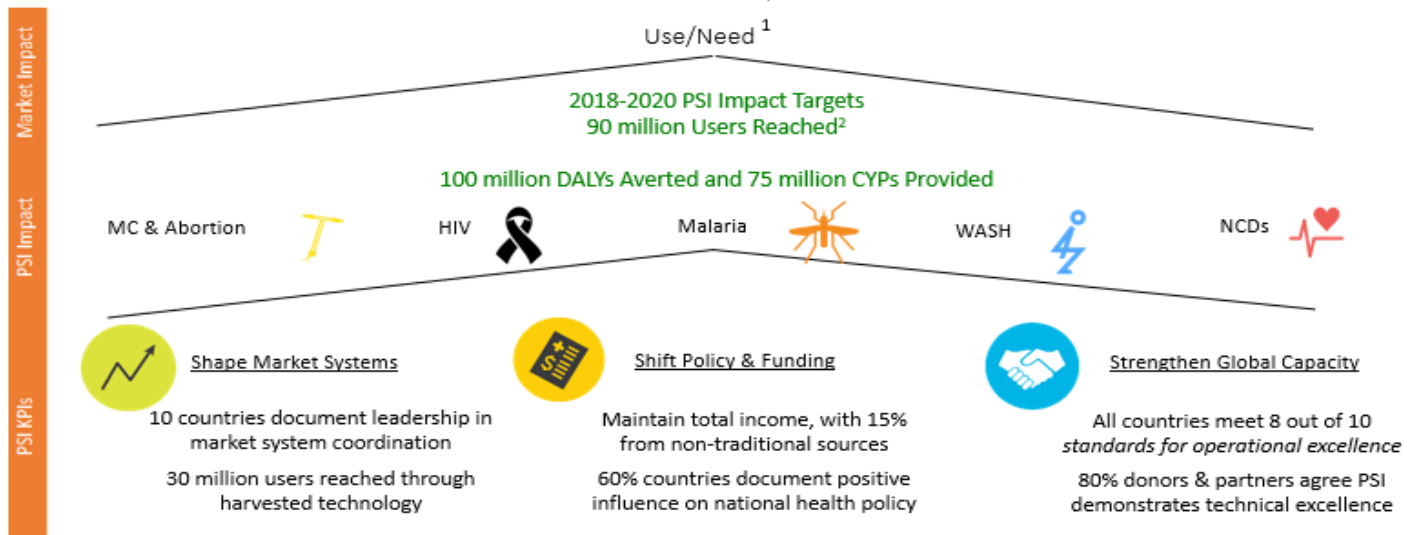


## 2018-2020 Strategic Plan Results Framework

2030 Sustainable Development Goals



<sup>1</sup> Use/need will be used as a framework to track and understand progress with ultimate interventions in each health area: modern contraceptives, ARV, ACTs, toilets, and controlled hypertension.

<sup>2</sup> Users who receive modern contraception, testing for HIV or malaria, NCD screening, or toilets from PSI.

**SHAPE MARKET SYSTEMS: 30 MILLIONS USERS REACHED THROUGH HARVESTED TECHNOLOGY**

Market Group - Country		Biomedical						Total
		Malaria	HIV	SRH	SA	WASH	NCDs	
Acceleration	India							
	Kenya		132,766					132,766
	Myanmar	2,010,599		10,112				2,020,711
	Nigeria			3,396				3,396
	PSI Nigeria				1,800			1,800
	South Africa		1,726,916					1,726,916
	<i>Subtotal</i>	<i>2,010,599</i>	<i>1,859,682</i>	<i>13,508</i>	<i>1,800</i>			<i>3,885,589</i>
Anglophone Africa	Ethiopia		17,445					17,445
	Ghana					25,457		25,457
	Lesotho		205,621					205,621
	Malawi		403,465	5,220				408,685
	Namibia		15,646					15,646
	PSI Uganda			33,653	29,059			62,712
	Swaziland		73,778					73,778
	Tanzania							
	Uganda	227,984			(1,804)			226,180
	Zambia		477,630	9,543				487,173
	Zimbabwe		480,721				4,487	485,208
		<i>Subtotal</i>	<i>227,984</i>	<i>1,674,305</i>	<i>48,416</i>	<i>27,254</i>	<i>25,457</i>	<i>4,487</i>
Franco/Lusophone Africa	Angola	348,188		27,810				375,998
	Benin			5,278	26	92,160		97,464
	Burundi							
	Cameroon	1,628,307		2,025	30,210			1,660,542
	Cote d'Ivoire		1	3,886		52,064		55,951
	Mozambique			31,161				31,161
	Niger	1,491,758		1,693				1,493,451
	PSI Benin				1,823			1,823
	Senegal			17,504				17,504
	<i>Subtotal</i>	<i>3,468,253</i>	<i>1</i>	<i>89,358</i>	<i>32,058</i>	<i>144,224</i>		<i>3,733,894</i>
Latin America & Asia	Cambodia	344,530			644,554			989,084
	Caribbean						1,235	1,235
	Costa Rica							
	Dominican Republic							
	El Salvador							
	El Salvador SA				5			5
	Guatemala							
	Honduras							
	Kazakhstan		450					450
	Kyrgyzstan		2,605					2,605
	Laos	136,371						136,371
	Nepal				221,901			221,901
	Nicaragua							
	Pakistan							
	Panama							
	Papua New Guinea	4,022						4,022
	Tajikistan		3,496					3,496
Viet Nam	109,282		181				109,463	
	<i>Subtotal</i>	<i>594,205</i>	<i>6,550</i>	<i>181</i>	<i>866,461</i>		<i>1,235</i>	<i>1,468,632</i>
Foundation	Haiti	444,040		3,136				447,176
	Liberia							
	Madagascar	11,530,208		232,436				11,762,644
	Mali	3,490,780		616				3,491,395
	Somaliland							
	South Sudan	4,687,485						4,687,485
	<i>Subtotal</i>	<i>20,152,513</i>		<i>236,188</i>				<i>20,388,701</i>
Social Enterprise	India LLC				1,602,811			1,602,811
	Paraguay							
	PSI South Africa							
	<i>Subtotal</i>				<i>1,602,811</i>			<i>1,602,811</i>
<b>PSI Global</b>		<b>26,453,554</b>	<b>3,540,539</b>	<b>387,651</b>	<b>2,530,384</b>	<b>169,681</b>	<b>5,722</b>	<b>33,087,530</b>
<b>Progress toward 30 million</b>		<b>33,087,530</b>	<b>110%</b>					

