



Government of Mozambique



United Nations
Development Programme

**UN Mozambique
Annual Work Plan for Support to develop the capacity for local HIV response**

Agency: UNDP

UNDAF /CPD Outcome 6: “Strengthened democratic systems and processes guarantee equity, rule of law and respect of human rights at all levels

Expected UNDAF output 6.5 “International and regional human rights instruments implemented and monitored.

Expected CP Output(s): CPD output 6.9: “The coordination function of NAC strengthened and the grant management model institutionalized within the government structure.

Expected Project-specific Outputs:

- Project Output 1:** The capacity of CNCS at national level, and in selected provinces and districts improved to coordinate planning, implementation and monitoring of the HIV programmes.
- Project Output 2:** The HIV law is reviewed, disseminated and implemented.
- Project Output 3:** The grant Management model is revised.
- Project Output 4:** The revised grant management model is adopted and implemented by the Government.

Implementing partner: National Aids Council (CNCS)

Other Partners: Parliament Office for Prevention and Elimination of HIV and AIDS

<p>Programme Period: 2012-2015</p> <p>Programme Component: Support to develop the capacity for local HIV response</p> <p>Budget Code: Award 00063829 Project 00080698</p>	<p>Estimated annualized budget: US\$1,348,000</p> <p>Allocated resources: US\$648,000</p> <p>Government and other partners: Technical Assistance and Human Resources</p> <p>Regular Resource: US\$648,000</p> <p>Unfunded budget: US\$700,000</p>
--	--

Narrative

In Mozambique, HIV and AIDS continue to be a major challenge for the development of the country. According to the National Survey (INSIDA 2009), 15 % of adults aged 15-49 live with HIV and AIDS. The new INSIDA report reveals an increase in the feminization of HIV with the rate of infection among women higher (11.2%), comparing to men (9.2%). In Sofala, the prevalence among young women is almost five times higher than men of similar age, and in Gaza it is almost six times higher. Gaza Province has the highest prevalence rate among adults (25.1%) and Niassa has the lower (3.7%). The INSIDA report also revealed that HIV prevalence was higher in urban areas than in rural areas.

The fight against HIV and AIDS continues to be a priority for the Government of Mozambique, and it is reflected in all pillars of the National Plan for Reduction of Poverty (PARP) and is also mainstreamed in other development instruments such as the HIV National Strategic Plan III. In the United Nations Development Assistance Framework (UNDAF), HIV is mainstreamed in all three pillars, Social, Economic and Governance and there are four HIV specific UNDAF outputs.

With the new PARP, INSIDA results, PEN III and the new mandate of CNCS, the project intends to strengthen the capacity of key HIV players in coordination and communication among stakeholders in order to increase efforts to eliminate the epidemic. This is in line with the Political Declaration adopted by the UN High Level Meeting on HIV and AIDS held in 2011, where the Heads of State agreed “to develop additional measures, where necessary, to strengthen national, regional and global coordination and monitoring mechanisms of HIV and AIDS responses through inclusive and transparent processes with the full involvement of Member States and other relevant stakeholders, with the support of the Joint United Nations Programme on HIV/AIDS”.

This project will also support the institutionalization of the grant management model for HIV and AIDS based on the experience of the Rapid Results fund as supported by the country programme 2007-2011. It will be implemented by CNCS, using National Implementation (NIM) modality.

Agreed by National Aids Council (CNCS)

Joana Mangureira
Executive Secretary

Agreed by United Nations Development Programme (UNDP)

Jennifer Topping
UN Resident Coordinator and UNDP Representative

**SPECIMEN SIGNATURES OF FACE AUTHORISATION
BY IMPLEMENTATION PARTNER**

Implementation Partner	Name(s) of Authorized Signee(s)	Title (s)	Signature(s)
National Aids Council			
Parliament – Office for Prevention and Elimination of HIV and AIDS			

**UN Mozambique Annual Work Plan
2012**

CPAP Output(s): CPD output 6.9: “The coordination function of NAC strengthened and the grant management model institutionalized within the government structure.									
EXPECTED RESULTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Planned Amount	Amount Allocated	Source of Funds (in US\$)
<p>Project Output 1: The capacity of CNCS at national level, and in selected provinces (Maputo, Gaza, Sofala, Nampula and Cabo Delgado) and districts improved to coordinate the planning, implementation and monitoring of the HIV programmes.</p> <p><i>Expected Annual Result: The level of knowledge of CNCS technical staff at central level and in selected provinces and districts increased in coordination, planning</i></p>	1.1 Evaluate the capacity of districts and municipalities in the selected provinces Maputo, Gaza and Sofala to coordinate HIV programmes	X				CNCS Nucleos of Maputo, Gaza and Sofala, Nampula and C. Delgado	\$15.000	\$15,000	\$15.000 RR
	1.2 Conduct an assessment of the existing coordination mechanisms at central and provincial levels		X			CNCS	\$30.000	\$10.000	\$10.000 RR \$20.000 OR (to be mobilized)
	1.3 Provide technical assistance to public sectors in the implementation of operational plans of HIV NSP III	X	X	X	X	CNCS	\$5.000	\$5.000	\$5.000 RR
	1.4 Support the finalization of NSP III operational plans at district level	X	X			SE- CNCS	\$15,000	\$15,000	\$15,000 RR

<i>monitoring and evaluation of HIV programmes.</i>	1.5 Support the participation of CNCS and partners specially those at provincial and district level and UNDP in national and international conferences and seminars related to coordination, M &E of HIV and AIDS interventions			X	X	UNDP	\$11,000	\$11,000	\$11,000 RR
	1.6 Elaborate Municipal HIV strategic plans in the selected provinces as tools for coordinated action		X			Municipalities of Maputo City and Xai-Xai	\$50,000	\$10,000	\$10,000 RR \$40,000 OR (to be mobilized)
	1.7 Create a data base with HIV actors, programs and institutions	X				CNCS	\$15,000	\$15,000	\$15,000 RR
	1.8 Produce and organize meeting for dissemination of M&E instruments	X	X	X	X	SE- CNCS	\$10,000	\$10,000	\$10,000 RR
<i>Project Output 1 Subtotal</i>							<i>US\$146,000</i>	<i>US\$86,000</i>	<i>US\$86,000 RR US\$60,000 OR (to be mobilized)</i>

