

Installation and Setup Guide for the Regional Dashboard

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Management tools for the whole-of-country approach

CCM Summary

Regional Dashboards

Principal Recipient Management Dashboard

Subrecipient Management Tool



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ABBREVIATIONS AND ACRONYMS

CCM	country coordinating mechanism
FAQs	frequently asked questions
Global Fund	Global Fund to Fight AIDS, Tuberculosis and Malaria
GMS	Grant Management Solutions
IT	Information Technology
KPs	key populations
M&E	monitoring and evaluation
OECS	Organization of Eastern Caribbean States
OGAC	Office of the U.S. Global AIDS Coordinator
PEPFAR	U.S. President's Emergency Plan for AIDS Relief
PLWD	persons living with or affected by the diseases
PR	principal recipient
PSM	procurement and supply management (health products management)
RCM	regional coordinating mechanism
RO	regional organization
SR	subrecipient
TIMS	TB in the Mining Sector
USAID	U.S. Agency for International Development
<i>User Guide</i>	Installation and Setup Guide for the Regional Dashboard
WHC	Wits Health Consortium

1. INTRODUCTION

1.1. PURPOSE AND ORGANIZATION OF THIS USER INSTALLATION AND SETUP GUIDE FOR THE REGIONAL DASHBOARD

The purpose of this *User Installation and Setup Guide for the Regional Dashboard* (*User Guide* for short) is to help principal recipients (PRs) learn how to install and use dashboards designed by Grant Management Solutions (GMS) that have been specifically designed for use for regional grants. The *User Guide* addresses installation and use of the two types of dashboards developed for regional grants – **the PR Management Dashboard for Regional Grants** and **the Regional Dashboard**. Two different types of dashboard are needed, since regional grants vary greatly in their implementation arrangements and programmatic indicators.

This *User Guide* is divided into the following sections:

- Introduction explaining the origins, purpose, development and plans for these two types of regional grant dashboards, including decision criteria for selecting the right type of dashboard for a specific grant, and general instructions for information technology (IT) requirements and dashboard responsibilities
- PR Management Dashboard for Regional Grants: Instructions for installation and configuration of the data-entry application
- Step-by-step instructions for installation, configuration and use of the data-entry application for the Regional Dashboard
- The Regional Dashboard in detail
- Troubleshooting, best practices, frequently asked questions (FAQs) for both the PR Management Dashboard for Regional Grants and for the Regional Dashboard.

1.2. WHO ARE THE USERS OF REGIONAL DASHBOARDS?

The primary users of regional dashboards are PRs of regional grants. Regional grants are defined as grants designed to achieve impact and clearly demonstrate the value-added of a regional approach. The Global Fund to Fight AIDS, Malaria and Tuberculosis (Global Fund) funds both multicountry grants and grants organized and run by regional organizations.¹

1. "In order to clarify the distinction between regional programs and multi-country programs, the SIIC of the Global Fund Board has endorsed the following operational definitions provided by the Secretariat for regional and multi-country applications: Regional Application: An application from a group of countries within the same geographic region aimed at addressing common issues requiring cross-border interventions (e.g. harm reduction, advocacy and policy, drug resistance, etc.) that are strategically focused and demonstrate a strong potential for high impact in the fight against the three diseases. Typically these will only include activities and interventions that cannot be funded effectively through a country allocation due to their inherently regional nature. Multi-country Application: A combined application from small island economies and/or other small countries that typically would not apply as individual countries due to inherent administrative inefficiencies. A multi-country application would be submitted by a Regional

Multicountry grants are overseen by a regional coordinating mechanism (RCM) while regional grants are not. PRs of multicountry grants will be expected to share dashboards produced for their grants with their RCM. RCMs can therefore be considered as secondary users of regional dashboards for multicountry grants.

At the time of publication of this *User Guide*, the Global Fund had 33 active multicountry and regional grants in its portfolio. Regional grants vary in terms of the regions served, the number of countries covered by the grant, the number of implementers, the type of implementation arrangements, and the types of indicators used to track activities. GMS developed two types of regional dashboards to accommodate for differences that exist among such grants. The table below shows the key factors that vary among the currently active regional grants.

Characteristics that vary among regional grants

No. of Regional Grants active	33 grants				
Type of PR	Regional Organization		Nonregional Organization		
	Intergovernmental organization	Regional Network (civil society)	Local NGO	International NGO	UN Agency
	15	3	3	6	6
Number of countries served by the grant	Ranges from 1 to 18				
Implementation arrangements	<ul style="list-style-type: none"> One implementer (subrecipient (SR)) per country At least one implementer (SR) implementing in multiple countries Both 				
Types of indicators used to track progress in performance frameworks	<ul style="list-style-type: none"> Quantitative indicators (outcome and impact + work plan tracking measures) Qualitative indicators (progress tracked by evaluating achievement of activity or strategy milestones by specific dates) Some regional grants have both types of indicators 				
Length in years of the grant	Ranges from 1 to 6				

Coordinating Mechanism.” For more clarifications on these two types of regional grants, see: https://www.theglobalfund.org/media/4104/bm31_08-b-regional-programs_paper_en.pdf.





1.3. **HOW THE REGIONAL DASHBOARD FITS INTO THE WHOLE-OF-COUNTRY APPROACH AND THE SUITE OF MANAGEMENT TOOLS**

The Regional Dashboard 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 alone
3. Regional Dashboard, developed by GMS alone
4. SRMT, developed by GMS alone

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>

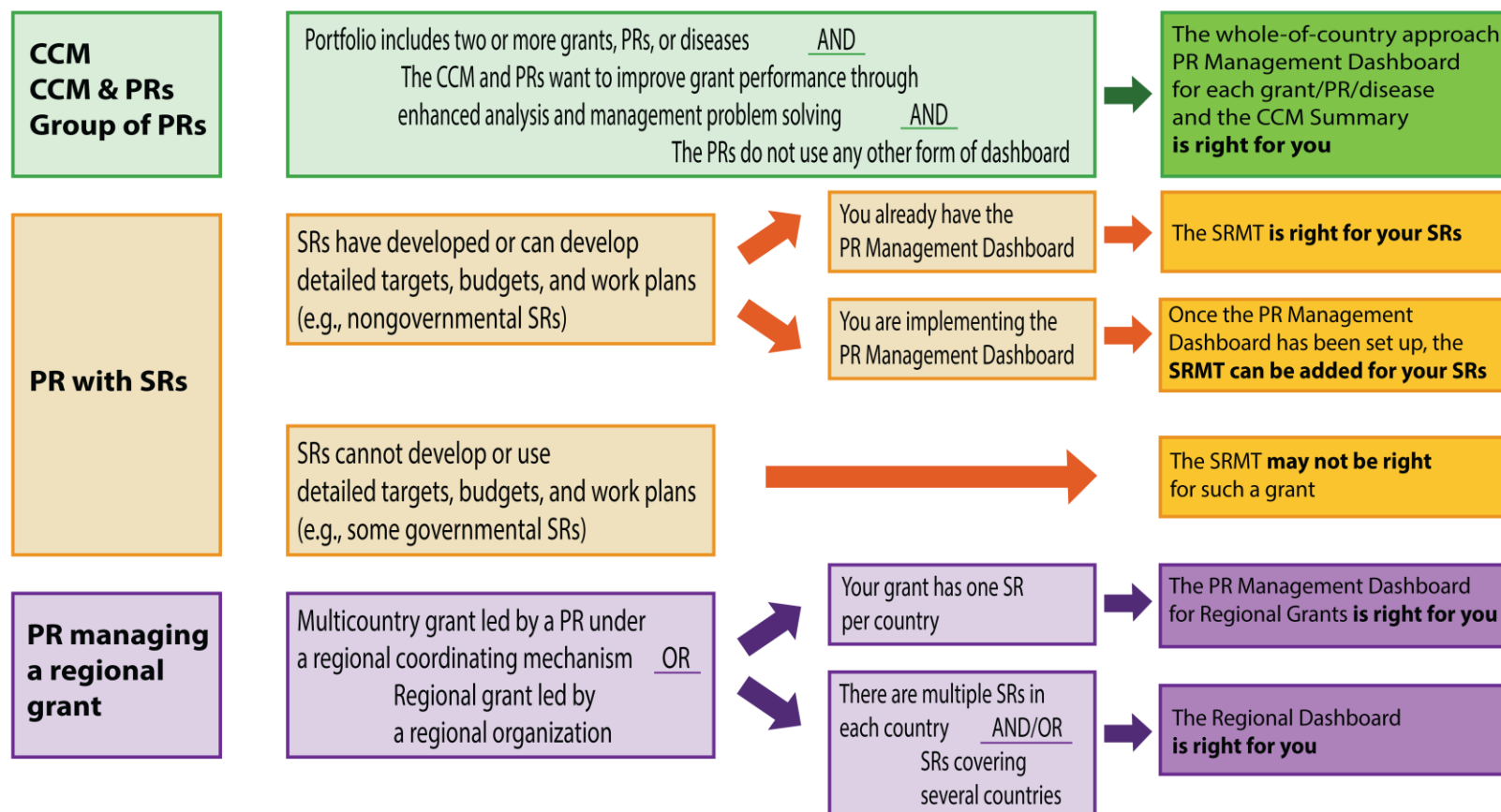
The PR Management Dashboard, CCM Summary and SRMT are interlinked: the SRMT produces sheets that feed into production of the PR Management Dashboard, and the PR Management Dashboard in turn produces files that are used to create the CCM Summary. Two versions of the regional dashboard exist. One is a 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



2.1. WHAT ARE REGIONAL DASHBOARDS?

Dashboards provide a visual display of the information needed by leaders and decision makers to monitor progress toward objectives for a project or program. Two types of regional dashboard have been developed by GMS for use by Global Fund regional grants - **the PR Management Dashboard for Regional Grants** and **the Regional Dashboard**.

Both dashboards are part of a suite of management tools created by GMS to help Global Fund countries and regions monitor and improve their grant performance. The full suite consists of the following tools in order of creation:

- PR Management Dashboard Global Fund
- CCM Summary
- Regional Dashboards
- SR Management Tool

2.2. HOW DO REGIONAL DASHBOARDS HELP REGIONAL GRANTS IMPROVE GRANT MANAGEMENT?

Improved overall grant performance. When dashboard data are used quarterly to analyze performance, the PR is able to detect problems and take timely action to address obstacles to implementation. Use of Regional Dashboards encourages better documentation to record and track decisions made to improve grant implementation. Over time, this translates into improved grant performance; furthermore, PRs that are already performing well can expect to maintain good performance as risks to implementation can be quickly identified and acted upon before they negatively affect the grant.

Improved PR-SR communication. Regional Dashboards can improve communication between the PR and its SRs as they work together to identify and solve problems. Improved PR-SR communication also improves performance at SR level.

Improved performance at SR level. Regional Dashboards can generate emulation among SRs as they seek to understand why their peers may be performing better. Attaining a better understanding of the overall activities of the grant and how each SR's specific performance enhances or retards the overall grant's performance increases SR ownership and engagement. Over time, the effects of SR-to-SR emulation as well as increased ownership can translate into better performance at SR level. Improved performance at SR level also improves PR-SR communication.

Improved synergy between the PR and its implementing partners (SRs). Both types of Regional Dashboards produce interactive files that can be used for communication on grant performance – either by projecting the files during face-to-face presentations by the PR, or through transmission of files as email attachments or

website postings that the PR sends to various stakeholders such as RCMs, the PR's governance body, national disease programs and development partners. Discussions between the PR and its stakeholders facilitate joint problem solving to address implementation issues and promote synergies among implementers.

2.3. WHAT ARE THE DIFFERENCES BETWEEN THE TWO TYPES OF REGIONAL DASHBOARDS?

The PR Management Dashboard for Regional Grants uses the same data-entry sheet and SAP-based dashboard display that is used for single-country grants. The data-entry application and the SR names are, however, configured to reflect the implementation arrangements of a specific regional grant. This type of regional dashboard is recommended for regional grants (a group of countries or regional PRs) that have the simplest type of implementation arrangement: only one implementer per country.

The Regional Dashboard is designed for use by regional grants (a group of countries or regional PRs) with more complex implementation arrangements such as regional SRs or other combinations of implementers. The Regional Dashboard uses two types of Data Master files: the PR Management Dashboard Data Master and the Regional Dashboard Data Master.

The Regional Dashboard displays additional features not found in the PR Management Dashboard for Regional Grants, including the following:

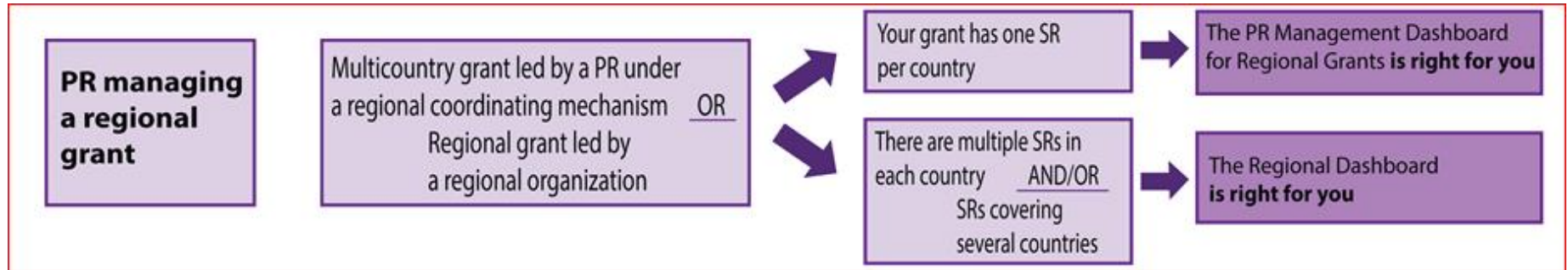
- A map feature highlighting the region and the participating countries
- Qualitative milestones for grant performance frameworks (rather than traditional quantitative indicators) and a visual tracking feature to track progress
- An action plan section to help PRs record decisions about and monitor progress on implementing decisions

The following table summarizes the similarities and differences between the two types of regional dashboards:

Key features	PR Management Dashboard for Regional Grants	Regional Dashboard
Uses an Excel-based Data Master for entering data about the grant	Yes, requires only the PR Dashboard Data Master	Yes, requires both the PR Dashboard Data Master file and the Regional Dashboard Data Master file
Uses an SAP-based application to visually display performance data	Yes	Yes
Displays data on programmatic indicators	Yes	Yes
Displays data on financial management indicators	Yes	Yes
Displays data on procurement and supply management indicators	Yes	Yes
Tracks stock levels for key health products	Yes	Yes
Displays data for programmatic milestones (qualitative indicators)	No	Yes
Uses color coding to show performance level, based on agreed performance thresholds	Yes	Yes
Shows maps of the regions covered by the grant	No	Yes
Allows comparison of performance across countries	Yes – using drill-down screens in the dashboard for programmatic, financial, and management indicators; the section that tracks health product stocks can be customized to compare stocks by country.	Yes – drop-down menus allow selection of indicators for country-by-country comparisons.

2.4. WHICH REGIONAL DASHBOARD IS RIGHT FOR MY GRANT?

The diagram below helps regional PRs determine which type of regional dashboard is the most suited for their grant.



