



Playbook ► **BACKUP** *HEALTH*  
Global Programme Health Systems Strengthening  
Component Health Systems Strengthening

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## Overview of this guide and how to use it

Welcome to the Playbook of BACKUP Health – Global Programme Health Systems Strengthening! This document is meant for you if you are:

- considering submitting a project proposal to BACKUP, specifically the Health System Strengthening component;
- in the middle of implementing a project; or
- wrapping up your reporting.

Please read it before starting your proposal, it will help you understand what we can offer and what we are looking for in proposals, which will make for a smoother project development process and save you time. You can also return to it throughout the project development and implementation phases.

The playbook contains an introduction to BACKUP, an outline of our objectives and priorities, guidance on designing a project, and an overview of how contracting with BACKUP works.

This playbook may change. Please ensure you always have the most up-to-date version by visiting [BACKUP's website](#).

Finally, if you have any questions, please do not hesitate to contact us at [backup@giz.de](mailto:backup@giz.de).



# SECTION 1

## Understanding BACKUP

### What is BACKUP?

**BACKUP Health, through its component for Health Systems Strengthening,** provides technical assistance to grant implementers of Global Health Initiatives, primarily to the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund) and its Country Coordinating Mechanisms (CCM).

As a technical cooperation partner of the Global Fund, the project supports partner countries through all stages of the funding cycle to use the resources in line with the countries' priorities and in a health system strengthening way.

At the same time, we strengthen capacities of key actors in national health systems, including both state institutions and civil society, and enable them to plan, steer and implement global financing more effectively. This boosts the effectiveness and sustainability of health interventions.

In addition, we leverage our technical experiences across countries to generate and disseminate scalable lessons learned for national and global conversations.

BACKUP selected the following focus areas/ countries for the current phase (until 3/2026): Malawi, Nigeria, Central Asia region (Uzbekistan, Kyrgyzstan, Tajikistan), Mozambique, Uganda, Zimbabwe. The following further countries may apply for support: Cameroon, Ethiopia, Sierra Leone, Togo, Ukraine.

**BACKUP is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and co-funded by the British Foreign, Commonwealth & Development Office (FCDO).**

## Which areas does BACKUP work in?

### BACKUP's objectives

As a technical cooperation partner of the Global Fund, BACKUP supports partner countries through all stages of the funding cycle to use the resources in line with the countries' priorities and in a health system strengthening way. In doing so, we aim at:

- Supporting the integration of measures for resilient and sustainable systems for health (RSSH) approaches into funding requests, planning, and implementation of funds, as well as supporting community engagement throughout the process to promote equity.
- Strengthening capacities of key actors in national health systems, including both state institutions and civil society, to enable them to plan, steer and implement global financing more effectively. This boosts the effectiveness and sustainability of health interventions.
- Utilizing our technical experiences across countries to generate and share scalable lessons learned for global and national conversations.

These efforts to strengthen health systems focus on three core areas, with a particular focus of implementing partners and recipients of the Global Fund:

#### 1. Community Engagement

Communities represent populations that access health systems and know best what is needed to build strong and inclusive health systems which respond to their needs. To this end, we support and strengthen communities' participation and inclusion in the management, implementation and oversight of projects funded by Global Health Initiatives (GHI) and related processes, with a particular focus on empowering and mobilizing marginalized, underserved vulnerable populations.

Examples of activities:

- Community-led monitoring (CLM),
- Mapping of community-led and community-based organizations,
- Creation and/or strengthening of platforms that improve coordination, joint planning and effective linkages between communities and health systems,
- Representation, participation and engagement of community actors in high-level health advisory or governing bodies, oversight committees and other decision-making fora,
- Community-led development/revision of strategies, plans, tools, resources and messages for social mobilization, Institutional capacity strengthening and leadership development.



## 2. Coordination and governance

Functional governance is critical for resilient and responsive health systems. At the same time, efforts and contributions of national and international partners need to be coordinated to address critical gaps and create synergy.

