



The National Strategic Framework for HIV/AIDS Activities in Uganda: 2000/1 – 2005/6

Mid-Term Review Report

THEME 6: PLANNING, RESOURCE MOBILIZATION AND MANAGEMENT

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1. Executive Summary

Planning is the process of analyzing a situation and deciding what priority activities should be performed, who should be responsible for the actions, in what time period the activities should be completed with what resources in order to address a problem of concern. The importance of planning has been summarized as follows: failing to plan is equivalent to planning to fail (FP=PF).

In Uganda, the availability of new and additional financial resources such as the Global Fund as well as the current funding mechanisms discussed in this report offers opportunity for significant scaling-up of the response to the HIV/AIDS epidemic. On the other hand, this large increase of resources also comes with multiple funding mechanisms and procedures that can distort priority setting and proper resource allocation. This situation calls for sound strategic planning, reasoned resource allocation, efficient implementation and continuous monitoring of interventions as summarized in this report and presented in greater detail in the Annex to this report.

The findings of the TWG for Planning, Research Mobilization, and Resource Management indicate that a lot of progress has been made in planning and in the mobilization and management of resources. Efforts were made to integrate HIV/AIDS during the revision of PEAP. Some line ministries have strategic plans and most have HIV/AIDS operational plans that were developed primarily for accessing funds. Similarly, some districts have strategic plans and operational plans for accessing funds from Uganda AIDS Control Project. UAC has established a partnership coordination mechanism that also addresses issues of planning and resource mobilization. In resource mobilization, funds are available for activities in the NSF and for some of the emerging activities such as ARV treatments not earlier envisaged as practical/feasible. Poverty Alleviation Funds (PAF) are allocated to HIV/AIDS.

However, despite the above, there are some notable gaps and constraints in this area. The NSF has not been adequately distributed/disseminated for use by all stakeholders. Joint planning is not understood and practiced. Mainstreaming HIV/AIDS in the public sector is still underdeveloped. Focal point persons/officers (FPP/O) are, in many cases, not technically competent in HIV/AIDS and some also lack a comprehension of the NSF. Many districts have separate plans for various donor-funded HIV/AIDS programmes so that resources are not equitably distributed to the districts. The UAC resource tracking system has not been effectively operationalized and key documents, reports, and information on major projects and programmes are not available in the National AIDS Documentation and Information Center (NADIC) at UAC. Neither the roles of lead actors and key sectors designated in the NSF nor the Partnership Forum are clearly understood. There are many pending policies on HIV/AIDS that have not yet been endorsed by the Cabinet. Parallel funding mechanisms exist. Although efforts were made to obtain the UAC costing strategy and the shared programme framework and timetable for its development, neither was made available to the thematic consultant and consequently these items were not discussed by the TWG.

Against the above background, there is need to maintain the momentum in slowing the spread of HIV to reverse the epidemic. Hence it is recommended that (i) some policies on mainstreaming HIV/AIDS in all activities be formulated, (ii) activities be prioritized (viz Priority I, II, III) based on NSF; (iii) simple model packages for planning and training in resource mobilization and

management be developed, and (iv) a culture of jointly producing situation analysis, strategic plan and operational plans by various entities of government, private and civil society be fostered. Advocacy and adherence to strategic plans and resource allocation/management principles by donors and partners are also recommended. The role of Uganda AIDS Commission as the overall coordinator of HIV/AIDS activities in the country is paramount and should be respected accordingly by all partners and government agencies.

It is also suggested that the review process should in future be a long term exercise involving an annual review of the activities to be done by each sector, SCE, major programme and donor followed by the national review of the NSF to which the annual reviews can provide input.

2. Description of the TWG

The TWG consisted of 22 members shown below. The composition of the TWG membership was of good mix, i.e., a favourable gender balance (8 females), membership from NGO and Private sectors and from government line ministries, and donors. All members had working experience in planning, and in the mobilization and management of resources.