If you have selected the PR Management Dashboard for Regional Grants, you will use sections 2, 3, and 7 to set up and use your dashboard.

If you have selected the Regional Dashboard, you will use sections 2, 4, 5, 6, and 7 to set up and use your dashboard.

2.5. HOW WERE THE REGIONAL DASHBOARDS DEVELOPED?

Regional Dashboard

GMS developed its first dashboard for a regional grant in 2016 in response to a request from a southern African PR, Wits Health Consortium (WHC),² regarding a regional grant—the TB in the Mining sector (TIMS) grant—through which it was implementing TB activities in 10 southern African countries. This grant had eight implementers, each of which was running activities in more than one country.

WHC wanted to have a tool to help visualize grant performance in the region. The GMS team first conducted extensive interviews with the PR staff to understand the implementation arrangements and to determine the requirements for the dashboard. GMS then developed a prototype dashboard that was tested using data provided by WHC staff. **This is how the Regional Dashboard came into being.**

In February 2017, GMS designed a generic version of the Regional Dashboard to include (1) maps of different regions, which serve as reference for each grant, and (2) qualitative indicators specific to a regional grant. The Regional Dashboard electronic files and *User Guide* were completed in August 2017.

PR Management Dashboard for Regional Grants

In January 2017, GMS received a different kind of dashboard request. The Organization of Eastern Caribbean States (OECS) requested a dashboard to monitor its regional activities.

In response to OECS's request, because OECS had several implementers (on per country), GMS examined the possibility of OECS using the PR Management Dashboard for a multicountry grant to monitor implementers by country as if these implementers were "subrecipients".³

2. The Wits Health Consortium (WHC) is a company of the University of Witwatersrand. The grant for which the first regional dashboard was developed was the TIMS grant, which implements TB interventions in Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia, and Zimbabwe.

3. The OECS comprises ten member states (<http://www.oecs.org/homepage/about-us>): Anguilla; Antigua and Barbuda; British Virgin Islands; Commonwealth of Dominica; The Federation of St. Kitts and Nevis; Grenada; Martinique; Montserrat; Saint Lucia; St. Vincent and The Grenadines.

3. SETUP AND MANAGEMENT OF BOTH REGIONAL DASHBOARDS FOR INFORMATION TECHNOLOGY AND MONITORING-AND-EVALUATION MANAGERS

3.1 REQUIREMENTS FOR PROPER INSTALLATION AND USE OF A REGIONAL DASHBOARD: TECHNICAL REQUIREMENTS

3.1.1 IT ENVIRONMENT

Both types of regional dashboards are usable in both high-IT and low-IT environments.⁴ This section describes the files, equipment and system requirements, and connectivity requirements needed for successful installation and use of both regional dashboards.

3.1.2 FILES NEEDED TO PRODUCE BOTH TYPES OF REGIONAL DASHBOARDS

Below is the list of files needed by PRs to produce regional dashboards. These files will be generated using SAP Crystal Dashboard Design 2011 software.

Name of file	Type of software	Needed for the PR Management Dashboard for Regional grants	Needed for the Regional Dashboard
PR Dashboard Data Master 2.0 R4	Excel	Yes	Yes
Dashboard Feed 2.0 R4	Excel	Yes	No
Dashboard 2.0 R4	SAP	Yes	No
Regional Dashboard Data Master v2.0	Excel	No	Yes
Regional Data Feed v2.0	Excel	No	Yes
Regional Dashboard v2.0	SAP	No	Yes

4. Low-IT environment 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 capacity to support use of computer technology for data collection, transfer and processing. High-IT capacity countries have ready availability of computers at most levels of the health system, and good internet connectivity and speed. Moreover, high IT capacity countries have an adequate supply of human resources capable of using computer technology for data collection, transfer and processing.

3.1.3 EQUIPMENT REQUIREMENTS

To use the dashboard effectively, the Regional Dashboard administrator (see section 3.2 below) will need the following equipment:

- Laptop or desktop computer
- Internet connection (to send and receive emails)
- Capability of periodic storage of data files (hard disk, Universal Serial Bus/flash drive (USB), other storage device)
- Color printer (to identify color alerts in the dashboards)
- Projector for group viewing

3.1.4 SYSTEM REQUIREMENTS

PRs will need administrator's rights to install the SAP Crystal Dashboard Design 2011 software on computers and laptops used for either regional dashboard. Administrator rights are also necessary in case the PR has to reinstall Microsoft Office to select 32-bit version that is compatible with SAP Crystal Dashboard Design 2011.

It is highly recommended that all PR Management Dashboard files and Regional Dashboard files listed in the table in section 3.1.2 above be installed on the same computer. Note that dashboards can only be generated on computer(s) with the SAP Crystal Dashboard Design 2011 software.

PRs must have the following software versions (any version from the list for each product) already installed on their computer(s) to install and run SAP Crystal Dashboard Design 2011. *Please note that this SAP software detects pirated copies of Microsoft Windows and will either not download or shut down, if the Windows version on the computer is unacceptable!*

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 (64-bit is not compatible with the dashboard software)

Excel 2013 32-bit version (64-bit is not compatible with the dashboard software)

Excel 2016 32-bit version (64-bit is not compatible with the dashboard software)

Adobe Reader 11 or later version
Adobe Flash Player 15 or later version

Antivirus

Updated antivirus software

The PR will receive the **SAP Crystal Dashboard Design 2011⁵** software license number from the Global Fund Secretariat, which will maintain a list of licenses and issue them to approved PRs. Note that **only the Regional Dashboard Administrator needs a SAP license.**

SRs have the following minimum software requirements to effectively enter data into SR data-entry sheets and transmit them to the PR. SRs will not require software licenses to view the dashboards produced by PRs and will therefore not be issued SAP licenses.

Microsoft Windows

Same as specified above for the PR

Microsoft Excel

Same as specified above for the PR

3.1.5 CONNECTIVITY TO THE INTERNET

It is assumed that the computers the PR would use for purposes of the dashboard 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.

3.2. REQUIREMENTS FOR PROPER INSTALLATION AND USE OF A REGIONAL DASHBOARD: STAFFING REQUIREMENTS

The PR coordinates dashboard installation in collaboration with lead SRs. The table below identifies key staff at the PR, SR, and RCM oversight committee or PR's governing body involved in installation and setup of the Regional Dashboard, along with their key responsibilities and required knowledge and skills.

5. In 2015, SAP developed a more updated version of SAP Crystal Dashboard Design 2011 that is called SAP Business Objects 4.1 Support Pack 6. Use of SAP Business Objects 4.1 Support Pack 6 resolves compatibility issues with Office 2013 that some users have encountered. At printing of this *User Guide*, SAP was working to stabilize the link for downloading SAP Business Objects 4.1 Support Pack 6. Users are therefore encouraged to periodically check the Principal Recipient Management Dashboard page on the Global Fund website for updates on how to download this newer version of the software as well as for any other updates on software files, user guides or instructions.

Actor	Key responsibilities with dashboard setup and use	Skills and knowledge required
PR staff		
PR's program manager for the grant	<ul style="list-style-type: none"> • Assign responsibility for producing dashboard within PR staff • Coordinate selection of indicators that will appear in dashboard • Oversee production of dashboards and hold periodic meetings to review results • Present results at RCM meetings • Coordinate validation of dashboard data • Make and record decisions • Follow up on decisions made 	<ul style="list-style-type: none"> • Thorough familiarity with grant activities
PR's Regional Dashboard administrator (likely to be PR's monitoring and evaluation (M&E) officer)	<ul style="list-style-type: none"> • Conduct mapping of PR indicators to SRs • Assess SR capacity to report on the data • Train PR staff and SRs in the use of the standardized Excel data-collection instruments, in the identification of primary data sources, and in the process of sending data sets to the PR • Monitor submission of data by SRs, including data quality • Periodically enter PR data into master data sheet • Conduct quality checks for completeness and coherence of data • Ensure proper archiving of dashboard files • Conduct periodic backup of dashboard data • Guide supervision of SRs that are weak performers. • Ensure timely transmission of dashboards to the country coordinating mechanism (CCM) secretariat • Lead analysis, revision and updating of the processes and procedures for monitoring, 	<ul style="list-style-type: none"> • Competence in SAP Crystal Dashboard Design 2011, Excel, file backup, internet use • Training and experience in M&E or program oversight/performance monitoring • Thorough familiarity with grant activities

Actor	Key responsibilities with dashboard setup and use	Skills and knowledge required
	supervision and evaluation of SRs and PR <ul style="list-style-type: none"> • Develop or update monitoring guide for SRs 	
PR's finance officer(s)	Provide budget information to PR's M&E officer for insertion into dashboard	<ul style="list-style-type: none"> • Competence in Microsoft Excel, file backup, internet use • Experience in financial management of grants • Thorough familiarity with grant finances
PR's procurement and supply management (PSM) manager	<ul style="list-style-type: none"> • Select health products to track through dashboard • Confirm data sources for measuring PSM indicators • Identify and develop tools and processes required to support data collection • Liaise with central medical stores or other data sources, as needed, to obtain regular, timely data on PSM indicators 	<ul style="list-style-type: none"> • Sufficient understanding of link between pharmaceuticals and health products by grant and the overall program being executed through the grant • Sound understanding of the structure and functioning of the pharmaceutical supply system for the country • Thorough familiarity with grant activities
PR's IT manager(if applicable)	<ul style="list-style-type: none"> • Support PR in generating dashboard • Support PR in troubleshooting dashboard-display application and data-entry application 	<ul style="list-style-type: none"> • Competence in SAP Crystal Dashboard Design 2011 and Microsoft Excel, file management, and internet use • Experience working with data export and import from and into Microsoft Excel • Knowledge or understanding of relational databases is desirable • Experience with reporting errors • Experience with troubleshooting
SR staff		
SR's dashboard data manager (likely to be the SR M&E officer)	<ul style="list-style-type: none"> • Timely transmission of performance data to the PR using Excel sheets generated by data-entry application • Review dashboards generated by PR and provide feedback • Review implementation of follow-up 	<ul style="list-style-type: none"> • Competence in Microsoft Excel, file management and internet use • Thorough familiarity with grant activities

Actor	Key responsibilities with dashboard setup and use	Skills and knowledge required
Oversight committee or governing body		
RCM oversight committee or PR's governing body (for non-RCM regional grants)	<ul style="list-style-type: none"> • Review dashboard information provided by PR • Follow up with PR to ensure implementation of follow-up actions to mitigate problems and address poor performance 	<ul style="list-style-type: none"> • Basic knowledge of the Global Fund grant cycle • Understanding of how to interpret dashboard indicators

4 **THE PR MANAGEMENT DASHBOARD FOR REGIONAL GRANTS:** **INSTRUCTIONS FOR INSTALLATION AND CONFIGURATION OF THE DATA-ENTRY APPLICATION**

If you intend to use the Regional Dashboard (for grants with complex implementation arrangements) please go directly to section 4 of this User Guide.

4.1 INTRODUCTION

This section of the *User Guide* describes the setup of the PR Management Dashboard for Regional Grants. This dashboard is suitable for regional or multicountry grants that have only one SR in each country.

Using the PR Management Dashboard for a regional grant requires only minor modifications in the customization of the generic PR Management Dashboard. You will need both the setup guide for the PR Management Dashboard and this Regional Dashboard *User Guide*. The setup guide will be provided by your technical support consultant team or can be downloaded from the Global Fund website at:

<https://www.theglobalfund.org/en/funding-model/technical-cooperation/principal-recipient-management-dashboard/>.

This section provides the key steps and refers to the *PR Management Dashboard Installation and Setup Guide* for details. Please use both guides side-by-side.

4.2 OBTAINING AND MANAGING DATA-ENTRY APPLICATION FILES

To begin the setup process, GMS recommends that the PR follow these steps to create a Regional Dashboard file structure:

- A. Create a folder on the computer hard drive for the I Dashboard and call it **PR Management Dashboard for Regional Grants**
- B. Create a subfolder under **PR Management Dashboard for Regional Grants** called **Master Files**

For the Master files related to the PR Management Dashboard:

- A. **PR Dashboard**
- B. **PR Dashboard \ Master Files_Version [XXX]**
- C. **PR Dashboard \ Master Files_Version [XXX]\Grant** [fill in name of grant #x]

Example: **PR Dashboard \ Grant** [fill in name of grant]**Grant Period 1_** [fill in [Day]_[Month]_[Year] for end date of grant]

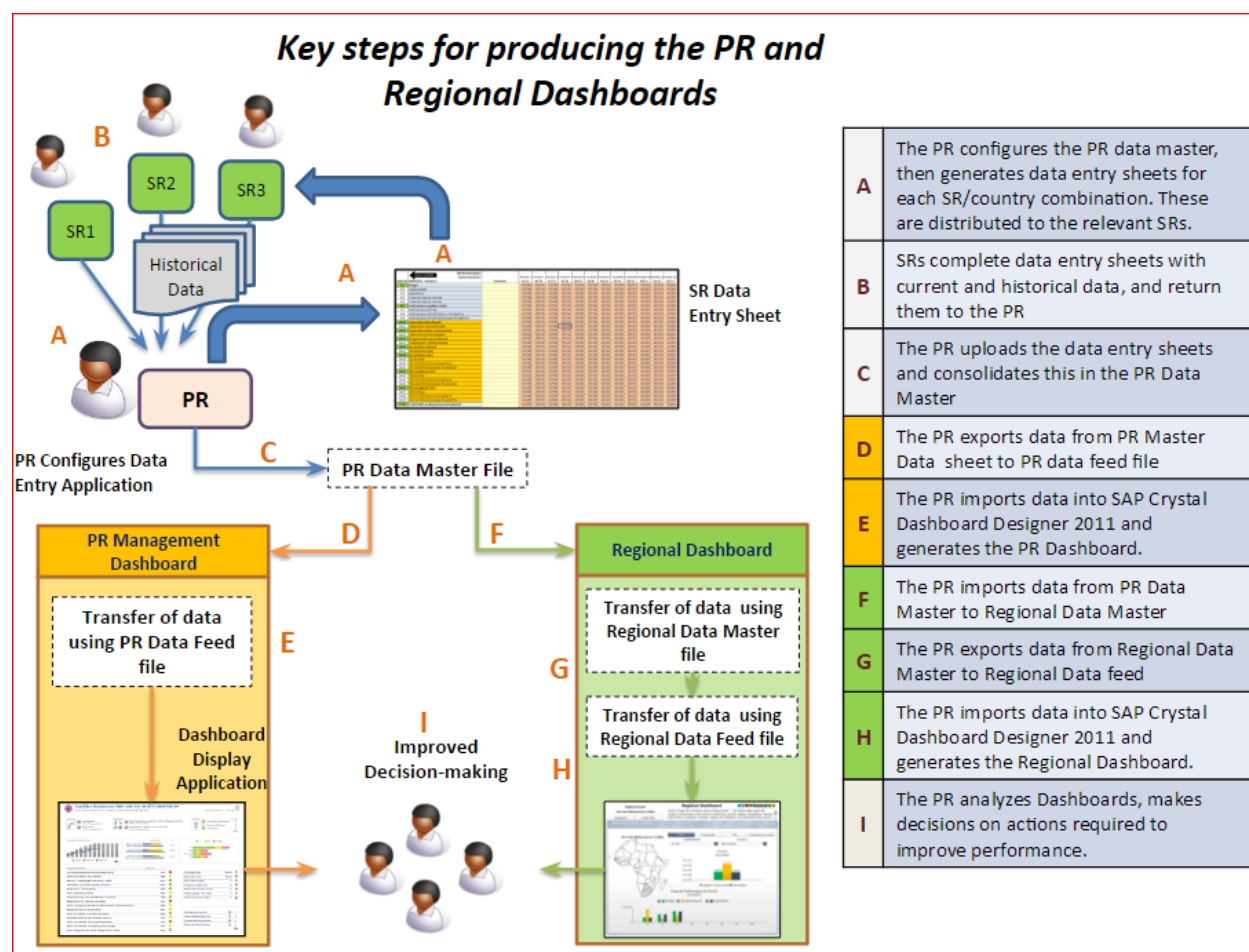
The administrator may prefer to use different file architecture with different file-naming conventions. That is fine. What matters is that the administrator creates a system for naming and archiving all files related to the PR Management Dashboard for Regional Grants that (1) is unique, (2) follows a logic that makes sense to its users, (3) is easy to read quickly, and (4) is always easy to use and is always used. The administrator may want to consult best practices on naming conventions; several guides can be found on the Internet by Googling “file naming conventions.”

