

# Capacity Development and Support Program (CDS)

Quarterly Progress Report  
July 1, 2015 to September 30, 2015

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## ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immunodeficiency Syndrome
AOR	Agreements Officer's Representative
APS	Annual Program Statement
CA	Capacity Assessment
CAB	Committee Advisory Board
CB	Capacity Building
CBIMS	Community Based Interventions Monitoring System
CCP	Community Care Project Trust
CCW	Child Care Worker
CCYC	Community Child and Youth Care
CDS	Capacity Development and Support Program
COP	Chief of Party
COS	Chief of Staff
CSC	Consortium Steering Committee
CSPE	Center of Support for Peer Education
CYCW	Child and Youth Care Workers
DCAT	Digital Capacity Assessment Tool
DOH	Department of Health
DQA	Data Quality Assessment
DSD	Department of Social Development
DUCW	Data Use on Children's Welfare
DVT	Data Verification Tool
ECD	Early Childhood Development
ECHS	Early Childhood Household Stimulation
ESABU	East and Southern Africa Business Unit (FHI 360)
FPD	Foundation for Professional Development
FY	Fiscal Year
GBV	Gender-Based Violence
JGF	Joint Gender Fund
HIV	Human Immunodeficiency Virus
HIVSA	HIV South Africa
HSRC	Human Sciences Research Council
HTC	HIV Testing and Counselling
ICT	Information Communication Technology
IOM	International Organization for Migration
KKC	Karen Krakowitzer Consulting
KMC	Knowledge Management and Communications
M&E	Monitoring and Evaluation
M2M	mothers2mothers

MER	Monitoring, Evaluation and Reporting
MERL	Monitoring, Evaluation, Reporting and Learning
NACCW	National Association of Child Care Workers
NCDD	NGO Capacity Development and Training Director
NDA	National Development Agency
NGO	Non-Governmental Organization
OD	Organizational Development
OVC	Orphans and Vulnerable Children
OVCY	Orphans, Vulnerable Children and Youth
PEPFAR	President's Emergency Plan for AIDS Relief
PMF	Performance Management Framework
RFA	Request for Applications
RFP	Request for Proposals
SAG	South African Government
SASSA	South African Social Security Agency
SFR	Sub Awardee Financial Report
SGJ	Sonke Gender Justice
SOP	Standard Operating Procedure
SPM	Senior Program Manager
SRI	Supportive Referral Initiative
SRM	Sustainability and Resource Mobilization
TA	Technical Advisor
TEC	Technical Evaluation Committee
TLAC	Tshwaranang Legal Advocacy Centre
TOR	Terms of Reference
TSI	Tshikululu Social Investments
UGM	Umbrella Grants Management
USAID	United States Agency for International Development
USG	United States Government
WSUF	Walter Sisulu University Foundation
ZAR	South African Rand

## PURPOSE AND STRUCTURE OF THE REPORT

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

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

**Section 2: Progress on Project Programing** provides details related to the administration of the CDS project, focusing on staffing, stakeholder management and meetings. This section also includes updates on the following four project components:

- **Component 1:**
  - Provides an update on **grants management and partner contracts**, as well as the programming that took place in the reporting period
- **Component 2:**
  - Focuses on the project's achievements in the **institutional capacity development** of indigenous organizations
- **Component 3:**
  - Reviews CDS capacity development **assistance to the South African Government (SAG)**, with a focus on recruitment and placement of Technical Advisors (TAs)
- **Component 4:**
  - Summarizes the project's **monitoring, evaluation, reporting and learning (MERL)** activities, with updates on evaluations and assessments

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

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

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

# SECTION I: INTRODUCTION AND BACKGROUND

## Program Overview

The CDS project was awarded to FHI 360 by USAID on June 10, 2014 under Cooperative Agreement No: AID-674-A-14-00009. The five-year award focuses on developing the organizational management, technical capacity and sustainability of local non-governmental organizations (NGOs) and SAG departments, in order to sustain an improved, expanded, and country-led response to HIV and AIDS. CDS is managed and led by FHI 360 and implemented with support from consortium partners, Deloitte South Africa and Foundation for Professional Development (FPD). CDS is designed to support the achievement of the goals in the President’s Emergency Plan for AIDS Relief (PEPFAR) Partnership Framework Implementation Plan.

## Geographic Scope

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

**Table 1: Geographic Coverage**

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

## Program Objectives and Components

The CDS project has the following strategic objectives:

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

Project activities are organized by the following program components:

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

## Capacity Building Approach and Methodology

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

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



## Program Monitoring

The CDS program monitoring focuses on the following approaches:

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

## SECTION 2: PROGRESS ON PROJECT PROGRAMMING

This section focuses on operational activities of the CDS project, such as staffing, grants management and partner contracts, consortium steering committee meetings, Agreement Officer's Representative (AOR) review meetings, Initial Environmental Examination (IEE), including stakeholder management meetings. This section also highlights progress and activities implemented related to components one to four during the reporting period.

### Staff Recruitment

During the reporting period, the following positions were filled:

- NGO Capacity Development and Technical Director (NCDD)
- Data Capturers
- Early Childhood Development (ECD) Specialist
- HIV Prevention Specialist

These additional staff brought the total positions filled to 27. Table 2 below summaries the CDS recruitment status of the remaining staff planned for year two:

**Table 2: CDS Staff Recruitment Status as of September 30, 2015**

Position	Roles and Responsibilities	Status
<b>NGO Capacity Development and Technical Director (NCDD)</b>	The NCDD provides capacity development support to NGOs and leads the capacity assessments of selected NGOs. He develops capacity building systems in a broad range of organizational areas that include strategic planning, human resource development, governance, sustainability, project management and other identified technical areas. He also develops capacity development performance indicators and protocols, reviews and updates capacity assessment tools, develops training manuals in identified areas of need, and provides capacity development support.	The NCDD commenced work on September 1, 2015
<b>Monitoring and Evaluation (M&amp;E) Capacity Building Manager</b>	The M&E Capacity Building Manager will take the lead in providing capacity development support to NGOs and SAG units on strategic M&E systems. Interviews have been conducted and a candidate was selected for hire.	Anticipated start date is November 2015
<b>Knowledge Management and Communication (KMC) Manager</b>	The KMC Manager will coordinate the roll-out, implementation and technical documentation outlined in the CDS Knowledge Management framework. Recruitment was completed and the identified candidate is in the final stages of the hiring process.	Anticipated start date is November, 2015
<b>Research Officer</b>	The Research Officer will support the CDS project in responding to internal and external requests to undertake research and evaluation studies. He/she will be responsible for the design, planning, implementation and reporting of high quality research as well as program evaluation studies. Recruitment process for this position has already started.	Anticipated start date is 1 November, 2015.

### Consortium Steering Committee (CSC) Meeting

During this reporting period one CSC meeting was held on August 14, 2015. This is the fourth meeting since the inception of the project. The purpose of CSC meetings is to discuss pertinent program and financial issues, review the implementation plan, and agree on follow up action points. The meeting was attended by the CDS Chief of Party (COP), CDS consortium partners Deloitte South Africa and FPD, and the FHI 360 Senior Management Team. Each partner gave an update of activities undertaken since the last meeting and agreed on actions as summarised below:

- Joint production of publications and conference papers in preparation for the upcoming conferences in 2015 and 2016, as well as for journals. Examples of targeted journals are; African Journal of AIDS Research (AJAR) and Journal of Social Aspects of HIV / AIDS Research Alliance. The envisaged conferences will include; International Aids 2016 and the 2015 OVCY conference.
- Completion of all sub awardee assessments by mid-September 2015
- Intensify activities through wise spending to ensure project burn rates are better aligned with the budget

## AOR Review Meeting

The quarterly AOR meeting was held on August 12, 2015 at the FHI 360 offices in Pretoria. The meeting was attended by the AOR, alternate AOR and Activity Manager. The AOR made several announcements that affect the scope of the CDS project, including:

- Inclusion of Nutrition Assessment, Counselling and Support (NACS) programming under CDS starting October 1, 2015.
- Provision of organizational development (OD) support to an additional NGO not awarded under CDS. USAID will provide more details in the next quarter.
- Inclusion of the PEPFAR Determined, Resilient, Empowered, AIDS-free, Mentored, and Safe women (DREAMS) programming into CDS by October 1, 2015.

## Initial Environmental Examination (IEE)

Activities under the CDS project have been reviewed against the current USAID Southern Africa Health Team's IEE. Based on the guidance provided by USAID and the environmental determination of the IEE, no environmental mitigation plans for any activities are required at this stage. FHI 360 will continually review all new activities to ensure their compliance with the IEE.

## Component One: Grant Award and Management

The activities of Component 1 are responsive to CDS strategic objectives one and four, and aim to ensure efficient and accountable administration of grant funding to support service delivery and scale-up.

### Contracts

- **Khulisa Management Services** - Data Quality Assessments (DQAs) for USAID's Orphans Vulnerable Children and Youth (OVCY) partners
  - A fixed price contract was issued on June 29, 2015 to Khulisa Management Services to conduct DQAs of OVC partners. Khulisa Management Services' contract ended on September 25, 2015 and the contractor submitted the following deliverables: Inception Report, Draft DQA Report and Presentation, and Final DQA Report. Details on these activities and deliverables are reported under Component 4.
  
- **FPD – Technical Training & Capacity Building**
  - A contract management meeting was held with FPD on July 7, 2015 to discuss FPD's contract conditions as well as realign the initial scope of work. The amount of funding obligated for the year was also increased from ZAR 1,073,223 to ZAR 1,583,879 to allow FPD to continue undertaking the activities laid out in the scope of work through September 30, 2015.
  
- **Human Sciences Research Council (HSRC) - Baseline Evaluation of Early Childhood Household Stimulation (ECHS) Grantees**
  - HSRC is the service provider that was contracted to conduct baseline assessments for the five ECHS partners. A contract modification was issued to HSRC on September 17, 2015. The purpose of the modification was to provide a no-cost extension through November 30, 2015 to allow HSRC to complete activities under the existing scope of work.
  - HSRC submitted the following deliverables: Inception Report and Draft Baseline Assessment Report. Details on the deliverables submitted are reported under Component 4.
  
- **Deloitte Consulting – Financial Management Capacity Building**
  - Deloitte provides financial management capacity development to CDS-supported NGOs. A contract modification was issued to Deloitte on September 17, 2015. The purpose of the modification was to provide a no cost extension from September 30, 2015 to November 15, 2015 to allow the contractor to complete work under the contract scope of work.
  - Deloitte submitted the following deliverables: desktop analysis of financial management curricula and financial management capacity development focus

areas; and situational analysis and needs assessment reports for the identified grantees. Details on the activities and deliverables submitted are reported under the section on sub award monitoring below.

## Consultants

- **Gender Mainstreaming Curricula and Training Materials Development Consultant**
  - A consultant agreement was issued to Susanna Roos to develop gender mainstreaming training materials from July 2, 2015 to September 30, 2015. A modification was processed to provide a no cost extension from September 30, 2015 to October 30, 2015 to provide more time to complete work.
  - In the reporting period the consultant submitted the Inception Report. Details on this activity and the deliverables submitted are reported under Component 2.
  
