes | Indicators | Baseline | Target | LK Value | Date |
| USAID, Missions, and Bureau access to qualified technical assistance has been enhanced and facilitated | Marketing strategy initiated | 0 | 0 | 0 | |

| | | | | | |
|---|-------------|---|--------------|---|----|
| Activity: | 1115 | Synergy APDME Framework Development | | | |
| Start Date: | 10/00 | End Date: | 9/02 | | |
| No. of persons reached directly: | 500 | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | 80 |
| Budget: | LOP: | \$ 814,545 | FY01: | \$ 458,191 | |

Intervention: Technical assistance (TA)

Description: The Synergy Programming Framework, in its web enabled form, will collect and disseminate best practices and practical tools in HIV/AIDS program assessment, planning, design, monitoring and evaluation methods.

Target Pop: Community-based organization(s) (CBO) **No. of persons reached:** 100 **No. of organizations reached:** 20

| Outputs | Indicators | Baseline | Target | LK Value | Date |
|--|---|-----------------|---------------|-----------------|-------------|
| December Framework retreat held in which core technical consultants and Synergy staff developed the Synergy Framework methodology based on Synergy state of the art programming and Synergy values and approaches. | Draft circulated to technical advisors for review, then finalized and disseminated through Synergy network. | 0 | | 0 | |

Target Pop: NGO(s)/PVO(s) **No. of persons reached:** 100 **No. of organizations reached:** 20

Target Pop: Policy Makers **No. of persons reached:** 50 **No. of organizations reached:** 10

Target Pop: Program managers **No. of persons reached:** 300 **No. of organizations reached:** 40

| | | | | | |
|---|-------------|---|--------------|---|------|
| Activity: | 1116 | Synergy HeLP ToolKit and Sub Module Development | | | |
| Start Date: | 10/00 | End Date: | 9/02 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 774,244 | FY01: | \$ 305,460 | |

Intervention: Technical assistance (TA)

Description: The HeLP Toolkit and its submodules are designed to aid program managers with a guided individual decision support tool that collects, describes and organizes programming tools in a one-stop web based and/or CD Rom format.

Target Pop: Policy Makers **No. of persons reached:** 100 **No. of organizations reached:** 20

| Outputs | Indicators | Baseline | Target | LK Value | Date |
|---|---|-----------------|---------------|-----------------|-------------|
| Assessment, Planning and Design module content complete. Submodules on truck routes, brothel based interventions and migrant worker interventions complete. Survey of 28 program managers from developing countries on information needs. | Number of program managers who will use the HeLP Toolkit for technical assistance in program decision making. | 0 | 500 | 0 | |

Target Pop: Program managers **No. of persons reached:** n.a. **No. of organizations reached:** n.a.

| | | | | | |
|---|-------------|---|--------------|---|------|
| Activity: | 1117 | Project management and administration | | | |
| Start Date: | 10/00 | End Date: | 9/01 | | |
| No. of persons reached directly: | 35 | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 4,553,441 | FY01: | \$ 2,281,904 | |

| | | | | | |
|--|---|---------------------------------------|--------------------------------|-----------------|---|
| Intervention: | | Technical assistance (TA) | | | |
| Description: | | project management and administration | | | |
| Target Pop: | | Policy Makers | No. of persons reached: | 35 | No. of organizations reached: n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Train staff in standard procedures on on-going basis | Number of trainings | 0 | 4 | 4 | 9/01 |
| Develop annual work plan and document progress quarterly, semi-annually and annually | FY01 Annual Report Submitted | 0 | 1 | | |
| | FY01 3rd Quarter Report Submitted | 0 | 1 | 0 | 9/01 |
| | FY01 Semi-Annual Report Submitted | 0 | 1 | 0 | 9/01 |
| | FY01 1st Quarter Report Submitted | 0 | 1 | 0 | 9/01 |
| Develop automated financial reporting system | Financial system operable and in use | 0 | 1 | 1 | 9/01 |
| Develop and implement subcontract with Univ of Washington | Contract Signed and Implemented | 0 | 1 | 1 | 10/01 |
| Staff development plans created for each full-time staff member | | | | | |
| Vacant and new positions filled | | | | | |
| Participate in biannual performance reviews | Annual Performance Review #2 for 2001 Submitted | 0 | 1 | 1 | 6/01 |
| | Annual Performance Review #1 of 2001 Submitted | 0 | 1 | 1 | 1/01 |

Project management and administration (Continued)

Outcomes

Indicators Baseline Target LK Date
Value

Synergy project operates a maximum efficiency with adequate administrative, financial, and logistical support being provided to the ongoing technical work of the project

| | | | | | |
|---|-------------|--|--------------|---|------|
| Activity: | 1118 | Respond to ad hoc requests from/through the DHIV | | | |
| Start Date: | 10/00 | End Date: | 9/01 | | |
| No. of persons reached directly: | 25 | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 500,000 | FY01: | \$ 500,000 | |

| | | | | | |
|----------------------|---------------------------|--|--|--|--|
| Intervention: | Technical assistance (TA) | | | | |
|----------------------|---------------------------|--|--|--|--|

Description: Provide ad hoc technical, managerial and administrative support to DHIV

Target Pop: Policy Makers **No. of persons reached:** 1 **No. of organizations reached:** n.a.

| Outputs | Indicators | Baseline | Target | LK Value | Date |
|--|--|-----------------|---------------|-----------------|-------------|
| Identify technical, managerial, and administrative needs of DHIV | | | | | |
| Assist DHIV with their annual reporting requirements | Assisted with GAO Audit | 0 | 1 | 1 | 12/00 |
| Ad-hoc request tracking database designed and implemented | Number of times database used per week | 0 | 4 | 4 | 9/01 |
| HIV/AIDS Information Packet Created | Number of Packets disseminated | 0 | 10 | 10 | 9/01 |
| Support to US Delegation to UNGASS Provided | Number of staff going to UNGASS | 0 | 1 | 1 | 6/01 |
| | Number of Documents Disseminated | 0 | 100 | 100 | 6/01 |
| Zambia Care and Support Assessment | Reports disseminated | 0 | 0 | 0 | 9/01 |
| Support provided for ANE/ENE SOTA | Number of participants supported | 0 | 0 | 0 | |
| | Number of documents produced | 0 | 0 | 0 | |
| Support provided for the United States Conference on HIV/AIDS | Number of USAID breakfast participants | 0 | 300 | 0 | 9/01 |
| | Number of documents disseminated | 0 | 2000 | 0 | 9/01 |