Users reached from Jan 2018 - April 2020. Does not yet include users of digital technologies.

Malaria includes SMC and RDTs  
HIV includes PrEP and HIVST

SRH includes DMPA-SC  
SA includes mife-miso comp packs

WASH includes SaToPan  
NCDs include HPV DNA screening, thermal coagulation, and HPV self-testing

## PSI Digital Landscape - Who is doing what?

Market Group - Country		Types of Digital Work		
		Client-facing	Provider-facing	Health Systems
Acceleration	India			
	Kenya	Chatbot*	HNQIS	
	Myanmar		HNQIS	
	Nigeria		HNQIS	
	South Africa	Online HIVST orders; Text-based VMMC follow-up	HNQIS	
Anglophone Africa	Ethiopia		HNQIS	
	Ghana			
	Lesotho			
	Malawi		HNQIS	Unique ID tracking database
	Eswatini		Open Data Kit for data collection	
	Tanzania	A360 App; Call center	HNQIS, IPC e-referrals	Referral tracking
	Uganda	Personalized FP info via IVR platform	HNQIS	
	Zambia			
	Zimbabwe		HNQIS, EMR, IPC e-referrals	DHIS2 & public sector
Franco/Lusophone Africa	Angola	Facebook page	HNQIS, eLearning	DHIS2 & public sector
	Benin		HNQIS	
	Burundi		HNQIS	
	Cameroon		HNQIS	
	Cote d'Ivoire	Chatbot*; Facebook pages (2)	HNQIS	
	Mozambique	Facebook page	HNQIS; IPC e-referrals	DHIS2 & public sector; Referral tracking
	Niger		HNQIS	
	Cambodia		HNQIS	
	Caribbean			
Latin America & Asia	Costa Rica	Chatbot	IPC e-referrals	Referral tracking
	Dominican Republic	Chatbot; Cybereducation via social media	IPC e-referrals	Referral tracking
	El Salvador	Chatbot; Cybereducation via social media	IPC e-referrals	Referral tracking
	Guatemala	Chatbot; Cybereducation via social media	IPC e-referrals	Referral tracking
	Honduras	Chatbot; Cybereducation via social media	IPC e-referrals	Referral tracking
	Kazakhstan			
	Kyrgyzstan			
	Laos		HNQIS	
	Nepal		HNQIS, IPC e-referrals	
	Nicaragua	Chatbot; Cybereducation via social media	IPC e-referrals	Referral tracking
	Pakistan			
	Panama	Cybereducation via social media		
	Papua New Guinea			
	Tajikistan			
	Viet Nam		HNQIS	
	Foundation	Haiti		
Liberia				
Madagascar			Tablet-enabled data entry by mobile teams	
Mali			HNQIS	
Somaliland			HNQIS	DHIS2 & public sector
South Sudan				
Social Enterprise	India LLC			
	Paraguay			
	PSI South Africa			

\*Under development

This table provides an overview of PSI's digital footprint. Not all work included here will count toward users reached with harvested digital technology.