- **Database Training and Support for OVCY Partners**
  - A cost reimbursable consultant agreement was previously issued to Rob Cairns, and the contract ended on September 30, 2015. The purpose of the agreement was to provide support to the USAID OVC partners and the ECHS grantees on the use of the OVC Database or Community Based Information Monitoring System (CBIMS) Desktop. The consultant submitted the following deliverables: Inception Report, Progress Report 1, Progress Report 2, Database guidance booklet, and Closeout Report including a log of remote support given over the period.
  - Details on the activities and deliverables submitted are reported under Component 4
  
- **Evaluation of Vhutshilo 1 and 2 Curricula in South Africa**
  - The consultant agreement for Systems Approach to evaluate the Vhutshilo 1 and 2 Curriculum ended on July 31, 2015. The consultant presented the findings of the evaluation to FHI 360 and USAID on August 17, 2015. Following this presentation USAID requested dissemination of the findings to the implementing partners and the wider community of practitioners working with OVCY.
  - A follow-on consultant agreement was issued to Systems Approach for the period September 16 to December 15, 2015, for the dissemination of the Vhutshilo evaluation findings to all stakeholders.
  - During this reporting period the consultant submitted the following deliverables: Inception Report, Field Work Report, Draft and Final Evaluation Reports.
  - Details of this consultancy are reported under Component 4

- **Coordination of Khulisa DQAs to OVCY Partners**
  - Ozius Dewa was contracted to provide management oversight and coordination of the DQAs to eight OVCY partners starting on April 29, 2015. The consultant agreement ended on September 11, 2015.
  - Details on the deliverables submitted are reported under Component 4

## Sub Award Monitoring

Continued structured monitoring and support was offered to all the sub awardees including follow up on specific award conditions included in the Woz’obona Early Childhood Community Services (Wozo), Kheth’Impilo AID Free Living (KI), mothers2mothers (M2M), Hope *worldwide* Africa Region (HWW), The Valley Trust (TVT) and Tshwaranang Legal Advocacy Centre (TLAC) grant agreements. The table below indicates the average number of days taken by CDS from review to finalization of the Sub-awardee Financial Report (SFR) over the last four to five months.

**Table 3: Average Number of Days to Finalization of SFR**

Sub awardee	# days
<b>Contract</b>	
Foundation for Professional Development (FPD)	3
<b>ECHS</b>	
Kheth’Impilo AIDS Free Living	8
Mothers2mothers	10
The Valley Trust	18
Woz’obona Early Childhood Community Service Group	21
HWW Africa Region	7
<b>Gender</b>	
Tshwaranang Legal Advocacy Centre (TLAC)	8

Some of the challenges partners encountered in completing the SFR include:

- A lack of understanding of the requirements for proper supporting documentation
- Submission of inaccurate and/or incomplete supporting documentation
- Amounts reported not agreeing with supporting documentation
- Costs reported not in line with agreed program activities
- No shared cost allocation methodology developed
- A lack of understanding of the concepts such as allocated shared costs vs. cost share
- Policies and procedures not properly developed to verify costs against approved budgets

CDS is working with partners to improve performance and understanding in all of these areas, through structured capacity development support as discussed in component 2 section.

## ECHS Grant Agreement Modifications

Following USAID's request to increase the performance targets for Project Year 1 of all five ECCHS sub awardees, CDS modified their agreements to accommodate the changes and provide additional funding. During this reporting period, program descriptions and budgets for all ECCHS sub awardees were modified.

### **Component Two: Institutional Capacity Development of Indigenous Organizations**

The activities reported under this component are responsive to CDS strategic objectives two and three which focus capacity building to enhance high quality service delivery.

#### **Violence Against Women (VAW) Study**

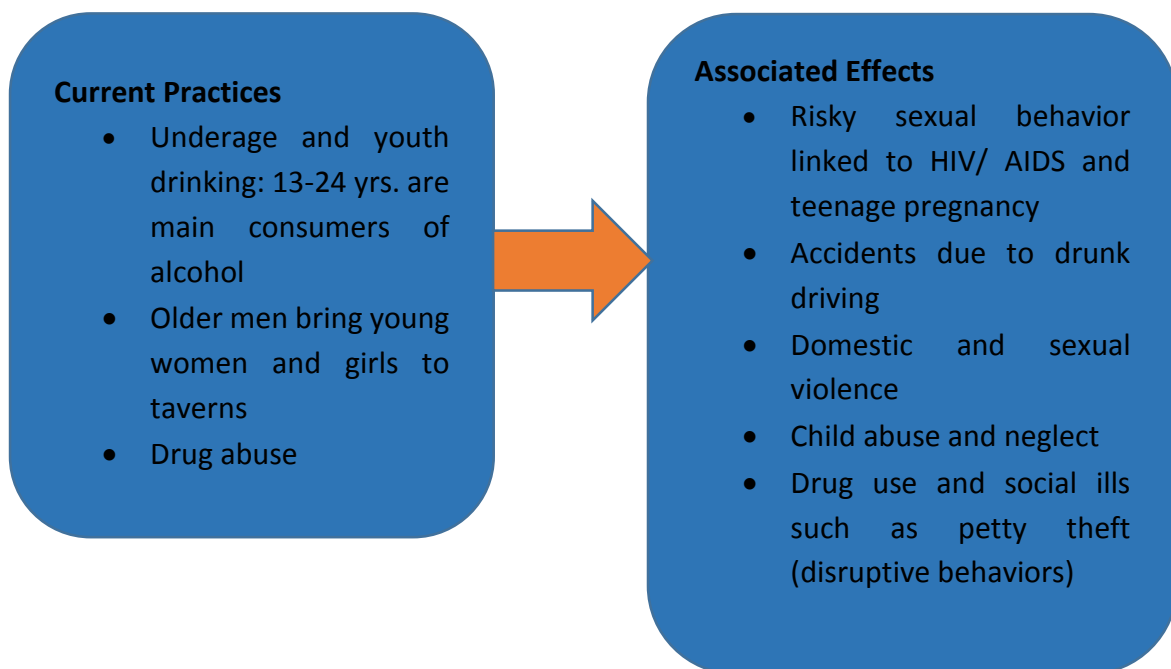
Through an unsolicited proposal submitted in January 2015, TLAC (Tshwaranang Legal Advocacy Centre) requested funding from CDS for a project entitled "Community Response Addressing Violence against Women" in the Ga-Segonyana local Municipality of the Northern Cape Province. The project aims to determine a relationship between alcohol abuse and violence against women, and to provide a community-based approach to address alcohol-related violence against women. The proposal has two phases: the first phase is a situational analysis aimed at understanding the magnitude of alcohol abuse and violence against women; the second phase is aimed at developing and piloting a community-based approach to address alcohol related gender based violence (GBV).

During the July to September 2015 reporting period, the study achieved the following activities:

- Data collection was completed (46 face to face interviews, two focus group discussion and 100 questionnaires administered).
- Transcription and translation from Setswana and Afrikaans to English of the data was conducted and completed.
- First meeting of the Community Advisory Board (CAB), comprised of 15 key stakeholders, was held on August 20, 2015.
- Data analysis using thematic and descriptive analysis was used and preliminary findings were presented at a meeting in Batlharos, Kuruman attended by FHI 360, USAID, Joint Gender Fund (JGF), CAB, and community representatives.
- **Preliminary findings:**

Below is a summary of the preliminary findings based on 30% of the data that was analyzed. Detailed findings will be share in the next reporting period.

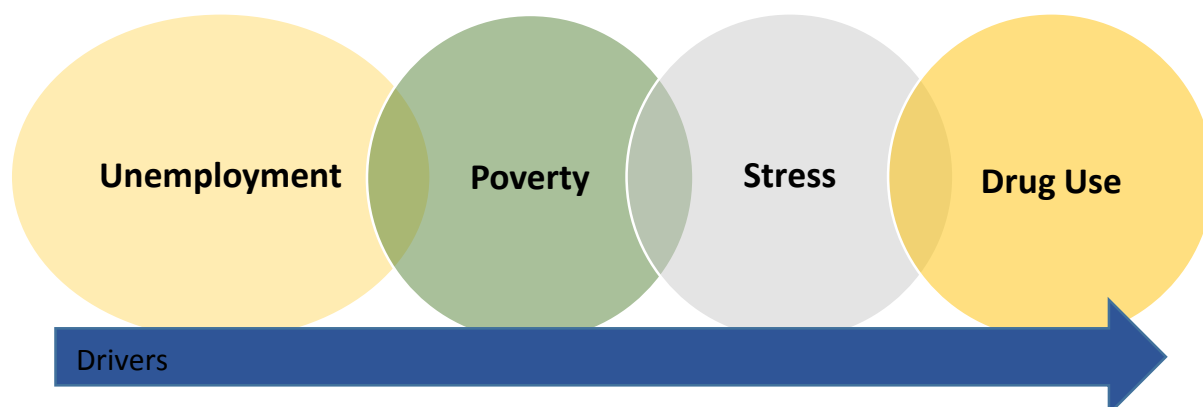
- Alcohol abuse and associated effects: The study identified some of the common practices related to alcohol in the two communities (Wechhville and Bathlaros). In both study areas, it was found that youth consume alcohol and that young women and girls are usually persuaded by older men to join them at taverns, where they engage in substance abuse. As a result, there is risky sexual behavior which increases the risk of HIV infection and teenage or unwanted pregnancy.
- Alcohol use was also associated with road accidents, domestic and sexual violence, as well as child abuse. In some instances, disruptive behavior such petty theft, interfering with community activities like funerals etc. were reported. Below is an illustration of the findings:



- Drivers of alcohol abuse: The study also investigated the drivers of alcohol abuse which include interlinked factors as shown below.



**Figure 1: Drivers of Alcohol Abuse in Ga-Segonyana Local Municipality, Northern Cape**



Bathlaros and Wechhville are both very poor communities with high levels of unemployment and poverty. These challenges have resulted in individuals living under very stressful conditions and resorting to continuous substance abuse; both men and women use the little resources available such as social grants to buy alcohol. The factors above were identified as drivers of ongoing alcohol abuse. Detailed findings of the study will be shared in the next reporting period.

Due to the delayed completion of the research phase, FHI 360 provided intense support to TLAC to fast track finalization of the study. USAID, JGF and FHI 360 conducted a site visit to Kuruman on August, 27 2015 to observe progress made on the project. TLAC presented preliminary findings of the study as discussed above. Additional support was provided through regular management meetings with TLAC.

### ECCHS Sub Awardees

- **ECCHS Technical Capacity Assessments**

During this reporting period, CDS piloted the ECCHS technical capacity assessment tool with HWW on August 13, 2015. Technical assessments were also completed for each of the other ECCHS sub awardees (TVT, KI, M2M and Wozo) in August and September 2015. Main findings of the assessments will be reported in the next period.

**Table 5: ECCHS Partner Activity Update (July – September 2015)**

	Progress	Plans for next Quarter
<b>M2M</b>	<ul style="list-style-type: none"> <li>• Recruitment and training of second group of Family Mentors (home visitors). Following on the community mapping conducted by the Family Mentors, a debriefing workshop was</li> </ul>	<ul style="list-style-type: none"> <li>• Complete household profiling, client enrolment, assessments and development of case management interventions</li> <li>• Family Mentor provision of ECCHS services through household visits to support enrolled clients;</li> </ul>

	<p>facilitated to engage them on their action planning for service start-up.</p> <ul style="list-style-type: none"> <li>• They also compiled their community resource lists and developed client referral maps to key services including health and social services in their local areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment, training and orientation of second group of Family Mentors (5);</li> </ul>
<b>HOPE</b>	<ul style="list-style-type: none"> <li>• Exposed home visitors to the National Qualifications Framework Level 3 training on “Working with Families and Communities to Support ECD”. Completed registration and identification of ECHS households in August.</li> <li>• Started with child stimulation activities and assessments. The ASQ’s were conducted with all age groups of children 2 months to 5 years old in the households. This allowed the Home Visitors to build a relationship with the children and caregivers and play simultaneously.</li> </ul>	<ul style="list-style-type: none"> <li>• Training of new Home Visitors in October</li> <li>• Hiring of Data Capturer in November</li> <li>• Finalization and Submission of M&amp;E Plan before end of October</li> <li>• ECHS Training for Organisations</li> <li>• Tom Shoes distribution in November to December</li> </ul>
<b>KI</b>	<ul style="list-style-type: none"> <li>• Caregivers were trained on the following themes: safety and hygiene , mother-child interaction (parenting) and stages of development</li> </ul>	<ul style="list-style-type: none"> <li>• Home visitors training on the revised manual, SOPs and on the M&amp;E tools in November 2015</li> <li>• Recruitment of trained home visitors – training conducted by TREE</li> <li>• Finalization of tools revision by the end of October 2015</li> <li>• Development of the electronic data system in October</li> </ul>
<b>Wozo</b>	<ul style="list-style-type: none"> <li>• Conducted a toy-making workshop for home visitors to make home-made learning materials</li> <li>• Trained the home visitors on how to use MER tools</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment and appointment of home visitors in Mopani by November.</li> <li>• Child development and ECHS training for Mopani Home Visitors by November.</li> <li>• Strengthen relationships with Department of Health</li> <li>• Purchase of bicycles and Android tablets in November</li> </ul>
<b>TVT</b>	<ul style="list-style-type: none"> <li>• Trained two project facilitators and two Community Facilitators in family literacy, and Reflections methods.</li> <li>• The project got permission from the KZN Department of Health for community facilitators to use the department’s referral forms to refer caregivers and their children to health facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce food security training to home visitors and caregivers</li> <li>• Finalize the reviewing of the monitoring and evaluation tools to meet the project objectives</li> <li>• Strengthening and formalizing relations with stakeholders such as government departments and other NGOs for purposes of referrals</li> </ul>

## Integration of Cross Cutting Issues

- **Gender Equality and Female Empowerment**

During the reporting period, the gender mainstreaming curricula and training materials were developed as follows:

Achievement	Description
<b>Gender and OD Introductory Module</b>	An introductory module entitled <i>Gender 101: Gender Sensitive Programming – What Management Needs to Know</i> (i.e. a gender and OD module) was completed. It will be pilot tested in the next reporting period.
<b>A Gender Mainstreaming Curricula Toolkit for the ECHS Program</b>	This curricula was developed to facilitate ECHS partners to address gender related issues at household level. The curricula is aimed at capacitating home visitors. The draft curricula will be pilot tested in the next reporting period.