Members of the TWG 6 on Planning and Resource Mobilization/Management

Name	Organization	Title	Telephone		E-mail
			UTL	Mob	
1. Adupa R L	-	Consultant	540874	077-409802	larryadupa@yahoo.com
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5. Bagwerenze David	FASERT – Private Sector	Accountant	-	071-311661	Dbagwerenzeyahoo.com
6. Baka Stephen Mugabi	State House	APs/HE/Youth	344562	077-514337	bakamugabi@yahoo.co.uk
7. Gipwola Julie	Office of the President	SIO/HIV/AIDS Officer	257386	077-484575	gipwola@yahoo.com.co.uk
8. Inge Tack	UAC/UNAIDS	HIV/AIDS Partnership		077-582861	Tacki.unaids@who.imul.com
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11. Kagenda Patrick	-	I.T. Consultant	288246	077-463808	pkagenda@yahoo.com
12. Kamoga Joseph	UNDP	HIV/AIDS Prog Officer	233440	077-472546	kamogajos@yahoo.com
13. Magezi Allen	SWAA	Coordinator	348771	077-470883	
14. Mary Oduka	DCI	HIV/AIDS Advisor		077-744300	mo@ireland.co.ug
15. Mondo K F	MoGLSD			077405145	kyateka@yahoo.com
16. Mulindwa H G (Dr)	MUK	Specialist Physician	-	077-498068	-

17. Musoke Joseph	UNASO			077-486507	musoke@unaso.or.ug
18. Muwuliza Jennifer	MOFPED			077692915	jennifermuwuliza@yahoo.com
19. Ntabazi Michael	UNCCI	Public Relations Officer	503024	071-600660	
20. Obbo Henry	MFPEP	SFO	232358	075-690729	henryobbo@yahoo.com
21. Ssebagala Stephen	CDC			077-549149	ssebagala@cdcuganda.org
22. Sallie Craig Huber	MSH/USAID	Lead Consultant		077-983269	shuber@msh.org

The following Key Informants were interviewed by this TWG:

1. Amy Cunningham, USAID
2. Angula Uma, Ministry of Education and Sports
3. Annet Biryeteja, NACWOLA
4. Christine Oryema-Lalobo, UPHOLD
5. Dan Wamanya, USAID
6. Edward Kirumira, Makerere University
7. Elizabeth Musahabe, UAC
8. Ferdinand Tumwebaze, Ministry of Finance Planning and Economic Development
9. Francis Mukama, Ministry of Energy
10. Henry Obbo, Ministry of Finance Planning and Economic Development
11. Inge Tack, UNAIDS/UAC
12. Jim Arinaitwe, UAC
13. John Kayuzia, Participatory Development Management Planning Project, Ministry of Local Government
14. Joyce N. Kadowa, UAC
15. Julius Byenkya, Uganda HIV/AIDS Control Project
16. Lucy N Korukiiko, UAC
17. Martin Onyach Olaa, Programme Coordination Unit, Ministry of Local Government
18. Med Kavuma, AIM Project
19. Partick Ochailap, Commissioner, AID Liaison Department. Ministry of Finance Planning and Economic Development
20. Patrick Okello, Ministry of Local Government
21. Paul Waibale, AIM Project
22. Prof J Rwomushana, UAC
23. Rosemary Kindyomunda, UAC
24. Sam Ibanda, UNDP
25. Stephen Mutyaba, Executive Director, Uganda Protestant Medical Bureau
26. Titus Tumwesigye, UNASO
27. Wafula Wanyama, Ministry of Gender, Labour and Social Development
28. Baguma Ezna, World Vision

3. Approach to the Task of the TWG/Methodology

A combination of methods was used in reviewing this thematic area. The thematic consultant was able to review over 30 documents including the NSF (see Appendix for full list of

documents), policy documents, reports, programme/project documents and workplans. As a result of this review, checklists of questions were prepared for interviewing various key informants. Thus, the checklists were prepared for programme managers, ACP FPP/Os, and SCEs, Development Partners and MoFPED and UAC staff. In all, 30 were interviewed and the checklist for donors was mailed to many of them for their response.

