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AIDS CAPACITY ENHANCEMENT (ACE) PROJECT

QUARTERLY REPORT (JULY-SEPTEMBER 2007)

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The views expressed by the author do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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LIST OF ACRONYMS

ACE	AIDS capacity enhancement
ART	Antiretroviral treatment
BCC	Behavior change communication
CCS	Comprehensive communication strategy
FBOs	Faith-based organizations
HAU	Hospice Africa Uganda
HMIS	Health management information systems
HR	Human resources
ICT	Information communication technology
IPs	Implementing partners
IRCUC	Inter-Religious Council of Uganda
JCRC	Joint Clinical Research Centre
LAN	Local area network
M&E	Monitoring and evaluation
MIS	Management information systems
MOH-RC	Ministry of Health Resource Centre
MPs	Members of Parliament
NSP	National strategic plan
OD	Organizational development
OVC	Orphans and vulnerable children
PEPFAR	President's Emergency Plan for AIDS Relief
PMMP	Performance measurement and management plan
RCB	Religious coordinating bodies
SQL	Structured query language
TREAT	Time Table for Regional Expansion of Antiretroviral Therapy
UAC	Uganda AIDS Commission
USG	United States government
UWESO	Uganda Women's Effort to Save Orphans

EXECUTIVE SUMMARY

This report for the AIDS Capacity Enhancement (ACE) project charts the commendable progress made with our partners: the Uganda AIDS Commission (UAC), the Ministry of Health, the Inter-Religious Council of Uganda (IRCU), the Joint Clinical Research Centre (JCRC), and Hospice Africa-Uganda (HUA).

This quarter marked the initial steps taken by various partners with newly installed systems, such as Navision financials, monitoring and evaluation (M&E) data collection tools; and health management information systems (HMIS). Additionally, each operation of the program produced strategy documents and operations manuals. These tools, we believe, will improve the management of the programs for these organizations, and in the case of the HAU advocacy strategy and UAC's National Comprehensive Communication Strategy, influence policy at the national level. ACE has also given "on call" assistance to organizations, facilitating work plans and troubleshooting IT problems.

To ensure buy-in and sustainability for all the technical assistance carried out so far, ACE has worked this quarter to strengthen the governance and management structures of the nongovernmental partner organizations. This has included the review of governance documents and the reorganization of governance, managerial, and human resource structures. In addition, ACE has been actively recruiting staff for key technical assistance positions. This will continue into the next quarter.

Finally, ACE initiated work with a new organization this quarter, the Uganda Women's Effort to Save Orphans (UWESO). Initial discussions have been highly productive and technical assistance will begin next quarter.

PROJECT SUMMARY

The ACE project was designed to provide strategic capacity-building and technical assistance to targeted Ugandan institutions for improved and sustainable program outcomes in regards to HIV/AIDS prevention, care, and treatment.

ACE's partner institutions include UAC, the IRCU, and its sub-grantees, the Ministry of Health Resource Centre (MOH-RC), JCRC, HAU, and a new partner, UWESO. Tailored technical assistance is provided to the institutions in five broad thematic areas: organizational development, M&E, information communication technology (ICT), finance, and communications.

By supporting these institutions as they improve their organizational structures and service provision capabilities, ACE aims to improve the planning, implementation, and monitoring of the nationwide HIV/AIDS program. Additionally, ACE also provides facilitation and coordination for the United States government (USG) President's Emergency Plan for AIDS Relief (PEPFAR) team in its efforts to plan, coordinate, and manage the HIV/AIDS program in Uganda.

ACCOMPLISHMENTS BY DELIVERABLE

A. Strengthened Capacity of the Uganda AIDS Commission

Summary of Activities and Accomplishments

During the last quarter, ACE's technical assistance to UAC focused primarily on M&E through the finalization of the performance measurement and management plan (PMMP) for the national strategic plan (NSP), supporting the employment of a new M&E coordinator, and providing guidance on coordinating the national response. Other areas of support included the national communications strategy and facilitating annual work planning.