### HIV Testing and Counselling

In September 2015, FHI 360 CDS developed an Annual Program Statement for an HIV Testing and Counseling (HTC) Supportive Referrals Initiative. The APS is aimed at identifying NGOs to implement the Supportive Referrals Initiative for OVCY programs. The goal of this initiative is to increase the acceptance of and access to quality sensitized HTC services among OVC program beneficiaries (including vulnerable children, families and communities) in selected PEPFAR priority districts. The following objectives will contribute to achieving the goal:

- To increase the uptake of quality, sensitized HTC services through training and mentoring of a cadre of 1000 individuals across the nine PEPFAR OVC partners to provide intensive pre- and post-test counselling;
- To strengthen referrals and linkages through a continuum of care for OVC, caregivers, and families in identified communities;
- To provide community-based quality sensitized HTC services tailored to the needs of OVC, caregivers, their families and communities as identified by PEPFAR OVC partners.

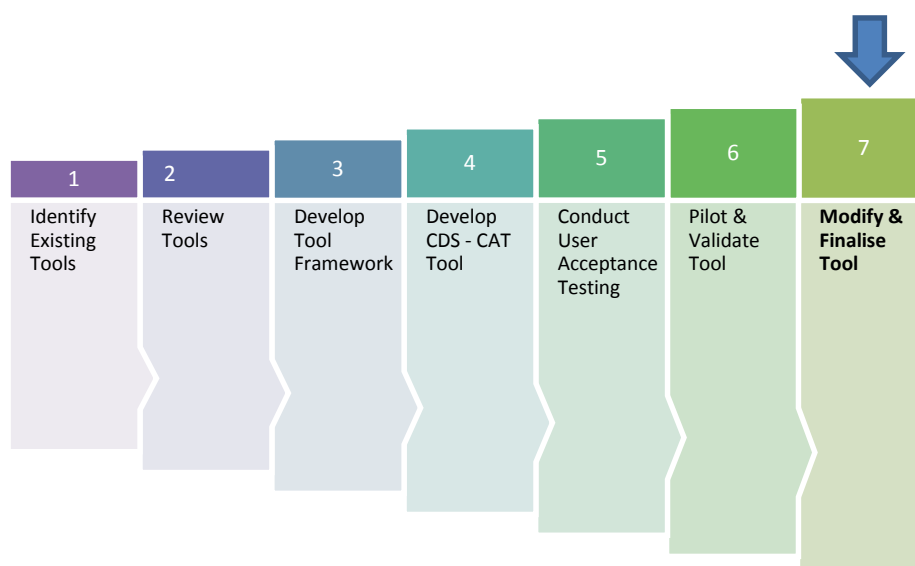
This unique intervention will provide context-specific technical, programmatic assistance and supportive mentoring to nine OVC implementing partners as they move to incorporate referrals and support for OVC and caregivers to access HTC in community and non-clinical. By the time of writing this report, the HCT APS has already been publicized. More details on this will be reported in the next reporting period.

## Organizational Development

- **Capacity Assessment Tool Development**

During this quarter, CDS continued with the development of capacity assessment tools for the purposes of assessing the performance of sub awardee and other supported NGOs. As reported in the previous quarter, CDS completed steps 1 – 3 in the diagram below, which included identifying and reviewing existing tools and developing a tool framework. For the reporting period under review, CDS progressed and achieved steps 4 – 7 which led to completion of the capacity assessment tool. The diagram below illustrate the step by step process and progress to date.

**Figure 2: Capacity Assessment Tool Development Process**



Continuing the work initiated in Quarter 3, CDS developed and consolidated the content for the governance, leadership, human resource management, financial management, strategic planning and sustainability domains. The process involved updating and transferring the manual content into the online version, launching of the live online version, and ensuring functionality of the tool.

The CAT facilitator training was conducted by KKC for CDS on August 4, 2015. The purpose of the session was to equip CDS assessment facilitators with the knowledge for usage of the tool and familiarize them with the content and its functionality. This session also resulted in the review and updating of the tool to ensure user acceptance.

Piloting of the tool was done by introducing the tool to CDS partners, and utilizing the tool to ensure the relevancy of the capacity development assessment in meeting both CDS and

partners' specific needs. This process helped to test and validate the reliability of the tool, and to identify specific domains or questions that needed to be modified.

Assessment reports for all partners were prepared for partner review. These reports will inform the development of collaborative, tailor-made and demand-driven capacity development implementation plans for each partner, which will guide capacity development support. CDS is has started mapping out the assessment process flow to give guidance and support the implementation of capacity development interventions. Details will be finalised before the next reporting period.

During the reporting period necessary changes and lessons drawn from the piloting phase were fused into the tool and specific updates were made on the content and structure to support optimal usage. This step also informed the administrator handover of the tool that was conducted on September 15, 2015. The next step will be uploading and hosting of the tool on the FHI 360 server.

- **Curricula Development**

During this quarter, CDS continued to develop and review curricula and materials for all domains. As reported in the previous quarter, all 101 materials for HRM, governance, and M&E were submitted to USAID for review and comments. All comments were noted and fused into the curricula content. Progress on the development of curricula materials is shown in the table below.

**Table 6: Curricula Development Progress**

Domain	Level	Status
Human Resource Management (HRM)	101	Complete
	201	
	301	
Leadership	101	Complete
	201	
	301	
Financial Management	101	Complete
	201	
	301	
Gender	101	Complete
	201	
	301	
Governance	101	Complete
	201	Complete
	301	Not complete.

Monitoring & Evaluation (M&E)	101	Complete
	201	Complete
	301	Not complete.

The development of outstanding 301 materials will be based on the partner needs identified during the assessment phase. Progress will be reported in the next quarter.

## Organizational Support for Centre for Economic Governance & AIDS in Africa (CEGAA)

In the previous quarter USAID requested CDS to provide OD support to CEGAA, a South African NGO that would not receive any funding through the project. During this quarter, CDS conducted the organisational development capacity assessment for GEGAA on August 18, 2015. The assessment results indicated a strong need for support to strengthen CEGAA's strategic and operational processes. This includes financial processes for compliance and financial management, a need for technical assistance on HRM, strategic planning processes, and activities relating to organizational sustainability. The draft assessment report has been prepared and given to CEGAA for review and comments. The next step will be to create a capacity development plan and design capacity building interventions jointly with CEGAA.

## NGO Sustainability Support

During the reporting period, CDS shared all the reports with USAID on the sustainability work done for the nine OVCY partners by Karen Krakowitzer Consulting (KKC), including:

- CDS sustainability assessment tool
- Partner sustainability assessment and gap analysis
- Sustainability capacity development plans for all nine partners
- Partner sustainability plans for all nine partners
- Sustainability indicator definition

A progress review meeting with KKC was held on September 9, 2015 to discuss their OVC work under CDS. During the meeting, KKC was requested to undertake the following activities in addition to the work completed previously:

- Prepare a proposal for sustainability planning for additional sub-awardees
- Facilitate a sustainability workshop for interested organisations
- Render sustainability coaching and mentoring to two sub-awardees
- Link Childline Limpopo to a financial private sector organisation to strengthen its sustainability

## Partner Program Management Meetings

CDS continued to hold Program Management meetings with all sub awardees. The purpose of the meetings is to monitor program progress, challenges, emerging issues and trends experienced during implementation. Conducting these meetings consistently ensures that programmatic progress is closely monitored and areas requiring improvement are identified and addressed.

- **KI**

CDS held a management meeting with KI on July 9, 2015, which was followed by a site visit including the USAID Activity Manager and AOR. The following summarizes the outcomes of the meeting:

- The different aspects of the KI's ECHS model were clearly demonstrated from the observations made during the visit to the households
- KI should strengthen its child protection interventions. The organization was advised to make use of the Thogomelo program and posters.
- The home visitors should use case management monitoring tools and, if necessary, training will be provided.
- KI was advised to ensure social auxiliary workers provided structured play for the children
- KI will be allowed to implement ECHS activities in I Lembe district up to the end of September 2016

- **Woz'obona**

On July 15, 2015 the CDS team visited Woz'obona sites in Mopani and Jane Furse. During the site visit it was discovered that Woz'obona is sharing offices and using the same home visitors as Childline Limpopo in Mopani District. To correct the situation, CDS recommended that Woz'obona:

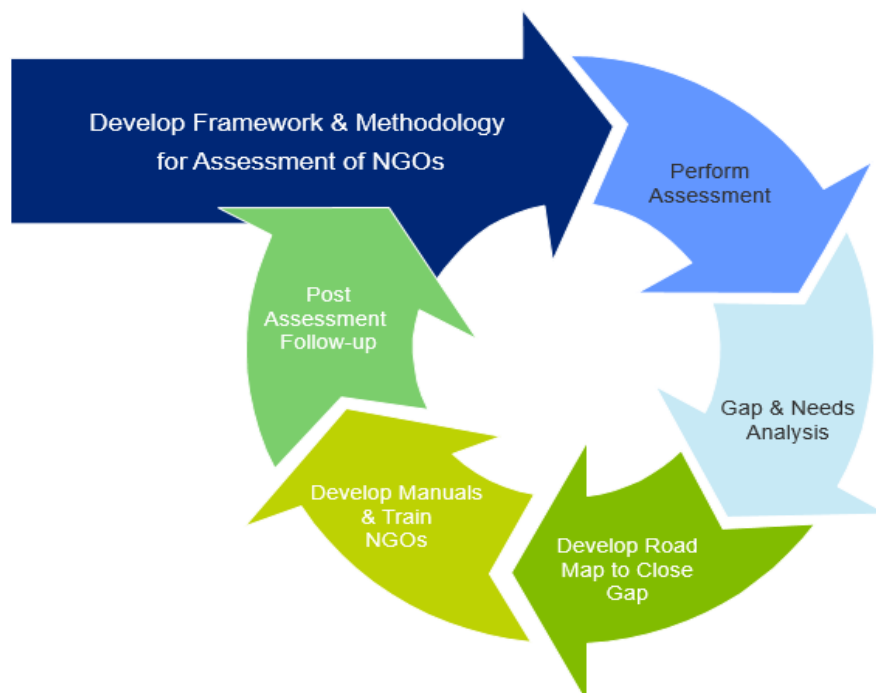
- Recruit its own dedicated child care workers (CCWs) who must be trained in key aspects of child development and OVC programs for both of its focus districts (Phalaborwa and Sekhukhune); a coordinator position is also key for Phalaborwa
- Set up its own satellite office with its own dedicated staff to fully implement the program in Phalaborwa
- Explore collaborations with International Organization for Migration for improving the migrant beneficiaries' interventions; innovative approaches are needed to do well in Phalaborwa
- Revise the program description and budget to cater for new developments and submit to FHI 360 for award modification
- Arrange a meeting with Childline Limpopo to urgently resolve the above issues and inform FHI 360 of the agreed timelines

Due to other competing priorities, there were no meetings held for M2M, HWW, or TVT during this reporting period. Plans have been made to hold these in the next quarter.