The TWG met 7 times. One member of the TWG participated in interviewing the identified key informants while others provided relevant documents and data for review process. During the meetings, different aspects of the thematic areas were discussed. In the last meeting, members discussed the activities under the thematic area and reached a consensus on the scorings presented in this report. By and large, there was a general agreement in the scoring between TWG consensus and personal assessment of the key informants.

The activities in the NSF logframe—Goal III, Objective 1 (selected activities only)—were reviewed by the TWG and with some key informants. This TWG acknowledges that the same Goal and Objective were reviewed by TWG 4 in its review of coordination and institutional arrangements. However, the logframe review contained in this report looks selectively at this section of the NSF from the perspective of planning and resource mobilization/management and included an analysis of the designated lead actor, thus some of the ranking scores differ.

4. NSF Progress To Date

GOAL III: STRENGTHEN THE NATIONAL CAPACITY TO RESPOND TO THE HIV/AIDS EPIDEMIC

Objective 1 To mobilise government civil societies and private sector to reallocate and extend political action, financial commitment and programs to address HIV/AIDS epidemic at various levels

Outcome 1: By the year 2005, about 75% of governments, civil societies and the private firms operating in the country will have made in kind and/or in cash contributions to AIDS programs/community

Outcome2: By 2005 government, civil societies and private firms will have implemented social programs designed to help communities access funds necessary to assess and manage HIV/AIDS .

STRATEGY	ACTIVITIES (with lead actor noted)	INDICATORS	PROGRESS ^a		COMMENTS
			ACTIVITY	STRATEGY	
1. Strengthen planning, coordination, monitoring and evaluation of HIV/AIDS activities in the various sectors at national, district and community levels	(b) Train technical staff in planning, coordination, monitoring and evaluation of HIV/AIDS activities in the various sectors at national, district and community levels – UAC	<ul style="list-style-type: none"> Number of technical staff trained in planning, coordination, monitoring and evaluation 	2	2	<ul style="list-style-type: none"> ✓ Focal point persons sensitized on HIV/AIDS and mainstreaming ✓ Major projects trained beneficiaries before disbursing funds
2. Adopt a programmatic approach to planning and implementation of HIV/AIDS activities in the country	(a) Conduct a SWOT analysis of HIV/AIDS management plan –UAC	<ul style="list-style-type: none"> A comprehensive list of strengths, weaknesses opportunities and threats of the management for AIDS activities 	5	2	<ul style="list-style-type: none"> ✓ National Resource Network and SCEs established with activities on planning ✓ DHAC established with roles that include planning ✓ Programmes beginning to hold joint planning/consultation meetings e.g. AIM, UPHOLD and UACP
	(b-2) Develop and build consensus and distribute the new HIV/AIDS management plan widely – UAC	<ul style="list-style-type: none"> A new national HIV/AIDS management plan % of stakeholders having access to the new HIV/AIDS management plan 	1		
	(c) Put into operation Joint Planning Team and their activities at national, district and lower levels – UAC	<ul style="list-style-type: none"> % national, district and sub-counties having functional joint planning team 	2		
3. Strengthen capacity and promote effective utilization of existing structures and expertise in HIV/AIDS activities	(b) Integrate HIV/AIDS in the PEAP and action plans for government line ministries, NGOS, religious organizations and the private sector – MoFPED	<ul style="list-style-type: none"> Number of government line ministries, NGOs, religious organizations and the private sector implementing or extending support for HIV/AIDS activities 	2	2	<ul style="list-style-type: none"> ✓ Substantive effort has been made by UAC to integrate HIV/AIDS in PEAP ✓ Some ministries (e.g MAAIF, MOES, MGLSD, MOLG, MPS) have developed strategic plans for HIV/AIDS response ✓ Many Civil Society Organizations have produced their strategic plans for HIV/AIDS response ✓ A number of private sector firms are now addressing HIV/AIDS, viz AIDS in works place, provision of ARVs, donations ✓ Many districts have developed strategic plans for HIV/AIDS and a few have rolled them in their DDP ✓ Policies makers viz Parliamentarians and Permanent Secretaries have been sensitized on HIV/AIDS

