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Qeveria –Vlada - Government

Ministria e Shëndetësisë-Ministarstvo Zdravstva-Ministry of Health

Njësia për Menaxhimin e Projektit të FGATM për HIV
Jedinica za Upravljanje HIV Projekta GFATM
GFATM HIV Project Management Unit

Sub-recipient Capacity Assessment

R e p o r t

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List of Abbreviations

GFATM.....	The Global Fund to Fight AIDS, Tuberculosis & Malaria
UNKT.....	United Nations Kosovo Team
UNMIK.....	United Nations Interim Mission in Kosovo
UNICEF.....	United Nations Development Programme
LFA.....	Local Fund Agent
KCM.....	Kosovo Coordinating Mechanism
PR.....	Principal Recipient
SRs.....	Sub-recipients
NGOs.....	Non-Governmental Organizations
M&E.....	Monitoring & Evaluation
TRP.....	Technical Review Panel
CFPs.....	Call for proposals
HIV.....	Human Immune-deficiency Virus
AIDS.....	Acquired Immune-deficiency Syndrome
STI.....	Sexually Transmitted Infections
MoH.....	Ministry of Health
MoJ.....	Ministry of Justice
PMU.....	Project Management Unit
DoY.....	Department of Youth
DHSP.....	Department of Health System in Proson
SHPE.....	Section for Health Promotion and Education
CSGD.....	Center for Social Group Development
KAPHA.....	Kosovo Association of People Living with HIV and AIDS
YoJAZAS.....	Youth of YAZAS
PSM.....	Procurement and Supply Management
FMS.....	Financial Management System
VCT.....	Voluntary Counselling and Testing
BCC.....	Behavior Change Communication
MIS.....	Management Information System
OR.....	Operational research
NSEP.....	Needle and Syringe Exchange Program
MMT.....	Methadon Maintenance Treatment
IDUs.....	Injection Drug Users
MSM.....	Man who have Sex with Man
SW.....	Sex Workers
PLHIV.....	People Living with HIV
KPAR.....	Key Populations at Risk
CSO.....	Civil Society Organization
NDS.....	National Drug Strategy

Introduction

Sub-recipients often play a crucial role in the implementation of program activities and the efficient use of grant resources. As sub-contracted entities they are critical for the timely achievement of grant results. Given the often considerable number of sub-recipients under a Grant and the significant proportion of the Grant's budget sub-recipients are managing, it is vital that the PR has adequate capacities, resources and systems in place to select appropriate entities, to support them in accessing capacity building, as necessary and to provide effective oversight over sub-recipient performance during grant implementation.

In order to successfully assume implementation responsibility and accountability for grant proceeds, Sub-recipients (SRs) need certain minimum capacities and systems. The PR requires that SRs have the minimum institutional and technical capacities required before the signing of the Agreement. The PR does not initiate specific implementation arrangements. Rather, the Principal recipient assesses that nominated SRs have the minimum institutional and programmatic capacities, relevant to the project, before concluding an Agreement.

Definition of sub-recipient

Sub-recipient is defined as the legal entity to which a sub-award is made and which is accountable to the Principle recipient for the use of funds provided.

The PR's Administrative Instruction No. 01/2008 ("Establishment and functioning of the HIV/AIDS Project Management Unit in the Republic of Kosovo") defines Sub-recipient as implementer of the project contracted according to applicable legal provisions. In other terms, a Sub-Recipient is the "implementing entity" or "contractor."

The Grant Agreement defines a Sub-Recipient ("SR") as an entity to which PR provides funding in order to carry out activities contemplated under the Program.

Overview on the Global Fund project in Kosovo

The Program focuses on HIV prevention among the key populations that are at high risk of becoming infected with the disease (KPARs). It will scale-up the delivery of a range of comprehensive, high-quality HIV-prevention programs and services that are tailored to the needs of specific KPARs.

HIV prevalence among KPAR is reported to be currently below 5%. However, the number of officially registered HIV cases to date is likely to be significantly less than the actual number of cases in the territory, due to inadequate voluntary counseling and testing (VCT) services and HIV surveillance. Similarly the absence of HIV cases in the 2006 biological-behavioral surveillance (BBS) study among injecting drug users (IDUs), men who have sex with men (MSM) and sex workers probably reflects a lack of access to the most hard-to-reach, KPAR sub-populations who are at the highest risk of becoming infected with HIV.

The seemingly low HIV rates disguise the high prevalence of high-risk behaviors, particularly among KPAR. Kosovo faces significant socio-economic and political challenges that may foster a rapid spread of the HIV epidemic if they are not addressed properly. These include a large young population; high unemployment and poverty; rapid social change; increasing levels of drug use; a thriving sex industry linked to human trafficking and organized crime; a highly stigmatized MSM community; high mobility of Kosovars to and from Europe and Balkan countries with higher prevalence rates; and a large international community, including many unaccompanied workers.