## Finance Capacity Development

Dung this reporting period CDS continued to provide finance capacity development to ECHS partners. The figure below summarizes the finance capacity development process, approach, and the summary of achievements throughout the fiscal year.

**Figure 3: Finance Capacity Development Process**





**Table 7: Status of Finance Capacity development Deliverables as of September 2015:**

Deliverables	Status	Due Date
1. Financial capacity assessment tool	Completed	March 3,2015
2. Situational analysis and needs assessments reports for 5 ECHS sub awardees	Completed	September 18, 2015
3. Draft financial capacity building curricula manual, mentoring and coaching tools	In Progress	October 23, 2015
4. Gap analysis reports and capacity building action plans for 5 ECHS sub awardees	In Progress	October 29, 2015
5. Final financial capacity building curricula manual, mentoring and coaching tools	In Progress	November 15, 2015
6. Training workshop report and 5 reports on technical assistance provided to 5 ECHS sub awardees	In Progress	November 15, 2015

- **Gap Analysis and Action Plans**

In line with steps 3 and 4 in the capacity development process Figure 3, the CDS finance and capacity building team reviewed the situational and needs assessments of the 5 ECHS sub awardees and developed detailed capacity building and technical assistance action plans in September 2015. The gap and needs analysis was performed to establish a road map or action plan for each sub awardee to close the gaps identified during the on-site situational and needs assessments. The outcome of the ECHS assessments including CEGAA were used to determine critical gaps in financial capacity prior to intervention; define the types of interventions needed; and guide the development of a specific solution to address the weaknesses identified.

The approach to finance gap-analysis and developing action plans followed the steps below:

1. Analyze each gap identified;
2. Establish suggested interventions and action plans;
3. Develop a road map to close the gap; and
4. Roll-out an implementation plan including training and mentoring


**Table 8: Financial Capacity Building Action Plan Approach**

Interpretation of Findings	Action Plan Considerations
<b>Question does not apply to organization and is removed.</b>	No action required
<b>Capacity is not evident.</b>	Training with application (examples will be based on weaknesses)
<b>Capacity is limited and lacking in critical areas.</b>	Training (including practical exercises)

Capacity is adequate in most areas, but there is room for improvement.	Mentoring: <ul style="list-style-type: none"> <li>• One-on-one</li> <li>• Telephonic</li> </ul>
Capacity is strong.	No immediate action required

Table 8 above served as a guideline though in some cases the action plans outlined to address a particular weakness would deviate from these considerations. For example, although a particular weakness would indicate a training intervention, mentoring would be more appropriate because the issue is unique to the organization. In other cases training would be more appropriate because of the risk associated with the gaps identified. Figure 4 below represents an example of a gap identified and an associated action plan to address the gap.

**Figure 4: Financial Capacity Gap and Action Plan**

SECTION/ SUB-SECTION	WEAKNESS	ACTION PLAN
<b>ACCOUNTING PROCEDURES</b>		
General system		
	<p>Capacity is adequate in most areas, but there is room for improvement</p> <p>The cash/ accrual system is not defined in the policy.</p>	<p>Action: Training.</p> <p>Who is required:</p> <ul style="list-style-type: none"> <li>• CDS team and Woz'obona's (WB) finance team.</li> </ul> <p>What will training be on:</p> <ul style="list-style-type: none"> <li>• Cash and accrual systems.</li> </ul> <p>How training will be conducted:</p> <ul style="list-style-type: none"> <li>• Training on cash/ accrual system will be conducted as part of the cross-cutting workshop.</li> </ul> <p>Where will it be conducted: Deloitte office.</p> <p>Expected outcome:</p> <ul style="list-style-type: none"> <li>• Understanding on when and how to use these systems.</li> <li>• Consistent application of the cash and accrual system i.e. policy to state that revenue is reported when earned or when it is received and expenses are reported when they occur or when they are paid.</li> <li>• Inclusion of cash and accrual in the policy.</li> </ul> <p>Section in curriculum:</p> <ul style="list-style-type: none"> <li>• FC101 Section 3: 3.1 - 3.3.</li> </ul> <p>Section in policy and procedures manual/ process to be reviewed:</p> <ul style="list-style-type: none"> <li>• Accounting system (<i>this section does not exist and needs to be added by WB</i>).</li> </ul>

- **Customized Curricula and Training Materials**

The financial management curricula and how it relates to the CDS mentoring and coaching tools was presented to internal project stakeholders on September 30, 2015. The presentation was conducted by the CDS finance capacity building team in preparation for the cross-cutting workshop, as well as on-site mentoring to sub awardees. The presentation included a slide deck as well as specific examples on how the slide deck, facilitator's guide, exercises and curricula work together to equip the facilitator with the tools necessary to conduct a training session.

The customization of the financial management curricula is informed by the capacity assessment findings of sub-recipients and will be finalized after the materials are piloted during the training workshop and one-on-one mentoring in the next quarter.

## Component Three: Capacity Building Assistance to SAG

Component 3 on capacity development assistance to SAG, focuses on the recruitment, placement, monitoring and support of Technical Advisors (TAs) to SAG departments.

### Recruitment and Placement of SAG Technical Advisors

Since the start of the project SAG, through USAID, has requested the recruitment and secondment of eight Technical Advisors (TAs) by CDS. During this reporting period CDS worked on the placement of two TAs for the Department of Social Development (DSD) on a) ECD and b) Data use on Children's Welfare (DUCW) in the Minister's Office. Similarly the project responded to three requests from the Department of Health (DoH) on a) HIV Prevention and HTC; b) Condom Distribution and Programming, and c) High Transmission Area (HTA) Mapping and Key Population (KP) Program. The National Treasury also requested one TA on conditional grants in this period.

- **The TA on ECD**

The TAs recruitment was approved by USAID on June 5, 2015 and she assumed duty on July 15, 2015. The TA's role is to provide strategic management and technical support to DSD on ECD over a period of two years. The TA attended orientation sessions in collaboration with DSD from July 15 to 17, 2015 on FHI 360 policies and procedures, the CDS project, terms of reference (ToR) for the position, general expectations and the performance management framework (PMF). Progress made under this TA placement is discussed in the next section.

- **The TA on DUCW**

This TA's role is to strengthen HIV and AIDS programs for children by applying evidence-based approaches in the Department and its entities such as the National Development Agency and the South Africa Social Security Agency. Recruitment was completed and the candidate was approved by USAID on July 21, 2015. The TA assumed duty on July 27, 2015 and attended an orientation session from July 24 - 29, 2015 on FHI 360 policies and procedures, the CDS project, ToR for the position, the communications protocol, and the PMF. Progress made under this TA placement is discussed in the next section.

- **The TAs for DoH**

CDS received guidance from USAID on the three prioritised TAs in April 2015. The TAs will contribute towards achieving the HIV prevention goals of the National Strategic Plan for HIV, STIs and TB (2012 – 2016) of reducing HIV transmission by 50%. The main aim of the TA on condom distribution and programming will be to strengthen the coordination of condom programming, distribution logistics, promotion and advocacy and to ensure continuous,

increased and sustainable supply of male and female condoms including condom compatible lubricants. The TA on HIV Prevention/HTC will upscale, strengthen and coordinate sustainable combination HIV prevention programs with special emphasis on the HCT program. The TA on HTA mapping and KP program will strengthen and coordinate HTA programs to ensure continuous and sustainable implementation.

Following the approval of the three ToRs by USAID, posts were advertised on July 31 and August 2, 2015. Applications were received on August 14, 2015. In collaboration with DoH candidates were short-listed on August 21, 2015 and interviews were held from August 31 to September 1, 2015. Suitable candidates were identified for all three TA positions and FHI 360 is still in the process of finalizing their appointment. The progress on the recruitment process will be reported during the next quarter.

- **The TA on Conditional Grants for the Department of National Treasury**

The request to recruit the TA on conditional grants for the National Treasury was received from USAID in May 2015. The role of this TA will be to improve the functionality of national and provincial departmental conditional grants for the DSD and DoH. The recruitment of this TA could not progress this quarter as the ToR were still awaited from National Treasury.

## Manage and Support Seconded Technical Advisors to SAG

- **TA (Isibindi Project)**

The progress made on the Isibindi Project technical assistance is tabulated below and in accordance with the agreed intermediate results.

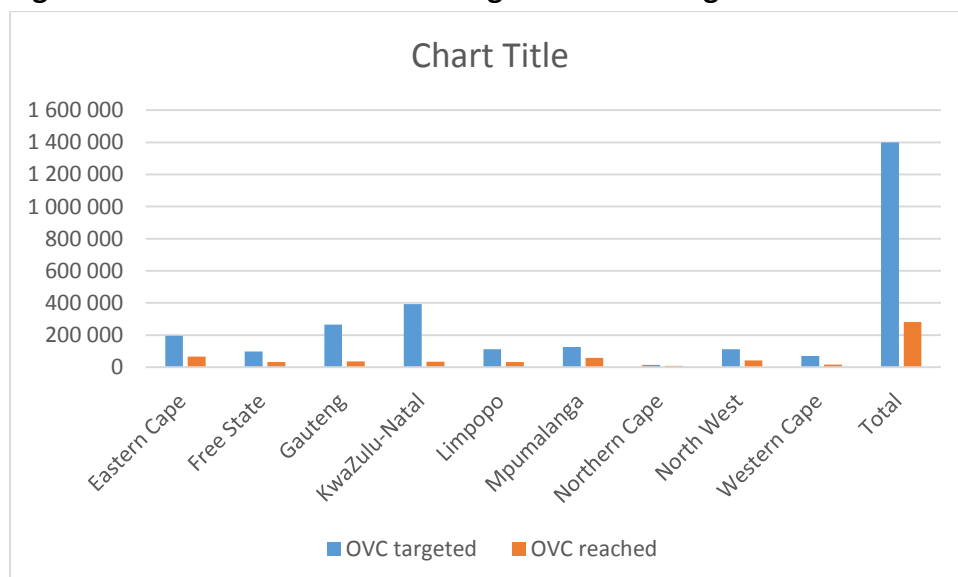
**Table 9: Key Achievements for the Isibindi Project TA for the Quarter**

Progress	Effect and Changes
<b>Isibindi model implementation management systems established.</b>	
<ul style="list-style-type: none"> <li>• Facilitated the completion of the pilot on the harmonization and standardization of M&amp;E tools between the Community Based Information Management System (CBIMS) and National Association of Child Care Workers (NACCW).</li> </ul>	<ul style="list-style-type: none"> <li>• Lessons learned: each community based organization (CBO) needs dedicated resources, funding and personnel for M&amp;E.</li> </ul>
<ul style="list-style-type: none"> <li>• Developed and submitted the ToR for the midterm-review of the Isibindi Project to USAID on September 02, 2015.</li> </ul>	
<ul style="list-style-type: none"> <li>• Refined project templates for planning and reporting by DSD provincial offices and NACCW and developed a database of all beneficiaries.</li> </ul>	<ul style="list-style-type: none"> <li>• Reporting on the numbers of OVCs reached increased by 130 182 to 281 594. (See Figure 5)</li> <li>• Reporting on the number of Child and Youth Care Workers (CYCWs) trained increased from 2 875 to 6 345.</li> </ul>

<b>Mechanism for direct engagement with SAG Departments, Provinces, Donors, CSOs, Council of Social Science Practitioners &amp; HWSETA established</b>	
<ul style="list-style-type: none"> <li>Facilitated two Team meetings with national and provincial DSD officials and NACCW and two management meetings with national DSD and NACCW.</li> </ul>	<ul style="list-style-type: none"> <li>Communication and reporting between stakeholders has improved</li> </ul>
<b>Isibindi model systems and mechanisms mainstreamed</b>	
<ul style="list-style-type: none"> <li>Facilitated the learning and development program for Grade 12 learners who are Isibindi beneficiaries by South African Institute for Chartered Accountants (SAICA).</li> </ul>	<ul style="list-style-type: none"> <li>62 % (1 052) of the 2014/15 Grade 12 Isibindi Project beneficiaries (1 698 in 7 provinces and 3 997 nationally) were reached through the initiative in 7 provinces.</li> </ul>
<ul style="list-style-type: none"> <li>Consulted HWSETA to facilitate the certification of 1 173 CYCWs that had been outstanding for eight months.</li> </ul>	<ul style="list-style-type: none"> <li>Of the 1 173 learners, HWSETA confirmed certification of 354 (30%) of the learners.</li> </ul>

The graphs below indicate that there is an increase in the number of OVC reached per province by approximately 10.8% since the inception of the technical assistance, even though the Isibindi project’s national target of 1 400 000 OVC over five years has not yet been reached. The increase in reporting is associated with the standardisation of reporting between provinces and NACCW, standardization of M&E tools, refinement of the result framework and regular management and task team meetings. It appears that these activities raised awareness on the importance of reporting in relation to the key project deliverables and motivated stakeholders to report accordingly.