4. Strengthen collaboration, advocacy and networking in HIV/AIDS prevention, AIDS care and support in the region	(b) Conduct/hold joint planning, implementation, coordination and evaluation of HIV/AIDS activities – UAC	<ul style="list-style-type: none"> % stakeholders at district, subcounty, and community level who report having participated in joint planning and coordination Number of HIV/AIDS activities jointly coordinated at various levels 	2	2	<ul style="list-style-type: none"> ✓ Some SCEs (e.g. line Ministries) meet to discuss their plans ✓ Regional activities initiated include GLIA, Africa 1st Ladies HIV/AIDS Initiatives ✓ Regional meetings held and output fed into Abuja and UNGASS declarations ✓ UAC website established
	(d) Incorporate HIV/AIDS on the agenda of regional political for a such as OAU and EAC – MoFA	<ul style="list-style-type: none"> Number of interviews/meetings/consultations held regarding HIV/AIDS Regional collaboration indicative within OAU and EAC, etc. designed to address HIV/AIDS Population of firms committed to HIV/AIDS by OAU, EAC etc. 	2		
5. Strengthen and promote effective resource mobilization for HIV/AIDS activities	(a) Develop and distribute guidelines for operating a district/community development fund-MoLG	<ul style="list-style-type: none"> % of stakeholders at district and community level having access to guidelines for operating development fund 	1	4	<ul style="list-style-type: none"> ✓ HIV/AIDS is being integrated in PEAP and is already in included in MTEF ✓ At least 14 projects have been catered for in budget between 2000/1 and 2004/5 ✓ Between 2000/1 and 2002/3, government increased budget for HIV/AIDS projects from \$2.6m to \$4.3m and actual disbursement increased from \$2.1m to \$4.9m ✓ Projects such as UACP, AIM, UPHOLD and DRI have been initiated with funding from external support agencies ✓ International funds on HIV/AIDS have been mobilized viz GFATM and MAP, and foundations; others are in pipeline ✓ Funds have been mobilized from other partners including bilateral donors and, international NGOs ✓ Partnership Forum has also mobilized and the Partnership Fund was established at UAC with about \$1m ✓ By 2001 \$43.7m was found to have been mobilized for HIV/AIDS
	(b) Advocate for local mobilization of resources to fund HIV/AIDS-MoLG	<ul style="list-style-type: none"> Proportion/number of districts, sub-counties with a budget line on AIDS and operating an AIDS development for families/individuals affected by HIV/AIDS % number of community members who benefited from the fund 	1		
	(c) Identify and attract new/additional support agencies for HIV/AIDS activities-UAC	<ul style="list-style-type: none"> Proportion of new agencies supporting HIV/AIDS activities in Uganda Amount of resources committed 	5		
	(d) Advocate for integration of HIV/AIDS in the annual budget lines at national, district and lower levels-UAC	<ul style="list-style-type: none"> % sectors using own resources to undertake HIV/AIDS activities 	3		
	(e) Advocate for designation of staff in line ministries, and local governments to HIV/AIDS work-UAC	<ul style="list-style-type: none"> % of government ministries and local governments, and private sectors with staff designated for HIV/AIDS 	4		
	(f) Conduct donor conference and local fund raising activities for HIV/AIDS activities (integrate HIV/AIDS activities into the SWAP)- MoFPED	<ul style="list-style-type: none"> Proportion of HIV/AIDS activities being undertaken using locally mobilized resources 	4		