Respond to ad hoc requests from/through the DHIV (Continued)

| | | | | | |
|--|---|------------------------|----------------------|------------------------|--------------------|
| Production of HIV/AIDS Paper on best Corporate Practices | | 0 | 0 | 0 | 9/01 |
| SSO4 Mid-Term Evaluation conducted | Number of Evaluation presentations made | 0 | 5 | 5 | 6/01 |
| <i>Outcomes</i> | <i>Indicators</i> | <i>Baseline</i> | <i>Target</i> | <i>LK Value</i> | <i>Date</i> |
| Enhanced ability by DHIV and USAID to respond to specific requests from various stakeholders | Number of successfully completed requests | 0 | 10 | 8 | 9/01 |

| | | | | | |
|---|-------------|--|--------------|---|------|
| Activity: | 1122 | Technical assistance in APD and M&E design for the Expanded Response | | | |
| Start Date: | 1/01 | End Date: | 9/02 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 944,947 | FY01: | \$ 944,947 | |

| | | | | | |
|--|--|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | | Technical assistance (TA) | | | |
| Description: | Provide assistance on project design and M&E systems | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | n.a. | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| defined core intervention areas of assessment/M&E methods and system features | Number of core intervention areas defined | 0 | 0 | 0 | |
| Support one consultant to join each of 20 M&E team visits | | | | | |
| Design, support and manage comprehensive APD and M&E programming support for 6 priority countries | | | | | |
| Assist USAID with technical info sharing and coordination accross USAID and CDC Emergency Response teams | | | | | |
| Provide support for consolidation of Mission-level strategy | | | | | |
| Outcomes | Indicators | Baseline | Target | LK Value | Date |
| Increased access and use of lessons learned to strengthen US Gov's Expanded Response M&E activities | | | | | |
| Enhanced consistency of technical support in M&E | | | | | |

Technical assistance in APD and M&E design for the Expanded Response (Continued)

Improved access and use of
USAID program data and
impact assessments for
routine and ad hoc agency
reporting

Improved aggregation and
reporting of Missions
HIV/AIDS results

| | | | | | |
|---|-------------|---|--------------|---|------|
| Activity: | 1124 | Analysis and reporting on PDB Info | | | |
| Start Date: | 10/00 | End Date: | 5/04 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 250,000 | FY01: | \$ 50,000 | |

| | | | | | |
|---|---|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Monitoring and evaluation (M&E) | | | | |
| Description: | Analysis of reported data and report on SSO4 portfolio activities | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | 1 | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| completed analysis of PDB info | Number of CA's activity information reviewed. | 0 | 11 | 0 | 12/01 |
| analytic reports on each IR | Number of analytic reports on IRs completed | 0 | 6 | 0 | 12/01 |
| Outcomes | Indicators | Baseline | Target | LK Value | Date |
| USAID is better informed on SSO4 portfolio activities | | | | | |

| | | | | | |
|---|-------------|---|--------------|---|------|
| Activity: | 1128 | Contribution to UNAIDS M&E Guide and Indicators | | | |
| Start Date: | 10/00 | End Date: | 4/04 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 33,674 | FY01: | \$ 67,348 | |

| | | | | | |
|--|---|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Technical assistance (TA) | | | | |
| Description: | Adapt M&E Guide and indicators | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | n.a. | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Indicators adapted for use by the missions | Indicators used by missions | 0 | 30 | 6 | 9/01 |
| Reports on application and ongoing field tests of indicators | Number of missions that field test indicators | 0 | 30 | 6 | 10/01 |
| Outcomes | Indicators | Baseline | Target | LK Value | Date |
| Guide used by NACP to strengthen the M&E of their programs. | | | | | |

| | | | | | |
|---|-------------|--|--------------|---|------|
| Activity: | 1130 | Technical assistance to Missions and Bureaus on monitoring/data collection and reporting | | | |
| Start Date: | 10/00 | End Date: | 9/04 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 1,536,530 | FY01: | \$ 307,306 | |

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|----------------------|---------------------------------|--|--|--|--|
| Intervention: | Monitoring and evaluation (M&E) | | | | |
|----------------------|---------------------------------|--|--|--|--|

Description: Conduct evaluations of HIV/AIDS programs at request of Missions

| | | | | | |
|--------------------|---------------|--------------------------------|------|--------------------------------------|------|
| Target Pop: | Policy Makers | No. of persons reached: | n.a. | No. of organizations reached: | n.a. |
|--------------------|---------------|--------------------------------|------|--------------------------------------|------|

| Outputs | Indicators | Baseline | Target | LK Value | Date |
|--|--|-----------------|---------------|-----------------|-------------|
| Activity objectives, workplan and budget | Agreement on SOW by missions and bureaus | 0 | 30 | 6 | 9/01 |

| Outcomes | Indicators | Baseline | Target | LK Value | Date |
|--|-------------------|-----------------|---------------|-----------------|-------------|
| Strengthened data collection and reporting systems | | | | | |
| Potential best practices identified for follow-up | | | | | |

| | | | | | |
|---|-------------|--|--------------|---|----|
| Activity: | 1135 | Coordination and monitoring of LIFE program activities | | | |
| Start Date: | 10/00 | End Date: | 9/01 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | 14 |
| Budget: | LOP: | \$ 11,404 | FY01: | \$ 11,404 | |

| | | | | | |
|--|---|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Technical assistance (TA) | | | | |
| Description: | Collaborate with DHIV and CDC to develop framework for M&E of LIFE program activities | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | n.a. | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Framework | Framework used | 0 | 14 | 0 | |
| Outcomes | Indicators | Baseline | Target | LK Value | Date |
| Standardized indicators for application in M&E plans developed | Indicators are used by CDC | 0 | 0 | 0 | |
| Potential best practices identified for follow up studies | | | | | |

| | | | | | |
|---|-------------|---|--------------|---|------|
| Activity: | 1218 | Maintain and Expand Synergy Web Site | | | |
| Start Date: | 1/00 | End Date: | 9/04 | | |
| No. of persons reached directly: | 21234 | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 1,122,941 | FY01: | \$ 319,851 | |

