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Acknowledgement

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Acronyms and Abbreviations

ANHERTHA	African Network of Higher Education Research in Theology HIV and AIDS
CAMCANet	Cameroun Christian AIDS Network
CCANet	Country Christian AIDS Network
CHANOL	Christian HIV and AIDS Network of Liberia
CONSORTIUM	The three organizations of ANHERTHA, INERELA+ and PACANet
DMCDD	Danish Mission Council Department for Development
DRC	Democratic Republic of Congo
GBV	Gender Based Violence
HIV	Human Immunodeficiency Virus
INERELA+	International Network of Religious Leaders Living with HIV and AIDS
MACANet	Malagasy Christian AIDS Network
NECHRAS	Network of Christian Response to HIV and AIDS in Sierra Leone
PACANet	Pan African Christian AIDS Network
PLHIV	People Living with HIV
SSAC	South Sudan AIDS Commission
SSCANet	South Sudan Christian AIDS Network
SIDA	Swedish International Development Agency
UNAIDS	United Nations AIDS
UNFPA	United Nations Family Planning Association

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Executive Summary

The report is a record of the accomplishments against the objectives and the 2013 work plan approved by the board for implementation. It also captures the lessons learnt and challenges, sustainability issues, and recommendations for the way forward.

The accomplishments are captured under each objective, and were both at regional, national and organizational level. These generally include;

At regional level, the main event that had been planned was the Pre-ICASA and was to be held in Cape Town-South Africa. This event was not possible due to funding challenges, however two review meetings that drew all the CCANet coordinators together from the countries of focus were held in the month of January and December, in Uganda and Burundi respectively.

At the same level, there was also the conclusion of the consortium project which ended December 2012 but wound up in 2013 with the final report and a meeting with Sida.

At country level, the main result was the formation of the network in South Sudan thus SSCANet (South Sudan Christian AIDS Network), an outcome of various activities and events that included several trainings and consultations with senior church leaders.

There was also technical assistance to the older CCANets in the areas of governance, training research, and advocacy.

At organizational level, PACANet strategic plan ended December 2013 and the first draft of the 2014-2019 strategy was developed following consultative engagements with the constituency during the 2012 lessons learnt conference held in Botswana, and input from staff and the CCANets.

On the question of sustainability, in consultation with the board during the meeting held in Johannesburg, South Africa in the month of March 2013, the board approved that PACANet invest in income generation for the sustainability of the organization. Since then, a business plan was developed and initial investment made towards the realization of this objective. In the same vein, attempts were made with the US board and an Economic development project was developed and is currently under review.

Finally, almost all staff contracts ended December 2013 and since then, they became resource persons and are currently working as a virtual team. Just as other resource persons, their engagement is based on an MOU for a period of one year ending December 2014, TORs and IOPs submitted on a quarterly basis but drawn from the 2014 annual work plan.

1.0 Introduction

PACANet overall goal is to positively engage and position the Church in Africa as an effective and efficient key partner in the response to HIV and AIDS. During the year 2013, focus was mainly on the commitments under the DMCDD funded project and winding up of the Sida funded Consortium project.

The objectives under which the accomplishments are reported were drawn from the broader strategic areas of mandate as reflected in the overall strategy that include; a. Research information, networking and partnership development, b. Advocacy, c. Capacity development and d. Resource mobilization and Facilitation.

In pursuance of the objectives, the older CCANets that include; Swaziland, Madagascar, Uganda, Burkina Faso, Liberia and Sierra Leone were followed up to consolidate the gains, while the new CCANets including Cameroon and South Sudan were supported to formalize and gain legal status. The process in South Sudan was however deferred due to the unpredictable political environment.

Below is the narrative of the progress against the objectives, plan and targets for the year.

2.0 Project Objectives and Progress

2.1 Research information, networking and partnership development – to improve and increase the availability of information about Church and faith-based HIV and AIDS work; strengthen networking and increase strategic partnerships with the faith-based community.