By improving coordination and governance, the project strengthens accountability of stakeholders and supports effective evidence-based decision making in programming, prioritisation and allocation of the funding resources to strengthen health systems, thereby facilitating the shift away from silo-thinking to a system's approach.

Examples of activities:

- Ensuring policies, strategies, tools and information are available and accessible,
- Supporting mapping and strengthening existing coordination mechanisms/ platforms,
- Supporting joint planning and accountability mechanisms.

## 3. Integrated people-centred health systems (IPCHS)

IPCHS address an individual's multiple health needs along their lifespan. At a service delivery level, IPCHS lowers barriers for accessing health services, especially for marginalized populations. Therefore, the project adopts this system's perspectives and supports the integration of parallel funding streams from global initiatives as well as their integration into national programmes and strategies. Integrating HIV-, TB- and Malaria services financed by the Global Fund more sustainably into partner countries' health systems helps bridging disease-specific financing silos.

Examples of activities:

- Linking disease programmes and PHC,
- Analysis of governance-related and cross-programmatic inefficiencies,
- (Institutional) capacity strengthening for more integrated approaches,
- Intersectoral planning for health, considering implications for resource allocation,
- Strategic planning on the role of the private sector,
- Analysis of the role of the private sector in the expansion of integrated services.

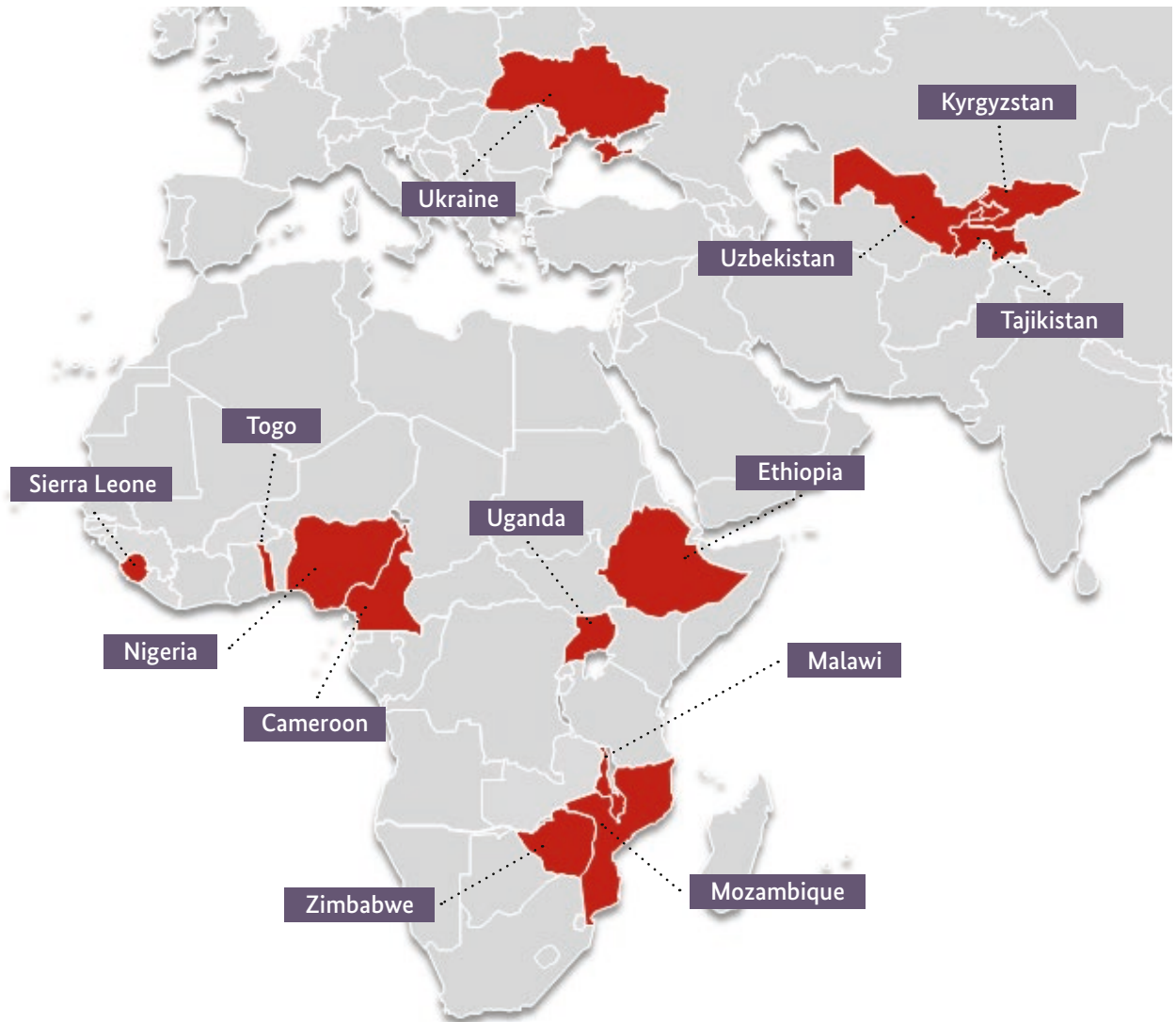
### Cross-cutting priorities: Human rights and Gender

