



Pan African Christian AIDS Network

ANNUAL REPORT

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EXECUTIVE SUMMARY

The report is a narrative of the progress against the objectives and the annual operational plan. It captures the accomplishments, achievements, lessons and challenges faced in the year. Key accomplishments include the completion of the network development processes in Burkina Faso and Madagascar, and the ongoing technical support to the other CCNets; thus Uganda, Liberia, Sierra Leon and Swaziland. At institutional level, the report highlights the key developments as PACANet went through a transition during the period. Among these, is the development of a risk management policy, renewal of the agreement with Sida through a consortium arrangement with two other regional organizations thus ANERTHA and INERELA+, the DMCDD in collaboration with Erikshjalpen end of project evaluation, Erikshjalpen East and Southern Africa partners end of phase evaluation, participation in regional meetings and strategic engagements with different partners at different levels, hire of staff (IT and Administration), staff meetings, Financial Audits, board and finance committee meetings.

The year began with the development of the 2009 transitional plan by the staff and others whose contracts had expired but retained on a consultancy basis. This was basically short term planning as funding was still uncertain, with staff engaged on short term consultancy contracts. The plan was periodically revised and harmonised with the available budget before the activities were undertaken. The plan was on a bi-annual basis which also guided the Individual Operational plans by staff. It is against these plans that the activities mentioned above were implemented throughout the year.

PACANet representatives participated in several events and meetings in different locations. These meetings helped to strengthening the existing partnerships. PACANet was also chosen to play the role of the lead organization in the consortium of the three regional organizations mentioned above.

Both Sida and DMCDD partners are acknowledged for the extension of funding to support the mission of PACANet during the transitional year when the funding agreements had expired 2008.

The year 2009 ended on a promising note with the renewal of the agreement with Sida for the next three year funding phase and a proposal for a partnership meeting with DMCDD.

ACHIEVEMENTS TOWARDS THE STRATEGIC OBJECTIVES

1. SUB-GOAL 1: INFORMATION, PARTNERSHIP AND NETWORKING

Improve and increase the availability of information about Church and faith-based HIV and AIDS work; strengthen networking and improve and increase strategic partnerships with the faith-based community.

1.1 Network development process

During the period, all the pending network development activities were accomplished in Sierra Leon, and Madagascar and Burkina Faso. Madagascar and Burkina Faso are countries where the processes had been halted by the political instability and leadership challenges respectively. On completion of the activities, the networks were formally established, thus MACANet (Malagasy Christian AIDS Network) in Madagascar and Burkina Faso Christian AIDS Network. In Sierra Leon it was to concretize what had been agreed and already initiated.

1.1.1 Consensus building conferences.

Three consensus building conferences were held in three countries and the network development processes were completed. The objective of the conferences was to seek consensus and commitment from the delegates regarding a collaborative response to HIV and AIDS through networking. In Burkina Faso, 50 participants attended, in Sierra Leon, 65 and Madagascar, 79. Delegates were drawn from the different regions of the countries, representing different denominations. Targeted participants were mainly those who participated in the other network development processes. At the end of the conferences, the delegates agreed to move forward in a collaborative response against HIV and AIDS in their constituencies. At the events, Board members were elected to move the processes forward as required.

1.1.2. Institutional support to CCNets

Institutional support funds were disbursed to 3 CCNets including, Liberia, Sierra Leon and Uganda. This helped the CCNets to consolidate their secretariat establishment with office spaces and furnishing, equipment and tools to facilitate their operations. In some instances, the funds were also used to implement some of the initial programme activities, such as follow up in the constituency, partner meetings and trainings.

1.2. Partnerships development

In the bid to stimulate and establish strategic partnerships at all levels (national, regional and continental), PACANet seized the opportunity to participate in various meetings and consultations in different locations.

1.2.1. Trip to the US

The ES travelled to the USA in October 2009. The purpose of the trip was to follow up on the US liaison office and the partners with whom PACANet had maintained dialogues on specific partnership issues. These include Samaritans Purse, Christian Connections for International Health-CCIH, World Bank, Catholic Relief Services-CRS, Africare and the US PACANet Board.