Assisted UAC to finalize the PMMP. During the last quarter, ACE focused on the finalization the PMMP and an operational manual for NSP 2007/08 -2011/12. The draft PMMP has been already aligned with the draft NSP and presented to the partnership committee for consent and finalization. The PMMP formed the basis of the development of an M&E handbook purposed to describe the manner in which the PMMP will become operational across all stakeholders. ACE had also planned to begin dissemination but this will take place in upcoming quarters, in coordination with the national launch of the NSP.

Supported the new M&E coordinator. ACE supported UAC's M&E unit with both technical guidance and direct financial support for hiring the M&E coordinator. The M&E coordinator has since taken on key responsibilities such as compiling the United Nations General Assembly Special Session on HIV 2007 report, sector reports, UAC quarterly reports, the annual M&E plan, and a harmonized and integrated data base for UAC.

Continued progress on the national comprehensive communication strategy. ACE has been facilitating a consultancy to conduct a behavioral change communication (BCC) assessment, which will lead to the development of a national comprehensive communication strategy. This activity was implemented with a view to harmonize the communication agenda for UAC and all its stakeholders in the national response to HIV/AIDS. The consultants have already submitted their BCC assessment report and a draft comprehensive communication strategy (CCS) to UAC for comments and final consent.

Facilitated the finalization of UAC's annual work plan. ACE provided technical assistance and facilitation to UAC to orient their work plan to ensure the proposed activities contributed to the achievement of results.

Issues Encountered and Recommendations for Resolution

The NSP writing process has taken longer than originally anticipated, and it determines the pace of all other related activities at UAC. The NSP document has been largely in draft form throughout the first, second, and third quarters of 2007. This has affected the completion of the PMMP, one of the ACE program's key deliverables. ACE is working to make sure the PMMP is as complete as possible and that it keeps pace with changes to the NSP so that it will be fully ready for roll out when the NSP is launched. In addition, UAC still has to find other sources of funding to secure the full budget amount for carrying out the BCC/CCS assignment; ACE could only provide partial funding.

ACTIVITIES PLANNED FOR THE NEXT QUARTER

Several of the activities for the next quarter depend greatly on the completion of the NSP, including:

- Support UAC to hold a national level launch of the NSP, PMMP, and its operational manual, and perform follow up activities to make the process operational.
- Support the finalization of the PMMP and the operational manual.
- Work with the M&E subcommittee to develop a detailed plan to make the PMMP operational.
- Continue to technically and financially support the M&E coordinator.
- Facilitate an orientation of the partnership committee, the principal recipient, and health policy advisory committee members on the revised terms of reference for the long-term institutional arrangement for the Global Fund to Fight AIDS, Tuberculosis, and Malaria.
- Support UAC to complete the national comprehensive communication strategy.
- Continue supporting the PEPFAR secretariat and advisory committee meetings.

B. Strengthen Capacity of the Inter-Religious Council of Uganda (IRCU)

Summary of Activities and Accomplishments

This quarter, ACE worked closely with IRCU on governance issues and continued to consolidate progress made on establishing an improved M&E system and an updated financial system. In addition, ACE continues to work closely with IRCU as they resolve current pressing issues, such as the plan to move the grants process forward, the plan to provide support supervision to the grantees, the establishment of a quality assurance program, and the recruit of key positions.

Improved IRCU's understanding of their roles and responsibilities. During the month of September, ACE helped IRCU organize a two-day retreat for the council of presidents, the executive board, and committees. The workshop had the chief of party, the executive board, and committee members reflect as a team on their roles and responsibilities. During the workshop, the IRCU governance team agreed to come up with an IRCU governance concept paper, with a view of developing an elaborate governance manual to explain the roles and responsibilities of the different governance structures of IRCU. They also resolved to conduct the performance evaluation for the secretary general and all staff at IRCU to assess and help improve the performance of the positions of secretary general and secretariat.