<p>Project Output 2: The HIV law is reviewed, disseminated and implemented</p> <p><i>Expected Annual Result: HIV laws revised and presented to parliament for approval.</i></p>	2.1 Provide technical assistance to the Parliament in the revision of HIV laws (road map design, leading consultation process and drafting the law)	X	X	X		Parliament – GPPC HIV and AIDS	\$30,000	\$10,000	\$10,000 RR \$20,000 OR
	2.2 Train parliamentarians, human rights institutions and other key actors on HIV, Gender and Human rights and on monitoring of implementation of HIV laws		X			UNDP	\$15,000	-	\$15,000 OR
	2.3 Organize regional and national consultation seminars with key stakeholders, including minority population, to gather contribution to the new drafting of the revised laws	X				Parliament – GPPC HIV and AIDS	\$30,000	\$10,000	\$10,000 RR \$20,000 OR

	2.4 Organize regional and national seminars with key stakeholders, including minority population, to gather contribution to validate the revised laws			X		Parliament – GPPC HIV and AIDS	US\$30,000	US\$10,000	\$10,000 RR \$20,000 OR
Project Output 2 Subtotal							US\$110,000	US\$35,000	US\$35,000 RR US\$75,000 OR (to be mobilized)
Project Output 3: The grant Management model is revised Expected Annual Result : <i>A grant financial model for Civil Society Organizations and private sector revised and approved</i>	3.1 Assess the efficiency of coordinating donor funds in the HIV/Aids sector	X				SE- CNCS	\$15,000	-	\$15,000 OR
	3.2 Organize meetings with donors and other stakeholders to disseminate the RRF evaluation report and to share experiences and lessons with the implementing partners of the RRF grant	X				UNDP	-	-	-
	3.3 Create a manual or guidelines for the management of the grant model			X	X	SE- CNCS	\$25,000	\$25,000	\$25,000 RR
	3.4 Purchase office and IT equipment to support with project implementation	X				CNCS	\$6,000	\$6,000	6,000 RR

Project Output 3 Subtotal							US\$46,000	US\$31,000	US\$31,000 RR US\$15,000 OR (to be mobilized)
Project Output 4: The revised grant management model is adopted and implemented by the Government <i>Expected Annual Results: No activities expected for the year</i>	-					-	-	-	-
Project management costs	UNDP supporting services including M &E	X	X	X	X	UNDP	\$10.000	\$10.000	\$10.000 RR
TOTAL							US\$312,000	US\$162,000	\$162.000 RR \$150.000 OR (to be mobilized)

M&E Framework (2012)

AWP Expected results	Indicators, baselines and targets	Means of Verification
The level of knowledge of CNCS technical staff at central national level and in selected districts and provinces in coordination, planning and monitoring and evaluation of HIV programmes increased.	<p>Indicator 1: Number of CNCS technical staff, trained on coordination, monitoring and evaluation of HIV programmes disaggregated by gender and province</p> <p>Baseline 1: 20 Target 2: 50</p> <p>Indicator 2 : The number of municipalities with strategic plans approved</p>	<p>List of participants</p> <p>Municipalities HIV and AIDS Cabinets</p>

	Baseline: 0 Target: 2 (Maputo City and Xai-Xai)	reports
HIV laws revised and presented to parliament for approval.	Indicator: The number of revised laws presented to Parliament for approval Baseline: 0 Target: 2 (law on HIV in the workplace and law on stigma and discrimination)	Parliament sessions agenda and minutes/report
A grant financial model for Civil Society Organizations and private sector approved	Indicator: The number of agreements signed between Government and donors for channeling funds through the grant financial management model Baseline: 2 (existing donors as of 2011) Target: 4	Agreements signed between Government and donors
Studies, surveys and evaluation		

**UN Mozambique Annual Work Plan
2013**

CPAP Output(s): CPD output 6.9: “The coordination function of NAC strengthened and the grant management model institutionalized within the government structure.									
EXPECTED RESULTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Planned Amount	Amount Allocated	Source of Funds (in US\$)
Project Output 1: The capacity of CNCS at national level, and in selected provinces (Maputo, Gaza, Sofala, Nampula and Cabo Delgado) and districts improved to coordinate the planning, implementation and monitoring of the HIV programmes. <i>Expected Annual Result: CNCS coordinates HIV</i>	1.1 Train CNCS technical staff at all levels in coordination, monitoring and evaluation of the multisectoral HIV response, based on the PEN III principles		X	X		SE- CNCS	\$15,000	\$15,000	\$15,000 RR
	1.2 Organize coordination meetings at national, provincial and district levels for dissemination, exchange of experiences and lessons learned on the implementation of PEN III	X	X	X	X	SE- CNCS	\$45,000	\$45,000	\$45,000 RR

<i>and AIDS programs at national level and in selected provinces and districts, on the basis of PEN III.</i>	1.3 Support the participation of CNCS and partners specially those at provincial and district level and UNDP in national and international conferences and seminars related to coordination, M &E of HIV and AIDS interventions	X	X	X	X	UNDP	\$15,000	\$15,000 RR	\$15,000 RR
	1.4 Elaborate Municipal HIV strategic plans in the selected provinces as tools for coordinated action		X			Municipalities of Beira and Nampula	\$40,000	\$10,000	\$10,000 RR \$30,000 OR (to be mobilized)
	1.5 Produce an Aids service directory	X	X			SE- CNCS	\$25,000	\$25,000	\$25,000 RR
	1.6 Update the data base with information on actors and programmes	X					\$6,000	\$6,000	\$6,000 RR
	1.7 Organize meetings for dissemination of instruments, procedures for monitoring and evaluation of the national response for a better harmonization and follow up of activities			X	X	SE- CNCS	\$16,000	\$16,000	\$16,000 RR

Project Output 1 Subtotal						US\$162,000	US\$132,000	US\$ 132,000RR US\$ 30,000OR (to be mobilized)	
Project Output 2: The HIV law is reviewed, disseminated and implemented Expected Annual Result: <i>The revised HIV laws disseminated and implemented</i>	2.1 Organize national and regional seminars to disseminate the revised HIV laws		X	X	X	Parliament – GPPC HIV and AIDS	\$25,000	\$10,000	\$10,000 RR \$15,000 OR
	2.2 Produce and distribute informative materials (posters, brochures, TV and Radio spots) for the revised laws dissemination		X	X	X	Parliament – GPPC HIV and AIDS	\$25,000	-	\$25,000 OR
	2.3 Develop the HIV and AIDS laws regulations development		X	X		Ministry of Justice	\$10,000	-	\$10,000 OR
Project Output 2 Subtotal						US\$55,000	US\$10,000	US\$10,000 RR US\$45,000 OR (to be mobilized)	

