Achieving Results Through the Grant Cycle

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Session organization

- GMS in the Global Fund grant cycle: where GMS intervened
- How GMS achieved results with CCMs
  - Collaboration with the Global Fund Secretariat
  - With 52 CCMs
- How GMS achieved results with PRs
  - Collaboration with the Global Fund Secretariat
  - With 91 PRs
## GMS Objective 1 results

<table>
<thead>
<tr>
<th>PMP Indicators with targets Objective 1</th>
<th>Actuals</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1b. Proportion of deliverables produced through GMS assignments approved by the relevant entity/ies (approvable deliverables), by assignment type</td>
<td>86%</td>
<td>80%</td>
</tr>
<tr>
<td>1.1c. Proportion of deliverables produced through GMS assignments implemented by the relevant entity/is (implementable deliverables), by assignment type</td>
<td>75%</td>
<td>70%</td>
</tr>
<tr>
<td>1.2a. Proportion of CCMs which meet eligibility requirements</td>
<td>100%</td>
<td>80%</td>
</tr>
<tr>
<td>1.2c. Proportion of CCMs with improved functioning after receiving GMS technical support</td>
<td>85%</td>
<td>70%</td>
</tr>
<tr>
<td>1.3b. Proportion of CCMs carrying out oversight-related activities after receiving related GMS technical support</td>
<td>77%</td>
<td>70%</td>
</tr>
<tr>
<td>1.4a Proportion of grants signed following GMS support</td>
<td>100%</td>
<td>70%</td>
</tr>
<tr>
<td>1.4g Proportion of PRs using PR dashboards for management purposes</td>
<td>89%</td>
<td>70%</td>
</tr>
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</table>

<table>
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<tr>
<th>PMP Indicators without targets Objective 1</th>
<th>Actuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1d. Number of people trained through GMS assignments (both PR and CCM assignments)</td>
<td>9376</td>
</tr>
<tr>
<td>1.3c. Number of oversight plans developed, number of CCM dashboards</td>
<td>54, 27</td>
</tr>
<tr>
<td>1.4c. Number of completed pre-signature files submitted to PR</td>
<td>32</td>
</tr>
<tr>
<td>1.4e. Number of new PR dashboards developed with GMS support</td>
<td>74</td>
</tr>
<tr>
<td>1.4f. Value of grants signed</td>
<td>$1,594,071,638</td>
</tr>
</tbody>
</table>
Where in the grant cycle did GMS intervene?

- CCM EPA facilitation and start of PIP implementation support
- PR grant making
- PIU support, PR transitions
- Startup
- CCM Performance Improvement
- PR grant dashboards & CCM Summary
- Implementation support for bottlenecks
CCMs: From development to implementation

• Collaborating with the CCM Hub
  • Designing the Eligibility and Performance Framework translated in to EPA and PIP
  • Code of conduct
  • Updating oversight guidance paper

• Collaborating with LMG for orientation design
CCMs: From implementation to results

Total CCM assignments = 74
CCMs: From slight push to dramatic evolution of governance

- «Nudged forward»: Kazakhstan, Botswana, OECS.....

- **Quantitative**: Namibia
  
  16 1 1

  2014-2016

  0 3 15

- **Qualitative**: Bangladesh
  
  (4 CCM assignments, 2013-2017)
Cycle of PR support

- PR grant making
- PIU support, PR transitions
- Startup
- PR grant dashboards & CCM Summary
- Implementation support: bottlenecks
PR assignments by type

- Grantmaking: 40%
- Dashboard: 32%
- PRM: 23%
- Risk Management: 3%
- Start-up: 2%
PRs: From development to implementation

• GMS collaboration with
  • Risk Management Team
  • Data and Systems Hub, Dashboard Focal Person, M&E Team for grant dashboards
  • Procurement Team
  • Grant Management Division country teams
GMS Technical Support to Grantmaking Process

**Health Products Management**
- IVc: Review quantification of health products & pharmaceuticals.
- Vc: Develop health products list, PSM budgets & delivery schedule.

**Monitoring & Evaluation**
- IIIb: Review performance framework to ensure data definitions & collection processes provide timely and accurate grant reporting.

**PR Management**
- I: Review
  - i) Technical Review Panel (TRP) feedback
  - ii) Country team comments & guidelines
  - iii) New PR only: Capacity Assessment Tools (CATs) comments

- II: Review proposed implementation arrangements
  - Establish i) required management arrangements
  - ii) areas of risk needing mitigation
  - iii) institutional foundations

- IIIa: Review detailed budgets to ensure
  - i) unit cost assumptions are verifiable & harmonized
  - ii) HR arrangements comply with GF guidelines

- IVa: Review training plans & budgets to ensure
  - i) alignment w/ workplan
  - ii) training activities are fully planned and costed

- VIIa: Ensure inclusion of
  - i) health products & PSM costs
  - ii) M&E operational plan
  - iii) risk management strategies
  - iv) training plans, actions arising from CATs & GF directions
  - v) other grant management costs

- VIIb: Review M&E Operational Plan & M&E budget

- VIIIa: Support development of SR budgets, PFs, and contractual documents

- IX: Ensure harmonization across PF, health products list, workplan & budget

- X: Confirm
  - i) alignment of all products with TRP and country team feedback
  - ii) operational arrangements comply with GF guidelines

- XIa & b: Support development of SR budgets, PFs, and contractual documents

- XII: Finalize grant implementation maps & processes for grant reporting

- XIII: With PR, develop grant startup plans for prompt grant implementation
Project implementation units

- Institutional location
- Right sizing
- Functions
- Job descriptions
- Operations manuals
- Orientation
- Capacity building
Risk management

- Collaboration with the Risk Management Team
- Training consultants on risk management
- Risk-management assistance

GRAM Process Training Tool (GMS)
PRs and CCMs helped by GMS through grant cycle: Burkina Faso

3 PRs:
• 2 government PRs
• 1 civil society PR

5 grants:
• TB, HSS, malaria, HIV, TB/HIV

Between April 2015 and April 2017: 4 requests for GMS TA
PRs and CCMs helped by GMS through grant cycle: Burkina Faso

NFM
- April-Oct. 2015
- Grant Making: 5 grants, 3 PRs, 14 consultants
- CCM: PIP implementation

Implementation
- Feb.-May 2016
- PR dashboards: 3 PRs, 5 grants, 2 teams
- CCM summary: 1 team

New cycle 2018-2020
- April-July 2017
- Grant making: 2 PRs, 2 grants, 1 team

CCM eligible
Grants signed
$130.4 million

Dashboards adopted

Grants ready for signature!
Where short-term TA is not the answer (nor the problem)

- Politically charged
- Contextually wired
- Demographically compromised
- Capacity challenged