| | | | | | |
|--|--|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | | Dissemination | | | |
| Description: | The web site will disseminate DHIV and Synergy publications, information | | | | |
| Target Pop: | Program managers | No. of persons reached: | n.a. | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Web site functional | | | | | |
| Document increase in SRC. | # of documents added to SRC | 0 | 500 | 2200 | 10/01 |
| Information dissemination through website | Documents downloaded | 0 | 5000 | 12700 | 10/01 |
| Newsletter developed | # of newsletters sent | 0 | 500 | 800 | 10/01 |
| Enhancement of home page | | | | | |
| Outcomes | Indicators | Baseline | Target | LK Value | Date |
| Key dissemination mechanism for SS04 best practices/lessons learned. | | | | | |

| | | | | | |
|---|-------------|---|--------------|---|---|
| Activity: | 1227 | Q&A Database | | | |
| Start Date: | 5/00 | End Date: | 9/04 | | |
| No. of persons reached directly: | 8 | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | 1 |
| Budget: | LOP: | \$ 91,793 | FY01: | \$ 19,782 | |

| | | | | | |
|---|---|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Technical assistance (TA) | | | | |
| Description: | DHIV utilizes the Q&A database to respond to inquiries. | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | 8 | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Database stores policy documents. | cumulative # of documents stored in database | 120 | 220 | 210 | |
| DHIV uses the database | | | | | |
| Outcomes | Indicators | Baseline | Target | LK Value | Date |
| DHIV effectively retrieves information to respond to policy makers' inquiries | | | | | |

| | | | | | |
|---|-------------|---|--------------|---|------|
| Activity: | 1228 | Synergy Resource Center | | | |
| Start Date: | 4/00 | End Date: | 9/04 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 815,952 | FY01: | \$ 207,776 | |

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|--|--|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Information, education, communication (IEC) | | | | |
| Description: | Collect, archive, and disseminate HIV/AIDS materials in planning, design and monitoring and evaluation to interested public and SS04 partners. | | | | |
| Target Pop: | Program managers | No. of persons reached: | n.a. | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Collect and make SS04 and other partner documents available on web site and in hard copy at Synergy. | Number of hard copy documents requested. | 0 | 2000 | 2470 | 9/01 |
| | Number of documents downloaded through SRC online. | 0 | 5000 | 8300 | 10/01 |
| Outcomes | Indicators | Baseline | Target | LK Value | Date |
| Increased use of information and best practices methods in HIV/AIDS programs | | | | | |

| | | | | | |
|---|-------------|---|--------------|---|------|
| Activity: | 1230 | USAID Responds to HIV/AIDS | | | |
| Start Date: | 6/00 | End Date: | 9/04 | | |
| No. of persons reached directly: | 100 | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 460,902 | FY01: | \$ 110,394 | |

| | | | | | |
|---------------------------------|--|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Information, education, communication (IEC) | | | | |
| Description: | Plan, research, write, and produce a document summarizing USAID's 1997-2000 HIV/AIDS programs and accomplishments in consultation with DHIV, Regional Bureaus, and Missions. | | | | |
| Target Pop: | Program managers | No. of persons reached: | 100 | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Produce and disseminate report. | Number of requests for document from target audiences. | 0 | 5,000 | 3,500 | |
| | Number of copies distributed. | 10,000 | 10,000 | | 9/01 |
| Outcomes | Indicators | Baseline | Target | LK Value | Date |
| | Congress and public will have access to USAID's HIV/AIDS programming activities. | | | | |

| | | | | | |
|---|-------------|---|--------------|---|----|
| Activity: | 1231 | Country Summaries | | | |
| Start Date: | 12/00 | End Date: | 9/04 | | |
| No. of persons reached directly: | 150 | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | 50 |
| Budget: | LOP: | \$ 210,961 | FY01: | \$ 210,961 | |

| | | | | | |
|---|---|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Information, education, communication (IEC) | | | | |
| Description: | Update country summaries that contain the latest data and programmatic information. | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | n.a. | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Produce and disseminate summaries in hard copy and online. | Number of downloads via web site. | 0 | 0 | 0 | |
| | Number of hard copies produced. | 0 | 25,000 | 25,000 | |
| Outcomes | Indicators | Baseline | Target | LK Value | Date |
| Interested parties are better informed on HIV/AIDS trends in countries of interest. | | | | | |

| | | | | | |
|---|-------------|---|--------------|---|------|
| Activity: | 1232 | SS04 Dissemination Network | | | |
| Start Date: | 4/01 | End Date: | 9/04 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 1,735,165 | FY01: | \$ 219,793 | |

| | | | | | |
|---|--|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Information, education, communication (IEC) | | | | |
| Description: | Distribute HIV/AIDS materials to priority audiences in developing countries. | | | | |
| Target Pop: | Program managers | No. of persons reached: | n.a. | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Conducted a meeting with SS04 Partners to explore | | | | | |

| | | | | | |
|---|-------------|---|--------------|---|------|
| Activity: | 1233 | Support for World AIDS Day | | | |
| Start Date: | 10/00 | End Date: | 9/04 | | |
| No. of persons reached directly: | 3000 | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 153,712 | FY01: | \$ 41,490 | |

| | | | | | |
|--|--|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Information, education, communication (IEC) | | | | |
| Description: | Educate US public and increase visibility of USAID's HIV-AIDS programs and global response to pandemic through distribution of material, press releases, and press conference. | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | n.a. | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Distribution of promotional materials and ribbons to USAID missions. | Number of ribbons and materials distributed. | 0 | 6,000 | 6,000 | 12/00 |
| Secure and display NAMES quilt at RRB. | | | | | |
| Plan and support special event at Wilson High School. | Number of stories referencing USAID's World AIDS activities (including t.v. and print) | 0 | 5 | 3 | 12/00 |
| Outcomes | Indicators | Baseline | Target | LK Value | Date |
| Increased awareness of USAID's activities to mitigate HIV/AIDS. | | | | | |