Below is the process and results that contributed to the achievement of the objective;

Research Information

The aim of research in general was two pronged; to avail information to relevant stakeholders about the church's response and also avail information for an informed church response to HIV and AIDS. The activities undertaken in the period included;

- **Rapid Assessments**

Rapid assessments were carried out in Cameroun, Sierra Leone, and Madagascar. The aim was to generate information on the prevalent critical issues of HIV and AIDS for engagement by the Church through advocacy. These issues guided the dialogues at the Church leaders' national advocacy symposia recorded later under the advocacy section of this report. A summary of the critical issues that dominated the findings included; in Cameroun, discrimination of women who are reduced to the status of "property for men and used as objects" as part of the stringent customary laws, In Sierra Leone, the exploitation of the girl child through forced marriages and violence against women, In Madagascar, a cultural practice (ceremony referred to as LEBA) performed with the belief and aim to continue one's life after death through freedom of unprotected sexual relations, where "everyone is free to access anybody". In all these cases,

the church leaders conceded that they too were guilty either as perpetrators or had been indifferent as the practice is a deeply rooted traditional practice.

- **Research on the identified critical issues of HIV and AIDS**

Two researches were carried out in Liberia and Cameroun respectively. In Liberia, the research focused on Gender based violence, a critical issues that had been identified as prevalent both among families in Churches and the wider community, and had implications in relation to HIV and AIDS. The research in Cameroon was commissioned in May but due to the stringent procedural requirements ranging from a complicated process of acquiring ethical clearance and approval from the ministry of Public health, the process dragged on and took longer than anticipated. However the final report was submitted in September. The research investigated the vulnerability of women in relation to the stringent customary laws that discriminate against women considered men's property and objects, in addition to a wider range of other issues in relation to HIV and AIDS considered critical for the investigators. Both research reports are available.

Networking

During the year, networking the church on the subject of HIV and AIDS as a core mission of PACANet mainly focused the process of establishing a network in South Sudan while strengthening the already existing ones.

- **South Sudan Christian AIDS Network (SSCANet) Formed**

The main highlight of the year was the formation of the SSCANet. This result followed a series of activities as part of the network development process though implemented under different objectives. Considering the nature and complexity of the country with an unpredictable political environment, poor infrastructure, challenges of travel by those who participated at different events, and the high cost of facilities, some of the activities in the process were held at the border towns of Lira and Arua in Uganda.

- **Consensus building conference held and the formation of the South Sudan Network agreed**

To achieve the result mentioned above, it was at this event when the Senior church leaders agreed to form a country Christian AIDS network for South Sudan. The one day event held on 13th September at Desert Breeze hotel in Arua, Uganda drew Bishops and senior Church leaders, and those who had participated at various prior events. The participants came from different denominations and states of South Sudan. A total of 50 participants including 11 females and 39 males at the conference had intensive discussions on the subject of HIV and AIDS in the context of South Sudan and specifically explored possible ways of working together through collaboration among the different church denominations from different geographical locations (States) of South Sudan. The event also witnessed the passing out of the trainees of the different trainings events with certificates. At the same event, the Bishops and Senior Church leaders also presented the communiqué they developed during their consultative

conference. Considering the issues raised and discussed, the way forward was set with a states representative transitional interim committee elected to stir the process of formalizing and legalizing the network. PACANet technically assisted the team to develop a one year plan and will work closely with the committee to support the initiative in South Sudan. It is however important to note that the process is behind schedule due to political instability.

Partnership

- **Partnership with Sida on the consortium project concluded.**

The partnership with Sida in a consortium arrangement with PACANet as the lead organization along with two other regional organizations (INERELA+ and ANHERTHA) ended in December 2012 and was concluded with a final project report and final meeting with Sida on 10th-11th April 2013 at PACANet secretariat in Uganda. It was reported that Sida had restructured and was in transition which had implications on their strategies and priorities, and hence the project could not be renewed.

- **Partnership with DMCCD**

DMCCD was the only funding partner on the ongoing 4 year project after Sida finally wound up. NECHRAS-Network of Christian Response to HIV and AIDS in Sierra Leone was still directly linked to DMCCD as reported in the previous report and has maintained a good relationship with the possibility to renew the agreement once the current one expires.

CCANet Burkina Faso also maintained a good partnership relationship with Erikshalpen on an OVC project through church congregations.