Initiated the process of improving IRCU's organizational structure and human resource tools. ACE started the process of assisting IRCU review its current human resource manual, job descriptions, and organizational structure. This activity will streamline organizational structure and reporting channels at IRCU and will continue up to Quarter 1 of Year 3.

Supported IRCU in the Operation of Navision. In the third quarter, ACE supervised the Navision provider, Akiliafrica, to train users at IRCU in the operation of Microsoft Dynamics Navision. The Navision system, which ACE assisted IRCU to install in the second quarter, enables IRCU

to handle the general ledger, purchases and payables, inventory, fixed assets, human resources, and payroll under one integrated system, thus eliminating duplication of data entry and increasing workforce efficiency.

Assisted IRCU in the development of an annual work plan. In August, ACE assisted IRCU develop their 2008 annual work plan by facilitating their work planning retreat. IRCU was able to agree upon priority areas for the coming year and discuss pending issues that are affecting implementation.

Assisted IRCU in the development and use of data collection tools, reporting formats, and databases. In July, the ACE M&E/MIS team assisted IRCU to conduct a 1-day workshop for religious coordinating bodies' (RCB) M&E staff and program officers to review and evaluate the orphan and vulnerable children (OVC) data collection tool, user manual, and pretest returns. Using the results of the review process, the team designed a database for OVC program area using a temporary copy while IRCU completes procurement of the required software.

Assisted IRCU to establish an effective MIS: During the reporting period, ACE helped IRCU procure software and hardware for the structured query language (SQL) servers. The servers will host the Microsoft Dynamics Navision program and all of the M&E databases for the HIV/AIDS program. From October through November, ACE will assist IRCU install and configure the local area network (LAN) and SQL servers.

Issues Encountered and Recommendations for Resolution

In the third quarter, the project faced two major challenges. Some activities under the MIS component, the development of a permanent database, could not be carried out due to delay in procurement of the LAN and SQL servers. ACE helped IRCU use an evaluation copy of the software as a temporary solution. The roll out of Navision provided another challenge. Although the IRCU staff recognized the importance of rolling out the Navision system, they were not always available for the training due to the heavy program workload. ACE prolonged the assignment by two months to enable key staff to undergo the training.

Activities Planned for the Next Quarter

In the next quarter, ACE activities include:

- Continue to improve the capacity of governance bodies by defining their role and evaluating the secretary general.
- Continue to work with IRCU in updating the human resource manual, organizational structure, and job descriptions.
- Assist in the orientation of new staff at IRCU.
- Work with IRCU M&E staff to finalize the prevention tool and pretest it.

C. Strengthen the Capacity of the IRCU Sub-grantees

Summary of Activities and Accomplishments

Developed investment partner training needs assessment report. In July, ACE developed a draft report for the training needs assessment (TNA) exercise conducted in Quarter 2. The report highlights priority organizational development training needs for the IRCU-supported facility and community based investment partners (IPs), as identified by the IPs, IRCU, and ACE. The team will use the training report to design a training program and appropriate training modules that the IRCU and RCB trainers will use in training IPs during Year 3.

Develop project planning and management manual. During July, ACE organizational development/training team developed and compiled a project planning and management manual for IPs. The manual contains theoretical knowledge and practical skills required in effectively managing projects and programs. The trainers will use the manual to train staff and management of IPs in project planning and management, which will take place in Year 3.

Reviewed data collection tools with OVC grantees. Following the initial review by RCB and IRCU staff, IRCU and ACE conducted a three-day workshop for grantees to review and evaluate the OVC tools. Comments from this workshop were used to improve the tools and database.

Issues Encountered and Recommendations for Resolution

During the third quarter, one issue that arose in the M&E trainings for grantees involved some participants at the data collection tool workshop who were participating for the first time. ACE had to spend extra time to orient these participants on aspects of the data collection tool and user/training manual that were handled during the previous workshops. ACE has agreed with IRCU that for all future workshops, participants will be chosen more carefully.

