

Installation and Setup Guide for the Subrecipient Management Tool

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Management tools for the whole-of-country approach

CCM Summary
Regional Dashboard
Principal Recipient Management Dashboard
Subrecipient Management Tool



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ABBREVIATIONS AND ACRONYMS

CCM		country coordinating mechanism
Global Fund or GF		Global Fund to Fight AIDS, Tuberculosis and Malaria
GMS		Grant Management Solutions
HERMYT		Herramienta de Monitoreo y Tablero
HSS		health-system strengthening
IT		information technology
M&E		monitoring and evaluation
PLHIV		people living with HIV
PR		principal recipient
RDT		rapid diagnostic malaria test
SAP		Systeme, Anwendungen und Produkte (German)
SRMT		Subrecipient Management Tool
SR		subrecipient
SSR		sub-subrecipient
USAID		U.S. Agency for International Development
<i>User Guide</i>		Installation and Setup Guide for the Subrecipient Management Tool

1. INTRODUCTION

1.1. PURPOSE AND ORGANIZATION OF THE INSTALLATION AND SETUP GUIDE

The purpose of this Installation and Setup Guide (*User Guide*) is to help principal recipients (PRs) and subrecipients (SRs) of funds from the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund) install and use the SR Management Tool (SRMT) designed by Grant Management Solutions (GMS). The SRMT is intended to enable SRs and PRs to improve their monthly, quarterly, and annual management and monitoring of the programmatic and financial indicators included in their annual work plan and to contribute to the global performance of grants that are being implemented in their country.

This *User Guide* describes the prerequisites for using the SRMT, the installation and setup steps and the tool's layout and use.

The *User Guide* is structured as follows:

- Section 2 describes a foundational step for using the SRMT– the annual planning exercise – during which the PR and SR collaborate closely to agree on the programmatic indicators and targets, as well as budget to be entered into the tool.
- Sections 3, 4 and 5 provide take users through the steps of setting up the SRMT
- Section 6 explains how the tool should be used on a monthly basis by SRs to record their data and also explains the visualizations produced when data are entered
- Section 7 provides an overview of visualizations the SRMT produces of data in summary form (in charts) and in detailed form (in tables)
- Section 8 describes the use of the “Action Plan” section of the SRMT to record follow-up and performance-improvement actions
- Section 9, on troubleshooting, contains frequently asked questions, or FAQs and information about the Global Fund's help desk
- Annex 1 in this *User Guide* describes how the **Liquidation of SSR advances** template provided in an annex in the SRMT may be used
- Annex 2 in this *User Guide* shows how to do an annual planning exercise

1.2. WHAT IS THE SRMT AND WHO USES IT?

The SRMT is an Excel-based tool that standardizes the format SRs use to track programmatic and financial data for a grant, thereby facilitating monthly and quarterly review. The SRMT also facilitates SR production of data needed by PRs to produce the PR Management Dashboard, as the SRMT automatically pulls data from its various sections to produce the SR data sheets routinely sent to PRs for PR Management Dashboard

production. The SRMT also helps SRs produce certain data needed by the PR for reporting to the Global Fund.

The SRMT is a single Excel file that is configured for the use of one SR. If, for example, the PR has five SRs and would like them to all use the SRMT, then five SRMTs need to be configured. The configuration process of a single SRMT, detailed in this *User Guide*, involves importing SRs' **SR data-entry sheets** (which were produced during the configuration of the PR Management Dashboard). In turn, once the SRMT is configured and regularly used, the same inserted **SR data-entry sheet** is populated automatically and is then used to populate and produce the PR Management Dashboard. This means that the SRMT will need to be downloaded by each SR and configured for each SR with the agreed annual work plan, SR specific targets and SR information. Each SR will need an SRMT administrator.

SRs are the **primary beneficiaries** of the SRMT as they are responsible for supervising the implementers of their grants in their use of resources and in production of results. Although the key users of the SRMT are SRs, each SR must collaborate with its PR to set up initial programmatic and financial data in the SRMT. The decision about which initial programmatic and financial data to configure into the SRMT is made through an annual planning exercise, which is described in detail in annex 2 to this *User Guide*.

The PR is the **secondary beneficiary** of the tool. Once the SRMT is being used consistently, it provides the PR with the quarterly information it needs to update the PR Management Dashboard, which the PR uses for monitoring progress of the overall grant, as well as to compare performance of its various SRs. Depending on the extent to which each SR discusses implementation issues that are identified during SR monthly review of data, the SRMT can give a PR early alerts about impediments to progress on grant activities. Last, data generated by the SRMT, such as those provided on liquidation of advances, help PRs obtain data from SRs that PRs are required to report to the Global Fund.

1.3. WHAT ARE THE EXPECTED OUTCOMES OF USING THE SRMT?

When used consistently, the SRMT can contribute to the following outcomes:

Early identification of failure to meet performance targets – Because data in the SRMT are updated monthly, SRs have the opportunity to identify slow startup of activities as well as failure to progress in the work plan. Early identification of poor performance prompts SRs to react before chronic poor performance sets in and to reach out to their PRs for help in resolving obstacles to good performance.

Risk mitigation — Monthly review allows SRs to foresee potential obstacles to grant implementation. For example, if success of an SR's planned activities depends on external factors and it appears that those external factors may not materialize in the near future, the SR can take direct action to mitigate risk, or can ask for the PR's assistance to influence those external factors.

Improved SR performance —The color-coded alerts in the tables of the SRMT and the various graphs in the tool facilitate performance review. Armed with these data, SRs can conduct the analyses necessary to pinpoint root causes of performance problems. If SRs subsequently take timely actions to address performance issues, use of the SRMT can help them improve grant performance. If SR performance is already adequate, use of the SRMT can help SRs maintain performance levels.

Improved communication between SRs and the PRs on grant performance — The tool helps SRs analyze their data and monitor Global Fund grants they help implement by automating data consolidation, generating graphs and creating color-coded alerts. Because the consolidated data, graphs and alerts comprise both data and qualitative interpretation of the data, these elements also enhance reports SRs submit to PRs and thereby facilitate communication on grant performance between SRs and PRs.

1.4. HOW THE SRMT WAS DEVELOPED

The SRMT had its genesis in the Dominican Republic in 2014 during the piloting of the PR Management Dashboard with CONAVIHSIDA, the Dominican Republic's multisectoral mechanism for the fight against HIV/AIDS. One of features of the PR Management Dashboard is a drill down layer that displays SR financial and programmatic performance data. Use of a consistent reporting format among SRs for a given grant facilitates obtaining SR-level data for the PR Management Dashboard.

At CONAVIHSIDA's request, the GMS team piloting the PR Management Dashboard in the Dominican Republic developed a standard format for use by its 27 SRs to monitor their subgrants. These SRs had been using 24 different reporting formats; a single, standard format was needed so that all SRs could easily transmit their data to the PR for production of the progress updates and PR Management Dashboards. Christened the Herramienta de Monitoreo y Tablero (HERMYT), this tool was rapidly adopted by CONAVIHSIDA and its SRs, who continued to use it for monthly monitoring of SR activities and early identification of bottlenecks to programmatic implementation at the time of publication of this *User Guide*.

Subsequent to the creation of the HERMYT, GMS received requests from at least two other countries for help with standardizing the format used by SRs to report to the PR and adaptations were made to the HERMYT to meet this demand. This demand coincided with an increased attention at the Global Fund Secretariat on the problem of low funds absorption among Global Fund grantees in specific regions and that on poor SR performance was often a cause of low absorption. Better tracking of SR performance was needed. In 2016, the US government provided approval to GMS to provide with development of a generic tool version of the HERMYT that could be used by SRs working in a range of country contexts.

The current version of the SRMT was developed following consultations with staff at the Global Fund and using extensive input from PRs, SRs and individual technical support providers in six countries. Beta testing of the tool was conducted in 6 countries (Bangladesh, India, Dominican Republic, Senegal and Uganda and Nicaragua), and feedback from field testing was incorporated into the tool and this *User Guide*. The *User Guide* is available in English, French, and Spanish.

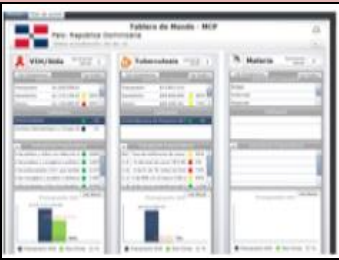



1.5. HOW THE SRMT FITS INTO THE WHOLE-OF-COUNTRY APPROACH AND THE SUITE OF MANAGEMENT TOOLS

The SRMT is one of a suite of four management tools created to help Global Fund countries monitor and improve their grant performance. The full suite consists of the following tools in order of creation:

1. PR Management Dashboard, developed by GMS, the Global Fund Secretariat and SAP SE in 2013
2. CCM Summary, developed by GMS
3. Regional Dashboard, developed by GMS
4. SRMT, developed by GMS

The Global Fund has adopted the PR Management Dashboard and the CCM Summary; these tools are progressively being made available on the Global Fund's website at www.theglobalfund.org/en/funding-model/technical-cooperation/management-tools/.

The four tools and their main characteristics are shown in the table on the following page, where the arrows in the left column indicate the flow of data between tools.

Management tool	Main characteristics	Data input
<p>CCM Summary</p>  <p>Primary users: country coordinating mechanisms (CCMs)</p>	<ul style="list-style-type: none"> ➤ Uses an Excel-based application for data entry and an SAP Crystal Dashboard Design 2011 application for visualization ➤ Shows quarterly results by summing PR grant data ➤ Presents indicator data for up to three years ➤ Performance data are organized by component (HIV/AIDS, TB, malaria, HSS) and by PR within each component ➤ Contains section for recording recommendations by CCM oversight body, decisions by CCM and status of implementation of recommended actions 	<p>Configuration is done by the CCM; PR data are imported from the PR Management Dashboard</p>
<p>Regional Dashboard</p>  <p>Primary users: PRs with regional grants that have complex implementation arrangements</p>	<ul style="list-style-type: none"> ➤ Uses an Excel-based application for data entry and an SAP Crystal Dashboard Design 2011 application for visualization ➤ Shows quarterly results by summing SR grant data ➤ Presents indicators data for up to three years ➤ Presents information aggregated by country ➤ Has a map of countries involved 	<p>Data imported from the PR Management Dashboard Excel-based Data Master</p>
<p>PR Management Dashboard</p>  <p>Primary users: PRs with traditional grants; PRs with regional grants that have simple implementation arrangements</p>	<ul style="list-style-type: none"> ➤ Uses two applications - an Excel-based data-entry component and a visualization application that uses SAP Crystal Dashboard Design 2011 ➤ Displays overall grant data on one page ➤ Drill down layer displays quarterly and cumulative life of grant results by SR ➤ Presents indicators data for three years 	<p>PR data entered directly by PR; SR data imported by uploading SR data-entry sheets for each SR</p>
<p>SR Management Tool</p>  <p>Primary user: SR</p>	<ul style="list-style-type: none"> ➤ Consists of a single, Excel-based application ➤ Configuration is led by the PR in close collaboration with SRs ➤ Displays quarterly and annual cumulative data for one year ➤ Includes summary of SR performance using both tables and charts 	<p>Following configuration by PR, data entry is done by SRs</p>

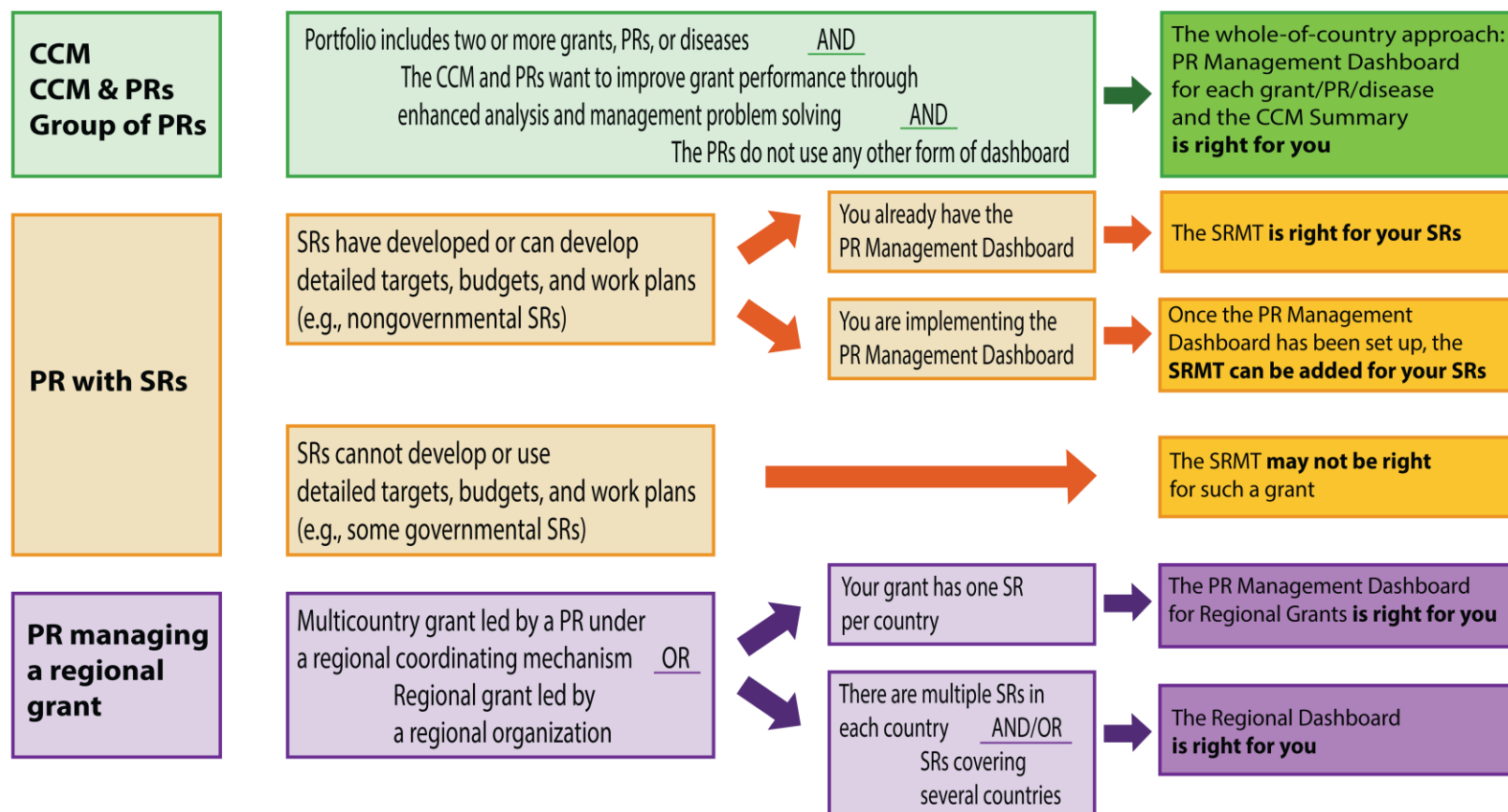
The PR Management Dashboard, CCM Summary and SRMT are interlinked: the SRMT produces sheets that feed into production of the PR Management Dashboard, and the PR Management Dashboard in turn produces files that are used to create the CCM Summary. Two versions of the regional dashboard exist. One is a version of the PR Management Dashboard configured (and possibly modified slightly in design) for regional grants with simple implementation arrangements. The second version is designed for regional grants with more complex implementation arrangements and uses multiple applications– the Excel-based PR Data Master, the Excel-based Regional Data Master and an SAP-based visualization application – to produce the actual dashboard.

2. DECIDING WHICH TOOLS FROM THE DASHBOARD SUITE ARE APPROPRIATE FOR A GIVEN COUNTRY CONTEXT

This section guides potential users and technical-support providers in deciding when it would be appropriate to use which tools from the dashboard suite for a given country context.

Interested in dashboards? Which one is right for you?

• PR Management Dashboard • CCM Summary • SRMT • Regional Dashboard • PR Management Dashboard for Regional Grants



3. KEY STEPS FOR SETUP AND REQUIREMENTS FOR PROPER INSTALLATION

3.1. KEY STEPS FOR SETUP

The initial setup of the tool should be done at a joint session between the PR and each SR, after the SR annual planning exercise is conducted, based on the contract and determination of goals and budget (details on the annual planning exercise are in annex 2).

SRs must check that the SRMT complies with the requirements in section 3.2; then it will execute the steps in the **Initial Setup** (shown in section 4.3)

3.2. REQUIREMENTS FOR PROPER INSTALLATION: TECHNICAL REQUIREMENTS

3.2.1. IT ENVIRONMENT

The SRMT is designed to be usable in both high information technology (IT) and low IT environments.¹ The following paragraphs in section 3.2 describes the files and equipment required and system requirements that should be in place and available for effective installation and use of the SRMT.

3.2.2. FILES NEEDED TO PRODUCE THE SRMT

Setting up the SRMT requires two files:

1. The SRMT Excel file
2. The SR data-entry sheet from the PR Management Dashboard (if the PR is using the PR Management Dashboard)

Also, some documents will be necessary to set up the SRMT: subagreement between the PR and SR and the SR annual plan.

1. Low IT capability refers to countries characterized by: poor availability of computers at most levels of their health systems, problems with internet connectivity and bandwidth, as well as weak human and infrastructure capabilities to support using computer technology for data collection, transfer and processing. High IT capability countries have ready availability of computers at most levels of the health system, good internet connectivity and speed. Additionally, high IT capability countries have an adequate supply of human resources capable of using computer technology for data collection, transfer and processing.

3.2.3. EQUIPMENT REQUIREMENTS

To properly use the tool, the SR's administrator for the SRMT will need the following equipment:

- Laptop or desktop computer²
- Internet connection to send the files to the PR
- Storage capability for periodic storage of data files (hard disk, USB/flash drive, other storage device)
- Color printer for printing visual alerts graphs

3.2.4. SYSTEM REQUIREMENTS

To use the SRMT, the administrator will need administrator rights to enable the use of macros in Excel for the computer in which the tool is installed. Administrator rights are also needed in case the administrator has to reinstall Microsoft Office to select the version that is compatible with the SRMT (32-bit versions are needed).

SRs must have the following software versions (any one from the list for each product) already installed on their computer(s), to install and run the SRMT.

Microsoft Windows

Windows XP Professional SP2 and SP3

Windows Server 2003 standard edition SP1 and SP2

Windows Server 2003 Enterprise Edition SP1 and SP2

Windows Vista SP1 and SP2

Windows 7

Windows 8

Windows 10

Windows Embedded Compact 2013

Microsoft Excel

Excel 2010 32-bit version

Excel 2013 32-bit version

Excel 2016 32-bit version

2. Unlike the PR Management Dashboard, the SRMT uses only Excel; it does not need a dedicated computer for generation.

Antivirus

Updated antivirus software

3.2.5. CONNECTIVITY

It is assumed that the computers that the PR would use for purposes of the SRMT have access to a functional internet connection. In cases where the internet connection is not reliable, however, files can be transferred using USB flash drives or CD-ROMs. It is desirable that SRs also have access to a functional internet connection.

3.3. REQUIREMENTS FOR PROPER INSTALLATION: STAFFING REQUIREMENTS

3.3.1. PR STAFFING REQUIREMENTS

The table below describes the key PR actors and related knowledge and skills that should be in place and available for effective installation and use of the SRMT (see the following table).

It is recommended that the PR coordinate and implement the process of generating the SRMT and submitting the quarterly reports it creates to the PR Management Dashboard administrator.

Actor	Key responsibilities for SRMT setup and use	Skills and knowledge required
PR's program manager	<ul style="list-style-type: none">• Perform SR annual programmatic planning under the contract.• Visits to SRs to validate programmatic information related to the tool.• Conduct meetings with SRs to discuss grant performance.• Provide explanations on feedback from meetings with SRs.• Track action plan.	<ul style="list-style-type: none">• Experience in M&E.• Understanding of how to interpret SRMT indicators.• Capacity to maintain good relations and effective communications the PR.• Willingness to discuss and consider implementation issues that may arise and find relevant solutions to recommend to SRs.
PR's financial officer	<ul style="list-style-type: none">• Perform annual budget planning under SR contract.• Visits to SRs to validate financial information related to the tool.• Conduct meetings with SRs to discuss grant budget performance.• Provide explanations on feedback from meetings with SRs.• Tracking action plan and financial agreements.	<ul style="list-style-type: none">• Financial experience and budget management.• Understanding of the interpretation of grant financial indicators.• Capacity to maintain good relations and effective communications with SRs.• Willingness to discuss and consider implementation issues that may arise and find relevant solutions to recommend to SRs.

Actor	Key responsibilities for SRMT setup and use	Skills and knowledge required
PR's configurator/ SRMT administrator	<ul style="list-style-type: none"> • Integrate SRMT files into the PR Management Dashboard. • Perform regular backups of the data in each SRMT submitted by SRs. • Support programmatic and financial managers setting up the SRMT. • Ensure proper archiving of SRMT files by PR and by SRs. 	<ul style="list-style-type: none"> • Competence and appropriate level of knowledge in the use of computers. • Skill in Excel, file backup, internet use. • Thorough familiarity with grant activities. • Experience creating PowerPoint presentations. • Ability to facilitate and structure Analysis meetings.
PR's SR technical coordinator	<ul style="list-style-type: none"> • Provide document feedback and recommendations to SRs based on monthly performance. • Update and tracking action plan. • Ensure proper SRMT files custody and ensure the files submittal to the PR. • Conduct the analysis, review and update of action plans and related feedback. 	<ul style="list-style-type: none"> • Demonstrated understanding of the oversight process and capability to convene meetings to further discuss internal affairs with SRs. • Understanding of the interpretation of grants programmatic and financial indicators. • Willingness to discuss and consider implementation issues that may arise and seek appropriate solutions to recommend to SRs.

3.3.2. SR STAFFING REQUIREMENTS

The table below describes the key SR actors and related knowledge and skills that should be in place and available for effective installation and use of the SRMT.

Actor	Key responsibilities for SRMT setup and use	Skills and knowledge required
SR's program manager	<ul style="list-style-type: none"> • Provide technical input required for PR, during annual planning exercise. • Provide key technical and financial information to the PR during data-validation activities. • Conduct meetings with the PR to discuss grant performance. • Make decisions on actions to take based on feedback from the PR. • Track action plan. 	<ul style="list-style-type: none"> • Experience in M&E. • Understanding of how to interpret SRMT indicators. • Capacity to maintain good relationships and effective communications with the PR.. • Willingness to discuss and consider implementation issues that may arise and find relevant solutions to recommend to SR. • Open-mindedness. • Experience with managing complex health programs.
SR's SRMT Administrator	<ul style="list-style-type: none"> • Complete relevant sections of the SRMT each month. • Perform regular backups of the SRMT. • Coordinate with PR's configurator/SRMT administrator to set up the SRMT. • Support each SR's program manager during review and analysis of SRMT program data. • Ensure PR and SR properly archive SRMT 	<ul style="list-style-type: none"> • Competence and appropriate level of knowledge in the use of computers. • Skill in Excel, file backup, internet use. • Thorough familiarity with grant activities. • Experience creating PowerPoint presentations. • Ability to facilitate and structure analysis meetings.

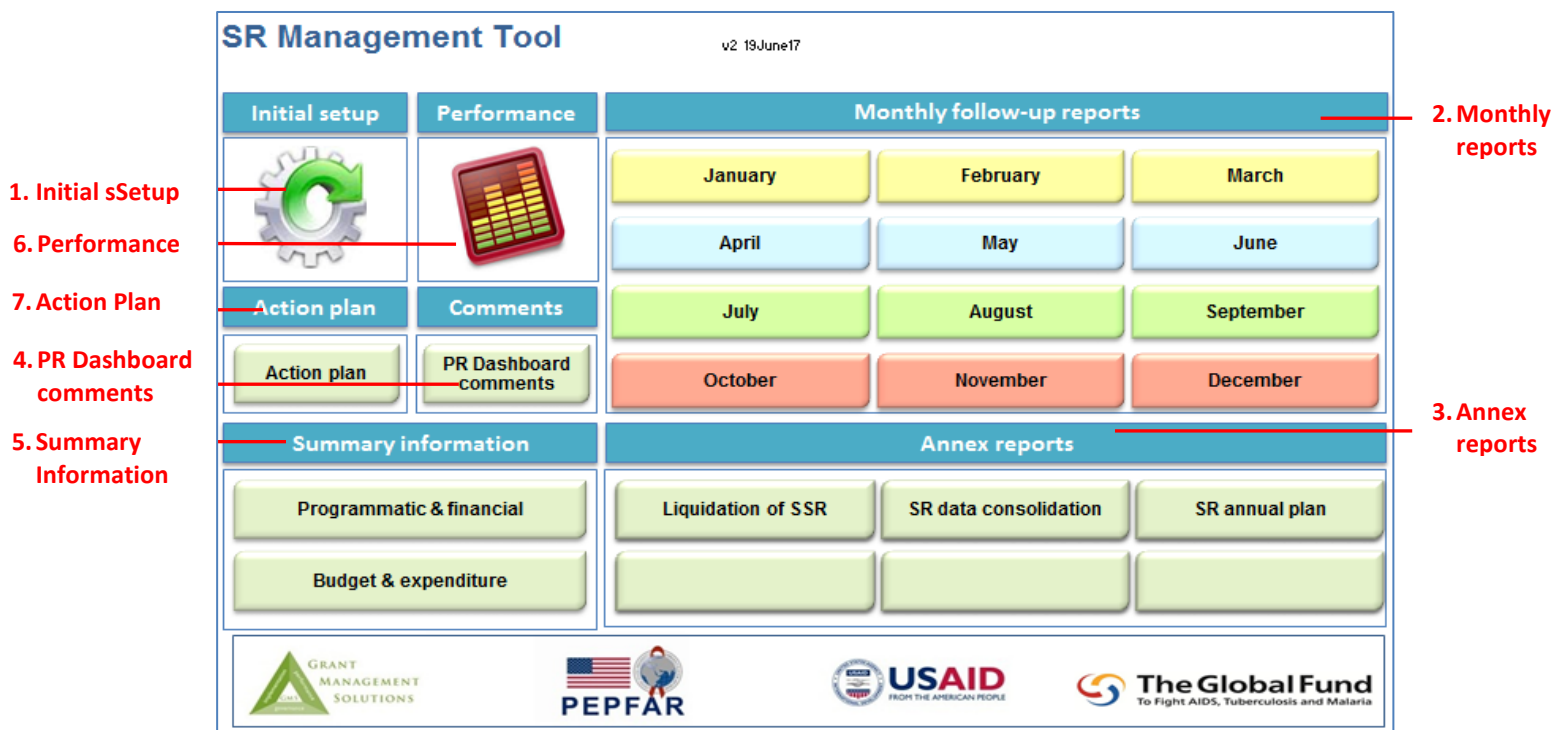
Actor	Key responsibilities for SRMT setup and use	Skills and knowledge required
	files.	

4. SRMT CONFIGURATION AND SETUP: THE SRMT'S MAJOR COMPONENTS AND THE STEPS REQUIRED TO CONFIGURE AND SET IT UP

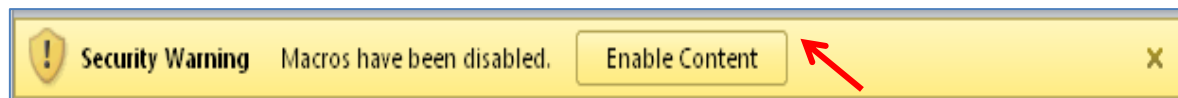
4.1. PREPARING TO CONFIGURE THE SRMT

A separate SRMT file must be created and configured for each SR. The entire SRMT is contained within one Excel-based workbook, or file, containing multiple worksheets. The file name is **SR Management Tool ver 2.0**. This file will be available on the Global Fund's website. It is a good practice to have only one copy of this file open at a time, and to work through the SRMT file for each SR sequentially. Furthermore, it is good practice for the PR to follow a naming convention for the SRMT files it creates for each SR; the PR could in fact follow the guidance on file architecture suggested in paragraph 6.1.4 for SRs when it sets up its initial SRMT files for SRs. For example, the PR could immediately save the file for a given SR with the suggested file name in paragraph 6.1.4 B; this way, the PR would create a separate SRMT file for each of its SRs.


On opening the SRMT, the first page the user sees is the tool's menu, as shown below. The tool consists of seven key sections. The key sections of the SRMT are numbered below to match the sequence of four key activities. The relationship between activities and sections is shown in the table.



As the <Menu> screen appears, the following message also appears across the top of this page, telling the user to **enable content**. The user cannot proceed to using the SRMT without enabling macros.



The user must enable macros, before starting to work. To do this, press the “enable content” button appearing in the top part of the screen.

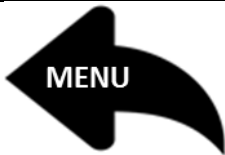


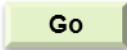
Every page of the SRMT displays an arrow at the top left of the page ; clicking on the arrow returns users to the <Menu> screen.

Full use of the SRMT involves five key activities, which occur sequentially: configuration and setup; data entry; analysis of summary data; management actions and follow-up; and sending SRMT to PR. The table below shows how each of these key activities corresponds to the various sections of the SRMT and identifies who has primary responsibility for conducting each key activity.