| | | | | | |
|---|-------------|---|--------------|---|------|
| Activity: | 1235 | OVC-Related Documents | | | |
| Start Date: | 5/00 | End Date: | 9/01 | | |
| No. of persons reached directly: | 10000 | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 250,000 | FY01: | \$ 138,669 | |

| | | | | | |
|---|---|---|---------------|--------------------------------------|-------------|
| Intervention: | | Information, education, communication (IEC) | | | |
| Description: | Target audience has access to information that describes USAID's OVC strategies and programs. | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | n.a. | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Produce Children on the Brink report. | Number of copies distributed. | 0 | 5,000 | 7,000 | 10/01 |
| Produce two reports to House Committee on Appropriations. | Number of reports distributed. | 0 | 4,000 | 4,000 | 4/01 |
| Produce overview of USAID OVC activities. | Number of reports distributed. | 0 | 2500 | 1000 | 10/01 |
| Outcomes | Indicators | Baseline | Target | LK Value | Date |
| Increased awareness of US and developing country stakeholders of approaches for sustainable OVC programs. | | | | | |

| | | | | | |
|---|-------------|---|--------------|---|------|
| Activity: | 1236 | CABA Listserve/Web Site | | | |
| Start Date: | 10/00 | End Date: | 9/04 | | |
| No. of persons reached directly: | 340 | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 25,000 | FY01: | \$ 25,000 | |

| | | | | | |
|---|---|---|---------------|--------------------------------------|-------------|
| Intervention: | | Information, education, communication (IEC) | | | |
| Description: | Online discussion forum that allows subscribers to access information on programs and materials addressing children affected by AIDS. | | | | |
| Target Pop: | Program managers | No. of persons reached: | 100 | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Create a CABA web site within Synergy site. | Web site accessible. | 0 | 1 | 1 | |
| Ongoing moderation of CABA listserv. | Number of weekly postings to listserv. | 0 | 5 | 5 | 9/01 |
| Market the CABA site to interested users by promoting it on relevant web sites, listserves. | Number of participants in listserv. | 0 | 300 | 340 | 9/01 |

| | | | | | |
|---|-------------|--|--------------|---|------|
| Activity: | 1246 | Technical Assistance to Missions and CAs on Adaptation of the USAID Handbook of Indicators | | | |
| Start Date: | 10/00 | End Date: | 4/04 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 125,000 | FY01: | \$ 60,000 | |

| | | | | | |
|---|---|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Technical assistance (TA) | | | | |
| Description: | Technical Assistance to Regional Bureaus, Missions, and CAs | | | | |
| Target Pop: | Program managers | No. of persons reached: | n.a. | No. of organizations reached: | n.a. |
| Outcomes | Indicators | Baseline | Target | LK Value | Date |
| <p>HIV/AIDS projects go beyond outputs to address outcomes and impacts with strategies based on standardized indicators</p> <p>Missions report on outcomes and impacts as appropriate</p> | | | | | |

| | | | | | |
|---|-------------|--|--------------|---|------|
| Activity: | 1313 | Assessment of Treatment costs for HIV/AIDS | | | |
| Start Date: | 10/01 | End Date: | 9/02 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 0 | FY01: | \$ 60,000 | |

| | | | | | |
|---------------------------|--|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Materials development | | | | |
| Description: | development and pilot testing of tools to estimate HIV costs | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | n.a. | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| tools developed | No. of tools developed | 0 | 1 | 0 | |
| Review of treatment costs | Review conducted | 0 | 0 | 0 | |

| | | | | | |
|---|-------------|--|--------------|---|------|
| Activity: | 1316 | State of the Art HIV/AIDS Training for USAID PHN Staff | | | |
| Start Date: | 5/01 | End Date: | 7/01 | | |
| No. of persons reached directly: | 50 | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 0 | FY01: | \$ 89,813 | |

| | | | | | |
|-------------------------|--|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Training | | | | |
| Description: | Coordinate and develop SSO4 training working group pilot workshop to build PHN staff capacity to provide TA on HIV/AIDS issues. | | | | |
| Target Pop: | Program managers | No. of persons reached: | 50 | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Training Held July 2001 | | 0 | 0 | 0 | |
| | Number of users of SOTA webpages | 0 | 45 | 45 | |
| | Number of background/reference binders distributed | 0 | 45 | 45 | 7/01 |
| | Number of participants | 0 | 30 | 40 | 7/01 |
| Outcomes | Indicators | Baseline | Target | LK Value | Date |
| | Participants able to identify informational and attitudinal barriers that prevent appropriate involvement in effective HIV/AIDS programming | | | | |
| | Participants able to explain the elements of an effective and comprehensive response and their implications for effective programming | | | | |
| | Participants able to apply available methodologies to plan, monitor and report on his/her own HIV-AIDS portfolio, according to USAID guidelines | | | | |
| | Participants able to develop skills in PHN staff that enable them to effectively contribute to the solutions of HIV/AIDS problems in their countries | | | | |

| | | | | | |
|---|-------------|---|--------------|---|------|
| Activity: | 1317 | Support for U.S. Conferences/Workshops | | | |
| Start Date: | 10/00 | End Date: | 9/01 | | |
| No. of persons reached directly: | 500 | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 30,000 | FY01: | \$ 122,401 | |

| | | | | | |
|---------------------------------|--|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Dissemination | | | | |
| Description: | Disseminate USAID publications at USCA conference. | | | | |
| Target Pop: | Community-based organization(s) (CBO) | No. of persons reached: | 500 | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| USAID booth set up and staffed. | # of documents distributed | 0 | 0 | 0 | |

| | | | | | |
|----------------------|---|--------------------------------|------|--------------------------------------|------|
| Intervention: | Technical assistance (TA) | | | | |
| Description: | Recruit consultants at APHA conference. | | | | |
| Target Pop: | Private sector | No. of persons reached: | n.a. | No. of organizations reached: | n.a. |

| | | | | | |
|-----------------------------------|--|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Workshop | | | | |
| Description: | Provide support to DHIV staff retreat. | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | 15 | No. of organizations reached: | 1 |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Successful completion of retreat. | DHIV staff evaluation. | 0 | 0 | 0 | |

