



Uganda Program for Human and Holistic Development



GRANTS MANAGEMENT MANUAL: Civil Society Organisation

April 2005





This Civil Society Organisation (CSO) Grants Management Manual is intended to clarify the process of UPHOLD CSO Grants and outline the responsibilities and roles of people in four key areas:

- Civil society organizations (CSOs) which have received a grant from UPHOLD,
- District officials in the regions where UPHOLD works and is funding CSO activities to contribute to the overall development goals of districts,
- Staff at UPHOLD Regional Offices (ROs) who are working directly with the CSOs,
- Staff at UPHOLD Headquarters in Kampala who are providing support and technical assistance to the CSOs and ROs.



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1.0 The Ugandan Programme for Human and Holistic Development

The Uganda Program for Human and Holistic Development (UPHOLD) works to assist Ugandans to achieve improved health, and longer and more productive lives, through interventions in three integrated social sectors: Education, Health and HIV/AIDS.

1.1.1 Themes

UPHOLD's holistic approach to development entails six cross-cutting themes:

- 1) integrated approach that builds human capacity and creates synergy between the sectors;
- 2) strengthening effective partnerships and dialogue between the public sector, the private sector, civil society, communities and families;
- 3) building on the existing strengths and opportunities of Uganda's wealth of human and socio-cultural resources;
- 4) behaviour-centred orientation that focuses on understanding and strategically addressing human motivations and constraints in taking specific actions;
- 5) improving quality assurance systems; and
- 6) systems thinking using creative processes for strategic analysis and planning.

1.1.2 Strategies

UPHOLD'S main strategies include:

- Working within districts' plans and priorities
- Increasing involvement of families and communities
- Awarding grants to foster social change
- Using responsible speed in implementation
- Fostering organizational effectiveness
- Measuring results
- "Going National" by helping to scale up good practices

1.1.3 Core Areas of Technical Intervention

Primary School Education: UPHOLD will labour to improve teacher effectiveness; facilitate dialogue and consensus-building between families, communities, teachers and other stakeholders; build capacity in planning, management and supervision at decentralized levels; increase parental involvement; and facilitate the use of innovative tools and approaches to improve children's learning both in school and at home.

HIV/AIDS: UPHOLD will strengthen services for Voluntary Counseling and Testing; Preventing Mother-To-Child Transmission of HIV; managing Sexually-Transmitted-Infections; supporting People Living with HIV/AIDS; and applying innovative approaches to empower and involve young people as well as addressing gender and culture.

Integrated Reproductive Health: UPHOLD will promote improved antenatal and postnatal care; safe and clean deliveries; essential obstetric care; post abortion care; gender-sensitive approaches; effective dialogue and decision-making in



families and communities; increased access and utilization of quality family planning methods and services; youth-friendly services; and efficient synergies aiming at the control of HIV/AIDS, sexually transmitted infections, and malaria.

Child and Adolescent Health: UPHOLD's key interventions include the Integrated Management of Childhood Illnesses (IMCI) and Community IMCI; Community-Based Growth Promotion; improved strategies and indicators for nutrition; Vitamin A and micro-nutrient supplementation; promoting exclusive breastfeeding; childhood immunizations; youth-friendly services; and innovative strategies promoting peer support groups, child-to-child activities, and parent-child communication.

Communicable Disease Control: Malaria control activities will include the effective Home Based Management of Fever, Intermittent Presumptive Treatment of malaria during pregnancy, and promoting use of Insecticide-Treated Nets. UPHOLD will also work to control tuberculosis, schistosomiasis, and other communicable diseases in a multi-sectoral approach.

2.0 Civil Society Organizations (CSOs)

Civil society organizations are recognized for their innovativeness, interventions at grassroots serve families and communities in hard-to-reach areas, and their ability to be flexible, pragmatic, relatively quick and effective in their implementation. The UPHOLD grants seek to leverage these comparative advantages of civil society organizations to promote positive social transformation. Positive social transformation is a process where social norms, structures, and systems change in such a way as to improve the choices and opportunities available to communities, especially those vulnerable, marginalized or disadvantaged groups.