Key activity	Corresponding sections of the SRMT	Who carries out this activity?
1. Configuration and setup	1. Setup	PR
2. Data entry	2. Monthly follow-up reports 3. Annex reports 4. Comments	SRs
3. Analysis of summary data	5. Summary information Performance	SRs are primarily responsible for this activity. However, SRs collaborate closely with the PR on review and analysis of performance data.
4. Management actions and follow-up	6. Action Plan	SRs are primarily responsible for this. However, SRs may choose to discuss the follow-up actions they intend to take to address implementation obstacles with the PR.
5. Sending SRMT to PR	Not applicable	SRs

4.2. NAVIGATING THE SRMT'S WORKSHEETS

Multiple worksheets comprise the SRMT. Throughout the tool, various icons appear to help users navigate around the tool. The table below shows each icon and explains its function.

Icon	Function
	Enables the user to go to the Main Menu without hiding the current sheet
	Enables the user to hide the current sheet and then go back to the Main Menu
	Enables the user to go to the top of page
	Enables the user to go to the setup function shown, depending on the step

4.3. BEGINNING TOOL CONFIGURATION AND SETUP

Initial setup




To begin configuration and setup of the tool, the user clicks on the <**Initial setup**> button located on the top left side of the Main Menu.

The user will be taken to the **Initial Setup** worksheet, which contains a box listing all the steps to be followed to set up and configure the SRMT. Each step is described in section 5 of this *User Guide*.

5. INITIAL SETUP: INTRODUCTION, STEPS 1-8 AND STEPS 9-13

5.1. INTRODUCTION

Below is the “**Initial Setup**” worksheet and a guide to how to execute each of the thirteen steps. Steps 1 through 8 in the diagram below require the data developed on the annual planning spreadsheets, and steps 9 through 13 help you further customize the SRMT.



Hide current sheet

Initial setup

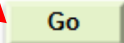
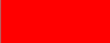
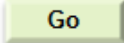
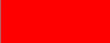
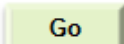
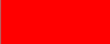
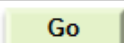

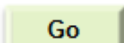

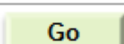

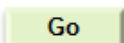
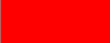
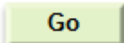
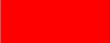
Next steps		Status	1. Input general data	
1. Input general data	Go		Language	English
2. Choose objectives according to the performance framework	Go		Principal recipient name	
3. Insert the SR data entry sheet	Go			
4. Define additional (non PRDB) programmatic indicators	Go			
5. Associate indicators with objectives and indicator type	Go		Subrecipient name	
6. Enter annual planning data	Go		Grant period	
7. Define thresholds	Go		Grant number	
8. Link to the PR Dashboard	Go		Component	HIV / AIDS
			Currency	\$ - USD
			Key populations	

Advanced setup		Status
9. Change name of buttons	Go	
10. Assign months to quarters	Go	
11. Define the initial period in the PR Dashboard	Go	
12. Change the setup password	Go	
13. Customize colors for indicators, activities and months	Go	

All steps are sequential: To execute any one step, the prior steps must first be completed, in order. A detailed description of each of the steps required for the general setup of the tool follows.

PRs and SRs are advised to conduct an annual planning exercise. As mentioned in section 1 of this *User Guide*, the annual planning exercise is a foundational activity for setting up the SRMT. Why? Because this activity helps to both identify and organize key information needed for configuring the annual planning worksheet in the SRMT. Annex 2 of this *User Guide* contains a detailed guide to the annual planning exercise.

To enter information for the appropriate step, click on the <Go> icon next to each step.

Next steps		Status
1. Input general data		
2. Choose objectives according to the performance framework		
3. Insert the SR data entry sheet		
4. Define additional (non PRDB) programmatic indicators		
5. Associate indicators with objectives and indicator type		
6. Enter annual planning data		
7. Define thresholds		
8. Link to the PR Dashboard		

As each step is completed, the status column changes from red to green.



Remember to save the file every time you complete a step.

5.2. STEP 1: INPUT GENERAL DATA

In step 1, general data about the grant are entered. Because this step involves entering specific data on indicators that SRs are contributing to, it is assumed that the PR has already conducted the annual planning process with its SRs and that the specific indicators the SRs are contributing to within the grant have been selected. This section is usually completed by the PR, in collaboration with its SRs. The reference document for this data should be the grant agreement signed with the Global Fund.

It is important to ensure that the wording of the information the configurator/SRMT administrator enters into the SRMT exactly matches the wording of indicators the PR and SRs agreed to during the annual planning exercise.



English is the SRMT's default language. However, the configurator/SRMT administrator can choose French or Spanish from the drop-down menu.



*Light pink or light orange boxes are enabled for user input data.
Some boxes show default dropdown lists for easy filling.*

The screenshot below is an example of how to fill out the table with general grant information.

1. Input general data	
Language	English
Principal recipient name	Global Associates NGO
	For AIDS mitigation and support of affected populations
Subrecipient name	Direct Gender Partnership (DGP)
Grant period	January 2016 - December 2016
Grant number	DMR-202-G01-H-00
Component	HIV / AIDS
Currency	\$ - USD
Key populations	Sex Workers - Migrants - Women
Details of programmatic indicators	# PLHIV that initiated ARV with CD4 count <200 # new HIV+ enrolled in care services # aged 10-24 yrs reached by HIV life skills ed. in school

Note: use "Alt" + "Enter" to create new paragraph

Free text

Drop-down menu

Free text
This box consists of free text, so type or copy and paste them in here.

If the box does not apply to the grant, then write "N/A" for "not applicable."



Remember to save your work!!

5.3. STEP 2: CHOOSE OBJECTIVES OR MODULES BASED ON THE GRANT PERFORMANCE FRAMEWORK

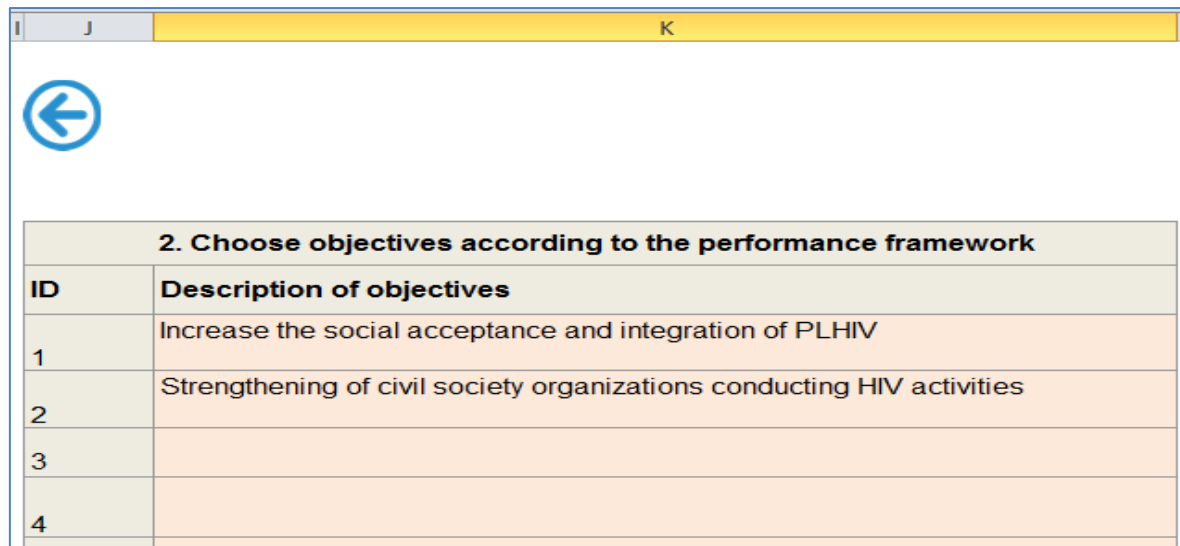
In step 2, objectives or modules from the performance framework of the grant agreement are added to the setup. This step consists of two actions.

1. The first action is to select either “Objectives” or “Modules” from the dropdown list provided under step 2 as shown below in the screenshot. Choose the option that matches how the grant’s performance framework is organized—either by objectives or by modules. All Global Fund grant agreements established under the so-called “new funding model” have performance frameworks that are organized by modules. However, many grants still have performance frameworks that organize activities by objectives. In the example below, the grant’s performance framework is organized by objectives, so the option “Objectives according to the performance framework” is highlighted.
2. Once a selection is made, the status column corresponding to step 2 will turn green. **Note that steps 4 and 5 will always appear green.**

4		
6	Next steps	Status
7	1. Input general data	Go
8	2. Choose objectives according to the performance framework	Go
	2. Choose objectives according to the performance framework	Go
	2. Choose modules according to the performance framework	Go
9		
10	4. Define additional (non PRDB) programmatic indicators	Go
11	5. Associate indicators with objectives and indicator type	Go
12	6. Enter annual planning data	Go
13	7. Define thresholds	Go
14	8. Link to the PR Dashboard	Go

Once the selection is made for step 2, press the <Go> button to enter the text for the corresponding option selected. Doing this takes the user automatically to the “Objectives” column K within the tool.

Below is an example of the objectives entered for this grant based on the grant's performance framework. The objectives are written exactly as expressed in the grant's performance framework.



2. Choose objectives according to the performance framework	
ID	Description of objectives
1	Increase the social acceptance and integration of PLHIV
2	Strengthening of civil society organizations conducting HIV activities
3	
4	

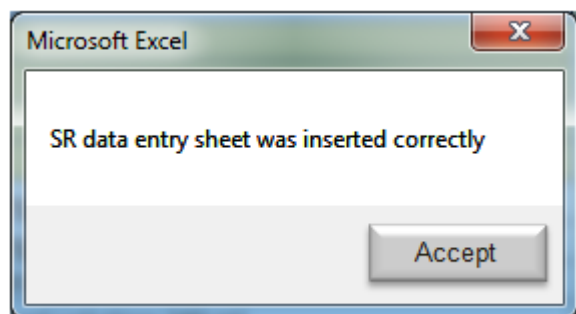
Note that the heading for the section for step 2 changes depending on whether **Objectives** or **Modules** was selected as an option.



5.4. STEP 3: INSERT THE SR DATA-ENTRY SHEET

In step 3, the configurator/SRMT administrator clicks on <Go> to open a dialogue window. In this window, the configurator/SRMT administrator may select the Excel data-entry file for this particular SR. To complete step 3, the PR Management Dashboard must have already been set up and data-entry sheets must have already been generated for all SRs. The creation of data-entry sheets for SRs is done during the setup and configuration of the PR Management Dashboard, as described in process 2, in paragraph 3.10 of the PR Management Dashboard Installation and Setup Guide.

Once the file is selected it is automatically inserted into the SRMT. Then a message similar to the one shown below will appear, confirming that the process was successfully performed.



The user should press <OK.>



The SR data-entry sheet to be inserted must be closed, otherwise the tool cannot perform the integration of the information and the system will display an error.

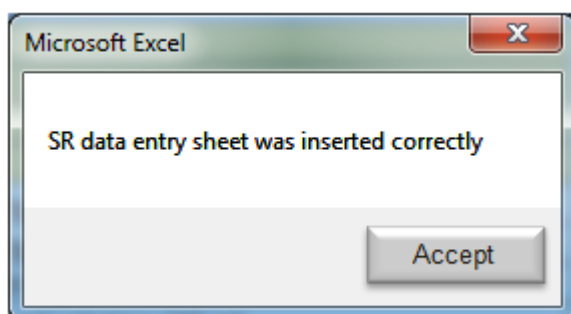
The inserted file automatically incorporates the programmatic indicators for the SR that have been selected to appear in the PR Management Dashboard.

B	D	E	F	G	H	I
ObjectID	DGP (SR2) - Indicator	Comment	Period 1 Q1-16	Period 2 Q2-16	Period 3 Q3-16	Period 4 Q4-16
Fi1	Budget PR => SR					
Fi2	Disbursement PR => SR					
Fi3	Expenditure					
Fi4	Financial reports planned					
Fi5	Financial reports overdue					
Ma11	Supervision actions recommended					
Ma12	Supervision recommendations past due					
Ma13	Programmatic reports planned					
Ma14	Programmatic reports past due					
PS35	Actual stock level - Product 1: Efavirenz, 600 mg, 30 tabs					
PS36	Actual stock level - Product 2: Efavirenz, 200 mg, 90 caps					
PS37	Actual stock level - Product 3: TDF/3TC, 300/300 mg, 30 tabs					
PS38	Actual stock level - Product 4: 3TC, 10 mg/ml, oral solution					
Pr68	# PLHIV that initiated ARV with CD4 count <200 Target					
Pr69	# PLHIV that initiated ARV with CD4 count <200 Actual					
Pr72	# new HIV+ enrolled in care service Target					
Pr73	# new HIV+ enrolled in care service Actual					
Pr74	# aged 10-24 yrs reached by HIV life skills ed. in school Target					
Pr75	# aged 10-24 yrs reached by HIV life skills ed. in school Actual					
	Checksum				-	-

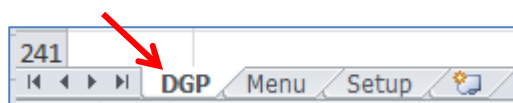
The inserted sheet will appear as shown in the image above. The user should press <OK> to complete the process.

At this point, the user should verify three items:

1. Verify that the following message has appeared.




2. An additional sheet showing the SR's name should have appeared at the bottom of the screen of the Excel workbook. Verify that the correct SR's name appears in the Excel sheet tabs bar. If a different name appears, the wrong SR worksheet was inserted. If the wrong sheet is accidentally inserted into the tool, delete the inserted sheet (right click on the tab and select delete) and then repeat step 3.



Confirm that the correct sheet has been inserted before proceeding to the next step. Changing the sheet later will be difficult because the SR data-entry sheet will need to be removed and reinserted.

3. Verify that the indicators that appear in the inserted SR data-entry sheet correspond to those that the SR using the SRMT contributes to. This can be verified by scrolling right in the setup worksheet all the way to column S.


R	S
	
PR dashboard programmatic indicators	
ID	Indicator name
Pr68	# PLHIV that initiated ARV with CD4 count <200 Target
Pr72	# new HIV+ enrolled in care services Target
Pr74	# aged 10-24 yrs reached by HIV life skills ed. in school Target

5.5. STEP 4: DEFINE ADDITIONAL PROGRAMMATIC INDICATORS

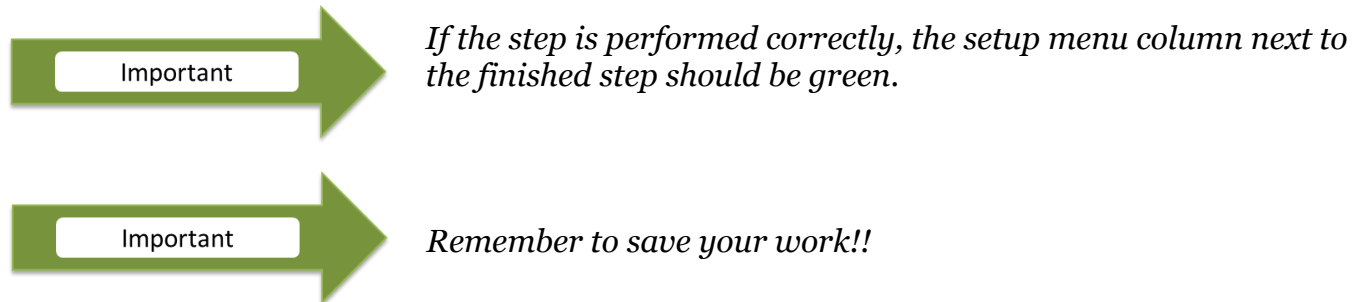
Step 4 is executed if the SR is tracking indicators additional to those in the PR Management Dashboard. Otherwise, skip step 4.

Examples of indicators additional to those in the PR Management Dashboard could include work plan tracking measures from the grant agreement or indicators that apply solely to SRs to measure operational progress of the grant.

To add these indicators, click on the button <Go> next to step 4; this will direct you to the figure below. (Information under columns P and Q will be entered in step 5.)

M	N	P	Q
			
4. Define additional (non PRDB) programmatic indicators		Associated objective	Indicator type
ID	Indicator name		
OI01	# of new orphans and vulnerable children (0 - 17 yrs) benefiting from services provided at OVC centers		
OI02			
OI03			

To complete step 4, verify that the information entered in the table shown exactly matches what is written in the grant agreement between the PR and the Global Fund.



5.6. STEP 5: ASSOCIATE INDICATORS WITH OBJECTIVES OR MODULES AND INDICATOR TYPE

In step 5, the indicators that were entered in steps 3 and 4 must be linked to objectives or modules entered in step 2. It is recommended that the person configuring the SRMT have the grant agreement on hand as a reference to complete this step.

To carry out this step, the user should press the <Go> button next to step 5. Doing so will take the user to column U titled “**Associated Objective**” or “**Associated Module**,” where a drop-down menu allows for selection of the appropriate indicator. The user should select the objective or module associated with each indicator to which the SR contributes (remember that each objective or module may have more than one indicator). After selecting the objective or module with which the indicator is associated, the user selects the indicator type from the dropdown menu under the column <**Indicator type**> : there are three options available. Later in this subsection, an explanation of each indicator type is provided. The screenshot below shows the indicator types to select from. Before selecting an indicator type, users should refer to the section below in to correctly classify indicators.

R	S	U	V
<div> <div>Changes to Indicator Type require executing "Link to the PR Dashboard" again</div> </div>			
PR dashboard programmatic indicators		Associated objective	Indicator type
ID	Indicator name		
Pr68	# PLHIV that initiated ARV with CD4 count <200 Target	1	2. Inverse
Pr72	# new HIV+ enrolled in care services Target	1	3. Non-Cumulative
Pr74	# aged 10-24 yrs reached by HIV life skills ed. in school Target	2	1. Standard
			<div> 1. Standard 2. Inverse 3. Non-Cumulative </div>

The same action should be completed for the indicators that were added in step 4. The user will need to scroll over to column Q to do so.

M	N	P	Q
<div> </div>			
4. Define additional (non PRDB) programmatic indicators		Associated objective	Indicator type
ID	Indicator name		
OI01	# of new orphans and vulnerable children (0 - 17 yrs) benefiting from services provided at OVC centers	1	1. Standard
OI02			



Remember to save your work!!

The three indicator types are described below.

- 1. Standard indicators:** This indicator is also commonly called a “simple indicator.” This indicator has a result and a target, both with the same unit of measurement. Values for this indicator type are **cumulative** over the grant’s implementation period. The

higher the value for results, the better the performance. In the SRMT, **Performance** is defined in the following formula:

$$\left(\frac{\text{Result}}{\text{Target}} \right) \times 100$$

Some examples of this type of indicator are listed below.

- HIV/AIDS:
 - No. of people aged 15+ yrs. tested and with known HIV result
 - No. of targeted pop. reached through community outreach with std. HIV prevention
- Malaria:
 - # LLINs distributed through mass campaign and continuous distribution
 - # HHs in targeted areas that received IRS in reporting period

Note:

This indicator type is cumulative, and so data are aggregated by quarter for input to the PR Management Dashboard.

- 2. Inverse indicators:** For this type of indicator, a lower result indicates better performance: the targets get lower over time. This indicator has a target and a result, both with the same unit of measurement. Values for this indicator type are cumulative across the grant's implementation period. For this type of indicator, the SRMT calculates Performance as target as a percentage of result at a given point in time, using the following formula:

$$\left(\frac{\text{Target}}{\text{Result}} \right) \times 100$$

Some examples of this type of indicator are listed below.

- HIV/AIDS:
 - # PLHIV that initiated ART with CD4 count <200.
 - # pregnant with HIV status result
- TB:
 - # cases bac confirmed RR-TB and / or MDR-TB that began 2d line Tx

- Malaria:
 - malaria test positivity rate (number of confirmed malaria cases by microscopy or rapid diagnostic malaria test (RDT)/number of suspected malaria cases with a parasitological test
 - # HFs w/o stockouts of key commodities

Note:

Since the SRMT is related to the PR Management Dashboard, inverse indicators automatically pass to the PR Management Dashboard workbook as inverse values, which means the indicator will also be considered inverse in the PR Management Dashboard. Inverse indicators are also cumulative (as are standard indicators) and so data are aggregated by quarter for input to the PR Management Dashboard.

- 3. Noncumulative:** Values are measured for specific periods (month, quarter or year) as are the targets; and results are non-cumulative values. This indicator has a result and a target, both with the same unit of measurement. For each quarter, the target and result values of that quarter's closing month are used as the **target** and **result** of the last month of the next quarter is compared. In other words, performance is calculated as a percentage of the result for one quarter over the result of the preceding quarter, using the following formula:

$$\left(\frac{\text{Result (value for last month of a given period)}}{\text{Target (value for last month of the preceding period)}} \right) \times 100$$

Some examples of this type of indicator are listed below.

- HIV/AIDS:
 - Percentage of adults and children currently receiving antiretroviral therapy among all adults and children living with HIV
 - # HMIS or other reporting units submitting timely reports as per national guidelines (in this example, the number for the indicator would be taken for the “result” in the preceding equation)

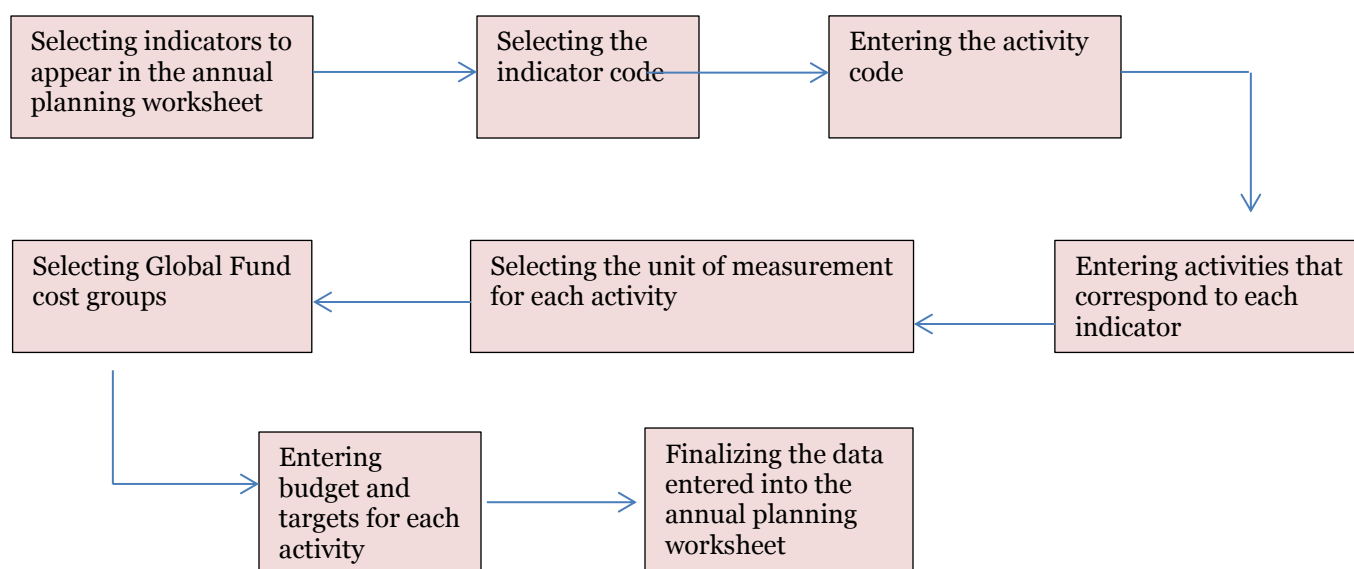
Note:

Data for this indicator type are not aggregated by quarter when passed to the PR Management Dashboard. Rather, the latest month's result and target within a quarter are passed on as the result and target for that quarter.

5.7. STEP 6: ENTER ANNUAL PLANNING DATA SECTION OF THE SRMT

5.7.1. HOW THE ANNUAL PLANNING WORKSHEET IS ORGANIZED

In step 6, data covering one year of implementation for the grant are entered into the SRMT based on the agreement reached between the PR and all its SRs during the annual planning exercise that the PR and all SRs will have undertaken prior to setting up the SRMT. The following flow chart shows the order in which data are entered in the SRMT's annual planning worksheet.



Data entered include both financial (budget) and programmatic (targets). Because the SRMT organizes each SR's program budget and SR programmatic targets by month, the annual planning exercise should have resulted in agreement on a breakdown of each SR's budget by month, as well as monthly programmatic targets for each SR.

Once the annual planning exercise (detailed in annex 2) is completed, you will have the monthly budget and programmatic targets needed for each SR. Entering the data for the SR annual plan in this step will mostly comprise copying information from the annual plan.

To begin step 6, the user presses <Go> on the button next to step 6 in the configuration and setup menu. The following worksheet appears; it shows a matrix.

BACK

Annual planning data

Hide current sheet

Indicator list

Recalculate

Activate/Hide lines

Modify lines

Insert

Delete

Copy

Item	Item type	Indicator code group	Activity code	Indicator / Activity	Unit of measurement (target)	Global Fund cost groups	January		February	
							Target	Budget	Target	Budget
Financial total							-	0.00	-	0.00
I001										
I002										
I003										
I004										
I005										
I006										
I007										
I008										
I009										
I010										

The user can scroll right across the bottom of the worksheet to view its remaining columns as shown below.

June		July		August		September		October		November		December		Total	
Target	Budget	Target	Budget	Target	Budget	Target	Budget	Target	Budget	Target	Budget	Target	Budget	Target	Budget
-	0.00	-	0.00	-	0.00	-	0.00	-	0.00	-	0.00	-	0.00	-	0.00
														0	0.00
														0	0.00
														0	0.00
														0	0.00
														0	0.00
														0	0.00
														0	0.00
														0	0.00
														0	0.00
														0	0.00

The matrix of the annual plan contains nine variables, for which data must be entered.
The following table defines the variables.

Column and Label	Description
Column A “Item”	Internal unique identifier code for each indicator or activity in the annual plan (automatically assigned by the tool).
Column B “Item type”	<p>Each item has three possible types. A drop-down menu allows the configurator/SRMT administrator to indicate the type of the selected item. This is done on every line item of the annual plan. These are the three item types:</p> <ol style="list-style-type: none"> 1. “Indicator”: To enter indicators 2. “Contributing activity”: These are activities for which the programmatic targets and budget aggregated to the total targets and budget for the indicator. These activities contribute directly to the measurement of the indicator. 3. “Non-contributing Activity”: These are activities that consume financial resources, but do not contribute directly to the measurement of an indicator. For these activities, budget information is aggregated for inclusion into the total budget for the activity. However, programmatic targets are set for these indicators for operational tracking purposes, but the monthly results are not aggregated to contribute to overall result for the indicator. <p>When “Indicator” is selected as the “Item type,” an indicator is added to the annual planning worksheet. This will cause the indicator’s name to automatically populate in the “Indicator/Activity” cell.</p>
Column C “Indicator code group”	<p>Each indicator has a unique indicator identifier (called “indicator code” or “ID”). The indicator is in a row colored light blue.</p> <p>This column associates each indicator to a group of activities, which appear in rows colored white or light yellow.</p> <p>For each activity added to the annual planning sheet, this unique indicator identifier must be entered (into the “Indicator code group” column) to show which activities go with which indicator and to group these activities with indicators.</p> <p>To do this, the user selects the unique indicator identifier in the “Indicator code group” column.</p>
Column D “Activity code”	In this column, the configurator/SRMT administrator enters the PR/SR defined codes (ideally corresponding to the accounting system) to identify activities and sub-activities carried out by the grant.
Column E “Indicator / Activity”	This cell displays the indicator or activity. For indicators, the text description of the indicator is automatically displayed. For activities, however, the text must be typed in by the user.
Column F “Unit of measurement (target)”	This cell of free text allows the user to specify what unit is being measured for each programmatic target. Examples would be patients, visits, reports, etc.

Column and Label	Description
Column G “TGF costs groups”	This column links each activity to a specific Global Fund Cost Group.
Columns I, L, O...etc. (for all 12 months) “Target”	The numeric programmatic target for each month of activity execution.
Columns J, M, P, ...etc. (for all 12 months) “Budget”	This represents the amount of the financial budget for a specific month.

5.7.2. FILLING OUT THE ANNUAL PLANNING WORKSHEET

When filling out the matrix, the user should work one row at a time and complete the matrix from left to right. The following sections A through H describe how to complete the matrix.

A. Selecting indicators to appear in the annual planning worksheet

In cell B9, the user can begin filling in the matrix. Click on the cell (in column B it is titled “**Item Type**”) and select **Indicator** from the drop-down menu, as shown in the screen shot below. Users will notice that, on selecting **Indicator**, *the tool automatically highlights the entire row in light blue*. This blue highlighting distinguishes *indicators* from *activities* throughout the worksheet. Users may change the color highlighting this row if they wish. Instructions to change the color are described during step 13 of the setup process.

Annual planning data

BACK

Hide current sheet Indicator list Recalculate Activate/Hide lines

Modify line
Insert Delete

Item	Item type	Indicator code group	Activity code	Indicator / Activity	Unit of measurement (target)
Financial total					
I001	1. Indicator				
I002	1. Indicator 2. Activity: Contributing 3. Activity: Non-Contributing				
I003					
I004					

B. Selecting the indicator code

Next, the user selects the indicator code for a given indicator. In the same row, the user moves to column C, titled “**Indicator Code Group**.” Clicking on the drop-down menu for cell C9 reveals a list of codes. Each of these codes corresponds to one of the programmatic indicators that was added earlier in the configuration process. The user selects the desired indicator. As soon as the indicator is selected, the indicator name and its corresponding code appear in column E.