**Figure 5: Number of OVC Reached Against Those Targeted**



- **TA on ECD**

Key achievements on ECD are described below:

**Table 10: Key Achievements for the TA (ECD) for the Quarter**

Progress	Effect and Changes
<b>Provide technical guidance and support to DSD in developing and implementing the ECD policy at national, provincial and local levels.</b>	
<ul style="list-style-type: none"> <li>• Participated in the final review and modification processes of the ECD Policy with DSD and the National Interdepartmental Committee for ECD.</li> <li>• The process involved role clarification exercise with different SAG Departments and completion of the socio-economic impact assessment of the policy.</li> </ul>	Her participation fast-tracked the finalization of the ECD Policy and tabling to the Social Protection Community Human Development (SPCHD) Cluster SPCHD Cluster.
<b>Contribute towards inter-sectoral coordination, collaboration and networking between government departments and all stakeholders.</b>	
<ul style="list-style-type: none"> <li>• Attended and presented progress on the draft ECD Policy and other related processes in different forums such as PATH Seminar, Natatise Conference, South African Local Government Agency (SALGA)/United Children’s Fund (UNICEF) workshop, National Child Care and Protection Forum and Expert Round Table discussion on ECD.</li> </ul>	Contributed to awareness raising on the final draft of the ECD Policy and other related processes.

- **TA on DUCW**

The progress made on the DUCW technical assistance is described below. Most of the activities engaged with were introductory and for orientation purposes since her placement to the Minister’s office was delayed by about six weeks.

**Table 11: Key Achievements for the TA (DUCW) for the Quarter**

Progress	Effect and Changes
<b>Provide technical management and coordination support to the ECD Program</b>	
<ul style="list-style-type: none"> <li>• Attended an introductory/inception meeting with the Minister of Social Development, her staff, USAID and FHI 360</li> <li>• Participated in the review of the White Paper on Social Welfare by the working committee</li> <li>• Attended meetings with the Minister, Deputy Director Generals (DDGs) and Directorates on program activities</li> <li>• Held discussions the German Financial Cooperation (KfW Development Bank) about a plan to rehabilitate old schools in the North West Province and convert these into ECD centers</li> </ul>	<p>Contributed to the improvement of the representation of DSD management in the interdepartmental meetings on various matters related to the mandate of DSD.</p> <p>Contributed to the negotiation process between the national office and the North West Provincial DSD to ensure the conversion of old schools into ECD centers.</p>

## Development and Implementation of the Performance Management Framework

The Performance Management Framework (PMF) finalized in the last quarter is being implemented with DSD. One of the major PMF activities are the monthly management meetings with DSD Technical Supervisors and the TAs. The purpose of the meetings are to monitor the progress of the technical assistance provided to the department and to create an enabling environment for implementation. During the last quarter, only one meeting was held with each of the Technical Supervisors for the TAs on Isibindi Project and ECD, and two with the Technical Supervisor for the TA on DUCW. However these meetings are complemented by the supervisory meetings with the TAs that are held on bi-weekly basis.

## Component Four: Monitoring, Evaluation, Reporting and Learning

### Completion of ECHS Program Baseline Assessment

During this reporting period, the ECHS baseline assessment data collection and analysis process was concluded by HSRC for all five ECHS sub awardees. The first comprehensive draft assessment report was submitted to FHI 360 while the key findings were shared with the USAID team on September 29, 2015. FHI 360 and ECHS partners are reviewing and making comments to the draft reports and high level findings.

The baseline assessments, which are comprised of three critical components namely assessments of children, households and institutional readiness, have the following notable findings:

- Widespread developmental delays in children under five years in the target communities (*with fine motor and problem solving skill being the most impacted*)
- Families are generally under stress thereby placing children at risk from an early age
- High unemployment and poverty
- Households experience mixed access to basic services they require (including health, HIV and AIDS, social and household economic strengthening services)
- Relatively high incidence of violence and stressful events
- Prevalence of poor physical and mental health outcomes
- Gaps exist in the institutional and technical capacities of the selected ECHS partners

To rapidly mitigate the impact of the identified developmental challenges and to advance health outcomes and developmental progress of the children under five years of age, other vulnerable children, and members of the households in the target communities, it is recommended that FHI 360 work closely with the ECHS partner to design and implement:

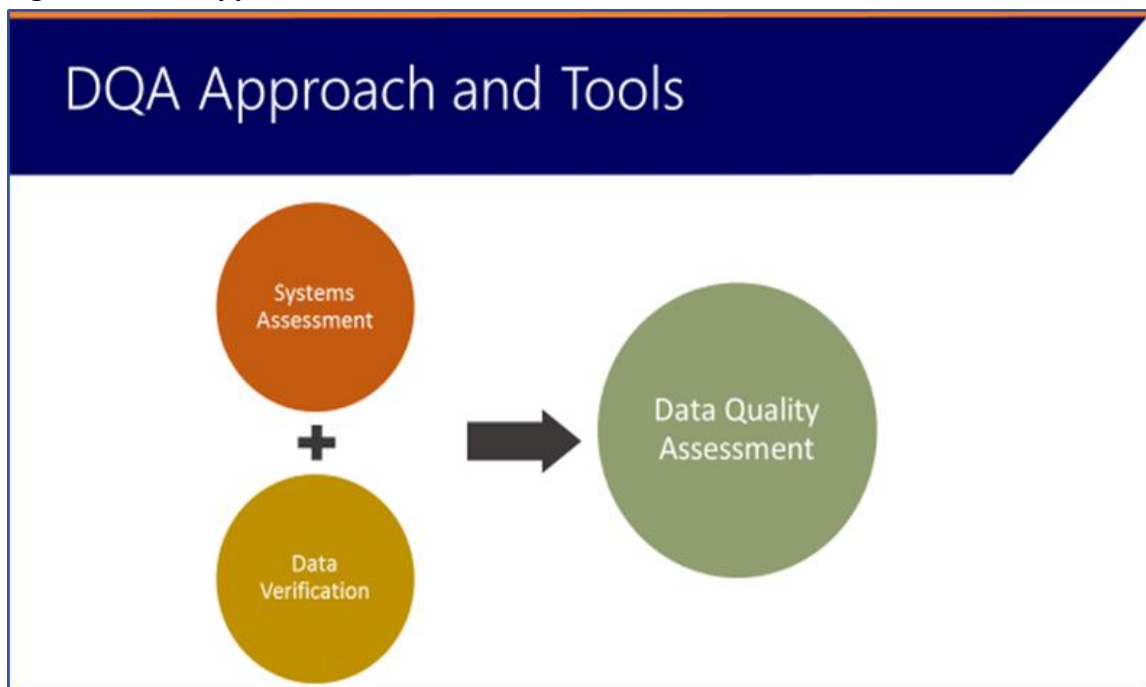
- Early interventions that are focused on family strengthening. Most critical is the potential for implementing an appropriately designed ECHS model of care as an integrated service delivery package.
- Institutional capacity strengthening programs that will promote optimal performance of the NGOs for maximum impact on the target audience.

In the next quarter, the CDS team will workshop how the key findings from this assessment and others can be ingrained into the existing strategies proposed by the ECHS partners. Therefore, site-specific findings will be utilized in modifying program design and better targeting interventions. Further dissemination of the key findings will take place at provincial and district level, as well as through the USAID OVCY Forum and other stakeholders meetings.

## DQAs for USAID OVCY Partners

During this reporting period, the CDS M&E team worked closely with Khulisa Management Services to ensure timely completion of the three-phased DQA process commissioned by USAID. These three phases consist of 1) desk review and planning, 2) data collection and analysis, and 3) report writing and feedback. Figure 6 below shows the DQA approach that was used by Khulisa.

**Figure 6: DQA Approach**



The DQA exercise was conducted using the Global Fund DQA methodology and tools which incorporates two separate assessments (M&E system assessments and data verification



procedure) into single assessment. Table 12 below shows the intended versus actual organization and sites sampled for the fieldwork.

**Table 12: Intended and Actual DQA Fieldwork Sites Sampled**

PARTNER and SUB PARTNER	Intended Sample				Actual Sample				% Actual to Intended			
	head Office	Provincial / District office	SDS	TOTAL	head Office	Provincial / District office	SDS	Total	head Office	Provincial / District office	SDS	TOTAL
Child Welfare Bloemfontein	1	0	2	3	1	0	2	3	100%	-	100%	100%
Childline MPU	1	1	2	4	1	1	2	4	100%	-	-	100%
Childline Limpopo	0	1	2	3	0	1	2	3	-	100%	100%	100%
CINDI (May'khethele)	1	3	6	10	1	3	6	10	100%	100%	100%	100%
Community Care Project	0	1	2	3	0	1	2	3	-	100%	100%	100%
Lifeline	0	1	2	3	0	1	2	3	-	100%	100%	100%
Youth For Christ	0	1	2	3	0	1	2	3	-	100%	100%	100%
Future Families	1	0	2	3	1	0	2	3	100%	-	100%	100%
HIVSA	1	0	2	3	1	0	2	3	100%	-	100%	100%
NACCW	1	9	32	42	0	6	32	38	0%	67%	100%	90%
EC	0	1	2	3	0	1	2	3	-	100%	100%	100%
FS	0	1	2	3	0	1	2	3	-	100%	100%	100%
GP	0	1	5	6	0	1	5	6	-	100%	100%	100%
KZN	0	1	8	9	0	2	8	10	-	200%	100%	111%
LP	0	1	5	6	0	0	5	5	-	0%	100%	83%
MP	0	1	4	5	0	0	4	4	-	0%	100%	80%
NC	0	1	2	3	0	0	2	2	-	0%	100%	67%
NW	0	1	2	3	0	0	2	2	-	0%	100%	67%
WC	0	1	2	3	0	1	2	3	-	100%	100%	100%
NACOSA	1	3	6	10	1	3	5	9	100%	100%	83%	90%
EC	0	1	1	2	0	1	1	2	-	100%	100%	100%
FS	0	0	1	1	0	0	1	1	-	-	100%	100%
KZN	0	1	1	2	0	1	1	2	-	100%	100%	100%
NC	0	1	1	2	0	1	0	1	-	-	0%	50%
NW	0	0	1	1	0	0	1	1	-	-	100%	100%
WC	0	0	1	1	1	0	1	2	-	-	100%	200%
REPSSI	1	0	2	3	1	1	9	11	100%	-	450%	367%
<b>GRAND TOTAL</b>	<b>8</b>	<b>16</b>	<b>54</b>	<b>78</b>	<b>7</b>	<b>14</b>	<b>60</b>	<b>81</b>	<b>88%</b>	<b>88%</b>	<b>111%</b>	<b>104%</b>