<p>Project Output 3: Project Output 3: The grant Management model is revised</p> <p><i>Expected Annual Result:</i> No activities/results planned for the year</p>	-					-	-	-	-
<p>Project Output 3 Subtotal</p>							US\$0	US\$0	US\$0 RR US\$ 0OR (to be mobilized)
<p>Project Output 4: The revised grant management model is adopted and implemented by the Government</p> <p><i>Expected Annual Results:</i> Grant manager identified and the model operationalized</p>	4.1 Management of grants during the transition period (Recruit a manager and financial assistant)	X	X	X	X	CNCS/Government entity	\$60,000	-	\$60,000 OR
	4.2 Launch the call for proposal for the selection of the Grant management mechanism			X	X	UNDP	\$5,000	-	\$5,000 OR
	4.3 Design management instruments for the grant model (templates for narrative, financial reports) building from the RRF experience			X	X	CNCS/Government entity	\$5,000	-	\$5,000 OR

Project Output 3 Subtotal							US\$75,000	US\$	US\$ RR US\$75,00 00R (to be mobilized)
Project management costs	UNDP support services including M &E	X	X	X	X	UNDP	\$15,000	\$15,000	\$15,000 RR
	Project coordination costs, including stationary, IT consumables and other office supplies	X	X	X	X	SE- CNCS	\$5,000	\$5,000	\$5,000 RR
TOTAL							\$397,000	US\$162,000	RR \$162.000 OR \$150.000

M&E Framework (2013)

AWP Expected results	Indicators, baselines and targets	Means of Verification
CNCS coordinates HIV and AIDS programs at national level and in selected provinces and districts, on the basis of PEN III.	<p>Indicator 1: Number of CNCS technical staff, trained on coordination, monitoring and evaluation of HIV programmes disaggregated by gender and province</p> <p>Baseline 1: 50 Target 2: 70</p> <p>Indicator 2 : The number of municipalities with strategic plans approved</p> <p>Baseline 2: 2 (Maputo City and Xai-Xai) Target 2: 4 (Sofala and Nampula)</p> <p>Indicator 3: The number of sectors that submit PEN reports</p>	<p>List of Participants/Training reports</p> <p>Approved Plans</p> <p>Reports received by CNCS</p>

	<p>Baseline 3: 8 (key sectors) Target 3: 10</p>	
The revised HIV laws disseminated and implemented	<p>Indicator 1: Number of dissemination seminars organized Baseline 1: 0 Target 2: 4 (1 national and 3 regional)</p> <p>Indicator 2: % of Women participating in the dissemination seminars Baseline 0: 0 Target 2: 40%</p>	<p>Seminars reports List of participants</p>
Grant manager identified and the model operationalized.	<p>Indicator: The number of donors that agree to finance the grant model Baseline: 4 Target: 6</p>	Signed agreements
Studies, surveys and evaluation		

**UN Mozambique Annual Work Plan
2014**

CPAP Output(s): CPD output 6.9: “The coordination function of NAC strengthened and the grant management model institutionalized within the government structure.									
EXPECTED RESULTS	KEY ACTIVITIES	TIMEFRAME				RESPO NSIBLE PARTY	PLANNED BUDGET		
		Q1 2012	Q2 2012	Q3 2012	Q4 2012		Planned Amount	Amount Allocated	Source of Funds
Project Output 1: Technical capacity of CNCS, and selected provinces and districts to effectively coordinate, HIV programmes strengthened.	1.1 Organize regional coordination meetings with the participation of CNCS coordinators and representatives of public key sectors, civil society organizations and private sector	X	X	X	X	SE- CNCS	\$30,000	\$30,000	\$30,000 RR
	<i>Expected Annual Result:</i> <i>HIV response Coordination Forums created in the five selected provinces created and</i>	1.2 Organize HIV provincial coordination meetings in the five selected provinces of Maputo, Gaza, Sofala, Nampula and Cabo Delgado	X		X		CNCS provincial nucleos	\$20,000	\$20,000

<i>operational</i>	1.3 Support the participation of CNCS and partners specially those at provincial and district level and UNDP in national and international conferences and seminars related to coordination, M &E of HIV and AIDS interventions	X	X	X	X	UNDP	\$15,000	\$15,000	\$15,000 RR	
	1.4 Provide equipment and software to provincial nucleos of the 5 selected provinces for data base management in the new selected provinces	X				SE-CNCS	\$20,000	\$10,000	\$10,000 RR \$10,000 OR	
	1.5 Update the data base with information on actors and services	X				SE-CNCS	\$5,000	\$1,000	\$1,000 RR \$4,000 OR	
	1.6 Support the process of formulation of NSP IV	X	X	X	X	SE-CNCS	\$50,000	\$20,000	\$20,000 RR \$30,000 OR	
	1.7 Evaluate the implementation of NSP III at all levels				X	SE-CNCS	\$10,000	-	\$10,000 OR	
<i>Project Output 1 Subtotal</i>								<i>US\$140,000</i>	<i>US\$96,000</i>	<i>US\$ 96,000RR US\$ 44,000OR (to be mobilized)</i>

Project Output 2: The HIV law is reviewed, disseminated and implemented Expected Annual Result: <i>The revised HIV laws disseminated and implemented</i>	2.1 Produce and distribute informative materials (posters, brochures, TV and Radio spots) for the revised laws dissemination		X	X	X	Parliament – GPPC HIV and AIDS	\$21,000		\$21,000 OR
	2.2 Monitor the implementation/enforcement of HIV and AIDS laws at national level and in the 5 selected provinces	X	X	X	X	Parliament – GPPC HIV and AIDS	\$25,000		\$25,000 OR
	2.3 Organize a national dialogue forum between the Parliamentarians and Key stakeholders, including minority populations, on HIV laws implementation		X			UNDP	\$40,000	\$10,000	\$10,000 RR \$30,000 OR
Project Output 2 Subtotal							US\$96,000	US\$10,000	US\$ 10,000RR US\$ 86,000OR (to be mobilized)
Project Output 3: Project Output 3: The grant Management model is revised Expected Annual Result: <i>No activities/results planned for the year</i>	-					-	-	-	-

Project Output 4: A model of grant management based on the RRF experience designed and instituted within the government. <i>Annual Expected Result:</i> <i>Grant management mechanism disbursing funds for CSOs at all levels</i>	3.1 Quarterly meetings with donors and partners forum members to share the results of the RRF implementation	X				UNDP	-	-	-
	3.2 Train CSOs and CBOs in proposals writing and Grant mechanism procedures to enable their access to the grants	X	X	X	X	SE-CNCS	\$96,000	\$36,000 RR	\$36,000 RR \$60,000 OR
	3.3 Management of grants during the transition period (handing over to the grant manager and closing of pending issues)- manager and assistant	X	X	X	X	CNCS	\$60,000	-	\$60,000 OR
Project Output Subtotal							US\$156,000	US\$36,000	US\$ 25,000RR US\$ 120,000OR (to be mobilized)
Project management costs	UNDP support services including M &E	X	X	X	X	UNDP	\$15,000	\$15,000	\$15,000 RR