**SHIFT POLICY & FUNDING: MAINTAIN TOTAL INCOME, WITH 15% FROM NONTRADITIONAL SOURCES**

Market Group - Country		2018			2019			Total NTF
		Total Revenue	Nontraditional Revenue	% Nontraditional	Total Revenue*	Nontraditional Revenue	% Nontraditional	NTF 2018-2019
Acceleration	Myanmar	\$19.18 M	\$5.10 M	27%	\$19.09 M	\$4.19 M	22%	\$9.29 M
	Kenya	\$9.74 M	\$5.48 M	56%	\$4.09 M	\$0.33 M	8%	\$5.81 M
	South Africa	\$22.17 M	\$2.57 M	12%	\$26.77 M	\$0.0 M	0%	\$2.57 M
	India	\$9.31 M	\$1.24 M	13%	\$11.69 M	\$0.81 M	7%	\$2.06 M
	Bangladesh	\$1.10 M	\$0.00 M	0%	\$1.14 M	\$0.00 M	0%	\$0.00 M
	Nigeria	\$6.26 M	\$0.00 M	0%	\$5.97 M	\$0.00 M	0%	\$0.00 M
	<i>Subtotal</i>	<i>\$67.77 M</i>	<i>\$14.40 M</i>	<i>21%</i>	<i>\$68.76 M</i>	<i>\$5.33 M</i>	<i>8%</i>	<i>\$19.72 M</i>
Anglophone Africa	Malawi	\$22.00 M	\$7.94 M	36%	\$23.78 M	\$8.01 M	34%	\$15.94 M
	Ethiopia	\$19.60 M	\$2.16 M	11%	\$16.96 M	\$2.44 M	14%	\$4.60 M
	Uganda	\$11.36 M	\$2.23 M	20%	\$11.99 M	\$1.93 M	16%	\$4.16 M
	Zimbabwe	\$38.41 M	\$1.58 M	4%	\$37.08 M	\$1.18 M	3%	\$2.76 M
	Tanzania	\$14.88 M	\$1.31 M	9%	\$11.83 M	\$0.76 M	6%	\$2.06 M
	Zambia	\$9.59 M	\$1.45 M	15%	\$7.30 M	\$0.08 M	1%	\$1.54 M
	Lesotho	\$8.39 M	\$0.44 M	5%	\$9.55 M	\$0.31 M	3%	\$0.75 M
	eSwatini	\$6.16 M	\$0.08 M	1%	\$6.08 M	\$0.71 M	12%	\$0.79 M
	Rwanda	n/a	n/a	n/a	\$0.31 M	\$0.15 M	48%	\$0.15 M
	Ghana	\$2.15 M	\$0.00 M	0%	\$4.60 M	\$0.02 M	1%	\$0.02 M
	Regional SA/EA	n/a	n/a	n/a	\$0.00 M	\$0.00 M	0%	\$0.00 M
	<i>Subtotal</i>	<i>\$132.54 M</i>	<i>\$17.18 M</i>	<i>13%</i>	<i>\$129.47 M</i>	<i>\$15.58 M</i>	<i>12%</i>	<i>\$32.76 M</i>
Franco/Lusophone Africa	Cameroon	\$9.22 M	\$1.92 M	21%	\$15.35 M	\$1.38 M	9%	\$3.30 M
	Mozambique	\$7.72 M	\$1.14 M	15%	\$9.81 M	\$2.14 M	22%	\$3.29 M
	Angola	\$19.40 M	\$1.09 M	6%	\$19.56 M	\$1.80 M	9%	\$2.89 M
	Benin	\$6.47 M	\$1.26 M	20%	\$8.18 M	\$0.80 M	10%	\$2.06 M
	Burundi	\$3.95 M	\$0.17 M	4%	\$5.99 M	\$1.77 M	30%	\$1.94 M
	Regional WCA	\$1.65 M	\$0.02 M	1%	\$1.83 M	\$0.50 M	27%	\$0.52 M
	Cote d'Ivoire	\$5.26 M	\$0.00 M	0%	\$9.62 M	\$0.30 M	3%	\$0.30 M
	Guinea	\$3.46 M	\$0.13 M	4%	-\$0.11 M	\$0.00 M	0%	\$0.13 M
	Senegal	\$1.17 M	\$0.00 M	0%	\$1.08 M	\$0.00 M	0%	\$0.00 M
	Niger	\$3.79 M	\$0.00 M	0%	\$7.42 M	\$0.00 M	0%	\$0.00 M
	<i>Subtotal</i>	<i>\$58.63 M</i>	<i>\$5.60 M</i>	<i>10%</i>	<i>\$78.84 M</i>	<i>\$8.69 M</i>	<i>11%</i>	<i>\$14.30 M</i>
Latin America & Asia	Cambodia	\$14.40 M	\$7.93 M	55%	\$14.42 M	\$6.81 M	47%	\$14.74 M