5 KEY STEPS TO INSTALLING, CONFIGURING AND GENERATING THE PR MANAGEMENT DASHBOARD FOR REGIONAL GRANTS

5.1 INTRODUCTION

This section provides key steps and refers to the *PR Management Dashboard Installation and Setup Guide*. Please use both guides side by side.

The PR will carry out each step described in the *PR Management Dashboard Installation Setup Guide*. The following diagram gives an overview of the process. This is the same diagram as in section 3 of *PR Management Dashboard Installation and Setup Guide*.



The PR's dashboard administrator performs the following tasks:

1. Reviews the grant's implementation arrangements to decide how data in the dashboard should be configured to logically represent performance by implementer. This step is usually carried out during a workshop facilitated by the dashboard consultant team. During this workshop, the indicators for the dashboard are selected and the SRs who contribute to each indicator are identified.
2. Installs the PR Management Dashboard Data Master in the administrator's computer.
3. Configures the PR Management Dashboard Data Master as described in the *User Guide for the PR Management Dashboard*.
4. Generates SR data-entry sheets and send to SRs.

Only two steps in the setup process differ for a regional grant as compared to a single-country grant; the steps for naming the SRs as they will appear in the dashboard (**step 2** in section 3.4 in the PR Management Dashboard Installation and Setup Guide) and the steps for naming health products whose stock levels are monitored (**step 5** in section 3.7 in the PR Management Dashboard Installation and Setup Guide). See below sections for specific instructions for regional grants.

5.2 DETAILED REPLACEMENT INSTRUCTIONS FOR STEP 2 OF THE PR MANAGEMENT DASHBOARD INSTALLATION AND SETUP GUIDE

In a single country grant, the SR names entered into the dashboard are either the names of institutions or names of the districts or regions or national programs for public sector SRs. These can be names like “National AIDS Control Program” or “Save the Children.”

In a multicountry or regional grant, it is helpful to show the country in which an SR is working. This is especially helpful when the SRs are all Ministries of Health or National TB Programs, for instance! The dashboard administrator will associate the name of the country with the name of the SR in the following way:

- Name of the SR_name of the country

For example, for a regional malaria grant based in Namibia, the SR list might show:

- MOH_Namibia
- MOH_Angola
- MOH_Lesotho
- MOH_Swaziland
- World Vision_Botsw
- Plan Intl_SAfrica

Use an underscore (_) to separate the name of the PR and the country. Since the name can be no longer than 50 characters, some abbreviations might be needed: they can be agreed with the SR in question.

These composite names will be entered into the SR Names sheet of the PR Management Dashboard. They will appear on the SR data-entry sheets and on all the drill-down screens of the actual grant dashboard where SR names appear. Please follow all other instructions in **step 2** of the *PR Management Dashboard Installation and Setup Guide*!

5.3 DETAILED REPLACEMENT INSTRUCTIONS FOR STEP 5 OF THE PR MANAGEMENT DASHBOARD INSTALLATION AND SETUP GUIDE

Some regional grants have no health products or only health equipment. These grants will not need this part of the dashboard. During configuration, this step will be skipped and that part of the dashboard will remain blank.

In other regional grants, stock is procured by the PR and delivered directly to the SRs for use in their countries. The SRs manage these products at country level and must report to the PR on stock levels. In this case, the PSM product section of the PR Management Dashboard will need to be configured to accurately present which products are being managed by which country.

The Product Monitoring window of the dashboard can hold a maximum of 20 items. For a regional grant, the PR and SRs will have to select for tracking and display the most important or “sentinel” products that all or most SRs are managing. This is done so that the total number of items for all SRs does not exceed 20. The number of items that can be tracked will be the maximum number of items (20) divided by the number of SRs managing items (N) rounded to the nearest whole number that, when multiplied by N, will not exceed 20. Mixed numbers will have to be rounded **down** to the nearest whole number. Following are three example calculations:

1. If a regional grant has 7 SRs, it could track 2 items (20 divided by N=7, or 2.8 items, rounded down to 2).
2. If a regional grant has 2 SRs, it could track 10 items (20 divided by N=2, or 10 items; no rounding needed).
3. If a regional grant has 6 SRs, it could track 3 items (20 divided by N=6, or 3.33, rounded down to 3).

As with the SR names, the product name will be associated with the country for which the stock level of data is given in the dashboard table. The PR, SRs and dashboard administrator will create a list of composite product names that fit the space available.

For example, if a product chosen is GeneXpert Cartridge (for HIV or TB grants), the composite names entered in the Product Monitoring sheet could be:

- GeneX Cart/Namib
- GeneX Cart/Angola
- GeneX Cart/Lesoth
- GeneX Cart/Swazi

Please follow all other instructions in **step 5** of the *PR Management Dashboard Installation and Setup Guide*!

5.4 COMPLETING THE SETUP OF THE PR MANAGEMENT DASHBOARD DATA MASTER FOR A REGIONAL GRANT

Please follow all the other instructions in the *PR Management Dashboard Installation and Setup Guide* in section 3 to generate, use, and save your basic regional dashboard!

As with a single-country PR Management Dashboard,, the Regional Dashboard administrator will generate SR data-entry sheets every month or every quarter (as agreed) and send them to the SRs for completion. The SRs will return the completed sheets, whereupon the administrator will (1) import them into the Data Master file, and (2) export the PR Data Master Feed file for use by the SAP visualization application, as described in section 4 of the *PR Management Dashboard Installation and Setup Guide*. See also section 4 for printing and saving each update.

In case of other problems please consult section 5 of this Regional Dashboard - Frequently asked questions.

6 THE REGIONAL DASHBOARD: STEP-BY-STEP INSTRUCTIONS FOR INSTALLATION, CONFIGURATION AND ONGOING USE OF THE DATA-ENTRY APPLICATION

6.1 INTRODUCTION

This section and section 7 below describe how to setup and use the Regional Dashboard for grants with complex implementation arrangements.

If you have selected the PR Management Dashboard for Regional Grants (for a grant that has only one SR in each country), please return to section 4.

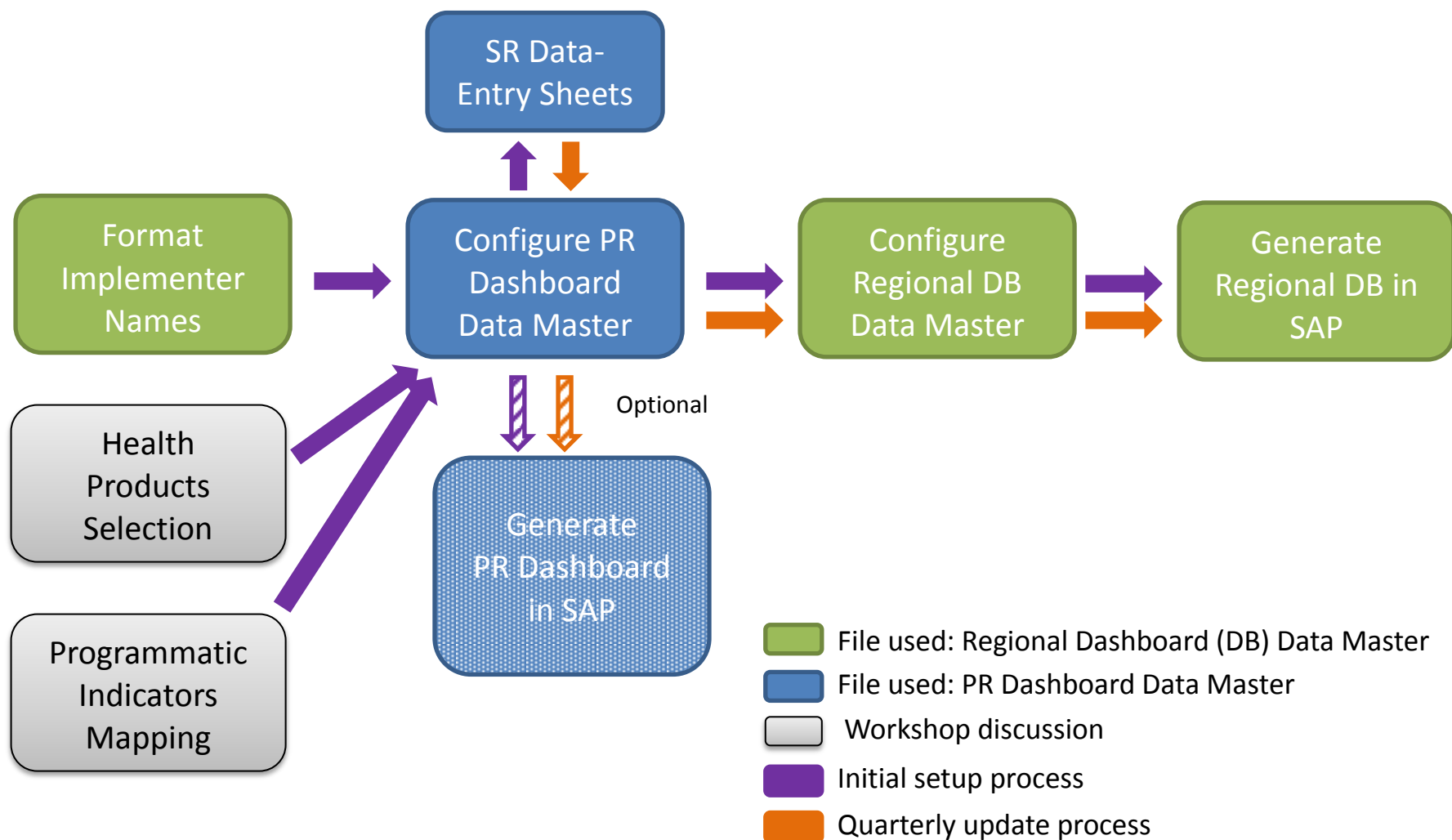
Creating a Regional Dashboard requires configuring the PR Management Dashboard Data Master and also configuring the Regional Dashboard Data Master. You will need the setup guide for the PR Management Dashboard, as well as this manual. The *PR Management Dashboard Installation and Setup Guide* will be provided by your technical support consultant team or can be downloaded from the Global Fund website at: <https://www.theglobalfund.org/en/funding-model/technical-cooperation/principal-recipient-management-dashboard/>.

This section will refer to the *PR Management Dashboard Installation and Setup Guide* as well as the Regional Dashboard setup guide. Please use both guides side-by-side.

6.2 KEY STEPS TO CREATING THE REGIONAL DASHBOARD

The diagram below shows an overview of the steps required to create and use the Regional Dashboard. The following subsections provide more detail about each step.

Regional Dashboard Setup Process



The overall flow to configure the Regional Dashboard is as follows:

First, the Regional Dashboard administrator produces specifically formatted PR and SR names using the **Format the implementer name** Auxiliary tool found in the Regional Dashboard Data Master File.

Second, the administrator configures the PR Management Dashboard Data Master as outlined in the PR Management Dashboard manual, except using the formatted implementer names for the PR Name (step 1 of the PR Management Dashboard Data Master setup) and using SR names (step 2 of the PR Management Dashboard Data Master setup).

Finally, the administrator configures the Regional Dashboard, importing a fully configured PR Management Dashboard Data Master for the grant.

6.3 OBTAINING AND MANAGING DATA-ENTRY APPLICATION FILES

The Regional Dashboard Administrator obtains the PR Management Dashboard Data Master and the Regional Dashboard Data Master by either downloading them directly from the Global Fund website or by obtaining them on a USB from the technical support team assisting the PR with introduction of the dashboard.

To begin the process of setting up a file structure for all files used in creating regional dashboards, GMS recommends that the PR follow these steps:

- A. Create a folder on the computer hard drive called **Regional Dashboard**
- B. Create a subfolder under **Regional Dashboard** called **Master Files**

Below is an example of how this file architecture would be represented for the Regional Dashboard:

- A. Regional Dashboard
- B. Regional Dashboard \ Master Files_Version [XXX]\
- C. Regional Dashboard \ Master Files_Version [XXX]\Grant [fill in name of grant #x]

Example: Grant #

Regional Dashboard \ Grant [fill in name of grant #1]**Grant Period 1_** [fill in [Day]_[Month]_[Year] for end date of the period for grant #1]

Following the sample architecture above, an example of file naming might be as follows:

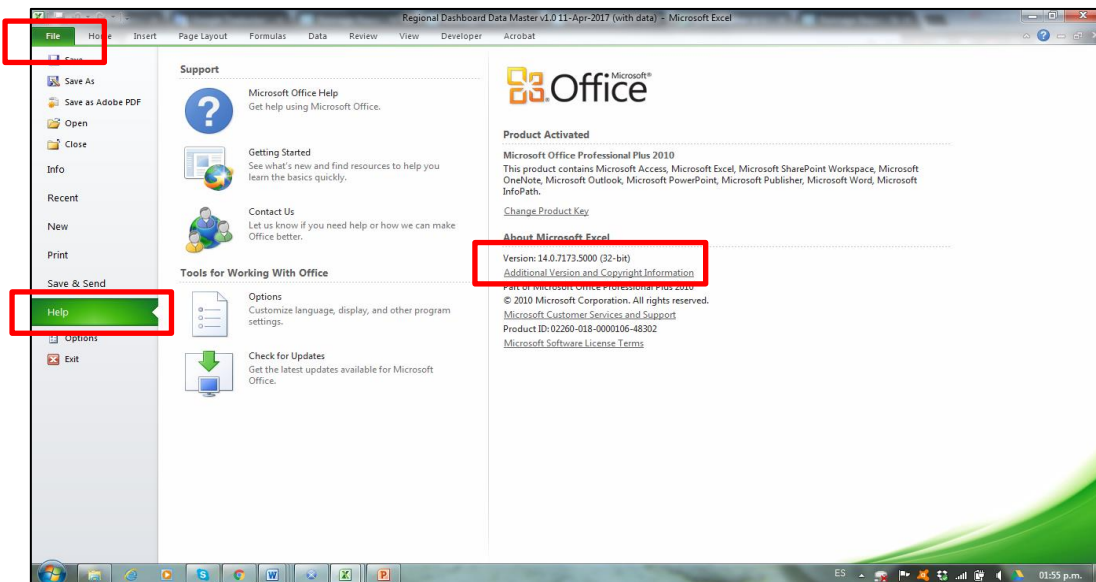
- A. Regional Dashboard \ Master Files_Version 1.0
- B. Regional Dashboard \ Malaria \Regional Malaria Elimination Initiative
- C. Regional Dashboard \ Malaria \Regional Malaria Elimination Initiative\
Q1\December 30_2016

The administrator may prefer to use a different file architecture with different file-naming conventions. That is fine. What matters is that the administrator creates a system for naming and archiving all files related to the Regional Dashboard that (1) is unique, (2) follows a logic that makes sense to its users, (3) is easy to read quickly, and (4) is always easy to use and is always used. The administrator may want to consult best practices on naming conventions; several guides can be found on the Internet by Googling “file naming conventions.”