2.1 Contractual Responsibilities

2.1.1 CSOs are expected to abide by all the terms and conditions outlined in the Grant Agreement, including:

- a) Implement activities as per the approved workplan and budget
- b) Use and manage funds appropriately
- c) Submit financial and technical reports as required
- d) Ensure availability of audits
- e) Notify UPHOLD focal point persons at least 15 days prior to any public meetings or training activities being implemented as part of the grant agreement
- f) Obtain prior written approval from UPHOLD before funding communications materials and ensure materials are in compliance with the Communication Guidelines.

2.1.2 CSOs will use grant funds provided by UPHOLD only for those activities not funded by other donors.

2.1.3 CSOs are expected to grasp the UPHOLD project indicators and contribute to meeting the indicators specified in their grant proposals.

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- 2.1.4** CSOs are expected to maintain all equipment purchased under the grant, including all routine maintenance, repair, and their entire security. If any equipment is stolen or not functional, CSOs should inform the Regional Office.

2.2 Interaction with UPHOLD Regional Office

2.2.1 The CSO and the Regional Offices should Maintain Regular Communication with the Regional Office

- a) The CSO is responsible for communicating all problems, or issues of concern to Regional Office staff as soon as they come up so that UPHOLD can provide assistance or advice.
- b) Should any CSOs wish to change use of grant budget by more than 10% for any line item, they must submit a letter of request to the Regional Office, stating which budget activity item will increase, and which item(s) will decrease respectively. If approved, the Regional Office will forward the request to the UPHOLD Chief of Party for formal approval and grant amendment.
- c) Should there exist a need to amend the work plan, CSOs must submit a letter to the Regional Office explaining the desired changes. If approved, the Regional Office will forward the request to the UPHOLD Chief of Party for approval and record of changes;
- d) Any changes involving key positions in personnel designated in the Grant Agreement must be reported to the Regional Office within 15 working days, together with contact information for replacement staff
- e) CSO are requested to document and share any success stories or innovative programming with UPHOLD for improvement and further distribution of lessons learned.

2.2.2. The Regional Office Community Participation Coordinator (CPC) should have regular (least monthly) communication with CSOs, by telephone, email or in person to discuss the proposed activities, confirm the completed ones, identify the challenges they are facing, provide feedback on reports, request for assistance and/or discuss other issues prevailing.

2.2.3. The Regional Office Finance and Administrative Assistant (FAA) should have regular (least monthly) communication via telephone, email or in person to discuss any budget/financial issues.

2.3 Reporting and Monitoring

2.3.1 Quarterly Meetings to be held to provide technical assistance to CSOs and enable monitoring and reporting. CSO attendance at the quarterly meeting is mandatory and CSOs are responsible for sending the appropriate staff. UPHOLD will notify CSOs of meetings with at least 10 days notice. UPHOLD will sponsor these meetings. Activities to take place at the quarterly meeting may include:

- A meeting between the CSO and CPC to review the quarterly report, work plan, and 90-day activity calendar, to evaluate support and requested technical assistance;

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- Meeting with appropriate UPHOLD staff as need arises, including technical and financial staff, monitoring and evaluation specialists and/or consultants.
 - Meeting with district officials who have been invited to the meeting to network with CSOs.
 - Accessing agreed upon technical assistance.
 - Sharing accomplishments and challenges with UPHOLD and other CSOs.

2.3.2 Quarterly Reporting - CSOs will submit Quarterly Reports within 15 days of the end of the quarter. (The calendar for each CSO is exclusive based on the dates the Grant Agreement was signed.) When available, the CSO should submit soft copies of the reports. Quarterly Reporting includes both financial and activity reports. The Quarterly Report should contain the following:

- completed technical and financial forms provided for reporting.
- completed activity reports for all activities/trainings held during the quarter.
- reports on other relevant activities such as meetings with district officials, technical training, etc.

2.3.3 Monthly Reporting –CSOs are responsible for providing timely and accurate reports to UPHOLD using the reporting formats provided.

- a. During the first quarter, the Regional Office Finance and Administrative Assistant (FAA) will meet with the CSOs to review the established accounting systems and review the UPHOLD financial reporting requirements.
- b. Based on this review, UPHOLD reserves the right to request specific CSOs to submit monthly financial reports within 15 days of the end of the month. These reports should include the monthly bankbook register, the monthly cashbook register, the monthly bank statement reconciliation, and the bank statement.