	Project coordination costs, including stationary, IT consumables and other office supplies	X	X	X	X	SE-CNCS	\$5,000	\$5,000	\$5,000 RR
TOTAL							412,000	162,000	RR 162.000 \$250.000 OR

M&E Framework (2014)

AWP Expected results	Indicators, baselines and targets	Means of Verification
HIV response Coordination Forums created in the five selected provinces	Indicator: Number of provincial coordination meetings convened in the selected provinces Baseline: TBD Target: 10	List of participants and meeting minutes
The revised HIV laws disseminated and implemented	Indicator: Number of monitoring missions to provinces and districts by the members of Parliament HIV and AIDS Commission Baseline: 0 Target: 10	Mission reports

Grant management mechanism disbursing funds for CSOs at all levels	Indicator : Number of CSOs funded through the grant management mechanism Baseline : 11 (as of 2011) Target : 30	Grant Manager reports Signed Contribution agreements
Studies, surveys and evaluation		

**UN Mozambique Annual Work Plan
2015**

CPAP Output(s): CPD output 6.9: “The coordination function of NAC strengthened and the grant management model institutionalized within the government structure.									
EXPECTED RESULTS	KEY ACTIVITIES	TIMEFRAME				RESPO NSIBLE PARTY	PLANNED BUDGET		
		Q1 2012	Q2 2012	Q3 2012	Q4 2012		Planned Amount	Amount Allocated	Source of Funds (in US\$)
Project Output 1: Technical capacity of CNCS, and selected provinces and districts to effectively coordinate, HIV programmes strengthened. <i>Expected Annual Result:</i> <i>The effectiveness of HIV response coordination mechanisms and systems evaluated</i>	1.1 Organize regional coordination meetings with the participation of CNCS coordinators and representatives of public key sectors, civil society organizations and private sector	X	X	X	X	SE- CNCS	\$30,000	\$15,000	\$15,000 RR \$15,000 OR
	1.2 Organize HIV provincial coordination meetings in the five selected provinces of Maputo, Gaza, Sofala, Nampula and Cabo Delgado	X		X		CNCS provincial nucleos	\$20,000	\$10,000	\$10,000 RR \$10,000 OR
	1.3 Support the process of approval, translation from portuguse to English and dissemination of NSP IV	X	X	X	X	SE- CNCS	\$25,000	\$25,000	\$25,000 RR

	1.4 Support the operationalization of NSP IV	X	X	X	X	Se-CNCS	\$25,000	-	\$25,000 OR
	1.5 Evaluate the system and mechanisms of HIV and AIDS response coordination		X			CNCS	\$26,000	\$26,000	\$26,000 RR
	1.6 Organize a national conference to share experiences and lessons of HIV and AIDS response coordination				X	SE-CNCS	\$50,000	\$25,000	\$25,000RR \$25,000OR
Project Output 1 Subtotal							US\$176,000	US\$101,000	US\$ 101,000RR US\$ 75,000OR (to be mobilized)
Project Output 2: The HIV law is reviewed, disseminated and implemented <i>Expected Annual Result:</i> <i>The implementation/enforcement of revised HIV laws evaluated</i>	2.1 Evaluate the implementation of the HIV legislation and assess the overall HIV legal framework	X	X			Parliament – GPPC HIV and AIDS	\$25,000	\$10,000	\$10,000 RR \$15,000 OR
	-					-	-	-	-
Project Output 2 Subtotal							US\$25,000	US\$10,000	US\$ 10,000RR US\$15,000OR (to be mobilized)

<p>Project Output 3: Project Output 3: The grant Management model is revised</p> <p><i>Expected Annual Result:</i> <i>No activities/results planned for the year</i></p>	-					-	-	-	-
<p>Project Output 4: A model of grant management based on the RRF experience designed and instituted within the government.</p> <p>Expected Annual Result: Grant model consolidated.</p>	4.1 Monitor the process of implementation of the grant model by selected implementing agents		X		X	SE-CNCS	\$5,000	\$5,000	\$5,000 RR
	4.2 Evaluate the implementation of the grant model			X		SE-CNCS	\$56,000	\$10,000	\$10,000 RR \$46,000 OR
<p>Project Output 2 Subtotal</p>							<p>US\$61,000</p>	<p>US\$15,000</p>	<p>US\$ 15,000RR US\$46,000OR (to be mobilized)</p>
<p>Project management costs</p>	UNDP support services including M &E	X	X	X	X	UNDP	\$10,000	\$6,000	\$6,000 RR \$4,000 OR
	Project coordination costs including IT, consumables and other office supplies					SE-CNCS	\$15,000	\$5,000	\$5,000 RR \$10,000 OR
	Conduct a project evaluation			X		UNDP	\$25,000	\$25,000	\$25,000 RR

TOTAL		334,000		RR \$162.000 OR 150.000
--------------	--	---------	--	------------------------------------

M&E Framework (2015)

AWP Expected results	Indicators, baselines and targets	Means of Verification
The effectiveness of HIV response coordination mechanisms and systems evaluated	Indicator : Number of evaluations conducted to assess the coordination effectiveness Baseline: 0 Target: 2 (PEN III and Coordination Mechanisms & Systems)	Meeting minutes
The implementation/enforcement of revised HIV laws evaluated.	Indicator : Number of provinces covered by the evaluation Baseline: 0 Target: 5 (Maputo city, Gaza, Sofala, Nampula and Cabo Delgado)	Consultation meetings report
Result 3: Grant model consolidated	Indicator : Number of CSOs receiving funds from the Grant mechanism Baseline: 30 Target: 50	Grant Manager reports Signed Contribution agreements
Studies, surveys and evaluation		
Project Evaluation		
HIV and AIDS law implementation assessment		
Grant management model evaluation		

ANNEX 1: Management structure

Roles and Responsibilities of Partners

The project on “support to develop the capacity for local HIV response” will adopt the NIM modality and will be implemented by the CNCS, through its central office. The administrative aspects, including the project logistics, financial management and procurement will be under the responsibility of CNCS. UNDP will be a responsible party for some specific activities, such as the organization of international travel for CNCS staff participation in international events as proposed in the AWP. UNDP will also be responsible for the initial activities related to the Grant management model, especially the contracting of the Grant Management Agent, the evaluation of the Rapid Results Funds-CBOs component, production of the Grant management manual and training of CNCS staff on grant management. For other partners UNDP will do direct payments following UNDP procedures.