Human rights and gender equality are inextricably linked to a population's health status. The highest attainable standard of health must be reflected in the standard of health of the most socially disadvantaged groups. At the same time, human rights barriers to health care and gender inequality are key drivers of inequity for AIDS, TB and Malaria. A gender and human rights perspective is therefore essential to strengthening health systems and achieving the goals set out in the fight against these three diseases.

## Who can BACKUP work with?

BACKUP follows a people-centred and human-rights-based approach by placing a strong emphasis on identifying the most vulnerable populations and supporting their needs. Please note that BACKUP can only implement projects in these countries.

To receive funds, organisations need to fulfil certain formal requirements and demonstrate their administrative capacity (see below under ‘commercial suitability review’).



BACKUP expects the partner organisations to dedicate the time and resources needed for effective project implementation and coordination. BACKUP can implement projects with state and non-state institutions (CSOs) responsible for the implementation of GHI funded measures. These include:

- Country Coordinating Mechanisms (CCMs),
- Ministries and public health institutions,
- National civil society organizations.

To ensure a project is aligned with other relevant processes in the health sector, BACKUP requests that partners obtain the endorsement of an appropriate coordinating entity. For further information, please see section 2.



## SECTION 2

## Designing a project to implement with BACKUP

### What is BACKUP technical assistance (TA) mindset?

BACKUP places a strong emphasis on the quality and sustainability of all joint technical assistance projects. The following guiding principles form the BACKUP mindset:

- Strengthen ownership (e.g., build trusting relationships between consultants and partners; strengthen self-efficacy and accountability at partner level; jointly define project indicators; keep the partner in the lead).
- Ensure TA is addressing the main needs (e.g., root-cause analysis during scoping; regular reflection on project indicators).
- Measure success (e.g., by defining measurable project indicators in collaboration with partners, baseline and endline assessments).

### How does BACKUP evaluate and prioritise project proposals?

Project development with BACKUP is an iterative and collaborative process. Rather than requesting one complete project proposal, which is then approved or declined, BACKUP asks that you first submit a very brief project outline. BACKUP then provides feedback and, if the project promises to be a good fit, may invite you to develop a more detailed project proposal. A submitted proposal may then go through additional revisions based on feedback and advice from BACKUP technical advisers before being finalised. Alternatively, you can also submit the outline and ensuing proposal via BACKUP's Online Application Platform: <https://oap.backuphealth.info/>

BACKUP uses the following criteria when considering a project proposal. BACKUP team members can advise on these criteria during the development of a project:

#### **A. Country**

The country is eligible to request BACKUP support.