2.3.4 Additional Reporting

- CSOs should submit the *Quarterly Funding Request Form* and *Quarterly Funding Requirements Form* (see UPHOLD Grants Financial Management Guidance) to the Regional Office at least fifteen days before the end of the previous quarter in order to ensure the transfer of next quarter funding.
- A *Final Grant Report* must be submitted to the Regional Office no later than 30 days after the end of the grant period.
- As outlined in the Grant Agreement, CSOs shall provide UPHOLD with a list of any items purchased with grant funds and valued over \$500 at least 90 days before the end of the grant. These items will be considered UPHOLD property unless CSOs are otherwise notified by UPHOLD in writing.



2.3.5 General Monitoring and Evaluation

- The M&E team will meet with each CSO in the first quarter to carry out an initial assessment of monitoring capacity and tools, and then provide CSOs with additional tools or trainings in M&E. CSOs can request additional assistance as need arises;
- CSOs will complete an activity report for each UPHOLD-funded activity or training within 5 days of completion. The reports should be kept and submitted to the RO with the quarterly report. Activity reports should be available for review by RO staff during their visits.
- CSOs can expect feedback on reports from Regional Office staff at least 10 days prior to the next report due, and regular additional feedback from the technical staff;
- CSOs are asked to share any photographs, video, or published materials with UPHOLD as specified in the Grant Agreement.
- All records and documents related to the grant and activities must be retained by the CSO for three years after the end of the Grant Agreement. .
- UPHOLD is developing a computer-based indicator tracking system. Once completed, CSOs will be responsible for submitting evaluation data on-line, when possible.

2.4 CSO Relationship with Partner Organizations – A fundamental goal of UPHOLD’s Family and Community Action Grants is building partnerships between CSOs as reflected in the selection of CSOs actively pursuing collaboration with other groups. UPHOLD will be monitoring partnerships between CSOs and providing support to enhance the effective collaboration between partner organizations.

In this context, CSOs are obliged to work with the partners they identified in the grant application. If this is no longer feasible, CSOs should submit a letter to the Regional Office outlining the circumstances and get approval for dissolving the partnership. CSOs are expected to ensure partner groups comply with UPHOLD requirements, and submit data that is important for grant reporting.

2.5 CSO Interaction with District Government – UPHOLD strives to deepen public-private partnership by encouraging a productive relationship between CSOs and local government as development partners. UPHOLD will support CSOs in maintaining their current positive relationship with their district government. Examples of maintaining this relationship include meeting with district officials, sending a copy of Quarterly Reports to the district focal person, attending relevant district meetings or events, and taking advantage of technical assistance provided by the district.

2.6 Public Relations – It is common that the press will be present at CSO/UPHOLD funded activities. The following guidelines are offered to best facilitate the process of effectively working with the press:

- 2.6.1** UPHOLD will provide guidance (talking points) for CSOs to use with members of the press. CSOs are encouraged to contact the Regional Director with any questions they have about speaking to the press.
- 2.6.2** CSOs are asked to contact the Regional Office about any contact with press, or advance press requests in a timely manner.
- 2.6.3** CSOs must prominently acknowledge USAID and UPHOLD in any project press coverage or published materials as specified in the Grant Agreement.

2.7 At a Glance: Key Outputs and Timeline (yearly)

CSO Activities and Timeline	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
1 Attend quarterly meeting, submit quarterly report, meet UPHOLD staff			x			x			x			x
2 Monthly Financial Report	x	x	x	x	x	x	x	x	x	x	x	x
3 Advance Request form for disbursement of next funds (approximately quarterly).			x			x			x			x
4 Activity Reports for each activity completed.	x	x	x	x	x	x	x	x	x	x	x	x
5 Final Report												x



3.0 Uganda District Local Government

Uganda district local government is a critical element of UPHOLD's Family and Community Action Grants. District staff played key roles in the identification of UPHOLD funded CSOs and were part of the grants award process at each step.

District officials are expected to continue to play an active role through the life of the grant in support of UPHOLD's strategy to increase public-private partnerships, specifically those between district governments and private CSOs operating in those districts. District government input has been, and will continue to be actively sought. As per local government requirements, all CSO grants must be reflected in district planning documents.