Other attempts to ensure the sustainability of the organization in executing the programmes were made as reported later in the report.

2.2 Advocacy – to improve and enhance the advocacy role of the Church, both within itself and as a unified voice on the critical issues of HIV and AIDS

It is important to note that advocacy is still an area for growth in the PACANet strategy. However in pursuance of this objective, several activities were undertaken mainly implemented under the DMCCD funded project. The activities were sequentially implemented as articulated in the DMCCD funded project. The activities start with a rapid assessment, followed by the national symposium, then the research as reported in objective one, then the advocacy strategies which are informed by the symposium and research findings and finally the Church level HIV and AIDS policies. Below is the narrative of the progress made during the year.

- **Church leaders' National Advocacy Symposia**

Three church leaders' national advocacy symposia were held during the year as follows; The first symposium was held in Yaoundé Cameroon on the 23rd to 24th April 2013. The event drew a total of 35 participants including 11 females and 24 males mainly Church leaders. The

national AIDS Secretariat was also represented. Among the issues addressed, the highlight was the perception of women *as men's property*, *"property cannot inherit property" as derived from the customary law in Cameroun, other notable ones included; widow inheritance, female genital mutilation and breast massaging/ ironing, a form of mutilation whereby girls breasts are flattened with the belief that they would no longer be attractive to men.*

The main outcome of the event was a summary of issues and a communiqué which demonstrated the church leaders' commitment to take action on the issues.

The symposium in Sierra Leone was held on 8th to 9th July 2013, in Freetown. The event drew church leaders, representatives from UNAIDS, NAS-National HIV and AIDS secretariat, Sierra Leone broadcasting cooperation-SLBC, Network of HIV Positives in Sierra Leone-NETHIPS, the police and other civil society organizations. A total of 50 people participated including 9 females and 41 males. The issues addressed include; *Sexual abuse and violence against women, the effect of secret societies a cultural practice, widow inheritance, forced early marriages resulting in high school dropout and high illiteracy rate especially among girls, stigma fuelled partly by church leaders and the issue of divine healing, the sensitivity of the subject of sex and sexuality.* The outcome of the symposium was a summary of issues that required engagement through advocacy by the church and a communiqué or leadership commitment statement to take action on the issues.

The symposium in Madagascar was held on 2nd and 3rd October 2013, in Antananarivo. It drew a total of 36 participants from different church denominations, representatives from CNLS-National AIDS secretariat, ministry of health and UNAIDS. The highlight of the event was "LEBA" a traditional cultural practice that posed a threat in relation to HIV.

LEBA is a Cultural practice performed in a cerebation and believed to serve the continuation of life once someone dies. This practice particularly gives liberty and freedom for sexual expression for everyone who participates at the event. It is valued with a spiritual connotation and believed to sustain the relationship between the living and the dead, where the dead are still honored. In addition to free sex by all, it is reported that during the day, people mainly dance, and at night, cases of taking alcohol, drugs and the climax is the free sexual relations. "Anyone can freely access anybody with no objection once one gets into the celebration venue, including siblings". They believe that this free sex is away of honoring the dead and bringing new life to maintain the legacy of the dead.

At the end of the event, the leaders developed a communiqué which demonstrated their commitment to take action.

- Development of Advocacy strategies

Three CCANets including CAMCANet in Cameroun, NECHRAS in Sierra Leone and CHANOL in Liberia were technically assisted to develop the advocacy strategy frameworks based on the issues generated at the national symposia and research findings. The structure of the strategies focused; description of the issue/ issues, decision makers on the issue/issues, influencers, barriers, allies, strategies, messages, success indicators and verification. The CCANets were also availed a format for the action plan to help guide them and the churches that contributed to

the issues to plan and take action. The CCANet is expected to locally monitor the realization of the actions by the churches.

- Training on Stigma and Discrimination

The aim of this training was to facilitate change of attitudes toward HIV and AIDS, and PLHIV in the bid to reduce or eliminate HIV and AIDS related stigma. The training took place on 15th to 19th April 2013 at Delambience Hotel in Arua-Uganda , a boarder town with South Sudan. The training drew a total of 22 participants including 4 females and 18 males representing 10 Church denominations and 3 Christian organizations from South Sudan. Participants came from 7 States of South Sudan, with the larger part of the participants being male pastors. The outcome of the training was the willingness to act, demonstrated by the action plans the participants made for their congregations.