6.4 INSTALLING THE REGIONAL DASHBOARD DATA MASTER

The Regional Dashboard Administrator needs to verify that the computer where the Regional Dashboard Data Master will be saved has a 32-bit installation. To find out how many bits your Office software has, proceed as follows:

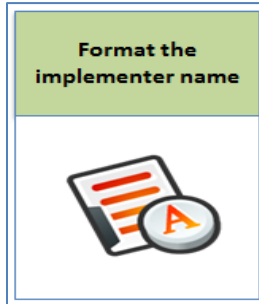
1. Open Excel
2. Click on File
3. Click on Help
4. Check the numbers of bits



Once the Regional Dashboard Administrator has verified that the computer where the Regional Dashboard Data Master will be saved has a 32-bit installation, the Regional Dashboard Data Master file may be saved on the computer hard drive in accordance with the agreed archiving system. The Regional Dashboard Administrator should ensure that a never-used version of the Regional Dashboard Data Master is always kept on the computer's hard drive.

6.5 FORMAT IMPLEMENTER NAMES; FORMAT THE IMPLEMENTER NAME BUTTON

FILES USED: REGIONAL DASHBOARD DATA MASTER (STEPS 1–6 BELOW); PR DASHBOARD DATA MASTER (STEP 6 BELOW)




To configure the Regional Dashboard, you first need to configure the PR Dashboard Data Master. When configuring the PR Dashboard Data Master, the PR and the SR names have to be specifically formatted to reflect the countries in which each SR works. To prepare these formatted names, we use an auxiliary tool found in the Regional Dashboard data master.

THE AUXILIARY TOOL APPEARS WHEN CLICKING THE FORMAT THE IMPLEMENTER NAME BUTTON

FILE USED: REGIONAL DASHBOARD DATA MASTER

After clicking the button the following screen will appear:



Auxiliary tool to prepare the PR and SR names

Format the implementer name

The following steps should be completed to format all implementer names and countries, as well as the PR name. When the status is in red in any step, it means that there is a missing value.

STEP 1: Complete the implementer list

Type implementer name in the order you want them to appear in the dashboard

Check list by step	Status	#	Implementer list	Formatted implementer name
STEP 1: Complete the implementer list	<input type="button" value="Go"/>			
STEP 2: Complete the country list	<input type="button" value="Go"/>	01	Reserved for internal use	01_ALL
STEP 3: Enter the PR name	<input type="button" value="Go"/>	02	Reserved for internal use	02_PR NAME
STEP 4: Link implementers with countries	<input type="button" value="Go"/>	03		
STEP 5: Create implementer-country pairs	<input type="button" value="Go"/>	04		
STEP 6: Copy and paste formatted data	<input type="button" value="Go"/>	05		
		06		
		07		
		08		
		09		
		10		

The first column in the screenshot above shows the six steps that are to be followed to format implementer names. For each item on the **Step check list**, the Regional Dashboard administrator must press the **Go** button to access the worksheet where the relevant information must be entered. The **Status** column will show red for any items on the checklist which have not been completed. As each step is completed and saved, the corresponding cell in the status column will turn green.

STEP 1: COMPLETE THE IMPLEMENTER LIST (DEFINED AS SR)

FILE USED: REGIONAL DASHBOARD DATA MASTER

Implementer's names can only be entered in the pink cells of the **Implementer list** column beginning with row # 03.

STEP 1: Complete the implementer list		
Type implementer name in the order you want them to appear in the dashboard		
#	Implementer list	Formatted implementer name
01	Reserved for internal use	01_ALL
02	Reserved for internal use	02_PR NAME
03		
04		
05		
06		
07		
08		
09		
10		

Implementer names should be entered in the same order that the PR wishes them to appear in the Regional Dashboard. Note that the maximum number of characters allowed for each implementer's names equals 29, so the text must not exceed this number. Abbreviated versions of implementer names can be used if the PR wishes to do so.

The screenshot below shows the Implementer list with sample implementer names entered. The data master application will assign a **Formatted implementer name** to each one.

STEP 1: Complete the implementer list

Type implementer name in the order you want them to appear in the dashboard

#	Implementer list	Formatted implementer name
01	Reserved for internal use	01_ALL
02	Reserved for internal use	02_PR NAME
03	ADPP	03_ADPP
04	Health Focus	04_Health Focus
05	IRD	05_IRD
06	Northstar	06_Northstar
07	OGRA	07_OGRA
08	ACHAP	08_ACHAP
09		
10		
11		

Important

Remember to save your work!!



Click the “blue arrow” button to return to the **Step check list** of the Auxiliary tool.

STEP 2: COMPLETE THE COUNTRY LIST

FILE USED: REGIONAL DASHBOARD DATA MASTER

Clicking the **GO** button for step 2, will take the user to the **Country list** which consists of a column where each row has a drop down arrow with a list of all the countries (see complete list in annex 1).

STEP 2: Complete the country list
Country names are listed in alphabetical order. Select the country names you wish; note that "Regional" is at the top of the list. Reorder selected countries (use Data--> Sort) by unprotecting the sheet and sorting.

#	Country list
1	[Dropdown Arrow]
2	
3	
4	
5	
6	

Country list dropdown menu:

- Regional
- Aceh
- Afghanistan
- Albania
- Algeria
- American Samoa
- Andorra
- Angola

The countries participating in this regional grant must be selected. For each row, select one country from the list by clicking the down-arrow box to the right of each **Country List** cell. Make sure all the implementing countries are selected.

Note: Users should not make any changes to names that display in the list. Making changes to country names will result in the SAP dashboard application failing to recognize data when data are exported to it.

The following is an example of a country list:

STEP 2: Complete the country list
Country names are listed in alphabetical order. Select the country names you wish; note that "Regional" is at the top of the list. Reorder selected countries (use Data--> Sort) by unprotecting the sheet and sorting.

#	Country list
1	Regional
2	Botswana
3	Lesotho
4	Malawi
5	Mozambique
6	Namibia
7	South Africa
8	Swaziland
9	Tanzania
10	Zambia
11	Zimbabwe
12	

Note: the first box under country list is marked Regional. If Regional is selected in the country list it adds an optional feature in the visualization of the Regional Dashboard; with Regional selected, all data will be summarized across the grant in addition to being displayed by country.



Remember to save your work!!



Click the “blue arrow” button to return to the **Step check list** of the Auxiliary tool.

STEP 3: ENTER THE PR NAME

FILE USED: REGIONAL DASHBOARD DATA MASTER

To enter the PR name, the Regional Dashboard administrator presses the **GO** button in the row corresponding to **step 3**. The following worksheet appears:

STEP 3: Enter the PR name	
Type the PR Name and select the country where its data will be included.	
PR name	Country

When entering the PR name, the Regional Dashboard Administrator should use the identical PR name used for configuring the PR Management Dashboard Data Master. In the screenshot below the PR name has been entered.

STEP 3: Enter the PR name	
Type the PR Name and select the country where its data will be included.	
PR name	Country
Wits Health Consortium	

Once the PR name is entered, it must be linked to a specific country where the grant operates. If the PR operates in only one country, then select that country. If the PR operates in multiple countries, **Regional** must be selected from the drop-down menu.

Note: Drop-down options are generated from the data entered in **step 2**.

STEP 3: Enter the PR name

Type the PR Name and select the country where its data will be included.

PR name	Country
Wits Health Consortium	Regional

Regional
Botswana
Lesotho
Malawi
Mozambique
Namibia
South Africa
Swaziland

Note: Selecting **Regional** from the country drop down menu makes it possible for the PR to view programmatic, financial and PSM stock performance that is summarized across the grant in addition to viewing performance data summarized by country.



Remember to save your work!!



Click the “blue arrow” button to return to the **Step check list** of the Auxiliary tool.

STEP 4: LINK IMPLEMENTERS WITH COUNTRIES

FILE USED: REGIONAL DASHBOARD DATA MASTER

step 4 allows the PR to link implementers with countries, thereby creating implementer-country pairs. The Regional Dashboard Administrator will press the **GO** button corresponding to step 4. The following worksheet will appear:

STEP 4: Link implementers with countries


Select the formatted implementer name and its country. You will need to enter a formatted implementer name for each country where the implementer works.

SR	Formatted implementer name	Country
2		
3		
4		

The Regional Dashboard Administrator selects the formatted version of the SR created from **step 1** from the **Formatted implementer name** column and associates each SR name with the country where the SR is implementing the grant from the **Country** column (see screenshots below):

STEP 4: Link implementers with countries

Select the formatted implementer name and its country. You will need to enter a formatted implementer name for each country where the implementer works.

SR	Formatted implementer name	Country
2	03_ADPP	
	03_ADPP	
	04_Health Focus	
	05_IRD	
	06_Northstar	
	07_OGRA	
	08_ACHAP	
3		

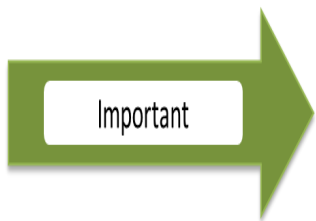
STEP 4: Link implementers with countries

Select the formatted implementer name and its country. You will need to enter a formatted implementer name for each country where the implementer works.

SR	Formatted implementer name	Country
2	03_ADPP	
3		Regional
4		Botswana
5		Lesotho
6		Malawi
		Mozambique
		Namibia
		South Africa
		Swaziland

Note: each implementer-country pair should be represented in a separate row. For example, if an SR has activities in both Botswana and South Africa, it would be listed in Row 2 with Botswana selected in the corresponding Country row and again in Row 3 with South Africa listed in the Country row. Once the linking of implementer-country pairs is completed, the worksheet will look as follows:

STEP 4: Link implementers with countries		
Select the formatted implementer name and its country. You will need to enter a formatted implementer name for each country where the implementer works.		
SR	Formatted implementer name	Country
2	03_ADPP	Botswana
3	03_ADPP	Lesotho
4	03_ADPP	Malawi
5	03_ADPP	Mozambique
6	03_ADPP	Namibia
7	03_ADPP	Swaziland
8	03_ADPP	Tanzania
9	03_ADPP	Zambia
10	03_ADPP	Regional
11	04_Health Focus	Regional
12	05_IRD	South Africa
13	05_IRD	Zimbabwe



Remember to save your work!!



Click the “blue arrow” button to return to the **Step check list** of the Auxiliary tool.


STEP 5: CREATE IMPLEMENTER-COUNTRY PAIRS

FILE USED: REGIONAL DASHBOARD DATA MASTER

Once implementers are linked to countries in **step 4**, the next step will be to generate of list of implementer-country pairs in the appropriate format for the PR Management Dashboard Data Master. To proceed, the Regional Dashboard administrator presses the **GO** button that is associated with **step 5** in the **Step check list**.



Before the implementer-country pairs are created in the required format for the PR Management Dashboard, the worksheet where this data are consolidated resembles the screenshot below.

STEP 5: Create implementer-country pairs Press the button to prepare and update values.	STEP 6: Copy and paste formatted data First, select the full formatted PR name and copy and paste it in the PR dashboard's PR name cell. Then select the full formatted SR names and copy and paste them in the PR dashboard SR name cells. Remember the maximum number of characters allowed is 29 per cell.		
Prepare and update values 	Formatted PR name 	Formatted SR name	Length

After clicking the **Prepare and update values** button, the worksheet will appear as follows:

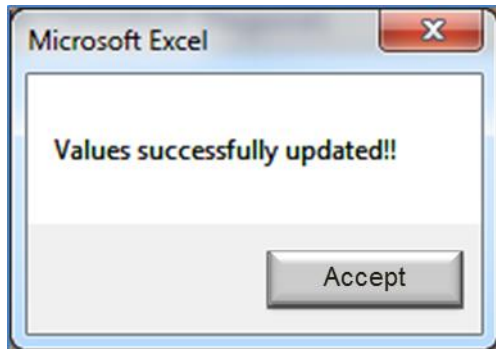
STEP 6: Copy and paste formatted data		
First, select the full formatted PR name and copy and paste it in the PR dashboard's PR name cell. Then select the full formatted SR names and copy and paste them in the PR dashboard SR name cells. Remember the maximum number of characters allowed is 29 per cell.		
Formatted PR name	Formatted SR name	Length
Wits Health Consortium (Regional)	03_ADPP (Botswana)	18
	03_ADPP (Lesotho)	17
	03_ADPP (Malawi)	16
	03_ADPP (Mozambique)	20
	03_ADPP (Namibia)	17
	03_ADPP (Swaziland)	19
	03_ADPP (Tanzania)	18
	03_ADPP (Zambia)	16
	03_ADPP (Regional)	18
	04_Health Focus (Regional)	26
	05_IRD (South Africa)	21
	05_IRD (Zimbabwe)	17
	05_IRD (Regional)	17
	06_Northstar (Botswana)	23

The **Length** column indicates the number of characters in the formatted SR name. Earlier it was noted that the number of characters cannot exceed 29. This is because 29

is the limit for SR names that are configured into the PR Management Dashboard. The cell corresponding to this step in the Status column of the **Step check list** will turn red if there are more than 29 characters for the SR name.

Also note that because the PR Management Dashboard has a limit of 49 SRs that can be configured, the Regional Dashboard only allows for 49 possibilities to link implementers and countries.