Annual planning data

BACK

Hide current sheet Indicator list Recalculate Activate/Hide lines

Modify line
Insert Delete

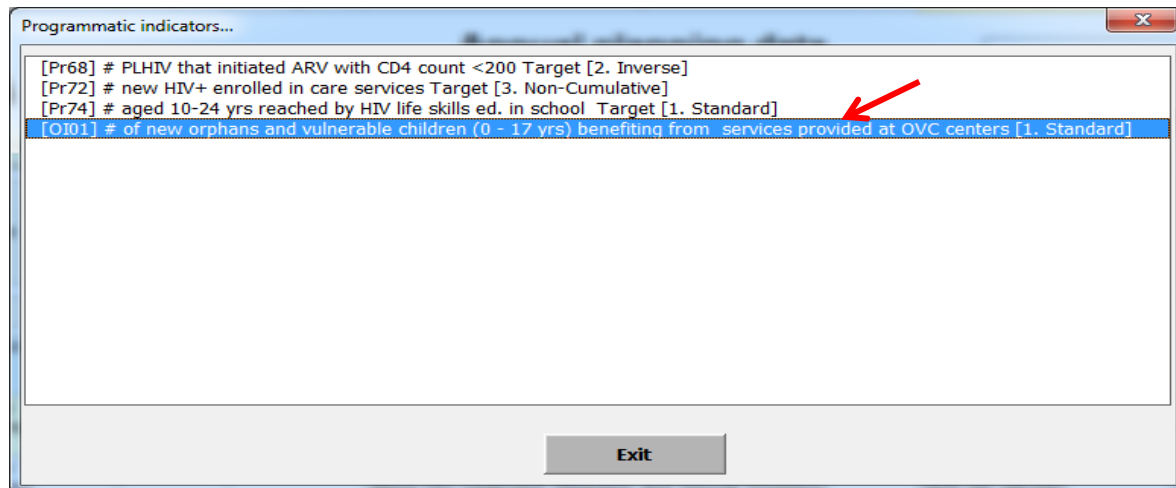
Item	Item type	Indicator code group	Activity code	Indicator / Activity	Unit of measurement (target)
Financial total					
I001	1. Indicator				
I002		Pr68 Pr72 Pr74			
I003					
I004					

As soon as the indicator code is selected, the indicator name automatically appears.

Item	Item type	Indicator code group	Activity code	Indicator / Activity	Unit of measurement (target)
I001	1. Indicator	Pr68		[Pr68] # PLHIV that initiated ARV with CD4 count <200 Target [1. Standard]	
I002					
I003					
I004					

A user may not know which code corresponds to which indicator. In this case the user can click on the light green button <**Indicator list**> at the top of the page to see a description of the indicator.

When the <**Indicator List**> button is pressed, the following window appears:



Note:

The code in the brackets [] of the pop-up window (where a red arrow is pointing in the screenshot above) should be selected from the “**Indicator code group**” column.

Once the indicator code has been selected, the user can then enter the activity code.

C. Entering the activity code

By the time the SRMT is being configured, it is expected that the PR will already have assigned accounting codes to all activities and subactivities in the grant (as described in the table in section 5.7.1 regarding column D) and will have shared the codes with the relevant SRs during the annual planning process. The activity codes and sub-codes will be assigned using a sequential numbering system. For example, a main activity would have a code of 3, and its three subactivities will have the codes 3.1, 3.2 and 3.3.

Using the list of activity codes shared during the annual planning process, the user types in the assigned codes into column D as shown in the screenshot below. The cells in Column D allow the user to enter free text.

Annual planning data					
<div> BACK Hide current sheet Indicator list Recalculate Activate/Hide lines </div>					
Item	Item type	Indicator code group	Activity code	Indicator / Activity	Unit of measure (target)
Financial total					
I001	1. Indicator	Pr68	1	[Pr68] # PLHIV that initiated ARV with CD4 count <200 Target [1. Standard]	
I002					

Notice that the cell showing the indicator name contains three pieces of information: the indicator code, followed by the actual indicator name followed by the indicator type. The indicator type is selected by default, but can be changed in one of the subsequent steps of configuration.

D. Entering activities that correspond to each indicator

This next step involves entering specific activities in the SRs' work plans that contribute to each indicator.

The worksheet allows for two types of work plan activities – “contributing activities” and “noncontributing activities.”

“Contributing activities” are activities whose targets and results will be aggregated for the indicator corresponding to the activity. The total targets and results for contributing activities are those that will be reported by SRs to the PR for the purposes of appearing in the PR Management Dashboard.

“Non-contributing activities” are activities whose targets and results, though important to track for operational purposes to ensure progression of the activity, will not be counted toward the targets and results for their indicator.

“Contributing” and “non-contributing” activities should already have been defined and coded during the annual work planning process. The user should therefore use the

document finalized during the annual work planning process to enter contributing and non-contributing activities as well as their corresponding codes.

It is recommended that the user select all contributing activities for each indicator first, followed by any non-contributing activity. “Contributing” and “Non-contributing” activities are selected from the **“Item Type”** column – column C. Each contributing activity will automatically be highlighted in light yellow. Each non-contributing activity will have a white background. This color coding helps users easily distinguish which rows comprise indicators, contributing activities and non-contributing activities.

E. Selecting the unit of measurement for each activity

Each activity must have a unit of measurement associated with it so that both PR and SR are clear about what is being counted when targets are being set and measured for each contributing and non-contributing activity. The user should only enter the unit of measurement in the rows for activities, not in the rows for indicators, as shown in the example below. The unit of measurement is entered in column F, which is a column that allows for free text. In addition to the unit of measurement, some users may also choose to enter unit costs for reference purposes.

Annual planning data						
<div> <div>BACK</div> <div> <div>Hide current sheet</div> <div>Indicator list</div> <div>Recalculate</div> <div>Activate/Hide lines</div> </div> <div> <div>Modify lines</div> <div> <div>Insert</div> <div>Delete</div> <div>Copy</div> </div> </div> </div>						
Item	Item type	Indicator code group	Activity code	Indicator / Activity	Unit of measurement (target)	Global Fund cost groups
Financial total						
I001	1. Indicator	Pr68	1	[Pr68] # PLHIV that initiated ARV with CD4 count <200 Target [2. Inverse]		
I002	2. Activity: Contributing	Pr68	1.2	PLHIV reimbursed for transportation costs to HIV testing and treatment centres	PLHIV (\$225/person)	
I003	3. Activity: Non-Contributing	Pr68	1.3	Communication materials produced to educate HIV+ patients about HIV treatment (Migrants and Sexual Workers).	# of packets of materials (\$20 per packet)	
I004	3. Activity: Non-Contributing	Pr68	1.4	Supervisory visits to verify the appropriate application of testing and treatment protocols at centers.	Supervision visits (\$225/visit)	
I005	1. Indicator	Pr72	2	[Pr72] # new HIV+ enrolled in care services Target [3. Non-Cumulative]		
I006	2. Activity: Contributing	Pr72	2.1	Enrollment of newly diagnosed HIV+ patients for home visits to monitor use of ARV.	New HIV+ beneficiaries (\$225/person)	

F. Selecting Global Fund cost groups

When budgets are prepared for Global Fund grants, each activity is associated with a Global Fund cost group. During the annual planning exercise, the cost group for each SR activity will have been kept. To complete the annual planning worksheet, user will use the budget and work plan documentation from the annual planning exercise to select the appropriate Global Fund cost group for each activity in this worksheet.

To select the cost group for each activity, the user will select the matching cost group from the drop-down menu in column G that corresponds to each corresponding activity. Column G is titled “TGF costs groups.”

Annual planning data						
Item	Item type	Indicator code group	Activity code	Indicator / Activity	Unit of measurement (target)	Global Fund cost groups
Financial total						
I001	1. Indicator	Pr68	1	[Pr68] # PLHIV that initiated ARV with CD4 count <200 Target [2. Inverse]		
I002	2. Activity: Contributing	Pr68	1.2	PLHIV reimbursed for transportation costs to HIV testing and treatment centres	PLHIV (\$225/person)	12. Living support to client/target population
I003	3. Activity: Non-Contributing	Pr68	1.3	Communication materials produced to educate HIV+ patients about HIV treatment (Migrants and Sexual Workers).	# of packets of materials (\$20 per packet)	6. Health products - equipment
I004	3. Activity: Non-Contributing	Pr68	1.4	Supervisory visits to verify the appropriate application of testing and treatment protocols at centers.	Supervision visits (\$225/visit)	7. Procurement and supply
I005	1. Indicator	Pr72	2	[Pr72] # new HIV+ enrolled in care services Target [3. Non-Cumulative]		8. Infrastructure

G. Entering budget and targets for each activity

Once the cost groups have been selected for each activity, the corresponding budget and targets for each activity can be entered. The targets and budget for each activity should have been determined by the time the PR finishes the annual planning exercise, so the documentation from the annual planning exercise should serve as the reference for this information.

The SRMT has been set up to track finances and programmatic achievement by SR on a monthly basis. This frequency of monitoring is recommended to facilitate early detection of problems with grant implementation. There may be cases, where certain indicators are only

to be measured semiannually or annually, in which case programmatic targets and achievements will only be entered into cells that correspond to the respective monitoring frequency. All other cells should be left blank.

Note that nothing is entered for budget or targets on the indicator (light blue) line, because the numbers in the activity cells are automatically added up and the totals appear on the indicator line (light blue row).

Enter the targets corresponding to each activity (light yellow row and white rows only) in column I titled “**Target**,” using whole numbers.

Enter the budget corresponding to each activity (light yellow row and white rows only) in column J titled “**Budget**” for each activity.

BACK

Hide current sheet

Indicator list

Recalculate

Activate/Hide lines

Insert

Delete

Copy

Modify lines

Item	Item type	Indicator code group	Activity code	Indicator / Activity	Unit of measurement (target)	Global Fund cost groups	January	
							Target	Budget
Financial total							-	149,875.00
I001	1. Indicator	Pr68	1	[Pr68] # PLHIV that initiated ARV with CD4 count <200 Target [2. Inverse]			200	65,725.00
I002	2. Activity: Contributing	Pr68	1.2	PLHIV reimbursed for transportation costs to HIV testing and treatment centres	PLHIV (\$225/person)	12. Living support to client/target population	200	45,000.00
I003	3. Activity: Non-Contributing	Pr68	1.3	Communication materials produced to educate HIV+ patients about HIV treatment (Migrants and Sexual Workers).	# of packets of materials (\$20 per packet)	10. Communication material and publications	25	700.00
I004	3. Activity: Non-Contributing	Pr68	1.4	Supervisory visits to verify the appropriate application of testing and treatment protocols at centers.	Supervision visits (\$225/visit)	11. Indirect and overhead costs	89	20,025.00
I005	1. Indicator	Pr72	2	[Pr72] # new HIV+ enrolled in care services Target [3. Non-				

It is important to note the differences in how budget and target data entered into annual planning worksheet are aggregated:

1. **Target data:** Only the target data entered on the light yellow line corresponding to contributing activities are aggregated up to the corresponding total target on the light blue indicator line. Target data for non-contributing activities are not aggregated.

- Budget data:** Budget data for both contributing and non-contributing activities are aggregated and the total budget for all activities contributing to the given indicator appears in the light blue line corresponding to the given indicator.

The screen shot below illustrates the differences between aggregation of target and budget data.

BACK

Hide current sheet

Indicator list

Recalculate

Activate/Hide lines

Modify lines

Insert

Delete

Copy

Item	Item type	Indicator code group	Activity code	Indicator / Activity	Unit of measurement (target)	Global Fund cost groups	January	
							Target	Budget
Financial total							-	149,875.00
I001	1. Indicator	Pr68	1	[Pr68] # PLHIV that initiated ARV with CD4 count <200 Target [2. Inverse]			200	65,725.00
I002	2. Activity: Contributing	Pr68	1.2	PLHIV reimbursed for transportation costs to HIV testing and treatment centres	PLHIV (\$225/person)	12. Living support to client/target population	200	45,000.00
I003	3. Activity: Non-Contributing	Pr68	1.3	Communication materials produced to educate HIV+ patients about HIV treatment (Migrants and Sexual Workers).	# of packets of materials (\$20 per packet)	10. Communication material and publications	25	700.00
I004	3. Activity: Non-Contributing	Pr68	1.4	Supervisory visits to verify the appropriate application of testing and treatment protocols at centers.	Supervision visits (\$225/visit)	11. Indirect and overhead costs	89	20,025.00
I005	1. Indicator	Pr72	2	[Pr72] # new HIV+ enrolled in care services Target [3. Non-				

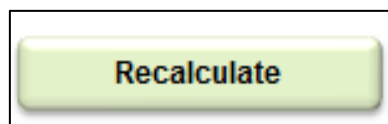
H. Finalizing the data entered into the annual planning worksheet

Before finalizing the annual planning worksheet, the user should verify (by reading and confirming the entered data) that indicators and their corresponding activities, codes, unit measurements, budgets and targets have been entered correctly. This is advisable because the user may have changed the description of the indicator for the **Indicator/Activity** column. Correct data entry is easily confirmed:

- Under the column **Item type** (column B in the table shown above in paragraph G), the cells in certain lines read “**1. Indicator.**” An example of this is shown in the screenshot above in paragraph G, in the blue lines.
- In those lines, go to the cell under the column **Indicator code group** (column E in the table shown above) and manually reselect the indicator code group.

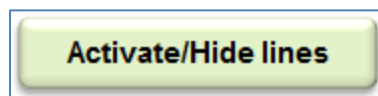
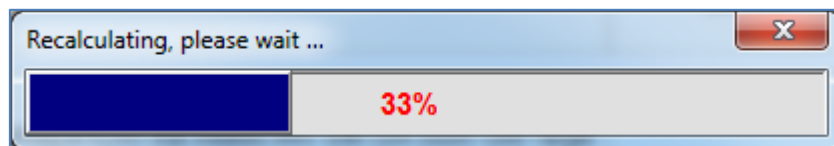
- Reselecting the cells for the indicator code group will cause the content of the cell in the column **Indicator/Activity** (column E) to refresh.
- If a change was made to the description of the indicator associated with the indicator code group (column B), then the contents of the cell under **Indicator/Activity** will refresh, or repopulate, accordingly.
- The refreshed cell will read as it does in the PR Management Dashboard, which has a limited number of characters. However, to help improve communication between the PR and SRs, which is one of the expected outcomes of using the SRMT (see paragraph 1.3 of this *User Guide*), users may wish to expand this text to be more readily understood by SRs and PRs. The SRMT does not have the character limitations the PR Management Dashboard has.

Once all the required data have been entered into the worksheet, the user must execute the <**Recalculate**> and <**Activate/Hide Lines**> functionalities to ensure that the SRMT functions correctly thereafter.



The user first clicks the <**Recalculate**> button. This action starts the recalculation process, during which all indicators and activities are correctly referenced, formulas are correctly calculated, cell security is verified and colors for corresponding lines are verified.

Immediately after the button is pressed the following progress bar appears to demonstrate that the recalculation process is underway:



The final step for setting up the annual planning worksheet is to press the <Activate/Hide Lines> button. Doing so starts the internal process of adjusting the lines in all sheets and activating or hiding lines (rows) depending on the total number of lines used in the worksheet.

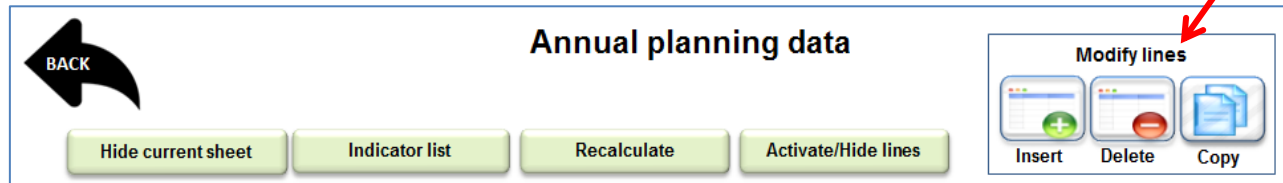


Remember to save your work!!

Insta

Note:


The tool allows the configurator/SRMT administrator to insert, delete or copy individual line items in the annual plan. These actions can be carried out by selecting the appropriate button within the **Modify Lines** box in the top right part of the screen (see red arrow below). After modifying the annual plan by inserting, deleting or copying a line, the configurator/SRMT administrator must press the **Recalculate** and **Activate/Hide Lines** buttons to complete the action of inserting, deleting or copying. Otherwise, no lines will be inserted, deleted or copied.



5.8. STEP 7: DEFINE PERFORMANCE THRESHOLDS

Step 7 establishes the thresholds to be used by the SRMT to display color-coded visual alerts in the monthly follow-up reports and the summary result sheets. Thresholds are entered by the user.


To begin this step, the user presses the **<Back>** button to return to the initial setup menu and presses the **<Go>** button next to step 7 in the menu. The user will be taken to the section of the setup worksheet shown in the screenshot below.

W		X	Y
			
7. Define thresholds			
Indicator	Red (<)	Green (>=)	
Programmatic			
Expenditures			

PRs configuring the SRMT are strongly encouraged to use the same thresholds as those that are used in the PR Management Dashboard. PR Management Dashboard thresholds are usually based on thresholds used by the Global Fund to measure grant performance. The numbers corresponding to thresholds are entered in the four light pink or orange boxes shown below.

Monthly or quarterly results that are lower than the value of the threshold displayed in the column “**Red (<)**” indicate extremely inadequate performance. Results that are greater than or equal to the value specified in the column “**Green (>=)**” indicate achievement of desired progress. Values that fall between the red and green limits indicate inadequate or unsatisfactory progress and appear as yellow in the SRMT dashboard display.

The screenshot below uses Global Fund thresholds. However, PRs may at their discretion adjust the thresholds to match those selected for the PR Management Dashboard. If some other values are chosen, clear documentation should be kept and the alternative thresholds explained to the SRs. All SRs should have the same thresholds.

W	X	Y
		
7. Define thresholds		
Indicator	Red (<)	Green (>=)
Programmatic	60	90
Expenditures	60	90



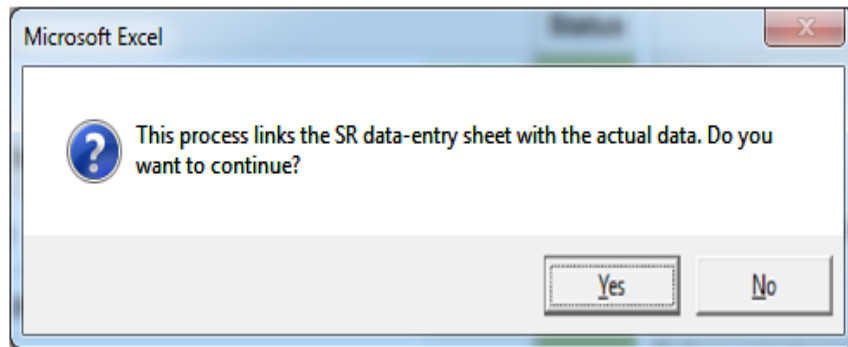
Remember to save your work!!

5.9. STEP 8: LINK THE SMRT TO THE PR MANAGEMENT DASHBOARD

Step 8 creates the link between the SRMT and the PR Management Dashboard. Through implementation of this step, key configuration decisions made for the SRMT will be correctly transferred to the PR Management Dashboard. For example, values for programmatic indicators that were configured as “inverse” indicators will be transferred to the PR Management Dashboard as such.³ For more information about the selection of indicator types, go to section 5.5 of this *User Guide*.

The PR should have inserted the SR data-entry worksheet for this SR into the tool during step 3 of the setup process.

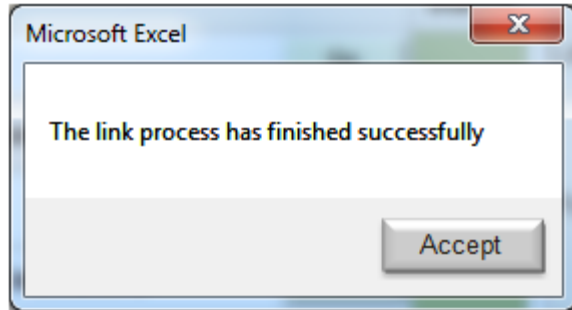
To establish the link, the user must first return to the initial setup menu and click on the button <Go> next to step 8. Doing so will cause the following (pop-up) confirmation window to display.



The user should click <Yes> to continue.

Next, a new pop-up window will confirm that this process has been successfully completed. The user should click the button <OK> to complete step 8.

3. What this means on a practical level is that data that were configured as targets in the SRMT will be transferred to the results cells in the PR Management Dashboard. Data that were entered at results in the SRMT will be transferred into the corresponding “target” cells for the PR Management Dashboard.



Remember to save your work!!

5.10. STEPS 9-13: ADVA

5.10.1. WHY ARE THERE ADVANCED SETUP STEPS?

The “**Advanced Setup**” section consists of five additional steps—steps 9 through step 13. These steps help the user to further customize the SRMT. The button titles can be changed, as well as the setup security password and colors in the annual and monthly planning worksheet. The dark green buttons in the Advanced Setup menu have been configured by default as shown in the screenshot below. However, changes can be made for each step by pressing the <**Go**> button.

If one of the dark green buttons turns red after changes are made in the **Advanced Setup** section, the user will need to perform step 8 to link the SRMT to the PR Management Dashboard again.

Advanced setup		
9. Change name of buttons	Go	
10. Assign months to quarters	Go	
11. Define the initial period in the PR Dashboard	Go	
12. Change the setup password	Go	
13. Customize colors for indicators, activities and months	Go	

5.10.2. STEP 9: CHANGING THE NAMES OF BUTTONS FOR THE IMPLEMENTATION PERIOD AND THE ANNEXES

Customizing the implementation period

The user may wish to customize the implementation period by determining which month the first implementation period starts with and manually selecting the subsequent months.

The user begins this customization step by clicking the <Go> button next to **step 9** in the **Advanced Setup menu**. Doing so takes the user directly to Column AB, where twelve rows appear – each allowing the selection of one month per row using a drop-down menu.

By default, the implementation calendar year is January through December, as seen in the example below. However, the implementation period for another grant could, for example, start in June (month 1) and end in May a year later (month 12), if that is the grant's implementation period. In this example, the user can change the default months by manually selecting June from the drop-down menu, then manually selecting the appropriate months for the 11 subsequent rows. Note that a selection **MUST** be made for all 12 months.

9. Change name of buttons			
Button	Title	Button	Title
Month 1	January	Annex 1	Liquidation of SSR advances
Month 2	January	Annex 2	SR data consolidation template
Month 3	February	Annex 3	SR annual plan
Month 4	March	Annex 4	
Month 5	April	Annex 5	
Month 6	May	Annex 6	
Month 7	June		
Month 8	July		
Month 9	August		
Month 10	September		
Month 11	October		
Month 12	November		
	December		



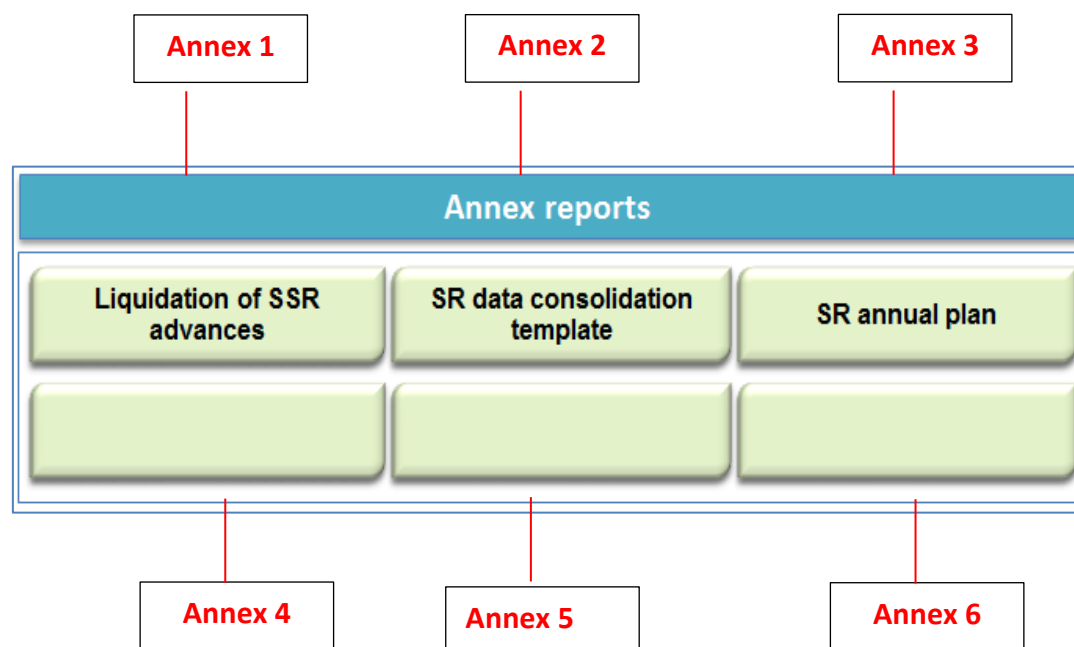
Remember to save your work!!

Customizing the annexes

The SRMT contains three annexes. GMS recommends using these three annexes, although each one is optional and may be used at the PR's discretion.

Additional annexes may be included as Excel sheets for monitoring or reporting purposes. Because the SRMT consists of predefined sheets and formats that cannot be changed, having the ability to add annexes provides SRs the flexibility to include additional templates that capture data that are useful for monitoring the progress of the grant. All annexes—whether the three included in SRMT or new ones that may be added—are linked to no other worksheets in the SRMT.

The annex section (shown below) is located on the bottom right of the <Menu> screen of the SRMT. If the user is in another part of the SRMT, the <Menu> screen may be accessed by clicking on the menu tab on the bottom of any SRMT worksheet.



Each of the three annexes contained in the SRMT is described below:

1. **Liquidation of SSR advances** : This worksheet is designed to help SRs that have sub-SRs (SSRs) match receipts SSRs have submitted to grant expenditures they have incurred.

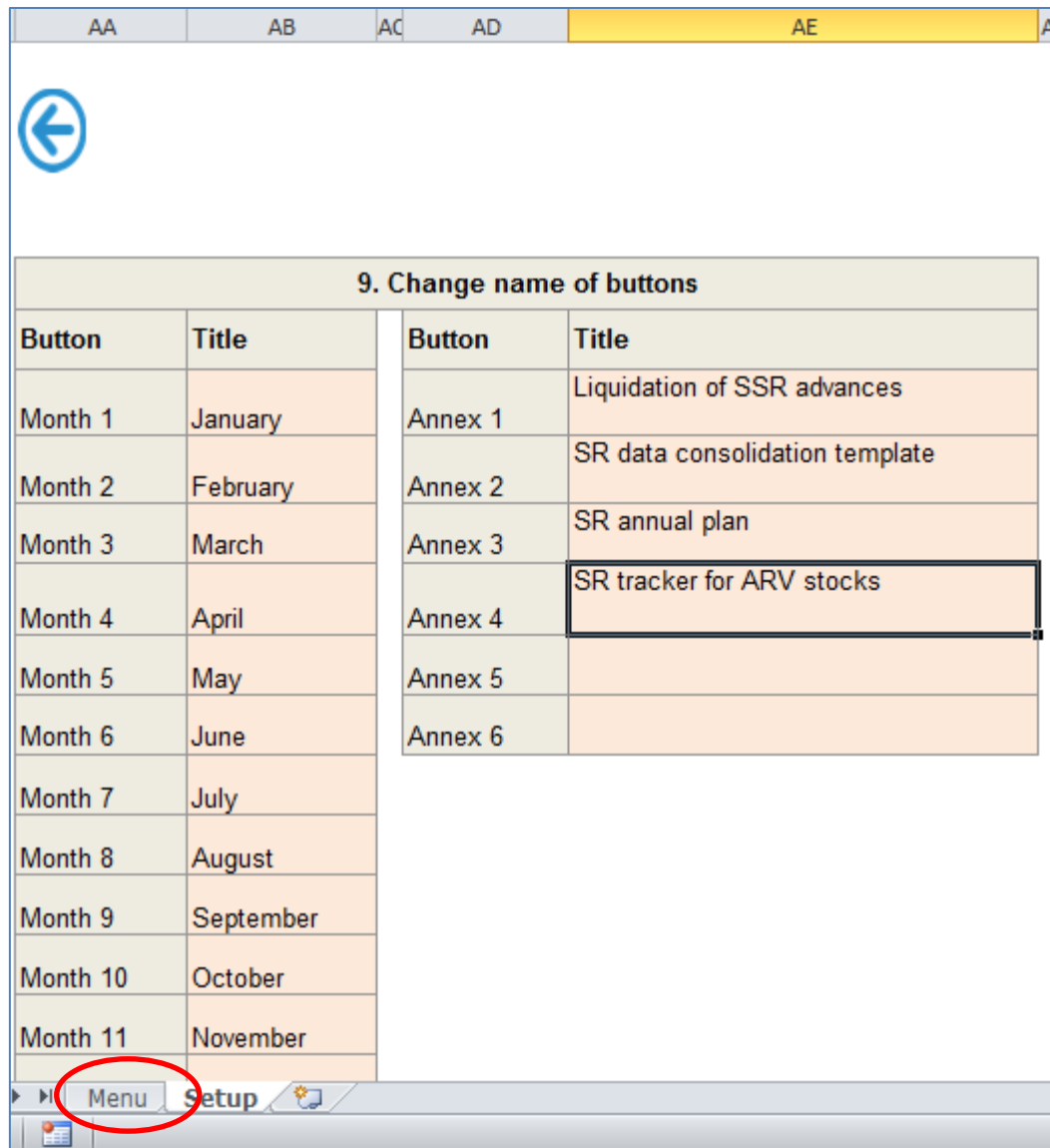
Some SRs using the SRMT may already have an adequate accounting tool for tracking liquidation of advances SRs have made to SSRs and expenses they have incurred; these SRs should continue using their existing system.