| | | | | | |
|---|-------------|---|--------------|---|----|
| Activity: | 1322 | Synergy/UW Workshop: HIV/AIDS Lessons into Practice: Essentials of HIV/AIDS Program Design Course | | | |
| Start Date: | 5/01 | End Date: | 8/01 | | |
| No. of persons reached directly: | 33 | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | 29 |
| Budget: | LOP: | \$ 32,057 | FY01: | \$ 32,057 | |

| | | | | | |
|---|---|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Training | | | | |
| Description: | Workshop | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | 33 | No. of organizations reached: | 33 |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Participants gain knowledge and skills in HIV/AIDS program assessment, planning, design, management and evaluation. | 67% of participants reported that by completing the course they had improved their skills in assessment, planning, design, management and evaluation. | 0 | 33 | 67% | |
| Target Pop: | Policy Makers | No. of persons reached: | n.a. | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Participants identify strategies and methods for using research to influence policy and program design | Participant follow-up evaluation | 0 | 50% | 0 | |
| Target Pop: | Program managers | No. of persons reached: | n.a. | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Participants apply new knowledge and skills to programming decisions | Participant follow-up evaluation | 0 | 50% | 55% | |

| | | | | | |
|---|-------------|---|--------------|---|---|
| Activity: | 1332 | ERIG support of Mission HIV/AIDS Strategies | | | |
| Start Date: | 7/01 | End Date: | 8/01 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | 1 |
| Budget: | LOP: | \$ 0 | FY01: | \$ 0 | |

Intervention: Monitoring and evaluation (M&E)

Description: Provide technical assistance to DHIV to review the Missions HIV/AIDS strategies.

Target Pop: Policy Makers **No. of persons reached:** n.a. **No. of organizations reached:** 1

| Outputs | Indicators | Baseline | Target | LK Value | Date |
|--|---|-----------------|---------------|-----------------|-------------|
| Questionnaire template developed and collected. | Number of completed questionnaires collected. | 0 | 15 | 13 | 8/01 |
| Assessment template developed and collected. | Number of completed assessments collected. | 0 | 15 | 14 | 8/01 |
| Strategic review template developed and collected. | Number of completed strategic review collected. | 0 | 15 | 16 | 8/01 |

| | | | | | |
|---|-------------|---|--------------|---|------|
| Activity: | 1102 | Zambia Care and Support Assessment | | | |
| Start Date: | 4/01 | End Date: | 12/01 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | 10000000 | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 100,000 | FY01: | \$ 100,000 | |

| | | | | | |
|--|--|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | | Rapid assessment | | | |
| Description: | To assess HIV care and support service delivery needs in Zambia so that resources can be provided to meet these needs, better services can be provided, and the quality of life of people living with HIV/AIDS (PLWHA) can be improved | | | | |
| Target Pop: | Care givers | No. of persons reached: | n.a. | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Assessment report | Report published and disseminated | 0 | 1 | | |
| Stake holders' workshop and related recommendations for donors and service providers | Workshop proceedings published and disseminated | 0 | 1 | | |

| | | | | | |
|---|-------------|---|--------------|---|---|
| Activity: | 1092 | PHN Assessment in Cambodia | | | |
| Start Date: | 2/01 | End Date: | 7/01 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | 1 |
| Budget: | LOP: | \$ 163,553 | FY01: | \$ 163,553 | |

| | | | | | |
|---------------------------------------|---|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Rapid assessment | | | | |
| Description: | Conduct an assessment of USAID Cambodia's PHN portfolio | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | n.a. | No. of organizations reached: | 1 |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Assessment of PHN portfolio conducted | | | | | |
| Assessment report produced | | | | | |

| | | | | | |
|---|-------------|--|--------------|---|---|
| Activity: | 1176 | Design and conduct mid term evaluation of AIDS program in Brazil | | | |
| Start Date: | 10/00 | End Date: | 12/00 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | 1 |
| Budget: | LOP: | \$ 74,359 | FY01: | \$ 74,359 | |

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|----------------------|---|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Monitoring and evaluation (M&E) | | | | |
| Description: | mid-term evaluation of FHI, Pathfinder, DKT/PSI projects | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | n.a. | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| mid-term evaluation | Report finalized and disseminated | 0 | 1 | 1 | 5/01 |
| Outcomes | Indicators | Baseline | Target | LK Value | Date |
| | lessons learned will be applied in future USAID HIV/AIDS programs in Brazil | | | | |
| | Best practices identified for follow-up studies | | | | |

| | | | | | |
|---|-------------|---|--------------|---|---|
| Activity: | 1319 | Dominican Republic Mid-Term Evaluation | | | |
| Start Date: | 9/00 | End Date: | 10/01 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | 1 |
| Budget: | LOP: | \$ 50,527 | FY01: | \$ 50,527 | |

| | | | | | |
|--|---|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Monitoring and evaluation (M&E) | | | | |
| Description: | Mid-term evaluation of HIV/AIDS/STI Prevention and Care Project | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | n.a. | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Evaluation report | Report completed | 0 | 1 | 1 | 5/01 |
| Outcomes | Indicators | Baseline | Target | LK Value | Date |
| Lessons learned applied within Mission program | Workshop held by Mission | 0 | 1 | 1 | 7/01 |

| | | | | | |
|---|-------------|---|--------------|---|---|
| Activity: | 1314 | Haiti Assessment | | | |
| Start Date: | 4/01 | End Date: | 7/01 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | 1 |
| Budget: | LOP: | \$ 80,845 | FY01: | \$ 80,845 | |