	Guatemala	\$6.56 M	\$1.49 M	23%	\$5.01 M	\$1.73 M	35%	\$3.22 M
	Papua New Guinea	\$1.57 M	\$1.20 M	76%	\$1.79 M	\$1.54 M	86%	\$2.74 M
	Honduras	\$2.17 M	\$1.03 M	47%	\$1.94 M	\$0.86 M	44%	\$1.89 M
	El Salvador	\$1.96 M	\$0.68 M	35%	\$2.45 M	\$0.98 M	40%	\$1.67 M
	Panama	\$1.08 M	\$0.85 M	78%	\$0.94 M	\$0.61 M	64%	\$1.45 M
	Nicaragua	\$1.50 M	\$0.60 M	40%	\$1.56 M	\$0.89 M	57%	\$1.49 M
	Vietnam	\$2.23 M	\$0.82 M	37%	\$1.45 M	\$0.31 M	22%	\$1.13 M
	Costa Rica	\$0.75 M	\$0.56 M	74%	\$0.65 M	\$0.50 M	77%	\$1.06 M
	Laos	\$3.43 M	\$0.41 M	12%	\$3.40 M	\$0.31 M	9%	\$0.72 M
	Dominican Republic	\$3.60 M	\$0.32 M	9%	\$2.07 M	\$0.20 M	10%	\$0.53 M
	Regional LAC/Asia	\$3.98 M	\$0.01 M	0%	\$4.59 M	\$0.08 M	2%	\$0.09 M
	Kazakhstan	\$0.81 M	\$0.03 M	4%	\$1.49 M	\$0.00 M	0%	\$0.03 M
	Trinidad & Tobago	\$0.01 M	\$0.01 M	100%	\$0.02 M	\$0.00 M	0%	\$0.01 M
	Kyrgyzstan	\$1.68 M	\$0.00 M	0%	\$1.59 M	\$0.00 M	0%	\$0.00 M
Pakistan	\$5.24 M	\$0.00 M	0%	\$8.52 M	\$0.00 M	0%	\$0.00 M	
Tajikistan	\$2.07 M	\$0.00 M	0%	\$2.08 M	\$0.00 M	0%	\$0.00 M	
Nepal	\$4.33 M	-\$0.30 M	-7%	\$4.52 M	\$0.24 M	5%	-\$0.06 M	
	<i>Subtotal</i>	<i>\$57.39 M</i>	<i>\$15.64 M</i>	<i>27%</i>	<i>\$58.48 M</i>	<i>\$15.07 M</i>	<i>26%</i>	<i>\$30.72 M</i>
Foundation	Madagascar	\$56.68 M	\$0.55 M	1%	\$27.87 M	\$0.23 M	1%	\$0.78 M
	Haiti	\$30.86 M	\$0.35 M	1%	\$35.66 M	\$0.07 M	0%	\$0.42 M
	Liberia	\$3.26 M	\$0.01 M	0%	\$2.73 M	\$0.05 M	2%	\$0.06 M
	Mali	\$38.50 M	\$0.01 M	0%	\$37.56 M	\$0.01 M	0%	\$0.03 M
	Somaliland	\$10.48 M	\$0.01 M	0%	\$14.26 M	\$0.00 M	0%	\$0.01 M
	Sierra Leone	\$0.12 M	\$0.00 M	0%	\$1.06 M	\$0.00 M	0%	\$0.00 M
	South Sudan	\$25.62 M	\$0.00 M	0%	\$14.01 M	\$0.00 M	0%	\$0.00 M
		<i>Subtotal**</i>	<i>\$169.76 M</i>	<i>\$0.92 M</i>	<i>1%</i>	<i>\$134.19 M</i>	<i>\$0.41 M</i>	<i>0%</i>
Social Enterprise	India LLC	\$11.08 M	\$5.99 M	54%	\$7.00 M	\$3.29 M	47%	\$9.28 M
	South Africa	\$5.96 M	\$4.76 M	80%	\$5.13 M	\$3.04 M	59%	\$7.79 M
	Paraguay	\$1.96 M	\$1.96 M	100%	\$1.69 M	\$1.69 M	100%	\$3.65 M
		<i>Subtotal</i>	<i>\$19.00 M</i>	<i>\$12.71 M</i>	<i>67%</i>	<i>\$13.82 M</i>	<i>\$8.01 M</i>	<i>58%</i>
Other	DC Based Programs	\$25.34 M	\$5.77 M	23%	\$32.00 M	\$8.03 M	25%	\$13.80 M
	Inactive Countries	\$3.77 M	\$0.42 M	11%	-\$0.08 M	\$0.00 M	0%	\$0.42 M
		<i>Subtotal</i>	<i>\$29.11 M</i>	<i>\$6.19 M</i>	<i>21%</i>	<i>\$31.92 M</i>	<i>\$8.03 M</i>	<i>25%</i>
<b>PSI Global</b>	<b>\$534.21 M</b>	<b>\$72.65 M</b>	<b>14%</b>	<b>\$515.47 M</b>	<b>\$61.13 M</b>	<b>12%</b>	<b>\$133.78 M</b>	