	(g) Direct resources accruing from the debt relief towards HIV/AIDS activities- MoFPED	<ul style="list-style-type: none"> Amount/proportion of resources accruing from the debt relief committed to HIV/AIDS work 	3		<ul style="list-style-type: none"> ✓ Projection of funds from donors by MOFPED are to increase from \$50.84m to \$112.2m between 2003/3 and 2005/6 ✓ A resource tracking system (database) has been developed at UAC, but it is not yet in use ✓ In 2001/2 up to Ushs3.7b was used from HIPC Debt Relief cash; it has been projected that between 2002/3 and 2005/6, this contribution will increase from Ushs4.3b to Ushs5.8b representing an increase of 2.55% in 2002/3 and 3.1% in 2005/6
6. Strengthen HIV/AIDS resource management at national, district and community levels	(a) Develop and distribute procedural guidelines on funding HIV/AIDS proposal- MoFPED	<ul style="list-style-type: none"> % number of stakeholders having access to guidelines for funding HIV/AIDS proposals 	3	3	<ul style="list-style-type: none"> ✓ Different funding organizations/projects, including Partnership Fund, have their own funding modalities against which they train their beneficiaries ✓ A number of projects are sharing information about their funding and projects widely
	(b) Conduct regular consultative meetings with donors of HIV/AIDS projects- MoFPED	<ul style="list-style-type: none"> % of stakeholders who report having attended consultative meeting with funding agencies 	3		
	(c) Train managers for HIV/AIDS activities in resource mobilization, utilization and management- MoFPED	<ul style="list-style-type: none"> % number of managers for HIV/AIDS activities trained in resource mobilization % of resources raised locally and committed/spent on HIV/AIDS activities 	3		

"Score codes are: 1=No progress; 2=Some work started 3=Significant progress made 4=Substantially achieved; 5=Fully achieved"

5. Process Lessons Learned

The TWG was an effective way of undertaking the review and monitoring the process of the NSF. The members had a diverse experience in planning, resource mobilization and management. Right from the beginning, the task of the TWG was explained to the members by the consultant and reference was made to them during each meeting. By participating in the TWG, the members understood even better what their roles were in the NSF and in the SCEs. The process therefore helped to characterize the progress made on the thematic area in relation to the NSF. While the 22 members participated in at least one meeting of the TWG, only 3 of the 10 members/representatives originally proposed in the TOR participated at all.

One clear observation was that the time allocated for the review was rather short. Because the ages and practical experience of the TWG members in the context of planning and resource mobilization was very diverse, some time should have been devoted to orientation of the self-selected and appointed members of the TWG. This can be looked into next time. There were complaints that facilitation of the TWG members was inadequate/delayed.

In future it is suggested that prior to this national review, there should be participatory reviews at lower levels. Thus, there is need for an annual review of the activities to be carried out by each sector, SCE, major programme and donor to be followed by the national review. This approach is suggested for the final review of this NSF. This process if followed would build in more participation and an early ownership of review and the final document.

6. Constraints

Planning

There is a glaring lack of guidance for mainstreaming HIV/AIDS with specific indicators for monitoring the mainstreaming process in PEAP and in activities of sectors, ministries, districts, organizations, and other partners. SCEs and their secretariats lack the capacity to harmonize their needs and plans for capacity building, planning and resource mobilization. Logical planning steps include situation analysis, strategic planning, annual operational/action planning and periodic work planning but these are not adhered to at all levels. UAC does not give adequate guidance via participation in SCE meetings nor are the SCEs reporting regularly on their activities and constraints.

While the majority of national institutions and statutory bodies have no designated FPP/Os, those who are appointed in most line ministries are overloaded with other work. Many are not technically competent in HIV/AIDS neither are they conversant with the contents of NSF and their related roles and responsibilities. Similarly, DHAC members and district officers are usually too busy with other official responsibilities to give attention to HIV/AIDS.