- The World Bank

A meeting was held with the Vice President, Human Development at the World Bank offices. The officer provided some strategic contacts to PACANet. Among these, PACANet was advised to check on the Children's Investment Fund Foundation (CIFF) website which apparently provides about 60% of all Clinton foundation money. The official is a strategic contact because she is a board member for CIFF.

- Samaritans Purse

A meeting was held with Samaritans Purse officials in Washington D.C. Samaritans Purse offered to avail a Proposal writer to team up with PACANet at the Secretariat so that a proposal is written based on an earlier concept were Samaritan's Purse would front PACANet.

- Catholic Relief Services

A meeting was held with CRS officials at the Headquarters in Baltimore Maryland. A presentation on the activities and progress at PACANet was made. The CRS representatives committed to front and inform PACANet whenever Request for Applications/Proposals is announced. Based on the work done in the CCNets in the 6 African countries to date, they felt PACANet had good bargaining power and committed to follow-up the issues raised and be alert for any opportunities that would emerge.

- Africare

A meeting was held with the (Director, HIV Africare). The purpose of the meeting was to explore ways PACANet and Africare could connect or complement each other. Among areas of partnership explored was the possibility to front PACANet strategically to funding agencies. PACANet was advised to establish a relationship with Africare offices in the countries and be on the lookout for RFAs. The official promised to render any support as may be required in this effort.

1.2.2. Other partnership meetings and dialogues.

- The World Bank and UK Consortium on AIDS and International development

The World Bank convened a meeting in London where PACANet was invited and represented. The UK Consortium on AIDS and International Development embarked on some work with the World Bank to allow civil society organizations to input into the planning of the Bank's evaluation of the results achieved by community interventions in a group of selected countries in Sub-Saharan Africa, Asia and Latin America. PACANet made a presentation on the summary of the Situation Analysis in the Countries where the research was conducted. Other presentations focused on the activities being done by the church and Christian Organizations, Challenges and Strengths and the prevailing requirements if the church is to step up the HIV and AIDS response. The intention for participation was to strengthen and maintain links with the World Bank.

- Christian Connections for International Health (CCIH)

PACANet staff met with a CCIH representative Mr. Douglas Huber who presented a paper on family planning at the PACANet secretariat. Since PACANet was already moderating E-Forum dialogues, it was agreed that the official links with the PACANet communication team to initiate an electronic discussion on Family Planning as it relates to HIV and AIDS. This has been taken on as one of the series for the E-forum dialogues. In addition, the connection with CCIH in the US yielded additional good results. The Eastern and Southern Africa regional conference on MCP-Multiple Concurrent Partnerships slated for 2010 to be held in Swaziland shall be done in collaboration with CCIH.

- Faith and development dialogue in ACCRA Ghana.

PACANet initiated another meeting with World Bank officials in the US. The PACANet representative made a presentation which culminated into discussion and the invitation to PACANet and her partners to participate in the July 09 'FAITH AND DEVELOPMENT LEADERS MEETING' in Accra Ghana. PACANet and

some of the CCNets were represented at the meeting where a summary paper on the 6 Situation Analysis studies was shared with the participants.

- South to South Initiative:

Discussions were held with the Director, International Centre for Technical Cooperation on HIV and AIDS (ICTC) in Brasilia, Brazil. ICTC promotes South-to-South technical cooperation among countries in Latin America, the Caribbean and Portuguese-speaking countries in Africa, and facilitates technical support to developing countries globally. Currently for Africa, they have an agreement to provide technical support in Botswana, Namibia and Ghana, and they are in discussion with Kenya to train Health professionals. Through this initiative, the Catholic AIDS Pastoral Church network has worked well and is one initiative that PACANet could benefit or learn from. A possibility for PACANet to visit Brazil for a learning experience, and discuss further how PACANet could benefit from the ICTC was also considered for future work in those countries.

- Partnership with Bristol Myers Squibb

PACANet in collaboration with BMS undertook a familiarization visit to Liberia in March 09. The objective was to learn about the country's HIV and AIDS strategy and assess the scale and scope of the priority interventions undertaken by the various sectors and explore possibilities for potential partnership with local initiatives including the Church. Challenges facing the Church, other FBOs and CBOs the major stakeholders for BMS were highlighted. With the presence of PACANet as the link for BMS, proposals were later solicited for technical assistance. CHANOL the network in Liberia was among the beneficiaries of this partnership with a grant of \$100,000 approved for one year.