Nontraditional funding includes pay-for-performance contracts, domestic funding, enterprise income, Maverick, and corporate donations

\*Total revenue excludes -\$5.51 M of AP Accrual classified as "Not Applicable" and a -\$3.44 M accounting adjustment

\*\* Foundation Market subtotal includes \$4.2 M in total revenue from DRC in 2018 and \$1.0 M in 2019.

## SHIFT POLICY & FUNDING: 60% OF COUNTRIES DOCUMENT POSITIVE INFLUENCE ON NATIONAL HEALTH POLICY

Market Group-Country		Working on policy influence		# of policies	Health Area	Policy description(s)
Acceleration	India					
	Kenya					
	Myanmar	x		2	HIV	Inclusion of PrEP and HIVST in new treatment guidelines and future National Strategic Plans
					SRH	Approval letter for trained volunteers to provide DMPA Sc services
	Nigeria					
	South Africa	x		1	HIV	Amendment to the Eastern Cape Customary Male Initiation Act to include safe circumcision, more regulatory training, post-op care, etc...
	<i>Subtotal</i>	<i>2/5</i>	<i>40%</i>	<i>3</i>		
Anglophone Africa	Ethiopia	x		3	HIV	Revised National Consolidated Guidelines for Comprehensive HIV Prevention, Care and Treatment -Making PrEP widely accessible to those with ongoing risk of HIV infection
					HIV	HIVST registration and inclusion in FMOH national HIV testing algorithm
					SRH	Incorporation of Smart Start in Federal MOH annual plan
	Ghana					
	Lesotho					
	Malawi					
					HIV	HIVST guidelines developed by PSI-led subcommittee and integrated into 2018 National HIV Management Guidelines
	Swaziland	x		3	HIV	Endorsement by regulatory body in Eswatini of quality assurance of HIV testing products entering the country; establishment of document on quality standards (product approval and assessment)
					HIV	Revision of 2018 National HIV Management Guidelines to allow HIVST distribution by non-HTS providers
	Tanzania	x		1	HIV	Updated National Condom Strategy
	Uganda	x		1	SRH	Implementation Guidelines for Integrated Prevention of PPH in Low-Physical Access Settings Using Misoprostol, also community distribution of miso
	Zambia					
	Zimbabwe	x		1	HIV	National KP Strategic Plan
	<i>Subtotal</i>	<i>5/9</i>	<i>56%</i>	<i>9</i>		
Franco/Lusophone Africa	Angola					
	Benin	x		1	WASH	Development of National Strategy for Promoting Basic Hygiene and Sanitation in Urban and Peri-Urban Areas (2018-2030)
	Burundi					
	Cameroon	x		1	SA	Penal code modification to change requirement that a judge review abortion cases and make determination
	Cote d'Ivoire					
	Mozambique					
		Niger	x		3	Malaria
					Malaria	Development of Operational Guide – Continual LLIN Distributions
					Malaria	Development of Operational Guide – Routine LLIN Distributions
	<i>Subtotal</i>	<i>3/7</i>	<i>43%</i>	<i>5</i>		
Latin America & Asia	Cambodia					
	Caribbean					
	Costa Rica	x		1	GBV	Update National Violence Prevention Plan to include Hacete Escuchar methodologies
	Dominican Republic					
	El Salvador	x		1	HIV	Updating national guidelines and policy to include HIVST
	Guatemala	x		1	HIV	Update national guidelines and policy to include HIV ST
	Honduras	x		1	SRH	Update the National Standards for Adolescent Care
	Kazakhstan	x		1	HIV	Revised National HIV Treatment Protocol to include community-based testing
	Kyrgyzstan	x		1	HIV/TB	Newly written Program of State Social Order (how government will support NGOs in absence of donors in country)
					SRH	Mifepristone included in Essential Medicines List
	Laos	x		3	SRH	National Clinical Guidelines to Prevent Unsafe Abortion
					SRH	Decree on Private Sector Clinic's Management and Implementation (allows IUD insertions in the private sector)
	Nepal	x		1	SA	Updated National RH Regulation Policy
	Nicaragua					
	Pakistan					
Panama						
Papua New Guinea						
Tajikistan						
Viet Nam						
	<i>Subtotal</i>	<i>8/17</i>	<i>47%</i>	<i>10</i>		
Foundation	Haiti	x		1	SA	Penal code modification- depenalize abortion
	Liberia	x		1	HIV	Revised national HIV testing guidelines
	Madagascar					
	Mali	x		1	SA	Revision of Mali's Reproductive Health Policy, Standards and Procedures (PNP) to reduce risk of unsafe abortion
	Somaliland	x		1	N/A	Support development of national Public Private Partnership framework
	South Sudan					
	<i>Subtotal</i>	<i>4/6</i>	<i>67%</i>	<i>4</i>		
Social Enterprise*	Paraguay					
	<i>Subtotal</i>	<i>0/1</i>	<i>0%</i>	<i>0</i>		
<b>PSI Global</b>		<b>22/45</b>	<b>49%</b>	<b>31</b>		