#### **B. Organisation**

The partner organisation is eligible for BACKUP support.





### **C. Contribution to BACKUP's objectives**

The proposed project contributes to BACKUP's objectives.

Within the context of Health System Strengthening, the proposed project targets one of our three core areas i) community engagement, ii) governance, and/or iii) integrated, people-centred health services.

### **D. Modalities and focus of support**

The focus of the proposed project is on technical assistance regardless of the chosen modality of support.

Procurement, direct funding of activities (e.g., workshops), travel costs and per diems need to be part of a coherent support package where BACKUP significantly contributes to technical components of the project as well. When it comes to workshop moderation and facilitation, please consider whether this is something that could be taken on by BACKUP advisors directly, especially if you are planning to attend the activity.

### **E. Cross-cutting priorities**

The proposed project considers BACKUP's cross-cutting priorities Gender, Human Rights, and Equity.

Although not each and every project will be technically suited to equally consider aspects of Gender, Human Rights, and Equity, care should be taken to ensure that our cross-cutting topics are at least partially reflected in the proposal. If this is not the case, it is recommended to discuss with the partners how the proposal could be optimised in this respect.

### **F. Value for money**

The project proposal has been assessed for value for money taking into consideration economy, efficiency and effectiveness of the proposed project.

Value for money is a binding criterion for all BACKUP measures. Questions are:

- Economy: have costs been reduced as far as possible?
- Efficiency: will the project deliver the best product for the best price?  
How well are resources being used?
- Effectiveness: will the project support and deliver against BACKUP objectives?

### G. Link to Global Fund programmes

The proposed project is a catalytic/strategic investment to support successful planning and implementation of Global Fund programmes, particularly with regards to RSSH and gender equality.

Please ensure that the project proposal clearly states how the project will enable partners and stakeholders involved to leverage Global Fund investments more efficiently. Within this context, it is important that the project captures synergies and makes connections with what other actors (incl. the Global Fund) are doing.

## How can you integrate cross-cutting priorities into project proposals?

If you are not sure whether a proposed project adequately considers BACKUP's cross-cutting priorities of human rights and gender, here are some questions to help you consider BACKUP's cross-cutting priorities in your proposal:

### Human rights

- Does the project contribute to reducing stigma and discrimination?
- Does the project contribute to addressing barriers that key and vulnerable populations face, e.g. in accessing health services?
- Does the project contribute to training, raising awareness or empowering people (e.g. healthcare providers, patients and rights-holders) on human rights?
- Does the project contribute to monitoring and reforming laws, regulations and policies on health or key and vulnerable populations?

### Gender

- Are there mitigation measures to avoid harm and unintended negative consequences for gender equality?
- Does the project address gender-specific needs?
- Does the project strengthen the participation of women in decision-making processes and governance?
- Does the project consider multiple discrimination, e.g., how gender compounds vulnerabilities in key affected populations?
- Will you collect gender disaggregated data during the project? Is gender-disaggregated data already available to inform the project design?



## How can you integrate monitoring and evaluation into your project?

Monitoring and evaluation is an important part of all BACKUP projects as we want to understand the impact of our support, what we can achieve with you, but also how we could do better next time. Monitoring and evaluation helps us identify lessons learned that can inform projects in other contexts and risks we are facing during the implementation and how can we mitigate them.

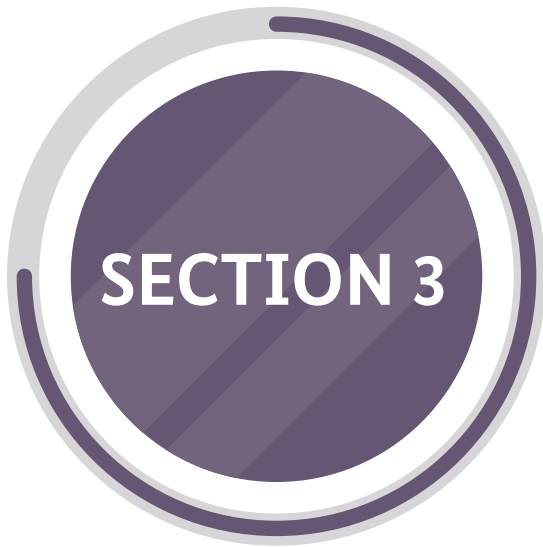
It is therefore important that you agree early on with your responsible BACKUP advisor on your project's objectives, the milestones to achieving it and means of verifications to verify their successful implementation. Some guiding questions to ask yourself are:

- What activities need to be completed in order to achieve your objective? How should they be sequenced?
- What outputs will these activities generate? How can you document progress?
- How to ensure that achievement of milestones can be verified? Do you need to collect data?

Another important element is to identify the risks we face in the implementation and draw up mitigation measures:

- What risks could materialise for the successful implementation of the project (e.g. operationally, within your organisation, due to external factors, financially)?
- Could there be unintended negative consequences in relation to gender or for key and vulnerable populations?
- How can you mitigate these risks and unintended consequences?





## Implementing a project with BACKUP

### What is the project outline?

The **project outline** is the first step in developing a project with BACKUP. It is a form in which you can provide a short overview of the project you wish to propose.

You can submit the form to [backup@giz.de](mailto:backup@giz.de) or directly to a BACKUP adviser with whom you may already be in contact. A BACKUP adviser will then provide feedback and, if the project appears to be a good fit for BACKUP's objectives, the adviser may then invite you to develop a more detailed project proposal.

Alternatively, you can also submit the outline and ensuing proposal via **BACKUP's Online Application Platform**: <https://oap.backuphealth.info/>

### What is the project proposal?

In the project proposal form, you can describe the project, its implementation arrangements and milestones in detail. To avoid unnecessary work on your part, please only fill in the proposal once BACKUP has invited you to do so.

You will need to present supporting documents depending on the type of project you wish to implement:

#### For all applications

- Endorsement from the CCM chair or vice-chair (an alternative entity may be agreed with BACKUP) (can be submitted at a later stage)

#### For proposals requesting technical expertise

- Terms of reference for each expert are needed (using the template provided by BACKUP once you will plan the project implementation)
- Optional: a list of proposed consultants

### For proposals requesting financial support (once you will plan the project implementation)

- Budget (using the template provided)
- Completed self-disclosure form
- Bank information (using the form provided)

Please submit the completed proposal and its supporting documents to the BACKUP adviser(s) who invited you to develop it. The adviser(s) will provide feedback and may suggest revisions. You are also invited to use the **Online Application Platform** at <https://oap.backuphealth.info>.



GIZ, as a federal company, is obligated to uphold the values of the constitution of the Federal Republic of Germany. As well as other commissioners, such as the Foreign Commonwealth and Development Office and we advocate for human rights, equal opportunities and integrity as well as fair handling of conflicting interests and goals.

To live up to this standard, to identify flaws in the system as well as malpractices by individuals and thereby to avoid harm both inside and outside the company, GIZ established a whistleblower portal, which serves as a communication channel for reports concerning serious violations of these values. Anyone can use this portal to report misconduct and malpractices, whether on the part of GIZ or within the scope of a GIZ-supported activity. Reports can be submitted completely anonymously.

When submitting your proposal you will be asked to confirm that you have understood that your organisation can report any violations of abovementioned values that occurred within the context of GIZ-funding confidentially through this portal under the following link: <https://www.bkms-system.com/bkwebanon/report/clientIn-fo?cin=26zig7&c=-1&language=eng> and that your organisation has written processes and/or policies in place to ensure safeguarding against sexual exploitation, abuse and sexual harassment, which can be provided upon request.

## How can you report the results of the project implementation?

BACKUP's reporting system is set up to capture the views of the implementing partners – both you and the technical experts will be involved in the reporting on the project.