1.2.3. Developments in the US liaison office

- Registration, Office space and Website development

Progress on the Registration of PACANet with the IRS-Internal Revenue Services was made and approval from IRS received in July 2009. PACANet is now legally approved to operate as a tax exempt entity in the US under the 501 (c) 3 category.

On the office space, the Contract was periodically renegotiated and the office was maintained. The PACANet-USA website is evolving and soon it will be launched and open to the public. As part of the resource mobilization, a feature was added on the website for accepting donations.

- PACANet US Board Meeting

PACANet-USA Board met in July 09. In that meeting it was recommended that the Executive Secretary takes a trip to the US. The aim was for strengthening the

partnership development Initiatives. In October 09 the ES made the trip and held a meeting with the US board. Issues discussed included the PACANet-Africa needs that required more resources and additional staff. It was observed that there was need for a proposal writer. In this vein, the ES was connected and was able to meet with the President for the Organizational Communications Inc. a consultancy firm experienced in writing proposals in the US. The official expressed willingness to support in this area. When opportunity arises in future, this resource shall be used.

- Registration of PACANet at the Global Health Council

PACANet was officially registered with the Global Health Council in November 2009. Some of the benefits of this initiative include reduced rates for participation in the annual Global Health Conference, which is usually held in Washington DC in summer. The conference is also an opportunity for connecting and establishing partnerships. In 2010, the Conference will be held in June in Washington DC.

Depending on the availability of funds, PACANet would send participants including both staff and CCNet representatives to this meeting. More information can be accessed on the link; www.globalhealthconference.org

1.2.4. The Consortium

- Consortium Meeting

Sida convened a 2-day workshop for her three regional partners including PACANet, ANERTHA and INERELA. The meeting took place in June 09 in Johannesburg. The Sida representative, PACANet staff and an external observer-consultant and representatives from the other two organisations attended. The proceedings included updates from Sida on the restructuring that had taken place and the new approach in the partnership where power to supervise is left to the field projects while Sida mobilizes resources. The parties presented their projects; followed by discussions which culminated in an agreement to form a consortium of the three organizations where PACANet took on the role of the lead agency.

- Consortium proposal

The main action point for follow up on the consortium was to develop a proposal coordinated by PACANet as the lead. PACANet engaged FARST Africa Consultants to develop the proposal for submission to Sida. Preceding the submission, the three parties met in Lusaka Zambia in August 09. The draft document was presented and reviewed by the consortium members. This was finally submitted and funding approved.

1.3. Information and communication

Information gathering and sharing was one of the core aspects of the programme during the period. This included; documentation of case studies, mapping of Christian HIV and AIDS interventions, updates to the constituency via the PACANet newsletter (Chronicles), website upgrading to upload information from CCNets, list serv and moderation of the E-forum dialogues.

1.3.1 Documentation of Case studies

Case studies were documented in Swaziland and Sierra Leone. They focused on the formation, the present status and recommendations for the CCNets. Critical to note is that a number of initiatives emerged during the network development processes and some of the already existing programmes incorporated aspects of the trainings in their work. The information is available as reference and learning tools for the constituency. This shall be distributed during the various events underway.

1.3.2 Mapping of Christian HIV and AIDS interventions

Mapping of the Christian HIV and AIDS interventions was done in Swaziland and Sierra Leon. Information was gathered from umbrella church organisations as well as other Christian organizations involved in the AIDS work. A database with information on the various processes, challenges, and recommendations of over 200 churches and Christian based organizations is now available for sharing. The same process took place in Sierra Leon but was yet to be completed.

1.3.3. Newsletter

The organizational quarterly newsletter was produced and shared out to the constituency. There was positive feedback from the readers. However, there was still a challenge of inadequate information flow from the CCNet to the PACANet secretariat due to communication constraints such as internet access and mechanisms for gathering the data. As the monitoring and evaluation function was prioritized in 2010, it is hoped the data aspect shall be solved.

1.3.4. Website

An improvement was made to the menu on the website, to make it easier for users to locate information they need. In addition, information on CCNets was uploaded; each CCNet has a page where background information, activities and plans can be found. There is however need for continued improvement on the website to suit the constituency information needs. The areas for improvement were identified for follow up by the communication team.