The program impact goal is "To maintain the current low HIV-prevalence rate among key populations at higher HIV risk in Kosovo below 5%; and prevent HIV from spreading into other groups through four (4) main objectives:

1. To reduce HIV vulnerability among key populations at higher risk (KPAR), with a special focus on IDUs; Female sex workers; MSM (Men who have Sex with Men), Prison inmates; and Young people
2. To improve the quality of life of PLHIV in Kosovo by promoting a supportive environment
3. To create a supportive environment for a sustainable national response to HIV and AIDS in Kosovo
4. To strengthen the evidence base for a targeted and effective national response to HIV and AIDS

Overall, the project focuses on scaling up the currently very weak national response to HIV (1). In this context, the project will support the establishment and sustainable scale up of comprehensive, high-quality HIV-prevention programs and services through intensive outreach and peer education among the most hard-to-reach groups. This will include comprehensive harm-reduction services to IDUs through drop-in centers and outreach (including needle-and-syringe-exchange programs (NSEP) and methadone-maintenance treatment). Harm-reduction services – except NSEP – will also be made available to drug users in prison. Key programs and services for female sex workers include client-friendly reproductive health services, including HIV prevention and STI treatment, as well as (peer) education and condom

distribution. For MSM, a drop-in centre and intensive outreach to “hidden” MSM sub-populations will be the basis for providing safer-sex kits, peer education, MSM-friendly VCT services and referral to MSM-friendly STI-treatment providers. Furthermore, the project will identify youth sub-populations with specific higher HIV risk, and provide them with targeted peer education and condoms through outreach activities.

In the context of objective (2), the project aims to improve the quality of life of PLHIV through the establishment of a Centre for Care and Support of PLHIV; this will provide psychological and medical counseling and care to PLHIV and their family members and partners. This Centre will also ensure adequate referral to PLHIV-sensitive health-care services. Other activities for PLHIV include TB/HIV programs and addressing stigma and discrimination.

In addition to HIV prevention and care services, the project will also contribute to a sustainable national response (Objective 3) through institutional capacity building of the (mostly) civil society organizations implementing the programs and services mentioned. Furthermore, it will support the development of the National Drugs Strategy.

Finally (Objective 4), support will be given to Strengthening the evidence base for HIV prevention and care by facilitating the implementation of the National HIV/AIDS M&E system; Implementation of a follow-up biological-behavioral surveillance study among key at-risk groups; and a range of operational research projects, which will directly inform improved service delivery under objectives (1) and (2).

Implementing partners:

The implementing partners will be identified as soon as the Project Management Unit develops a system of administrative mechanisms (policies and procedures) to select sub-recipient.

The process of selection of sub-recipient is planned to start immediately after the Grant Agreement with GF has been signed, to avoid any unnecessary delays in project implementation.

SRs selection process

Pursuant to authority given by AI 1/2008 of the MoH, PMU decides on criteria for selection of implementing partners such as previous experience in implementing relevant projects on HIV/AIDS, history of submission of projects for integration into KCM final project, sufficient technical and managerial capacities for activity implementation, capacities for achieving sustainability, etc.

Selection of the implementing agencies (sub-recipients) was done by commission formed under Kosovo CCM umbrella.

The process used to select the SRs as implementers under a lead PR/PMU was detailed, transparent, fair and open, and documented including the criteria that were developed and used to identify SRs.

Before initiating the selection process the PR/PMU developed basic instruments and tools for objective appraisal of sub-recipients. PR also developed adequate procedures and tools for assessment of SR capacities in program management, financial management, procurement and supply management and M&E. This was to enable PR/PMU to ensure that applicant SRs have the minimum required capacities to implement activities, have a transparent and efficient financial management system in place, are capable of producing programmatic and financial reports and carry out M&E activities

There were some circumstances that have extended the duration of sub-recipients selection and/or contracting by Principal recipient (NGO working with Serbian minorities).

In cases where there were no potential SRs identified PMU announced call for application of interested parties becoming implementers/sub-recipients for the activities that were not covered by applicants during the development of R7 Kosovo proposal.

Minimum requirements of Sub-recipients

In order to successfully assume quality and timely implementation and accountability for projects' proceeds, Sub recipients (SRs) need certain minimum institutional and technical capacity requirements before the signing of a Project Cooperation Agreement.

Institutional and technical capacity requirements include:

- Legal status.
- Management and organization
- Infrastructure and information systems
- Health and cross-functional expertise in areas of finance, procurement, and M&E

Before entrance into agreement, a nominated SR should have a detailed work plan, performance framework and detailed budget for the intended period of the agreement. The work plan should be an existing plan reflecting Global Fund funded activities.

A. Legal status

1. The applicant SR should be a currently legally registered organization within relevant authorities.
2. The applicant SR should have the necessary authority to enter into the project cooperation agreement.
3. The applicant SR should have a memorandum of understanding (MOU) with the relevant national program regarding coming planned activities.

B. Management and Organization

1. The applicant SR should preferably have a good track record for timely and results based implementation of project activities.
2. If the applicant SR is a civil society organization, it should preferably have a board that meets regularly and has statutes for its function.
3. The applicant SR should have sufficient management capacity (quality and quantity) to implement the proposed program.
4. The applicant SR is preferably required to have a clear organizational leadership with clear accountability system to implement the proposed project.
5. The applicant SR should coordinate and participate in/seek advice from the relevant national program and technical committees related to the project.
6. The applicant SR has the administrative capacity to forecast, recruit, select, and retain human resources effectively.
7. The applicant SR should have written personnel policies and procedures.

8. The applicant SR should use or follow annual plans (e.g. work plans, M&E, etc.) as part of routine management actions, benchmarking, and variance analysis, and share these documents internally and with key partners.
9. The applicant SR should make available performance reports (e.g. audit reports) for external review by stakeholders including the public.
10. The key individuals who will be responsible for implementing the program should have written job descriptions that incorporate responsibilities associated with the Project.
11. The applicant SR should have demonstrated capacity for programmatic management, including any training or other assistance required to implement the project.
12. The applicant SR should have a current budget sufficient to support key positions and organizational functions not related to Global Fund activities. This budget is expected to remain in place for the duration of the project.
13. In case there are other ongoing program/projects besides the GF program the applicant SR should clarify and present the plan for avoiding the overlapping of the activities and coordination mechanisms to these
14. The applicant SR should be able to demonstrate commitment to gender, equity and non discrimination/ principles
15. The applicant SR should be able to demonstrate the acceptance within the local communities where the intervention is proposed, or should present a plan to ensure they will obtain local leaders and communities support.