- 3.1** District officials shall receive a letter from UPHOLD confirming activities, start date and total budgets for CSOs in their district.
- 3.2** CSOs in each district will attend a quarterly meeting and district officials are requested to attend in order to meet with each UPHOLD funded CSO in their district and be updated on current activities. UPHOLD will provide advance notice of meetings.
- 3.3** Copies of the CSO quarterly technical reports will be forwarded to district officials by the UPHOLD Regional Offices for review and comment.
- 3.4** District officials are requested to ensure that CSOs are included in local government planning, technical meetings, or other opportunities, as appropriate.
- 3.5** District officials are requested to provide general oversight and feedback to CSOs and UPHOLD Regional or Kampala office on grant implementation as warranted.

4.0 UPHOLD Regional Offices

The UPHOLD Regional Offices support and assist CSOs in achieving their results through monitoring and mentoring. UPHOLD is committed to increasing the efficacy of public-private partnerships and a key goal of the Regional Offices is to support and strengthen the relationships between local government and CSOs. Integral to the smooth operation of the CSO grant process are the Regional Director (RD), the Community Participation Coordinator (CPC) and the Finance and Administration Assistant (FAA). The following outlines the responsibilities of each member of the UPHOLD Regional Office.

- 4.1 Regional Director** - The RD is responsible for the overall implementation and oversight of the CSO grant programme in the region.

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- 4.1.1** The RD shall monitor all CSO grants, working with the CPCs and FAA to track and compile data for each CSO in their region.
- a) Each monthly regional report submitted by the RD to UPHOLD/Kampala should include a section on CSOs activities. This update should specify which CSO activities have been verified by RO staff, as outlined below.
 - b) The RD shall assign one CPC as the point person for each CSO grant with the understanding that the CPC will represent UPHOLD in all of their contacts with the CSO.
 - c) The RD shall approve the quarterly work plans for the CPC and FAA which include the work they plan to undertake on the CSO grants.
 - d) The RD is responsible for communicating any challenges or questions about CSO programs to both the UPHOLD Grants Manager and the CSO itself.
 - e) The RD, or his/her designate, will provide feedback to CSOs on any reports a minimum of 10 days prior to the next report being due, copying the Grants Manager who will distribute to appropriate staff.
- 4.1.2** The RD is expected to review all CSO reports, ensure they comply with UPHOLD standards, sign off on them and forward to the appropriate Kampala staff member. For quarterly technical reports the RD or their designate shall:
- Receive one original and three copies of the technical reports from the CSO
 - Once approved, the original should be forwarded to the Grants Manager at UPHOLD/Kampala.
 - Copies of the report should be sent to the Chief Administrative Officer and the district section head for that technical area (as stated in the Grant Agreement).
 - One copy should be kept on file at the Regional Office.
- 4.1.3** The RD shall review communication materials submitted for funding, ensure compliance with the UPHOLD guidelines, and provide prior approval for the items in conjunction with the UPHOLD BCC Specialist.
- 4.1.4** The RD shall ensure he/she, or a delegate, maintain contact as needed with key people associated with CSO grants (local government officials, technical staff, or others as needed).
- 4.1.5** The RD and UPHOLD Private Sector Specialist shall work together to plan and host the quarterly CSO meetings.
- 4.1.6** The RD shall monitor community relations and press coverage of UPHOLD or any UPHOLD funded CSOs and communicate information to the DCOP- Operations.



4.1.7 The RD shall assist with, and participate in, public relation activities related to the CSO grants.

4.2 Community Participation Coordinator - CPCs are the most direct and frequent link between UPHOLD and CSOs. They play the integral role in maintaining the effectiveness of CSO grants by ensuring that grantees receive adequate support.

4.2.1 CPCs shall monitor the activity and implementation of CSO grants through direct and regular contact, review of all reporting, and other tasks necessary to maintain a solid understanding of the status of each CSO for which they are the point person.