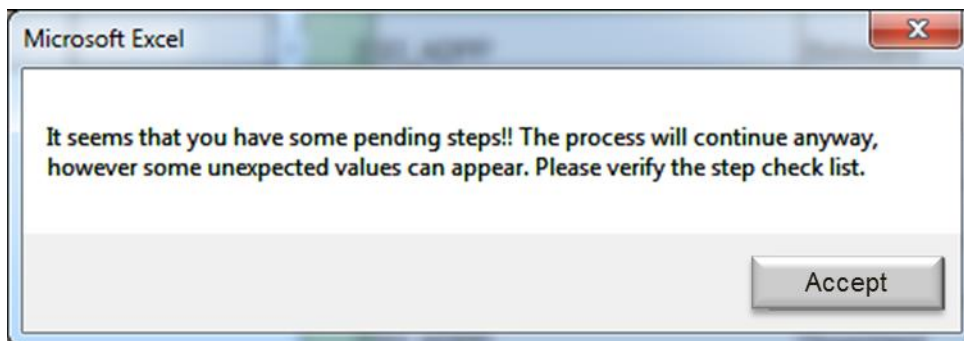
Once the process of creating the formatted implementer-country pairs is completed, the following dialogue box appears:



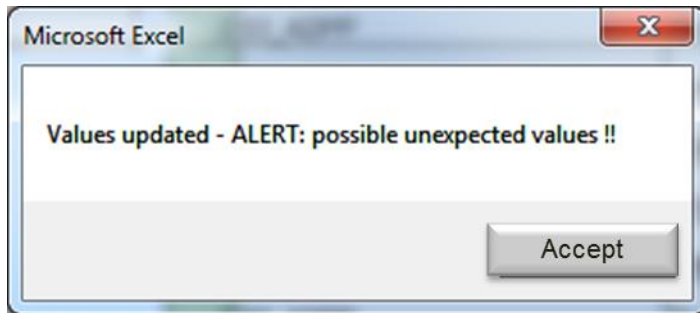
To complete **step 5**, the Regional Dashboard Administrator clicks on **Accept**.

Regional Dashboard Administrator will notice that column to the right of the **GO** buttons for each step in the **Step check list** have all turned green.

If an error occurs during this process and at least one of the cells in the Status column is red, the following type of message will appear:



The user clicks the **Accept** button to resume, and repeats steps to be completed. If the user attempts to continue without completing the unfinished steps, the following pop-up message will appear:



The user can ignore this warning message and press **Accept** but the user should be aware that unexpected values may appear in cells as a result of not completing all six steps correctly.



Remember to save your work!!



Click the “blue arrow” button to return to the **Step check list** of the Auxiliary tool.

STEP 6: COPY & PASTE FORMATTED PR AND SR NAMES INTO THE PR DASHBOARD DATA MASTER

**FILES USED: REGIONAL DASHBOARD DATA MASTER
PR DASHBOARD DATA MASTER**

Once **steps** 1-5 of the **Step check list** are completed, the Regional Dashboard administrator will need to transfer two elements of data into the PR Management Dashboard – the formatted name of the PR and the formatted names of the SRs.

First, the Regional Dashboard administrator will need to copy the formatted name of the PR by selecting the PR name under the **Formatted PR Name** column shown below and copying it using the Ctrl-C function in Excel.

STEP 6: Copy and paste formatted data

First, select the full formatted PR name and copy and paste it in the PR dashboard's PR name cell. Then select the full formatted SR names and copy and paste them in the PR dashboard SR name cells. Remember the maximum number of characters allowed is 29 per cell.

Formatted PR name	Formatted SR name	Length
Wits Health Consortium (Regional)	03_ADPP (Botswana)	18
	03_ADPP (Lesotho)	17
	03_ADPP (Malawi)	16
	03_ADPP (Mozambique)	20
	03_ADPP (Namibia)	17
	03_ADPP (Swaziland)	19
	03_ADPP (Tanzania)	18
	03_ADPP (Zambia)	16
	03_ADPP (Regional)	18
	04_Health Focus (Regional)	26
	05_IRD (South Africa)	21
	05_IRD (Zimbabwe)	17
	05_IRD (Regional)	17
	06_Northstar (Botswana)	23

The copied text is then pasted into the PR name cell of the PR **Setup tab** of the PR Management Dashboard Data Master file as shown below.

PR Management Dashboard setup page:

	D	E
1		
2		
3	General Grant Facts	
4	Language	English
5	Country:	
6	Grant Title:	
7	Grant Number	
8	PR Name	Wits Health Consortium (Regional)
9	Last Rating	
10	Phase Start Date:	
11	Phase End date	
12	Component	
13	Round	
14	Currency	
15	Date of Last Rating	
16	Current Period	

Setup tab in the PR Management Dashboard Data Master

PR name is in the E8 cell.

Paste names as "Values" in cell E8

Next, the Regional Dashboard administrator returns to the Regional Dashboard Data Master, selects all the SR names in the **Formatted SR name** column (see column below) and copies the text of the column (presses Ctrl-C).

STEP 6: Copy and paste formatted data

First, select the full formatted PR name and copy and paste it in the PR dashboard's PR name cell. Then select the full formatted SR names and copy and paste them in the PR dashboard SR name cells. Remember the maximum number of characters allowed is 29 per cell.

Formatted PR name	Formatted SR name	Length
Wits Health Consortium (Regional)	03_ADPP (Botswana)	18
	03_ADPP (Lesotho)	17
	03_ADPP (Malawi)	16
	03_ADPP (Mozambique)	20
	03_ADPP (Namibia)	17
	03_ADPP (Swaziland)	19
	03_ADPP (Tanzania)	18
	03_ADPP (Zambia)	16
	03_ADPP (Regional)	18
	04_Health Focus (Regional)	26
	05_IRD (South Africa)	21
	05_IRD (Zimbabwe)	17
	05_IRD (Regional)	17
	06_Northstar (Botswana)	23

The copied SR names should then be pasted directly into the **PR/SR Names** column of the PR Management Dashboard Data Master file starting with the row allocated for SR2 as shown below. Paste names as “Values.”

PR Management Dashboard setup page:

SRs	43	Total SRs created
PR/SR	PR / SRs Names	Templates
PR1	Wits Health Consortium (Regional) (PR)	Data PR1
SR1	Data SR 001	Data SR 001
SR2	03_ADPP (Botswana)	Data SR 002
SR3	03_ADPP (Lesotho)	Data SR 003
SR4	03_ADPP (Malawi)	Data SR 004
SR5	03_ADPP (Mozambique)	Data SR 005
SR6	03_ADPP (Namibia)	Data SR 006
SR7	03_ADPP (Swaziland)	Data SR 007
SR8	03_ADPP (Tanzania)	Data SR 008
SR9	03_ADPP (Zambia)	Data SR 009
SR10	03_ADPP (Regional)	Data SR 010
SR11	04_Health Focus (Regional)	Data SR 011
SR12	05_IRD (South Africa)	Data SR 012
SR13	05_IRD (Zimbabwe)	Data SR 013
SR14	05_IRD (Regional)	Data SR 014
SR15	06_Northstar (Botswana)	Data SR 015
SR16	06_Northstar (Lesotho)	Data SR 016
SR17	06_Northstar (Mozambique)	Data SR 017
SR18	06_Northstar (Namibia)	Data SR 018
SR19	06_Northstar (Swaziland)	Data SR 019
SR20	06_Northstar (Tanzania)	Data SR 020

Setup page in the PR Management Dashboard Data Master file

Paste as “Values” starting in SR2



Important

Remember to save your work!!



Click the “blue arrow” button to return to the **Step check list** of the Auxiliary tool.

6.6 CONFIGURING THE PR MANAGEMENT DASHBOARD DATA MASTER FILE USED: PR DASHBOARD DATA MASTER

Now that the PR and SR names have been formatted and pasted into the PR Dashboard Data Master, the rest of the PR Management Dashboard must be configured according to the *PR Management Dashboard Installation and Setup Guide* as amended by the changes to **step 2** and **step 5 in the PR Management Dashboard Installation and Setup Guide**, which are stated in sections 5.2 and 5.3 of this *User Guide*. Note that the administrator does not need to generate a dashboard; the administrator only needs to configure the Data Master.

Please follow all other instructions in **step 2** and **step 5** of the *PR Management Dashboard Installation and Setup Guide*!



Important

Remember to save your work!!

The rest of this manual assumes that the PR and its technical support consultants have configured the PR Dashboard Data Master successfully.

Once the steps to configure the PR Dashboard Data Master have been completed, the Regional Dashboard administrator should save the Data Master file in the correct folder, following the dashboard archiving protocol described in subsection 4.2 above. It is recommended that the folders for PR Dashboard Data Masters be organized by reporting period.

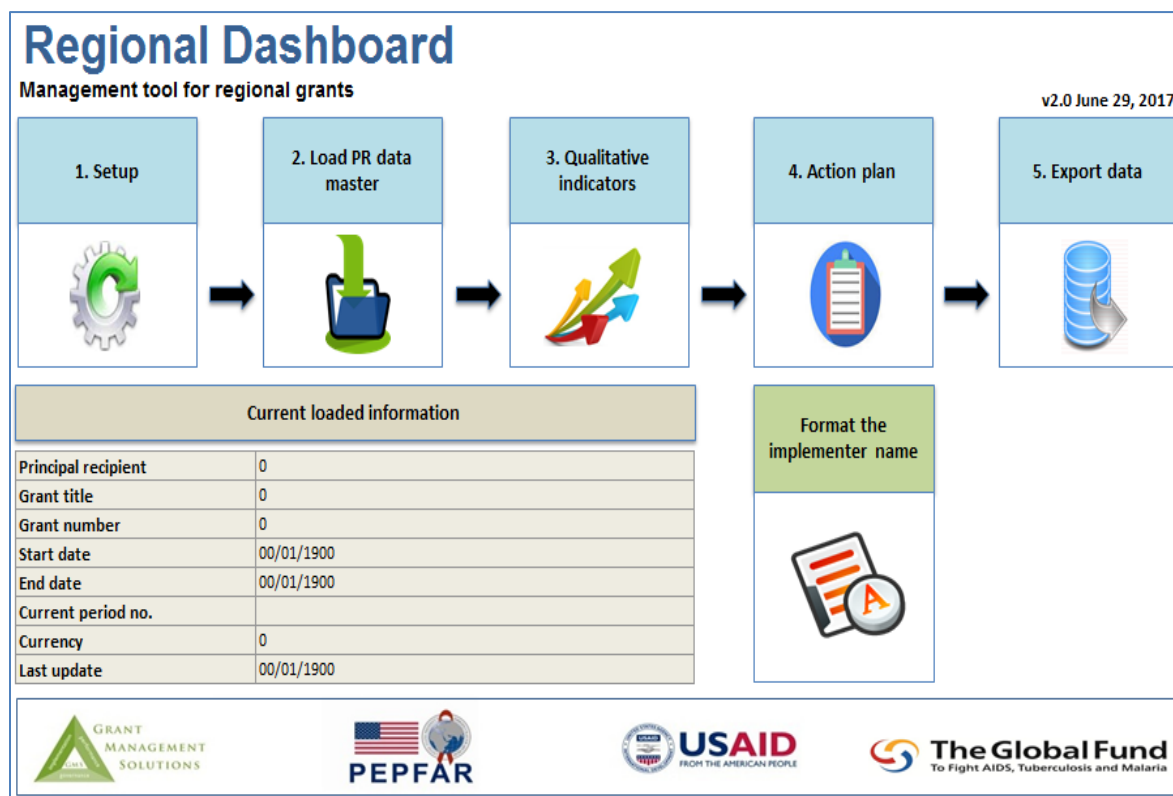
6.7 CONFIGURING THE REGIONAL DASHBOARD DATA MASTER

This section provides a step-by-step explanation of how to obtain, install and configure the Regional Dashboard Data Master. It assumes that the PR and its technical support consultants have already configured the PR Dashboard Data Master for regional grants as described in the preceding section.

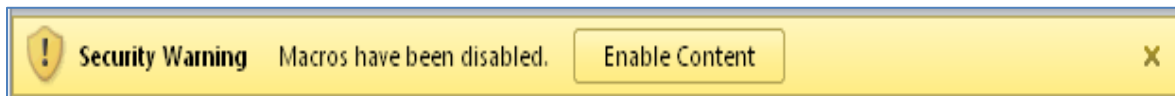
6.7.1 ACCESSING THE MENU SCREEN OF THE REGIONAL DASHBOARD DATA MASTER

FILE USED: REGIONAL DASHBOARD DATA MASTER

When the administrator opens the **Regional Dashboard Data Master** Excel file that has been copied to the hard drive, the **MENU** page appears. The page is organized to show the five sequential steps to be followed to generate the Regional Dashboard (see **MENU** screenshot below).



Sometimes, when the Regional Dashboard Data Master is opened, the following message may appear at the top of the screen: “Safety warning: Macros have been disabled” as shown below.



If this occurs, the PR should press the **Enable Content** button, which will enable the use of macros inside the tool. The PR can then proceed to work with the Regional Dashboard Data Master file.

6.7.2 SETUP BUTTON: CONFIGURATION OF THE EXCEL DATA-ENTRY APPLICATION

FILE USED: REGIONAL DASHBOARD DATA MASTER (SAVED ON HARDRIVE)



Configuration is a short, simple step which begins with pressing the **Setup** button.

When **Setup** is selected, the following screen appears:

The "Setup" screen has a title "Setup" at the top center. In the top left corner is a black arrow pointing left with the word "MENU" inside. The screen contains a table with five rows. The first row is "Language" with a value of "English" and a "Drop-down menu" label. The second row is "Regional grant" with a large empty text area. The third row is "Grant description" with a large empty text area. The fourth row is "Grant region" with a "Drop-down menu" label. The fifth row is "Signed grant amount" with a large empty text area.

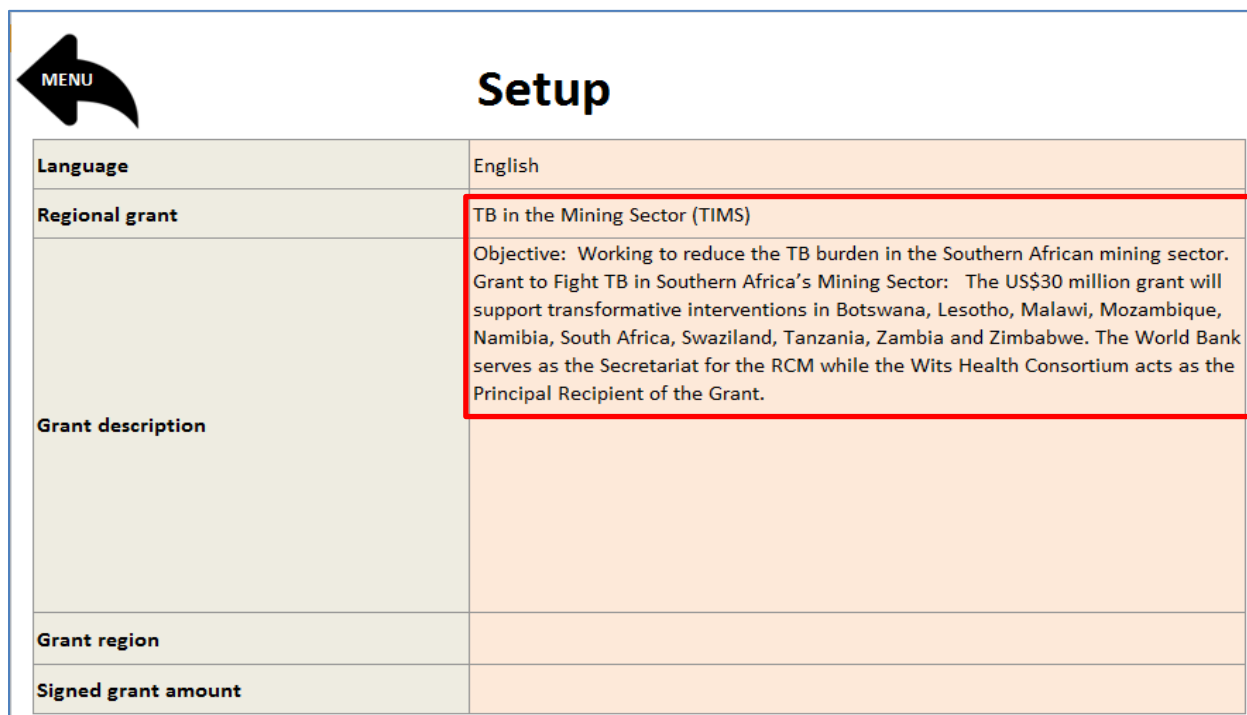
Language	English Drop-down menu
Regional grant	
Grant description	
Grant region	Drop-down menu
Signed grant amount	

This section is for general information about the grant and the PR. The PR enters data on the preferred language of the PR, the regional grant name, the grant description, the grant region and the signed grant amount in the pink sections. Language and grant region are entered using drop down menus. The remaining data are entered by typing in free text.

