

## LIST of Modules



### MODULE 1

## Improving Planning and Programme Revisions

BACKUP can help to improve the capacity of programme or grant implementer in dealing with delays, unexpected changes, risks, capacity gaps and other challenges related to the implementation of the grant. The content of the TA would include results-based-planning and re-planning, activity tracking, effective communication and negotiation, documentation, better utilisation of the PR Dashboard and leadership support.

### UNIT A

Improving skills for result-based operational planning and budgeting

### UNIT B

Introducing tools for activity tracking and re-planning, and practising their utilisation at programme or grant implementer level

### UNIT C

Improving the quality of activity plan review meetings at programme or grant implementer level

### UNIT D



Introducing tools for routine and non-material programme revision and practice of routine programme revisions

### UNIT E

Integrating results of risk and capacity assessments and other risk indicators into daily operational planning (at all levels)

### UNIT F

Communicating more effectively and efficiently between applicant and implementing partners

### UNIT G



Communicating more effectively and efficiently with the CCM

### UNIT H



Communicating and negotiating more effectively and efficiently with GF (and LFA)

### UNIT I



Using the PR-Dashboard more effectively for routine monitoring, provision of feedback and decision-making

### UNIT J



Fixing and resolving technical issues experienced by the PR with the PR-Dashboard

### UNIT K




Introducing the PR-Dashboard and CCM Summary (whole-of-country approach) as a tool for effective grant management, monitoring, planning and oversight

### UNIT L

Strengthening leadership for proactive and responsive planning to enhance programme or grant implementation, including team empowerment

### UNIT M

Improving information management (filing, communication lines, back-up systems)

 = particularly relevant for Global Fund recipients



**MODULE 2**

**Managing Data Challenges**

BACKUP could assist STAGE Applicants to avoid delays in reporting and errors in forecasting (financial and PSM) due to delayed, incomplete and low-quality data. The content of the TA would include methods that allow recipients to use imperfect data for programmatic reporting, decision-making and forecasting; enhance the input and use of data in the PR Dashboard; and specific interventions to improve data quality (namely the improvement of indicators where denominators are unclear, the standardisation of data collection and validation processes including roles and responsibilities, development of job aids and tools to assist in data collection and reporting, and leadership support).

**UNIT A**

Using imperfect (e.g. incomplete, inaccurate, unreliable) data for programmatic monitoring, reporting, and decision-making

**UNIT B**

Striving for improved quality data and use of imperfect programmatic data for decision making

**UNIT C**

Mentoring STAGE Applicant’s Logistics Management Information System (LMIS) to address challenges related to Procurement and Supply Management (PSM) data and reporting

**UNIT D**

Establishing baseline, denominator values and/or regional targets for Performance Framework/PR Dashboard indicators

**UNIT E**

Fixing glitches experienced by PR in using the PR Dashboard (and using the PR Dashboard more effectively)

**UNIT F**

Using the PR-Dashboard for monitoring, performance analysis and provision of feedback (to SRs or Subs) despite imperfect data

**UNIT G**

Clarification of STAGE Applicant and Sub-Implementers (e.g. Sub’s) roles and responsibilities regarding data management and reporting

**UNIT H**

More effective and efficient communication by STAGE Applicant with Ministry of Health/and or donor around data-related challenges (e.g. DHIS2 constraints)

**UNIT I**

Strengthening leadership for data-based decision making

**UNIT J**

LMIS and eLMIS problem solving and tools for improvement (related to Unit C)



**MODULE 3**

**Strengthening financial management**

STAGE can support STAGE Applicants to minimize bottlenecks in financial management. The content of the TA would include clarification of roles and responsibilities and the establishment/adjustment of procedures including manuals and SOPs and adequate communication, accounting skills and leadership support. In addition, STAGE could support eligible PRs in developing a transition and action plan for re-assumption of fiscal responsibility from Fiscal Agent to PR.

**UNIT A**



Planning for transition of fiscal responsibility from Fiscal Agent (FA) to PR

**UNIT B**



Clarifying of roles and responsibilities in financial management by PR and SRs

**UNIT C**



Communicating more effectively and efficiently with GF around financial management issues

**UNIT D**

Communicating more effectively and efficiently between STAGE Applicant and Sub-Implementer around financial matters

**UNIT E**

Facilitating the revision of financial procedure manuals and their adaptation to distinct levels of capacity

**UNIT F**

Strengthening leadership for transparency in financial management

**UNIT G**



Strengthening accounting practice (in response to GF management actions and perceived needs)

**UNIT H**

Strengthening fraud awareness, prevention and detection at STAGE Applicant and Sub-implementer



**MODULE 4**

**Distribution and Reporting at the Last Mile Level**

STAGE can assist the applicant to resolve last-mile distribution (LMD) challenges in ensuring the health products supply chain reaches all sites, including the most remote ones, and that high quality reporting/data is submitted by these sites to enable effective national inventory management, forecasting and accountability.