- a) CPCs must have a thorough understanding of the Grant Agreements signed with each CSO.
- b) CPCs shall be in touch with each CSO at least twice a month for the first quarter, and at least monthly after that.
- c) CPCs are expected to be at all of the meetings attended by the CSOs for which they are the point person. Such meeting may include the quarterly meetings, meetings with partner organizations, district meetings, technical assistance workshops, etc.
- d) CPCs are responsible for developing their personal quarterly work plans that outline activities required to meet their objectives for CSO grants.
- e) CPCs are the first to review all CSO technical reports and provide written feedback on the reports. Once completed, CPCs shall sign before forwarding to the RD for final approval.
- f) CPCs should also review CSO financial reports in conjunction with the FAA and be comfortable with the *UPHOLD Grants Financial Guidance* in order to answer any budget/finance related questions.
- g) CPCs should contact CSOs about reports that are late, have missing information, or do not use the required UPHOLD formats.
 - a. CPCs will provide CSOs with any monitoring and evaluation analysis received from Kampala to help CSOs with future planning and/or implementation.

4.2.2 CPCs shall help identify and provide technical assistance to CSOs.

- a. CPCs shall act as a liaison between CSOs, local government, and UPHOLD Kampala staff as appropriate to communicate technical needs and/or secure technical assistance for CSOs.
- b. CPCs will participate, with other technical staff and consultants, in evaluation of the training needs of CSOs through workshops, visits, surveys, etc.
- c. As technical support needs are identified, CPCs will incorporate any expertise they can provide, as appropriate by the skill base each CPC has, into their quarterly work plans for review with the RD.



4.3 Finance and Administrative Assistant - The Finance and Administrative Assistant (FAA) is the key financial liaison between UPHOLD and the CSO and is responsible for routine financial communication with the CSOs.

4.3.1 Within the first month of grant award, the FAA shall meet with all new grantees and conduct a review of their financial recordkeeping systems. In conjunction with the GFO, a decision should be made if the grantee may use their current recordkeeping systems or be required to use the UPHOLD templates.

4.3.2 The FAA shall provide financial technical assistance on requirements, reporting formats, etc. to the CSOs as required in order to ensure timely and effective financial reporting.

4.3.3 The FAA shall review CSO financial reports discuss activities projected/completed with the assigned CPC, make comments/revisions to the reports as necessary, and provide final authorization before submission to the RD for approval.

a) The FAA shall provide appropriate feedback to the CSO a maximum of five days after receipt of the report.

b) If there are concerns regarding the integrity of the financial reports, the FAA shall contact the RD and Grants Manager immediately.

4.3.4 The FAA shall conduct audit checks of the CSO on a regular basis to ensure that the financial records are being kept according to the UPHOLD requirements.

4.3.5 The FAA shall work with the RD to review any requests for budget amendments (modifications to a line item plus/minus 10%). Requests must include the budget item that the funds will be deducted from to accommodate the change. The FAA should review the request and submit to the RD for review and approval before forwarding to the Grants Finance Officer.

4.3.6 The FAA shall maintain a grantee file including; the grant proposal(s), the Grant Agreement, copies of all reports, and all communications between UPHOLD and the grantee.

5.0 UPHOLD Kampala Headquarters Staff

The role of staff in Kampala is to provide support and guidance to people in the field. They are also responsible for reviewing reports, analyzing M&E data, and ensuring that programmes are as effective as possible.

5.1 Grants Manager

5.1.1 The Grants Manager is responsible for maintaining the strategy for CSO grants.

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- 5.1.2 As part of a team, the Grants Manager shall assist M&E with the development of reporting tools and implementation of tracking systems for the CSO grants.
 - 5.1.3 The Grants Manager shall monitor and ensure timely financial and technical reporting by the CSOs and Regional Offices.
 - 5.1.4 The Grants Manager shall provide oversight on CSO compliance with the Grant Agreement.
 - 5.1.5 The Grants Manager shall provide reports on the status and progress of the CSO grants.
 - 5.1.6 The Grants Manager, or his/her designate, shall receive all CSO reports from the Regional Offices, log them as having been received, and distribute them to the appropriate Kampala-based staff.
 - 5.1.7 The Grants Manager shall coordinate and provide feedback on CSOs and reports to RDs and CSOs.

5.2 Grants Finance Officer (GFO) - The Grants Finance Officer will act as the financial focal point person in Kampala for all CSO grants.