C. Infrastructure and Information Systems

1. The applicant SR should have a functional IT system for internal and external communication.
2. The current SR's information system should have the capacity to collect and provide programmatic reports for the proposed activities, including reports to PR.
3. The applicant SR should have the ability to work in targeted areas (geographical coverage) where proposed field activities will be implemented.
4. The applicant SR's management should meet periodically to review/analyze performance and share performance outcomes with internal and external stakeholders (e.g. CCM, partners, etc.)
5. The applicant SR should have internal coordination mechanisms to facilitate collaboration with other projects coordination mechanisms or bodies.
6. The applicant SR should have adequate physical facilities, office equipment, minimum logistical arrangements, etc. to implement current programs

D. Technical Expertise

1. The applicant SR should recruit full time or part time (within its organization) personnel with the required expertise necessary to implement the project.
2. The applicant SR should have the required, specialized staff in finance and M&E necessary to implement the project and to recruit other necessary staff within the GF budget frame.

Samples of SR's activities:

- Training / workshops
 - i. Training modules and curricula should be standardized and nationally endorsed curricula by the relevant program.
 - ii. Targeted audiences and structure will also have the criteria identified by the national program training modules.
 - iii. Trainers/Facilitators would preferably be provided from the trainers' pole of the program.
 - iv. The training should follow the general standards of any training (i.e. Pre test and post test; Training Attendance Sheet; Certificates; Post Evaluation and Follow up Questionnaire.)
 - v. Ensure that the original of the training report and copies of all certificates should be provided to the PR with the quarterly reports, and a copy is retained by the organization.

Selection criteria

Following the CCM conclusions on the selection process for integration of proposals into to final R7 application to GFATM grant, the CCM on May 2007 decided that of eleven (11) submitted project-proposals eight (8) were recommended for integration into a final KCM proposal with few suggestions for improvement.

The set of criteria for selection of organizations for integration into CCM proposal and implementation of the GF grant included:

- Criteria for admission to selection (be registered within the concerned bodies of Kosovo, committed to work within the National policies and Strategic frameworks, previous experience in project implementation and prove the organization was active in the area of HIV/AIDS, reflection of Kosovo HIV/AIDS strategy needs, etc),
- Eliminary criteria (affiliation with political parties, have a bank accounts suspended as a result of the court order, incomplete documentation, etc)
- Criteria for evaluation of the proposals (score for each criterion).

To minimize the possibility of bias and subjective evaluation among the TRP members, a scoring system has been designed and agreed upon by to evaluate submitted proposals.

The CCM has decided that the organizations that submitted the proposals for R7 application will have an advantage in selection process of sub-recipients, for activities that they have proposed, by taking into consideration the authorial rights and should be considered as **applicants (potential) sub-recipients** until the capacity assessment process is completed and the terms and conditions of the agreement with SR are reviewed by both parties (PR and SR)

Other organizations were encouraged to apply for sub-recipients if Kosovo R7 application is granted by GFATM. In this sense the PR/PMU will solicit for additional implementers and will announce the call for implementers for interested parties.

SR Capacity Assessment

The PR is required by the terms of the Grant Agreement to assess the capacity of SRs before it transfers any resources to them.

The PR/PMU conducted a SR's Capacity assessment in December 2008 in four relevant areas of interest based on the GF recommendations for Sub-recipient Management and in accordance to Conditions Precedent to Disbursement to Sub-Recipients set in the Program Grant Agreement, (Annex 1 paragraph (B) 3). As set in the Program Grant Agreement the disbursement of Grant funds by the Principal Recipient to Sub-recipients is subject to the satisfaction of the following conditions:

a. the delivery by the Principal Recipient to the Global Fund of a completed assessment of each Sub-recipient's capacity to implement Program activities and report thereon in accordance with the Global Fund's requirements;

b. the delivery by the Principal Recipient to the Global Fund of written guidelines, in form and substance satisfactory to the Global Fund, for Sub-recipient management and reporting, that shall include, without limitation the following:

(i) procedures for effective Program planning and coordination between the Principal Recipient and Sub-recipients;

(ii) procedures for Sub-recipient reporting, together with the standard reporting forms to be used by Sub-recipients; and

(iii) procedures for monitoring and evaluating Sub-recipient performance; and

c. the delivery by the Principal Recipient to the Global Fund of a copy of the form of its standard agreement with Sub-recipients, which shall comply with the terms of Article 14 of the Standard Terms and Conditions of this Agreement.

If the PR finds that a SR does not possess the required capacity to carry out the activities envisioned under the program, the PR will consult with the CCM and the LFA about how the situation should most appropriately be addressed. Sometimes weaknesses in capacity can be addressed with appropriate measures. If capacity can not be developed even with appropriate measures, then the PR can not accept the SR as an implementing agency.

When assessing an applicant SR, the assessment was as detailed as it normally would. Assessment of applicant SR was guided by the principles from which the LFA has conducted the assessment of PR: that the assessment should include a programmatic assessment as well as an assessment of procurement capacity, and a comprehensive institutional and financial management. It should also focus on an examination of the additional resources, particularly human resources, which may be necessary to carry out the SR's activities.