- Training for change agents

This training targeted Church leaders from South Sudan to become change agents/ paradigm shifters in response to HIV and AIDS in their communities. It was held on the 9th-12th September 2013, at Delambience Hotel in Arua-Uganda. The training drew a total of 16 participants including 6 females and 10 males. The trainees represented Church denominations from 4 States of South Sudan (Eastern, Western, Central Equatorial and Lake state), with the larger part of the participants being male pastors. At the end of the training, action plans were made and were to be followed up by the training team. Unfortunately the political instability in South Sudan did not favor the process as planned.

- Bishop and senior leaders' consultation

A 2 days consultation with the Bishops and senior leader's from South Sudan was held on 11th-12th September at Desert Breeze hotel in Arua, Uganda a border town with South Sudan. The participants were drawn from different church denominations and states of South Sudan. A total of 26 senior church leaders including 8 females and 18 males participated at the consultation. The Bishops and senior church leaders were able to discuss matters of HIV and AIDS in the context of South Sudan and specifically focused on the teachings and practices, and the impact these had in their constituencies. Based on the issues raised and discussed, the Bishops and senior church leaders made a communiqué which demonstrated their commitment to take action.

2.3 Capacity Building – to strengthen and enhance the capacity of Churches, Christian organizations and Christian networks to comprehensively respond to HIV and AIDS pandemic

Below is the process and results that contributed to the achievement of the objective;

- Institutional support to the CCANets

This support was in form of technical assistance and funds disbursed as a contribution towards the CCANets institutions and programme implementation support based on the work plans submitted.

In Cameroun, PACANet engaged a resource person for CAMCANet to follow-up the initial coordination and legalization process of the network. This was successfully done as CAMCANet is now a duly registered organization, has a bank account, constitution, a representative board, a strategic direction and will hold their first general assembly during the first quarter of 2014 to provide feedback and for the constituency to validate and adopt the constitution and the strategy.

In Liberia, CHANOL was supported to reinforce their internal management capacities through mentoring by SHALOAM, a resource Christian organization. This followed an internal organizational diagnosis facilitated by PACANet to establish why the network was rather slow in growth yet had stayed longer as compared to the other networks. The mentoring support from SHALOAM is still on.

MACANet in Madagascar was assisted to carry out their first audit. This was also a requirement by the potential partners that had expressed willingness to partner and contribute financially to the cause of MACANet. The secretariat had also experienced both institutional and programme implementation challenges which decoupled the performance of the network. Notable among the challenges were in the areas of leadership/ governance, operational systems, programme planning and implementation. At a meeting held with the MACANet Board representatives in Uganda on 4th-6th September 2013, it was established that whilst the coordinator was committed to the cause of MACANet, she could not work independently and needed both closer supervisory and technical support. On the MACANet board's request, it was resolved that the PACANet board member resident in Madagascar Dr. Josephine Rasoampamonjy for a period of one year helps to supervise the work of MACANet and the coordinator with the aim to strengthen and improve the capacity of the secretariat in the areas noted above.

In Sierra Leone, although NECHRAS is directly supported by DMCCDD, on request and assessment, a contribution was made for the network to acquire a vehicle which solved the problems they faced in coordinating activities in the four regions of the country.

During the month of November, the interim committee of the new network in South Sudan - South Sudan Christian AIDS Network (SSCANet) was assisted to develop a one year plan which was to guide the work of the committee.

Below is the summary of funds transferred to the networks in 2013 (institutional support as contribution towards their annual work plans and budgets based on priorities.

CCANet	Amount USD
(CAMCANet) Cameroun	32,166
(MACANet) Madagascar	18,022
(NECHRAS) Sierra Leone	16,576
(SSCANet) South Sudan	3,461

(CHANOL) Liberia	15,982
Total	86,207

- Status of the participating churches and Christian organizations in the networks as of 2013

Church Forum in Swaziland: Current number of churches with HIV and AIDS activities participating in the Network come under the 5 umbrella bodies and are (between 350 and 400 denominations) and there are also 15 FBOs

CCANet Uganda maintained the 3 regions with 200 congregations with HIV and AIDS activities across the regions participating in the network.