Activities for the Next Quarter

In the next quarter, ACE activities include:

- Finalize plans for the training program of the grantees.
- Work closely with IRCU to provide financial management technical assistance to grantees.
- Provide technical assistance in training grantees in the use of the prevention data collection tool.

D. Strengthen capacity of the Ministry of Health Resource Centre

Summary of Activities and Accomplishments

During this quarter, ACE completed key pieces of work on new systems for MOH-RC, enabling a move to working more at the district level. ACE completed development of the new interactive Web site, the web-enabled HMIS system, and the accompanying stand-alone version of the

system, and has been testing both systems with MOH-RC staff. In addition, the Epi-Info HMIS system was expanded to an additional 10 districts, while still more received technical assistance in its use.

Development of robust web-enabled HMIS completed. ACE finalized the testing of robust web-enabled HMIS database (wHMIS). The system is now running on the servers at MoH/RC and waiting for data population.

Development of stand alone version of web enabled HMIS completed. ACE developed a stand alone (sHMIS) version of the wHMIS. The sHMIS will be installed at the districts and has capabilities of automatically connecting to the wHMIS via the internet to populate it.

eHMIS roll out to 10 Districts completed. ACE worked with MOH-RC to roll out the Epi-Info HMIS (eHMIS) to 10 more districts. MOH/RC staff installed the system in Budaka, Manafwa, Kumi, Bugiri, Butaleja Mbarara, Kiruhura, Ibanda, Bundibugyo, and Kabarole. They also provided training to the HMIS focal person, the disease surveillance officer, and to staff from the sub-districts in data entry and use of the Epi-Info system.

Technical Assistance provision to 10 districts implementing eHMIS completed. ACE supported MOH-RC staff in providing technical assistance and follow up to 10 selected districts using the Epi Info system but was having problems with the system. In eastern Uganda, MOH-RC staff visited Kamuli, Mayuge, Pallisa, Nakapiripirit, and Tororo to troubleshoot and provide training where needed, and in western Uganda, they did the same in Mpigi, Ntungamo, Rukungiri, Kyenjojo, and Kasese.

Development of an interactive Web site completed. ACE finalized the development of an interactive Web site for MOH-RC. The URL for the website is <http://www.health.go.ug/rc/> and MOH-RC has been given the user manuals and staff has been trained.

Issues Encountered and Recommendations for Resolution

- The digital library still has a backlog of documents to be entered, but MOH-RC's plan of having interns participate was not approved by the permanent secretary. ACE and MOH-RC discussed other options, such as hiring one or two consultants temporarily.
- There were some delays in testing the sHMIS system because staff in the data bank was not available. That process should be complete in the first month of Quarter 4.

Activities for the Next Quarter

In the final quarter of 2007, ACE will work with MOH-RC to finalize testing the wHMIS system and begin rolling it out as well as continue to consolidate the other systems and work with other partners on coordination of activities. Specifically, activities include:

- Conduct further tests on the communication between wHMIS and sHMIS.
- Develop analysis and reporting functionalities within wHMIS so that user-specific and free style reports can be generated from the wHMIS.
- Roll out wHMIS/sHMIS to more 10 districts.

- Help MOH-RC populate the developed digital library and carry out further tests.
- Help MOH-RC hold an event to launch all the systems which ACE has supported.
- Work with the Centers for Disease Control and Prevention as they develop a data warehouse for MOH-RC.
- Organize a stake holder's workshop to discuss HMIS coordination.

E. Strengthen capacity of selected NGOs

1. Hospice Africa Uganda

Summary of Activities and Accomplishments

During the second quarter, ACE continued to make progress on the development of improved communications, M&E, and financial systems. ACE held several consultations with HAU staff on the draft products and in all three assignments; the final products are being developed. ACE also provided some direct support to HAU in areas such as recruitment of new staff and in the completion of their country operational plans for PEPFAR.