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|------------------------------|--|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Rapid assessment | | | | |
| Description: | A national assessment focusing on USAID program areas was conducted by a 5 member team to provide recommendations to the Mission for programming HIV/AIDS funds. | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | n.a. | No. of organizations reached: | 1 |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Assessment was conducted. | | | | | |
| Assessment report completed. | Mission accepts and uses report | 0 | 1 | 1 | 9/01 |

| | | | | | |
|---|-------------|--|--------------|---|---|
| Activity: | 1175 | Design and conduct final evaluation of Jamaica AIDS/STD prevention and control project | | | |
| Start Date: | 10/00 | End Date: | 12/00 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | 1 |
| Budget: | LOP: | \$ 70,544 | FY01: | \$ 70,544 | |

| | | | | | |
|--|---|---------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | | Monitoring and evaluation (M&E) | | | |
| Description: | Assess strengths and weaknesses of the project design and lessons learned; and provide recommendations for future programs/projects | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | n.a. | No. of organizations reached: | 1 |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Evaluation and final report | Report completed and disseminated | 0 | 1 | 1 | 12/00 |
| Outcomes | Indicators | Baseline | Target | LK Value | Date |
| Lessons learned will be applied in future USAID HIV/AIDS programs in Jamaica | New project design approved | 0 | 1 | 1 | 9/01 |
| Potential best practices identified for follow-up studies | | | | | |

| | | | | | |
|---|-------------|---|--------------|---|---|
| Activity: | 1196 | Design Jamaica HIV/STD control program | | | |
| Start Date: | 11/00 | End Date: | 12/00 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | 1 |
| Budget: | LOP: | \$ 27,412 | FY01: | \$ 27,412 | |

| | | | | | |
|---|--|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Technical assistance (TA) | | | | |
| Description: | Assist Mission in designing the new bilateral project, 2001-2006 | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | n.a. | No. of organizations reached: | 1 |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| working document for development of NACP | Working document developed | 0 | 1 | 1 | 3/01 |
| new AIDS /STI prevention and control project design | Project design approved | 0 | 1 | 1 | 9/01 |

| | | | | | |
|---|-------------|---|--------------|---|------|
| Activity: | 1318 | Zambia VCT Workshop | | | |
| Start Date: | 11/00 | End Date: | 1/01 | | |
| No. of persons reached directly: | 35 | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 55,000 | FY01: | \$ 55,000 | |

| | | | | | |
|--|--|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Workshop | | | | |
| Description: | Identify and analyse VCT best practices in Zambia. | | | | |
| Target Pop: | Community-based organization(s) (CBO) | No. of persons reached: | 35 | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Workshop report produced and disseminated. | Report finalized. | 0 | 1 | 1 | |

| | | | | | |
|---|-------------|---|--------------|---|------|
| Activity: | 1137 | Baltic Sea Action plan technical support | | | |
| Start Date: | 10/00 | End Date: | 9/02 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 305,000 | FY01: | \$ 305,000 | |

| | | | | | |
|----------------------|--|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | | Technical assistance (TA) | | | |
| Description: | Provide TA to DHIV and E&E Bureau on Baltic Sea Action plan. | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | n.a. | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| BSAP newsletters | Newsletters produced and disseminated | 0 | 4 | 3 | 6/01 |
| Outcomes | Indicators | Baseline | Target | LK Value | Date |
| | Increased coordination among BSAP involved organizations | | | | |
| | Best Practices identified for follow-up | | | | |

| | | | | | |
|---|-------------|---|--------------|---|------|
| Activity: | 1333 | Central Asia Conference | | | |
| Start Date: | 1/01 | End Date: | 12/01 | | |
| No. of persons reached directly: | n.a. | No. of persons reached indirectly: | n.a. | No. of organizations reached directly: | n.a. |
| Budget: | LOP: | \$ 85,871 | FY01: | \$ 85,871 | |

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|----------------------|---|--------------------------------|---------------|--------------------------------------|-------------|
| Intervention: | Technical assistance (TA) | | | | |
| Description: | Provide TA to Missions and country governments to prepare for Central Asia Regional HIV/AIDS Conference | | | | |
| Target Pop: | Policy Makers | No. of persons reached: | n.a. | No. of organizations reached: | n.a. |
| Outputs | Indicators | Baseline | Target | LK Value | Date |
| Conference report | Report finalized and disseminated | 0 | 1 | 1 | 12/01 |

| | | | | | |
|---|-------------|---|--------------|---|----|
| Activity: | 1315 | Latin America and Caribbean Regional Initiative | | | |
| Start Date: | 9/01 | End Date: | 9/02 | | |
| No. of persons reached directly: | 200 | No. of persons reached indirectly: | 2000 | No. of organizations reached directly: | 40 |
| Budget: | LOP: | \$ 812,000 | FY01: | \$ 812,000 | |

| | | | | | |
|----------------------|---------------|--|--|--|--|
| Intervention: | Dissemination | | | | |
|----------------------|---------------|--|--|--|--|

Description: Appropriate resources will be disseminated for a specific audience within the region

Target Pop: Policy Makers **No. of persons reached:** n.a. **No. of organizations reached:** n.a.

| Outputs | Indicators | Baseline | Target | LK Value | Date |
|--|---|-----------------|---------------|-----------------|-------------|
| Conference support for the production of document for CONCASIDA II | Number of CONCASIDA documents produced. | 0 | 4 | 4 | 11/01 |
| USAID booth at CONCASIDA | Number of USAID documents disseminated | 0 | 1000 | 1350 | 11/01 |

Target Pop: Program managers **No. of persons reached:** 1500 **No. of organizations reached:** n.a.

| Outputs | Indicators | Baseline | Target | LK Value | Date |
|--|---|-----------------|---------------|-----------------|-------------|
| Conference support for the production of document for CONCASIDA II | Number of CONCASIDA documents produced. | 0 | 4 | 4 | 11/01 |
| USAID booth at CONCASIDA | Number of USAID documents disseminated | 0 | 1000 | 1350 | 11/01 |

Latin America and Caribbean Regional Initiative (Continued)

Intervention: Information, education, communication (IEC)

Description: Guideline and tools developed and made accessible specifically for geared for the LAC Region

Target Pop: Policy Makers **No. of persons reached:** 100 **No. of organizations reached:** 10

| Outputs | Indicators | Baseline | Target | LK Value | Date |
|------------------------------------|--------------------------------------|-----------------|---------------|-----------------|-------------|
| Synergy Country Summaries produced | Number of Country Summaries written. | 0 | 16 | 3 | 10/01 |

Target Pop: Program managers **No. of persons reached:** 200 **No. of organizations reached:** 40

Intervention: Technical assistance (TA)

Description: Region and expertise specific technical assistance (North to South and South to South)

Target Pop: Program managers **No. of persons reached:** 100 **No. of organizations reached:** 50

| Outputs | Indicators | Baseline | Target | LK Value | Date |
|--|--|-----------------|---------------|-----------------|-------------|
| Regional contacts (individual and NGO/PVO) collected for No-So and So-So technical assistance. | Number of contact information form filled out at CONCASIDA | 0 | 30 | 0 | |

Intervention: Workshop

Description: Planned: Workshop will be held to increase awareness and cross germinate lessons learned.