2. **SR data consolidation template** (see annual planning exercise in annex 2 to this *User Guide*).
3. **SR annual plan**, which may be used for the annual planning exercise described in annex 2 to this *User Guide*.

The PR may also choose to replace any or all of the three annexes provided in the SRMT with one or more other annexes, and the PR and an SR may decide to add more information to the SRMT by adding more annexes. The SRMT can accommodate up to six annexes. Therefore, the configurator/SRMT administrator may add up to six annexes by entering the name for each annex in the appropriate cell in column AE (as shown in the screenshot below).

When the name of an annex button is pressed on the <**Menu**> screen, a corresponding numbered “annex” tab appears on the worksheet tab bar.







It is recommended that users add annexes in consecutive order, leaving no blank lines between annex names. In the example below, a fourth annex has been created, named **SR tracker for ARV stocks**.




Once the name of the new annex has been entered, the configurator/SRMT administrator should then press the menu tab at the bottom of the page (circled in red above), which will take the user to the main menu of the SRMT.

The user will notice that the new annex page appears on the <Menu> screen of the SRMT and that a worksheet tab for a new annex appears on the worksheet tab bar. The two following screenshots show the change to the <Menu> screen and an example of a worksheet tab bar for a SRMT with six annexes. The user can press on the button with the

new annex to access the Excel tab with the corresponding annex number; once this tab is opened, the new annex can be created in the blank worksheet.

Initial setup	Performance	Monthly follow-up reports		
		January	February	March
		April	May	June
Action plan	Comments	July	August	September
Action plan	PR Dashboard comments	October	November	December
Summary information		Annex reports		
Programmatic & financial		Liquidation of SSR advances	SR data consolidation template	SR annual plan
Budget & expenditure		SR tracker for ARV stocks		
   				

Menu	Setup	Financial	Comments	Annex 1	Annex 2	Annex 3	Annex 4	Annex 5	Annex 6	
------	-------	-----------	-----------------	---------	---------	---------	----------------	---------	---------	---



Remember to save your work!!







5.10.3. STEP 10: ASSIGN MONTHS FOR EACH QUARTER

This step allows the configurator/SRMT administrator to specify which months will correspond to which quarter. This functionality is important because it allows users to customize quarters for grants whose implementation periods do not fit a traditional pattern.

Monthly follow-up reports		
January	February	March
April	May	June
July	August	September
October	November	December






Annex reports		
Liquidation of SSR advances	SR data consolidation template	SR annual plan

To start this step, the user presses the **<Go>** button next to step 10 in the setup menu, which takes the user to the month 1 cell in column AG within the setup tab.

AG	AH	AI	AJ
			
10. Assign months to quarters			
1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Month 1 	Month 4	Month 7	Month 10
Month 2	Month 5	Month 8	Month 11
Month 3	Month 6	Month 9	Month 12
Months must be selected without leaving empty spaces, in ascending order. The application will take the last month of every quarter as the closing month.			
Update quarterly data			
Set colors for "Month" buttons and tabs			
1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
			

By default, month 1 corresponds to quarter 1 for the grant, and quarter 1 will correspond to months 1, 2 and 3 of the grant; quarter 2 will correspond to months 4, 5 and 6 of the grant. For many grants it will not be necessary to make any changes for step 10 of the setup.

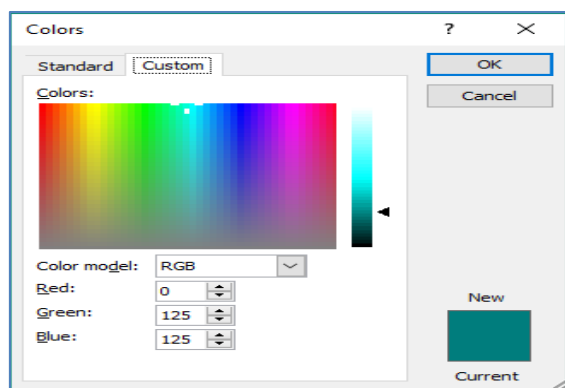
However, for situations where quarters do not follow this normal pattern, the PR can configure the SRMT accordingly. For example, a grant that had been granted a seven-month extension at the end of its 3-year life could assign 4 months to quarter 1 and 3 months to quarter 2. In this situation, a maximum of six months can be assigned to a given quarter. Using the drop-down menu shown below, for each quarter the configurator/SRMT administrator can assign specific months to each quarter.

AG		AH		AI		AJ		AK	
									
10. Assign months to quarters									
1st Quarter		2nd Quarter		3rd Quarter		4th Quarter			
Month 1		Month 4		Month 7		Month 10			
Month 2		Month 5		Month 8		<div> Month 5 Month 6 Month 7 Month 8 Month 9 Month 10 Month 11 Month 12 </div>			
Month 3		Month 6		Month 9					
Months must be selected without leaving empty spaces, in ascending order. The application will take the last month of every quarter as the closing month.									
<div>Update quarterly data</div>									
Set colors for "Month" buttons and tabs									
1st Quarter		2nd Quarter		3rd Quarter		4th Quarter			
									

Once SRs begin using the SRMT to enter data on a quarterly basis (rather than configuring it), they will use the <Update quarterly data> button to update or refresh data entered into the tool. The <Update quarterly data> button is highlighted in the screenshot above.

As a part of step 10, it is also possible to change the default colors for the quarter buttons (all the months in a given quarter will have the color selected for that quarter) appearing on the <Menu> screen of the SRMT. This is done by clicking on the respective “color palette” icon under each quarter and selecting the desired color from the color palette dialogue box that appears.

Color palette dialogue box



Important

The month buttons that read <Month 1>, <Month 2>, and so on refer to the monthly worksheets (tabs) in the SRMT. These names are hard coded and cannot be modified or translated, because they are used as internal reference.

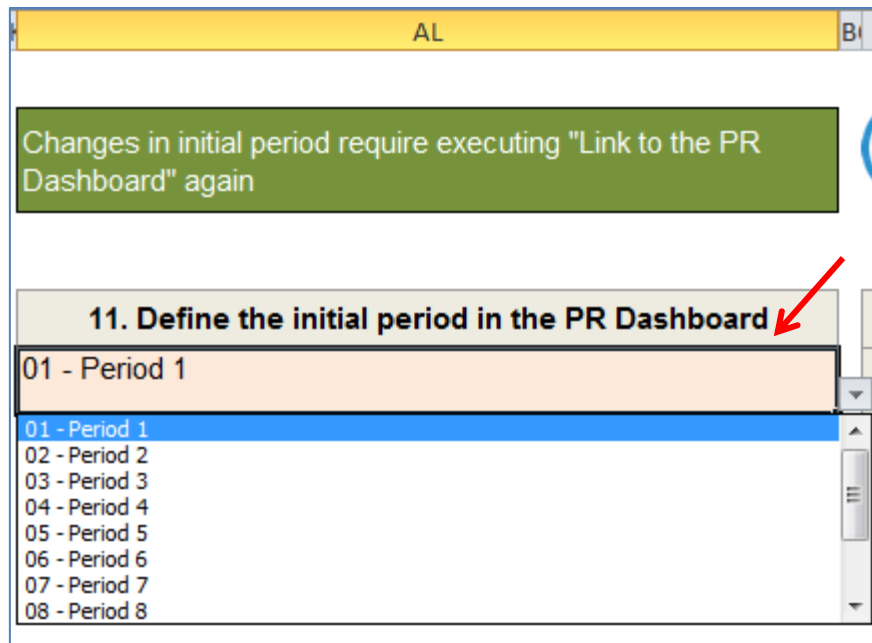
Important

Remember to save your work!!

5.10.4. STEP 11: DEFINE THE INITIAL PERIOD IN THE PR MANAGEMENT DASHBOARD

This step serves to synchronize the implementation period used for the PR Management Dashboard with the implementation period for the SRMT. Each SRMT covers a one year implementation period. Therefore each time the SRMT is being configured and set up for a one year (four quarter) period, the tool needs to understand which “period” will be the first one.

To start this step, the user presses the <Go> button next to step 11 in the **Advanced Setup menu**. Doing so takes the user to cell AL7 within the setup worksheet. Cell AL7 (the cell below the title **11. Define the initial period in the PR Management Dashboard**) will display a dropdown menu that allows the user to select the appropriate initial period.



Selecting “Period 1” from the dropdown list instructs the SRMT to transfer values from quarter 1 of its first period to quarter 1 and period one for the PR Management Dashboard.

Selecting “Period 5” from the drop-down menu would transfer values for the SRMT’s first quarter into period 5 for the PR Management Dashboard (year 2). This situation could occur if an SR was added during the second year of the grant, with its first quarter corresponding to the PR Management Dashboard’s second implementation year.



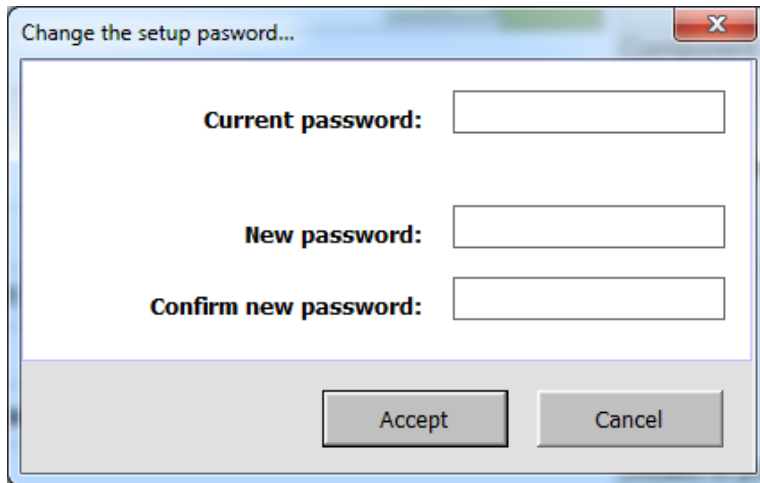
Remember to save your work!!

5.10.5. STEP 12: CHANGE THE SETUP PASSWORD

It is strongly recommended that the PR establish a password to control who is able to change the setup of the SRMT once the configuration process is completed. This password will be the “**New password**” in the following screenshot. (The field “**Current password**” remains empty, because initially the file has no password.) Imposing a password prevents SRs from accidentally making changes to the configuration parameters in any part of the

SRMT. This functionality is particularly important for preserving the parameters configured in the annual planning worksheet.

To initiate the step of creating a password for the first time, the user presses the <Go> button next to step 12 in the **Advanced Setup** menu, which causes the following dialogue box to pop up.



In this dialogue box, the PR’s configurator/SR administrator should enter a password in the box labeled “**New password.**” Then the PR’s configurator/SR administrator would enter the same password in the box labeled “**Repeat new password.**” The PR’s configurator/SR administrator must then press the <**Accept**> button to complete the process and save the new password. If the PR subsequently decides to change the password, the existing password should be entered into the box labeled “**Current Password.**” The PR should then enter the new password into the “**New password**” box and “**Repeat new password**” box, as it did when it created the original password.

It is strongly recommended that the password consist of a combination of letters and numbers to make it a strong password. Note that the application has a ten-character limit for passwords.



Important

If the password is lost or forgotten, it can only be retrieved by the Help Desk. But retrieving the password may take some time.

Therefore, it is recommended that the PR record the password, and relay the password and this guidance to SRs.

Passwords should not be kept on a computer, but should be recorded and kept in a secure location known to anyone who will need them.








Important

Remember to save your work!!

5.10.6. STEP 13: CUSTOMIZE COLORS FOR INDICATORS, ACTIVITIES AND MONTHS

This step allows the PR to change the colors appearing in the indicator and activity rows in the annual planning worksheet. It also allows the PR to customize the colors appearing on the months on the <Menu> screen of the tool. PRs who are satisfied with the default colors can skip this step.

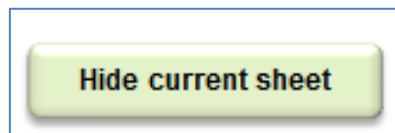
To make changes to colors for any of these sections click the <Go> button next to step 13. Doing so takes the user to cell BP6 within the Setup worksheet where the four columns below are displayed. Pressing on any one of the color palette icons will cause a color palette dialogue box to appear. The user can then select whatever color is desired for indicators, contributing activities and noncontributing activities.

BP	BQ	BR	BS
			
13. Customize colors for indicators, activities and months			
Indicators	Activity: Contributing	Activity: Non-Contributing	
		Annual planning data	Months
			



Remember to save your work!!

Note: Once step 13 is complete, the user may hide all the setup sheets by pressing the “Hide current sheet” button and proceed to using the tool for monthly data entry and analysis.



6. SR USE OF THE SRMT: HANDOVER OF THE CONFIGURED SRMT TO SRS, DATA ENTRY, RECOMMENDED USE, AND TRANSFERRING DATA TO PR MANAGEMENT DASHBOARD

6.1. HANDOVER OF THE CONFIGURED SRMT TO SRS

6.1.1. ORIENTING SRS TO THE SRMT

Once the installation, configuration and setup are complete, the PR should transfer the SRMT to SRs for use. Then the PR should orient SRs to the various sections of the tool.

Because it is assumed that the PR has conducted the annual planning exercise described in annex 2 of the *User Guide* with its SRs, each SR should already have an understanding of its monthly and total budgets for the year, as well as the monthly targets for programmatic indicators. SRs should also have a good understanding of the overall grant and how its grant activities, targets and budget correspond to the overall grant.

6.1.2. CONFIRMING HOW SRS WILL IMPLEMENT AND USE THE SRMT FOR MONITORING

The PR must confirm its expectations regarding how SRs will **implement the SRMT** and use **SRMT data** for programmatic monitoring. The PR may recommend that SRs take primary responsibility for monitoring their own data and take full responsibility for making management decisions based on review of SRMT data. On the other hand, the PR might decide to conduct a joint review of SRMT data with each SR or with groups of SRs, to lead decision-making on corrective actions needed to improve performance and to closely monitor SR implementation of these corrective actions.

Depending on the capacity level of an SR, it would be useful for the PR to review with SRs how to interpret the financial and programmatic indicators in the SRMT. If the PR has few SRs, it may choose to do this exercise individually with each SR; on the other hand, the PR may elect to hold a workshop for all its SRs that covers both orientation to and use of the SRMT. The PR may choose to seek technical support or coaching to organize such a workshop for its SRs.

6.1.3. SR'S TRANSFER OF THE SRMT TO THE PR

The PR should review the content to be entered into the tool and how frequently SRs will enter data and send the SRMT to the PR. A protocol needs to be established for how SRs will transmit the SRMT to the PR (electronically, by USB, or otherwise).

6.1.4. ARCHIVING EACH SRMT

Once handover has occurred, each SR should ensure it keeps a backup copy of the SRMT in case it needs to redo the setup. See a model for naming files below that the PR and SRs can use to set up master files.

A sample model of file architecture, as shown in steps A-F:

A. SRMT

B. SRMT [fill in name of grant]\SRMT_Year 1_[Name of month 1 of year 1 of the grant]

C. SRMT [fill in name of grant]\SRMT_Year 1_[Name of month 2 of year 1 of the grant]

D. SRMT [fill in name of grant]\SRMT_Year 2_[Name of month 1 of year 2 of the grant]

E. SRMT [fill in name of grant]\SRMT_Year 2_[Name of month 2 of year 2 of the grant]

F. SRMT [fill in name of grant #2]\SRMT_Year 3_[Name of month 1 of year 3 of the grant]

Following the sample architecture above, an example of file naming might be as follows, as shown in steps A-D:

A. SRMT

**B. SRMT **Grant CCC-111-G12-M\SRMT_Year 1_April

**C. SRMT **Grant CCC-111-G12-M\SRMT_Year 1_May

**D. SRMT **Grant CCC-111-G12-M\SRMT_Year 2_April

The SRMT is set up on an annual basis, at the beginning of the year for which the SRMT is being set up (before year 1, before year 2, or before year 3). The configured year 2 and year 3 SRMTs for each SR will need to be transmitted by the PR to each SR.



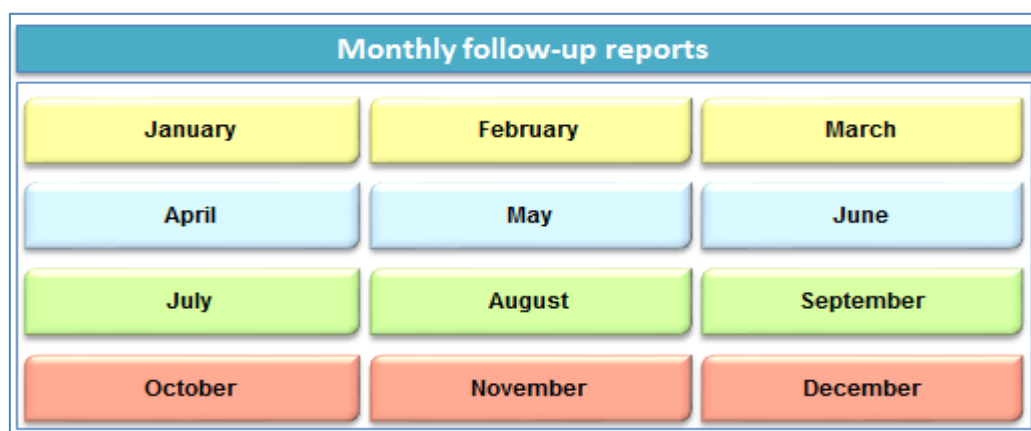
Important

In addition to creating an archived copy of each month's SRMT, SRs will want to have a working, day-to-day copy or backup of their work in case a SRMT is lost before it is finished. Everyone has experienced a loss of power or a keyboard error that results in a lost file. Create a working copy to protect against this kind of loss.

6.2. MONTHLY DATA ENTRY

Now that the SRMT has been handed over to SRs and the PR has oriented SRs in the SRMT's use, the SR is ready to begin using the tool and filling in monthly data.

Monthly data entry starts on the <Menu> screen of the SRMT, where each month of the year is displayed on different buttons as shown below.



Clicking on any of the month buttons takes the user to the data-entry worksheet for that particular month. Once the monthly worksheet has been opened, the user will be able to see all the indicators that had been configured for the PR, as well as the corresponding targets and budget for each. See the following screenshot for an example.

SR Management Tool				SCORE							
Direct Gender Partnership (DGP)				88.59%							
DMR-202-G01-H-00 (January 2016 - December 2016) (HIV / AIDS)											
January (\$ - USD)											
<div> <div>MENU</div> <div>Hide current sheet</div> </div>				<div> <div>Details of programmatic indicators</div> <div> # PLHIV that initiated ARV with CD4 count <200 # new HIV+ enrolled in care services # aged 10-24 yrs reached by HIV life skills ed. in school </div> </div>				<div> <div>Key populations</div> <div>Sex Workers - Migrants - Women</div> </div>			
<div> <div>Report date</div> <div>15-feb-16</div> </div>				<div> <div>Reported by</div> <div>William Brown</div> </div>							
<div> <div>Note: Enter disbursement amount here if the PR made a disbursement this month. Leave blank if no disbursement was made.</div> </div>				<div> <div>Disbursement</div> <div>600,000.00</div> </div>							
<div> <div>Input data in spaces with this color</div> </div>				<div> <div>Date of verification</div> <div>17-feb-16</div> </div>							
				<div> <div>Date of verification</div> <div>17-feb-16</div> </div>							
				<div> <div>Programmatic aspects</div> </div>							
				<div> <div>Financial aspects</div> </div>							
Item	Activity code	Indicator / Activity	Global Fund cost groups	Monthly target	Balance from previous period	Results	Result %	Monthly budget	Balance from previous period	Monthly expenditure	Result %
Total				-	-	-	88.53%	149,875.00	0.00	139,150.00	92.03%
I001	1	[Pr68] # PLHIV that initiated ARV with CD4 count <200 Target [2. Inverse]		200	0	198	101.0%	65,725.00	0.00	64,150.00	97.60%
I002	1.2	PLHIV reimbursed for transportation costs to HIV testing and treatment centres	12. Living support to client/target population	200	0	198	101.0%	45,000.00	0.00	45,000.00	100.00%
I003	1.3	Communication materials produced to educate HIV+ patients about HIV treatment (Migrants and Sexual Workers).	10. Communication material and publications	25	0	20	80.00%	700.00	0.00	650.00	92.86%
I004	1.4	Supervisory visits to verify the appropriate application of testing and treatment protocols at centers.	11. Indirect and overhead costs	89	0	80	89.89%	20,025.00	0.00	18,500.00	92.38%
I005	2	[Pr72] # new HIV+ enrolled in care services Target [3. Non-Cumulative]		124	0	120	96.77%	27,900.00	0.00	25,000.00	89.61%
I006	2.1	Enrollment of newly diagnosed HIV+ patients for home visits to monitor use of ARV.	12. Living support to client/target population								

6.2.1. COMPLETING THE HEADER INFORMATION AND RESULTS SECTIONS

Starting from the top, of the worksheet, each SR fills in all the cells appearing in light pink or orange cells in the following screenshot. These cells include the following, and comments may be written in the white boxes below them:

- Report Date: specify the date the SR entered the data
- Name of the person drafting the report (Reported by)
- Date of verification (programmatic and financial)
- Amount of money that was delivered by the PR to perform activities (Disbursement) in that month. This value must be in the currency used in step 1 (setup process).

	Report date	Reported by	
	Note: Enter disbursement amount here if the PR made a disbursement this month. Leave blank if no disbursement was made.		Disbursement
Date of verification		Date of verification	

Next, the SR enters its programmatic results and the expenditures for that month into the light pink cells corresponding to the “**Results**” and “**Monthly expenditure**” columns shown by the red arrows in the screen shot below.

As soon as data are entered into the “**Results**” and “**Monthly expenditure**” columns (as shown by the arrows in the following screenshot), the cells in the “**Result %**” columns will change color automatically to either red, yellow or green (as shown in the outlined boxes in the following screenshot). These colors will depend on the thresholds for programmatic indicators and financial expenditures that were established in step 7 of the initial setup process. Remember that the percentage (%) presented in the “**Result %**” column is a measure of performance and is calculated based on one of the following three types of indicators: standard, inverse or noncumulative.

				Programmatic aspects				Financial aspects			
Item	Activity code	Indicator / Activity	Global Fund cost groups	Monthly target	Balance from previous period	Results	Result %	Monthly budget	Balance from previous period	Monthly expenditure	Result %
Total				-	-	-	88.59%	149,875.00	0.00	139,150.00	92.03%
I001	1	[Pr68] # PLHIV that initiated ARV with CD4 count <200 Target [2, Inverse]		200	0	198	101.01%	65,725.00	0.00	64,150.00	97.60%
I002	12	PLHIV reimbursed for transportation costs to HIV testing and treatment centres	12. Living support to client/target population	200	0	198	101.01%	45,000.00	0.00	45,000.00	100.00%
I003	13	Communication materials produced to educate HIV+ patients about HIV treatment (Migrants and Sexual Workers).	10. Communication material and publications	25	0	20	80.00%	700.00	0.00	650.00	92.86%
I004	14	Supervisory visits to verify the appropriate application of testing and treatment protocols at centers.	11. Indirect and overhead costs	89	0	80	89.89%	20,025.00	0.00	18,500.00	92.38%
I005	2	[Pr72] # new HIV+ enrolled in care services Target [3, Non-Cumulative]		124	0	120	96.77%	27,900.00	0.00	25,000.00	89.61%
I006	2.1	Enrollment of newly diagnosed HIV+ patients for home visits to monitor use of ARV.	12. Living support to client/target population	124	0	120	96.77%	27,900.00	0.00	25,000.00	89.61%
I007	3	[Pr74] # aged 10-24 yrs reached by HIV life skills ed. in school Target [1, Standard]		250	0	170	68.00%	56,250.00	0.00	50,000.00	88.89%
I008	3.1	Transportation of students to meetings and conferences for peer education activities	2. Travel related costs	250	0	170	68.00%	56,250.00	0.00	50,000.00	88.89%

The following are examples of how the SRMT calculates indicator results:


Standard indicator

[Pr74] # aged 10-24 yrs. reached by HIV life skills ed. in school [1. Standard]

The target for the month is 250. The result for the month is 170. The performance for this indicator is calculated by dividing the result by the target and multiplying the product by 100 as follows:

$$\frac{170}{250} \times 100 = 68.00\%$$

The color that appears in the results column for this indicator in this month is yellow, indicating inadequate or unsatisfactory progress (see the following screenshot). This is because the threshold that had been set for programmatic indicators indicates that results lower than 90 and greater than 60% would turn yellow.




1007	3	[Pr74] # aged 10-24 yrs reached by HIV life skills ed. in school Target [1. Standard]		250	0	170	68.00%
------	---	---	--	-----	---	-----	--------

The corresponding financial result for this indicator is stronger. The budget for the month was \$ 56,250 and the amount expended was \$50,000. Thus the result divided by the target expenditure, multiplied by 100, is 88.89%.

$$\frac{50,000}{56,250} \times 100 = 88.89\%$$

Because the green threshold set for financial expenditures was set for results greater than or equal to 90% and the red threshold was set at 60%, the calculation produced a color coding of yellow (see the following screenshot), indicating that the achievement fell somewhat short of expectations (or inadequate or unsatisfactory progress) and the SR needs to pay attention and potentially take action to get the activity back on track.



[Pr74] # aged 10-24 yrs reached by HIV life skills ed. in school Target [1. Standard]		250	0	170	68.00%	56,250.00	0.00	50,000.00	88.89%
---	--	-----	---	-----	--------	-----------	------	-----------	--------

Example of a result for an inverse indicator

[Pr68] # PLHIV that initiated ARV with CD4 count <200 Target [2. Inverse]

The goal for most HIV/AIDS programs these days is to start patients on ART as soon as possible after diagnosis, before their immune systems become severely compromised. For this reason, the program would strive to have the fewest patients possible starting ART when they are severely immunocompromised (i.e., CD count <200). This is why this indicator would be considered to be an inverse indicator: a low result indicates better performance.

In the program, the target for this month is to have no more than 200 patients starting treatment at such a low CD4 count level. The performance for the month is 198, which can be considered to be a **better** performance than the target. The result for this indicator is calculated by dividing the target by the result and multiplying by 100 as follows.

$$\frac{200}{198} \times 100 = 101.01\%$$

This calculation shows the threshold color as green, as a result of good programmatic performance, as shown in the following screenshot.




A screenshot of a data table. The table has several columns. The first column contains the number '1'. The second column contains the text '[Pr68] # PLHIV that initiated ARV with CD4 count <200 Target [2. Inverse]'. The third column is empty. The fourth column contains the number '200'. The fifth column contains the number '0'. The sixth column contains the number '198'. The seventh column contains the percentage '101.01%'. The cell containing '101.01%' is highlighted in green, and a red arrow points to it from the top right.

1	[Pr68] # PLHIV that initiated ARV with CD4 count <200 Target [2. Inverse]		200	0	198	101.01%
---	---	--	-----	---	-----	---------

Results for the financial indicators are all calculated the same way, regardless of the type of programmatic indicators. This inverse indicator's corresponding financial indicator was therefore calculated as follows. The budget for the month (financial performance target) was \$ 65,725. The expenditures corresponding to the indicator equaled \$64,150. The calculation is shown below.

$$\frac{64,150}{65,725} \times 100 = 97.60\%$$

Because the financial threshold had been set up such that any result over 90% would turn green, the cell containing the financial result for this indicator shows green (see the following screenshot). This calculation shows the threshold color as green, as a result of financial performance.



[Pr68] # PLHIV that initiated ARV with CD4 count <200 Target [2, Inverse]									
		200	0	198	101.01%	65,725.00	0.00	64,150.00	97.60%

Noncumulative indicator

Indicators that are noncumulative (as explained in **step 5** of the setup) are calculated by dividing the result by the target (as is the case for standard indicators) in the monthly follow-up sheets.

For any given month, an SR may not attain the planned target or budget for a given indicator. If this is the case, the tool automatically carries the unattained values over to the next month and the carried over amount appears in the column **Balance from previous period**. Having the amounts for the unused budget and unattained targets carried over into the **Balance from previous period** column prompts the SR to integrate both these elements into activities for the subsequent period.



Remember to save your work!!

6.2.2. THE EFFECTIVENESS SCORE

The effectiveness score appears the top right side of each monthly worksheet. At best, the effectiveness score is a simple measure that can be used by SRs as an indicator of overall monthly performance.