Joint planning and harmonization of plans is not understood and the roles and responsibilities of lead and key agencies were neither explained nor was an effort made to synthesize the activities of individual lead and key agencies. To date most agencies, districts and technical staff and political leaders lack familiarity and comprehension of the NSF. The selection of districts for

programme implementation is not generally guided by actual priorities and needs. Implementation plans are not widely shared at various levels and strategic plans, where they exist, are not incorporated into sectoral, institutional or district development plans.

There is lack of coordination between government, donors, districts, private sector and communities to ensure that Uganda's priorities are planned in an efficient and effective way thus reducing duplication and waste.

Mobilization and Management of Resources

There is a multitude of vertical funding mechanisms (allocation, disbursement, accountability) and most frequently, funds are not accessed/allocated according to agreed priorities and needs at various levels.

There is fear that the injection of more HIV/AIDS funding into the county will undermine the country's macro-economic stability. The low revenue base in districts and rampant poverty in communities tend to limit local fund raising and resource mobilization, although available opportunities are not maximized.

There is a lack of effective donor coordination and sharing information on programmes and funding at national and district level. Also, competing government priorities, operational backlogs and changes tend to widen the gap between budgeted and disbursed funds. The resource tracking system designed for UAC is not operational.

7. Emerging issues, including opportunities

Planning

Uganda has been applauded as a role model in reducing the prevalence of HIV/AIDS. This causes a major challenge for planning in order to maintain the downward trend in prevalence despite the changing environment. These environmental obstacles and opportunities include complacency, war and internal displacement, and the increasing access and influence of mass media communication channels, especially TV and video.

Effective target groups, slogans and acronyms that were important in the 1990s seem to have disappeared with the end of the programmes that introduced them. For example, if "Window of Hope" and "SYFA - Safeguard Youth From AIDS" are out of date by consensus, new approaches and messages need to be popularized in advocacy and in prevention and mitigation interventions in order not to lose momentum.

Model planning guides and training materials need to be developed for use at various levels of planning. Planning guidelines and the annual local government assessment manual developed by MoLG under the LGDP should be reviewed and revised to include HIV/AIDS. Any sectoral or programme planning guidelines and training modules for implementing agencies need to be standardized, giving acknowledgement to the original developers. The development of these materials should include a definition of priorities. For instance, *Priority I Activities*, or the critical activities that must be addressed by the 44,000 villages, 973 sub-counties/town councils,

73 districts/municipalities and ministries/sectors whether capacity exists now or not; ***Priority II Activities*** or those for which capacity exist for implementation but funds are not yet available; and ***Priority III Activities*** which are those to be addressed latter because capacity does not exist.

Mobilization and Management of Resources

The channeling of some international funds for HIV/AIDS through a line ministry may affect the multi-sectoral approach that is being advocated, particularly if the money is used on health matters only. Similarly, the role, duration, and management of the Partnership Fund needs to be reviewed and streamlined as presently it does not have the capacity to disburse and effectively manage and monitor large sums of money.

In addition to the resource tracking systems by UAC and UNAIDS, the ministries of Local Government and of Finance, Planning and Economic Development are also putting in place Local Government Information and Communication and Integrated Financial Management Systems, respectively. In addition, the variety and quantity of data required from programmes, districts, and SCEs for operationalizing the proposed M&E framework all pose a big challenge in synchronizing data collection, analysis, dissemination and feed back to the various stakeholders and partners not to mention the major burden on those who are responsible for completing the multiple data collection and reporting forms.

Negotiations for funds and programming usually take a long time. However, once funds become available, there is usually considerable political and donor pressure to disburse funds immediately. This undermines normal planning, rational allocation of resources, equity, and even disrupts rational approaches to program implementation in some instances.