1.3.5. The list serv and E-Forum dialogue

The communication office opened a list serve and within three months, 70 people signed up for membership. The target is to register up to 150 members by the end of the 1st quarter 2010. Topics discussed so far include Divine healing, Multiple Concurrent Partners-MCP and male circumcision. The response was quite good as members exchanged useful information. The challenge was and still is on how to manage language differences. The discussions are held in both English and French; it's been challenging to translate information sent out by members to ensure all understand what's being discussed. It is hoped that with the engagement of the services of a resource bank person, this challenge will be addressed.

1.3.6. Comparative Analysis of situation analysis reports.

The analysis which had been delayed by information that was yet to be translated from French to English was finally done and the final report was expected by the end of January 2010. Printing and dissemination of the same shall follow as planned.

2. SUB GOAL 2: ADVOCACY

Improve and enhance the education and advocacy role of the Church, both within itself and as a unified voice on the critical issues of HIV and AIDS.

The advocacy related activities planned in the period are those that follow the network development process and these included stigma and discrimination and change agents training in Burkina Faso and Madagascar.

2.1. Stigma and discrimination training

Stigma and discrimination is a great barrier to HIV and AIDS prevention and care efforts in the church. PACANet conducted trainings on addressing stigma and discrimination as part of advocacy activities with senior church leaders.

In Burkina Faso, the workshop was conducted in November 09. It drew a total of 26 participants from churches and Christian organizations, including both males and females. Among the participants was a representative from the NAC-National AIDS Council.

In Madagascar, the workshop was held in October 09 following improvement in the political situation. It drew a total of 30 participants from churches and Christian organizations, including 12 males and 18 females.

At the end of both training, the participants were able to produce Plans of Action in response to HIV and AIDS related Stigma in their churches and organizations and

immediate communities. These shall be followed up by the respective country coordinators.

2.2. Advocacy and Change Agents' training

The trainings targeted Church leaders and aimed at mobilizing and equipping them to enhance passion and commitment for support, protection and advocacy for people affected by HIV and AIDS in the community. In addition, it was to enable church leadership to identify areas that needed change in the HIV and AIDS response and positively engage the relevant authorities to contribute to the sought solutions.

These trainings took place in Burkina Faso and Madagascar.

In Madagascar the training was conducted in October 09 following improvement the improved political situation. It drew a total of 30 participants from churches and Christian organizations including 13 males and 17 females.

In Burkina Faso 29 participated including 13 females and 16 males drawn from the city (Ouagadougou) and the provinces. The Catholic Church, which had reservations to join in the past, this time participated.

At the end of the training, the participants made Action plans to follow up their commitments in response to HIV and AIDS related critical issues that needed to be addressed and changed in their Churches and organizations.



Change agents training participants in Burkina Faso

2.3. Multiple Concurrent Partners-MCP

During the period, PACANet followed up the rapid survey on MCP conducted at the Pre-ICASA conference. The analysis of the finding was done and the report summary was presented at the Harvard University MCP consultation held in Gaborone in January 09. At the meeting participants were specifically interested to know from PACANet what the church has to offer considering the cultural issues and themes that were emerging in relation to the issue. This indicated the massive work that laid a head to address this problem. In her partnership initiative, PACANet managed to connect with CCIH and UNAIDS and shall collaboratively hold the Eastern and Southern Africa regional conference on MCP slated for April 2010 in Swaziland.

3. SUB-GOAL 3: CAPACITY BUILDING

Develop and strengthen the capacity of churches, Christian organizations and Christian networks to comprehensively respond to the impact of HIV and AIDS.

3.1. Technical support and guidance to CCNets

Technical support and guidance was aimed at enhancing the CCNets institutions to attain the status of a national coordinating mechanism, both the secretariat institutional capacity and programme management.

3.1.1. CHANOL-Liberia

CHANOL was technically supported by PACANet to develop a proposal submitted to Bristol Myers Squibb for funding. The proposal passed, was approved for funding and funds disbursed. In the same period, a monitoring visit was carried out. The aim of the visit was to establish the status of the CCNet and the areas the secretariat needed support, both as an institution and on the programmes underway. CHANOL acted on the action steps agreed, was able to relocate and furnish the office, installed internet, developed a financial policy manual, Human resource policy manual, hired core staff including finance and administration officer, monitoring and evaluation officer and 2 regional officers to support the congregational response initiative in the regions of focus.