Selecting from the drop down menu for language determines what language will be used within the Regional Dashboard. This drop-down menu has choices for English, French, and Spanish.


The information to be entered on the next line for **Regional grant** is the title of the grant.

For **Grant description**, the PR should enter a summary description of the grant objectives and key activities as shown on the following page. This can be copied from the Grant Agreement or grant proposal.



Language	English
Regional grant	TB in the Mining Sector (TIMS)
Grant description	Objective: Working to reduce the TB burden in the Southern African mining sector. Grant to Fight TB in Southern Africa's Mining Sector: The US\$30 million grant will support transformative interventions in Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe. The World Bank serves as the Secretariat for the RCM while the Wits Health Consortium acts as the Principal Recipient of the Grant.
Grant region	
Signed grant amount	


For **Grant region** the PR chooses from a drop-down menu that contains the list of regions currently covered by the active Global Fund regional grants. Selecting the region enables the **correct regional map** to appear in the SAP visualization application. The PR selects the region that corresponds to its grant. The choices available are: Africa, Asia, Pacific Islands, Latin America and the Caribbean (LAC). Please contact a superconfigurator if some other region is needed.



Setup

Language	English
Regional grant	TB in the Mining Sector (TIMS)
Grant description	Objective: Working to reduce the TB burden in the Southern African mining sector. Grant to Fight TB in Southern Africa's Mining Sector: The US\$30 million grant will support transformative interventions in Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe. The World Bank serves as the Secretariat for the RCM while the Wits Health Consortium acts as the Principal Recipient of the Grant.
Grant region	<div> 1. Africa <div>Drop-down menu</div> </div>
Signed grant amount	<div> 2. Asia 3. Pacific islands 4. LAC 5. Caribbean </div>

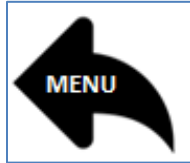
Lastly, the PR types in the signed grant amount using free text as either words or numbers with the currency symbol. The **Signed grant amount**, represents the amount of funding that the Global Fund approved for this particular grant.



Setup

Language	English
Regional grant	TB in the Mining Sector (TIMS)
Grant description	Objective: Working to reduce the TB burden in the Southern African mining sector. Grant to Fight TB in Southern Africa's Mining Sector: The US\$30 million grant will support transformative interventions in Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe. The World Bank serves as the Secretariat for the RCM while the Wits Health Consortium acts as the Principal Recipient of the Grant.
Grant region	1. Africa
Signed grant amount	30 Million

Because this Regional Dashboard uses data provided by the PR Management Dashboard Data Master, there is no need to enter any additional information after the **Signed Amount** is entered. This is because most additional other data needed for configuring the Regional Dashboard Data should already exist in the PR Dashboard Data Master and can be imported from there. Importing these additional data is covered in section 6.3.2 of this *User Guide*.



The top of this screen also shows a large black arrow pointing left, with the words **Menu**. The PR can click on this arrow to return to the Menu screen.



Remember to save your work!!

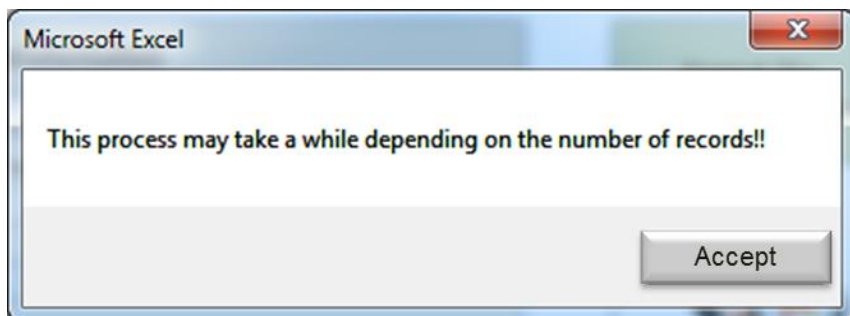
6.7.3 LOAD PR DATA MASTER BUTTON

FILES USED: REGIONAL DASHBOARD DATA MASTER; PR DASHBOARD DATA MASTER

Next, the Regional Dashboard Administrator uploads the newly saved PR Dashboard Data Master file to the Regional Dashboard Data Master by using the **Load PR data master** button.

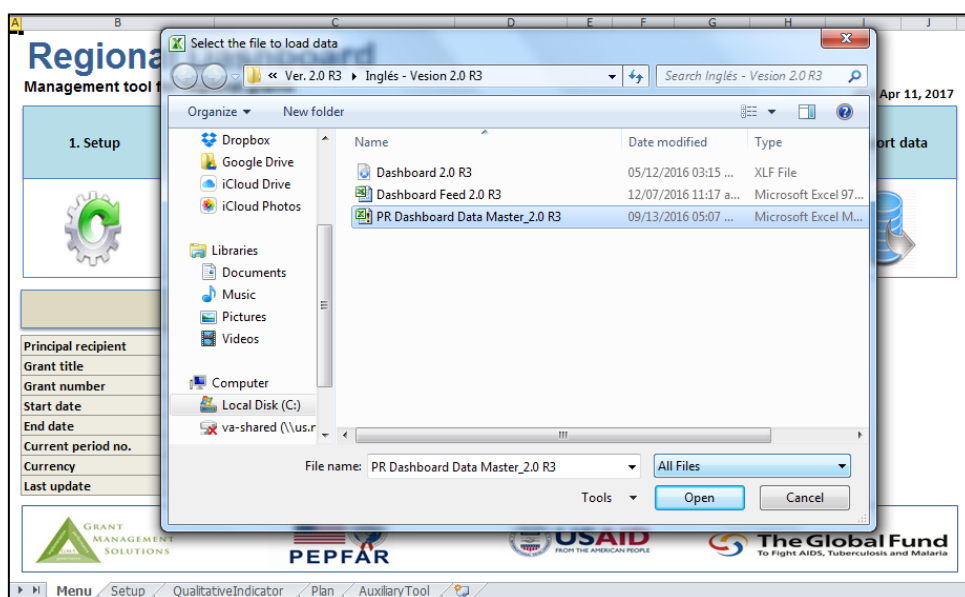


When the **Load PR Data Master** button is pressed, a pop-up window appears with the message “This process may take a while depending on the number of transactions!!” as shown below.



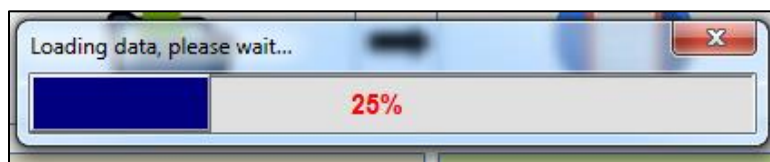
The PR clicks the **Accept** button. Note that the **Accept** button label will appear in the same language as the dashboard Excel installation language.

Once the Accept button is pressed, a dialog window appears which allows the Regional Dashboard Administrator to select the appropriate PR Management Dashboard Data Master file for import. Then the Regional Dashboard Administrator selects the file to be uploaded and presses **Open**.

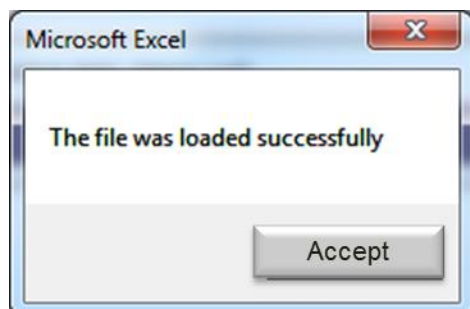


Note: The Regional Dashboard uses the PR Dashboard Data Master file as input. Those familiar with the CCM Summary will note that this mechanism differs from the one used to generate the CCM Summary.

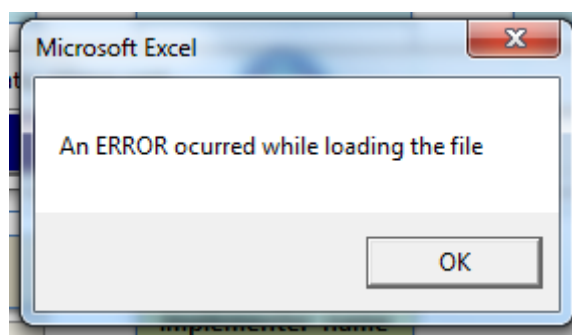
During the loading process the application will inform the administrator about the progress through a pop up window as shown below.



Once the loading process is completed, the application displays the message **The file was loaded successfully** as shown below. The administrator then clicks on the **Accept** button to move to the next step.



If the uploading process is unsuccessful, however, the process is aborted and a notification appears to indicate that the process was not successful. The following message appears:



Click **Ok** and try again


6.7.4 CURRENT LOADED INFORMATION DIALOGUE BOX


Once the latest version of the PR Management Dashboard Data Master is successfully uploaded, the **Current loaded information** table in the Menu screen is automatically updated, as shown in the screenshot below.


Regional Dashboard


Management tool for regional grants


v2.0 June 29, 2017

1. Setup



2. Load PR data master



3. Qualitative indicators



4. Action plan



5. Export data



Current loaded information	
Principal recipient	0
Grant title	0
Grant number	0
Start date	00/01/1900
End date	00/01/1900
Current period no.	
Currency	0
Last update	00/01/1900

Format the implementer name










6.7.5 QUALITATIVE INDICATORS BUTTON

FILE USED: REGIONAL DASHBOARD DATA MASTER




As mentioned earlier in this manual, some regional grants have performance frameworks that use only qualitative indicators such as achievement of milestones to track progress. Some may use a combination of qualitative and quantitative indicators. The Regional Dashboard includes a section that allows a PR to track its progress on four different milestones.

The PR may select up to four milestones. Three different formats for displaying progress towards the milestones have been programmed into the dashboard.

Milestones 1 and 2 in the Regional Dashboard are suitable for grant milestones with complex, budgeted activities with their own deadlines. A horizontal gauge displays progress for each activity. **Milestone 3** is most suitable for a grant milestone with one major deadline or decision point. For milestone 3 a text box is used in which only the name of the milestone, the start and end dates are shown. **Milestone 4** is most suitable for a grant milestone with a long continuous process and few or no sub-activities. For milestone 4 a dial gauge is used to display progress. For all three displays, progress is represented as time elapsed relative to the deadline.

The Qualitative indicators button allows the PR to define the activities leading to achievement of these milestones.

The first time this button is pressed, the tool will show the following screen:




Qualitative indicators

Milestone 1	Activities	Start date	End date	Completed?
	1			
	1			
	1			
	1			
	2			
Milestone 2	Activities	Start date	End date	Completed?
	2			
	2			
	2			
	2			
	3			
Milestone 3		Start date	End date	Completed?
Milestone 4		In process %		

The first step in defining the milestones is to describe each milestone using a brief sentence. The example below uses the following milestones:

1. Develop training module for community driven assessment
2. Develop regional methodology for harm reduction investment assessment
3. Establish High-level Regional Harm Reduction Council
4. Measure outcomes and impact through a baseline evaluation



Qualitative indicators


Milestone 1	Activities	Start date	End date	Completed?
Develop training module for community driven assessment	1.1			
	1.2			
	1.3			
	1.4			
	1.5			
Milestone 2	Activities	Start date	End date	Completed?
Develop methodology for assessing investment in harm reduction in the region	2.1			
	2.2			
	2.3			
	2.4			
	2.5			
Milestone 3		Start date	End date	Completed?
Establish high-level regional harm reduction council				
Milestone 4		In process %		
Measure impact through a baseline evaluation				

Once the description of each milestone is entered, the Regional Dashboard Administrator enters the set of activities to be completed to achieve each milestone. Each activity is entered in the numbered rows under the **Activities** column. Up to five activities can be entered for each milestone. A start date and end date should be entered in the respective row for each activity in the **Start date** and **End Date** columns.

Qualitative indicators

Milestone 1	Activities	Start date	End date	Completed?
Develop training module for community driven assessment	1.1 Needs assessment	05-jan-17	28-feb-17	
	1.2 Development of training objectives	01-feb-17	05-mar-17	
	1.3 Development of evaluation strategies	10-feb-17	15-mar-17	
	1.4 Production of materials	20-mar-17	04-apr-17	
	1.5 Conduct of evaluation	15-apr-17	10-jun-17	
Milestone 2	Activities	Start date	End date	Completed?
Develop methodology for assessing investment in harm reduction in the region	2.1 Develop objectives of the methodology	04-jan-17	15-feb-17	
	2.2 Identify and select information sources	10-jan-17	12-feb-17	
	2.3 Define data collection techniques	15-jan-17	17-feb-17	
	2.4 Design collection instruments	20-mar-17	04-apr-17	
	2.5 Design research report	15-apr-17	10-jun-17	
Milestone 3		Start date	End date	Completed?
Establish high-level regional harm reduction council		15-feb-17	15-apr-17	
Milestone 4		In process %		
Impact through baseline evaluation				

To complete the data input in this section, the Regional Dashboard administrator enters data on the completion of each activity by selecting from the drop-down menu in the **Completed?** column as shown in the next screenshot. Options for this column are: 1. Yes or 2. No




Qualitative indicators

Milestone 1	Activities	Start date	End date	Completed?
Develop training module for community driven assessment	1.1 Needs assessment	05-jan-17	28-feb-17	1. Yes
	1.2 Development of training objectives	01-feb-17	05-mar-17	1. Yes 2. No
	1.3 Development of evaluation strategies	10-feb-17	15-mar-17	1. Yes
	1.4 Production of materials	20-mar-17	04-apr-17	1. Yes
	1.5 Conduct of evaluation	15-apr-17	10-jun-17	2. No
Milestone 2	Activities	Start date	End date	Completed?
Develop methodology for assessing investment in harm reduction in the region	2.1 Develop objectives of the methodology	04-jan-17	15-feb-17	1. Yes
	2.2 Identify and select information sources	10-jan-17	12-feb-17	1. Yes
	2.3 Define data collection techniques	15-jan-17	17-feb-17	1. Yes
	2.4 Design collection instruments	20-mar-17	04-apr-17	1. Yes
	2.5 Design research report	15-apr-17	10-jun-17	2. No
Milestone 3		Start date	End date	Completed?
Establish high-level regional harm reduction council		15-feb-17	15-apr-17	2. No
Milestone 4		In process %		
Impact through baseline evaluation				

For **milestone 3**, a start date and end date should be entered in the respective row for each activity in the **Start date** and **End Date** columns, and the completion of each activity should be selected from the drop-down menu in the **Completed?** column.