The implementing partners’ capacity assessment concluded that CNCS has the necessary structure, capacity and legal status to implement the project. CNCS has a long experience in implementing UNDP funded projects and currently there is an ongoing support to CNCS on mainstreaming of HIV and AIDS in the plans and programmes of Government and Civil Society Organizations.

As Implementing Party (IP), CNCS will be responsible for providing the logistical facilities for the project functioning and for overall project management. This includes the provision of office space and furniture for the project, engagement of a Project Coordinator, a Project officer and financial and administrative assistant, all part of CNCS team as well as the coverage of the cost of utilities, namely the cost of water and electricity and other related services. This will constitute the partner’s contribution to the project.

The IP is responsible for ensuring that financial management, human resources management and procurement rules and regulation set for the project are strictly followed.

The IP will be responsible for ensuring that all authorizations required for the project implementation, including the opening of a project-specific bank account are timely obtained.

The Parliament - GPPC HIV and AIDS will act as Responsible Parties for the implementation of activities related with the HIV and AIDS law revision, monitoring of its implementation and evaluation. This will involve consultations with key stakeholders at national and decentralized levels.

The Municipalities of Maputo City, Xai-Xai, Beira and Nampula will be Responsible Parties in implementing the activities related with the development of their respective strategic plans for HIV and AIDS response and their implementation.

UNDP will, through the network of UNDP country offices worldwide, collect information of experiences and lessons learned available on HIV and AIDS interventions coordination. Especially, UNDP will benefit from the Regional Centre HIV and AIDS experts in the provision of advisory services, particularly in the thematic areas of HIV & AIDS response at municipal level and on HIV & AIDS law revision and implementation monitoring.

Partnerships

The project will work in partnership with UN agencies especially UNAIDS, who will provide technical advice. The project will take advantage of the existing UN HIV team, the UNTAM, an important forum for exchange of information among UN agencies on their various interventions in the area of HIV and AIDS. UNTAM, as a UN mechanism for joint planning, implementation and resource mobilization for HIV activities that has demonstrated to be a value added for CNCS, Government and all other stakeholders, will be used as a platform to mobilize the various stakeholders to engage in coordination, M & E of activities.

The project will engage Civil Society organizations (Networks of people living with HIV and AIDS, women's groups, etc), to ensure their integration in the coordination systems as key information providers and will provide capacity to CSOs to ensure that they play their role effectively in the coordination structure to be established.

In the legislative component the project will also work in close collaboration with Parliament – GPPC for HIV and AIDS, the main link with the Assembleia da República, for the component of HIV and AIDS.

In the next four years, the project will also partner with the Ministry of Health in order to benefit from its advice about issues of policy and coordination and on the creation and implementation of the model for grant management mechanism and to ensure that the database design is in line with the Ministry of Health information system as it will be one of the main source of information for the database

The project was formulated taking into consideration its impact on men and women and is expected to contribute for Gender equality through women's groups participation in the formulation of instruments for HIV response and with technical assistance to community base organizations and to network of support of people living with HIV and AIDS. During the project implementation, data will be sex segregated where possible, and training modules will include a Gender component. During the process of revision of HIV laws, special attention will be given to issues of criminalization of HIV transmission to ensure that law articles do not place women in a more vulnerable position to discrimination and gender based violence.

The project selected the municipalities of Maputo city, Xai Xai and Beira, due its high level of HIV prevalence rates (Insida report), in relation of the population density, the number of state and non state actors and availability of HIV and AIDS services and UN agencies ongoing work in the area.

Management Procedures

As per the NIM Guidelines, CNCS will apply the CNCS's rules and regulations pertaining finance, human resources management and procurement, as far as they are compatible with UNDP rules and regulations.

The equipment (computers, printers) will be under the custody of the project in CNCS, which will be responsible for their maintenance and ensuring their appropriate utilization. The equipment belongs to UNDP, and only at the end of project implementation, it can be transferred to CNCS.

A project specific bank account will be opened by CNCS for the project's financial transactions, and this account should not be used for other transactions than those of the project. The financial advances for the implementation of project activities will be made on a quarterly basis upon submission by the IP's financial report with at least 80% of the previous advance reported, accompanied by the respective narrative progress report. The request of advance of funds and financial report will be submitted through the FACE format, accompanied by a copy of the bank statement and narrative report. At least twice a year, HACT spot checks and onsite reviews will be conducted, and once a year, there will be an external project audit.

UNDP, jointly with the IP will conduct HACT onsite reviews at least twice a year to verify the compliance of project management procedures with the established rules and regulations and to assess the progress in project activities implementation. The IP will prepare quarterly progress reports to be submitted to UNDP no later than 15 days after the end of the quarter. The HACT micro-assessment will be done at the beginning of the year, together with the other UNDP-supported project on fiscal and legislative oversight.

The project will work closely with CNCS technical staff and will take advantage of the experience and lessons learnt from the HIV and AIDS mainstreaming project that will end in December 2011 and other ongoing CNCS projects.

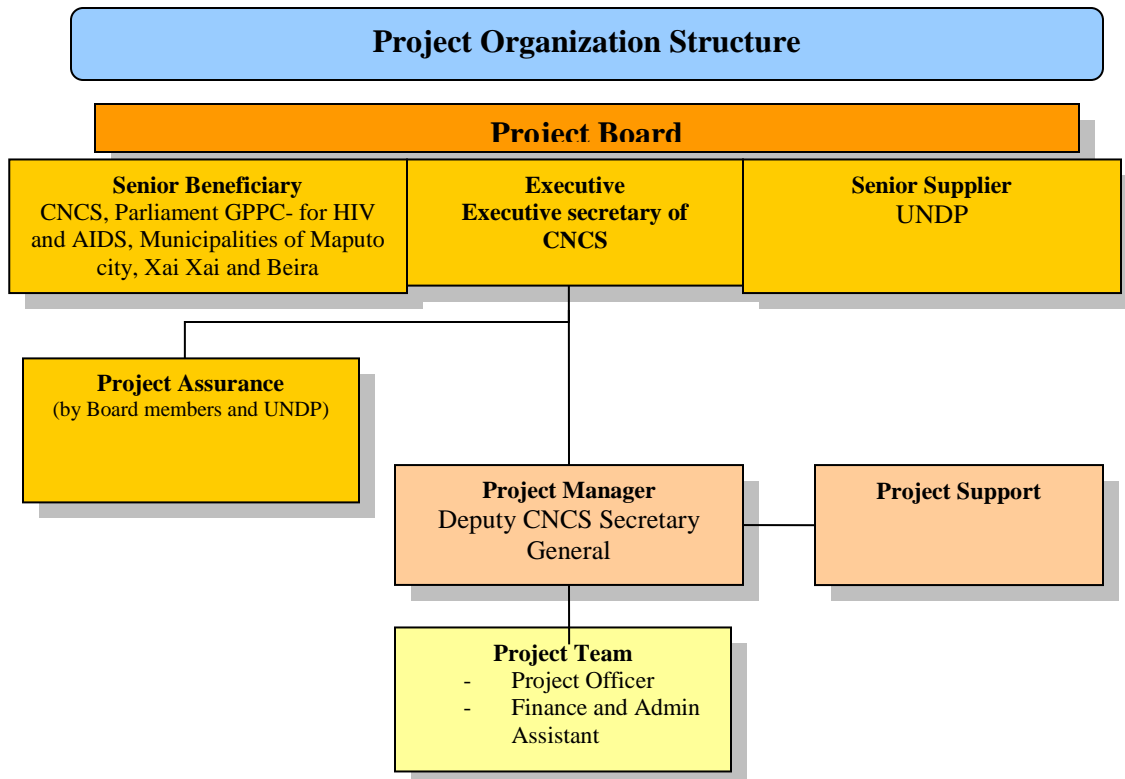
For other partners, UNDP will do direct payments base on UNDP financial procedures and they will subject to a HACT evaluation at the local.