SR Management Tool										SCORE	
Direct Gender Partnership (DGP)										88.59%	
DMR-202-G01-H-00 (January 2016 - December 2016) (HIV / AIDS)											
January (\$ - USD)											
Details of programmatic indicators # PLHIV that initiated ARV with CD4 count <200 # new HIV+ enrolled in care services # aged 10-24 yrs reached by HIV life skills ed. in school				Key populations Sex Workers - Migrants - Women							
				Report date 15-feb-16		Reported by William Brown					
				Note: Enter disbursement amount here if the PR made a disbursement this month. Leave blank if no disbursement was made.				Disbursement 600,000.00			
Input data in spaces with this color				Date of verification 17-feb-16		Date of verification 17-feb-16					
				Programmatic aspects				Financial aspects			
Item	Activity code	Indicator / Activity	Global Fund cost groups	Monthly target	Balance from previous period	Results	Result %	Monthly budget	Balance from previous period	Monthly expenditure	Result %
Total				-	-	-	88.59%	149,875.00	0.00	139,150.00	92.03%
I001	1	[Fr68] # PLHIV that initiated ARV with CD4 count <200 Target [2, Inverse]		200	0	198	101.01%	65,725.00	0.00	64,150.00	97.60%
I002	1.2	PLHIV reimbursed for transportation costs to HIV testing and treatment centres	12. Living support to client/target population	200	0	198	101.01%	45,000.00	0.00	45,000.00	100.00%
I003	1.3	Communication materials produced to educate HIV+ patients about HIV treatment (Migrants and Sexual Workers)	10. Communication material and publications	25	0	20	80.00%	700.00	0.00	650.00	92.86%
I004	1.4	Supervisory visits to verify the appropriate application of testing and treatment protocols at centers.	11. Indirect and overhead costs	89	0	80	89.89%	20,025.00	0.00	18,500.00	92.38%
I005	2	[Fr72] # new HIV+ enrolled in care services Target [3, Non-Cumulative]		124	0	120	96.77%	27,900.00	0.00	25,000.00	89.61%
I006	2.1	Enrollment of newly diagnosed HIV+ patients for home visits to monitor use of ARV.	12. Living support to client/target population								

The effectiveness score is an average of all programmatic results and is calculated by adding all percentages for programmatic results and dividing these by the number of indicators. Therefore, the effectiveness score can only be calculated once all results data have been entered for programmatic indicators.

6.2.3. INDICATORS THAT WILL BE TRANSFERRED TO THE PR MANAGEMENT DASHBOARD

During the configuration and setup process, the data-entry sheets that will pull data from various parts of the SRMT to produce the SR data-entry sheet for the PR Management Dashboard will have been inserted into the SRMT.

It is possible, however, that the PR Management Dashboard may require SRs to contribute data to additional compliance or procurement and supply management (PSM) indicators to be monitored on a quarterly basis. For this reason, the SRMT also provides a location for entering data within the monthly SRMT worksheet. This location can be found immediately below the section where the programmatic and financial results were entered for the grant. This section of the worksheet appears as follows:

PR Dashboard indicators	
Financial reports planned	1
Financial reports overdue	0
Supervision actions recommended	2
Supervision recommendations past due	1
Programmatic reports planned	1
Programmatic reports past due	0
Actual stock level - PS39 - Product 1: Efavirenz, 600 mg, 30 tablets	3
Actual stock level - PS40 - Product 2: Efavirenz, 200 mg, 90 capsules	4
Actual stock level - PS41 - Product 3: TDF/3TC, 300/300 mg, 30 tablets	5
Actual stock level - PS42 - Product 4: 3TC, 10 mg/ml, oral solution 240 ml	6

Note that for this grant, the SR also manages stock for a limited list of antiretroviral drugs. The totals entered in the light-pink column for each item refer to the months of stock that the SR has in its central warehouse. These data will be aggregated with other data for the same products in the PR Management Dashboard.



Remember to save your work!!

6.2.4. ADDING NARRATIVE COMMENTS ON PERFORMANCE TO THE SRMT

Once SRs have finished entering numeric data in the monthly worksheet, they may wish to provide a narrative explanation on the performance. SRs can access the narrative comments section by scrolling down the page using the tool bar on the far right of the page to reach the <**Narrative comments from results**>box shown in the screenshot below. Note that it is not possible to perform any special formatting when entering text into this section (e.g., using bullets, bolding letters or changing the font).

Comments about results (to be filled by the SR)

Entering the narrative comments completes the data entry for the month.

If the SRMT is used collaboratively between the PR and an SR to improve grant performance, the SR should proceed to section 6.2.5 to learn about how to complete the data validation section.



Remember to save your work!!

6.2.5. SR DATA VALIDATION BY THE PR

The SRMT has space on each of the monthly data sheets for comments and feedback from the PR and SRs. On a monthly basis, SRs may wish to insert comments from their own data-validation process for their own follow-up and to share with the PR. Although the use of this space is optional, completing these cells is strongly encouraged as doing so provides continuous documentation of feedback provided and fosters better communication between the PR and SRs. At least quarterly, SRs can send the SRMT file to the PR to verify the data and to provide input for the PR Management Dashboard. The feedback comments from the PR may be obtained after routine site visits by the PR to SRs or during other data-validation activities. It is advisable that in most cases such visits would take place quarterly.

The PR may organize field visits to validate the information and quality of the data submitted by SRs. These visits can be done before or following the receipt of the SRMT file.

For this validation and visits to SRs, it is recommended that the PR programmatic and financial area staff go jointly. This will allow for a more comprehensive analysis of the information. If site visits are impractical for a particular month, these discussions can also occur remotely (by Skype or phone, for example), with SRs following up by sending appropriate documentation to the PR.

There are two sections in the monthly sheets, which are intended to capture comments from PR programmatic and financial staff. These sections contain the following:

- Name of the person conducting the validation.
- Current context of the situation in the month(s) when ongoing activities present relevant factors that may positively or negatively affect any results.
- Identification of any problem found or opportunities for improvement to promote better performance of SR results in the month(s) reviewed.
- Recommendations or actions to be taken based on the findings and analysis with SRs during the visit, as well as changes made to the data.

PROGRAMMATIC	<table border="1"> <tr> <th style="background-color: #f2f2f2;">Name of person conducting programmatic verification</th> </tr> <tr> <td style="height: 20px;"></td> </tr> </table>	Name of person conducting programmatic verification				
	Name of person conducting programmatic verification					
	<table border="1"> <tr> <th style="background-color: #f2f2f2;">Contextual details</th> </tr> <tr> <td style="height: 100px;"></td> </tr> </table>	Contextual details				
Contextual details						
<table border="1"> <tr> <th style="background-color: #f2f2f2;">Description of identified problem(s)</th> </tr> <tr> <td style="height: 100px;"></td> </tr> </table>	Description of identified problem(s)					
Description of identified problem(s)						
<table border="1"> <tr> <th style="background-color: #f2f2f2;">Recommendations and actions to be taken</th> </tr> <tr> <td>1) <div style="border: 1px solid #ccc; height: 20px;"></div></td> </tr> <tr> <td>2) <div style="border: 1px solid #ccc; height: 20px;"></div></td> </tr> <tr> <td>3) <div style="border: 1px solid #ccc; height: 20px;"></div></td> </tr> <tr> <td>4) <div style="border: 1px solid #ccc; height: 20px;"></div></td> </tr> <tr> <td>5) <div style="border: 1px solid #ccc; height: 20px;"></div></td> </tr> </table>	Recommendations and actions to be taken	1) <div style="border: 1px solid #ccc; height: 20px;"></div>	2) <div style="border: 1px solid #ccc; height: 20px;"></div>	3) <div style="border: 1px solid #ccc; height: 20px;"></div>	4) <div style="border: 1px solid #ccc; height: 20px;"></div>	5) <div style="border: 1px solid #ccc; height: 20px;"></div>
Recommendations and actions to be taken						
1) <div style="border: 1px solid #ccc; height: 20px;"></div>						
2) <div style="border: 1px solid #ccc; height: 20px;"></div>						
3) <div style="border: 1px solid #ccc; height: 20px;"></div>						
4) <div style="border: 1px solid #ccc; height: 20px;"></div>						
5) <div style="border: 1px solid #ccc; height: 20px;"></div>						

Similar cells can be completed for the financial section.

FINANCIAL	<table border="1"> <tr> <th style="background-color: #f2f2f2;">Name of person conducting financial verification</th> <td></td> </tr> <tr> <td colspan="2"></td> </tr> </table>		Name of person conducting financial verification			
	Name of person conducting financial verification					
	Contextual details					
Description of identified problem(s)						
Recommendations and actions to be taken						
1)						
2)						
3)						
4)						
5)						

Once the field visits to validate SR data are completed, any corrections to the data should be made in the monthly worksheets.

To be completed by the PR		To be completed by the SR	
Job title	Signature	Job title	Signature

Note: The “**Job title**” column refers to the role or function for the specific person inside the institution who participates in validating the data. For accountability purposes, it is recommended that the persons who carried out the data validation print and sign these forms.

Last, SRs should save the final version of the file that will be sent to the PR for integration into the PR Management Dashboard.



Remember to save your work!!

6.2.6. SAVING MONTHLY VERSIONS OF THE SRMT

Archiving monthly versions of the SRMT is an important safety measure and a good practice for preserving data and records. Monthly archiving offers SRs the security of knowing that if it loses a monthly SRMT or the PR to whom it has sent the SRMT loses it, the file can be retrieved from the archive. Archived files should be located in a folder or drive that is not used on a regular basis, but only for long-term safekeeping of the monthly files.

A sample archiving architecture is described above in section 6.1.4 of this *User Guide*. In practice, each month’s file can be created as follows after month 1:

- Each month, SRs can make a copy of the prior month’s SRMT and rename it for the next month.
- Once the new month’s SRMT is complete, this file can be saved in the archive.

6.3. RECOMMENDED USE OF THE PR MANAGEMENT DASHBOARD WITH THE SRMT

PRs using the PR Management Dashboard are advised to produce dashboards on a quarterly basis at minimum. Most of the numerical SR data that are sent to the PR using the SR data-entry sheets are automatically transferred from various parts of the SRMT into the SR data-entry sheet. However, narrative comments that relate to each performance period have to be entered separately. To save time, it is strongly recommended that the PR and SR agree on which narrative comments to add prior to entering them as this will reduce the need to update the comments after each PR Management Dashboard is produced. In the absence of prior agreement on comments, SRs can enter comments directly, but may have to adjust the comments following discussions with the PR.

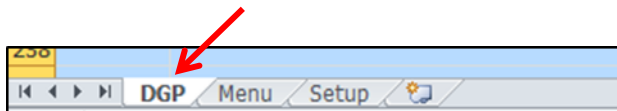
To enter the narrative comments, SRs should do the following: Go to the <Menu> screen of the SRMT and click the <**PR Dashboard comments**> button as shown below.



Clicking the <**PR Dashboard comments**> button will take the user to a worksheet that allows entry of narrative comments for various indicators as shown below. Note that the length of each comment cannot exceed 500 characters.

ID	PR Dashboard indicators	PR Dashboard comments (max 500 characters)	Available characters
Fi3	Expenditure	0	499
Fi5	Financial reports overdue	0	499
Ma14	Programmatic reports past due	0	499
Ma12	Supervision recommendations past due	All recommendations where implemented by Jun-16	453
Pr69	# PLHIV that initiated ARV wit: Actual	0	499
Pr73	# new HIV+ enrolled in care se: Actual	In Apr-16 about 50 students could not be transported because of a lack of buses, but were reached in May-16.	390
Pr75	# aged 10-24 yrs reached by HI: Actual	0	499

Once the comments have been entered, they will automatically be pulled into the SR data-entry sheet. Recall that the SR data-entry sheet is accessed by clicking on the SR data-entry sheet tab as shown below:



Note that the SR data-entry sheet must always be the first sheet inside of the SRMT, and the tab name (or sheet name), which usually contains the abbreviated name of the SR, cannot be changed. Attempting to change the name of this tab will create problems when uploading the SR data-entry sheet to the PR Management Dashboard.

Below is an example of the SR data-entry sheet that can include comments that have been pulled in from the **PR Dashboard comments** sheet described earlier in this section.

B	D	E	F	G
ObjectID	DGP (SR8) - Indicator	Comment	Period 1 Q2-15	Period 2 Q3-15
Fi1	Budget PR => SR		504,075	615,300
Fi2	Disbursement PR => SR		600,000	650,000
Fi3	Expenditure	0	494,925	617,200
Fi4	Financial reports planned		4	4
Fi5	Financial reports overdue	0	1	1
Ma11	Supervision actions recommended		7	3
Ma12	Supervision recommendations past due	All recommendations where implemented by Jun-16	2	2
Ma13	Programmatic reports planned		4	5
Ma14	Programmatic reports past due	0	2	4
PS35	Actual stock level - PS39 - Product 1: Efavirenz, 600 mg, 30 tablets		11	9
PS36	Actual stock level - PS40 - Product 2: Efavirenz, 200 mg, 90 capsules		12	8
PS37	Actual stock level - PS41 - Product 3: TDF/3TC, 300/300 mg, 30 tablets		13	7
PS38	Actual stock level - PS42 - Product 4: 3TC, 10 mg/ml, oral solution 240 ml		14	6
Pr68	# PLHIV that initiated ARV with CD4 count <200 Target		602	630
Pr69	# PLHIV that initiated ARV with CD4 count <200 Actual	0	600	600
Pr72	# new HIV+ enrolled in care services Target		124	124
Pr73	# new HIV+ enrolled in care services Actual	In Apr-16 about 50 students could not be transported because of a lack of buses, but were reached in May-16.	110	124
Pr74	# aged 10-24 yrs reached by HIV life skills ed. in school Target		950	800
Pr75	# aged 10-24 yrs reached by HIV life skills ed. in school Actual	0	920	800
	Checksum		-	-

Important

Remember to save your work!!

6.4. TRANSFERRING DATA TO THE PR MANAGEMENT DASHBOARD

The last month of every quarter, the validated version of the SRMT should be sent by each SR to the PR Management Dashboard administrator. The PR Management Dashboard administrator will use the SRMT to produce the corresponding PR Management Dashboard. Once the PR receives the final version for the SRMT from each SR, the PR should make one last revision for confirmation purpose. The PR imports each SR's SRMT file into the PR Management Dashboard Data Master as usual (see section 3.12 of the PR Management Dashboard Installation and Setup Guide).

7. USING THE SRMT TO MONITOR AND IMPROVE GRANT PERFORMANCE

7.1. DATA VISUALIZATION IN CHARTS AND TABLES: PERFORMANCE, PROGRAMMATIC AND FINANCIAL, AND BUDGET AND EXPENDITURE

Once monthly programmatic and financial data have been entered for a given month, the SRMT automatically produces visualizations for these data, which are accessed through the SRMT's menu. The SRMT presents summary performance information on a given grant using both charts and tables. For summary information presented in charts, click the button for **<Performance>** (see section 7.2.). Each chart is explained in the following subsections of 7.2 (7.2.2-7.2.7). For detailed information presented in tables, click the buttons for **<Programmatic & financial>** and **<Budget & expenditure>** (see section 7.3). Each table is explained in the following sections of 7.3 (7.3.2 and 7.3.3). Go to the SRMT's menu to access these buttons.

7.2. DATA VISUALIZATION USING CHARTS

7.2.1. ACCESSING DATA VISUALIZATION CHARTS

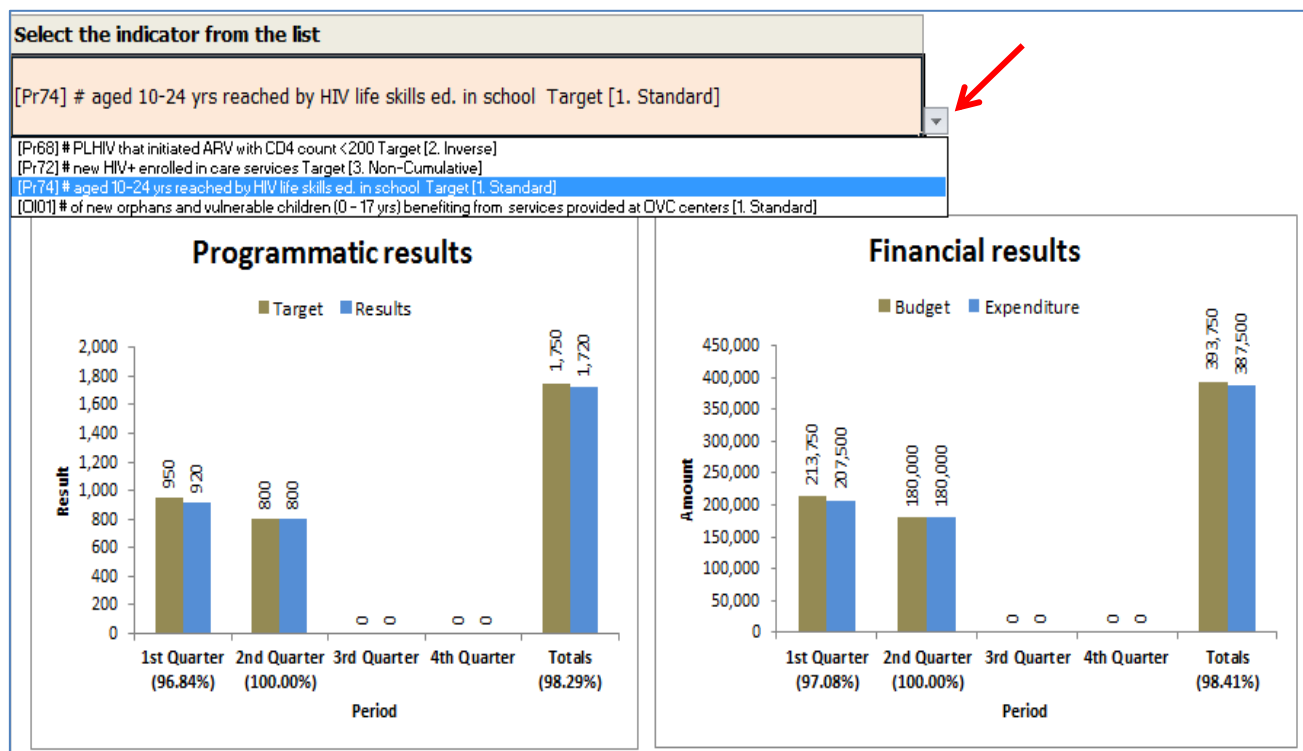
To access the charts, the user clicks on the **<Performance>** button, located on at the top left of the SRMT's **<Menu>** screen. The menu is accessible from anywhere within the SRMT by clicking the icon at the top left of each page. Clicking the **<Performance>** button will take the user to a worksheet showing charts that have been automatically generated. These charts are to be used to analyze grant performance, to help SRs identify problems with implementation and to guide SRs in deciding what actions to take to resolve implementation issues.



7.2.2. PROGRAMMATIC AND FINANCIAL RESULTS BY INDICATOR

This first chart shows quarterly programmatic and financial results by indicator as a histogram or bar chart, with targets shown in the brown bars and results shown in the blue bars. To visualize the chart for an indicator, open the drop-down menu of indicators by clicking on the arrow at the end of the light pink or orange box and then clicking on the desired indicator.

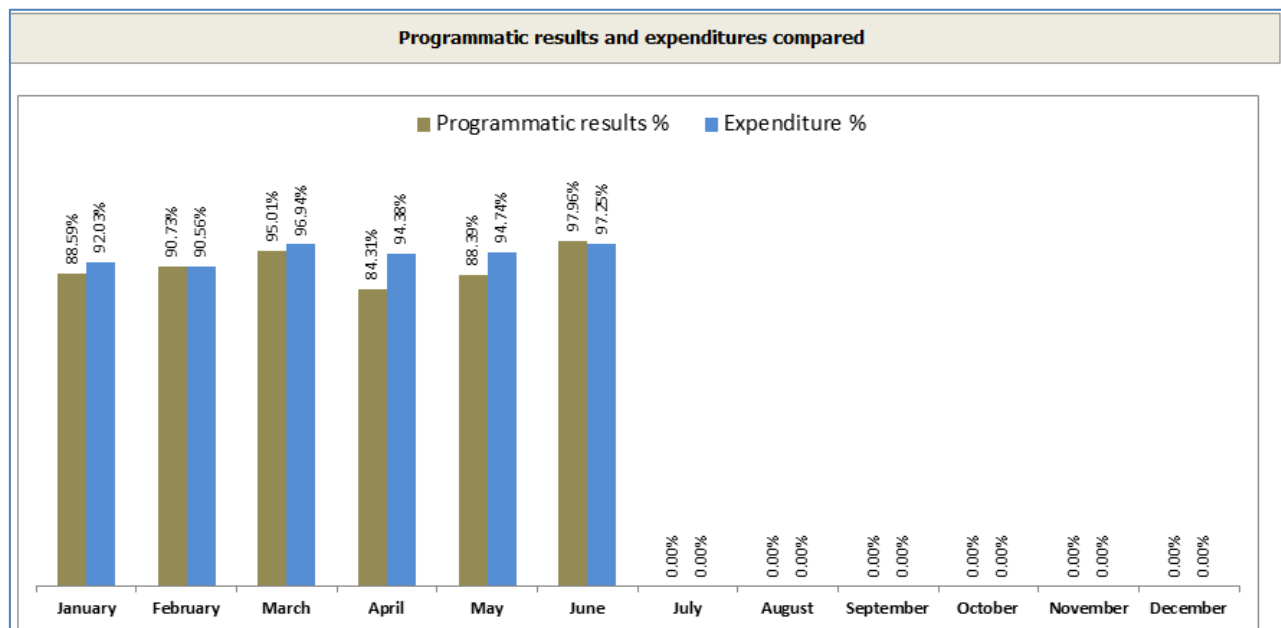
The first four sets of bars for each chart show the quarterly results, and the fifth set of bars at the right hand side of each chart shows the cumulative annual results. This chart allows SRs to view programmatic performance separately from financial performance. The user compares each set of brown and blue bars. If the results are not close to the targets for each programmatic and financial indicator, this should trigger an internal discussion among SR staff. Comparing each set of brown or blue bars across the quarters helps SRs to determine whether there is a consistent pattern of meeting targets (or not meeting targets), and whether performance is improving or worsening.



7.2.3. PROGRAMMATIC RESULTS AND EXPENDITURES COMPARED

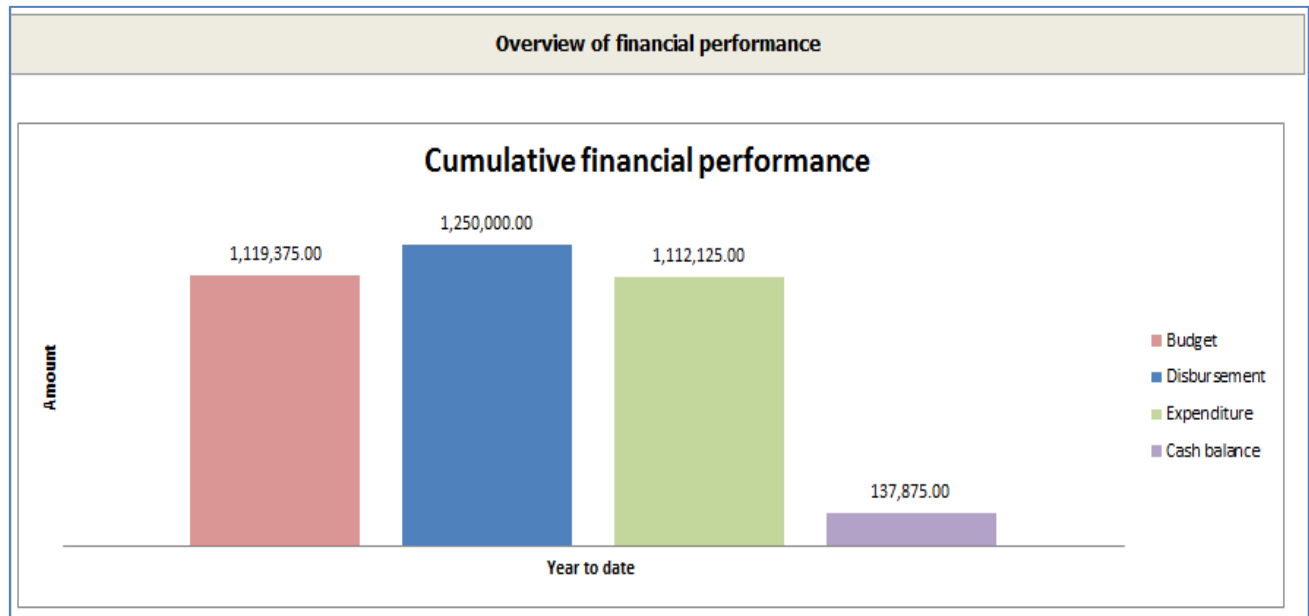
The chart shown below compares programmatic results with burn rates (described in section 7.2.5) in another bar chart. Such a comparison provides a simple way to measure the efficiency of a program by answering the question: are you achieving programmatic results at the same rate as you are spending resources? There are two major reasons why this is a simple measurement. One is that the relationship between financial expenditures and programmatic outputs is rarely linear – rarely is it possible to conclude that “x” expenditure level will always yield “y” level of programmatic achievement. The second reason is that timing of expenditures does not always coincide with the timing of programmatic achievements. For example, expenditures made on training of health workers on the use of RDTs in Q2 will contribute to an output indicator such as # of trainings conducted in the same quarter, but may not contribute to a coverage indicator such as # of malaria cases diagnosed using RDTs until Q3 if the roll out of the use of RDTs in a country is not scheduled to occur until then.

For these two reasons, the results observed in the chart below should serve only as a starting point for SRs to determine whether there are operational issues such as implementation delays or poor sequencing of activities that are interfering with progress in the program.



7.2.4. OVERVIEW OF FINANCIAL PERFORMANCE

The chart below allows the user to do a more detailed analysis of the program's financial performance. It provides additional elements that feed into SRs' financial performance starting with the cumulative budget to date for an SR (in pink), the cumulative disbursement to date from the PR to the SR (in blue), and the cumulative expenditure to date by the SR (in green).

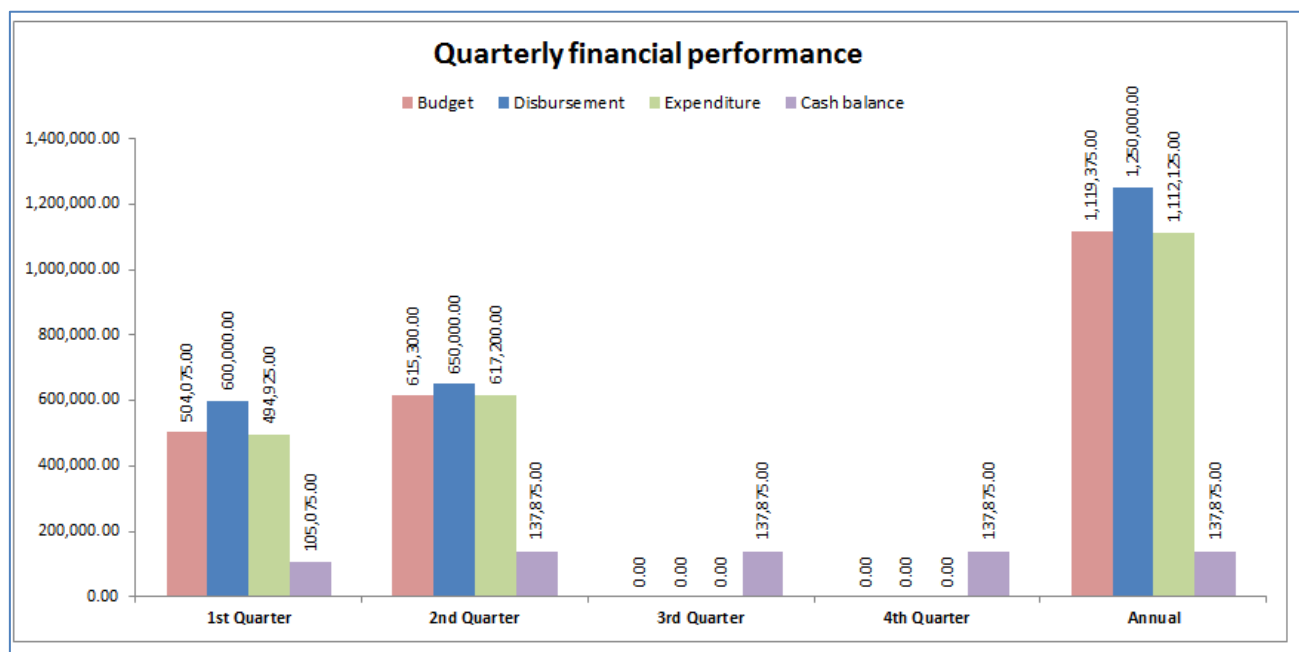


When analyzing these data, SRs would first compare the cumulative budget with the cumulative disbursement to determine whether they have received adequate cash from the PR to carry out its activity. Next, SRs would compare the cumulative expenditures with their cumulative disbursements. A large gap between these two elements could be due to the following types of reasons: delays in basic project setup (such as hiring staff, contracting sub-SRs); delays in implementing project activities that have large budgets; or delays in paying invoices for goods or services already purchased. If the reason for any gaps between disbursements and expenditures are not known, SRs will need to investigate to determine the reason for the gap. Last, SRs will need to review the cash balance.

