

SEA-HTM-02
Distribution: General

Global Fund Grant Negotiation and Implementation Workshop

*Report of the workshop
Bangkok, Thailand, 28 January – 1 February 2008*



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List of abbreviations

ARV	Anti-retroviral
CCM	Country Coordinating Mechanism
CPs	Condition Precedents
DR	Disbursement Request
DQA	Data Quality Assurance
EML	Essential Medicines List
GA	Grant Agreement
GF	Global Fund to fight AIDS, TB and Malaria
LFA	Local Fund Agent
M&E	Monitoring and Evaluation
PBF	Performance Based Funding Framework
PMRs	Progress Monitoring Reports
PR	Principal Recipient
PRM	Price Reporting Mechanism
PSM	Procurement and Supply management
PU	Progress Update
RCC	Rolling Continuation Channel
RDQA	Revised Data Quality Assurance
SCs	Special Conditions
SEARO	WHO Regional Office for South-East Asia
SRs	Sub-Recipients
TA	Technical Assistance
TRP	Technical Review Panel

1. Background

Ten of the 11 Member countries in the WHO South-East Asia Region have access to Global Fund (GF) grants. From Round 1-7, the total approved grant to the Region is over US\$ 850 million and the total lifetime budget is about US\$ 1.7 billion.

Countries of the Region are doing steadily better in proposal development with each passing Round of the Global Fund. For example, the success rate of proposals from the Region increased to 55% (11/20) and 47% (8/17) in Round 6 and 7 respectively from 16% (3/19) in Round 5. Though the capacity needs to be updated with successive GF Rounds, the countries are now quite familiar with the proposal development.

However, some countries are still facing problems in grant negotiation and implementation. Grants need to be negotiated and signed after approval by the Board before disbursements for implementation can be made. Signing of grants after approval often get delayed because of the negotiation processes that need to be followed. Further, some countries are still facing problems in grant implementation. For example, WHO had to not only be involved in resolving problems in implementation by fielding missions to countries but also in implementation through MoUs with Principal Recipients in some countries, and in helping countries in reviewing and preparing phase 2 grant renewals. To fill these gaps, the WHO Regional Office for South-East Asia (SEARO) organized this workshop in collaboration with GF South-West Asia Cluster to address capacity development in grant negotiation and implementation.

2. Objectives of the workshop

General objective: To strengthen country capacities in Global Fund grant negotiation and implementation.

The specific objectives were:

- (1) to brief participants on GF grant negotiation and implementation processes and procedures,

- (2) to share country experiences and lessons learnt, and
- (3) apply grant negotiation and implementation skills and procedures in the context of the successful grants in Round 7.

This report presents the main topics covered during the workshop, the modalities and some key points that emerged.

3. Workshop sessions

The workshop aimed at primarily assisting countries to fully understand the process and documentation required to sign approved GF grants and prepare to implement the first phase (Phase 1) of the grant. In this context, participants were informed of the various areas outlined below and the role and functioning of the Global Fund, Country Coordinating Mechanism (CCM), Principal Recipient (PR) and Local Fund Agent (LFA) at each stage of the grant. Each of these topics was discussed in a very interactive manner with an opening presentation, interspersed with questions and answers to clarify several issues raised by countries. Countries worked with facilitators on further clarifying issues related to improving their workplan and budget, procurement and supply plan as well as the national monitoring and evaluation plans. The issue of technical assistance was also discussed extensively.

In addition, sessions between participants/countries were organized with Global Fund resource persons in the areas of legal, budget, monitoring and evaluation (M&E), procurement and supplies and portfolio management.

3.1 Grant Life-cycle: Phase 1 – from approved proposal through to Phase 2 decision

The Global Fund grant process starts with the Call for Proposals and ends with Phase 2 of the support. Grant durations are usually up to five years with an initial period of two years (Phase 1) and a subsequent three years (Phase 2). However, the GF Board in 2006 approved a mechanism called Rolling Continuation Channel (RCC) to provide funding for strong performing grants after Phase 2.