3.1.2. NECHRAS-Sierra Leon

NECHRAS was technically supported by PACANet in the same period when a monitoring visit was carried out. The aim of the visit was to establish the status of the CCNet and the areas the secretariat need support, both as an institution and in the programmes. Input and recommendations were made. Since then, NECHRAS acted on the action steps agreed and was able to install internet, developed financial policy manual, Human resource policy guidelines, HIV policy, and included and HIV positive person on the board. For information, one of the board members for NECHRAS is from the NAS-National AIDS Secretariat, which gives the network a great opportunity to link with government.

3.1.3. CHURCH FORUM-Swaziland

PACANet carried out a monitoring and technical support visit to the Church Forum in Swaziland. The purpose of the visit was to learn, support and establish the general status of the CCNet. Specifically the visit sought to establish the effect of the activities undertaken in coordinating the Christian response to HIV and AIDS and to

provide technical guidance on emerging issues both at institutional level and programme level. During the visit, meetings were held with Board representatives, management, staff and the 5 umbrella Church organisations, the key stakeholders and the ACTS of faith project. The main crosscutting issue raised by the stakeholders was for Church forum to decentralize so that it is more visible, but also to develop means for building the capacity of the grass root initiatives to start interventions and those that were already active to maintain the momentum. Since then, the forum responded and acted on the issues. First of all by carrying out a baseline supported by PACANet aimed at locating the Christian HIV initiatives and what they do or areas of intervention. The baseline shall provide the basis for future action in the Church Forum constituency.

3.1.4. CCNet-Uganda

In the bid to connect and initiate responses at the grassroots, PACANet supported the CCNet to facilitate three 2 day consultative and planning meetings with congregational leaders in three regions. The regions included Soroti-Eastern Region I, Arua-West Nile, and Lira-Northern Region I. The meetings drew 20 leaders from each region. The model and process of the congregational initiative was shared and the leaders committed to take it on with support from the CCNet. In 2010 the CCNet has targeted to rollout the congregational response in the regions as a pilot.

3.1.5. CCNet –Burkina Faso

Following the consensus building conference, the board was elected. The orientation and training for the 11 board members was held in Ouagadougou in September 09, facilitated by PACANet. This training helped members to review and strengthen their leadership as well as personal management, collective board functions as well as individual. Other areas covered were board development and cycle. Following this process, the participants developed a one year board plan as well as three year broad results for the CCANet. They are currently in the process of registration and development of the strategic plan.

4. PACANet INSTITUTIONAL CAPACITY

To strengthen the institutional capacity of PACANet to adequately ensure the attainment of the four sub-goals mentioned above.

4.1. Planning Monitoring and Evaluation

- Strategic Plan and Annual Plan

Following the end of the three year phase, a planning meeting was held in January 2009. The purpose was to develop a plan that would fit in the transition period with

focus on the critical activities which would enable PACANet go through the transition without derailing from her mission on the continent. Later in the year, a three year work plan with clear performance targets was developed in preparation for application submission to the partners drawn from the 5 year strategic plan.

The 5 year strategic plan document of 92 pages was also reduced to an abridged version of 27 pages, a summary of the bigger document and easy to read version. The organizational board did contribute to this process. The version is available and mainly intended for public relations.

- PACANet end of project evaluation

In May through June 2009, DMCDD in collaboration with Erikshjalpen conducted an evaluation of PACANet's facilitation to the CCNets and capacity building in the countries of Liberia, Sierra Leone, Burkina Faso, and special projects in Tanzania and Kenya covering the period of 2006-2008. A team of consultants visited the programs in the mentioned countries. The objective of the evaluation was to assess the efficiency, effectiveness, impact and sustainability of Erikshjalpen and DMCDD supported projects in the past 3 years of working with PACANet. As part of the exercise, the team held a debriefing meeting with PACANet staff to share impressions, findings and clarifications. The findings provided evidence that despite the challenges presented, the innovative project of networking was found relevant and impacting the Church's response to HIV and AIDS in the countries as reflected in the detailed evaluation report.