Target Pop: Policy Makers **No. of persons reached:** 100 **No. of organizations reached:** 10

Target Pop: Program managers **No. of persons reached:** 100 **No. of organizations reached:** 10

III. Country Summaries*

***All of Synergy's country-level activities and results are reported in Section II**

IV.
Problems and Constraints

IV. Problems and Constraints

Transitions in Synergy's senior staff have posed the normal challenges for the project in FY02. A new Project Director joined Synergy in September of 2001 at the start of FY01, and the Deputy Director and the APD Unit Head moved on at the end of FY01. Last fall, the exigencies of FY01 workplan development required the project to collapse transition activities and workplan development. Because of the project's role in support of the DHIV, review of and clearance on the project's workplan depends upon DHIV schedules and workload. As the Expanded Response exploded both the visibility of and demands on the DHIV in FY01, the Division's technical support needs expanded while their schedules became fuller than ever. This, in combination with a protracted "transition-in" of the new project director, meant that Synergy's FY01 budget and workplan were not finalized until March of 2001. In consultation with the DHIV, Synergy was able to accommodate a \$1 million earmark for the Expanded Response activities, though this necessitated cutting some important investments related to DMELLD Results 1, 2 and 8 (e.g., recruiting and training a larger cadre of core consultants, and strengthened collaboration and consultation with Synergy's Senior Technical Advisors). In spite of these developments, the project continued to perform its functions, such as providing TA to Missions and technical support to the DHIV during the October-March period. However, several important activities involving hiring outside consultants, including full support for Expanded Response M&E, kicked into gear quite late in the year.

Timely progress on some parts of the Synergy HeLP Toolkit required significant time commitment from Synergy East/TvT technical staff to ensure that the Framework and APDIME methodologies reflect the field realities and needs of USAID. In addition, intensive communication and technical exchange with Synergy West was difficult to sustain between face-to-face meetings, given competing and more local priorities. To resolve these problems (and to contribute to achieving DMELLD Results 4, 5, 7 and 8), Synergy East has created a new staff position, Dissemination Coordinator, that includes responsibility for facilitating the needed consultations so as to keep our collaborative work on schedule.

TvT/Synergy has placed Internet technology at the center of our dissemination strategy, and as a key channel for interactive consultation with HIV/AIDS program managers in the field. Thus the project requires hands-on control and management of SynergyAIDS.com. The project's Web development firm, while of excellent quality, was not able to support this kind of hands-on, client-led service. Synergy determined, therefore, that it was critical and cost-effective to identify a new subcontractor to implement our new and enhanced Web site. An RFP was issued, and bids from three new Web development firms are now under consideration. It should be possible to select the new Web partner firm as soon as Synergy's FY02 workplan and budget are approved, so progress on our Web enhancements should not be greatly delayed.

Synergy's close working relationship to the DHIV continues to be both a source of valuable insights and guidance, and a challenge to a project with contract deliverables that were designed to absorb all of the project's budget and staff time. The procedure and \$500,000 budget envelope for addressing "ad hoc" requests that was negotiated in the fall

of FY01 provided a good balance of the need to provide flexible, responsive support to the DHIV in a rapidly changing environment, and the Project's contractual obligation to produce our contract deliverables on schedule and at the agreed level of quality. Adherence to the ad hoc procedure weakened as the year went on, however. It also emerged that the threshold for implementing the procedure was not clear to all staff on both the Synergy and the DHIV sides.

To ensure that Synergy's capacity and plan to scale up certain activities in FY02 are tailored to the evolving needs and context of the HIV/AIDS Division (as it becomes an Office), as well as to the status and trends of the HIV/AIDS epidemic in key regions, the project will undertake an internal review, and extensive consultations with the DHIV and SSO4 partners in FY02. We expect this to involve reconsideration and updating of Synergy's staffing plan, our system for training and supporting core consultants in the Synergy Framework and methodologies, and our training and dissemination strategies.

V.
Financial Summary

Total Project Pipeline Analysis From April 1999 through September 30, 2001

Total Obligated Amount: \$15,381,660.00*

Total Expenditures: - \$ 9,125,463.79

Remaining Obligation: \$ 6,256,196.21

*Please note that there are funds that have been obligated but that Synergy has not been authorized to spend.

Total Budgeted, Obligated and Expended for FY01

Total Budgeted: \$5,928,748

Total Obligated: \$6,775,112

Total Expenditures: \$4,584,206

Figure 1:
SSO4 Functions and Partners (August 1999)