The usual key grant process steps are proposal submission, board approval, grant signing, grant start, grant renewal after initial two years (Phase 1) and grant end. The workshop focused mainly on the grant life-cycle from approval to grant signing/start and Phase 2 renewal comprising TRP clarifications, grant negotiation and performance-based funding. CCMs have to provide first responses to Technical Review Panel (TRP) clarifications by six weeks of grant approval and the complete responses by four months. LFA assessments for grant negotiation can be carried out concurrently with TRP clarifications after the CCM sends the confirmation letter of nomination of the PR. LFA assessment of the PR is carried out in the four functional areas of programmatic and institutional capacity, 'financial management and systems', 'procurement and supply management', and monitoring and evaluation. The deliverables are workplans and budgets, performance framework for years 1 & 2, M&E plan, procurement and supply management (PSM) plan if applicable, and other relevant documentation. After the LFA assessment, the GF Secretariat reviews the findings and documents and starts the grant negotiation process with the PR. Condition Precedents (CPs) may be identified if all requirements are not met. Then the grant is signed and the first disbursement made based on the disbursement request for grant implementation.

After the initial disbursement, further disbursements are based on "Performance Based Funding and Grant Support". A Performance Based Funding (PBF) framework is developed to monitor and track grant progress and performance, link disbursements to achievements of targets, provide incentives to focus on results and timely implementation, identify opportunities to expand efforts and address implementation issues and provide a tool for the CCM oversight and monitoring process. Disbursement and progress update timings are clearly identified and are to be submitted to LFA within 45 days after closure of a semester. An Annual Review and Annual Audit should be done no later than three and six months respectively after end of the fiscal year.

Though the Global Fund approves funding in principle for five years, funding is however committed for the first two years only. Phase 2 is the extension of these two years (Phase 1) and usually covers a period of three years. Funding for Phase 2 is based on performance during Phase 1, contextual considerations and availability of resources. Phase 2 also serves as a check point to ensure that funding is performance based. At month 19

of the grant life, CCM is invited to submit its request for continued funding with the necessary documents, i.e. minutes of CCM meeting on Phase 2 request, detailed budget and workplan for Year 3, list of health products for Year 3, indicative budget and workplan for Year 4-5 if applicable, proposed attachment 3, revised programme implementation strategy, if necessary and other required PR documents. The secretariat reviews and recommends the request and after the Board's consideration at month 24, the grant is signed for extension usually by month 26.

Primary issues that delay processing of disbursement requests were identified to be Condition Precedents not addressed properly, lack of confirmation of bank details, PR authorized signature related issues, price reporting mechanism being not updated and deficiencies in the cash reconciliation page of the Progress Update (PU)/Disbursement Request (DR).

3.2 Monitoring and Evaluation

Performance framework and M&E plans

Monitoring and evaluation is a key component of Performance-Based Funding. Each Global Fund grant agreement includes a Performance Framework, which is a legal document through which the recipient organization and GF commonly agree the indicators to be used and the targets to be achieved to demonstrate performance and consequently, ensure continued funding. The Performance Framework is to be set up using a simple M&E framework, existing national list of indicators and data collection systems and focus on a multi-agency toolkit. Consistency should be maintained between goals, objectives, service delivery areas and indicators. Output indicators should include the main target groups, e.g. people reached, and some on people trained and services strengthened. Targets need to be expressed in absolute numbers, where applicable, and both numerator and denominator need to be given when the target is expressed in percentage. It is also important to align M&E Performance Framework in case of multiple grants per disease in the country and also to harmonize between Rounds. Some common M&E pitfalls in Performance Framework are inconsistencies between budget and targets, as well as between targets in the framework and the proposal. Plans to establish baselines should be indicated where baselines are lacking and targets are either not set or incomplete. Further, target populations and sub-groups are usually not defined.

The GF requires a M&E plan at the time of grant signing. The minimum requirements of the M & E plan are details of the M & E framework, how the data will be collected, how the data collected will be made available to stakeholders/general public, data quality assurance, action plan and the budget. The action plan can be developed by using the M&E Strengthening tool and about 5%-10% of the grant budget can be used for M&E. Desirable components are evaluation and research, data management, capacity building and coordination systems to implement the M&E plan.

M&E Systems Strengthening Tool

M&E assessment is a part of PR assessment that needs to be done for grant negotiation. This assessment is done by using a M&E Systems Strengthening Tool which focuses on a country-driven participatory approach and providing a systematic approach/framework for assessment within the wider national M&E system. This also is a management and planning tool. The tool assesses three areas, i.e. the M&E Plan, data management capacity of the Management Unit (PR) and data collection and reporting systems per programme area. The components of the tool enable to comprehensively assess the programmes' link with national systems and its ability to collect, analyse, use and report reliable M&E data.

For Round 7, the assessment will need to be done if national M&E assessments were not carried out in the last two years. Bhutan and Nepal have carried out assessments for all three diseases and Bangladesh for HIV and TB and India for HIV.