- Erikshjalpen Eastern and Southern Africa partners end of phase evaluation meeting.

The phase was evaluated in a meeting held in March 2009 in Uganda. Two representatives from each of the 10 Erikshjalpen partner organizations from Eastern and Southern Africa participated in the meeting to evaluate the impact of the 3 year capacity building programme on their organizations. The organizations included those from Uganda, Ethiopia, Tanzania, Kenya, Malawi and Mozambique. Despite the challenges, the outcome indicated various benefits that had improved partner performance and development of HIV and AIDS initiatives. Among these included; development of strategic plans, monitoring and evaluation systems, financial management systems and improved reporting among others.

- Monitoring visits

As per the plan to follow up the CCNets, a tool for undertaking this task was developed and used in Sierra Leon-NECHARS and CHANOL in Liberia. This tool aimed at capturing two aspects at the same time. One was to establish the progress of the CCNet programmes in terms of the set goals and objectives and the other aspect

was to establish the progress on the institutional arrangements and establishment. The detailed reports are available, but the highlight was that the CCNet were still young and needed a lot more of technical guidance and support as they continue to evolve and grow, establish functional systems as a framework in which to operate and deliver quality services. As mentioned in the capacity building section, the CCNets since then have taken steps to comply on the recommendations, however more technical support is need to maintain the momentum as they evolve.

4.2. Financial Management

- Financial Policy Updates

The Accounting policy was revised from cash basis to Accrual basis of accounting to reflect the International Financial Reporting Standards. The accrual basis provides a detailed Income and expenditure, Balance Sheet among other financial reports. The Board approved the adoption of Accrual basis of Accounting.

- Deterioration of Capital Items

PACANet owns four vehicles out of which two are grounded due to mechanical problems. A technical recommendation from the mechanic was immediate disposal before their condition deteriorates further. A request for disposal was approved by the Board. The Board also recommended the acquisition of one executive car, a pickup and a Van as replacement for disposed vehicles.

- Board recommendation for PACANet to acquire office

The implementation of the Board recommendation for PACANet to acquire office premises is still elusive. PACANet was mandated by the Board to operate a development Bank a/c for the purposes of holding Capital development funds. During the year under review PACANet was unable to proceed with this recommendation, given the scaling down of funding arising from expiry of funding contracts.

- Life insurance policy

Given the nature of PACANet operations that involve frequent travels, the Board approved a Life Insurance policy for PACANet staff. However due to financial constraints the policy is not in place yet, but still a priority issue.

- International staff

International staff based in various locations in African were required to cumulatively spend a period of more than two months at the secretariat in Kampala, Uganda. To reduce on accommodation costs PACANet rented a House to cater for this purpose. During the year 2009, PACANet was unable to continue paying rent for the house due to reduced cash inflows.

Some international staff contracts could not be renewed due to financial limitations. They were taken on as consultants / Resource Bank persons to minimize on staff costs during the year.

- Audits

DMCDD requested for the Audit of its Accounts for 2006. An Audit firm in the names of Kisaka and Company carried out the Audit and the report was submitted to DMCDD.

As a requirement among others by Sida to support an application for funding, an Audit was done of PACANet Accounts up to September, 2009 by KPGM certified Public Accountants.

- Grants Received

Sida disbursed to PACANet/ PACANet Consortium a total of SEK15 Million to cater for operations during the year under review and for period 2009 -2012 operations.

DMCDD availed PACANet with USD118,000 for transitional operations and outstanding activities that were implemented during the year.

Erikshjalpen disbursed additional Grant of USD 20,000 as a contribution towards transitional costs and outstanding activities.

CAF (Children Aid Fund) engaged PACANet to provide technical support services in Uganda. CAF subsequently disbursed USD4500 for man hours provided by PACANet.

- Finance Committee Board Meeting

Finance Board Committee meetings were held, to review performance and compliance to set targets. The first meeting was in June, 2009 and the second in November 2009.