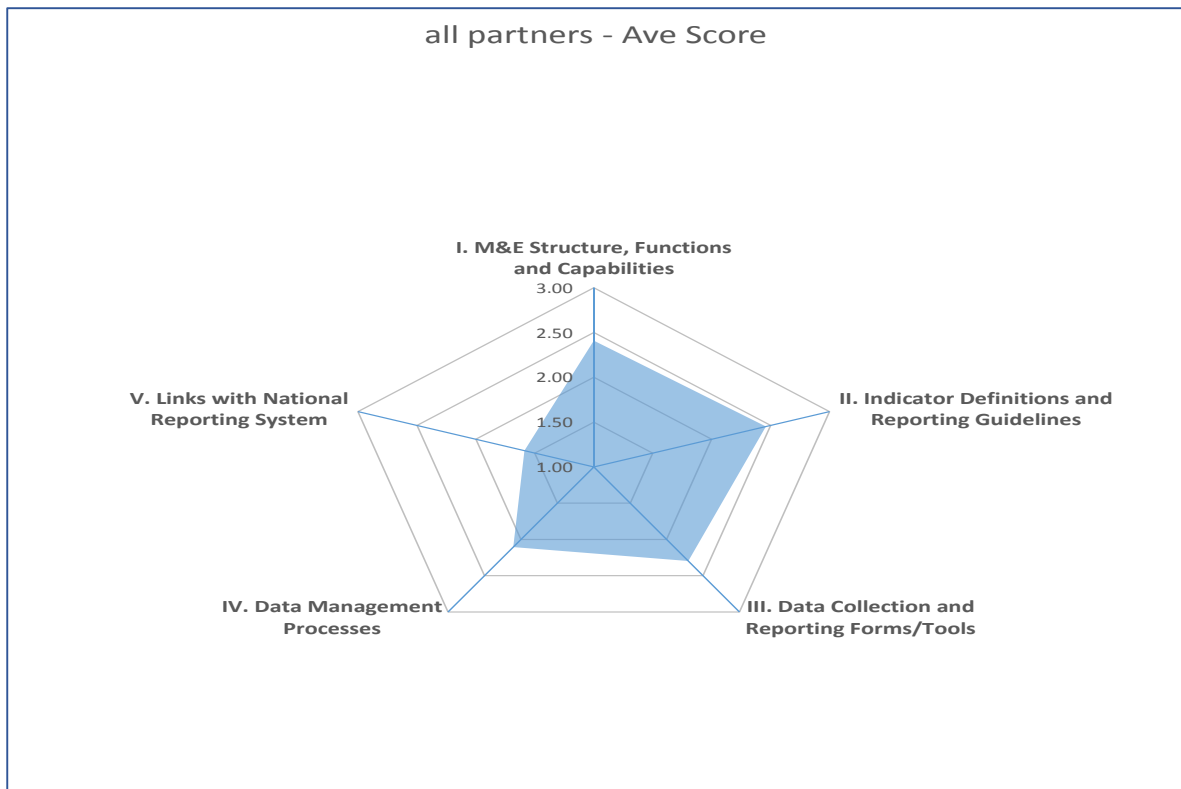
Initially, a total of 78 sites were sampled for the DQA exercise during the desk review. During the fieldwork, based on the way the service delivery sites and the management structures were organized at partner level, adjustments was made to cover 81 sites which included OVCY partners' provincial offices, regional offices and service delivery sites.

At the end of the reporting period, the DQA report was being finalized with inputs from the eight OVCY partners and USAID. The DQA findings were presented to the CDS USAID team on September 14, 2015 while one-on-one debrief sessions to the eight OVCY partners will take place in 2015. A learning presentation on the entire DQA process and key findings will be made at the USAID OVCY Partners Forum scheduled to take place from November 18-20, 2015. From the analysis of the data collected, the following were the key findings:

- **Common Data Management System Strengths:**
  - Documented indicator definitions and reporting guidelines
  - Key data management staff in place for most partners
  - Appropriate data collection and reporting tools were in place at some of the partners' sites
  - Electronic databases in use were largely well designed to avoid double counting of beneficiaries
  
- **Common Data Management System Weaknesses:**
  - M&E manuals/SOPs for some of the partners were not aligned to the changes in PEPFAR reporting requirements because they were not updated periodically
  - Inadequate tracking/counting of the indicators that were assessed such as: HIV prevention indicator, successful referrals for the HTC indicator, and several others
  - Inadequate documentation for audit trail purposes
  - 90% of the OVCY partners had incomplete links to the National Reporting System

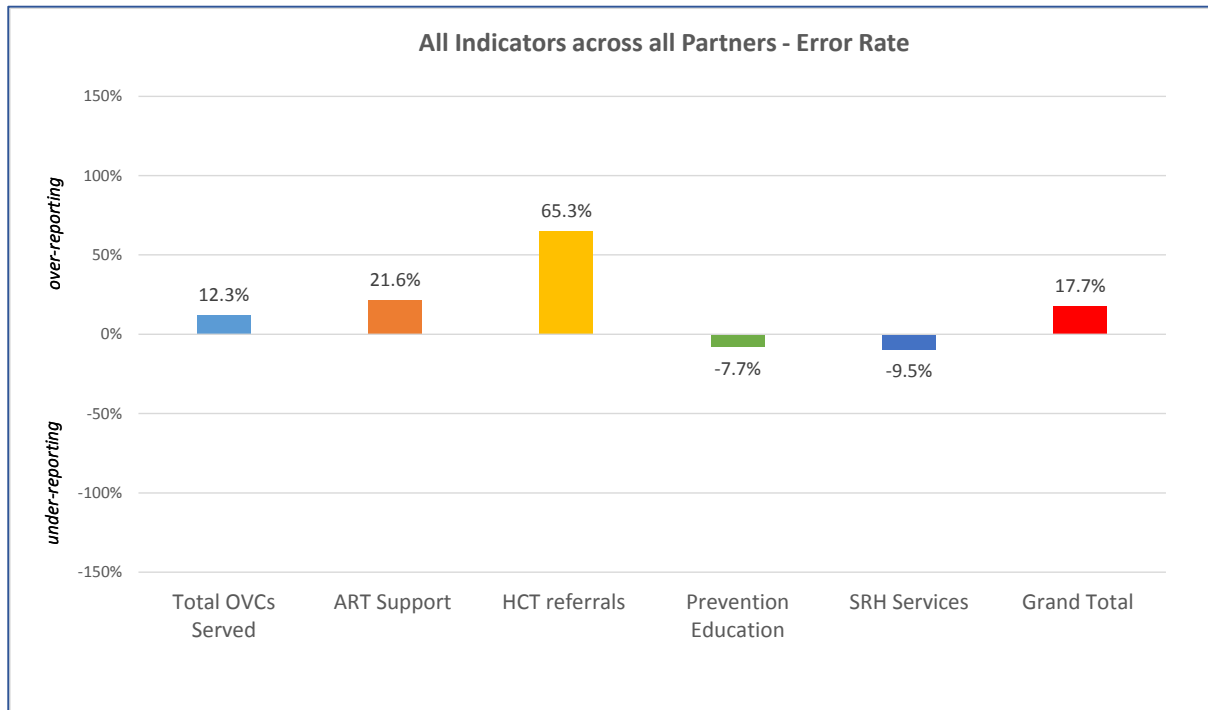
Figure 7 below provides an overview of the average M&E system assessment score of all OVCY partners in five functional areas that were assessed.

**Figure 7: Average DQA Scores from 8 OVCY Partners**



On data verification, discrepancies were noted between indicator results on the partners' national M&E systems and USAID PIMS database. This resulted in either over or under reporting by OVCY partners as captured in Figure 8 below.

**Figure 8: DQA Profile of Under and Over Reporting on the Focus Indicators**



In response to the many issues that came up from the DQA findings, especially those that center on data management systems, CDS will develop and plan for capacity strengthening process for the OVCY partners on how to establish strong data management systems for the PEPFAR and DREAMS initiatives in FY 2016. In addition, another round of DQA will be conducted for all USG OVCY partners in 2016 following the semi-annual report submission, and will focus on new MER indicators such as OVC\_SERV and OVC\_ACC as well as other relevant DREAMS MER indicators.

## Vhutshilo Curricula Evaluation

USAID implementing partners in South Africa have implemented the Vhutshilo curriculum 1 and 2 for many years without proper evaluation on the effectiveness of the two curricula. To understand the key facilitators and barriers to effective, sustainable implementation of the curricula in implementing adolescent-based HIV prevention work, CDS was commissioned by USAID to conduct an implementation evaluation which was concluded this quarter. The revised draft report of the Vhutshilo evaluation findings was shared with USAID and Center for the Support of Peer Education (CSPE) within this reporting period but is still pending finalization. Presentation of evaluation findings and the validation of the findings will be done

in October 2015 with the Vhutshilo implementing partners. The CDS team will then incorporate the feedback into the final evaluation report.

Findings from the evaluation of implementation of Vhutshilo 1 and 2 curricula indicate that the curricula addresses the knowledge gaps of the targets audience, and it can be delivered in a wide range of contexts. In addition, to deepen the impact of using the curricula, the following should be considered and factored into the program design:

- 1) Packaging content into well designed user-friendly 'Vhutshilo toolkit'
- 2) Incorporating strong adult supervision mechanisms
- 3) Ensuring access to relevant referral systems

Systems Approach (the firm contracted for the evaluation) will further disseminate the key evaluation findings on November 18, 2015 at USG OVCY Partners' Forum.

## **ECHS Partner Data Reporting**

Following the completion of the ECHS baseline assessment this quarter, the CDS team supported ECHS partners to commence rapid implementation of service delivery, based on the identified needs elicited from the baseline process. At the end of August 2015, ECHS partners reported for the first time on the number of beneficiaries reached with each ECHS service.

**Table 13: Service Delivery Statistics by 5 ECHS partner as at 31st August 2015**

Indicators	HWW	WOZO**	TVT**	KI**	M2M**	Total
<b>Cumulative number of households enrolled &amp; served with OVC/ECHS services</b>	108	273	379	927	364	2,051
<b>Total number of home visitors enrolled &amp; trained to support ECHS program</b>	15	30	14	24	5	88
<b>Total number of home visits made this reporting period</b>	15	30	0	936	868	1,849
<b>Total number of children under 5 who received age appropriate ECHS services</b>	0	102	0	1416	0	1,518
<b>Number of active beneficiaries served by PEPFAR OVC programs for children and families affected by HIV/AIDS (OVC_SERV)</b>	0	0	0	1923	852	2,775
<b>Number of active beneficiaries receiving support from PEPFAR OVC programs to access HIV services (OVC_ACC)</b>	0	0	0	0	0	0
<b>ECHS/ OVC trainings conducted</b>	0	0	0	0	0	0
<b>Number of new local CBOs/FBOs trained to support ECHS program</b>	0	7	0	0	0	7
<b>ECHS Outcome Indicator</b>						
<b>Number of 5-year old children who received stimulation who are now school-ready</b>	0	0	0	0	0	0

\*\* CDS MER Team will be in the field early in the month of October 2015 to validate these figures and double-check the data quality before reporting to USAID.

## Roll-Out of CBIMS Desktop Database and the Implementation of Data Exchange with OVCY Database

Rob Cairns continued to provide database support to USAID OVCY NGOs as well as ECHS awardees during the period under reporting. This consultancy came to a close on September 30, 2015 and a draft close-out report was submitted. In addition, a new scope of work has been compiled in preparation for Mr. Cairns' continued support. The technical support provided by the consultant is gradually yielding intended results especially in ensuring that

OVCY reporting systems align with DSD system. All deliverables related to the previous consultancy have been completed with the exception of a one day meeting planned with REPSSI and the second round of training with new HIVSA partners, which have both been rolled over into the next consultancy agreement.