Communication and advocacy strategy developed. During the quarter, ACE's communication capacity building manager worked with HAU to develop communication and advocacy strategies which are now final. During the months of July and August, ACE facilitated two communication and advocacy strategy review meetings where the team agreed on the content and the M&E part of the strategies. ACE shall continue to support HAU to implement the strategies during the third year of the project.

Recruitment for key positions. In the recent past, various senior and middle level positions at HAU fell vacant, while new positions were created by the OD process. ACE supported HAU to refine the job descriptions for the new positions and supported the recruitment process for the M&E manager. Interviews for this position were held, and the M&E manager position was filled. ACE shall continue to work with HAU to recruit for the remaining vacant or new senior positions in the next quarter.

Monitoring and evaluation activities continued. During the quarter, ACE's M&E capacity building manager continued to work with HAU to develop a monitoring and evaluation framework and plan. ACE conducted an M&E workshop to involve HAU in the development of the M&E framework and plan, which together with the data collection tools are currently in draft. The activity shall be finalized later in the year.

Financial systems capacity strengthened. During the quarter, ACE provided support to HAU in the area of strengthening financial systems. The activity assessed the status of the existing financial information systems and the skills and competencies of the finance staff at HAU and made recommendations which will be followed through during the next quarter. The activity also included a review of the budgeting and budget management skills of the HAU team who were also trained in budgeting skills at a workshop facilitated by a team of consultants. The HAU chart of accounts was also revised and upgraded to meet HAU financial management needs. A financial policy and procedures manual was also developed. During the next quarter,

mechanisms will be put in place to improve budgeting and internal budget control as well as the management of funds flow between the HAU branches. The activity will be finalized during the next year of the project.

Issues Encountered and Recommendations for Resolution

ACE experienced several challenges working with HAU during the quarter. The OD/human resources (HR) interventions developed by ACE can only be implemented after board approval. However, the HAU board of directors has not yet given the necessary approvals particularly on the revised HR manual and the organizational chart, yet. This has delayed implementation. However, ACE is hopeful that implementation of revised systems shall be smoother next quarter. The necessary board committees were put in place and are expected to enhance the responsiveness of the HAU board.

Several members of the senior management team were only recruited during the quarter. The new managers had to go through their orientation and induction programs, so that ACE support could not be accomplished at a more satisfactory pace. However, many of the managers are now better placed to work with ACE on strengthening HAU systems.

Activities Planned for the Next Quarter

The last quarter of 2007 will focus on consolidating progress made on the above assignments. Specifically, ACE will:

- Orient staff and support the implementation of the revised organizational structure and HR policy.
- Continue to support the improvement of financial management systems and practices.
- Continue to work with HAU to strengthen the M&E function and provide support in creating a M&E framework, M&E plan, performance monitoring plan, and data collection system.
- Provide input into the implementation of the communication and advocacy plan.
- Support the education department's feasibility study which will contribute to the planning required for the expansion of education and clinical services.
- Implement the executive mentoring and coaching program for the executive director.
- Support the development of clear terms of reference for the board committees and provide possible orientation to the members of the committees.

2. Joint Clinical Research Centre

Summary of Activities and Accomplishments

Major gains were made this quarter in the area of ICT as ACE worked on improving the connectivity and mail system as well as developing an ICT policy. ACE also continued to make progress on finalizing the revised organizational structure, updating the finance manuals, and establishing an M&E framework for the entire organization.

Financial systems support. ACE has been working during the past quarter on the revision of JCRC manuals covering financial and accounting policies and procedures, procurement policies and procedures, and inventory management system. The drafts have been discussed with JCRC and are expected to be finalized in the fourth quarter. The project has also been conducting an assessment of the accounting system, establishing the gaps and providing recommendations for addressing gaps. It will be concluded during the fourth quarter with training of finance and accounting staff in various areas which will have been established during the accounting system assessment.