SR's Assessment Tools

Prior to capacity assessment process PR/PMU has developed adequate procedures, tools and templates for assessment of SR capacities in program management, financial management, procurement and supply management and M&E. SR's assessments tools intended to assist PR determine whether a applicant Sub-recipient has Management Capacities that correspond with the Global Fund's minimum capacity requirements:

- Legal status to enter into the agreement with PR
- Effective organizational leadership, management, decision making and accountability systems
- Adequate infrastructure and information systems to support project implementation
- Adequate health and cross-functional expertise (finance, procurement, M&E)

The assessment tools that have been used during the appraisal process were:

- **Checklists** - that review the various elements of the SR's systems and capacities for project management and that are planned. All questions included in this checklist have been considered when completing SR assessment report.
- **Face to face interview** – with legal representative of applicant SR
- **Desk review of SR's relevant records** – In depth review of submitted documents relevant to SR's systems and capacities
- **Observation of SR facilities** relevant to implementation of R7 project activities

The tools have been used to complete a part of the SR assessment report. Additional relevant issues that aroused during the assessment have also been addressed and taken into consideration. The assessment also considered the SR's detailed work plan and budget for the first year and the indicative plan for the second year.

Note: It was important for the SR under assessment to prepare all required documents before PR/PMU visit, and to communicate any documents required during the PR/PMU visit without delay. In certain cases SR's submitted additional documents after the interview.

Findings

CSGD – Center for Social Group Development

Physical access to documents and premises related to programmatic management and coordination was permitted.

File keeping: Regular file-keeping, administered by Director

Observation: VCT premises: Client records kept in locked file-keeping cabinets, administered by VCT counselor. HIV Rapid test were stored in a cool and dry place required by norms and standards. VCT is operating in accordance with Kosovo VCT National Protocol

Documents submitted:

- Copy of NGO registration form
- Copy of contract
- Copy of Job Description
- Copy of Employee policy manual
- Copy of Financial and Accounting Policies and Procedures
- Work plan and reporting forms

Conclusions:

- CSGD is a profolized NGO working with MSM
- CSGD has submitted a proposal for integration into KCM proposal for GF grant at R6 and R7. The CSGD focus is prevention among KPAR with the emphasis on HIV and STI's prevention among MSM community
- CSGD has fully cooperated during the assessment, by offering free access to and by submitting required documentation
- CSGD acknowledges the need for hiring additional staff and the need for training and development for successful implementation of the activities within the MSM component
- CSGD is aware of the need for new infrastructure (larger premises) for implementation of the activities of MSM component inside the R7 Kosovo GF project
- CSGD acknowledges the need for institutional approach but also the need for guarantees of local authorities and community for advocacy against homophobia and stigma and discrimination.

Recommendations:

The evaluation commission was provided with sufficient evidence to consider CSGD's competency and the fulfillment of all SR's selection criteria and the minimum criteria to implement R7 HIV GF activities.

Therefore, evaluation commission gives its recommendation to KCM to nominate CSGD for sub-recipient to R7 HIV grant in Kosovo, focusing on HIV prevention among MSM population in Kosovo.

Nevertheless, CSGD needs to further develop its capacities for transparent and efficient financial system in place, for producing programmatic and financial reports and to carry out M&E activities, through technical assistance from PMU or international TA.

KAPHA – Kosovo Association of People living with HIV&AIDS

Physical access to documents and premises related to programmatic management and coordination was permitted.

File keeping: Regular file-keeping, administered by Director

Observation: Counseling room (pretty damaged)
He GF work plan is hanging on the wall

Documents submitted:

- Copy of NGO registration form
- Copy of M&E training certificate
- Copy of NGO statute
- Copy of MoU with “Family Advocacy”

Conclusions:

- KAPHA is an association working with people infected or affected by HIV and AIDS. The focus of KAPHA intervention is care and support to PLHIV and their families and creation of supporting environment for fighting stigma and discrimination against people infected or affected by HIV
- KAPHA is a unique non-governmental organization working with people living with HIV and AIDS in Kosovo
- KAPHA has submitted a proposal for integration into KCM proposal for GF grant for R6 and R7 in partnership with NGO Family Advocacy.
- During the assessment process KAPHA has fully cooperated and has offered free access to files, or has submitted required documentation
- KAPHA acknowledges the need for additional staff and the need for capacity building and development for successful implementation of the GF project activities
- KAPHA will use current premises for implementation of the PLHIV component inside the R7 Kosovo GF project
- KAPHA recognizes the need for institutional approach but also calls on guarantees of the institutions and media to fight fear, stigma and discrimination.
- KAPHA also recognizes the need for partnership and assistance of NGO Family Advocacy comprised by professionals.

Recommendations:

The evaluation commission was provided with sufficient evidence to consider KAPHA’s competency and the fulfillment of SR’s selection criteria and the minimum criteria to implement R7 HIV GF activities.

It was required from KAPHA to additionally submit a Memorandum of Understanding with NGO "Family Advocacy" for partnership in implementation of objective 2 activities before the grant agreement signing, taking into consideration the initially submitted proposal for R6 and R7 application.

The evaluation commission gives its recommendation to KCM to nominate KAPHA for sub-recipient to R7 HIV grant in Kosovo, to improve the quality of life of PLHIV in Kosovo.

The evaluation commission also recommends that KAPHA builds and further develops managerial, financial, M&E and administrative capacities, by requesting the technical assistance from PMU and other multilateral development agencies.

SHPE/DoY– Section for Health Promotion and Education / Department of Youth

Physical access to documents and premises related to programmatic management and coordination was permitted.