- 5.2.1 The GFO is responsible for monitoring the overall financial reporting of all CSO grants and providing financial technical assistance as required.
 - a) Before the Grant Agreement is issued, the GFO shall send the Regional Offices the final revised CSO grant proposals and draft Grant Agreement for final review and comment.
 - b) In conjunction with the Regional Office FAA, the GFO is responsible to ensure that the financial recordkeeping systems of each CSO meet the UPHOLD minimum requirements.
 - c) The GFO shall also ensure that the financial technical assistance needs are identified and assistance provided to the CSOs as required.
 - d) The GFO is responsible for reviewing/approving the *Quarterly Funding Request Form* and the *Quarterly Funding Requirement Worksheet* received from the RO. Upon approval, the GFO should forward the forms to the Finance Department for processing.
 - e) The GFO shall review financial reports on a regular basis to ensure that CSOs are accounting for expenditures according to UPHOLD guidelines. The review can be quarterly if FAA feels the reports are adequate, or monthly if there are concerns. The GFO should review, provide feedback to the ROs/CSOs as necessary, and approve the final report. Once approved, the GFO should then forward the required reports to the Finance Department for processing.
 - f) The GFO shall conduct spot checks of CSOs on a quarterly basis, assisted by accounting staff. The GFO shall spend at least five days each quarter visiting CSOs. Each quarter, at least 15-20% of grantees in each district should have a financial check.
 - g) The GFO shall work with the Finance Department to reconcile QuickBooks accounts with CSO expenditures as required.

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- h) At the end of the grant agreement, the GFO is responsible for reviewing/approving the final grants report for each CSO and working with the Finance Department to close out each grant.

5.3 Grants Assistant

- 5.3.1 The Grants Assistant is responsible for managing all files of the CSO grantees, including the original Grant Agreements, communications, amendments and feedback provided to CSOs.
- 5.3.2 The Grants Assistant shall work with the Administrative Manager on procurement of items specified in the CSO grant. The Finance Department should be copied on all procurement requests.
- 5.3.3 The Grants Assistant shall work with the Administrative Manager and the GFO in obtaining USAID approval for final disposition of non-expendable equipment procured for or by the CSOs.
- 5.3.4 The Grants Assistant shall work with the Grants Manager to support Regional Offices, the Technical Team and partners (local government, NGOs, FBOs, private sector) to maintain a smoothly functioning grants strategy.
- 5.3.5 The Grants Assistant will be responsible for managing all unsolicited proposals and responding as directed by the Grants Manager.

5.4 Kampala-based Technical Staff

- 5.4.1 Technical staff shall review monthly, quarterly, and activity reports as appropriate, and will provide comments, recommendations, and sign off on them.
 - a) Technical staff shall review, and revise as necessary, all reporting forms, to ensure they include adequate technical information.
 - b) Technical staff shall review the quarterly CSO programme reports as requested by the Grants Manager and identify any technical problems or support needed by CSOs.
 - c) As requested, technical staff shall review any programme changes CSOs request and sign off if acceptable, for final approval by COP.
- 5.4.2 Technical staff shall work with Regional Offices and provide technical assistance to the CSOs.
 - a. Technical staff shall provide CSOs with technical assistance as defined in the technical plan.
 - b. Technical staff shall attend and monitor CSO activities and provide feedback to both the CSO and RO.
 - c. It is expected that Kampala technical staff will provide backstopping to CPCs in whatever ways are feasible and as appropriate.
 - d. Kampala-based Technical staff and CPCs should assess the best ways to meet the technical assistance needs of CSOs given UPHOLD's existing capacity. Where appropriate, technical staff will provide information to CPCs to provide technical assistance.

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- e. Technical assistance focal point persons or their designee shall conduct, at a minimum, one visit per month to each region or sectoral area.
 - f. Technical staff shall communicate with Regional Office at least once a month about each CSO.
 - g. Technical staff are responsible for having a general understanding of the status and programme of each CSO in their region.

5.4.3 Under the leadership of M&E, the technical team shall assist M&E to develop reporting tools and implement tracking systems for the CSO grants.

- Technical staff shall provide M&E with give advance notice for all field visits to see if there is any need for data collection, and share trip reports and additional data gained from the field.