To some extent, the cash balance is an indicator of an SR's efficiency in terms of meeting its commitments. Items that are not paid for immediately by SRs (such as invoices for services rendered or invoices for goods purchased) will contribute to a high cash balance. A high cash balance (high compared to what has been disbursed from PR to SR) should trigger

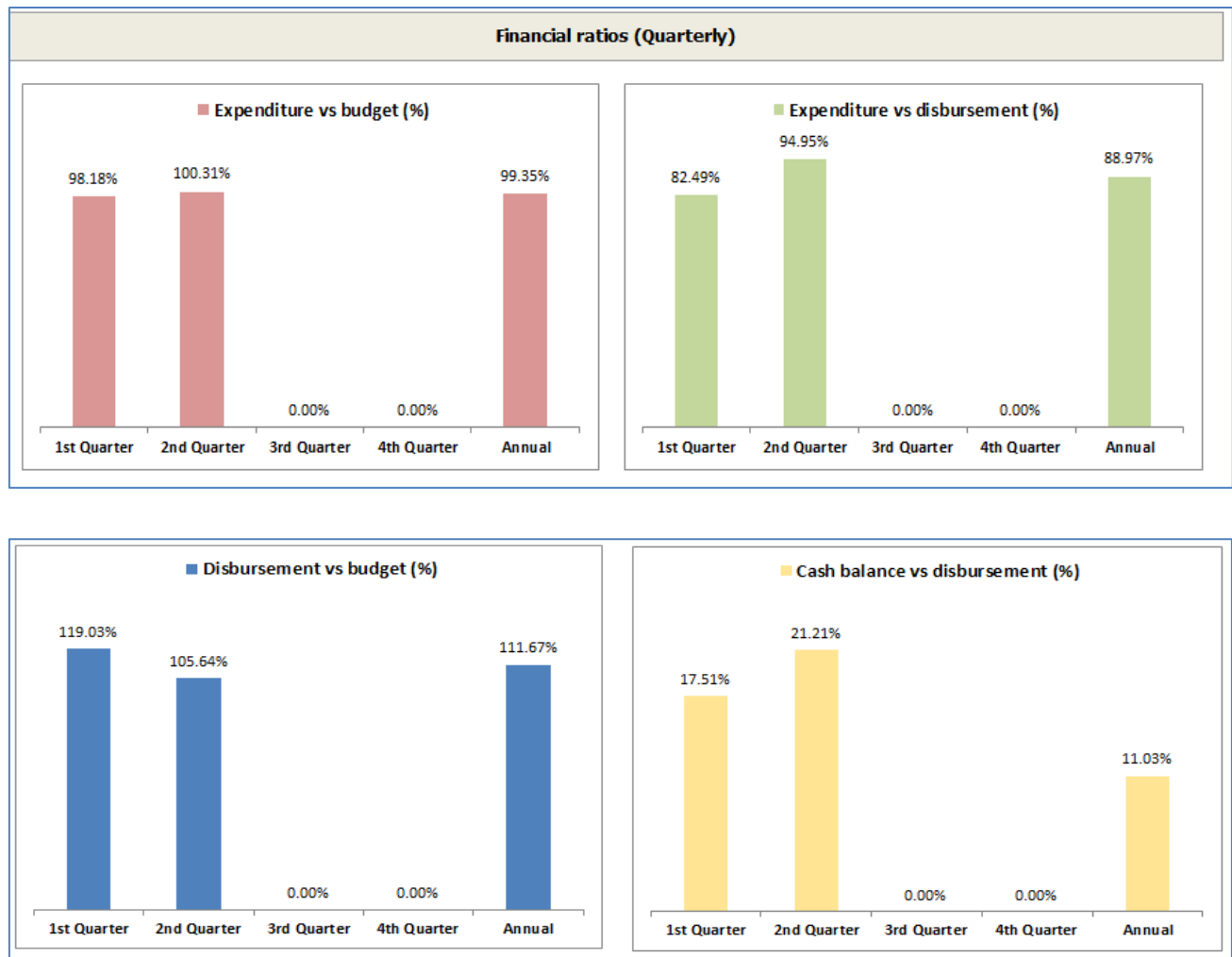
questions about why the cash balance is so high. If funds are not being held for payment of deliveries of goods at a later time, SRs might think about how to accelerate implementation in order to reduce the cash balance amount.

The screenshot below shows another chart displayed within the SRMT with the same categories of information as above—budget, disbursement from the PR to an SR, expenditure and cash balance—but provides the cumulative amounts for each quarter. The chart below helps SRs to identify any patterns that may flag risks in grant management. Examples would be chronic delays in PR to SR disbursement, chronically low expenditure rates and consistently high cash balances that may be indicative of poor management practices (for example, not paying bills on time).



7.2.5. FINANCIAL RATIOS

This next set of charts presents financial ratios that are useful for SRs to monitor on a quarterly basis. These financial ratios help to further the analysis of the elements shown in the two preceding charts by comparing two financial elements at a time. A brief explanation is provided for each indicator below, as well as a recommendation on how to apply each financial ratio in grant management.



These four financial ratios, discussed below, are grouped together and displayed by quarter in the next charts below.

Expenditure vs. budget ratio (Burn rate) (%)

The pink bars on this chart (above, top left) show the result of dividing the *actual paid expenditure (numerator)* by the *total approved budget (denominator)* and expressing the product as a percentage (%). (Note that this ratio does not take commitments into account.) This ratio provides an indication of whether planned activities for a given period are proceeding on schedule, given that most activities planned for each period will have a budget associated with them. A ratio of less than 60% should prompt SRs to determine whether grant activities have fallen behind (assuming the threshold for inadequate progress

was set for results less than 60%). In some instances, a low expenditure ratio is more of an indication of delays in payment rather than delays in activities. Because the ratio does not account for commitments, SRs should determine whether they have commitments (such as unpaid invoices and contracts) that will soon be paid and therefore will bring expected expenditures into line with the budget for that period. There could be positive reasons for a low ratio – for example, unit costs (e.g., cost of medicines) may have decreased significantly since the initial grant budget was created, thereby creating savings. Whatever the case may be, SRs should seek to understand the reason for the low ratio and take corrective actions to get the ratio back up between 60 and 90%.

Reasons for a low burn rate could include:

1. Poor sequencing of activities
2. Poor timing of procurement of inputs needed to carry out activities or delayed deliveries and payment
3. Poor prepared budget (costs were overestimated)
4. Significant decrease in unit costs since the signature of the grant
5. Budget redundancy - some activities in the grant's work plan are being paid for by other donors

Expenditure vs. disbursement (%)

The green bars in the chart above (top right) **compare the expenditures made by an SR to the disbursements it received.** *The numerator of this ratio is the actual sum of expenditures paid out by the SR and the denominator is the total disbursements received by the SR from the PR and/or the total advances made by the PR to the SR.*

This ratio gives an indication of the utilization of cash by the SR. It should be well aligned with the cash balance. In general, low rates of cash utilization by SRs will coincide with low levels of programmatic activity. The reasons for low cash utilization could include the following:

- Slow implementation due to poor planning or insufficient resources (human resources, equipment, health products)
- SRs not having received sufficient documentation from SSRs to justify making additional disbursements to SSRs

- SRs being short on funds to carry out their own activities (due to poor initial budget or overspending in prior reporting periods) and therefore failing to disburse additional funds to SSRs
- SRs choosing to leave disbursed funds in interest bearing accounts rather than making expenditures during the planned period (the Global Fund frowns on this practice!)

Once an SR has identified or confirmed the reason for low cash utilization, its staff should take appropriate action to ensure that implementation does not fall behind or to ensure that the SR catches up on implementing activities in subsequent periods.

Disbursement vs. budget (%)

The chart with the blue bars (above, middle left) examines the **disbursement by the PR to an SR**. *The numerator for this ratio is the amount of funding disbursed by the PR to an SR and the denominator is the amount budgeted for the SR for the same period.*

Most SRs will not be able to implement activities without receiving periodic disbursements from the PR. A low PR-to-SR disbursement rate at the beginning of a grant signals a risk that activities will start late. Persistently low disbursement rates from one reporting period to the next indicate a risk that the SR may never catch up on activities before the end of the grant's three-year life cycle.

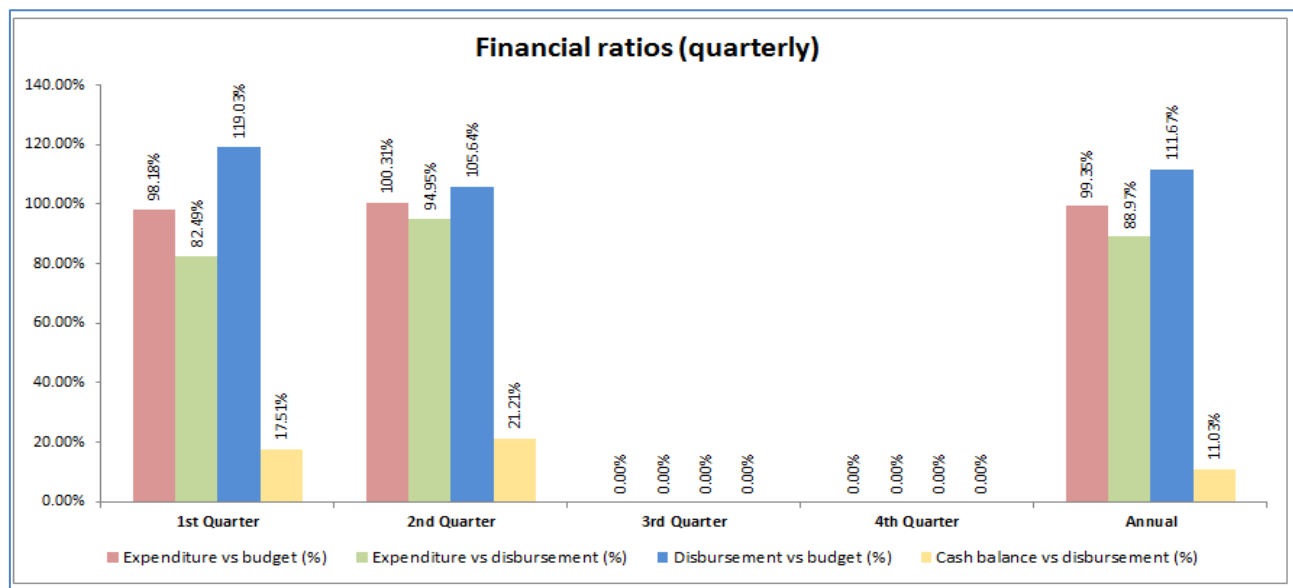
Here are examples of reasons for low PR-to SR-disbursement ratios:

- Poor planning by the PR
- The PR has not received adequate documentation from the SR to justify advances or disbursements made in earlier periods
- The SR has neglected to make a disbursement request on time
- The SR has not hired staff to start planned activities
- The PR does not have sufficient cash (due to poor budgeting, overspending, or diversion of funds) for its own activities and has redeployed the SR budget for its own use
- The PR prefers to keep funds in interest bearing accounts as long as possible before disbursing to SRs

Cash balance vs. disbursement (%)

This ratio shown by the chart with the yellow bars (bottom left) below focuses specifically on comparing the cash that an SR still has on hand (numerator) with the cumulative amount that has been disbursed to the SR. Review of the cash balance is important because cash balances are reviewed at various levels (by the Global Fund to determine disbursement amounts to PRs and by the PR to determine disbursement amounts to SRs). A high cash balance to disbursement ratio can negatively affect SRs by reducing the amount that the PR agrees to disburse in the next disbursement period. SRs would therefore need to explain the reason for the high cash balance to the PR to avoid being penalized. Reasons for having a high cash balance could include the following:

- The SR has incurred commitments (procurement of goods and services) for which it has not yet paid.
- The SR has realized savings due to decreases in unit costs for certain budget elements; in this case, the SR is advised to discuss with the PR the possibility of reallocating budgeted amounts no longer needed for these line items to other line items.

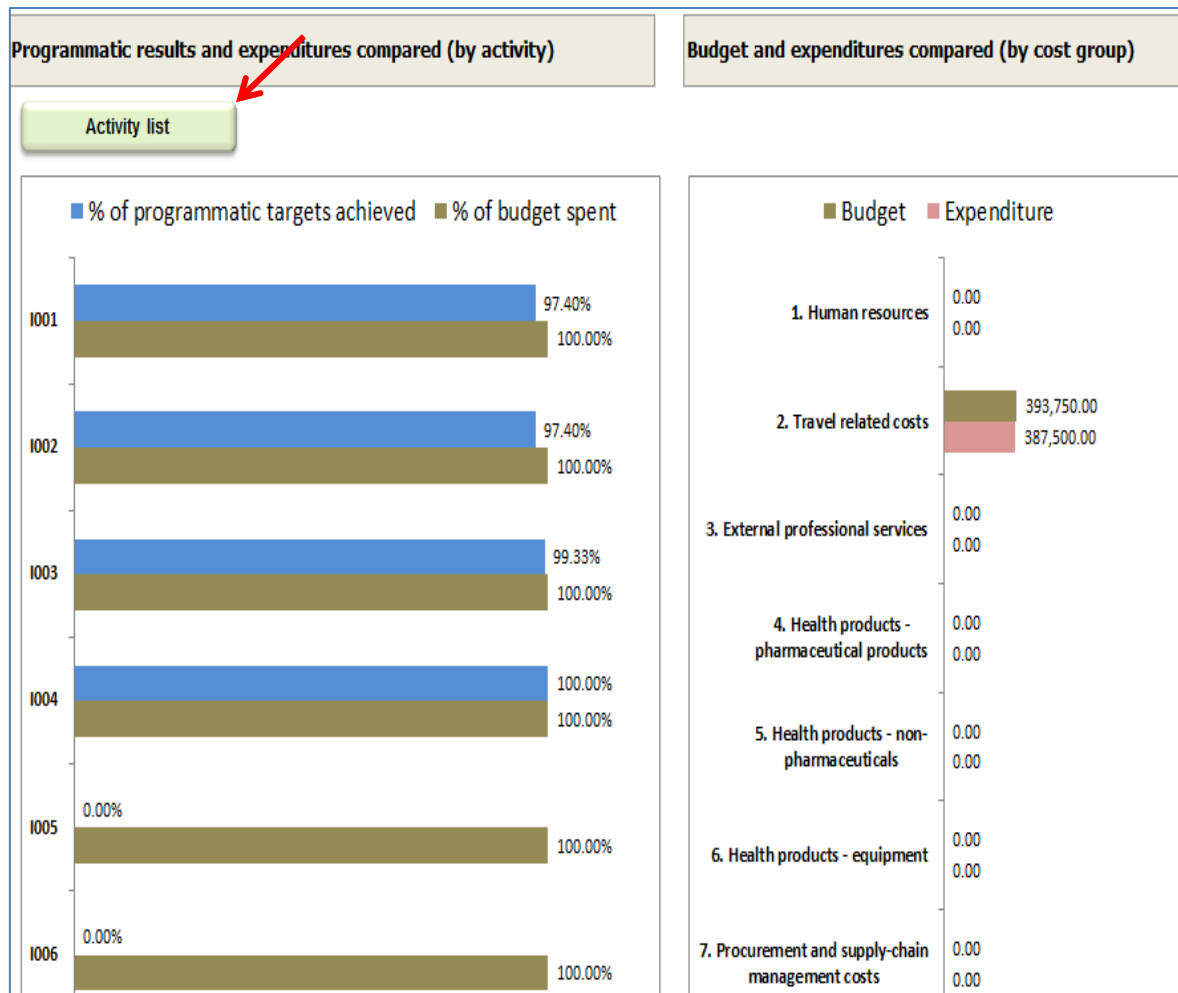


7.2.6. PROGRAMMATIC RESULTS AND EXPENDITURES COMPARED ; BUDGET AND EXPENDITURE COMPARED

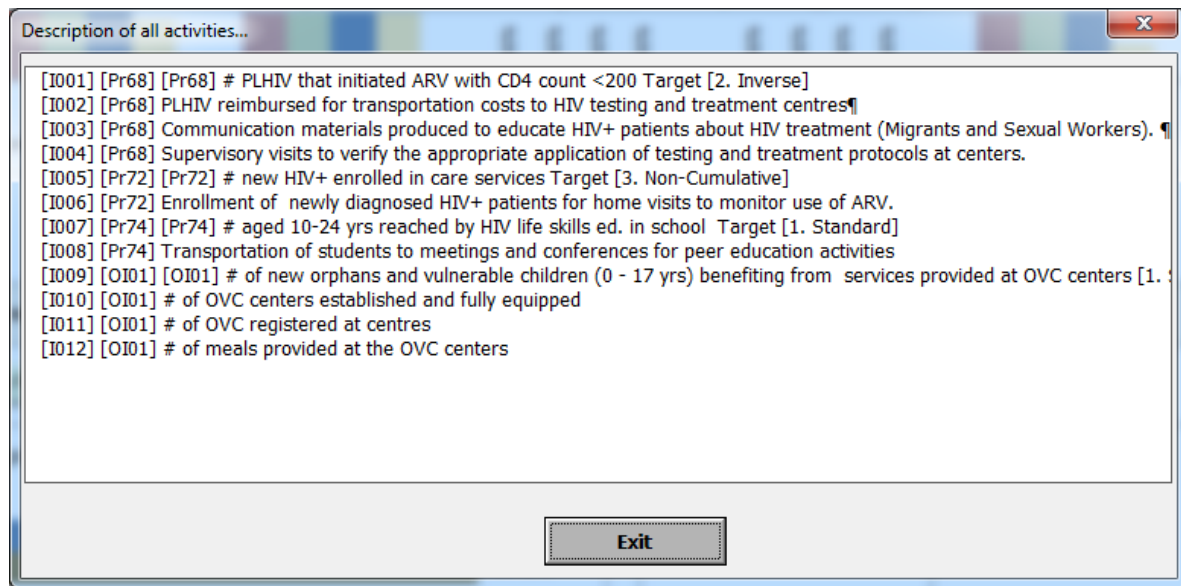
The chart below (on the left) showing blue and brown bars allows SRs to compare the programmatic performance (blue bar) and the expenditure (brown bar) associated with each activity.

In section 7.2.3, users were cautioned about comparing programmatic and financial targets because the relationship between the two is often not linear, and because the timing of expenditure and the timing of achievement of targets do not always coincide. There are situations, however, when such a comparison is meaningful, and that is when comparing the budget of an activity with an operational indicator such as an output indicator. **The SR should therefore only focus its analysis on the output indicators.**

The second chart below on the right side (showing pink and brown bars) allows SRs to analyze its budget execution (as measured by the expenditures divided by the budget) by Global Fund cost groups.

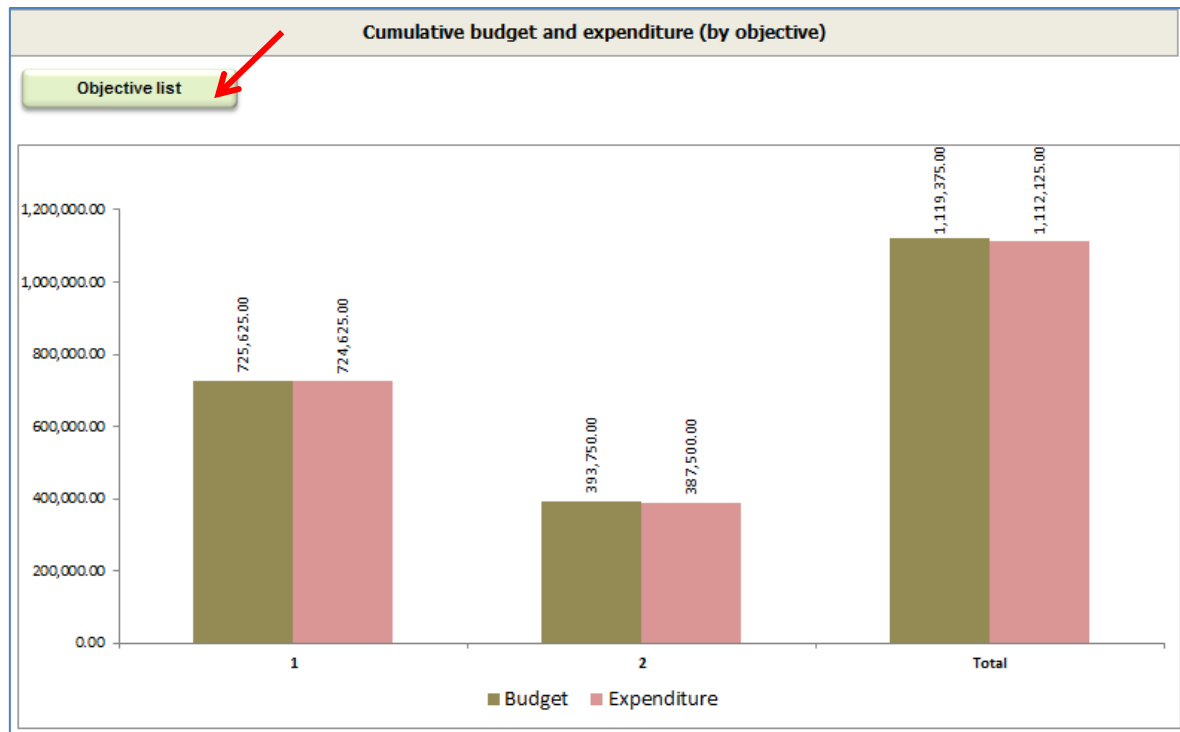


The indicators in the two charts above are identified by the codes that appear in the far left column. The activity list below provides the data description matching the codes. The user can see the list and the indicators associated with them, by clicking on the <Activity List> button. Doing so will open a pop-up window like the one below, linking the indicator codes (numbers) with its an indicator.

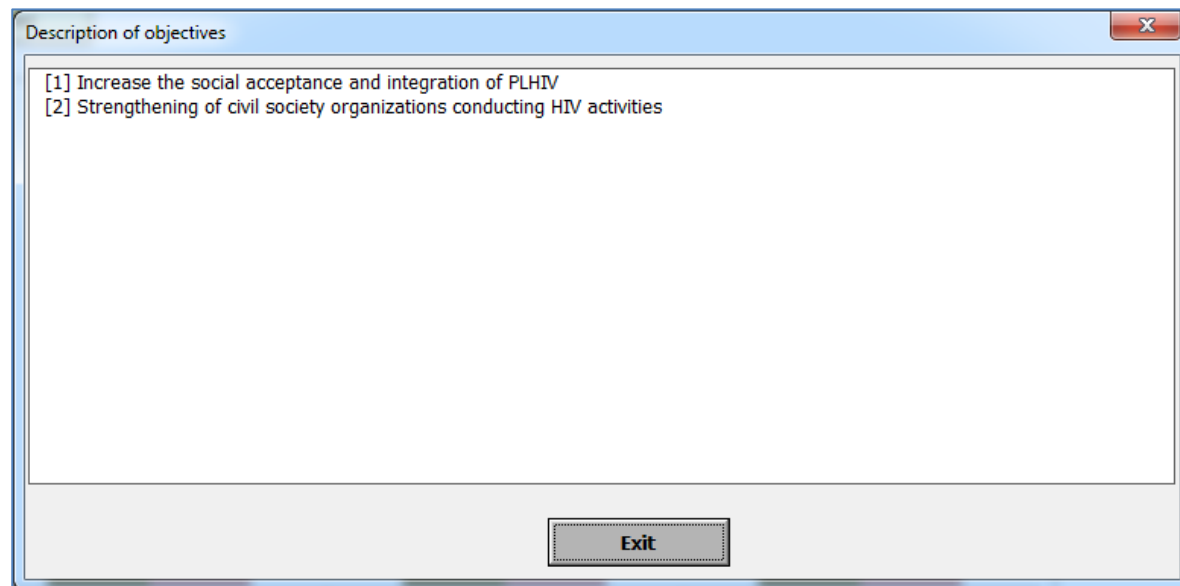


7.2.7. CUMULATIVE BUDGET AND EXPENDITURE

The **Cumulative budget and expenditure** chart shown below displays the cumulative amount of spending per “objective” or “module.” Whether the chart displays the data per objective or module will depend on the grant’s performance framework; the appropriate choice (objective or module) is made during step 2 (see section 5.2) of the configuration of the SRMT.



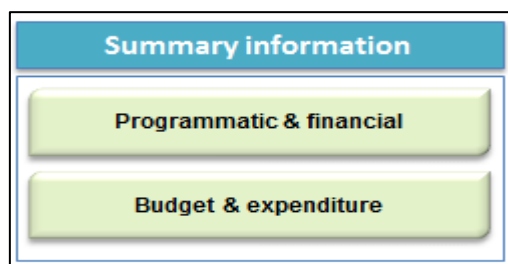
To see the list of objectives or modules, click on the <**Objective List**> or <**Module List**> button, and a pop-up window will appear presenting the detail:



7.3. DATA VISUALIZATION IN TABLES

7.3.1. WHERE TO SEE DATA IN TABLES

If users would like to see data in detail, they can do so in six tables. To view these tables, the user clicks one of the two buttons appearing under the “**Summary information**” section of the <**Menu**> screen. All data entered in the monthly sheets are consolidated automatically by the SRMT into these tables. The buttons read <**Programmatic & financial**> and <**Budget & expenditure**>.



7.3.2. PROGRAMMATIC AND FINANCIAL TABLES

Clicking the <**Programmatic & financial**> button takes the user to a large worksheet titled **Programmatic and Financial Summary Data**, which includes several tables. To view all the tables and all its sections, the user can move within the worksheet using the vertical and horizontal scrollbars.

Table 1. Programmatic summary by year and by quarter

The first table in the worksheet is the **Programmatic summary by year and by quarter**. This table shows summary programmatic results annually (year to date) and by quarter. The structure of this table mirrors the structure of the annual planning worksheet and shows results are shown for each indicator and activity listed in the annual planning worksheet. The results shown are cumulative. Just as with the monthly worksheets, here SRs record their data, with thresholds programmed into the worksheet resulting in different colors being displayed in the “**Results%**” column to alert SRs as to whether implementation is on track. Green signifies that achievements are close to targets, yellow alerts SRs that implementation progress is inadequate, and red signifies that the results are far below the intended targets.

			Annual			1st Quarter advance		
Item	Activity code	Indicator / Activity	Target	Results	Result %	Target	Results	Result %
Total			-	-	98.56%	-	-	96.30%
I001	1	[Pr68] # PLHIV that initiated ARV with CD4 count <200 Target [2. Inverse]						
			1,200	1,232	97.40%	600	602	99.67%
I002	1.2	PLHIV reimbursed for transportation costs to HIV testing and treatment centres						
			1,200	1,232	97.40%	600	602	99.67%
I003	1.3	Communication materials produced to educate HIV+ patients about HIV treatment (Migrants and Sexual Workers).						
			150	149	99.33%	75	65	86.67%
I004	1.4	Supervisory visits to verify the appropriate application of testing and treatment protocols at centers.						
			249	249	100.00%	189	189	100.00%
I005	2	[Pr72] # new HIV+ enrolled in care services Target [3. Non-Cumulative]						
			0	0		124	110	88.71%
I006	2.1	Enrollment of newly diagnosed HIV+ patients for home visits to monitor use of ARV.						
			0	0		124	110	88.71%
I007	3	[Pr74] # aged 10-24 yrs reached by HIV life skills ed. in school Target [1. Standard]						
			1,750	1,720	98.29%	950	920	96.84%
I008	3.1	Transportation of students to meetings and conferences for peer education activities						
			1,750	1,720	98.29%	950	920	96.84%

Table 2. Financial summary by year and by quarter

The second table in the worksheet, **Financial summary by year and by quarter**, summarizes the financial performance of the grant annually and by quarter. As with the Programmatic summary by period, the structure of this table mirrors the structure of the annual planning worksheet and shows results for each indicator and activity listed in the annual planning worksheet. The data being compared to determine financial performance are the cumulative expenditures compared to cumulative budgets. Color-coded alerts are applied in the same way as they are for the programmatic performance in Table I.

Table 2 FINANCIAL SUMMARY BY YEAR AND BY QUARTER								
			Annual			1st Quarter advance		
Item	Activity code	Indicator / Activity	Budget	Expenditure	Result %	Budget	Expenditure	Result %
Total			1,119,375.00	1,112,125.00	99.50%	504,075.00	494,925.00	98.63%
I001	1	[Pr68] # PLHIV that initiated ARV with CD4 count <200 Target [2. Inverse]	310,225.00	310,225.00	100.00%	169,625.00	167,625.00	98.82%
I002	1.2	PLHIV reimbursed for transportation costs to HIV testing and treatment centres	250,000.00	250,000.00	100.00%	125,000.00	123,000.00	98.40%
I003	1.3	Communication materials produced to educate HIV+ patients about HIV treatment (Migrants and Sexual Workers).	4,200.00	4,200.00	100.00%	2,100.00	2,100.00	100.00%
I004	1.4	Supervisory visits to verify the appropriate application of testing and treatment protocols at centers.	56,025.00	56,025.00	100.00%	42,525.00	42,525.00	100.00%
I005	2	[Pr72] # new HIV+ enrolled in care services Target [3. Non-Cumulative]	167,400.00	167,400.00	100.00%	83,700.00	83,000.00	99.16%
I006	2.1	Enrollment of newly diagnosed HIV+ patients for home visits to monitor use of ARV.	167,400.00	167,400.00	100.00%	83,700.00	83,000.00	99.16%
I007	3	[Pr74] # aged 10-24 yrs reached by HIV life skills ed. in school Target [1. Standard]	393,750.00	387,500.00	98.41%	213,750.00	207,500.00	97.08%
I008	3.1	Transportation of students to meetings and conferences for peer education activities	393,750.00	387,500.00	98.41%	213,750.00	207,500.00	97.08%

Following this table is a one-row table displaying the disbursement amount (Year to date) followed by the cumulative disbursement by quarter.