8. Recommendations

Policies

- ✓ Formulate clear policies on mobilization and management of resources and develop appropriate monitoring tools for mainstreaming and resource allocation for HIV/AIDS in Uganda
- ✓ The roles, responsibilities, relationships and reporting channels between the UAC and other members of the Uganda HIV/AIDS Partnership should be reviewed, codified, and shared with all parties.
- ✓ The UAC and the Partnership should (i) review existing Line Ministry mandates, (ii) review and adjust the roles and TOR of FPP/Os, and (iii) establish internal ministerial policy arrangements and mechanisms for mainstreaming HIV/AIDS to expedite implementation of the NSF
- ✓ UAC should advocate for a rational approach to planning following the accepted steps of situation analysis, strategic plan, annual action plan development as well as sharing all these materials among stakeholders and partners and set an example by following these planning steps internally.

Information for Planning and Resource Mobilization

- ✓ The policies on HIV/AIDS as well as the NSF and the various strategic and operational plans developed by the various partners need to be publicized and distributed as widely as possible, including publishing them on the UAC website.
- ✓ The resource tracking system at UAC needs to be reviewed in light of the other information systems currently in place or proposed including the UNAIDS Country Resource Information System (CRIS), the Integrated Financial Management System (IFMS), Local Government Communication and Information System (LOGICS), and Community Based Information Management System to streamline data collection, avoid duplication and ensure information sharing.
- ✓ In addition to the need to review and operationalize the resource tracking system at UAC, a high priority should be placed on regular and comprehensive mapping of what is going at every level of the national response to identify technical, programmatic, funding, and geographical gaps. This recommendation will require that the activities included in the NSF are coded and an appropriate database established. The resulting information should be used to inform donors what these needs and gaps are at various levels and sectors.
- ✓ Several critical studies are recommended to bring to focus the need for mainstreaming HIV/AIDS in all activities in Uganda. These should include a socio-economic study on the interaction between HIV and poverty for informing the PEAP revision, the impact of HIV/AIDS on key service delivery sectors, and the cost-effectiveness of certain strategies and interventions such as ART, orphan educational support, and others.
- ✓ NADIC and the M&E Unit at UAC should be strengthened and enabled to systematically gather, synthesize, and disseminate information on HIV/AIDS from all partners.

Planning

- ✓ Simple standardized model planning guidelines and relevant training materials should be jointly developed by the Partnership who should then advocate for their use in planning at various levels of the program.
- ✓ Activities in the revised NSF should be prioritized, using the suggested classifications of Priority I, II, and III.
- ✓ A model minimum package for planning and training in the mobilization and management of resources should be developed and widely disseminated.
- ✓ A systematic and holistic capacity building plan and materials should be developed for (i) sensitization of the key actors and lead agencies identified in NSF on their roles and responsibilities, (ii) training ministry, sectoral, and district FPP/Os and ACP committees on HIV/AIDS mainstreaming, AIDS competence, and the impact of HIV/AIDS on development, (iii) sensitizing higher and lower local government officials/councilors on HIV/AIDS, and (iv) sensitizing leaders of national public and private institutions and statutory bodies.
- ✓ Existing community based structures and systems, e.g., Village Community Facilitators, Village Water Committees, and farmer groups, should be assisted to participate in planning for HIV/AIDS.

Resource Allocation and Management

- ✓ Government of Uganda, UAC and local governments should play a more critical role in resource allocation and ensuring equity in the context of HIV/AIDS at national and district levels.
- ✓ Government, UAC, and donors should cooperate in devising a system to streamline the channeling and coordination of international funds.
- ✓ The purpose and management of the Partnership Fund should be reviewed and revised as necessary.
- ✓ The plural parallel donor funding mechanisms should be rationalized without introducing unnecessary bureaucracy and undermining the policies of the respective donors.
- ✓ The UN and Bilateral Donor SCE should undertake periodic institutionalized joint reviews of HIV/AIDS activities being undertaken by all donors
- ✓ High level debate and consultation should be undertaken to address (i) the fear that injecting more funds for HIV/AIDS into the country will undermine the macro-economic stability, and (ii) the MTEF ceiling of sectors and allocation of resources for HIV/AIDS activities