The last step in completing this section is to enter the progress as a percentage for **milestone 4**. These data are entered in the pink box under **In Process** column as shown below.



Qualitative indicators

Milestone 1	Activities	Start date	End date	Completed?
Develop training module for community driven assessment	1.1 Needs assessment	05-jan-17	28-feb-17	1. Yes
	1.2 Development of training objectives	01-feb-17	05-mar-17	1. Yes
	1.3 Development of evaluation strategies	10-feb-17	15-mar-17	1. Yes
	1.4 Production of materials	20-mar-17	04-apr-17	1. Yes
	1.5 Conduct of evaluation	15-apr-17	10-jun-17	2. No
Milestone 2	Activities	Start date	End date	Completed?
Develop methodology for assessing investment in harm reduction in the region	2.1 Develop objectives of the methodology	04-jan-17	15-feb-17	1. Yes
	2.2 Identify and select information sources	10-jan-17	12-feb-17	1. Yes
	2.3 Define data collection techniques	15-jan-17	17-feb-17	1. Yes
	2.4 Design collection instruments	20-mar-17	04-apr-17	1. Yes
	2.5 Design research report	15-apr-17	10-jun-17	2. No
Milestone 3		Start date	End date	Completed?
Establish high-level regional harm reduction council		15-feb-17	15-apr-17	2. No
Milestone 4		In process %		
Impact through baseline evaluation		80%		



Important

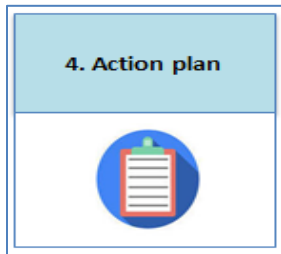
Remember to save your work!!

This concludes the configuration of the Regional Dashboard. The instructions in the subsequent pages apply once the dashboard has been configured and its use is underway.

7 USING THE REGIONAL DASHBOARD

7.1 ACTION PLAN BUTTON

FILE USED: REGIONAL DASHBOARD DATA MASTER




Every time the PR data is been updated in the PR Management Data Master, the next step is to update the action plan and comment on health products in the Regional Dashboard Data Master.

The action plan consists of the narrative of the set of actions to be taken by the PR to address grant performance problems or to mitigate risks that could negatively affect grant performance. The action plan also includes target dates to carry out actions and color alerts to monitor progress on actions. The action plan template allows space to display the four priority implementation issues that require action and the corresponding actions that should be taken to address them.

To access the action plan, the Regional Dashboard Administrator presses the **Action plan button** located on the Menu Page of the Regional Dashboard Data Master.

The first time that the **action plan** is accessed it will appear blank as shown below.



Action plan

Status: 1=Red, 2=Yellow, 3=Green

#	Issue	Action to be implemented	Owner	Due date	Status
1					
2					
3					
4					

The action plan can be used by the PR to record recommendations and decisions made at the operational and strategic levels to improve grant performance.

Recommendations and decisions made at the operational level would emerge from discussions on grant performance held between the PR and its SRs.

Recommendations and decisions made at the strategic level would emerge from discussions on grant performance held between the PR and its oversight body. If oversight of the grant is done by a RCM, both the PR and the RCM would discuss and recommend performance improvement actions. If oversight is the responsibility of the PR's Board of Directors or Governing Council (as is the case of intergovernmental organizations), recommendations and decisions would be generated through the periodic discussions with these entities.

The Regional Dashboard will first be generated using operational level comments in the action plan. Once the Regional Dashboard data are discussed with additional stakeholders, strategic-level recommendations and decisions should be added.

In the action plan template, five columns have to be completed by the Regional Dashboard administrator.

- The first is the **Issues** column where the problem currently affecting implementation, or risk that may affect implementation in the future, is described.
- In the second column, **Actions to be implemented**, the action to address that issue or risk is listed.
- The third column, **Person Responsible**, indicates who is responsible for implementing the action.

- The fourth column, **Due dates**, indicates the date by which the action should be taken to remedy the current implementation issue.
- The fifth column entitled **Status** is completed by selecting from a drop-down menu.

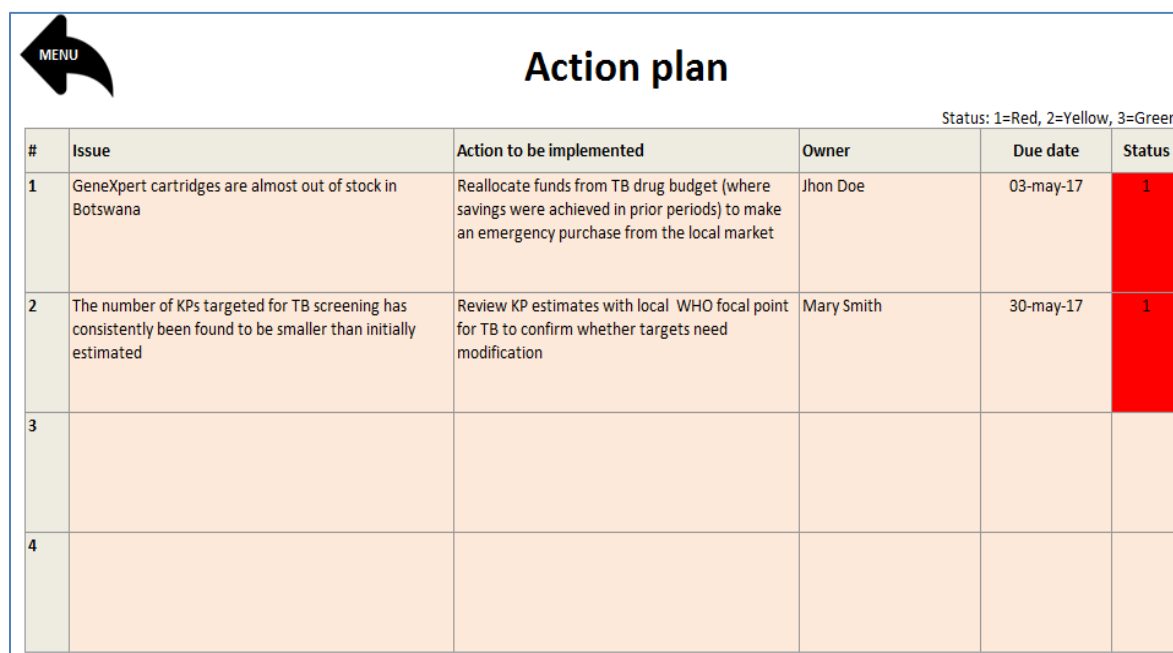
The Status column has a drop-down list with the following options:

1 = Red – Needs immediate attention

2 = Yellow – Needs attention, but still on-time

3 = Green – Completed

The screenshot below shows a completed Action plan:



Action plan					
Status: 1=Red, 2=Yellow, 3=Green					
#	Issue	Action to be implemented	Owner	Due date	Status
1	GeneXpert cartridges are almost out of stock in Botswana	Reallocate funds from TB drug budget (where savings were achieved in prior periods) to make an emergency purchase from the local market	Jhon Doe	03-may-17	1
2	The number of KPs targeted for TB screening has consistently been found to be smaller than initially estimated	Review KP estimates with local WHO focal point for TB to confirm whether targets need modification	Mary Smith	30-may-17	1
3					
4					

Important

Remember to save your work!!

Comments on stock levels of health products

The Health Products comments section – to the right of the screen – is the section for entering comments related to stock levels of health products. Because of the limited space available for comments on stock levels of health products, only one concise statement highlighting the most critical issue pertaining to stocks of health products should be entered in this section. See example below:

Comments about health products

To address the overstock of GeneXpert cartridges, excess stock will be redistributed to other countries where stocks are low

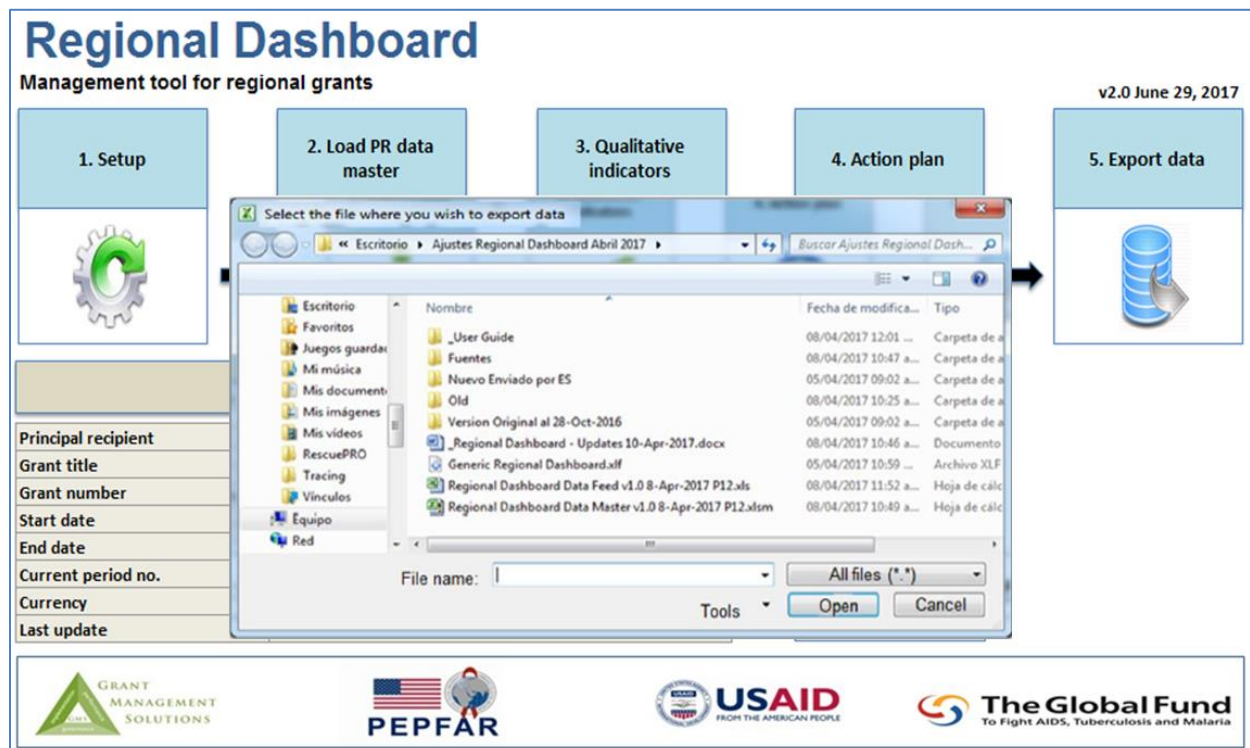
7.2 EXPORT DATA BUTTON TO GENERATE THE REGIONAL DASHBOARD FILE USED: REGIONAL DASHBOARD DATA MASTER



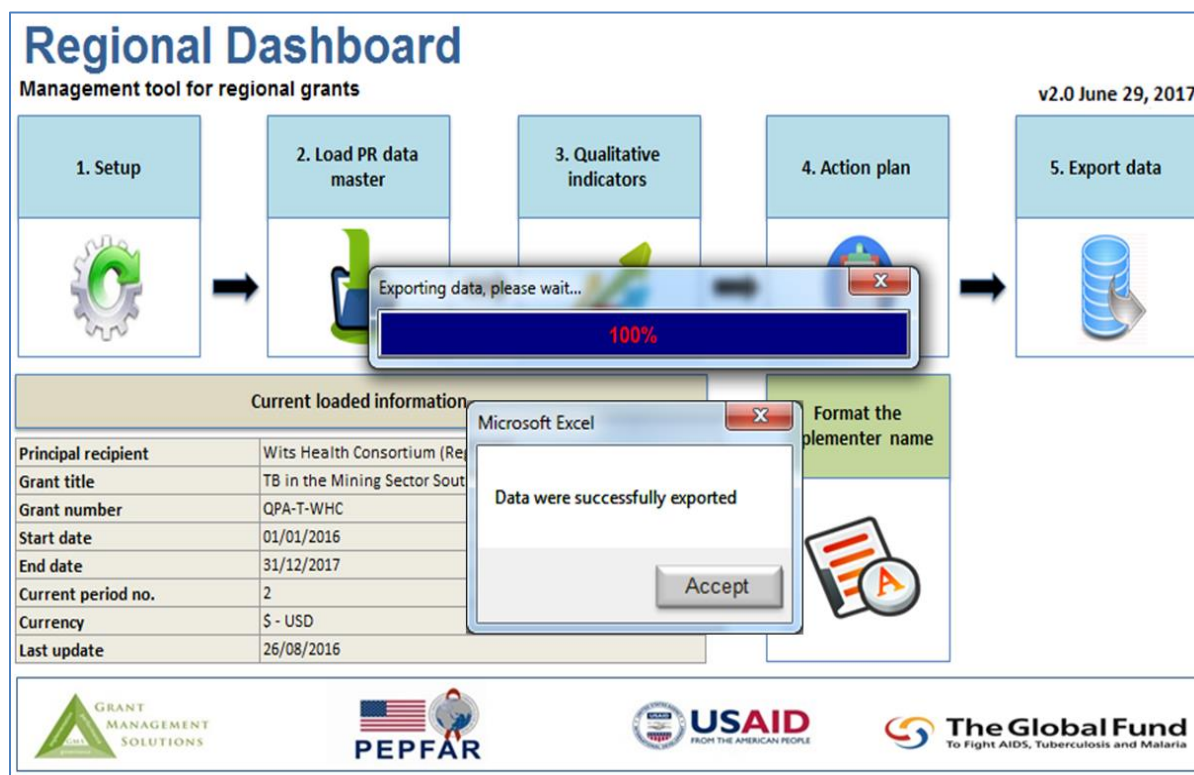
The Regional Dashboard administrator is now ready to export data to the Regional Dashboard Data Feed file to produce the Regional Dashboard.

To begin the export process, the Regional Dashboard administrator clicks the Export data button located on the Menu Page of the Regional Dashboard Data Master.

When the Regional Dashboard administrator clicks the **Export data** button, a window appears showing the destination folder where the export file will be saved.



The Regional Dashboard administrator selects the Regional Dashboard Data Feed file and clicks on **Open**. Once **Open** is selected, the process takes a few seconds. If the process is executed successfully, the following message appears: “Data was exported successfully” as shown below.



The Regional Dashboard administrator then clicks the **Accept** button to complete the export process.

Once the process of exporting all the dashboard data to the Regional Dashboard Feed File is completed, the Regional Dashboard administrator is now ready to import the Regional Dashboard Feed File into the SAP-based Regional Dashboard application to generate the dashboard.

7.3 GENERATING AND NAVIGATING THE REGIONAL DASHBOARD

This section explains how to import data into the SAP software to produce the Regional Dashboard, how to generate interactive files that can be shared with stakeholders, and how to navigate the dashboard.

Before proceeding with this section, the Regional Dashboard administrator should have already installed the software for the SAP application.