MACANet-Malagasy Christian AIDS Network in Madagascar maintained members from 7 Church mother bodies and 7 Christian organizations.

CCANet Burkina Faso: Currently 133 churches and 6 Christian organizations are participating in the network. 110 churches have HIV and AIDS initiatives/activities.

CHANOL in Liberia has up to 85 member churches and those with very formally structured responses are 12 Churches in Monrovia, 5 in South Eastern Liberia, 3 in Bong County, totaling to 20 churches. CHANOL was also able to partner locally and received additional funding which helped them to become more visible and expanded in the Southern region of the country. They too have had governance challenges but there was intervention for members to reflect on their role and the vision and mission of CHANOL in Liberia. They also managed to acquire staff from the constituency to beef up the secretariat. These came with grassroots experience which helped CHANOL to focus on the real issues of HIV and AIDS affecting their constituency. On another note, CHANOL was assisted to access funding locally from World Learning, a USAID project linking HIV and disability.

NECHRAS in Sierra Leone has grown up to 270 member churches from the four regions of Sierra Leone subscribe to be members of NECHRAS. The network is directly supported by DMCCD but PACANet provided technical assistance especially in the area of governance at board level.

CAMCANet in Cameroon successfully registered as a legal entity, has a constitution, and a representative board. They have also been able to mobilize further in the regions after consensus building and as of now, up to 60 churches are participating in the network. The ones with well developed initiatives include; Salvation Baptist Church, the Catholic Church, the Real life Bible Church, and Action Caritative (Protestant) all with other networks of church congregations at the grassroots.

SSCANet in South Sudan is the youngest network and will require a lot more support once the current political situation improves.

- Training of trainers (Resource pool of trainers for the CCANets)

Two training of trainers workshops were held in 2013. The first 2 weeks TOT (Training of Trainers) workshop was conducted by PACANet for NECHRAS in Sierra Leone from 24th June to 5th July 2013, and held at the (YWCA) Young Women’s Christian Association Centre in Freetown. The training drew 20 participants including 7 females and 13 males from the Anglican institution, Nechras, and self-sponsoring individuals. The training aimed to build a resource pool

of trainers for NECHRAS. These are resource for further trainings for the Church in the NECHRAS constituency.

The second 2 weeks TOT training was conducted in Cameroun in the town of Limbe. This took place from 14th - 25th October 2013. The training drew 22 participants including 14 females and 8 males representing churches and Christian organizations from different regions of Cameroun. The participants formed a resource pool of trainers for CAMCANet. They mainly included the church competence trainings (HR 1 and 2) trainees who demonstrated the willingness to serve the church in response to HIV and AIDS.

- Church HIV and AIDS competence training (HR 1 and HR 2)

The 2 phase training aimed to develop the network human resource base with knowledge and skills in HIV and AIDS so as to support interventions by church congregations at the grassroots in South Sudan

The first phase (HR1) was conducted on 11th to 22nd March, 2013 at the Hotel Delambiance in Arua Uganda. Out of the 28 people who had confirmed to participate, 22 turned up and included 11 females and 11 males from 5 States of South Sudan represented by 8 Church denominations and 2 Christian Organizations. The country infrastructure with poor road network and very long distances to travel were among the challenges experienced. For example, participants from Lakes State who attended the training spent 3 days traveling to reach Juba, before heading to Uganda.

The second phase (HR2) was conducted on 6th -17th May, 2013 at Pauline Hotel in Lira Uganda, another border town with South Sudan. Although a total of 21 participants were expected, only 15 were able to come back, and included 7 females and 8 males from different regions/ states of South Sudan. The reasons for the low turn up remained the same as indicated above.

Note that the decision to conduct these trainings in Uganda was made after intensive consultation with the task force in South Sudan on the cost of facilities and the related logistics in Juba or Yei the alternative town that had been suggested. The findings clarified that the budget could not sustain the activities if held in South Sudan. Though the participants were excited to attend the trainings in Uganda, the concern at the time was whether they would fully take responsibility and own the process as a country. They however demonstrated commitment at the consensus building conference to further pursue the networking initiative.