File keeping: Regular file-keeping, administered by Chief of SHEP

Observation: Records kept in file-keeping cabinets, administered in a very good manner

Documents submitted:

- DoY Annual Report
- Monitoring form of organizations
- Project appraisal form
- Project implementation reporting form
- Annual Report of the Sector for Health Promotion and Education

Conclusion:

- Section for Health Promotion and Education of DoY is a governmental institution responsible for policy development and programs for young people's health, coordinating youth centers in working with general youth in and out-of-school settings, scaling-up peer-to-peer education program and mass-media campaigns.
- DoY has established a Kosovo youth network (country –wide) and has partners in all seven regions of Kosovo
- Furthermore, DoY has established a partnership and fellowship with DOY's in Kosovo.
- DoY has submitted a proposal for integration into KCM proposal for GF grant in R6 and R7.
- The focus of DoY intervention is development of policies and standards for peer-to-peer education, but also focuses on supporting NGO sector in behavior-change-communication, targeting most-at-risk youth and hard-to-reach youth (with the emphasis on promotion of safe-sex practices and behaviors, STI and HIV prevention and harm reduction)
- DoY has fully cooperated during the assessment, by offering free access to its records and work premises and by submitting required documentation
- DoY recognizes the need for training and development for successful implementation of the activities within youth component

- DoY considers potential risks foreseen in a more conservative settings, therefore they will look into guarantees of the local authorities for successful implementation.

Recommendations:

SHPE / DoY has fulfilled all SR's selection criteria and the minimum criteria to implement R7 HIV GF activities and is considered a competent implementing agency

The evaluation commission gives its recommendation to KCM to nominate SHPE / DoY for sub-recipient to R7 HIV grant in Kosovo, objective 1 of Youth Component (general youth).

SHPE / DoY needs to further develop its capacities for producing programmatic and financial reports and to carry out M&E activities, through technical assistance from PMU or international TA.

Integra

Physical access to documents and premises related to programmatic management and coordination was permitted.

File keeping: Regular file-keeping, administered by Admin Assistant and the Director

Observation: Records kept in file-keeping cabinets, administered in a very good manner

Documents submitted:

- Copy of NGO registration form
- NGO Statute
- Integra overview
- Copy of narrative
- Copy of progress report
- Copy of employee working contract
- TA working contract
- Copy of outgoing payment voucher
- Copy of time-sheet record
- List of local partners of NGO Integra
- Field reporting format
- Copy of project "Myself is mine"
- Program costs (2007-2008)

Conclusion:

- Integra is an NGO working with Young people in school and out-of-school settings, based on peer-to-peer education program and mass-media campaigns.
- Integra has established a Kosovo wide-network and has partners in all seven regions of Kosovo

- Furthermore, Integra has established a partnership and fellowship with NGO's in the Balkan region.
- Integra has submitted a proposal for integration into KCM proposal for GF grant in R6 and R7.
- The focus of Integra intervention is behavior-change-communication among young people, targeting most-at-risk youth and hard-to-reach youth (with the emphasis on promotion of safe-sex practices and behaviors, condom use for STI and HIV prevention)
- Integra has fully cooperated during the assessment, by offering free access to its records and work premises and by submitting required documentation
- Integra recognizes the need for training and development for successful implementation of the activities within youth component
- Integra considers potential risks foreseen in a more conservative settings in regard to condom promotion and distribution, therefore they will look into guarantees of the local government authorities and community based organizations for successful implementation.

Recommendations:

The evaluation commission was provided with sufficient evidence to consider Integra's competency and the fulfillment of all SR's selection criteria and the minimum criteria to implement R7 HIV GF activities.

Therefore, evaluation commission gives its recommendation to KCM to nominate Integra for sub-recipient to R7 HIV grant in Kosovo, Objective1 focusing on HIV prevention among hard-to-reach in Kosovo.

Nevertheless, Integra needs to further develop its capacities for transparent and efficient financial system in place, for producing programmatic and financial reports and to carry out M&E activities, through technical assistance from PMU or international TA.

Labyrinth

Physical access to documents and premises related to programmatic management and coordination was allowed.

File keeping: Regular file-keeping, administered by Admin Assistant and the Director

Observation: VCT premises: Client records kept in locked file-keeping cabinets, administered by VCT counselor. HIV, HCV and HBV Rapid tests are stored in the cool and dry space. VCT operating in accordance with Kosovo VCT National Protocol

Documents submitted:

- Copy of NGO registration form and NGO Statute
- Copy of OR "Mapping of Drug User sites" March 2007
- Draft of OR "Exploratory analysis of Knowledge, Attitude and Behaviors of prisoners regarding HIV, HCV & HBV" December 2008
- Copy of working contract
- Copy of payment voucher

- Copy of time-sheet form
- List of Labyrinth projects
- Client record form / part of data base
- VCT reporting form
- Data collection form of group therapy session
- Field reporting format
- Copy of MoU between Ministry of Justice and Labyrinth in terms of implementation of GF R7 project activities

Conclusion:

- Labyrinth is an NGO working with IDU's in community and in prisons and is the only NGO in Kosovo with experience in the HIV prevention among drug users, on counseling and testing, operational research, and policy development. This NGO also has some experience in treatment and care of DU's.
- Labyrinth has submitted a proposal for integration into KCM proposal for GF grant in R6 and R7.
- The focus of Labyrinth intervention is prevention among KPAR with the emphasis on HIV, HCV and HBV prevention among drug users and prisoners
- Labyrinth has fully cooperated during the assessment, by offering free access to its records and work premises and by submitting required documentation
- Labyrinth recognizes the need for additional workforce and the need for training and capacity development for successful implementation of activities within the IDU and prison component
- Labyrinth is aware of the need and requirement for new larger premises for implementation of the IDU component inside the R7 Kosovo GF project
- Labyrinth recognizes the need for institutional approach in regard to MMT, but is aware of the potential risks to establishment and placement in public sector. Meanwhile they will advocate for the best possible solution and look into guarantees of the institution for successful implementation

Recommendations:

The evaluation commission was provided with sufficient evidence to consider Labyrinth's competency and the fulfillment of all SR's selection criteria and the minimum criteria to implement R7 HIV GF activities.

