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 receipients

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).

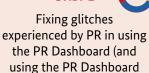| UNIT A	UNIT B	UNIT C	UNIT D
Using imperfect (e.g. incomplete, inaccurate, unreliable) data for programmatic monitoring, reporting, and decision-making	Striving for improved quality data and use of imperfect programmatic data for decision making	Mentoring STAGE Applicant's Logistics Management Information System (LMIS) to address challenges related to Procurement and Supply Management (PSM) data and reporting	Establishing baseline, denominator values and/or regional targets for Performance Framework/PR Dashboard indicators

UNIT E	UNIT F	UNIT G	UNIT H
Fixing glitches experienced by PR in using the PR Dashboard (and using the PR Dashboard more effectively)	Using the PR-Dashboard for monitoring, performance analysis and provision of feedback (to SRs or Subs) despite imperfect data	Clarification of STAGE Applicant and Sub-Implementers (e.g. Sub's) roles and responsibilities regarding data management and reporting	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	UNIT J
Strengthening leadership for data-based decision making	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	UNIT B	UNIT C	UNIT D
Situational Analysis, assessment of supply chain issues and challenges for labs; and prioritization of issues and opportunities for Improvement	Developing solutions to ongoing laboratory supply chain challenges	Developing SOPs, tools and job aids, and related coaching, to resolve laboratory supply chain issues and improve laboratory supply chain management	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	UNIT B	UNIT C	UNIT D
Situation analysis of health facility-level PSM challenges; devise plan and SOP for Programme Manager to address these	Mentoring and on-the-job coaching with targeted individuals and health facility sites facing PSM challenges	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	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