Improving JCRC's ICT infrastructure and restructuring the data department. Most of the ICT work in this area was a continuation of what was already started in the second quarter. Following a presentation to ACE and JCRC of the proposed restructuring plan for the data department, JCRC accepted the proposed new structures of the two separate data and ICT departments together with the proposed job descriptions, but with some amendments. The next step for JCRC is to recruit the appropriate personnel to fill the agreed upon positions.

Following the network and system audit carried out in the second quarter, the next step was to setup, install, configure, and fine tune the mail and firewall/gateway servers. The mail server was successfully mounted, installed, and configured. It was then monitored over a period of time to ensure that the task had been properly carried out. Furthermore, the firewall was successfully reconfigured for optimized performance.

Change over of mail route from Uganda Telecom Limited to LCN Inc. During the quarter, ACE received an urgent request from JCRC to switch mail traffic from Uganda Telecom Limited to the new internet service provider, which would provide faster and higher quality internet service. ACE provided the necessary expertise and support to carry out the switch, and JCRC has confirmed that their mail and internet services are greatly improved.

Development of ICT Policy. Another request from JCRC for immediate attention by ACE was the development of an ICT policy. By the end the third quarter the first part of the policy document concerning general ICT administration had been compiled and ready for presentation to JCRC. The rest of the policy document will be completed in the fourth quarter.

Monitoring and evaluation support. This comprehensive M&E assignment that has been going on at JCRC since the first quarter continued through this quarter. ACE facilitated a workshop comprising of JCRC managers and the M&E staff to orient them to basic M&E concepts and develop a foundation for a JCRC wide M&E framework and plan. The drafts of these two documents have been produced and are awaiting comments from JCRC senior management. During the quarter, ACE also undertook an evaluation of Client Master, the M&E database used at JCRC headquarters, and identified critical changes that are needed to make the system more user-friendly. ACE is currently following this up by developing data collection tools for the satellite sites and designing a more robust database for the headquarters.

Organizational development and HR support. JCRC senior management provided input to ACE on the proposed macro structure and the new macro structure was agreed on. ACE then updated the job descriptions for all the positions in the macro structure and presented them to senior

management who are still providing comments. After the proposed job descriptions have been agreed on, microstructures and respective job descriptions will be worked on and discussed with JCRC.

Issues Encountered and Recommendations for Resolution

Because the JCRC staff is very busy, it was difficult for all appointments to be honored by the JCRC staff as planned. For this reason it was not possible to receive comments/contributions on the draft M&E framework and plan from JCRC senior management. However, through regular reminders, ACE will continue to press for consultative meetings to ensure that JCRC officers participate in all assignments.

Activities Planned for the Next Quarter

In the last quarter, ACE will be focusing on the key next steps that need to be taken within each of the areas. This will include:

- Finalize job descriptions and the macro and micro structures and continue to work with JCRC on human resource policies.
- Finalize the M&E framework with JCRC staff and complete the M&E plan.
- Develop data collection tools for satellite sites and the design for the master database.
- Continue with the ongoing support for establishing an ICT policy.
- Continue with ongoing support for improvement financial systems.

3. Uganda Women's Effort to Save Orphans

During the third quarter, USAID brought UWESO to ACE's attention as a new partner in need of capacity building support. UWESO receives USAID funds through the CORE Initiative and is one of the largest organizations in Uganda providing support to OVC. ACE had initial consultations with USAID and UWESO during the third quarter and identified key areas for support. ACE will be working with UWESO on financial systems, communications, M&E, and ICT. Initial activities in this area will be getting underway in the fourth quarter and will include:

- Assess their financial systems, including their current financial management software and evaluate if a new package is needed or an upgrade to the existing one.
- Help them develop communications materials for their display during the Commonwealth Heads of Government Meetings.
- Upgrade UWESO's Web site to improve their public relations.
- Organize a one day workshop to look at all the existing M&E frameworks and tools so that they can be finalized and aligned with UWESO's priorities in data collection.
- Initiate an assessment of UWESO's communications practices, both internal and external.