**STRENGTHEN GLOBAL CAPACITY: ALL COUNTRIES MEET 8 OUT OF 10 (OR 80%) STANDARDS FOR OPERATIONAL EXCELLENCE, 2019 STEPS RESULTS**

Market Group - Network Member		STEP 1.1	STEP 2.1	STEP 2.2	STEP 3.1	STEP 3.2	STEP 4.1	STEP 4.2	STEP 5.1	STEP 6.1	STEP 7.1	STEP 7.2	STEP 8.1	STEP 8.2	STEP 9.1	STEP 10.1	STEP 10.2	# Achieved	# Assessed	% Achieved	Not Achieved or No Status	
Acceleration	India	Achieved	86%	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Exempt	Exempt	Not Achieved	Achieved	Achieved	12	13	92%	1	
	Kenya	Achieved	< 50%	NA	Achieved	Achieved	Not Achieved	Not Achieved	Not Achieved	Achieved	NA	NA	Achieved	NA	Not Achieved	Achieved	Achieved	7	11	64%	4	
	Myanmar	Achieved	84%	NA	Achieved	Not Achieved	Achieved	Achieved	Achieved	Not Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	12	14	86%	2	
	PSI Nigeria	Achieved	NA	NA	Achieved	Achieved	Achieved	Not Achieved	Not Achieved	NA	Not Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	10	13	77%	3	
	SFH South Africa	Achieved	< 50%	Not Achieved	Achieved	Achieved	Achieved	NA	Achieved	Achieved	Not Achieved	Achieved	Achieved	NA	Achieved	Achieved	Achieved	11	13	85%	2	
Subtotal		5 out of 5		1 out of 2	5 out of 5	4 out of 5	4 out of 5	2 out of 4	3 out of 5	3 out of 4	2 out of 4	4 out of 4	4 out of 4	2 out of 2	3 out of 5	5 out of 5	5 out of 5			3 out of 5		
Anglophone Africa	Eswatini	Achieved	100%	NA	Achieved	Achieved	Achieved	Achieved	Not Achieved	Achieved	NA	Achieved	Achieved	Exempt	Not Achieved	Achieved	Not Achieved	9	12	75%	3	
	Ethiopia	Achieved	70%	Achieved	Achieved	Achieved	Achieved	Achieved	Not Achieved	Achieved	Achieved	Achieved	Achieved	Exempt	Achieved	Achieved	Achieved	13	14	93%	1	
	Ghana	NA	100%	Achieved	NA	NA	Achieved	NA	Not Achieved	Achieved	Achieved	NA	NA	NA	Achieved	Achieved	Achieved	7	8	88%	1	
	Lesotho	Achieved	100%	NA	Achieved	Achieved	Achieved	Achieved	Not Achieved	Not Achieved	Achieved	NA	Achieved	Exempt	NA	Achieved	Achieved	Not Achieved	8	11	73%	3
	Malawi	Achieved	80%	Achieved	Achieved	Achieved	Achieved	Achieved	Not Achieved	Achieved	Not Achieved	Achieved	Achieved	Achieved	Achieved	Not Achieved	Achieved	Not Achieved	11	15	73%	4
	Tanzania	Achieved	100%	NA	Achieved	Achieved	Achieved	Achieved	Not Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	13	14	93%	1
	PACE Uganda	Achieved	89%	Achieved	Achieved	Achieved	Achieved	Achieved	Not Achieved	Achieved	Not Achieved	NA	Achieved	Achieved	Exempt	Not Achieved	Achieved	Achieved	10	13	77%	3
	PSI Uganda	Achieved	< 50%	Achieved	Achieved	Achieved	Achieved	Achieved	Not Achieved	Achieved	Achieved	Not Achieved	Achieved	Achieved	Achieved	Not Achieved	Achieved	Achieved	12	15	80%	3
	SFH Zambia	Achieved	75%	Achieved	Achieved	Achieved	Achieved	NA	Not Achieved	Not Achieved	Not Achieved	Achieved	Exempt	Exempt	Achieved	Achieved	Achieved	Achieved	9	12	75%	3
	Zimbabwe	Achieved	100%	Achieved	Achieved	Achieved	Not Achieved	NA	Not Achieved	NA	Not Achieved	Achieved	Achieved	Achieved	Exempt	Achieved	Achieved	Achieved	10	13	77%	3
Subtotal		8 out of 8		7 out of 7	8 out of 8	8 out of 8	8 out of 8	1 out of 6	4 out of 9	5 out of 9	5 out of 7	8 out of 8	6 out of 6	3 out of 3	6 out of 9	9 out of 9	7 out of 9			4 out of 9		
Franco/Lusophone Africa	Angola	Achieved	100%	Achieved	Achieved	Achieved	Achieved	Not Achieved	Not Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	13	15	87%	2	
	Benin (ABMS)	Achieved	NA	Not Achieved	Achieved	Achieved	Achieved	Not Achieved	Achieved	Achieved	NA	Achieved	Achieved	Achieved	Not Achieved	Achieved	Achieved	11	14	79%	3	
	PSI Benin	Achieved	90%	Not Achieved	Achieved	Achieved	Achieved	Not Achieved	Achieved	Not Achieved	NA	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	11	14	79%	3	
	Burundi	Achieved	71%	Achieved	Achieved	Achieved	Achieved	Achieved	NA	Not Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	13	14	93%	1	
	Cameroon (ACMS)	Achieved	100%	Achieved	Achieved	Achieved	Achieved	Not Achieved	Not Achieved	Not Achieved	Achieved	Not Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	12	15	80%	3
	Cote d'Ivoire	Achieved	93%	Achieved	NA	Achieved	Achieved	Achieved	Not Achieved	Not Achieved	Not Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	11	14	79%	3
	Mozambique	Achieved	94%	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	15	15	100%	0
	Niger	Achieved	100%	NA	NA	Achieved	Achieved	Achieved	Not Achieved	Not Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	12	13	92%	1
Subtotal		8 out of 8		5 out of 7	6 out of 6	8 out of 8	8 out of 8	2 out of 8	5 out of 7	4 out of 8	6 out of 6	7 out of 8	8 out of 8	8 out of 8	7 out of 8	8 out of 8	8 out of 8			5 out of 8		
Latin America & Asia	Cambodia	Achieved	93%	Not Achieved	Achieved	Achieved	Achieved	Not Achieved	NA	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	12	14	86%	2	