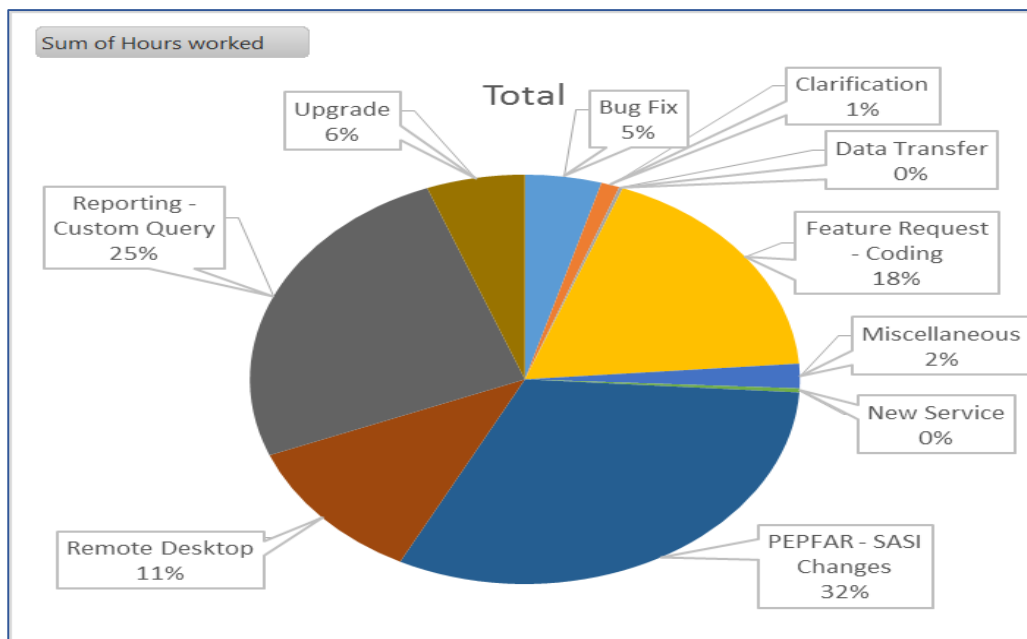
Specifically, within the reporting quarter, Rob Cairns provided remote and on-site technical assistance to some of the OVCY partners. Some of this task is as detailed below:

**Table 14: OVCY Data base Support from August to September 2015**

Description of Assistance
Added PP_Prev, Gend_GBV, Parenting Programs, Social Protection to PEPFAR Annual Report
Added PP_Prev, Gend_GBV, Parenting Programs, Social Protection to PEPFAR Annual Report (Continued)
Child Welfare Bloemfontein - Problem in report with allocation to DSD and TA-Only. Was found to be due to workers not referenced
Added new definition of an active beneficiary according to meeting with CINDI on 4th August. Children receiving HIV related service under OVC_ACC are automatically active for the whole year,
Complete new definition and test with CINDI database
Child Welfare Bloemfontein - Fix corrupt database. Found discrepancy found in Quarter 2 Report. This was found to be caused by services that had been set up but not linked to PEPFAR categories
Improve Own Description Report in CBIMS Desktop - add long names to province, district and municipality grouping.
Improve aggregation code in CBIMS Desktop. Add a log of tables where aggregation failed because of duplicate records

During the reporting period, the majority of work done focused on making changes to the CBIMS database to update the PEPFAR Report based on indicator changes and other related tasks as shown in Figure 9 below.

**Figure 9: Work done by the Database Consultant**



In the next quarter, the consultant will address the following:

- Support HIVSA in a second round of training which was postponed to October
- Provide follow-up hands-on support to the ECHS sub-awardees on the use of CBIMS
- Provide refresher training on the OVC Database to NACOSA partners at four sites from October 2015 and train new partners to be contracted over the next few months
- Complete the coding on the new DATIM (DHIS2) PEPFAR reports. These reports must be duplicated in the OVC Database and in CBIMS Desktop. This work can only be completed once the DREAMS specific definitions have been released by USAID.

## CDS Implementation Work Plan and M&E Plan

The CDS team continues to revise and resubmit Implementation Plan and Monitoring and Evaluation Plans to USAID for AOR's approval. Currently, the Performance Indicator Reference sheets have been developed for all indicators and the remaining content has been revised, incorporating all the new components of CDS work such as the Supportive Referral Initiative (SRI), NACS and DREAMS initiatives. In addition, a 12 month Implementation Plan covering the period October 1, 2015 through September 30, 2016 has been finalized for submission along with the M&E Plan.

## SECTION 4: CHALLENGES

### Capacity Development Assistance to SAG Challenges

- The delay by one month in finalising the ToR for the TAs on MMC and conditional grants by the respective departments meant that only minimal progress was made on these placements this quarter.
- Monthly management meetings with DSD Technical Supervisors have been inconsistent due to competing work priorities at DSD.
- Role clarification and communication between Isibindi Project partners has been limited
- The M&E systems for the Isibindi project is still in its elementary stages which has caused challenges in reporting by different partners
- Transfer of funds from DSD to NACCW has been inconsistent leading to challenges in meeting some of the service delivery targets

### Financial Management Challenges

- Currency weakening of the South African Rand (ZAR) to the US Dollar during the year has been a factor in having less expenditure reported by about 15%.
- Sub awardees require additional support to prepare accurate cost share reports with proper supporting documents
- The financial management curriculum and materials development was done prior to the baseline assessments and as a result more time was required to customize the curriculum and training materials to include findings from the baseline in preparation for the CDS training and mentoring sessions with sub awardees.



## SECTION 5: CDS ANNUAL ACHIEVEMENTS

• **Table 18: Activities Accomplished by CDS (Inception through September 2015)**

Component 1 Activities	Key Performance Indicators	Outputs
<ul style="list-style-type: none"> <li>• <b>Competitive and non-competitive process for sub awards</b></li> </ul>	Number of sub awards issued; % of awards executed within 30 days of USAID approval	<b>Grants</b> - 6 grants agreements issued <ul style="list-style-type: none"> <li>• 5 ECHS grants</li> <li>• 1 TLCA</li> </ul> <b>Contracts</b> – 2 Contracts issued <ul style="list-style-type: none"> <li>• HSRC - ECHS grantees baseline assessments</li> <li>• Khulisa Management Services - OVCY Partners DQA</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Conduct financial pre-award assessment to selected potential sub-awards</b></li> </ul>	Number of completed pre-award assessments performed to sub awards before awarding	<b>Grants</b> – 6 pre-award assessments conducted to the 5 ECHS Sub awards and TLAC <b>Contracts</b> – 2 pre-award assessments conducted for HSRC and Khulisa management Services
<ul style="list-style-type: none"> <li>• <b>Grants management</b></li> </ul>	Number of grant modifications executed	4 grant agreement modification completed for the ECHS grantees
<ul style="list-style-type: none"> <li>• <b>Contracts management</b></li> </ul>	Number of contract modifications executed	3 contract modifications completed <ul style="list-style-type: none"> <li>• FPD Incremental funding</li> <li>• Deloitte no cost extension</li> <li>• HSRC no cost extension</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Consulting Agreement management</b></li> </ul>	Number of new consulting agreements and modifications executed	<b>6 consultant agreement issued</b> <ul style="list-style-type: none"> <li>• Karen Krakowitzer- OVCY Partners Sustainability &amp; Transition Training</li> <li>• Shamima Vawda - Evaluation of Vhutshilo 1 and 2 Curricula in South Africa</li> <li>• Shamima Vawda – Follow on Consultant agreement for dissemination of findings</li> <li>• Rob Ian Cairns - Database Training and Support for OVC and Youth (OVCY) Partners</li> <li>• Ozius Dewa - Coordination of Khulisa Data Quality Assessments to OVCY Partners</li> <li>• Susanna Huibrecht Roos - Gender Mainstreaming Curricula and Training Materials Development Consultant</li> </ul> <b>4 consultant agreement modification issued</b> <ul style="list-style-type: none"> <li>• Karen Krakowitzer- 1 NCE</li> <li>• Shamima Vawda- 2 NCE</li> <li>• Susanna Huibrecht Roos- 1 NCE</li> </ul>

Component 2 Activities	Key Performance Indicators	Outputs
<b>Technical</b>		
<ul style="list-style-type: none"> <li>Development of ECHS Model</li> </ul>	Approved ECHS Model	<ul style="list-style-type: none"> <li>The ECHS Model was developed, approved and shared with all stakeholders</li> </ul>
<ul style="list-style-type: none"> <li>Completion of the Orientation Workshop for ECHS Partners</li> </ul>	One workshop for ECHS partners	<ul style="list-style-type: none"> <li>The Orientation workshop with ECHS partners was conducted</li> </ul>
<ul style="list-style-type: none"> <li>Development of the CDS Gender Mainstreaming Framework</li> </ul>	Approved Gender Mainstreaming Framework	<ul style="list-style-type: none"> <li>The gender mainstreaming framework was completed</li> </ul>
<ul style="list-style-type: none"> <li>Development of Technical Assessment Tool</li> </ul>	Approved Technical Assessment Tool	<ul style="list-style-type: none"> <li>The ECHS technical tool was completed and piloted with ECHS partner</li> </ul>
<ul style="list-style-type: none"> <li>Completed Technical Assessments for partners</li> </ul>	Number of Technical Assessment's conducted	<ul style="list-style-type: none"> <li>Five technical assessments were conducted with ECHS partners</li> </ul>
<ul style="list-style-type: none"> <li>Developed Gender mainstreaming curricula toolkit and organizational module</li> </ul>	Approved Gender mainstreaming curricula toolkit and organizational module	<ul style="list-style-type: none"> <li>Gender mainstreaming curricula toolkit and organizational module are developed</li> </ul>
<b>Organisational Development</b>		
<ul style="list-style-type: none"> <li>Develop, pilot test and finalize capacity assessment tool</li> </ul>	Finalized capacity assessment tool  Training of facilitators to administer capacity assessments	<ul style="list-style-type: none"> <li>Digital capacity assessment tool developed, tested and finalized</li> <li>Training of facilitators conducted</li> </ul>
<ul style="list-style-type: none"> <li>Capacity assessment to identify gaps and weaknesses on NGOs awarded and any other NGOs as requested by USAID</li> </ul>	Baseline assessment to identify gaps and weaknesses	<ul style="list-style-type: none"> <li>OD capacity assessment conducted to five sub-awardee ECHS partners</li> <li>OD capacity assessment conducted to one non award NGO at USAID's request (CEGAA)</li> </ul>
<ul style="list-style-type: none"> <li>Develop curricula and materials for capacity building of sub-awardees</li> </ul>	<ul style="list-style-type: none"> <li>Finalize 101,201 &amp;301 curricula outlines</li> <li>Finalize 101,201&amp;301 curricula material</li> </ul>	<ul style="list-style-type: none"> <li>Finalised curricula outlines for 101,201 &amp; 301 for HRM, leadership, M&amp;E, governance, gender, and financial management</li> <li>Finalized 101 &amp; 201 curricula material for HRM, M&amp;E, governance, and financial management.</li> <li>Finalized gender mainstreaming introductory module</li> </ul>