19 MECHANISMS

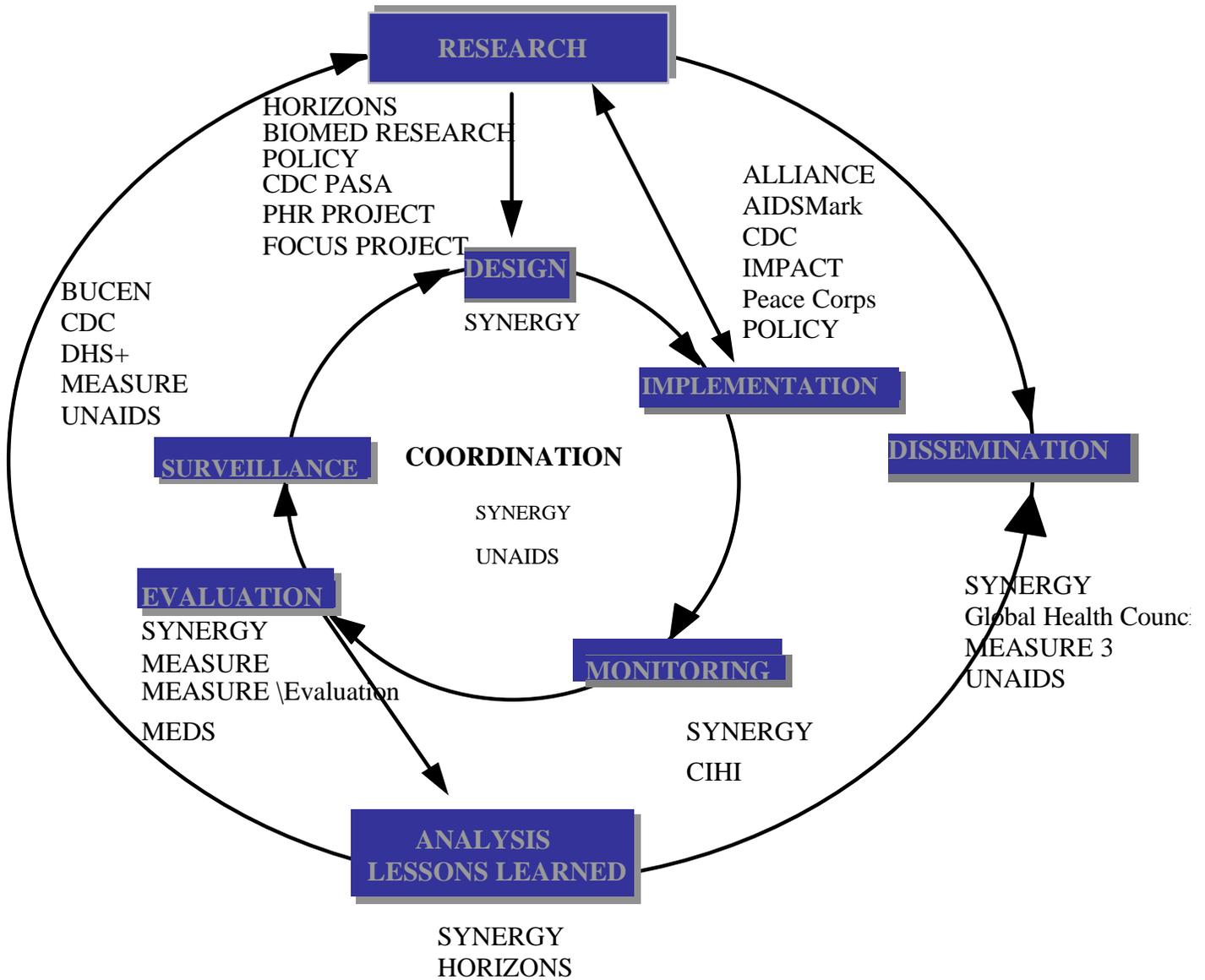


Figure 2:

The Synergy Framework
Phases of the HIV/AIDS Programming Cycle

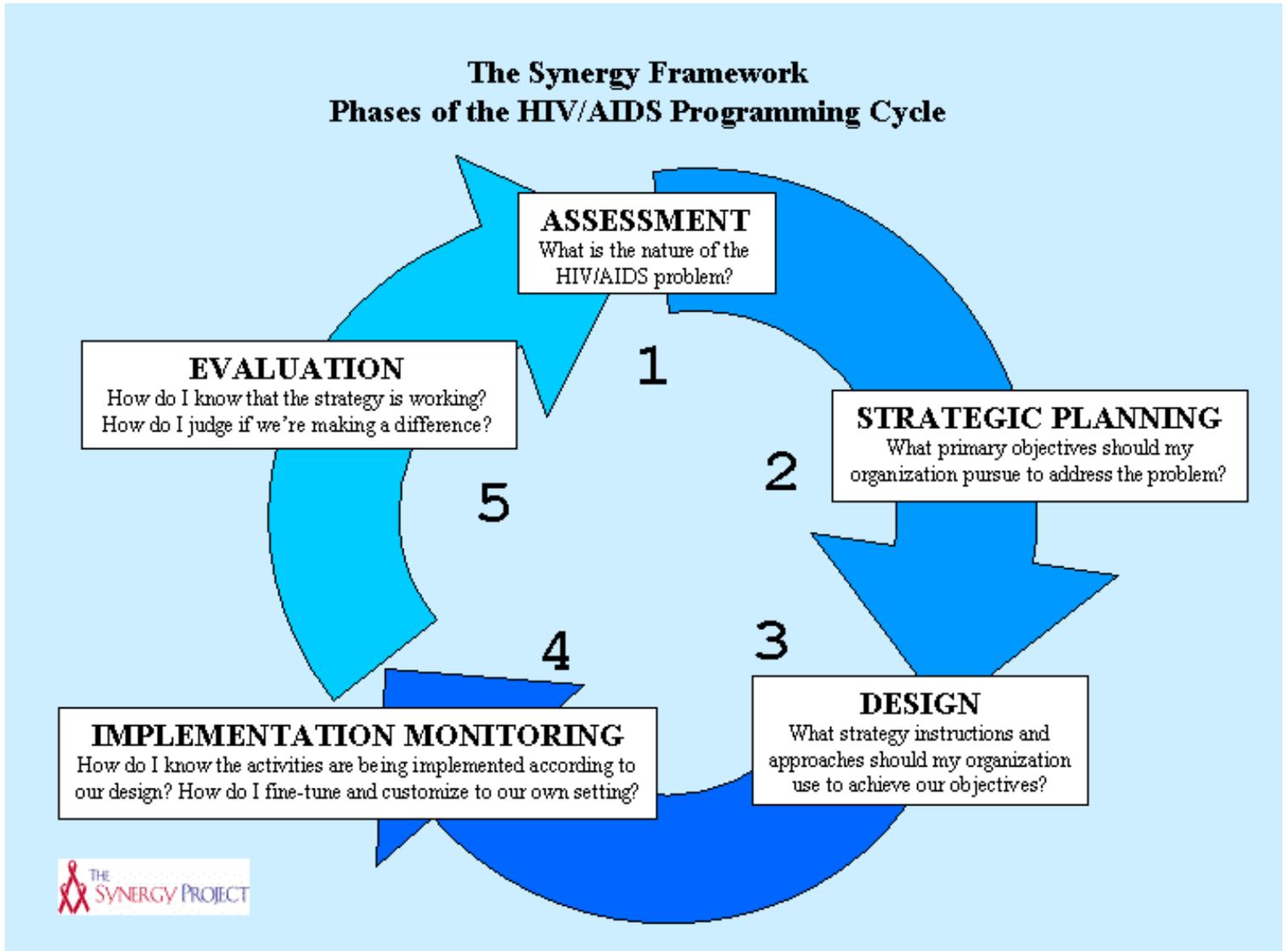


Figure 3