UNDP will work in collaboration with CNCS to take advantage of experiences and lessons learnt from the HIV mainstreaming project that ended in December 2011 and other CNCS ongoing projects.

Management Structure

The project will be oversight by a Project Board constituted by the, National Aids Council (CNCS), and UNDP with support from the Poverty Reduction Unit. The board will oversee the project implementation and will provide advice on regular basis and as needed. The Project Board is also responsible for Project Assurance. The project will be managed by a Project Manager (Project Coordinator) who will oversee the work of the project officer who will take care of all day to day project management issues and a Finance and Administrative Assistant to provide support. The project manager will be the Deputy Secretary Executive of CNCS. The project officer and assistants will be staff members of CNCS and will play their role in the project as part of their normal responsibilities. This is part of the IP contribution to the project.

The project structure is defined in the figure bellow.



Annex 2: Project Risk Log

Project Title: Support to development of capacity of local HIV response	Award ID:	Date: 24-10-2011
--	------------------	-------------------------

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Delayed decision on the Grant Management Model host institution	19-10-2011	Organizational and political- Competing institutions to host the grant management and disagreement by donors on the proposed institution may result in delayed appointment of the grant manager	If donors do not agree with the host institution may not be willing to channel resources through the this mechanism that may result in failure of the model P=3 I - 5	Engage donors and Government from the initial stage through the Partners Forum	Project officer	Head of Poverty Reduction- Gabriel Dava		
2	Non inclusion/participation of key population	19-10-2011	Political and Judicial– Lack of legal status of key populations groups and association	Exclusion of key and other vulnerable populations may result in the failure of the intended coordination of all activities and the completeness of the database P- 4	Advocacy actions before the government for inclusion of key populations in the constitutions. Promote discussion CNCS and Civil organizations;	Project officer	Head of Poverty Reduction- Gabriel Dava		

				I -5	dissemination of related HIV and Human rights instruments				
3	Limited resources available for HIV and AIDS activities	19-10-2011	Economic- Funding	Limited resources for the sector will impede the various actors to implement their activities and this will impact the establishment and functioning of the coordination and M & E system. P- 1 I - 3	Maintain a regular contact with our regional and head quarters HIV team as they can provide Advocate for financing of HIV and AIDS related activities around PEN III among donors .	Project officer	Head of Poverty Reduction- Gabriel Dava		
4	Non decentralization of administrative functions	19-10-11	Administrative – Lack of decentralization strategy	Concentration of activities, slow implementation, lack of visible impact, lack of Provincial commitment P- 4 I - 3	Promote the engagement of Provincial nucleos coordinators at the early stages of activities by dealing with them directly and not through CNCS like has been the practice	Project officer			

Annex 3: Monitoring Framework and Evaluation

Quarterly Monitoring

The Support to develop the capacity for local HIV response project will be monitored on a quarterly basis to assess the completion of key results based on quality criteria and methods captured in the Quality Management table below. Therefore, the project will produce 4 Progress Reports per year over the four years of project duration. In addition the project will also produce HACT onsite review reports and reports of specific missions as they happen.

The quarterly project monitoring will also follow-up the risks identified in the risk log for updating the status of the risk or to add any other risks identified in the course of project implementation. The project monitoring will capture information on key lessons learned and challenges during project implementation.

The information and data collected during project monitoring will be included in a Quarterly Project Progress Report that will be submitted to the Project Board for analysis and approval. The project will use UNDP progress Report template which is attached to this Monitoring Framework.

Annual Monitoring

The Project Manager shall prepare a Annual Review Report and will submit to UNDP to be shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Quarterly Progress Report covering the whole year with updated information for each above element of the Quarterly Progress Report as well as a summary of results achieved against pre-defined annual targets at the output level.

Based on the above report, an annual project review shall be conducted during the beginning of the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that the progress continue to be aligned to appropriate outcomes.

Country Programme indicators

The project will monitor the progress towards achieving the country programme output by using the specified indicator. It is:

- **Indicator** : Number of provinces and districts capacitated with M&E systems, tools and coordination forums on HIV/AIDS
- **Base Line:** 2012 survey;
- **Target:** 5 provinces and districts with the provinces

In order to effectively monitor this indicator, UNDP will collect and analyse the Provincial Nucleolus of CNCS reports in order to identify activities related with the HIV Coordination forums and will regularly participate in the meetings organized by the forum.

Project Evaluation

The project will be subject to a final evaluation in 2015 by an independent evaluator. However, evaluation of thematic areas of project interventions will be carried on, namely the evaluation of the M & E system and the evaluation of the RRF Project- CBOs component.

Annex 4: LEGAL CONTEXT

This document together with the UNDAF/CPD signed by the Government and UNDP which is incorporated by reference constitute together a Project document as referred to in SBAA and all UNDAF/CPD provisions apply to this document. Consistent with the article III of the SBAA, the responsibility for the safety and security of the implementing agency and its personnel and property, and of UNDP's property under the implementing agency's custody, rests with the implementing partner.