Therefore, evaluation commission gives its recommendation to KCM to nominate Labyrinth for sub-recipient to R7 HIV grant in Kosovo, Objective1 focusing on HIV prevention among IDUs in Kosovo.

Nevertheless, Labyrinth needs to further develop its capacities for efficient systems in place, for producing programmatic and financial reports and to carry out M&E activities. Labyrinth also needs to ensure institution support and guaranties for Methadone administration and management (safety) measures

DHSP/MoJ – Department of Health System in Prison/Ministry of Justice

Physical access to documents and premises related to programmatic management and coordination

File keeping: This is a government institution the documents and files are registered in archives and administered by Admin Assistant and the Director

Observation: VCT premises: Client records kept in locked file-keeping cabinets, administered by VCT counselor. HIV Rapid tests are stored in a cool and dry space. VCT operates in accordance with Kosovo VCT National Protocol.

Documents submitted:

- Organizational chart of Department for Health Systems in prisons
- Copy of staff formula
- Client medical record forms / part of data base
- Strategic plan of Health System in prisons
- Document of Hygienic conditions and package of tools in prisons
- Copy of regulation/order of Dubrava prison
- Copy of MoU between Ministry of Justice and Labyrinth in terms of implementation of GF R7 project activities

Conclusions:

- Based on Memorandum of understanding between Ministry of Justice (legally representing Health System in prisons) and Labyrinth - NGO working with IDU's in prisons the R7 GF project activities will be implemented in cooperation
- This agreement is based on EC references and the WHO guidelines for HIV prevention in prisons
- HS in prisons have submitted a proposal for integration into KCM proposal for GF grant in R6 and R7 in partnership with NGO Labyrinth
- The focus of their intervention is prevention of HIV, HCV and HBV among drug users in prisons
- DHS in prisons and Labyrinth recognize the need for additional workforce and the need for training and development for successful implementation of the activities within prison component

Recommendations:

The evaluation commission was provided with sufficient evidence to consider DHS in Prison's competency and the fulfillment of all SR's selection criteria and the minimum criteria to implement R7 HIV GF activities.

DHS in Prisons is considered as competent implementing agency in partnership with the NGO Labyrinth, based on the MoU with MoJ.

Therefore, evaluation commission gives its recommendation to KCM to nominate DHS in Prisons and Labyrinth for sub-recipient to R7 HIV grant in Kosovo, Objective1 focusing on HIV prevention among prisoners in Kosovo, with a further development of capacities for producing programmatic and financial reports and to carry out M&E activities.

Youth of JAZAS- Kosovo

Due to non favorable circumstances considering personal safety and security of the PMU personnel and LFA, the team was not able to conduct a visit to Youth of JAZAS – Kosovo offices in northern part of Mitrovica. Therefore, the observation part which includes the physical access to documents related to institutional and programmatic assessment, financial management system, procurement and supply management system and coordination was not performed timely. After the discussions with the NGO Executive Director and the LFA, it was decided that once the circumstances become more favorable the PMU staff will visit the JAZAS premises and complete the assessment process.

Since JAZAS staff showed willingness to conduct the assessment partially they were invited to PMU offices for interview and have submitted following documents:

- Copy of NGO registration form
- NGO Statute
- Copy of the Employment Regulation
- Copy of Regulation of employee rights
- Copy of pay-roll system
- Copy of project proposal " YFHS / VCT Youth Empowerment – Making It Work for Marginalized Minorities in Kosovo/a " submitted to UNICEF and the narrative report of the completed project
- NGO Matrix
- VCT reporting form
- Questionnaire for the assessment of future targeted interventions

Conclusion:

- NGO Youth of JAZAS-Kosovo is an NGO working with youth on HIV prevention, targeting mainly minority youth and marginalized minority youth
- Youth of JAZAS-Kosovo has a good experience in the HIV prevention among youth, on BCC community outreach, voluntary counseling and testing, operational research, and policy development. This NGO has also some experience in work with most-at-risk youth: IDU's and SW.
- Youth of JAZAS-Kosovo has submitted a proposal for integration into KCM proposal for GF grant in R6 and R7.
- Youth of JAZAS-Kosovo has cooperated during the assessment, by offering relevant information and by submitting required documentation
- Youth of JAZAS-Kosovo recognizes the need for additional workforce and the capacity development for successful implementation of activities within the youth component
- Youth of JAZAS-Kosovo recognizes the need for assistance and institutional guarantees for successful implementation
- The assessment process had weaknesses in respect to the tools used for the assessment of management capacities and the findings in this regard are limited. This modality has been considered as the most convenient option and the necessity of the time.

Recommendations:

On March 5th the visit to JAZAS premises was conducted and VCT in Student Polyclinic was also observed.

The evaluation commission was provided with sufficient evidence to consider YoJAZAS competency and the fulfillment of SR's selection criteria and the minimum criteria to implement R7 HIV GF activities.

Nevertheless, YoJAZAS needs to further develop its capacities for transparent and efficient financial system in place, for producing programmatic and financial reports and to carry out M&E activities, through technical assistance from PMU or international TA.

Considering the objective difficulties to approach YoJAZAS premises the PMU efforts will state the conditions precedent into agreement with this SR. Meanwhile, the PMU will search for a partner to facilitate the monitoring efforts, in order to overcome difficulties and obstacles in SR management.