F. Improved HIV/AIDS Policies and Strategies

Summary of Activities and Accomplishments

This deliverable is integrated across the other deliverables as many of the activities with the various organizations contribute to its achievement. This quarter, ACE continued to support the finalization of the NSP for HIV/AIDS. ACE staff have participated in working groups and commented on the draft versions of the NSP. In addition, ACE is technically and financially supporting the national comprehensive communications strategy, which accompanies the NSP and sets out the framework through which all HIV/AIDS communications activities will be carried out. Finally, the work ACE is continuing with HAU on the development and implementation of their advocacy strategy will contribute to improved national level policies on HIV/AIDS palliative care.

G. PEPFAR Coordination

There were no activities in the third quarter that contributed to this task. The next expected input will be in the first quarter of 2008.

ANNEX A: PROGRESS AGAINST PROJECT INDICATORS

Indicators	Quarter Three Results					Total Q3
	UAC	IRCU	JCRC	HAU	MOH	
PEPFAR Indicators						
Number of local organizations provided with technical assistance for strategic information	0	0	0	0	20	20
Number of individuals trained in strategic information	0	44	21	13	80	158
Number of organizations provided with technical assistance for HIV-related policy development	0	0	0	1	0	1
Number of local organizations provided with technical assistance for HIV-related institutional capacity building	0	0	0	0	0	0
Number of individuals trained in HIV-related policy development	0	0	0	5	0	5
Number of individuals trained in HIV-related institutional capacity building	0	15	0	0	0	15
General Indicators						
Number of timely deliverables submitted by client organizations to USAID	0	0	0	1	0	1
Number of supported organizations implementing improved financial systems	0	1	0	0	0	1
Number of individuals trained in financial management	0	14	0	15	0	29
Number of organizations applying improved governance and leadership structures	0	0	1	0	0	1
Number of organizations implementing improved human resource policies	0	0	0	0	0	0
Number of supported organizations implementing a communication strategy	0	0	0	1	0	1
Number of supported organizations entering data on PEPFAR indicators to MEEPP database on time	0	0	0	0	0	0
Number of supported organizations implementing improved M&E systems (data gathering tools, personnel skills, infrastructure)	1	44	0	1	1	47
Number of organizations who have taken steps to diversify their funding sources	1	0	0	0	0	1

Indicators	Total Progress to Date					Total to Date
	UAC	IRCU	JCRC	HAU	MOH RC	
PEPFAR Indicators						
Number of local organizations provided with technical assistance for strategic information	1	74	1	1	38	115
Number of individuals trained in strategic information	0	236	39	13	172	460
Number of organizations provided with technical assistance for HIV-related policy development	1	0	0	1	0	2
Number of local organizations provided with technical assistance for HIV-related institutional capacity building	2	62	1	1	1	67
Number of individuals trained in HIV-related policy development	68	0	0	5	0	73
Number of individuals trained in HIV-related institutional capacity building	282	301	60	59	0	702
General Indicators						
Number of timely deliverables submitted by client organizations to USAID	0	1	1	3	0	5
Number of supported organizations implementing improved financial systems	0	1	1	1	0	3
Number of individuals trained in financial management	0	14	134	15	0	163
Number of organizations applying improved governance and leadership structures	1	1	1	1	0	4
Number of organizations implementing improved human resource policies	2	0	0	1	0	3
Number of supported organizations implementing a communication strategy	0	0	0	1	0	1
Number of supported organizations entering data on PEPFAR indicators to MEEPP database on time	0	1	1	1	0	3
Number of supported organizations implementing improved M&E systems (data gathering tools, personnel skills, infrastructure)	2	67	0	2	3	74
Number of organizations who have taken steps to diversify their funding sources	1	0	0	1	0	2