			Annual			1st Quarter advance		
Item	Activity code	Indicator / Activity	Budget	Expenditure	Result %	Budget	Expenditure	Result %
DISBURSEMENTS BY YEAR AND BY QUARTER			1,250,000.00			600,000.00		

Table 3. Programmatic and financial results by month

The table **Programmatic and financial results by month** displays aggregated programmatic and financial results by month. Both the programmatic and financial percentages provided for each month are averages. The programmatic score is obtained by dividing the sum of all cumulative results by the end of that month achieved by the sum of all cumulative targets for that month and multiplying by 100. The monthly result is displayed in the same way. The dates on which the financial and programmatic data were verified are provided in the columns titled “**Date of verification.**”

Table 3 PROGRAMMATIC AND FINANCIAL RESULTS BY MONTH

Month: no.	Month: name	Follow-up			PROGRAMMATIC	FINANCIAL
		Programmatic results %	Expenditure %	Report date	Date of verification	Date of verification
Month 1	January	88.59%	92.03%	15-feb-16	17-feb-16	17-feb-16
Month 2	February	90.73%	90.56%	13-mar-16	15-mar-16	15-mar-16
Month 3	March	95.01%	96.94%	13-abr-16	15-abr-16	15-abr-16
Month 4	April	84.31%	94.38%	13-may-16	15-may-16	15-may-16
Month 5	May	88.39%	94.74%	13-jun-16	15-jun-16	15-jun-16
Month 6	June	97.96%	97.25%	13-jul-16	15-jul-16	15-jul-16
Month 7	July	0.00%	0.00%	00-ene-00	00-ene-00	00-ene-00
Month 8	August	0.00%	0.00%	00-ene-00	00-ene-00	00-ene-00
Month 9	September	0.00%	0.00%	00-ene-00	00-ene-00	00-ene-00
Month 10	October	0.00%	0.00%	00-ene-00	00-ene-00	00-ene-00
Month 11	November	0.00%	0.00%	00-ene-00	00-ene-00	00-ene-00
Month 12	December	0.00%	0.00%	00-ene-00	00-ene-00	00-ene-00

Table 4. PR Management Dashboard indicators

The data displayed in the table below, **PR Dashboard Indicators**, are the additional data that are exported by SRs to the PR to complement SRs' results reported on programmatic indicators that appear in the PR Management Dashboard. Note that only the annual results are cumulative results – the quarterly results display only the results for a specific quarter.

Table 4 PR DASHBOARD INDICATORS

Indicator name	Annual	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Financial reports planned	8	4	4	0	0
Financial reports overdue	2	1	1	0	0
Supervision actions recommended	10	7	3	0	0
Supervision recommendations past due	4	2	2	0	0
Programmatic reports planned	9	4	5	0	0
Programmatic reports past due	6	2	4	0	0
Actual stock level - PS39 - Product 1: Efavirenz, 600 mg, 30 tablets		11	9	0	0
Actual stock level - PS40 - Product 2: Efavirenz, 200 mg, 90 capsules		12	8	0	0
Actual stock level - PS41 - Product 3: TDF/3TC, 300/300 mg, 30 tablets		13	7	0	0
Actual stock level - PS42 - Product 4: 3TC, 10 mg/ml, oral solution 240 ml		14	6	0	0

Table 5. Overview of financial performance

The following table, **Overview of financial performance**, summarizes monthly financial performance by comparing the following five elements of financial data provided for each month: Budget; Disbursement; Balance from previous period; Expenditure and; Cash balance. Information is also presented cumulatively by year to date (“Annual”) and by quarter. The same information is presented in the **Cumulative financial performance** chart that can be viewed by pressing the <Performance> button on the <Menu> screen of the SRMT.

Table 5 OVERVIEW OF FINANCIAL PERFORMANCE					
Monthly financial performance	January	February	March	April	May
Budget	149,875.00	148,600.00	205,600.00	187,850.00	206,600.00
Disbursement	600,000.00	0.00	0.00	650,000.00	0.00
Balance from previous period	0.00	10,725.00	21,645.00	9,150.00	13,310.00
Expenditure	139,150.00	137,680.00	218,095.00	183,690.00	209,410.00
Cash balance	460,850.00	323,170.00	105,075.00	571,385.00	361,975.00
Quarterly financial performance	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Annual
Budget	504,075.00	615,300.00	0.00	0.00	1,119,375.00
Disbursement	600,000.00	650,000.00	0.00	0.00	1,250,000.00
Balance from previous period	0.00	9,150.00	7,250.00	7,250.00	7,250.00
Expenditure	494,925.00	617,200.00	0.00	0.00	1,112,125.00
Cash balance	105,075.00	137,875.00	137,875.00	137,875.00	137,875.00

Table 6. Financial ratios

The following table presents the results of four financial ratios that are useful for SRs to monitor to track grant performance. Detailed definitions of these ratios were provided in the preceding section describing the charts that can be accessed by pressing the Performance button on the <Menu> screen of the SRMT. Results for these ratios are presented by month and by quarter.

Table 6 FINANCIAL RATIOS					
Financial ratios (monthly)	January	February	March	April	May
Expenditure vs budget (%)	92.84%	92.65%	106.08%	97.79%	101.36%
Expenditure vs disbursement (%)	23.19%	0.00%	0.00%	28.26%	0.00%
Disbursement vs budget (%)	400.33%	0.00%	0.00%	346.02%	0.00%
Cash balance vs disbursement (%)	76.81%	0.00%	0.00%	87.91%	0.00%
Financial ratios (quarterly)	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Annual
Expenditure vs budget (%)	98.18%	100.31%	0.00%	0.00%	99.35%
Expenditure vs disbursement (%)	82.49%	94.95%	0.00%	0.00%	88.97%
Disbursement vs budget (%)	119.03%	105.64%	0.00%	0.00%	111.67%
Cash balance vs disbursement (%)	17.51%	21.21%	0.00%	0.00%	11.03%

7.3.3. BUDGET AND EXPENDITURE TABLES

By pressing the Budget and Expenditure button under the Summary information section of the <Menu> screen, the user can access tables that summarize additional information focused on budgets and expenditures.

Table 1. Budget execution by Global Fund cost groups

This table displays “**Budget**” and “**Expenditure**” data organized by the Global Fund’s thirteen (13) cost groups. Users will recall that the cost group had been linked to the activities in the annual planning worksheet when the SRMT was being configured. These data are presented by quarter and by year-to-date.

Global Fund cost groups	1st Quarter				
	Budget	Expenditure	%	Variance	Balance from previous period
1. Human resources	0.00	0.00		0.00	0.00
2. Travel related costs	213,750.00	207,500.00	97.08%	6,250.00	0.00
3. External professional services	0.00	0.00		0.00	0.00
4. Health products - pharmaceutical products	0.00	0.00		0.00	0.00
5. Health products - non-pharmaceuticals	0.00	0.00		0.00	0.00
6. Health products - equipment	0.00	0.00		0.00	0.00
7. Procurement and supply-chain management costs	0.00	0.00		0.00	0.00
8. Infrastructure	8,000.00	8,000.00	100.00%	0.00	0.00
9. Non-health equipment	0.00	0.00		0.00	0.00
10. Communication material and publications	2,100.00	2,100.00	100.00%	0.00	0.00
11. Indirect and overhead costs	42,525.00	42,525.00	100.00%	0.00	0.00
12. Living support to client/target population	237,700.00	234,800.00	98.78%	2,900.00	0.00
13. Results-based financing	0.00	0.00		0.00	0.00
Total	504,075.00	494,925.00	98.18%	9,150.00	0.00

Additional explanation of amounts in data definitions for columns in Table I:

The amount in the column % is obtained by dividing the figure in the column “**Expenditure**” by the figure in the column “**Budget**” and multiplying the result by 100. In the table the result in the column % takes on the alert color set for the appropriate financial threshold.

The column “**Variance**” refers to the difference between the budget and expenditures during the quarter for each respective cost group.

The column “**Balance from previous period**” refers to the amount budgeted for each cost group that was unspent by the end of the quarter.

Table 2. Financial performance by objectives or modules

The table below displays financial summary data (“**Budget**” and “**Expenditure**”) grouped by “objectives” or “modules.” Users will recall that the selection of either “objectives” or “modules” was done during step 2 of the configuration of the SRMT (see section 5.2). These financial data are presented by quarter and by year-to-date (annual).

The column “**Variance**” refers to the difference between the budget and expenditures during the quarter for each performance framework objective or module.

The column “**Balance from previous period**” refers to the amount budgeted for each performance framework objective or module that was unspent by the end of the quarter.

Table 2 FINANCIAL PERFORMANCE BY OBJECTIVES					
Performance framework objectives		1st Quarter			
		Budget	Expenditure	%	Balance from previous period
1	Increase the social acceptance and integration of PLHIV				
		290,325.00	287,425.00	99.00%	2,900.00
2	Strengthening of civil society organizations conducting HIV activities				
		213,750.00	207,500.00	97.08%	6,250.00
Total		504,075.00	494,925.00	98.18%	9,150.00

Table 3. Financial performance by programmatic indicator

The following table shows the financial summary data (budget and expenditures) expressed by programmatic indicator. The programmatic indicators listed are those that an SR reports to the PR according to the contract agreed between the PR and SR. These financial summary data are displayed by quarter and by year-to-date (annual).

The column “**Variance**” refers to the difference between the budget and expenditures during the quarter for each programmatic indicator.

The column “**Balance from previous period**” refers to the amount budgeted for each programmatic indicator that was unspent by the end of the quarter.

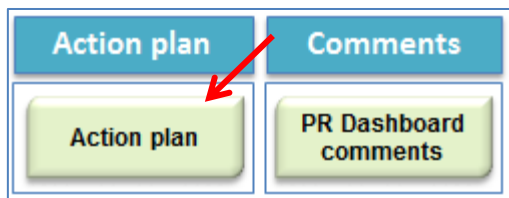
All programmatic indicators		1st Quarter			
		Budget	Expenditure	%	Balance from previous period
Pr68	[Pr68] # PLHIV that initiated ARV with CD4 count <200 Target	169,625.00	167,625.00	98.82%	2,000.00
Pr72	[Pr72] # new HIV+ enrolled in care services Target	83,700.00	83,000.00	99.16%	700.00
Pr74	[Pr74] # aged 10-24 yrs reached by HIV life skills ed. in school Target	213,750.00	207,500.00	97.08%	6,250.00
OI01	[OI01] # of new orphans and vulnerable children (0 - 17 yrs) benefiting from services provided at OVC centers	37,000.00	36,800.00	99.46%	200.00
Total		504,075.00	494,925.00	98.18%	9,150.00

8. SRMT ACTION PLAN


In the action plan for each SR, the SR records the actions it has decided to implement to improve its performance following analysis of SRMT data. The action plan is a worksheet within the SRMT.

Once an SR has carried out its own analysis of SRMT data, it is recommended that the SR discuss its conclusions and its proposed actions with the PR before finalizing and recording them. Decisions about actions to implement should identify what the specific actions or tasks are, who is responsible for implementing them, what deliverables are associated with the actions and what the due dates are for completing the actions or tasks. All these decisions can be recorded in the SRMT.

To record decisions in the “**Action plan**” section of the SRMT, the user accesses the menu of the SRMT. The menu is accessible from anywhere within the SRMT by clicking the arrow at the top left of each page. In the top left section of the <Menu> screen, the user clicks the <**Action plan**> button shown below.



Clicking the <**Action plan**> button will cause the following worksheet to appear:



SR Management Tool
 Direct Gender Partnership (DGP)
 DMR-202-G01-H-00 (January 2016 - December 2016) (HIV / AIDS)
Action plan (\$ - USD)

Hide current sheet

Details of programmatic indicators

PLHIV that initiated ARV with CD4 count <200
 # new HIV+ enrolled in care services
 # aged 10-24 yrs reached by HIV life skills ed. in school

Key populations

Sex Workers - Migrants - Women

Report date

Reported by

Contextual details

Date of verification

Item	Improvement action	Task	Task owner	Start date	End date	Necessary resources
1						
		b)				
		c)				

Although this sheet has a default format, it can be changed or adjusted depending on the user preferences, meaning that rows or columns can be added or deleted. The default action plan template consists of two main sections : “**Improvement actions**” and the “**Implementation plan.**”

Improvement actions

In this section, the PR lists the specific improvement actions that need to be taken and associated details such as the start and end dates for actions, necessary resources for implementing actions, specific deliverables and the persons responsible for ensuring that the actions are completed.

Item	Improvement action	Task	Task owner	Start date	End date	Necessary resources	Indicator monitoring (deliverable)	Monitoring by:
1								
		b)						
		c)						
2		a)						
		b)						
		c)						
3		a)						
		b)						
		c)						
4		a)						
		b)						
		c)						

Implementation plan

The “**Implementation plan**” section is organized as a Gantt chart. The first four columns are automatically populated from the improvement actions section and list the deliverables to be completed, the delivery dates and the persons responsible for delivering each item. The screenshot below shows a blank implementation plan, ready to be completed.

Implementation plan											
Item	Deliverable	Delivery date	Monitoring by:	Status	WEEKS						
					04-Jan	11-Jan	18-Jan	25-Jan	01-Feb	08-Feb	15-Feb
1	0	00-ene-00	0		—◆						
2	0	00-ene-00	0			—◆					
3	0	00-ene-00	0					—◆			
4	0	00-ene-00	0							—◆	
5	0	00-ene-00	0								
6	0	00-ene-00	0								
7	0	00-ene-00	0								

Additionally, there is a **“Status”** column that alerts the SR on the status of each deliverable. The status of each deliverable may be selected from a drop-down menu as “In process,” “Done,” “Postponed” or “Not fulfilled.”

The dates appearing under the **Weeks** section may need to be adjusted, and these can be adjusted manually.

The format is ready to print. To print this page, press either Ctrl P on the keyboard or File>Print in the SRMT menu and select “Print.”



Remember to save your work!!

9. TROUBLESHOOTING: FREQUENTLY ASKED QUESTIONS (FAQS) AND THE HELP DESK

9.1. FREQUENTLY ASKED QUESTIONS (FAQS)

1. Do I need special software to use the SRMT?

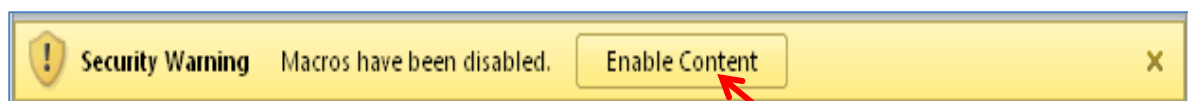
To use the application, all you need is one of the following versions of Excel in Microsoft Office, as specified in section 3.2.4 of this *User Guide*: Excel 2010 or a later version. Make sure you use a 32-bit version of Excel.

2. I checked the Microsoft Office on my computer and discovered that I have a 64-bit version of Excel. Can I still use the SRMT?

Unfortunately, no. You may start off trying to use the SRMT in the 64-bit version of Excel, and it may appear to work. However, you will quickly discover that some of the macros and functionalities within the SRMT are not compatible with the 64 bit version of Excel and will therefore not behave as expected. To address this, you will need to uninstall the 64-bit version of Microsoft Office and reinstall Microsoft Office. You will then need to select the 32-bit version upon reinstallation. Follow the instructions provided on the Microsoft website for uninstalling and reinstalling Microsoft Office. Please be aware that will need administrative rights to the computer you are using to execute the uninstallation and reinstallation.

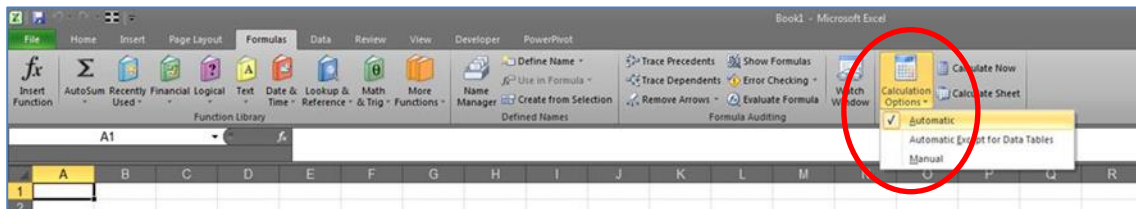
3. When I opened the SRMT for the first time, I got a warning message concerning a macro and have been unable to proceed to set up the application. What do I do?

Clicking <**Enable Content**> (as shown below) will allow you to open the application and begin working in it. Note that this message will appear every time you open the application, so you will need to click <**Enable Content**>every time you use the SRMT.



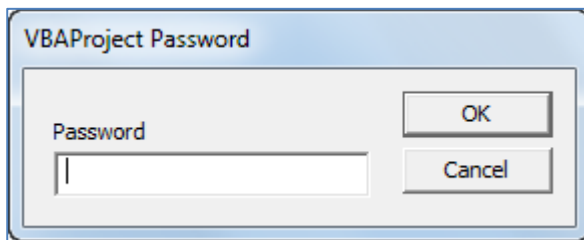
4. Some formulas in the SRMT do not calculate automatically. What should I do to correct this?

In some cases this can be solved by clicking **Calculate Now** using the **Formulas** menu or **F9** on the keyboard for a manual one-off calculation of formulas. Alternatively, formulas can be set to automatically calculate by selecting “Automatic” under the **Formulas** menu, as shown in the screenshot below.



If the problem persists, contact GMS or Global Fund Help Desk as applicable. Instructions for accessing the Help Desk are found in section 9.2.

5. When I exit the SRMT the following window appears. What do I do?



Every once in a while, Excel may display this dialogue box. To make the dialogue box disappear, press the <**Cancel**> button several times until it closes. No additional action is needed.

6. What do I do with unused budget?

There may be instances where unused budget may trigger a decision by an SR to reprogram funds. An example of such a scenario would be where an activity was completed and funds were remaining due to savings realized from lower unit costs of inputs used. In such situations, it is recommended that the SR follow the procedures agreed upon with the PR for reprogramming funds. If the decision is to reprogram funds to a different budget line item, and the decision is to make that adjustment within the work plan year, the SR will need to make the adjustment to the budget by going to the “**Annual Planning**” worksheet and reducing the budget for the line item where the savings were achieved and increasing the budget for the line item to which the savings are being transferred.

9.2. HELP DESK

The Global Fund has established a Help Desk to ensure that both simple and complex problems that may arise with use of the SRMT application are addressed promptly and effectively. Technical assistance provider GMS also has a Help Desk for its technical-support teams and organizations they serve.

The Help Desk operates on the assumption that most problems arising with use of the SRMT can be addressed by referring to this *User Guide* or any technical assistance team that is assisting the PR and SRs with the SRMT introduction and use. Should problems arise that require more advanced technical help, however, additional assistance is provided through the Help Desk to rapidly resolve any issue; a response to this kind of request will be given within 48 hours .

The following table summarizes the approach to troubleshooting and resolution of problems with the SRMT use.

Nature and timing of the problem	Where to get help	Contact
<p>The PR, SR or technical assistance team needs to execute normal tasks or procedures to use the SRMT and requires instruction. Timing could be during technical assistance visits or in between visits.</p> <p>During an in-country visit, a technical assistance team experiences a fundamental problem with the technology or functioning of the SRMT solution that it cannot resolve.</p>	User Installation and Set-Up Guide.	Not applicable
	<p>Consultants on the technical assistance teams. PRs obtaining help from GMS should contact GMS. All others should contact The Global Fund.</p>	<p>In person or through email</p> <p>GMS Help Desk contact: GMSHelpdesk@gmsproject.org</p> <p>Global Fund Help Desk contact: GFSupport@theglobalfund.org</p> <p>A response will be provided within 48 hours of receiving the message.</p> <p>You may send emails to these addresses in English, French or Spanish.</p>
	<p>GMS consultants to contact GMS Help Desk.</p> <p>All others should contact the Global Fund.</p>	<p>GMS Help Desk contact: GMSHelpdesk@gmsproject.org</p> <p>Global Fund Help Desk contact: GFSupport@theglobalfund.org</p> <p>A response will be provided within 48 hours of receiving the message.</p> <p>You may send emails to this address in English, French or Spanish.</p>

ANNEX 1. LIQUIDATION OF SSR ADVANCES

This annex is used to record the status of justifying expenditures made by SSRs based on the disbursements they have received from SRs. The template is organized to facilitate the review of the liquidation of expenses by an SR to its SSRs on a monthly basis.

Tracking the liquidation of expenses is an important aspect of risk management in the context of managing grants and sub-grants. By ensuring that SSRs provide adequate and valid documentation for expenses made, the SR is carrying out its due diligence to ensure that fraud and waste is minimized at the SSR level. SR disbursements to SSRs should reflect whether past disbursements or advances to SSRs have been properly documented. PRs in turn will base their disbursements to SRs in part on whether or not adequate documentation has been submitted by SRs for expenses paid; PRs are required to report to the Global Fund on the percentage of SR level expenditures which are adequately documented. Therefore having a system for tracking the justification of expenses paid by SSRs will help the SR with its risk management as well as with reporting to the PR.

The annex consists of two tables. The first table summarizes the overall status of the liquidation of expenses for all SSRs by month. This first section is populated automatically from the data entered into the second section. The second table shows the detail of the liquidation of expenses for each SSR and should be completed first.

The following are the definitions for each row in the table titled: **Summary: Liquidation of SSR advances**

“Disbursement”: Total disbursements made to all SSRs for the month

“Executed”: Total expenditures reported by each SSR for the month

“Justified”: Total expenditures for which SSRs have provided appropriate documentation to justify the expenditures

“Not Justified”: Total expenditures for which SSRs have not yet provided appropriated documentation to justify expenditures. This is calculated automatically by subtracting the “Justified” expenses from the “Executed” expenses

“Balance”: “Disbursement” – (“Justified” + “Not Justified”)

Note that that this worksheet is not password protected.

Summary: Liquidation of SSR advances								
	January	February	March	April	May	June	July	
Disbursement	-	-	-	-	-	-	-	
Executed	-	-	-	-	-	-	-	
Justified	-	-	-	-	-	-	-	
Not justified	-	-	-	-	-	-	-	
Balance	-	-	-	-	-	-	-	

	January					February		
	Disbursement	Executed	Justified	Not justified	Balance	Disbursement	Executed	Justified
SSR 1: (SSR name)	-	-	-	-	-	-	-	-
Transfer 1 (MM/DD/YYYY)				-	-			
Transfer 2 (MM/DD/YYYY)				-	-			
Transfer 3 (MM/DD/YYYY)				-	-			
Transfer 4 (MM/DD/YYYY)				-	-			
Transfer 5 (MM/DD/YYYY)				-	-			
SSR 2: (SSR name)	-	-	-	-	-	-	-	-
Transfer 1 (MM/DD/YYYY)					-			
Transfer 2 (MM/DD/YYYY)				-	-			
Transfer 3 (MM/DD/YYYY)				-	-			
Transfer 4 (MM/DD/YYYY)				-	-			
Transfer 5 (MM/DD/YYYY)				-	-			

ANNEX 2. ANNUAL PLANNING EXERCISE

1. PURPOSE OF THE ANNUAL PLANNING EXERCISE

This annex 2 of the *User Guide* advises PRs, SRs and technical-support providers on conducting an annual planning exercise. As mentioned in section 1 of this manual, the annual planning exercise is a foundational activity for setting up the SRMT because it helps to identify, organize and complete key information needed to configure the annual planning worksheet in the SRMT.

The annual planning exercise has two objectives:

1. **It lays the foundation for rapid and efficient grant startup and implementation** by ensuring that the PR and its SRs have a common understanding of how the grant is to be implemented, which activities each SR will carry out and when, what resources are allocated for implementation and what the performance objectives are for each implementation period. When conducted after the first year of grant implementation, the annual planning exercise helps PRs and SRs to determine whether to reprogram savings or refocus and reschedule activities and resources.
2. **It helps the PR and its SRs to make decisions and develop plans that provide key grant implementation data that will be monitored using the SRMT** during the next implementation year.



In this annex, GMS outlines one way to create a monthly work plan for each SR. Some of these planning steps may have already been carried out during grant making or during grant startup. Each PR should review this annex to be sure it has all the information required for each SR, and complete only those planning steps needed to fill gaps in information.

1.1. DATA NEEDED TO CONFIGURE THE SRMT

This subsection describes the data and data sources needed to conduct the annual planning exercise.

As explained in section 1 of the *User Guide*, the SRMT is linked to the PR Management Dashboard. The SRMT provides data for the indicators selected for the PR Management Dashboard. Data exported from the SRMT to the PR Management Dashboard are viewable in the drill-down pages of the PR Management Dashboard.

Therefore, the PR Management Dashboard must always be configured before setup of the SRMT. This is because the selection of indicators, the mapping of SRs to indicators and the decisions about how programmatic targets are allocated among SRs for each indicator must be carried out before the PR Management Dashboard is configured. This is usually done during an indicator-mapping workshop that involves both the PR and its SRs. Please see section 3.8 of the PR Management Dashboard Installation and Setup Guide for more information.⁴

Once targets are set for each SR, the configuration of the PR Management Dashboard produces SR data-entry sheets. SRs will use these sheets to report quarterly to the PR. These sheets will also be used to configure the SRMT for each SR. Configuration of the SRMT can only proceed once the SR data-entry sheets have been generated from the PR Management Dashboard. There is therefore some obligatory overlap between the data needed to configure the PR Management Dashboard and the data needed to configure the SRMT. The data needed to configure each tool are summarized in the two tables on the following pages.

The tables on the following pages are samples of tables summarizing which information is needed to configure the PR Management Dashboard and the SRMT.



The PR is encouraged to use these two pages to record what detailed information the PR has for each SR. This can be done by making as many copies of these two pages as there are SRs, labeling the pages with the relevant SR's name, and then checking columns for which the PR already has detailed information for the relevant SR. A summary page like the one shown below can be made from the individual SR pages that resemble the ones shown below.

4. Please note that references to “HPM” or “health products management” in this *User Guide* are written and understood in the PR Management Dashboard Installation and Setup Guide as references to “PSM” or “procurement and supply management.”

Table 1. Information needed to configure both the PR Management Dashboard and the SRMT ⁵

	1	2	3	4	5	6	7	8
	Objective/ Module of the grant	Indicators for the objective/ module	Targets for that indicator per period	SRs mapped to indicators	Targets per SR per indicator & period	Disbursements per SR (total)	Budget by SR per period	Expenditures reported by SR per period
	1	A B C	# # #	SR 1, SR 2 SR 2, SR 4 SR 1,SR 2, SR 3, SR 4	# # #	SR 1 = \$ SR 2 = \$ SR 3 = \$ SR 4 = \$ SR 5 = \$ SR 6 = \$ SR 7 = \$ SR 8 = \$	SR 1 = \$, SR 2 = \$ SR 2 = \$, SR 4 = \$ Etc.	SR 1 = \$, SR 2 = \$ SR 2 = \$, SR 4 = \$ Etc.
	2	D E	# #	SR 5, SR 6, SR 7 SR 5, SR 6, SR 8	# #		Etc.	Etc.
	3	F G H	# # #	SR 1 – SR 8 SR 1 – SR 8 SR 2, SR 4, SR 6, SR 7	# # #		Etc.	Etc.
Check off if PR has this information								
For which SRs is information missing?								

5. The terms “objectives” and “modules” are both used in the programmatic section of the Global Fund’s performance framework. They are not interchangeable. Objectives are linked to impact indicators; modules are linked to coverage indicators See section 5.3 of this *User Guide* [regarding selection of objectives and modules](#).

Table 2. Additional grant information needed to configure the SRMT

	1	2	3	4	5	6	7	8	9
	Objective/ Module of the grant	Indicators for the objective/ module	Activities by indicator	SRs mapped to activities	Budget per SR per activity per quarter	Budget per SR per activity per month	Target per SR per activity per quarter	Target per SR per activity per month	Unit of measurement per activity
	Description	Indicator 1	1.1	SR 1	SR 1 = \$	SR 1 = \$	SR 1 = #	SR 1 = #	1.1 Output measure
			1.2	SR 2, SR 4	SR 2 = \$ SR 4 = \$	SR 2 = \$ SR 4 = \$	SR 2 = # SR 4 = #	SR 2 = # SR 4 = #	1.2 Output measure
		Indicator 2	2.1	SR 1, SR 2	SR 1 = \$	SR 1 = \$	SR 1 = #	SR 1 = #	2.1 Output measure
			2.2	SR 3	SR 2 = \$ SR 3 = \$	SR 2 = \$ SR 3 = \$	SR 2 = # SR 3 = #	SR 2 = # SR 3 = #	2.2 Output measure
	Description	Indicator 3	3.1	SR 5, SR 6, SR 7	SR 5 = \$, SR 6 = \$, SR 7 = \$	SR5 = \$, SR6 = \$, SR7 = \$	SR 5 = # SR 6 = #	SR 5 = # SR 6 = #	3.1 Output measure
			3.2	SR 5, SR 6	SR 5 = \$, SR 6 = \$	SR5 = \$, SR6 = \$	SR 7 = #	SR 7 = #	3.2 Milestones
			3.3	SR 8	SR 8 = \$	SR8 = \$	SR 5 = % SR 6 = % SR 8 = %	SR 5 = % SR 6 = % SR 8 = %	3.2 Milestones
Check off if PR has this information									
For which SRs is information missing?									

In addition to the information listed above, the following documents are needed to obtain the data needed for configuring the SRMT:

- The approved grant work plan and budget in the Global Fund Excel template
- The approved grant performance framework
- Subagreements signed between the PR and SRs, with their accompanying work plans and budgets (if they exist)
- Sub-subagreement budgets and work plans agreed between SRs and SSRs (if they exist)

The Global Fund requires that the PR sign subagreements with its SRs to formalize implementation arrangements and ensure that both parties clearly understand performance expectations. These subagreements usually include budgets, work plans and performance frameworks and are grounded in the PR's signed grant agreement with the Global Fund. In some grants, the PR-SR subagreements will show the planned activities and budgets for the entire two- or three-year grant period. In other grants, PRs review and sign SR work plans and budgets each year, giving them the opportunity to renegotiate targets and budgets depending on recent performance. This annual review may even result in dropping or adding SRs to the implementation group.