- Review meetings to enhance CCANets networking operations

Two review meetings were held during the year in the months of January in Uganda and December in Burundi. The meetings aimed at assessing performance of the CCANets against the work plans and set targets. It was also an opportunity to learn from each other about the in-country existing opportunities and how to tap into them, challenges and experiences of what had worked in the different country contexts were also shared. A notable observation was the failure to complete the plans due to constrained budgets, at the same time, failure to raise resources in country. The issue of resource mobilization remains a big one across all networks.

At the Burundi meeting, the PACANet new strategic direction which addresses the issue of sustainability was presented and discussed for adoption by the CCANets. Both meetings provided an opportunity for a field exposure and learning as reported in the section below.

- Exposure and learning field visits for CCANets.

In Uganda, during the month of January, the coordinators had an exposure to three HIV and AIDS intervention initiatives by church congregations in Hoima town as highlighted below;

SDA-Seventh Day Adventist Hoima town Church; The church is involved in sensitization and mobilization for VCT at the congregation. On that day after service, 58 people took the HIV test. It was learnt that the key to this actions was transformed leadership following trainings.

Buhimba Christian Fellowship Church; The church is reaching young people with life-skills to promote prevention of HIV and care for orphans who are supported with basic education, income generating activities including piggery, goat rearing and crop growing-mainly vegetable and maize. The church also established a relationship with world vision a Christian organization working with churches for technical support. Inspired leadership and planning for HIV and AIDS response as part and partial of the ministry agenda were the key factors to the ongoing actions by the church.

Visit to an infected family; A widow and her two sons who were all positive were visited. The learning point here was the capacity for infected families to become resilient if empowered with the right information for positive living. Also pastoral care was a key highlight during the visit as a Pastor had established a very close link with the family and consistently followed them up as a call to Pastoral care.

In Burundi, during the month of December, the coordinators had an exposure to HIV and AIDS intervention initiatives by church congregations in two districts of Ryansoro and Musema. The coordinators had exposure to the Dutabarane approach and model of church mobilization in response to HIV and AIDS, and poverty. The highlight of the visit was the way Dutabarane mobilized, organized and structured the response by the Church through congregations at the grassroots. Mobilized churches were organized in clusters of 17 churches per cluster. The approach had several benefits according to the groups interacted with, including; Organized and a well coordinated response, working in manageable areas, Clustered member churches knew each other and they felt a sense of belonging and ownership, they also felt networking and collaboration was more practical and brought a sense of unity and synergy.

Clustered churches were able to raise resources locally, started a credit scheme and supported widows and orphans with shelter, goat rearing and gardening; at the same time supported PLHIV to access treatment. The bible based training modules were a motivation because according to group, they are simple, specifically designed to address issues relevant to specific groups as opposed to the generalized HIV and AIDS materials.

2.4 Resource Facilitation and Mobilization – to improve and increase the resource base of Church and faith-based work in the field of HIV and AIDS

As reported earlier, institutional support funding contribution was made to the CCANets and those with direct funding partners, including CHANOL, NECHRAS and CCANet Burkina Faso were able to maintain the established linkages. Attempts were also made to link the Uganda network with the US embassy; however this effort is yet to materialize as it depended on feedback from the embassy which has never come through. MACANet was also introduced to UNFPA who had expressed interest to partner, but the network needed to be more proactive to further pursue this connection. Other attempts in resource mobilization are reported under the PACANet institution capacity in the next section.

Progress and Results

2.5 PACANet Institutional Capacity

The objective to strengthen the institutional capacity of PACANet is a supportive objective for achieving the other PACANet objectives. Below is the progress and results that contributed to the achievement of the objective;

- **Governance**

One board meeting was held on 26th & 27th March at Le Chateau in South Africa. Among issues discussed included the 2012 annual reports both program and financial, approval of 2013 work plan and budget, the approval of the board manual, plans for the next PACANet strategic plan, and investment in income generation for sustainability of the organization.

On a quarterly basis, committee meetings were held electronically during the year, where members discussed and made decisions on the financial matters of the organization.