**UNIT A**

Review of transport, distribution, and health facility reporting situation, challenges and options for grant-funded (and other programme-supported) health products

**UNIT B**

Development of LMD Plan and Reporting/Accountability Solutions

**UNIT C**

Development of Tools/Job Aids for monitoring and supportive supervision of sites, stock management reporting, and follow-ups to ensure LMD solutions are effective



**MODULE 5**

**Improved availability and maintenance of laboratory commodities and equipment at all levels**

STAGE supports applicants in optimising their management of supply chains for laboratory commodities and diagnostic equipment by analysing supply chain problems, devising targeted solutions to overcome challenges and facilitating the efficient distribution of equipment across all levels of health programmes.

**UNIT A**

Situational Analysis, assessment of supply chain issues and challenges for labs; and prioritization of issues and opportunities for Improvement

**UNIT B**

Developing solutions to ongoing laboratory supply chain challenges

**UNIT C**

Developing SOPs, tools and job aids, and related coaching, to resolve laboratory supply chain issues and improve laboratory supply chain management

**UNIT D**

Planning and budgeting for regular dissemination and review of Laboratory Supply Chain tools, SOPs and job aids



**MODULE 6**

**Guidance for effective PSM at health facilities, including at peripheral levels Objective**

STAGE applicants and their sub-implementers will be aided in optimising PSM at health facility level by improving the reception, handling and management of medical equipment in health facilities, introducing data management systems to track stocks as well as training staff members. Measures will be tailored to the specific needs of health facilities that have been identified to face major challenges in PSM in consultation with the STAGE application and health facility staff, including in remote areas.

**UNIT A**



Situation analysis of health facility-level PSM challenges; devise plan and SOP for Programme Manager to address these

**UNIT B**



Mentoring and on-the-job coaching with targeted individuals and health facility sites facing PSM challenges

**UNIT C**



Tools development – Development of user-friendly guides, job aids, and other materials to guide personnel about good stock management practises, at the STAGE Applicant or Sub-Implementer and health facility level

**UNIT D**

Planning and budgeting for disseminating and follow-up of job aids and their sustained use in health facilities



**MODULE 7**

**Planning and support capacity for community-based activities and meaningful community engagement**

STAGE will facilitate the development of informed, capable, coordinated and sustainable community systems that will enable applicants to implement or course-correct community-based health interventions. Increasing the effectiveness of community-based interventions and their coordination with the formal health sector aims at devising sustainable health programmes and utilise synergies between community-based and formal health programmes.

**UNIT A**

Support for operational planning of community-based activities, including alignment with other interdependent activities

**UNIT B**

Support STAGE Applicant and Sub-Implementers in the participatory monitoring of the effectiveness of community-based activities

**UNIT C**

User-friendly data collection/monitoring tools and an orientation package for community-level end-users

**UNIT D**

Developing mechanisms for gathering service user/beneficiary feedback and community-based monitoring

**UNIT E**

Supportive supervision for community-based activities

**UNIT F**

Support for effective differentiation of service delivery to meet needs and maximise impact

**UNIT G**

Key and vulnerable population engagement



**MODULE 8**

**Anchoring core competencies for working with the Global Fund**

STAGE support will focus on developing applicants' capacities for successfully cooperating with the Global Fund and implementing Global Fund grants. Core competencies that are key for improving their work with the Global Fund include the monitoring, management and coordination of sub-implementers (SRs) and will be implemented in a sustainable manner by translating measures into their organisational structure.

**UNIT A**

Strengthening PR capacities to undertake effective SR capacity assessments

**UNIT B**

Strengthening PR capacities to manage SRs and service providers

**UNIT C**

Establishing routine procedures for onboarding of new SRs and service providers

**UNIT D**

Improving the organisational structure at the PR/SR level

**UNIT E**

Developing and using in-house capacity development plans

**UNIT F**

Establishing routine procedures for onboarding of new staff at PR/SR level