The implementing agency shall:

- a) put in place and maintain an appropriate security plan taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing agency's security, and the full implementation of the security plan;

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Annex 5: Quality Management for Project Activity Results

OUTPUT 1: Output The capacity of CNCS at national level, and in selected provinces (Maputo, Gaza, Sofala, Nampula and Cabo Delgado) and districts improved to coordinate the planning, implementation and monitoring of the HIV programmes.		
Activity Result 1	The level of knowledge of CNCS technical staff at central national level and in selected districts and provinces in coordination, planning and monitoring and evaluation of HIV programmes increased.	Start Date: January 2012 End Date: December 2012
Purpose	Improve the quality of HIV and AIDS activities coordination and monitoring for better efficiency and synergies	
Description	1.1 Assessment of the existing coordination mechanisms in view of their improvement, training CNCS technical staff at all levels in coordination, monitoring and evaluation of the multisector HIV response, based on the PEN III principles, development of strategic plans of 2 municipalities as important instruments for activities coordination and dissemination of M & E tools. 1.2	
Quality Criteria	Quality Method	Date of Assessment
Number of CNCS technical staff, trained on coordination, monitoring and evaluation of HIV programmes disaggregated by gender and province	Training Seminars/Workshops reports List of participants	March 2012, June 2012 December 2012
The number of municipalities with strategic plans approved	Municipalities of Xai-Xai and Maputo reports	March 2013, June 2013 December 2013

Activity Result 2	CNCS coordinates HIV and AIDS programs at national level and in selected provinces and districts, on the basis of PEN III	Start Date: January 2013 End Date: December 2013
Purpose	Ensure effective coordination of HIV and AIDS response activities for better efficiency and synergies	
Description	Training CNCS technical staff at all levels in coordination, monitoring and evaluation of the multisector HIV response, based on the PEN III principles, organization of provincial and regional coordination meetings, support the participation of CNCS staff at all levels in international forums/trainings related to coordination, development of strategic plans of two additional municipalities and dissemination of information of M & E tools to enhance coordination.	

	1.3	
Quality Criteria	Quality Method	Date of Assessment
The number of sectors that submit PEN reports	CNCS/GTM reports Training Seminars/Workshops reports	March 2013 June 2013 September , 2013 December 2013
The number of municipalities with strategic plans approved	Municipalities of Beira and Nampula reports	March 2013 June 2013 September , 2013 December 2013
Number of CNCS technical staff, trained on coordination, monitoring and evaluation of HIV programmes disaggregated by gender and province		March 2013 June 2013 September , 2013 December 2013
Activity Result 3	HIV response Coordination Forums created in the five selected provinces created and	Start Date: January 2014 End Date: September 2014
Purpose	Ensure effective HIV and AIDS response activities coordination and monitoring for better efficiency and synergies	
Description	Organization of regional and provincial forums coordination meetings, participation of CNCS staff at all levels in international forums/trainings related to coordination, implementation of Municipalities strategic plans, participation of CNCS staff in international forums and elaboration of AIDS services directory.	
Quality Criteria	Quality Method	Date of Assessment
Number of provincial coordination meetings convened in the selected provinces	Coordination meetings minutes	March 2014 June, 2014 September 2014December 2014

Activity Result 4	Result 4: The effectiveness of HIV response coordination mechanisms and systems	Start Date: January 2015 End Date: December
--------------------------	--	--

	evaluated	2015
Purpose	Ensure effective HIV and AIDS response activities coordination and monitoring for better efficiency and synergies	
Description	Organization of regional and provincial forums coordination meetings, evaluation of PEN III and of the coordination mechanisms and systems.	
Quality Criteria	Quality Method	Date of Assessment
Number of evaluations conducted to assess the coordination effectiveness	Evaluation reports	December 2015

OUTPUT 2: The HIV law is reviewed, disseminated and implemented		
	.	
Activity Result 1	HIV laws revised and presented to parliament for approval	Start Date: January 2012 End Date: September 2013
Purpose	Existence of a more responsive legislation to the needs/concerns of people leaving with HIV and AIDS, including the minority populations, based on human rights principles.	
Description	Technical assistance for revision of the laws, training of parliamentarians on Human Rights principles, consultation with key stakeholders and validation of the proposal before submission for approval.	
Quality Criteria	Quality Method	Date of Assessment
The number of laws presented to Parliament for approval	HIV and AIDS Commission Reports Draft texts of the laws	March 2012, 2013 June 2012, 2013 September 2012, 2013
Activity Result 2	The revised HIV laws disseminated and implemented	
Purpose	Law knowledgeable by the vast majority of citizens as basis for enforcement	
Description	Organization of dissemination seminar, production and distribution/broadcasting of informative materials, organization of meetings between Parliamentarians and key stakeholders, monitoring of law implementation and enforcement and development of the laws regulations.	
Quality Criteria	Quality Method	Date of Assessment
?		

Number of dissemination seminars organized	HIV Parliament Commission Reports Seminar reports	June 2013 December 2013
% of Women participating in the dissemination seminars		June 2013 December 2013
Number of monitoring missions to provinces and districts by the members of Parliament HIV and AIDS Commission	Mission reports	Jmarch 2014 June 2014 December 2014
Activity Result 3	The implementation/enforcement of revised HIV laws evaluated	
Purpose	assess the effectiveness of the law in protecting people living with HIV.	
Description	Selection and contracting of a consultant to evaluate of the HIV legislation implementation and enforcement.	
Quality Criteria	Quality Method	Date of Assessment
Number of provinces covered by the evaluation	Consultaion reports	September 2015 December 2015

OUTPUT 3: A grant financial model for Civil Society Organizations and private sector approved		
Activity Result 1	A grant financial model for Civil Society Organizations and private sector approved	Start Date: January 2012 End Date: September 2012
Purpose	Expand the implementation of PEN III activities through the intervention of CSOs and CBOs	
Description	Assessment of existing funding mechanisms and coordination, designing of manual/guidelines for the grant model functioning, dissemination of the RRF evaluation results and provision of IT equipment for effective management of the grant model.	
Quality Criteria	Quality Method	Date of Assessment

The number of agreements signed between Government and donors for channeling funds through the grant financial management model	Agreements signed with donors	March, June, September and December 2012
---	-------------------------------	--

Output 4: The revised grant management model is adopted and implemented by the Government		
Activity Result 1	Grant manager identified and the model operationalized	Start Date: January 2013 End Date: December 2013
Purpose	Expand the implementation of PEN III activities through the intervention of CSOs and CBOs	
Description	Transitory management of grants, selection and contracting of the Grant manager, develop management instruments for the grant model .	
Quality Criteria	Quality Method	Date of Assessment
The number of donors that agree to finance the grant model	Signed agreements	March 2013, June 2013, September 2013 and December 2013
Activity Result 2	Grant management mechanism disbursing funds for CSOs at all levels	
Purpose	Expand the implementation of PEN III activities through the intervention of CSOs and CBOs	
Description	Monitoring grant implementation, training of CSOs and CBOs in proposals writing and submission to enable their access to the grants and transitory management of grants.	
Quality Criteria	Quality Method	Date of Assessment
Number of CSOs funded through the grant management mechanism	Grant Manager reports Signed Contribution agreements	March, June, September and December 2013, 2014,

Activity Result 3	Grant Management model consolidated	Start Date: January 2015 End Date: December 2015
Purpose	Expand the implementation of PEN III activities through the intervention of CSOs and CBOs	
Description	Monitoring and evaluate the model implementation..	