Each PR and its SRs will need to check their documents to be sure they have enough detail to configure and establish the baselines in the PR Management Dashboard and SRMT spreadsheets. In an ideal situation, these subagreements should provide a good starting point for extracting the data needed to conduct the annual planning exercise. However, the reality is that for many grants, SR work plans and budgets are not sufficiently detailed. Furthermore, it is possible that at the time the grant is signed SRs may not have been selected. Therefore, if the PR lacks these pieces of information, to conduct the annual planning exercise the PR will have to rely on two documents that are part of its grant documents: the PR's grant performance framework and the PR's detailed budget.

The grant performance framework summarizes the performance that the PR is expected to attain for a specific grant using the resources provided by the Global Fund: It describes the modules that apply to the grant, the indicators associated with each module and the corresponding baseline values and targets for each indicator by quarter and year.

The **approved grant work plan and budget** describes the interventions by objective/module, by activity, by intervention and by SR. This information is broken down for each quarter of the grant. The “**Detailed budget**” and “**Budget summary**” tabs will probably be most useful for the annual planning exercise.

The annual planning exercise culminates with extracting the data needed to configure the SRMT. It is a challenge to obtain these data because the SRMT tracks data on a monthly basis and the frequency of SR information in grant subagreements is quarterly at most. The SRMT also links indicators to activities and budgets, depending on how data are organized in the grant agreement. The gaps in mapping SRs to indicators and in defining targets for SRs will be addressed during the indicator-mapping workshops conducted to set up the PR Management Dashboard. Other gaps in SR information are filled through decisions made while conducting the annual planning exercise.

1.2. ORGANIZING THE ANNUAL PLANNING EXERCISE

The annual planning exercise should be done by the PR prior to the configuration of the SRMT. It may be carried out as part of proposal development or during grant making, during the first quarter of grant startup or in month 12 of each grant year. Because it is a lengthy process, the SRMT technical support consultants will not have time to assist the PR with this exercise: if technical support is needed, the PR should mobilize it separately from the SRMT support.

The PR will want to carry out annual planning with at least one representative of each SR. The PR will need to involve its technical managers, its budget manager or a staffer adept at manipulating the Global Fund budget templates, and the monitoring and evaluation (M&E) officer. Each SR will need to involve one or more of the following: the SR's program manager, finance manager, M&E officer, other staff. If a single meeting of all implementers is impossible, the exercise might be done in smaller groups, one-on-one between the PR and certain SRs, or as an add-on to some other meeting or work event involving the same institutions. To cover related expenses, the PR may want to seek approval from its Global Fund country team to use grant funds for this event, as part of efficient grant management.

The end product of this exercise is a detailed work plan and budget for each SR with targets or with a separate performance framework for each SR. These documents will become annexes to the PR-SR subagreement. These work plans, budgets and performance frameworks should be in Excel workbooks, either adapted from the Global Fund template or in a simpler format. The grant work plan numbering system for the modules, objectives, indicators and activities should be common to all SR plans, so that implementers have common references for navigating and communicating about their plans. **The sum of the budgets plus the PR budget must match the complete grant budget. The sum of the individual SR targets plus the PR targets must match the complete grant performance framework.**

1.3. STEPS FOR DEVELOPING THE ANNUAL PLANNING EXERCISE

1.3.1. PREPARING TO CARRY OUT THE ANNUAL PLANNING EXERCISE

The annual planning exercise comprises several steps. Depending on the specific situation of a grant and the availability of data, some steps will require action by the PR, some by the SRs and some by both.

The following table shows the four key steps of the annual planning exercise.

Step 1	Step 2	Step 3	Step 4
Identify data from grant documents to be transferred to the annual plan	Consolidate annual planning data	SRs Prepare the SR annual plan	Check the alignment of each SR's annual plan with the full grant work plan and budget

1.3.2. STEP 1: IDENTIFY DATA FROM GRANT DOCUMENTS TO BE TRANSFERRED TO THE ANNUAL PLAN

Step 1 of the annual planning exercise requires two files:

1. The approved grant budget and work plan in the PR's Global Fund Excel template
2. The Performance framework spreadsheet

1: The grant work plan and budget – “Detailed Budget” tab

The Excel workbook, or file, named for the country/disease/PR and date contains several worksheets, or tabs, showing different views of the grant work plan and budget. One tab is called “**Detailed Budget**” as shown by the red arrow in the following screenshot. Column H, “Activity Description” on the tab, lists all the budgeted activities. These activities are associated with several other columns:


Column C shows the corresponding grant module

Column E shows the overarching intervention with which a given activity is associated

Column M shows the recipient (which may be the PR or an SR) responsible for the activity.

If several SRs will carry out an activity, each will be shown on a separate line with the same entries in columns A, C, E, H, I and O. Only the name of the Recipient, the quantities and possibly the cash outflow will differ.

	A	C	E	H	I	M	O	AH	AI	
	Budget Line Item	Module	Intervention	Activity Description	Cost Input	Recipient	Unit of Measure	Q5 Quantity	Q5 Cash Outflow	Q6 Quantity
52	Prevention programs for MSM and TGs	Other interventions for MSM and TGs - Please specify	Build capacity of partner organisations on combination prevention for key populations	2.1 Training related per diems/transport/other costs	CVC	Average cost of training per person per day				
53	Prevention programs for MSM and TGs	HIV Testing and counseling as part of programs for MSM and TGs	Develop referral and counter referral structure for the provision of support services to MSM and TGs and sensitize partners	12.4 Micro-loans and micro-grants	CVC	Average amount of a micro-loan/grant				
54	Prevention programs for MSM and TGs	Other interventions for MSM and TGs - Please specify	Build capacity of partner organisations on combination prevention for key populations	2.1 Training related per diems/transport/other costs	MOH_SLU	Average cost of training per person per day	1	1260		
55	Prevention programs for MSM and TGs	Other interventions for MSM and TGs - Please specify	Build capacity of partner organisations on combination prevention for key populations	2.1 Training related per diems/transport/other costs	MOH_SVG	Average cost of training per person per day	1	1260		
56	Prevention programs for MSM and TGs	Other interventions for MSM and TGs - Please specify	Build capacity of partner organisations on combination prevention for key populations	2.1 Training related per diems/transport/other costs	MOH_GDA	Average cost of training per person per day	1	1260		
57	Prevention programs for MSM and TGs	Other interventions for MSM and TGs - Please specify	Build capacity of partner organisations on combination prevention for key populations	2.1 Training related per diems/transport/other costs	MOH_STK	Average cost of training per person per day	1	1260		
58	Prevention programs for MSM and TGs	Other interventions for MSM and TGs - Please specify	Build capacity of partner organisations on combination prevention for key populations	2.1 Training related per diems/transport/other costs	MOH_ANU	Average cost of training per person per day	1	1260		
59	Prevention programs for MSM and TGs	Other interventions for MSM and TGs - Please specify	Build capacity of partner organisations on combination prevention for key populations	2.1 Training related per diems/transport/other costs	MOH_DOM	Average cost of training per person per day	1	1260		
Instructions Setup Detailed Budget Assumptions TRC TRC-PIVOT Assumptions HR Assumptions Other Budget Summary										

For step 1 of the annual planning exercise, the PR should identify each of the activities for each SR using the table above. Use the filter arrow  in the “**Recipient**” column (column M) to select a specific SR; this will reveal only the needed activities in a drop-down list.⁶ That is the best way to identify the activities by module and by SR, as shown in the following screenshot.

6. The PR may find that the drop-down list is incomplete—in other words, that the drop-down list does not show all the activities it should, thus revealing an error in the Global Fund grant agreement. If this is the case, then the PR should resolve any such discrepancy through discussion with the Global Fund’s fund portfolio manager for its country.

	A	C	E	H	I	M	O	AJ	AJ	AK	AL
	Budget Line No.	Module	Intervention	Activity Description	Cost Input	Recipient	Unit of Measure	Q5 Cash Outflow	Q6 Quantite	Q6 Cash Outflow	Q7 Quantite
1	1	Prevention programs for MSM and TGs	Behavioral change as part of programs for MSM and TGs	Adapt and pilot existing package of services developed for MSMs under GF R9 Grant	3.1 TA Fees - Consultants	CVC	Consultant fee per person per workday				
2	2	Prevention programs for MSM and TGs	Behavioral change as part of programs for MSM and TGs	Adapt and pilot existing package of services developed for MSMs under GF R9 Grant	3.1 TA Fees - Consultants	CVC	Consultant fee per person per workday		1	2250	
3	3	Prevention programs for MSM and TGs	Behavioral change as part of programs for MSM and TGs	Train civil society and MDH health care providers on the use of the package	2.1 Training related per diems/transport/other costs	CVC	Average cost of training per person per day		0		0
4	4	Prevention programs for MSM and TGs	Behavioral change as part of programs for MSM and TGs	Train civil society and MDH health care providers on the use of the package	2.1 Training related per diems/transport/other costs	CVC	Average cost of training per person per day				
5	23	Prevention programs for MSM and TGs	Behavioral change as part of programs for MSM and TGs	Adapt and pilot existing package of services developed for MSMs under GF R9 Grant	10.1 Printed materials (forms, books, guidelines, brochure, leaflets...)	CVC	N/A	8500			
24	24	Prevention programs for MSM and TGs	Behavioral change as part of programs for MSM and TGs	Implement at least 4 of the services in the package in OECs Member States	12.4 Micro-loans and micro-grants	CVC	Average amount of a micro-loan/grant		1	30000	1
25	42	Prevention programs for MSM and TGs	HIV Testing and counseling as part of programs for MSM and TGs	Train health care providers and civil society on HIV/STI testing and TB screening for the target populations	10.1 Printed materials (forms, books, guidelines, brochure, leaflets...)	CVC	N/A	2000			
43	50	Prevention programs for MSM and TGs	Other interventions for MSM and TGs - Please specify	Build capacity of partner organizations on combination prevention for key populations	3.1 TA Fees - Consultants	CVC	Consultant fee per person per workday				
51	51	Prevention programs for MSM and TGs	Other interventions for MSM and TGs - Please specify	Build capacity of partner organizations on combination prevention for key populations	2.1 Training related per diems/transport/other costs	CVC	Average cost of training per person per day		0		0

2: Performance framework – Performance Framework tab

Like the **grant budget and work plan**, the Excel workbook called **Performance Framework** also contains several worksheets, or tabs. One is called the **Performance Framework** and one is called **Framework**. It is necessary to consolidate information in the **Detailed Budget**, **Performance Framework** and **Framework** tabs to prepare the SR's annual plan. Step 2 shows how to do that, using information culled from these tabs in step 1.

The screenshot below shows a portion of a **Performance Framework** tab, as an illustrative example. Column B on the screenshot presents all the indicators within each module. These indicators are associated with several other columns:

- Column O or P (for targets for periods less than 12 months) or Column Q or higher (for biannual and annual targets): The corresponding programmatic target, on a quarterly basis (most cases) or biannual or annual basis.
- If there is more than one SR for a given indicator, then additional lines will appear for a given **Coverage/Output Indicator** naming the SR that corresponds to a given target for the same **Coverage/Output Indicator**

B	C	D	E	F	G	H	K	L	M	N	O	P	Q
E. Modules													
Module 1							Prevention programs for M						
Coverage/Output indicator	Responsible Principal Recipient	Is subset of another indicator (when applicable)	Geographic Area (if Sub-national, specify under "Comments")	Cumulative n for AFD	Line		Required disaggregation	April - Dec 2016			Jan-Dec		
					Year	Source		N#	%	N#			
KP-1a: Percentage of MSM reached with HIV prevention programs - defined package of services	OECS	Please select...	Dominica	Non-cumulative	2010	Reports (Routine program reports)		336			373		
								454	74%		454		
KP-1a: Percentage of MSM reached with HIV prevention programs - defined package of services	OECS	Please select...	St Kitts and Nevis	Non-cumulative	2011	Reports (Routine program reports)		656			983		
								1,638	40.0%	1,638			
								TBD		TBD			

3. Performance framework – Framework tab

The screenshot below shows a portion of the **Framework** tab (in the **Performance Framework** worksheet). Column H on the screenshot shows the interventions associated with each module. These interventions are associated with several other columns that contain information not found in the **Performance Framework** worksheet:

- Column F: The corresponding module name (also shown in **Column H of the Performance Framework** worksheet)
- Columns A, B, D: These columns show indicators, respectively the **Impact Indicator**, **Outcome Indicator** and **Coverage/Output Indicator** that corresponds to a given module


The process of consolidating the information in the three tabs above will be described in step 2.

	A	B	D	F	H	
1	Language:	English	Make sure to update component selection if you change language =>		HIV/TB	Modular Approach - Measurement Fram
2						
3						
4						
5						
	Impact indicator	Outcome indicator	Coverage/Output indicator	Module	Intervention	Scope and (Includes human
	HIV I-5: New HIV infections among children	HIV O-6: Percentage of people who inject drugs reporting the use of sterile injecting equipment the last time they injected			Orphan and vulnerable children (OVC) package	Designing and implementing programs aimed at prolonging the lives of parents and providing other support including community-based education, health care, birth registration and
	HIV I-6: Estimated percentage of child HIV infections from HIV-positive women delivering in the past 12	HIV O-7: Percentage of other vulnerable populations who report the use of a condom at last sexual intercourse			RMNCH linkages and gender-based violence (GBV)	Designing, developing and implementing (prevention and responses to gender-based sexual and reproductive health
	HIV I-7: Modelled lives saved based on latest epidemiological	HIV O-8: Current school attendance rate among orphans compared to non-orphans			Other interventions for general population - Please specify	
	HIV I-8: Modelled infections averted based on latest epidemiological data	TB O-1a: Case notification rate of all forms of TB per 100,000 population - bacteriologically confirmed plus clinically diagnosed,	KP-1a: Percentage of MSM reached with HIV prevention programs - defined package of services	Prevention programs for MSM and TGs	Behavioral change as part of programs for MSM and TGs	Designing, developing and implementing level behavioural interventions, Targeted in venue-based outreach strategies. SGOI str Exclude programs for general population,

1.3.3. STEP 2: CONSOLIDATE ANNUAL PLANNING DATA

Once the data have been identified in step 1, in step 2 the PR will consolidate information found in the three tabs discussed in step 1 into a new separate file. This file will serve as the data source for configuring the SRMT.

GMS proposes the following format be used for each SR to consolidate the information found in the three tabs—programmatic indicators, activities, targets and corresponding budget. To aid in this consolidation, this template is provided in the SRMT workbook as an annex called **SR data consolidation template**.




SR Management Tool
 Direct Gender Partnership (DGP)
 DMR-202-G01-H-00 (January 2016 - December 2016) (HIV / AIDS)
SR data consolidation template (\$ - USD)

Details of programmatic indicators
 # PLHIV that initiated ARV with CD4 count <200
 # new HIV+ enrolled in care services
 # aged 10-24 yrs reached by HIV life skills ed. in school

Key populations
 Sex Workers - Migrants - Women

#	Programmatic indicators... Activities	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 5		Total
		Target	Budget	Target	Budget	Target	Budget	Target	Budget	Target	Budget	

The columns Quarter 1, Quarter 2 and so on represent the 12 quarters of the life of the grant. These columns should be filled out at least on an annual basis. The following table is an example of the expected target and budget for each indicator and activity by quarter for an SR in the grant:



SR Management Tool
 Direct Gender Partnership (DGP)
 DMR-202-G01-H-00 (January 2016 - December 2016) (HIV / AIDS)
SR data consolidation template (\$ - USD)

Details of programmatic indicators

- # PLHIV that initiated ARV with CD4 count < 200
- # new HIV+ enrolled in care services
- # aged 10-24 yrs reached by HIV life skills ed. in school

Key populations

Sex Workers - Migrants - Women

#	Programmatic indicators... Activities	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 5		T
		Target	Budget	Target	Budget	Target	Budget	Target	Budget	Target	Budget	
1	# PLHIV that initiated ARV with CD4 count < 200 (objective 1)	600	169,625.00	600	140,600.00							
1.2	PLHIV reimbursed for transportation costs to HIV testing and treatment centres	600	125,000.00	600	125,000.00							
1.3	Communication materials produced to educate HIV+ patients about HIV treatment (Migrants and Sexual	75	2,100.00	75	2,100.00							
1.4	Supervisory visits to verify the appropriate application of testing and treatment protocols at centers.	189	42,525.00	60	13,500.00							
2	# new HIV+ enrolled in care services (objective 1)	124	83,700.00	124	83,700.00							
2.1	Enrollment of newly diagnosed HIV+ patients for home visits to monitor use of ARV.	124	83,700.00	124	83,700.00							

In some situations PRs review and sign an SR agreement each year, giving them the opportunity to renegotiate targets and budgets. In some situations the SR may be changed by the PR if there have been implementation hurdles to great to overcome. In these cases, the SRs agreement will only include details for the contracted year, not each quarter in the grant.

Using the identification columns repeated on each of the three tabs, one worksheet can be created that contains consolidated information from all three tabs. To create the SRMS, the following consolidated information is needed: **module, activity, intervention, budget, target, coverage/output indicator.**⁷ This relationship is shown in the following table.

7. In its templates included in the worksheet **Performance Framework**, the Global Fund refers to a “Coverage/Output Indicator.” This indicator is the same indicator that is called “Programmatic Indicator” in the PR Management Dashboard and in the SRMT. For this reason, this indicator is also labeled “Programmatic Indicator” in the **SR data consolidation template**.

Tab	Module	Activity	Intervention	Budget	Target	Coverage/output indicator
PERFORMANCE FRAMEWORK/Performance Framework	Y				Y	Y
PERFORMANCE FRAMEWORK /Framework	Y		Y			Y
BUDGET ALIGNED/Detailed Budget	Y	Y	Y	Y		

Information collectively found among the three tabs can thus be easily consolidated into one file to facilitate creation of the SR’s annual plan, which the SR will use to populate the SRMT. Using the blank **SR data consolidation template** shown below—a sample completed template is also shown—create a customized **SR data consolidation template** organized by **Programmatic Indicator** for each SR as follows:

The two tabs in the **Performance Framework** file—the tab **Performance Framework** and the tab **Framework**—can be matched by the columns “**Module**” and “**Coverage/Output Indicators**” as follows:

- The column heading “**Module**” appears in both tabs.
- The column heading “**Coverage/Output Indicators**” appears in both tabs and is interchangeable with the column heading “**Programmatic Indicators**” in the **SR data consolidation template**.
- Therefore, by matching the columns “**Module**” and “**Coverage/Output Indicators**” in these two tabs, the **SR data consolidation template** can be populated with information for “**Programmatic Indicators**,” “**Intervention**” (from the **Framework** tab) and “**Target**” (from the **Performance Framework** tab).

“**Programmatic Indicators**” should be entered in the blue lines in the template.

- Then the **SR data consolidation template**, now partially completed, can be matched with the **Detailed Budget** tab by “**Module**” and “**Programmatic Indicator**.”
 - The “**Activity**” column can now be completed. Activities should be listed in the blank lines following the blue lines for “**Programmatic Indicators**.”

Additional lines can be inserted in the file as needed to accommodate all the activities.

- The “**Target**” and “**Budget**” columns can be completed.

This process should be verified by the PR finance manager and M&E officer. This format should be part of the PR-SR grant agreement and must be prepared for each SR.

1.3.4. STEP 3: SRS PREPARE THE SR ANNUAL PLAN

The SR annual plan is derived from the PR’s **SR data consolidation template**. The difference between the **SR data consolidation template** and the SR annual plan is twofold: (1) the **SR data consolidation template** presents information quarterly and may be done for a period of 4 to 12 quarters; (2) the SR’s annual plan presents information monthly and is only done for four quarters at a time and is repeated for each year of the grant.

The PR must approve the SR’s annual plan. Examples of an SR annual plan appear in the two screenshots below—one is a blank template for an annual plan and one is a completed annual plan.


Having completed the **SR data consolidation template** (or similar) in the previous step, in most of the cases the SR and PR will be able to divide quarterly targets and budgets into months, giving the opportunity to have “rapid alert diagnosis” for indicators where results that may be getting behind targets.

GMS has provided the template **SR annual plan** in an annex to the SRMT. Once this template is completed, the SR and PR have discussed it, and the PR has approved it, it will serve as the data source for “Enter the annual planning data” (**step 6**, in section 5.7 of the *User Guide*) during the SRMT setup process.



Remember that a separate SRMT must be prepared for each SR!

SR Annual Plan



SR Management Tool
 Direct Gender Partnership (DGP)
 DMR-202-G01-H-00 (January 2016 - December 2016) (HIV / AIDS)
SR annual plan (\$ - USD)

Hide current sheet

Details of programmatic indicators

PLHIV that initiated ARV with CD4 count <200
 # new HIV+ enrolled in care services
 # aged 10-24 yrs reached by HIV life skills ed. in school

Key populations

Sex Workers - Migrants - Women

#	Programmatic indicators... Activities	Execution date	Location	January		February		March		April	
				Target	Budget	Target	Budget	Target	Budget	Target	Budget

Setting monthly targets for activities

Monthly targets are required for the SRMT, but they are not included in the **SR data consolidation template**. Therefore, it may be necessary to open the three **Assumptions** tabs in the grant work plan and budget Excel template and closely examine the definitions of the activities, in order to set monthly targets for these activities. For example, an activity may be defined as “Train 50 CHWs in TB case finding,” but the assumptions page shows that each training session is planned for 25 CHWs. This might mean that different SRs will each carry out 1 session, or that 1 SR will carry out two sessions in different months. **Some detective work may be needed to clarify what the original planners intended for each activity!**

Another common situation for public sector grants is that counties or districts act as pseudo-SRs. Targets may not have been set at their level. In this case, the PR or the MOH M&E officers will need to break down the targets by smaller geographic units. This may be done using population census data or through census data modified by known incidence or prevalence data for different parts of the country (such as high and low endemic zones).

These targets will need to be calculated on a separate spread sheet and the documentation kept carefully as a supplement to the grant performance framework. The PR would then communicate the targets to the counties or districts.

It may also be necessary to modify the timing of targets to better fit the more detailed implementation schedule. For example, if the various inputs for opening voluntary counseling-and-testing sites are not complete until quarter 4, the new site targets for quarters 2 and 3 should be shifted and the timing of these results should be redefined. Some openings might even have to be shifted to later months. Similarly, it may be that new staff cannot really be hired until month 3 instead of month 1. These changes have consequences for the timing of results, but also change the timing of expenditures: some changes (like 10 months of salary rather than 12 months) may create savings that can be reprogrammed.

Calculating the monthly budget per SR per Activity


The detailed grant budget will give the budget for each activity, with detailed cost assumptions and cost category coding. If SR sub-agreements have already been made, the activity budget will have been divided between the SRs implementing the activity; quarterly activity budgets will have been set.

These quarterly activity budgets will need to be checked against the monthly scheduling and the monthly targets. Not all expenditures match the timing of the activity:

- 100% of funds needed for procurement, especially a tender or international procurement, usually must be available to the PR or SR before the tender or procurement action can be launched. Disbursements must be linked to the timing of tenders. Expenditures, on the other hand, usually take place when deliveries are received: a single tender may result in multiple deliveries over a 1-2 year period.
- 100% of funds for storage and distribution of health products needs to be available on an annual basis. However, the use of funds for storage and distribution will not begin until the products arrive in country. Distribution may have a seasonal or periodic schedule.
- Recurrent monthly expenditures for salaries, payments to CHWs, overhead costs and the like must be planned into periodic disbursements to avoid cash flow crises or delays in payments.
- Periodic disbursements to SSRs may also affect cash flow needs of the SRs.
- Other funds for activities usually need to be available before work begins or in tranches during the work.

While the SRMT tracks the budget and expenditures on a monthly basis, disbursements are often quarterly or semi-annually. This monthly budgeting exercise can help to establish more accurate quarterly disbursement needs.

The following tables appear side by side in the SRMT as an example of an annual plan with the detail previously presented from a PR-SR agreement.

<div> <div>  <div> <div>Hide current sheet</div> </div> </div> <div> <div>SR Management Tool</div> <div>Direct Gender Partnership (DGP)</div> <div>DMR-202-G01-H-00 (January 2016 - December 2016) (HIV / AIDS)</div> <div>SR annual plan (\$ - USD)</div> </div> </div>											
Details of programmatic indicators						Key populations					
# PLHIV that initiated ARV with CD4 count < 200 # new HIV+ enrolled in care services # aged 10-24 yrs reached by HIV life skills ed. in school						Sex Workers - Migrants - Women					
#	Programmatic indicators... Activities	Execution date	Location	January		February		March		April	
				Target	Budget	Target	Budget	Target	Budget	Target	Budget
1	# PLHIV that initiated ARV with CD4 count < 200 (objective 1)			200	65,725.00	200	49,200.00	200	54,700.00	200	45,700.00
1.2	PLHIV reimbursed for transportation costs to HIV testing and treatment centres			200	45,000.00	200	35,000.00	200	45,000.00	200	45,000.00
1.3	Communication materials produced to educate HIV+ patients about HIV treatment (Migrants and Sexual			25	700.00	25	700.00	25	700.00	25	700.00
1.4	Supervisory visits to verify the appropriate application of testing and treatment protocols at centers.			89	20,025.00	60	13,500.00	40	9,000.00	0	0.00
2	# new HIV+ enrolled in care services (objective 1)			124	27,900.00	124	27,900.00	124	27,900.00	124	27,900.00
2.1	Enrollment of newly diagnosed HIV+ patients for home visits to monitor use of ARV.			124	27,900.00	124	27,900.00	124	27,900.00	124	27,900.00
3	# aged 10-24 yrs reached by HIV life skills ed. in school (objective 2)			250	56,250.00	300	67,500.00	400	90,000.00	250	56,250.00

[illegible]

The monthly distribution process in some cases will only be useful for performance advance purpose, because most indicators are to be collected quarterly, biannually or annually. Based on a grant's approved grant performance framework and the relevant signed memorandum of understanding between the PR and each of its SRs, the PR prepares a document detailing the agreement between the PR and the SR regarding programmatic indicators and activities for each SR. These agreements state the quarterly programmatic targets for the indicators and activities, as well as the financial budget for these activities.

1.3.5. STEP 4: CHECK THE ALIGNMENT OF EACH SR'S ANNUAL PLAN WITH THE FULL GRANT WORK PLAN AND BUDGET

The final step in annual planning is to verify that combining SR budgets with the PR budget adds up to the approval annual budget defined in the grant agreement. If the SR budgets have been constructed by carefully adjusting a copy of the detailed grant work plan and budget, this verification is straightforward. The totals by SR and by module should be the same. Using the **Budget Summary** tab in the **grant work plan and budget** file, shown below the budget totals can easily be checked by “**Module**,” “**Q**” and “**Year**”; totals by “**Recipients**” by “**Q**” and “**Year**” can also be checked.

Budget aligned – Budget Summary tab

	C	D	E	F	G	H	I	J	K	L
1										
2	By Module	Q1	Q2	Q3	Q4	Year 1	Q5	Q6	Q7	Q8
3	Prevention programs for general population			18,225		18,225			18,450	
4	Prevention programs for MSM and TGs		16,331	60,739	100,351	177,421	43,485	253,516	70,640	45,000
5	Prevention programs for sex workers and their clients		36,257	32,077	7,560	75,894	62,925	45,517	9,556	
6	Treatment, care and support		14,111	135,502	82,701	232,314	76,809	10,511	142,708	54,814
7	TB care and prevention			80,000		80,000		20,000		
8	TB/HIV		14,111	63,199	61,276	138,587	20,342	76,490	81,077	70,690
9	MDR-TB									
10	HSS - Health information systems and M&E		4,500	126,295	98,379	229,174	147,758	252,980	260,233	10,440
11	Total		206,417	601,707	426,824	1,234,948	535,353	735,835	668,599	257,764
12	By Recipients	Q1	Q2	Q3	Q4	Year 1	Q5	Q6	Q7	Q8
13	PR		149,329	352,486	140,202	642,017	189,162	120,972	258,020	143,624
14	SR1			1,260	14,880	16,140	29,037	3,990	7,590	8,760
15	SR2			1,260	14,880	16,140	29,037	3,990	7,590	9,240
16	SR3			1,260	14,880	16,140	29,037	3,990	7,590	9,240
17	SR4			1,260	14,880	16,140	29,037	3,990	7,590	9,240
18	SR5			1,260	14,880	16,140	29,036	3,990	7,590	9,240
19	SR6			1,260	14,880	16,140	29,036	3,990	7,590	9,240
20	SR7		54,868	207,881	128,350	391,099	40,672	533,413	290,233	
21	SR8		2,220	33,780	68,991	104,991	131,300	57,509	74,806	59,180
22	Total		206,417	601,707	426,824	1,234,948	535,353	735,835	668,599	257,764
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1.3.6. CONCLUSION

Ideally, the annual planning step will be carried out early in grant year 1 and then in month 12 of year 1 for year 2, in month 24 for year 3. While very detailed and time consuming, this exercise will ensure that the PR and each SR know what is expected of them, when and how to sequence activities among SRs and what resources they can use. Thus, good annual planning will contribute to good management and clear PR-SR communications. Using this information in the SRMT will contribute to these same good management practices.

The results of this process will be used to complete the **Annual Planning** section of the SRMT, which is discussed in section 5.7 of this *User Guide*. Please return there for further instructions.