- **Finance**

The 2012 financial audit was conducted by Kisaka CPA in the month of February 2013 and final accounts approved during the board meeting. One of the critical issues observed was the gap in financial management. In the absence of a finance manager, a resource person in the names of Solomon Akankwasa was engaged on a monthly basis to render support in this area.

- **Administration**

During the year, four individuals were identified and offered an opportunity for internship at PACANet for a period of 7 months. This benefited the organization in filling gaps as the team participated and contributed to the accomplishment of some of the activities planned for the year, in addition to the routine tasks such as following up logistics, paper work and the business investment initiative.

In the same vein, on the issue of human resources for the organization, all staff contracts ended December 2013. Considering the limited funding and in the bid to retain the human resources required for the organization to continue and honor the current contractual obligations, staff

were retained as resource persons. MOUs and TORs were developed to guide and ensure the execution of the 2014 work plan.

An end of year fellowship was also held with staff, spouses and PACANet service providers. The event was an opportunity to strengthen relationship with the stakeholders, reflect on the highlights of the year, and appreciation of the hard work done.

- **Monitoring, Evaluation and Reporting**

- i. End of Sida funded consortium project (Evaluation)

The process to carry out the final evaluation of the Sida funded consortium project was done following the procedure for evaluation, including; development of the terms of reference which was approved by Sida. The TORs defined the scope of the task, then the identification and selection of the evaluator, Mr. Ignatius Kayawe from Zambia was selected from the three who had been shortlisted, engaged the evaluator on a contract agreement, and facilitated all the related logistics for travel and accommodation during the evaluator's visit to the different consortium partners' focus countries, and Sida offices in Lusaka. Despite all the input, the evaluation exercise was not completed and the report which was expected during the 1st quarter of 2013 was not submitted. Efforts to follow up the evaluator along with Sida in the bid to complete the process were futile. There is therefore no end of project evaluation report for the consortium project other than the final report PACANet submitted to Sida.

- ii. Final Consortium/ Sida review meetings

A final meeting was held with Sida and the partners of the consortium project on 10th to 11th April 2013, at PACANet secretariat in Uganda. At the meeting, the final report mentioned above was presented and the partnership was concluded. As reported previously, Sida restructured and was in transition which had implications on their strategy and change in priorities, and hence the project was not renewed.

- iii. Monitoring visits to the CCANets

Monitoring visits were carried out to the CCANets to check on progress in relation to the work plans and set targets, at the same time technical assistance was provided in the areas of need as requested by the CCANets.

In Cameroon, CAMCANet was accompanied during the regional visits to further market the new network and at the same time ensure regional representation in the process of building the governance structure and the board. The outcome was the current board and operational structure.

In Sierra Leone, NECHRAS was supported and held a General assembly. At the event, a new board was elected to guide NECHRAS to the next level of growth considering the expansion of the network.

In Liberia, CHANOL was supported to conduct an internal organizational assessment. The issues identified were intended to inform the new strategic direction beyond 2013. Local resource

mobilization for sustainability was an issues beginning with raising resources from trainings. CHANOL was also assisted to develop a proposal in-country and secured some funding. Considering the general institutional challenges, for a period of 6 months, SHALOAM a Christian organization in Liberia was engaged to offer technical assistance and mentoring with focus on;

- Review, assessment and development of systems for improved operations
- Develop workable strategies in the context of CHANOL
- Design a 5 year Strategy Plan
- A monthly report to update the board on the progress and a final report at the end of the 6 months period

iv. Reporting

Progress reports were developed and submitted to relevant partners on a quarterly basis. Activity reports were also compiled after each activity and are all available.

- **Strategy development.**

PACANet five year strategy 2009-2013 ended December 2013. The process to review the strategy began in 2012 with input from the constituency at the lessons learned conference held in Botswana. This continued through 2013 with input from staff, CCANets and the resource bank. To articulate the new strategy, a context analysis of the organization was conducted using four generic models, thus; the McKinsey's 7S model, VRINE model, SWOT analysis and PESTEL.

The new strategy was initially designed for the period 2014-2019. The development of this strategy was based on the experience from the previous two plans of 2005-2009 and 2009-2013 respectively. It focused on consolidation and sustainability of the achievements over the last ten years, while exploring opportunities for further expansion.