Component 3 Activities	Key Performance Indicators	Outputs
<ul style="list-style-type: none"> <li><b>Recruitment and placement of TAs</b></li> </ul>	<ul style="list-style-type: none"> <li>Number of SAG departments supported</li> <li>Number of TAs recruited and seconded</li> </ul>	<ul style="list-style-type: none"> <li>Three SAG departments are being supported: DSD, DoH and National Treasury</li> <li>Three TAs were recruited for DSD on Isibindi Project, DUCW and ECD</li> </ul> <p>Three more TAs are in a process of being recruited for DoH.</p> <ul style="list-style-type: none"> <li>One TA on conditional grants is requested by the National Treasury; the recruitment process is at an early stage</li> </ul>
<ul style="list-style-type: none"> <li><b>Management and support of TAs</b></li> </ul>	<ul style="list-style-type: none"> <li>Number of meetings held with SAG departments</li> </ul>	<ul style="list-style-type: none"> <li>A total of eight management meetings were held with DSD; 4 on Isibindi, 2 on DUCW and 2 on ECD</li> <li>Nine additional meetings were held with DSD, DoH and National Treasury in preparation for the secondment of a TA</li> <li>Complementary bi-weekly to monthly supervisory meetings with the TAs to provide further technical assistance</li> </ul>
<ul style="list-style-type: none"> <li><b>Provision of technical assistance to the SAG departments</b></li> </ul>	<ul style="list-style-type: none"> <li>Key changes made as a result of the technical assistance</li> </ul>	<p><b>Isibindi Project</b></p> <ul style="list-style-type: none"> <li>Overall increase in the number of OVC reached from 130,182 at inception of technical assistance to 281,594 in nine months</li> <li>Increase in the number of CYCWs trained from 2,875 to 6,345.</li> <li>Finalized the certification processes for 354 of the 1,173 learners that has been outstanding for the past nine months</li> <li>62% (1,052) of the 2014/15 Grade 12 Isibindi Project beneficiaries were reached in seven provinces through the learner development initiative</li> <li>Regularity of monthly management meetings with NACCW and task team meetings with provinces</li> </ul> <p><b>ECD</b></p> <ul style="list-style-type: none"> <li>Contributed to the finalization of the ECD Policy and presenting it to the SPCHD Cluster</li> <li>Contributed in raising awareness of different stakeholders on the final draft of the ECD Policy and other related processes</li> </ul>

		<b>DUCW</b> <ul style="list-style-type: none"> <li>Improved representation of DSD senior and executive managers during the interdepartmental meetings</li> <li>Negotiation process between the national office and the North West Provincial DSD to ensure the conversion of old schools into ECD centers</li> </ul>
<ul style="list-style-type: none"> <li><b>Development and implementation of the PMF</b></li> </ul>	<ul style="list-style-type: none"> <li>PMF developed</li> </ul>	<ul style="list-style-type: none"> <li>PMF was developed and presented to the DSD. It is currently being implemented in collaboration with DSD.</li> </ul>
<b>Monitoring Evaluation and Reporting</b>	<b>Key Performance Indicators</b>	<b>Outputs</b>
<ul style="list-style-type: none"> <li><b>Conduct M&amp;E orientation for ECHS partners</b></li> </ul>	<ul style="list-style-type: none"> <li>One strategic M&amp;E orientation conducted for ECHS partners</li> </ul>	<ul style="list-style-type: none"> <li>Performance Management Workshop held for ECHS partners</li> </ul>
<ul style="list-style-type: none"> <li><b>Perform evaluations</b></li> </ul>	<ul style="list-style-type: none"> <li>Evaluation findings disseminated</li> </ul>	<ul style="list-style-type: none"> <li>Vhutshilo implementation evaluation concluded and disseminated</li> </ul>
<ul style="list-style-type: none"> <li><b>Perform evaluations</b></li> </ul>	<ul style="list-style-type: none"> <li>DQA findings disseminated</li> </ul>	<ul style="list-style-type: none"> <li>OVCY partner DQA conducted and dissemination held with each partner</li> </ul>
<ul style="list-style-type: none"> <li><b>Conduct baseline assessments</b></li> </ul>	<ul style="list-style-type: none"> <li>Baseline established for ECHS Program</li> </ul>	<ul style="list-style-type: none"> <li>ECHS baseline assessment concluded in August 2015 and findings disseminated</li> </ul>
<ul style="list-style-type: none"> <li><b>Perform DQAs</b></li> </ul>		<ul style="list-style-type: none"> <li>ECHS partners commenced data reporting in August 2015</li> </ul>
<ul style="list-style-type: none"> <li><b>Develop MERL training curricula and monitoring tools</b></li> </ul>	<ul style="list-style-type: none"> <li>OD capacity assessment tools and training kits developed</li> </ul>	<ul style="list-style-type: none"> <li>OD capacity assessment tools for M&amp;E system finalized</li> <li>OD assessment of M&amp;E system conducted for the 5 ECHS partners</li> <li>M&amp;E 101 OD training curriculum finalized</li> </ul>

## SECTION 6: PLANNED ACTIVITIES FOR THE NEXT REPORTING PERIOD

**Table 19: Activities Planned for the Next Quarter**

Project Components	Activities	Timelines (2015)
<b>Component 1: Grant Award and Management</b>	Prepare and finalize the SRI, DREAMS, HTC APS and RFP	October – December 2015
	Grants management and monitoring of 6 existing sub awardees and any new sub awardees	October – December 2015
	Sub awardee financial reporting, monitoring and risk & capacity assessments of 6 existing sub awardees and any new sub awardees	October – December 2015
	Compliance monitoring and reporting of 6 existing sub awardees and any new sub awardees	October – December 2015
	PEPFAR Expenditure Analysis Reporting of 6 existing sub awardees and any new sub awardees	October – December 2015
	Management of 4 current contracts and any new contracts issued	October – December 2015

Project Components	Activities	Timelines (2015)
Component 2: Institutional Capacity Development of Indigenous Organizations	<b>Technical</b>	
	Develop capacity of sub awardees to strengthen quality improvement of services	October – December 2015
	Finalize TLAC Research Study	October – December 2015
	Mainstreaming gender into HIV and AIDS	October – December 2015
	Stakeholder collaboration and involvement	October – December 2015
	<b>DREAMS Initiative</b>	
	Identify partners to implement Core Activities	October – December 2015
	Conduct rapid capacity assessments	October – December 2015
	Conduct training and technical assistance to implementing partners	October – December 2015
	HCT- Support and monitor implementation of supportive referrals initiative project	October – December 2015
	<b>Program Management</b>	
	Coordinate and conduct partners program management meetings of NGOs	October – December 2015
	Coordinate site visits together with USAID	October – December 2015
	Coordinate AOR meetings	October – December 2015
	Coordinate start up processes of NGOs	October – December 2015
	Coordinate distribution of TOMS shoes	Ongoing
	<b>Organizational Development</b>	
	Provide sustainability and resource mobilization (SRM) support to the 6 sub awardees and other NGOs	November - December 2015
	Complete OD capacity assessment baseline reports	October 2015
	Conduct workshops with partners on capacity building solutions	November 2015
	Design and rollout capacity building action plans	October – November 2015
	Customize and finalize training materials	October – November 2015
	<b>Finance Capacity Building</b>	
	Cross-cutting workshop and mentoring sessions for ECHS sub awardees and other NGOs	October 2015
	Finalize gap analysis and action plan reports	October 2015
	Finalize financial management curriculum and training materials	November 2015

Project Components	Activities	Timelines (2015)
<b>Component 3: Capacity Building Assistance to SAG</b>	<b>Management of Technical Assistants</b>	
	<ul style="list-style-type: none"> <li>Complete the recruitment and placement of two TAs: conditional grants for the National Treasury, and a DREAMS Coordinator.</li> </ul>	October – November 2015
	<ul style="list-style-type: none"> <li>Facilitate the recruitment of other TA as may be requested by USAID</li> </ul>	October – December 2015
	<ul style="list-style-type: none"> <li>Conduct management meetings with DSD, DoH and National Treasury</li> </ul>	October – December 2015
	<ul style="list-style-type: none"> <li>Perform quarterly review for the TA (Isibindi and ECD) in collaboration with DSD</li> </ul>	October & December 2015
	<ul style="list-style-type: none"> <li>Provide technical support and assistance to TAS to conduct planned activities stated below:</li> </ul>	October & December 2015
	<b>Technical Assistance on Isibindi Project</b>	
	<ul style="list-style-type: none"> <li>Finalize the communication management strategy for Isibindi Project</li> </ul>	November 2015
	<ul style="list-style-type: none"> <li>Implement Isibindi project financial system and management plan with all the partners</li> </ul>	November 2015
	<ul style="list-style-type: none"> <li>Finalize and present the M&amp;E pilot report</li> </ul>	November 2015

Project Components	Activities	Timelines (2015)
<b>Component 3 continued</b>	<ul style="list-style-type: none"> <li>Maintain a databases of OVCs, child and youth care learners, mentors, supervisor mentors, senior mentors Isibindi sites, formal, informal Safe Park on an Excel spreadsheet in partnership with NACCW and are updated on a monthly basis.</li> </ul>	November – December 2015
	<ul style="list-style-type: none"> <li>Finalize and update a repository of all Isibindi documents from inception to date.</li> </ul>	November – December 2015
	<ul style="list-style-type: none"> <li>Conduct a midterm review of the Isibindi Project</li> </ul>	November – December 2015
	<ul style="list-style-type: none"> <li>Conduct a mini research on HWSETA CYCW training for the Isibindi project.</li> </ul>	November – December 2015
	<ul style="list-style-type: none"> <li>Present on the progress of the Isibindi Project to solicit project support in different forums</li> </ul>	November – December 2015
	<ul style="list-style-type: none"> <li>Participate, coordinate and facilitate Isibindi project meetings (e.g. monthly management and Task Team meetings)</li> </ul>	November – December 2015
	<ul style="list-style-type: none"> <li>Compile the learning and development programme (Career expo) comprehensive report</li> </ul>	November 2015
	<ul style="list-style-type: none"> <li>Conduct the stakeholder mapping exercise and compile a report</li> </ul>	November 2015
	<ul style="list-style-type: none"> <li>Facilitate the signing of the final MOU between NDSD and SAICA</li> </ul>	November 2015
	<ul style="list-style-type: none"> <li>Manage the tracking tool for all the MOUs at NDSD to ensure adherence on a monthly basis</li> </ul>	November – December 2015
	<ul style="list-style-type: none"> <li>Support the development of a costed sustainability plan by KPMG.</li> </ul>	November – December 2015



Project Components	Activities	Timelines (2015)
Component 3 continued	<b>Technical Assistance on ECD</b>	
	<ul style="list-style-type: none"> <li>Finalize inception report, Project Plan and Work Plan.</li> <li>Compile a Results Framework.</li> </ul>	October - November 2015
	<ul style="list-style-type: none"> <li>Provide technical guidance and support to DSD in developing and implementing the ECD Policy</li> </ul>	October to December 2015
	<ul style="list-style-type: none"> <li>Participate in editing the ECD policy; reviewing the roll-out plan for universal access to ECD service; developing a national ECD strategic plan</li> </ul>	October to December 2015
	Modify the MER and Knowledge Management Framework on ECD	November 2015
	<ul style="list-style-type: none"> <li>Participate in drafting the guideline for ECD programmes.</li> <li>Refine the needs assessment tool capacity building interventions.</li> <li>Prepare for the roll out of the training on the Parenting Programme.</li> </ul>	October to December 2015  November 2015  November to December 2015

Project Components	Activities	Timelines (2015)
Component 3 continued	Compile a draft concept paper on stakeholder mapping. Participate in different stakeholder meeting on ECD such as Integrated Inter-sectoral Forum, NCCPF, Knowledge Building Seminar	October 2015  October to December 2015
	Provide inputs on the TOR developed by the Presidency on the envisaged research on non-centre-based ECD programs	October 2015
	<b>Technical Assistance on DUCW</b>	
	Finalize ToR, inception report, project plan, work plan and results framework	October 2015
	Follow up on renovation and upgrading of non-compliant ECDs in rural and informal settlement with the Department of Human Settlement	October – December 2015
	Facilitate stakeholder collaboration on possibility of supplying mobile ECDs in rural and informal settlements	October – December 2015

Project Components	Activities	Timelines (2015)
<b>Monitoring Evaluation, Reporting and Learning</b>	Present the draft CDS Knowledge Management Framework	November 2015
	Finalize the OD M&E System Assessment Reports for the 5 ECHS partners	November 2015
	Support the setting up of M&E systems for SRI and HTC NGOs	December 2015
	Support the dissemination of learning at the USAID OVCY Partners Conference	November 2015
	Conduct DQAs on ECHS partners' monthly data	October – December 2015
	Support TLAC project data analysis process	October – November 2015
	Plan and conduct the DREAMS initiative mapping study	October – December 2015
<b>Financial Management</b>	Monitor and track sub award financial reports	October – December 2015
	CDS cost share reporting: TOMS cost share analysis and valuation	October – December 2015
	Monitor grantees cost share plans and reporting follow up	October – December 2015