5.5 Training and Performance Improvement Specialist (TPIS)

5.5.1 The TPIS shall work with the ROs to conduct performance reviews at the district level twice each year.

5.5.2 The TPIS shall provide support to the CSOs through the Regional Offices.

- a) The TPIS shall help CSOs understand how to present results of their work at conferences or through written materials.

5.5.3 The TPIS shall provide support to CPCs or ROs in areas of performance improvement as called upon.

5.5.4 The TPIS shall revise Training Evaluation forms for use by CSOs, compile and analyze data on training, and make recommendations on training improvement.

5.5.5 The TPIS shall gather information on best practices and success stories among CSOs for a national conference.

5.6 Private Sector Specialist (PSS)

5.6.1 The PSS shall provide oversight for organization of the quarterly CSO meetings.

5.6.2 The PSS shall meet with CSOs at the quarterly meetings as appropriate to discuss expectations, assist with work plan development, and evaluate technical needs.

5.6.3 The PSS shall manage the capacity strengthening strategy for the CSO grantees.

- a) The PSS shall develop a template that CSOs can use to request technical assistance from their districts.

5.7 Monitoring and Evaluation (M&E)

5.7.1 Monitoring and Evaluation is responsible for the overarching strategy of data collection, analysis and dissemination of CSO grant data.

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- 5.7.2** M&E, with input from a range of other staff, will develop tools and templates for CSOs to use when tracking their programmes. Forms will include quarterly programme reports, activity reports, training evaluations, facility profile forms, and sector specific tracking forms.
- 5.7.3** M&E will collect data from CSOs. M&E is responsible for all aspects of managing M&E, including:
- Develop monitoring tools, as requested and as needed.
 - Meet with each CSO at beginning of grant to conduct initial assessment.
 - Receive and analyze activity reports, quarterly reports, and other monitoring data from CSOs on a regular basis.
 - Document all technical assistance provided to CSOs and report to technical staff, CSOs (through the regional offices) and other partners periodically.
 - Provide CSOs with feedback based on the data during quarterly meetings.
- 5.7.4** M&E will gather and compile data and complete analyses to help UPHOLD and CSOs effectively implement programmes.
- a) M&E will manage the annual household survey and solicit input from CSOs on the data that would be most useful.
 - b) M&E, with the TPIS, will analyze data on CSO and UPHOLD trainings and report on how to improve effectiveness.
 - c) M&E will share any CSO grants data analysis with the Regional Offices, all technical staff and the Grants Manager.
- 5.7.5** M&E staff will provide support to the ROs and CSOs.
- a) Each staff member of M&E will spend at least five days each month in the districts or Regional Offices.

5.8 Administration/Finance- Kampala based

The Administration/Finance Team, based in Kampala, will provide support and assistance to all stakeholders, as needed. The Administration Team will assist in all central procurement activities. The Finance Team will work closely with the FAA and GFO to ensure proper reporting and accountability.

5.9 Senior Management Team (COP and DCOPs)

- 5.9.1** The Management Team is responsible for oversight of the entire CSO grants process to ensure it is on track and in line with UPHOLD results, targets, and guidelines.
- a) Management will ensure that programme planning includes input from applicable departments.
 - b) Management will monitor overall progress on targets.

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- c) The COP has final sign-off on all grant agreements and modification requests. He or his delegate will make a decision within 5 working days and communicate the decision to the RO and CSO.

5.9.2 Management will represent UPHOLD at the national and international level.

- a) Management will oversee public relations related to CSO grants, and manage any national public relations activities.
- b) Management will maintain relationships with the national line ministries to educate and advocate for CSOs and UPHOLD.
- c) Management will provide USAID with all appropriate information regarding CSOs.
- d) Management will coordinate visits of UPHOLD partners and other officials.

5.9.3 Management will provide support to Regional Offices.

- a) At least one Deputy Chief of Party or the Chief of Party will periodically visit Regional Offices and/or attend quarterly meetings and ensure the smooth functioning of the CSO system.
- b) The management team is responsible for monitoring the political situation and environment in each region, and keeping Regional Directors informed about opportunities or challenges.
- c) Management will support Regional Office staff in their work with CSOs, including giving specific feedback to CSOs in certain cases.