In general, the M&E Strengthening Tool should be completed through a workshop at the country level with PRs and relevant stakeholders to promote alignment and harmonization, leveraging of expertise and identification of shared initiatives. The expected result is an agreed action plan with budget to address M&E weaknesses including for technical support.

Country presentation

The Bangladesh TB Programme made a presentation on the existing M&E plans and systems and the conduct of the M&E workshop where

weaknesses and strengths were identified and recommendations made to improve the system.

Data Quality Audit and tools

Data quality issues of the GF grants are usually addressed through M&E framework and budgets and regular/*ad hoc* LFA on-site verification during the grant implementation. Further, a Data Quality Audit Tool is being finalized for implementation. The tool aims to verify that appropriate data management systems are in place in countries, verify quality of reported data for key indicators in selected sites and contribute to M&E systems strengthening and capacity development. The tool consists of questionnaires to be administered through an audit team at the peripheral, intermediate and central levels, about 5%-10% of GF grants per year. The roll-out of the tool is scheduled for 2008.

3.3 The workplan and budget: from proposal to implementation, lessons learnt and Enhanced Financial Reporting

An integrated workplan and budget has to be ready for grant negotiation and implementation and should follow programme strategies and the key assumptions. Unit costs and quantities should be stated and summaries by cost category and service delivery areas provided.

The operational workplan and budget may change based on TRP clarifications, changed implementation arrangements, negotiation on the performance framework and recommendations of LFA assessments. Therefore, if there are major changes in macro-economic, contextual or programmatic issues various possibilities of funding need to be explored after informing the Fund Portfolio Manager.

As per the Round 6 grant signing experience, the lessons learnt are to identify any budget overlaps where activities overlap with previous rounds, prevent misalignment of budget with targets in the grant agreement and thoroughly review budgets for consistency. Attention needs to be paid to special issues like social marketing/cost recovery schemes to explain reinvestment of revenues. Further, it is always better to define costs to be covered under categories like management fees/overheads.

An Enhanced Financial Reporting mechanism has been rolled out from January 2008 to increase transparency and accountability and for improving Performance Based Funding and grant management. This is an excel sheet providing a summary of financial information on the budget, expenditure and variance analysis.

3.4 Reprogramming and grant consolidation

The Global Fund encourages changes to the scope and/or scale of the proposal where such changes are justified on the basis of technically robust evidence and a strong likelihood of improved programme performance. Reprogramming can include material change or non-material change. While material change involves a change in the scope and/or scale of the proposal, non-material change involves changes in wording of programme goals, objectives, key service delivery areas or indicators that do not change their meaning, rationalization of indicators included in the performance framework, acceleration of a programme or extension of a programme. A request for material change must come from the PR through CCM and must be supported by evidence that is up-to-date and sourced and validated by an international agency – WHO, Roll Back Malaria, UNAIDS, Stop TB etc. After review by LFA, FPM and internal GF teams, material changes are referred to TRP. Non-material changes need not be referred to TRP.

Grant consolidation is consolidation of two or more grants (or an approved proposal and one or more grants) being implemented by the same Principal Recipient for the same disease component into a single grant agreement. Consolidation has been field-tested and has the benefits of reducing ongoing grant administration costs, harmonizing monitoring and evaluation and enabling a holistic view of the programme progress of activities. The three approaches of consolidation are: a) existing grants and an approved grant b) via Rounds-based Channel and c) via the Rolling Continuation Channel.

Bhutan and Nepal have the opportunity to consolidate Rounds 7 and 4 in Malaria and TB respectively, if desired. If the countries are interested, GF will send formal letters to CCM and PR outlining costs, benefits and the proposed approach for consolidation. Via the Round-based Channel, countries have an option to prepare Round 8 proposals with the intention of consolidating them with existing grants if the existing grant is in Phase 2 and has at least 18 months left for implementation as on July 2009. In doing

so, countries should conduct gap analysis carefully, align indicators in performance framework with existing indicators and ensure that activities in the workplan and the budget are described in a consistent manner.

3.5 GF Procurement and supply management policies and plans

The Global Fund has a Guide to the GF's Policies on Procurement and Supply Management which outlines GF's PSM policies in procuring quality assured products at the lowest price in a transparent and competitive manner adhering to national and International laws. The guide outlines also what PR needs to do in PSM. GF also has a PSM Quality Assurance policy for Multi-Source Pharmaceutical Products and Single and Limited-Source Pharmaceutical Products. PRs are also required to enter data in the Price Reporting Mechanism (PRM) in relation to procurement of ARVs, anti-malaria drugs (ACTs), anti-TB drugs, condoms and bednets. The GF Board has decided to implement Voluntary Pooled Procurement with the strategic elements of enforcing PRM, establishing a Pooled Purchasing Service and contract providers of procurement capacity building service and supply chain management assistance.