	Costa Rica	Achieved	100%	Achieved	Not Achieved	Achieved	Achieved	Achieved	Not Achieved	NA	Achieved	Achieved	Achieved	NA	Achieved	Achieved	Achieved	10	12	83%	2	
	SFH Dominican Republic	Achieved	100%	Not Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	NA	Achieved	NA	Not Achieved	Achieved	Achieved	11	13	85%	2	
	El Salvador	Achieved	100%	NA	Achieved	Achieved	Achieved	Achieved	Not Achieved	Achieved	Not Achieved	NA	Achieved	Achieved	Exempt	Achieved	Achieved	Achieved	10	12	83%	2
	Guatemala	Achieved	100%	Not Achieved	Achieved	Achieved	Achieved	Achieved	Not Achieved	Achieved	Not Achieved	NA	Achieved	Achieved	Exempt	Achieved	Achieved	Achieved	10	13	77%	3
	Honduras	Achieved	100%	NA	Achieved	Achieved	Achieved	Achieved	Achieved	Not Achieved	Not Achieved	NA	Achieved	Achieved	NA	Not Achieved	Achieved	Achieved	10	12	83%	2
	Kazakhstan	Achieved	60%	Not Achieved	Achieved	NA	Achieved	Achieved	Achieved	Achieved	Achieved	NA	Achieved	Achieved	NA	Achieved	Achieved	Achieved	11	12	92%	1
	Kyrgyzstan	Achieved	60%	Not Achieved	Achieved	NA	Achieved	Achieved	Achieved	Achieved	Achieved	NA	Achieved	Achieved	NA	Achieved	Achieved	Achieved	11	12	92%	1
	Laos	Achieved	100%	Achieved	Achieved	Achieved	Achieved	Achieved	Not Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	14	15	93%	1
	Nepal	Achieved	100%	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	15	15	100%	0
	Nicaragua	Achieved	100%	NA	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	NA	Achieved	Achieved	Exempt	Achieved	Achieved	Achieved	12	12	100%	0
	Panama	Achieved	100%	NA	Achieved	Achieved	Achieved	Achieved	Not Achieved	NA	Not Achieved	NA	Achieved	Achieved	NA	Not Achieved	Achieved	Achieved	8	11	73%	3
	Papua New Guinea	Achieved	75%	NA	Achieved	Achieved	Achieved	Achieved	Not Achieved	Achieved	Achieved	Achieved	Achieved	NA	NA	Not Achieved	Achieved	Not Achieved	9	12	75%	3
	PSI Caribbean	Achieved	100%	NA	Achieved	Achieved	Achieved	Achieved	NA	Not Achieved	Achieved	NA	NA	Achieved	NA	Achieved	Achieved	Achieved	9	10	90%	1
	PSI Pakistan	Achieved	100%	Not Achieved	Achieved	NA	Achieved	Achieved	NA	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	12	13	92%	1
Tajikistan	Achieved	60%	Not Achieved	Achieved	NA	Achieved	Achieved	NA	Achieved	Achieved	NA	Achieved	Achieved	NA	Achieved	Achieved	Achieved	10	11	91%	1	
Viet Nam	Achieved	100%	NA	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Exempt	Exempt	Not Achieved	Achieved	Achieved	11	12	92%	1	
Subtotal		17 out of 17		3 out of 10	16 out of 17	13 out of 13	17 out of 17	9 out of 16	11 out of 12	13 out of 17	6 out of 6	16 out of 16	15 out of 15	4 out of 4	12 out of 17	17 out of 17	16 out of 17			14 out of 17		
Foundation	Haiti (OHMASS)	Achieved	100%	Not Achieved	Achieved	Achieved	Not Achieved	Not Achieved	Not Achieved	Not Achieved	NA	NA	Achieved	NA	Achieved	Achieved	Achieved	7	12	58%	5	
	Liberia	Achieved	94%	Not Achieved	Achieved	Achieved	Achieved	Not Achieved	Not Achieved	Not Achieved	NA	Achieved	Exempt	NA	Not Achieved	Achieved	Not Achieved	5	12	42%	7	
	Madagascar	Achieved	100%	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	14	15	93%	1	
	Mali	Achieved	56%	Achieved	Exempt	Achieved	Achieved	Not Achieved	Not Achieved	Not Achieved	Achieved	Achieved	Achieved	Exempt	Achieved	Achieved	Not Achieved	9	13	69%	4	
	Sierra Leone	Exempt	NA	NA	Achieved	NA	Not Achieved	Not Achieved	NA	NA	NA	NA	NA	NA	Not Achieved	Achieved	Achieved	3	6	50%	3	
	Somaliand	Achieved	93%	Not Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	NA	Achieved	Achieved	Achieved	Achieved	Achieved	12	14	86%	2	
	South Sudan	Achieved	100%	Not Achieved	NA	Achieved	Not Achieved	Not Achieved	Not Achieved	Not Achieved	NA	Not Achieved	Achieved	NA	Not Achieved	Achieved	Not Achieved	5	12	42%	7	
	Subtotal		6 out of 6		2 out of 6	5 out of 5	6 out of 6	3 out of 7	2 out of 7	2 out of 6	1 out of 6	2 out of 2	4 out of 5	5 out of 5	2 out of 2	4 out of 7	7 out of 7	4 out of 7			2 out of 7	
Social Enterprise	India LLC	Achieved	100%	NA	Achieved	Achieved	Not Achieved	Not Achieved	Not Achieved	Not Achieved	NA	NA	Exempt	NA	Achieved	Achieved	Achieved	6	10	60%	4	
	Paraguay	Achieved	NA	NA	Achieved	Achieved	Not Achieved	Achieved	NA	Achieved	NA	NA	NA	NA	Not Achieved	Achieved	Achieved	8	9	89%	1	
	PSI South Africa	Achieved	100%	NA	Achieved	Achieved	Not Achieved	Not Achieved	Achieved	Not Achieved	NA	NA	Achieved	NA	Achieved	Achieved	Not Achieved	7	11	64%	4	
Subtotal		3 out of 3		0 out of 0	3 out of 3	3 out of 3	1 out of 3	1 out of 3	1 out of 2	1 out of 3	0 out of 0	0 out of 0	1 out of 1	0 out of 0	2 out of 3	3 out of 3	2 out of 3			1 out of 3		
PSI GLOBAL		48 out of 48		18 out of 32	44 out of 45	43 out of 44	42 out of 50	18 out of 45	26 out of 42	28 out of 48	21 out of 25	40 out of 42	40 out of 40	19 out of 19	34 out of 50	50 out of 50	42 out of 50			29 out of 50		