Quality Criteria	Quality Method	Date of Assessment
Number of CSOs funded through the grant management mechanism	Grant Manager reports Signed Contribution agreements	March , June, September, December, 2015

ANNEX 6: IMPLEMENTING PARTNER CHECKLIST –

Implementing Partner Checklist

Project: Strengthening CNCS Coordination and Monitoring Capacity

Implementing Partner: CNCS- Conselho Nacional de Combate ao SIDA

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
PART I. BACKGROUND INFORMATION		
1. History	It is a state organization, created on 23 rd of May, 2000. The NAC led and coordinated the formulation of the National Strategic Plan (PEN I, II, III), the major HIV instrument in the country. The NAC executive board chaired by the Prime Minister and the deputy chair is the Minister of Health. Until 2009 the NAC mandate was to coordinate the HIV response and implement projects and programmes. With the Capacity assessment undertaken and its role changed and focus now on the role of coordinator. Implementing the principle of 3 in one: One NSP, One coordination and one M&E entity.	www.cncs.co.mz
2. Mandate and constituency	The National Aids Council mandate is to coordinate the multi sector response to HIV epidemic, in order to stop the spread of the pandemic and its impact in Mozambique. Who is the organization's primary constituency? Their primary constituencies are people living in Mozambique with focus on people living with HIV and those affected by HIV and AIDS. The NAC works through existing sectors Public sector and private institutions, Civil Society Organization to reach its constituencies..	www.cncs.co.mz Ministerial decree 10/2000 de 23 rd of May 2000
3. Legal status	What is the organization's legal status? Has it met the legal requirements for operation in the programme country? Yes it is a public institution.	Ministerial decree 10/2000 de 23 rd of May 2000
4. Funding	The State budget is the main source of funding for salaries, investments and other operational costs and these funds are distributed among 11 Provincial núcleos. It is also funded by donors	Annual Reports, yearly plans and budgets

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	and UN agencies (Danida, CIDA, United states of America, DFID, and GIZ).	
5. Certification	Is the organization certified in accordance with any international standards or certification procedure? YES	ISO, Project Management standard, other standards
6. Proscribed organizations	Is the organization listed in any UN reference list of proscribed organizations? NO	http://www.un.org/sc/committees/1267/consolist.shtml
PART II. PROJECT MANAGEMENT CAPACITY		
2.1 Managerial Capacity		
1. Leadership Commitment	<p>Are leaders of the organization ready and willing to implement the proposed project? The NAC is undergoing changes. Its role of implementer and coordinator has changed to coordinator, monitor and evaluation. The institution is in need of additional capacity building in order to better fulfil its new role.</p> <p>The NAC is also piloting the Rapid Results funding mechanism and will need capacity support in order to support with the transfer of the RRF mechanism from UNDP to a Government institution.</p> <p>The NAC have been UNDP partner in the implementation of the HIV mainstreaming project and over the years have successfully made efforts to effectively implement the project.</p>	Interviews
2. Management experience and qualifications	<p>Which managers in the organization would be concerned with the proposed project? What are their credentials and experience that relate to the proposed project? Do these managers have experience implementing UNDP or other donor-funded projects?</p> <p>Deputy Executive Secretary, Head of Monitoring and Evaluation unit and the Head of Finance unit have and public sector officer have an extensive experience in managing donor funds and HIV projects and programmes. They were directly involved in the management of UNDP HIV mainstreaming project and led the transfer of the Rapid Results funding mechanism from NAC to UNDP.</p>	HIV and AIDS mainstreaming Project Reports

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
3. Planning and budgeting	<p>Does the organization apply a results-based management methodology? Are there measurable outputs or deliverables in the strategies, programmes and work plans? Are budgets commensurate with intended results?</p> <p>Yes the organization coordinates monitors and evaluates the implementation of the National HIV strategy (NSP/PEN III). They have created a monitoring and evaluation unit. The existing system follows the RBM approach. AWP have specific results, activities and indicators.</p>	<p>PEN I, II and II</p> <p>Annual Work Plan</p>
4. Supervision, review, and reporting	<p>How do managers supervise the implementation of work plans? How do they measure progress against targets?</p> <p>The NAC has a M & E Unit established that is responsible for the monitoring and evaluation of workplans. A M&E database have been design and is in used to ensure a effective flow of information from all levels, Central, Provincial. The team that comprises this Unit undertakes regular field monitoring/supervision visits. In addition,, CNCS does organize regular meetings with Provincial Nucleus and other stakeholders to monitor the implementation of the NSP. The NSP has a M&E framework with specific results and activities and indicators.</p> <p>How does the organization document its performance, e.g., in annual or periodic reports? How are the organization's plans and achievements presented to stakeholders?</p> <p>Provides quarter reports. Does joint planning with stakeholders and share semester reports with stakeholders.</p> <p>Does the organization hold regular programme or project review meetings? Are such meetings open to all stakeholders?</p> <p>Yes. A Partners forum have been created, monthly meetings take place and Civil Society organizations, UN agencies and donors,etc are invited to participate.</p>	<p>Annual reports, presentation to stakeholders</p> <p>Internal reports</p> <p>Evaluation reports</p> <p>Lessons-Learned reports</p>

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	<p>Are the organization's activities subject to external evaluation? How does the organization learn and adapt from its experience?</p> <p>Recently the organization went through an external evaluation, supported by GIZ that resulted in a restructuring of the organization from implementation role to coordination, monitoring and evaluation role only.</p>	
5. Networking	<p>What other organizations are critical for the successful functioning of this organization? How does the organization conduct relations with these organizations? Is the organization a party to knowledge networks, coordinating bodies, and other fora?</p> <p>The participation of all HIV actors is important to ensure a successful functioning of this organization. They coordinate the work of thematic groups (prevention, treatment, communication, etc). They promote and create fora for discussion, information and lessons learnt sharing between public, private and civil society sector.</p>	<p>Descriptions of network and stakeholder fora</p> <p>Partners' forum – Meetings between Government, Civil Society and private sector and donor representatives.</p> <p>Prevention group – Meeting of stakeholders from all sectors working on prevention issues</p> <p>Private sector group – Meetings of private sector stakeholders working on HIV issues</p>