KOPF – Kosovo Population Fund

Physical access to documents and premises related to programmatic management and coordination was permitted.

1. File keeping: Regular file-keeping, administered by Admin and Finance Manager

Observation: Records kept in unlocked file-keeping cabinets. Confidential files and records kept in locked cabinets. Documents submitted:

- Copy of NGO registration form
- Copy of contract
- Copy of Job Description
- Copy of Employee policy manual
- Copy of Financial and Accounting Policies and Procedures
- Work plan and reporting forms
- Annual Narrative report of UNFPA project
- Time-sheet form
- Organizational structure
- Public announcement example
- USAID Reference and UNFPA Reference

Conclusions:

- KOPF is a successor of PSI, Kosovo and KOSMA (Kosova Socila Marketing Agency).
- During the assessment, KOPF has fully cooperated by offering free access to and by submitting required documentation.
- As a profolized NGO working in social marketing, HIV prevention among out-of-school youth, BCC and operational research this organization has great experience in outreach.
- KOPF has also implemented projects related to anti-trafficking and behavior change campaigns fighting stigma and discrimination among PLHIV and is aware of the challenges in implementation of GF project targeting sex-workers. KOPF is aware that hiring additional staff and the need for its training and development for successful implementation of the activities within the FSW component would be another challenge
- Coordination of the work with main stakeholders in this project is one of the first steps that KOPF proposes.
- KOPF acknowledges the need for institutional approach but also the need for guarantees of local authorities and community for advocacy against stigma and discrimination.

Recommendations:

The evaluation commission was provided with sufficient evidence to consider KOPF's competency and the fulfillment of all SR's selection criteria and the minimum criteria to implement R7 HIV GF activities.

Therefore, evaluation commission gives its recommendation to KCM to nominate KOPF for sub-recipient to R7 HIV grant in Kosovo, Objective1 focusing on HIV prevention among FSWs in Kosovo.

Nevertheless, KOPF needs to further develop its capacities for efficient systems in place, for producing programmatic and financial reports and to carry out M&E activities. KOPF also needs to ensure institution support and guaranties.

ANNEX 1: Checklists

Checklist for the SR Assessment

Financial Management System

Indicator	Answer	Comments
2. The NGO follows accounting practices which conform to accepted standards	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
3. The NGO prepares timely financial statements [or statement of financial activities] which are clearly stated and useful for the board and staff.	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
4. The NGO prepares financial statements on a budget versus actual and/or comparative basis to achieve a better understanding of their finances.	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
5. The NGO develops an annual comprehensive operating budget which includes costs for all programs, management and fundraising and all sources of funding. This budget is reviewed and	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
6. The NGO prepares cash flow projections.	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
7. The NGO reconciles all cash accounts monthly.	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
8. The head of office delegates the authority for financial control, assign	Yes <input type="checkbox"/> No <input type="checkbox"/>	

specific and apparently segregated tasks and establish accountabilities among qualified staff. Is the Table of Authority available	N/A <input type="checkbox"/>	
9. Payroll is prepared following appropriate regulations and organizational policy.	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
10. The NGO has a written fiscal policy and procedures manual and follows it.	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
11. The NGO has documented a set of internal controls, including the handling of cash and deposits, approval over spending and disbursements.	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
12. The NGO has a policy identifying authorized check signers and the number of signatures required	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
13. All expenses of the NGO are approved by a designated person before payment is made.	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
14. Employees who handle cash and investments are bonded to help assure the safeguarding of assets.	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
15. The NGO has an annual, independent audit of their financial statements, prepared by a certified public accountant.	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
Findings: (Physical access to documents related to programmatic management and coordination)		
Conclusion:		
Signed by:		

Nexhip Sheholli Finance Officer Date		

Checklist for the SR Assessment

Procurement and Supply Management

Element 1 : Procurement process – Human Resources		Comments
1. Do you have any specific Procurement personnel assigned to this project?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
2. What are their responsibilities? Please list	Position Name Responsibilities	
3. Does your Procurement staff have adequate education and experience to handle their duties and responsibilities	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
4. Please list	Name Education Years of Experience	
Element 2: Procurement policies		
5. Do you have written procurement policies and procedures	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
6. Are adequate procedures in place to ensure that procurement follows National Public Procurement Law requirements and the Grant Agreement?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
7. Do policies and procedures clearly define <i>conflict of interest</i> and provide safeguards to protect the organization from them?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
8. Are responsibilities for the purchasing function segregated from the requisitioning and receiving	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	

functions?		
9. Are purchases of goods and services initiated by properly authorized requisitions bearing the approval of officials designated to authorize requisitions?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
10. Who's the official designated to authorize requisitions? (Position to this Organization)		
11. Are requests for special purpose materials or personal services accompanied by technical specifications?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
12. Do approval procedures exist for purchase order and contract insurance?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
13. Are competitive and transparent bidding procedures used?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
14. Do procedures exist for public advertisement of item procurements in accordance with legal requirements?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
15. Are purchase orders and contracts issued under numerical or some other suitable control?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
16. If construction contracts are to be awarded, are bid and performance bonds considered?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
17. Are awards made to responsible bidders whose proposals are most advantageous to projects (economical), lowest possible price and other factors considered (consistent with quality assurance) ?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
18. Are all of your procurement actions based on clearly defined performance or technical specifications?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
19. Are all of your procurement	Yes <input type="checkbox"/>	