- **Resource mobilization**

In the effort to raise resources for the sustainability of the institution of PACANet, the work done in the focus countries and at Africa regional level, a business plan was developed under the theme; Total Community Empowerment: An Integrated approach towards the elimination of HIV and AIDS in Africa. The draft business plan was submitted to partners in the USA, and it is under review.

3.0 Lessons Learnt

- In countries with unpredictable political environment, it is possible to run events in a more neighbouring country as the case was for South Sudan activities undertaken in Uganda border towns, as long as the right people are identified to steer the process.
- Whilst the issues for advocacy are clear and stakeholders to engage on the issues identified, church leaders conceded that they too were guilty as part of the perpetrators of these issues, but are however more keen to first deal with these issues internally through their church structures than engaging external structures and institutions.
- Training in advocacy skills is critical as churches are more used to care.
- There are in country opportunities for funding. The CCANets need to become more proactive in the areas of collaboration with government and other civil society organizations

for increased linkages and partnerships at country level. This worked well for CHANOL-Liberia in 2013. Considering the funding trends and pattern, there are in country opportunities for funding. The CCANets need to become more proactive in the areas of collaboration with government and other civil society organizations for increased linkages and partnerships at country level. This worked well for CHANOL-Liberia in 2013.

4.0 Sustainability

Sustainability is viewed from the strategic approach which has been maintained over the years. The CCANet approach and intervention in the HIV and AIDS response is a strategy of cascading the AIDS response through the different levels of engaging the church, beginning at the Pan African to the local church level through congregations at the grassroots (reaching PLHIV and affected families). Through the CCANet at country level, every church congregation participating in the network is expected to have an AIDS response. This would in the end imply a total mainstreaming of HIV and AIDS in the local Church ministry, as part and partial of its reach like it has been for many years with the women, men, children and youth ministries. Such ownership would not require the continued close presence and participation of the CCANet, and hence the participation of PACANET in supporting the CCANet. However, it would be important in the process to enhance competencies in the CCANet and in the congregations to adequately understand and intelligibly pass on the HIV and AIDS message, and ensure the ability to programme and reach out with care and support.

The Training of Trainers courses provided in country capacity to transfer skills to churches which ideally should help churches competently respond to HIV and AIDS without PACANET providing Trainers.

In the new strategy, more sustainability strategies were considered. These include the establishment of a regional training and communication centre, and the economic empowerment project. Details are in the strategy document.

5.0 Conclusion

In pursuance of the PACANet overall Goal to positively engage and position the Church in Africa as an effective and efficient key partner in the response to HIV and AIDS, and the four areas of focus (information, Advocacy, Capacity building, and Resource mobilization and facilitation), PACANet successfully delivered on her commitments of the year as narrated in the different sections of this report. However as usual, the overwhelming partner expectations, country complexity such as South Sudan and diversity in the constituency ranging from systems, stringent procedures in some cases, and protocol still poses a challenge where delays were experienced in the execution of some of the activities.

6.0 Recommendations

The recommendations below are both at institutional level and programme level.

- **Institutional level**

- Considering the funding trend and change in global priorities and strategies, the initiative to raise resources locally in country has become more critical and will go a long way to ensure sustainability of the work of the CCANets
- PACANet should further consolidate and expand her investment in income generation for the sustainability of the institution.
- Now that all staff contracts ended December 2013, and the same are currently engaged as resource persons working almost virtually, there should be a mechanism to maintain this team to continue for purposes of institutional memory and continuity of PACANet

- **Programme level**

- Based on the trend, the experience, the gains so far and lessons learned in networking the church for a coordinated response to HIV and AIDS through the CCANets, there should be increased investment both financial and technical to further mobilize and stimulate responses at congregational level so as to gain the desired scale and reach at the grassroots.
- It is critical that CCANets seek partnerships and proactively collaborate especially in areas of service delivery such as; HCT (HIV Counseling and Testing), PMTCT, Treatment, among others.
- Concepts and proposals by CCANets should mainly target action by congregations at the grassroots. However the issue of capacity enhancement at that level remains critical.