Please find the reporting form [here](#):

In addition to the reporting form, you should also fill in a consultant evaluation form to provide us with feedback on the consultant.

You are required to submit a final report and, in some cases, also progress reports every six months, depending on the length and modality of your project.

The reporting form should clearly explain the extent to which the agreed objectives have been achieved, as well as the respective milestones. It is crucial that you also attach all means of verification. In addition, the reporting form prompts you to provide us with

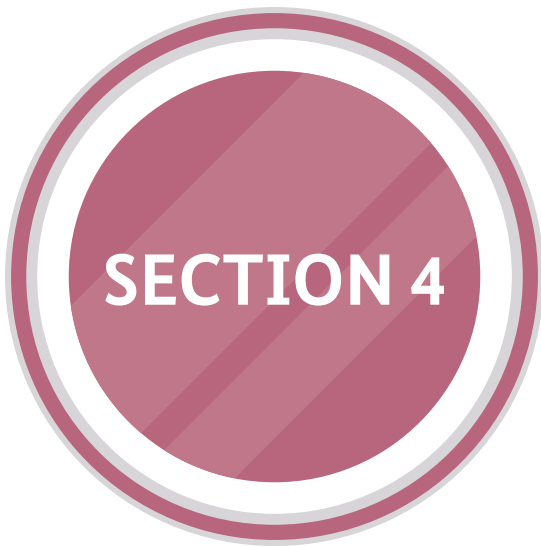


information on lessons learned, contributions to gender equality, further TA needs, amongst other. The form thus covers a number of points:

- Background information
- Executive summary
- Developments in country/regional context
- Progress towards results within the reporting period
- Contribution to GIZ results data (standardised)
- Obstacles encountered
- Partnerships
- Additional TA needs
- Lessons learned and innovation
- Contributions to gender equality
- Financial report (according to the contract)
- Pictures/videos

We would also like you to look out for opportunities to share results with a broader audience. This could, for example, be via BACKUP's newsletter, BACKUP's X channel or in other publications, such as publications by the German Federal Ministry for Economic Cooperation and Development (BMZ).

Please share reports, supporting documents and ideas for disseminating results proactively with BACKUP.



## Managing contracts with BACKUP

This section is meant to provide general guidance. None of the information provided here is legally binding. Please always consult the information provided in your contract documents and on GIZ's website to understand the specific contractual arrangements and requirements that apply to your project.

You will receive more detailed information as soon as the type of support has been identified in cooperation with your BACKUP advisor. For financing agreements and consultant contracts, please consider the following information.

### **Modalities of support: Consulting contracts and financial agreement**

BACKUP can offer different resources to support you in implementing your project. In your proposal, you can indicate which of these you will require. You can request for experts and / or financial support.

### **Financing agreements**

#### **For all financing agreements**

If your project requires financial support from BACKUP, please indicate this in the form and draw up a budget using the template provided by the BACKUP advisors.

GIZ requires a commercial suitability review to assess whether your organisation meets the necessary requirements to receive and manage funds from GIZ. This may include a review of certain documents (e.g. legal registration) and administrative processes and capacities in place. The commercial suitability review is initiated by GIZ and you will be guided and accompanied through this process.

### Consulting contracts

If you require support from experts, BACKUP can look for and contract technical experts (consultants) for the implementation of a project or for supporting a governmental organization or civil society organization. You are welcome to suggest experts, otherwise BACKUP will use its consultant roster to identify suitable candidates. BACKUP encourages working with national experts, where appropriate and available.

In general, GIZ contracts technical experts/consultants through competitive bidding in a tender taking into account legal requirements and GIZ procurement standards. The awards-decision is dependent on the bidding process and lays with GIZ.





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### Registered offices

Bonn and Eschborn, Germany

BACKUP Health

Dag-Hammarskjöld-Weg 1-5

65760 Eschborn, Germany

+49 (0)6196 79-1599

backup@giz.de

www.giz.de/backup

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