actions adequately documented? (to be documented)	No <input type="checkbox"/> N/A <input type="checkbox"/>	
Element 3: Supply management		
20. Are purchase orders specific in terms of quality, quantity and description?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
21. Do invoice processing procedures provide for copies of purchase orders and receiving reports to be obtained directly from issuing departments?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
22. Do invoice processing procedures provide for comparison of invoice quantities, prices and terms, with those indicated on the purchase order and with records of goods actually received?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
23. Do invoice processing procedures provide for comparison of invoice quantities with those indicated on the receiving reports?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
24. Do invoice processing procedures provide for checking the accuracy of calculations?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
25. Are vendor lists and other appropriate records of vendors maintained by the purchasing department?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
26. Are receiving reports prepared for all purchased goods? (if yes to be documented)	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
27. Are steps taken to ensure that goods received are accurately counted and examined to see that they meet quality standards?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
28. List the procedures used (related to Q 27) a.		
29. Is a permanent record of material received by the receiving department maintained? (to be	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	

documented)		
30. If a receiving department is not used, do adequate procedures exist to ensure that goods for which payment is made have been received and are verified by someone other than the individual approving payment that goods have been received and meet quality standards?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
Element 4: Management Information Systems (MIS) capacity		Comments
31. Does the organization have MIS that currently exists and whether the MIS is able to gather information related to procurement values and timing, inventory values at different sites, numbers of people treated, etc.	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
32. If there is no comprehensive MIS in place, indicate if, when and how the SR intends to obtain and implement such a system.		
33. Does the organization have a system of adequate safeguards to protect assets from fraud, waste, and abuse	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
34. Is sufficient storage space available at all levels of the distribution chain?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
35. Are adequate cold chain facilities available?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
36. Briefly describe your policy for reducing loss and wastage through expiry, theft, damage, etc.	.	
37. Does the inventory management system allow collection of inventory data at each distribution and treatment site?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
Conclusion:		
.		
Recommendation:		

Signed by: <hr/> Adem Spahiu Procurement Officer Date

Checklist for the SR Assessment

Monitoring and Evaluation

Element 1: Planning and administration	Answer	COMMENTS
1. Does the organization have trained team or a person for M&E?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
2. Does the organization have experience in conducting the required M&E activities on time?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
3. Has the organization plan for M&E?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
4. Does the organization have the capacity to conduct all required (SDAs) activities on time?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
5. If not, in which SDA there is a need for capacity building?		
6. Has the project coordinator ensured that implementing staff are familiar with objectives SDA and M&E activities?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
7. Are all indicators clearly linked to the SDAs (activities) of the Project?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
8. Is the staff familiar with GFATM M&E Toolkit?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
9. Does the organization have capacity to develop MIS?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	

Data collection and reporting	Answer	COMMENTS
10. Does the organization have experience in collecting and analyzing programmatic data?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
11. If yes, have these reports all been produced in a timely manner?		
12. Are technically sound data sources identified for all indicators (e.g. program activity monitoring, health services statistics, etc.)?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
13. Are there quality controls in place for when data from paper-based forms are entered into a computer (e.g. double entry, post-data entry verification)?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
14. Does distributors systematically use log sheets to record the number of commodities distributed?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
Element 1		
Objective of this element	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
Potential risks	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
Control: Physical access to documents related to M&E, indicators, activities,	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
<p><u>Conclusion:</u></p> <p>Signed by:</p> <p>_____</p> <p>Dr.Luljeta Gashi M&E Officer Date</p>		

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Institutional and Programmatic Assessment Checklist

Question	Answer	Comment
1. Is the organization officially registered?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
2. If yes, is it documented?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
3. When is the organization registered?		
4. Does the organization have organizational structure and operational manual	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
5. Has the organization implemented any other project in HIV?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
6. If yes, which component	<input type="checkbox"/> Prevention/BCC – Community outreach <input type="checkbox"/> Condom distribution <input type="checkbox"/> BCC mass media <input type="checkbox"/> VCT <input type="checkbox"/> Harm reduction <input type="checkbox"/> Advocacy: Stigma and discrimination <input type="checkbox"/> Policy development <input type="checkbox"/> Information system & OR	
7. What is the number of employed staff?		
8. Did employed staff signed contracts?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
9. What is the duration of contracts signed?		

10. Is there salary level determined?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
11. Has the staff been recruited through public announcement? (If yes to be documented).	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
12. Did the recruited staff worked before in HIV/AIDS?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
13. How many staff will be engaged through the GF Project, and on what terms (full time, part time)?		
14. Is there office space identified?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
15. Has the organization enough logistic for successful implementation of project activities?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
16. Does the organization have experience in producing regular reports on program progress and results?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
17. If yes, have these reports all been produced in a timely manner?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
18. Is the staff familiar with GFATM guidelines, policies and procedures?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
19. Which are the main potential risks foreseen by Labyrinth in the GF program implementation?	i. _____ ii. _____ iii. _____	
20. Is there any other ongoing project	Yes <input type="checkbox"/> No <input type="checkbox"/>	

related to HIV, or other?	N/A <input type="checkbox"/>	
21. If yes, how will organization manage more than one project?	Hire additional staff <input type="checkbox"/> Share GF project staff <input type="checkbox"/> Through division of labor <input type="checkbox"/>	
22. Is there any reference/evaluation upon the completion of previously implemented projects (to be documented)?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
23. Are all source documents (e.g. time sheets, pay-rolls, training records, client records, receipts, etc.) available for auditing purpose?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
24. Does the organization have capacity to develop MIS?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
25. Is there a written back up procedure for when data entry or data processing is computerized?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
<p>Findings: (Physical access to documents related to programmatic management and coordination)</p> <p>Observation:</p> <p>Conclusion:</p> <p>Signed by</p> <p>_____</p> <p>Dr. Edona Deva PMU Manager</p>		