The PSM plan describes PR's institutional capacity for PSM and elements of PSM cycle and includes annexes with information on products to be procured, e.g. quantities, estimated prices, inclusion in national /WHO EML, patent status etc. The plan should be short and concise and use existing data and systems. The key documents to writing a PSM plan are (a) Guide to Writing PSM plan and templates, (b) Guide to the Global Fund's policies on PSM and (c) Quality Assurance (Quality Control) Policy.

PR's institutional capacity for PSM needs to be outlined in the areas of management systems, procurement policies and systems, quality assurance systems and capacity, international and national laws, coordination, and management information systems capacity. The PSM cycle consists of product selection, forecasting procedures, procurement planning, inventory management, distribution and ensuring rational use of medicines.

For significant changes in the PSM plan after the initial agreement, the PR is required to provide a written rationale and highlight the proposed modifications. The LFA will assess the proposal and provide recommendations to GF, which will confirm whether these changes are acceptable.

3.6 Legal overview: grant agreement, condition precedents, disbursements and recent Board decisions

The grant agreement is a contract between the GF and the PR containing all the material terms and conditions including the results that must be achieved if funds are to be disbursed. The agreement holds the PR accountable for achieving the intended results. The agreement forms the basis of measuring programme and PR performance, performance-based disbursement and performance-based funding (Phase 2). The standard terms and conditions also contain key issues of CCM, PR and SR roles and responsibilities. PR's programmatic progress reports need to be shared with CCM and PR must notify GF if a conflict of interest involving CCM exists, amongst others.

Some grant agreements have been amended recently to incorporate recent policies on anti-terrorism measures and price reporting mechanism. PRM has the objective of enhancing the completeness and quality of self-reported data as an essential foundation of sound market dynamics and procurement practices.

Annex A of the Grant Agreement (GA) provides key programme information and sets out Condition Precedent (CPs) to disbursement and/or Special Conditions (SCs) which emanate from LFA recommendations from pre-grant assessment or Phase 2 review and other identified risks or capacity gaps. CPs relate to conditions tied to specific disbursement stages, e.g. CP to 1st disbursement, CP to procurement of health products etc., whereas SCs are meant to be applicable through the entire programme.

Any modification to any part of the GA, including targets, baselines, etc. must be reflected through an Implementation Letter from GF and a change that is material to the proposal must be endorsed by the CCM. A no cost extension request must also be endorsed by CCM and can be allowed to Phase 1 or Phase 2 terms but for a maximum of six months for the Programme's life in exceptional circumstances and process delays for which the PR cannot be held responsible.

3.7 Local Fund Agent role and relationship, and introduction to LFA assessment process

The LFA is a key partner in Performance-based Funding. Prior to signing of the grant agreement and first disbursement of funds, LFAs have to assess the

PR(s) minimum capacity, review implementation plans and identify key risks/challenges and capacity building needs. Further, they recommend risk mitigation measures including conditions precedent to signing and/or disbursement, if necessary. During programme implementation they perform on-site data verifications and receive/review PR reports and advise GF on PR performance, disbursement request and grant renewal/RCC/closure.

LFAs cannot participate in the design and implementation of a programme, provide technical assistance or make decisions on the grant. GF decides on the recommendations of the LFA. LFAs are expected to interact closely with the PR and sometimes with SRs also.

3.8 CCM's role in grant negotiation and implementation

Oversight is a key function of CCM, be it during proposal development or its implementation, once it is approved. CCMs are required to put in place and maintain a transparent, documented process which ensures inputs from a broad range of stakeholders, including CCM members and non-CCM members, in the proposal development and grant oversight process. There are minimum requirements for CCMs related to oversight, and failure to meet them could lead to ineligibility for funding.

The CCM has a responsibility to review reports submitted by the PR, to analyse information from the Secretariat (PMRs), and provide guidance to the PR. An oversight plan containing essential elements like what areas are to be overseen, when it will be done and how it will be done is very important. The backup of a good secretariat is essential in this context.