- Opening of New Bank Accounts

PACANet for a long time faced numerous huddles due to funds transfer for its operations across the continent. Eco Bank Uganda Limited (A Pan African Bank) a

subsidiary of Eco Bank group opened up a branch in Uganda. The Board approved the opening up of Bank Accounts with Eco Bank. Bank accounts were opened and this has tremendously reduced delays in funds transfer to different parts of the continent which improved on PACANet operations during the year.

4.3. Human Resource and Administration

- Review of the HR policy

In addition to the other monthly meetings, staff held a meeting in May 09 where some of the issues in the human resource manual were reviewed and suggestions made for board consideration. This was intended to update the manual and ensure that all staff and staffing issues are included.

- Organizational structure

In line with the PACANet operational Model, changes were made in the organisational structure to suit one considered more cost effective and manageable yet deliver results with mainly the role of coordination and monitoring, but use the resource bank persons and organisations to implement the activities. Some of the former members of staff whose contracts ended were included in the resource bank which is being assembled. This will help to maintain institutional knowledge and experience.

- Staff Contracts

Management wound up with all staff whose contracts had ended and gratuity due to them was processed and paid. Some among these were retained on short term consultancy arrangement. Management drafted standard PACANet consultancy contracts in collaboration with the lawyer and these were signed by 4 former staff to enable PACANet continue in pursuit of her mission in 2009. Terms of references and time frames were drawn to facilitate their delivery.

The Southern Africa contact office in Botswana was also wound up in April 09, considering the strain on resources. The single staff one year contract had also expired.

With assured renewal of agreement with Sida, appraisals were conducted and some of the staff retained on the consultancy arrangement got back in the mainstream.

- Hire of temporary staff during transition.

During the transitional period, in the bid to streamline finance and administration, and at the same time reduce the work load on finance staff who were doing a dual role, an administrator was recruited to take on all the administrative functions. In

addition, due to the challenges in communication and information management, the communication function was enhanced by recruitment of the IT staff. All IT issues including website maintenance, area networks, email, and the internet among others were managed internally as opposed to the past when these services were outsourced.

- Development of Risk Management Policy

In September 09, as part of the previous assessment recommendations and in compliance to the same, PACANet engaged a consultancy firm thus; Akamai Global consultant to facilitate the process and draw the policy. The exercise involved the board, staff and there was also input from the relevant stakeholders.

In November 09 the development of policy was finalized with an action plan. The final document was shared with the Board which gave PACANet a go ahead to take up action issues.

- Legal Affairs

The contract with MMAKS, PACANet's lawyer expired in June 09. Negotiations to renew the contract progressed and renewal was slated at the beginning of January 2010.

4.4. Governance

- Board meeting

The board met in June 2009 in Uganda. 11 of the 13 board members attended the meeting. Among other issues discussed included the strategic plan, annual report, audited accounts, Mid Term Review report and PACANet involvement in the consortium. Overall, the 5 year strategic plan was approved and the board recommended that an abridged version of the same be developed for Public Relations and external sharing. The board also gave PACANet a go ahead with the Sida consortium arrangement. The organizational structure was also discussed and recommendations made in line with the organization's strategy. They also suggested that if PACANet was to go into new Countries, the country selection criteria be revised. PACANet management took action and all these recommendations made were addressed during the period.

5.0 Limitations and the way forward

The main limitation and challenge during the year was engaging and retaining staff on short term contracts, more over on consultancy arrangement which caused some anxiety and uncertainty about the future. In the same vein, it was difficult to plan long term and make commitments as expected from the constituency for this particular period. The year although had some activities as already narrated in the previous sections, adequate time was invested mainly in planning, forecasting and preparing for the new phase which was also dependent on funding agreement renewal with the strategic partners.

On the way forward, PACANet prioritized to stabilize the organisation as a coordinating body for the Church response to HIV and AIDS on the continent, consolidate the work in the 6 established CCNets using the resource bank organisations and individuals to implement the activities, focus on regional activities and technically support the CCNets to facilitate congregational responses at the grassroots.

6.0 Conclusion

Despite the limitations, considering the nature of the year with several changes and adjustments at institutional level so as to manage the transition period, uncertainty of funding, short term planning, some staff moving on due to end of contracts, some retained on short term arrangements, the renewal of the partnership agreement with Sida, the outcome of the evaluation, and the progress in general, the year 2009 is considered as one of the most successful years in the organization's timeline.