\* Results as of April 29th, 2020. **Achieved** : Achieved; **Not Achieved** : Not Achieved; **NA**: Not Applicable

- STEP 1.1 Annual Code of Conduct Refresher Training completed by all staff by year end.
- STEP 2.1 % of all active programmatic deliverables with timely reporting loaded to D-Tracker.
- STEP 2.2 Reach a rating of 90% or more for completeness, accuracy, and timeliness of Field Grading for Subrecipient management and monitoring
- STEP 3.1 Organizational governance requirements (board meeting minutes where mandated & organizational registration) conducted and documented
- STEP 3.2 Product/Brand/Franchise Registration/License up to date and documented
- STEP 4.1 Reach an annual average of FFS score of 90%
- STEP 4.2 100% BI samples with correct completion of report ID number and scanned BI report attached
- STEP 5.1 Reach 90% of completeness of audit samples by the deadline
- STEP 6.1 Reach bronze (80%) or higher rating for the % of implemented management action plans.
- STEP 7.1 100% of High-Risk program research and human subjects research comply with REB requirements.
- STEP 7.2 Programs follow protection standards outlined by Consumer Data Protection Policy and (Routine) Data Quality Assessment Initiative
- STEP 8.1 A QA Plan that encompasses all Level 1 and 2 services provided by the network member is documented and approved by health area lead (HIV/ FP/RH, NCD, Malaria).
- STEP 8.2 All FP/RH services are monitored according to the criteria in the PSI Framework for QA Monitoring.
- STEP 9.1 Deliver at least 90% of its Surplus Goal and no more than 110% of Planned Deficit.
- STEP 10.1 The updated Security Management Plans submitted to PSI security department by no later than October 30th.
- STEP 10.2 Country Security Committee quarterly meeting minutes submitted to PSI security department by no later than end of year.