3.9 Technical assistance for grant negotiation/ implementation and consolidation

Technical assistance is required throughout the grant life-cycle, from proposal development to implementation to monitoring and evaluation. It is good that support is available from increasingly diverse sources. WHO, as the technical agency for health, is intimately involved in providing assistance to countries as per the needs and requests.

Technical assistance is crucial to optimize the GF input to achieve HIV, TB and Malaria goals. Many countries face the challenges of a lack of

properly assessed technical support needs plans in terms of what is required, where to seek the support from and appropriate budgetary provisions. Quality technical assistance is neither free nor cheap. Therefore, countries need to plan and ensure an adequate budget for technical assistance in the grants and know where to procure it from. GF needs to consider options for ensuring adequate and high-quality technical assistance with every grant. Costed technical assistance plans should be made a requirement for all relevant grants. Technical assistance agencies should ensure quality of assistance and focus on developing capacity in this regard in the countries.

The following points emerged during the discussions:

- country Technical Assistance (TA) requirements are necessary substantially as countries receive increasing funding for implementation.
- countries need to prepare comprehensive plans for the required TA and ensure that the costs budgeted are adequate.
- Plans for TA should be linked to human resource development plans in order to ensure that the external TA results in building country capacity, and
- WHO and technical partners should coordinate and ensure the provision of high quality technical support and monitor the quality of TA being provided.

3.10 Group work

Provision for group work was kept for one-and-half-hours everyday after the plenary sessions. During this period, participants either met by country teams or disease group teams to work on M&E plans, workplan and budget and PSM plans facilitated by the relevant resource persons.

3.11 Country meeting with GF resource persons and Fund Portfolio Managers

Participants also met with GF resource persons based on a schedule drawn up on the interest expressed by either the country or the GF. Meetings with

the Fund Portfolio Managers facilitated discussions on timelines for grant signing and follow-up.

4. Wrap-up and closing

The participants demonstrated a keen interest and commitment and worked tirelessly with their grant negotiation and signing preparations, wherever relevant.

The LFA representatives made very useful interventions to share experiences in grant implementation. The resource persons contributed enthusiastically to orient the participants on the various processes in grant negotiation and implementation and in clarifying the many issues related to them.

The salient features of each day's proceedings of the workshop are summarized below:

- M&E requirements for grant signing are a) the Performance Framework, b) M&E plan and c) assessment of the plans.
- Rolling Continuation Channel is an opportunity for good performing grants to be continued after the grant closure.
- GF should be used to strengthen M&E capacity and 5%-10% of the grant budget can be used for M&E.
- Implement the Monitoring and Evaluation Systems Strengthening tool, wherever relevant.
- Data Quality Audit and Revised Data Quality Assurance (RDQA) are tools that are forthcoming and need to be implemented wherever relevant.
- Budgets should be clear and aligned with strategies, targets and performance. It is important to match the budget with targets.
- Prioritize activities, if necessary, in budgeting.
- In procurement and supply management, a transparent and competitive process is important.
- The policy on quality assurance should be adhered to.

- Familiarity with the approval process of the PSM plan is essential.
- The legal framework is important to be acquainted with and the recent changes are noteworthy.
- Sub-Recipient management discussions need to be pursued.
- LFA assessment and re-assessments of the PR are crucial in the grant negotiation and signing process.
- It is important to know the role of the PR, LFA and GF in the grant implementation process.
- The CCM has a responsibility to review reports submitted by the PR, to analyse information from the Secretariat (PMRs), and provide guidance to the PR.
- TA support requirements need to be assessed and planned properly. The technical assistance plans should be budgeted adequately and a requirement made for all relevant grants.
- There is no limit to the TA budget and it can be based on need.
- WHO and technical partners should coordinate and ensure high quality technical support and monitor the quality of TA being provided.

In closing, the participants were urged to maintain the momentum gained during the workshop for preparing for grant negotiation and implementation. It was stated that the impact of the workshop will be measured by how fast the approved Round 7 grants can be signed in comparison to Round 6 grants. The inputs of the Global Fund and WHO to the workshop were appreciated. The local organizers and the CCM Secretariat of Thailand were congratulated for the excellent arrangements.

Annex 1

Agenda

Monday, 28 January 2008

0830 hours	Registration	CCM Secretariat
0900 – 0930	Opening: <ul style="list-style-type: none">➤ Introductory Remarks➤ Objectives & methodology of workshop➤ Introductions➤ Announcements	Taufiqur Rahman, TGF Sangay Thinley, WHO
0930 – 1030	Grant Life-cycle: Phase 1 from approved proposal through to Phase 2 decision and beyond to RCC (overview of requirements and timeline)	Moderator: Taufiqur Rahman Resource: Malavika Rao
1100 -1230	Monitoring and Evaluation requirements for the Global Fund <ul style="list-style-type: none">➤ M & E plan	Moderator: Malavika Rao Resource: Silvio Martinelli
1330-1500	Monitoring and Evaluation requirements for the Global Fund <ul style="list-style-type: none">➤ Performance frameworks	Moderator: Malavika Rao Resource: Silvio Martinelli
1530 – 1700	Group work and individual meeting with GF teams	GF Team

Tuesday, 29 January 2008

0900 – 0905	Debriefing on previous day	Moderator: Krongthong/Shiva
	Making the Work Plan operational – accelerating the budget review	Silvio Martinelli
0905 – 0930	From proposal to grant agreement	Resource: David Powell/ Mario Rivero
0930 – 1030	Lessons learnt from Round 6 and group exercises	Resource: David Powell/ Mario Rivero

1100 -1115	Group exercise on lessons learnt contd.	Resource: David/Mario
1115 – 1145	Enhanced financial reporting	Resource: David/Mario
1145 – 1200	Reprogramming	Resource: Jeffrey Scott Morey
1200 – 1215	Grant consolidation Q & A	
1330	M & E Strengthening Tool/DQA	Moderator: Pierre-Yves Norval
1330-1340	M & E Strengthening Tool/DQA	Resource: Annette Reinisch
1340 – 1350	M & E: Country experience presentation	Bangladesh
1350 – 1415	Discussions	
1415 – 1500	M & E capacity of Round 7	Resource: Annette
1530 – 1600	M & E Data Quality and Assessment tool	Resource: Pierre Norval
1600-1700	Group work and individual meetings with the GF teams	

Wednesday, 30 January 2008

0900 – 0910	Debriefing on the previous day by David Powell and Annette Reinisch Remarks by Taufiqar Rahman	Moderator: Anupong Chitwarakorn/Jaruwaree
0910 - 0945	Overview of GF procurement and supply management policies Q & A	Resource: Barbara Milani/Joseph Serutoke
0945 – 1030	Development of procurement and supply management plan Q & A	Resource: Barbara Milani/Joseph Serutoke
1100 - 1130	Q & A continued	GF: Barbara Milani/ Joseph Serutoke
1130 – 1230	Group Work on PSM plan	HIV: Laksami & CO staff TUB: Pierre, Nani & CO MAL: Shiva & Krongthong
1330-1500	Legal Overview Grant Agreement with Principal Recipient Condition Precedents (CPs), progress reports, disbursement requests, annual review and audit.	Moderator: Christa Arent Resource: Etienne Michaud Resource: Etienne Michaud
1530-1700	Group work on budget/M&E/PSM and individual meetings with the GF teams	GF Teams

Thursday, 31 January 2008

0900 – 0905	Debriefing on the previous day by Barbara Milani and Etienne Michaud	Moderator: Jeffrey Scott Morey
0905 – 1000	LFA role and relationship, and introduction to LFA assessment process GF use of LFA assessments and grant negotiation	Resource: Christa Arent Resource: Christa Arent
1000 – 1030	CCM role in supporting grant negotiation and grant signing	Resource: Jeffrey Scott Morey
1100 – 1230	Technical Assistance for grant negotiation/implementation and consolidation	Moderator: Sangay Thinley
		Panel: HIV: Laksami/WHO CO TUB: Nani/WHO HQ/CO MAL: Krongthong/WHO HQ/CO
1330 – 1415	General Q & A Session	Moderator: Etienne/Pierre
1415 –	Group work and individual meeting with GF teams	GF Teams
	Country meetings with Fund Portfolio Managers, arranging deadlines, missions for grant negotiation	Fund Portfolio Managers
1600 –	Wrap and closing: Malavika Rao and Sangay Thinley Individual meetings...continued	Resource: GF and WHO teams

Friday, 01 February 2008

0900 – 1700	Invitation to attend Prince Mahidol Award Conference organized by Ministry of Public Health, Thailand
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Note: Group Work and individual meetings with the GF teams will cover the following topics for each country:

1. M&E component for grant negotiation, M& E plan and performance frameworks (targets and indicators table)
2. M&E Systems Strengthening Tool requirements and planning
3. Work plan and budget requirements
4. PSM Plan
5. Legal requirements for grant signing

Annex 2

List of participants

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