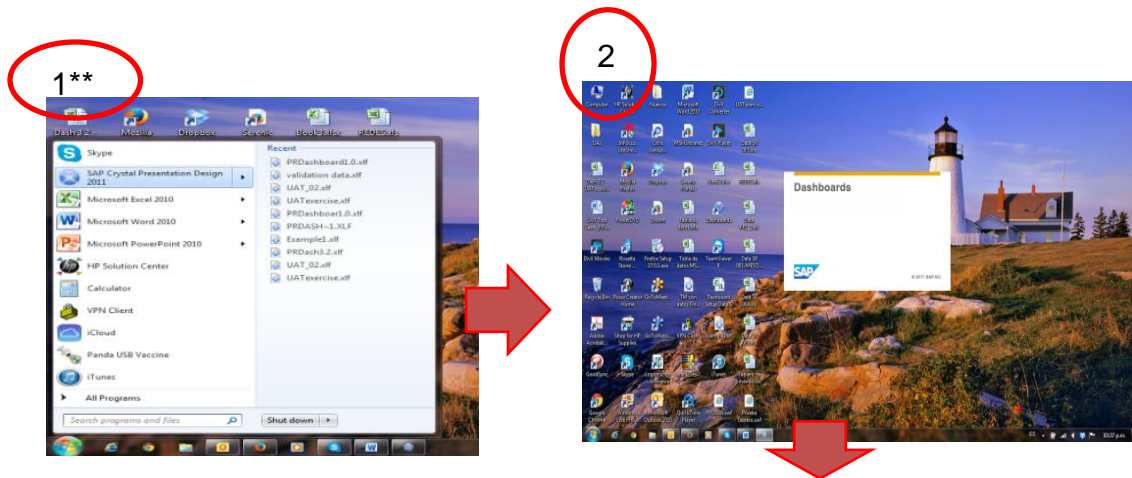
7.3.1 OPEN THE SAP DASHBOARD APPLICATION TO ACCESS THE REGIONAL DASHBOARD

The steps below (followed by their respective screenshots) explain how to open the SAP software and access the file for the Regional Dashboard.

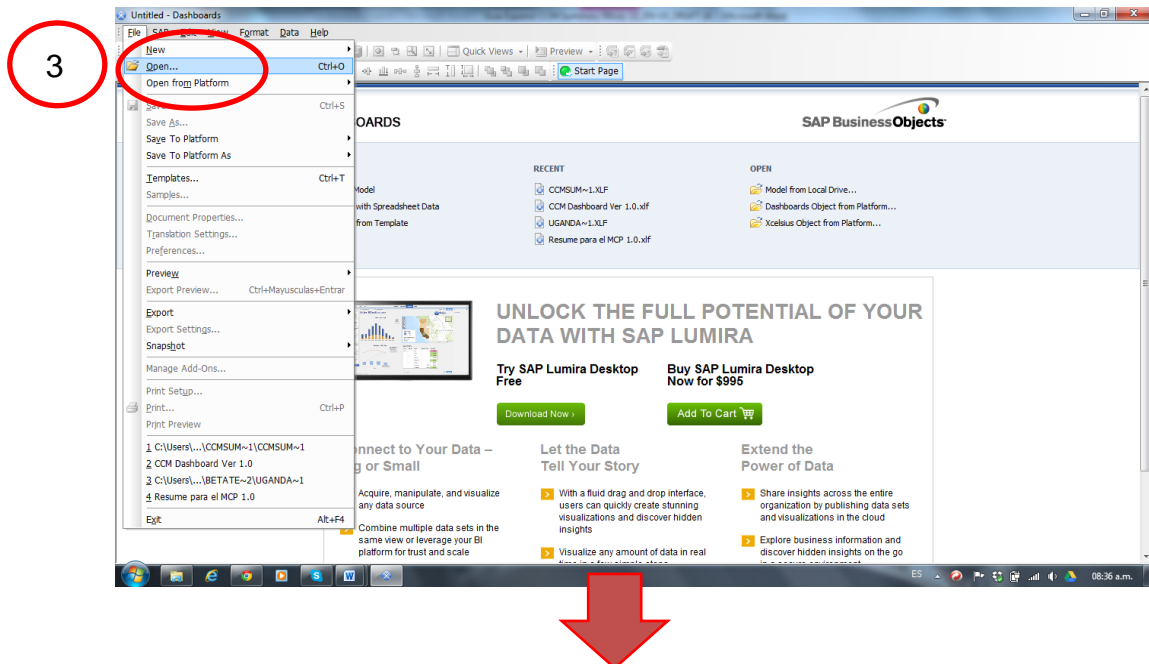
1. Click on the START icon in the far lower left side of your computer and select the icon for SAP Crystal Dashboard Design 2011 under the All Programs menu.

** Please note: In some instances, the user will need to choose Right click on the SAP Crystal Dashboard Design 2011 button and then select → Run as administrator. This additional step is due to a lack of permissions on the host computer.

2. View the screen that appears displaying the word “Dashboards.”

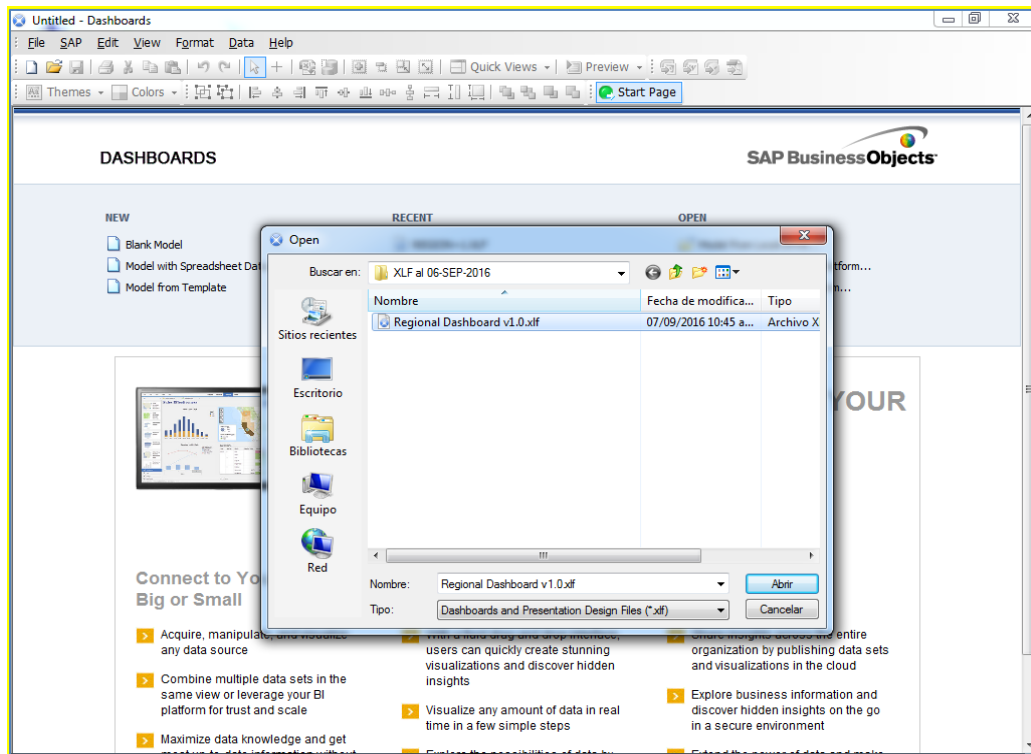


3. Open the SAP software program by pressing **File** on the upper left corner of the screen and selecting **Open**.



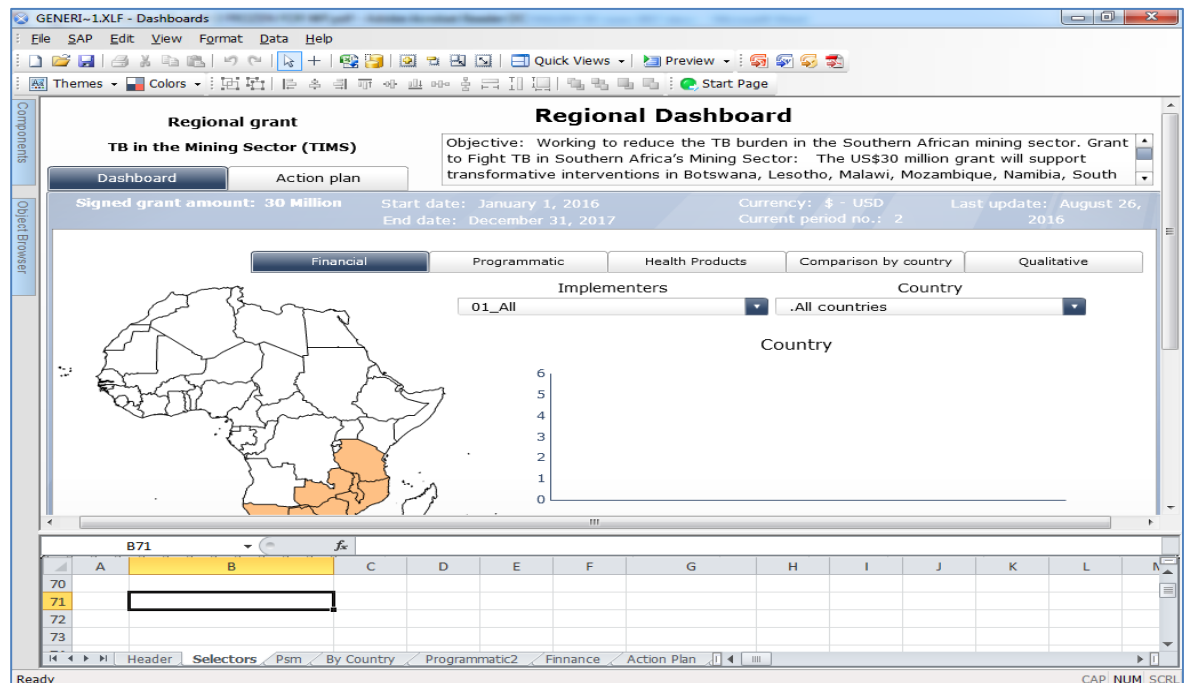
4. Select the **Regional Dashboard 1.0.xlf** file from the dialogue box that appears showing a file library.

4



5. The Regional Dashboard file opens. This file contains the design for the Regional Dashboard: there is no need for the user to modify the file.

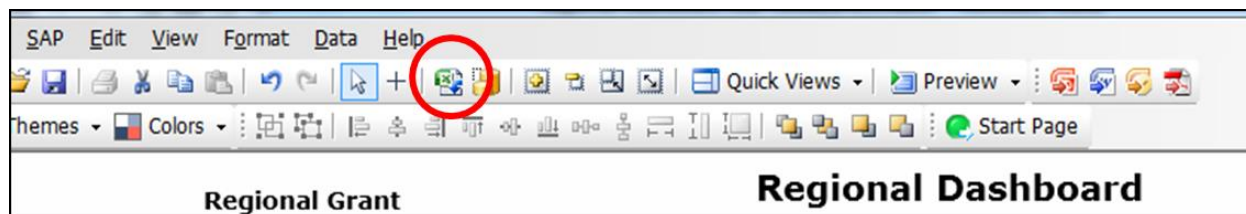
5



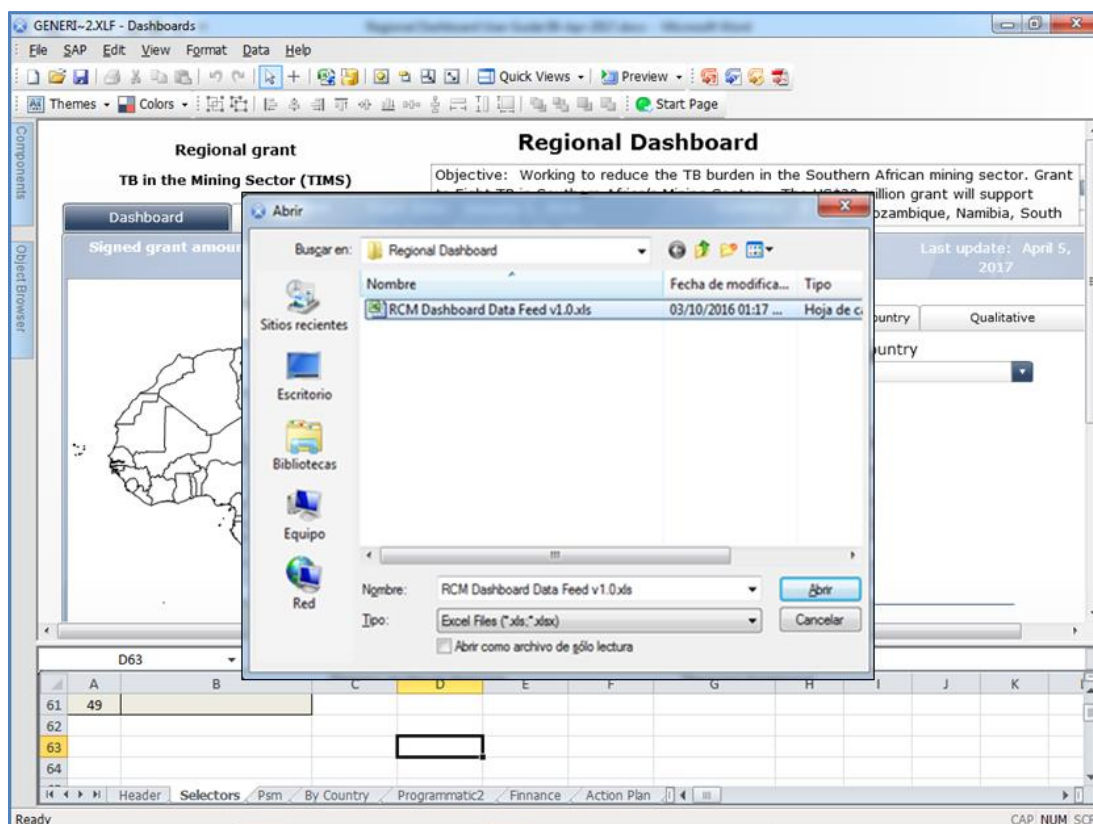
7.3.2 IMPORTING DATA INTO THE REGIONAL DASHBOARD

This section provides step-by-step instructions on how to import data from the Regional Dashboard Data Feed file into the Regional Dashboard.

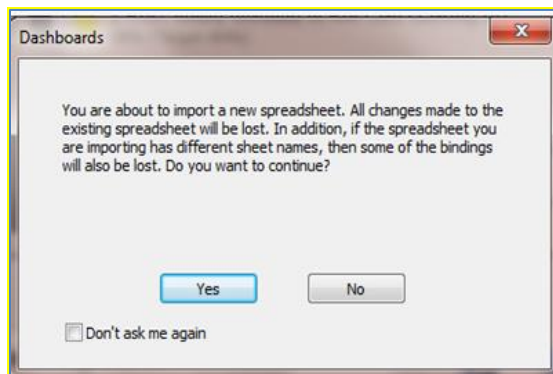
Once the Regional Dashboard Administrator has opened the SAP software and accessed the Regional Dashboard file, the next first step is to import the spreadsheets containing PR data from the Regional Dashboard Data Feed file. This is done by selecting the button for importing spreadsheets which is shown as circled in red in the screenshot below.



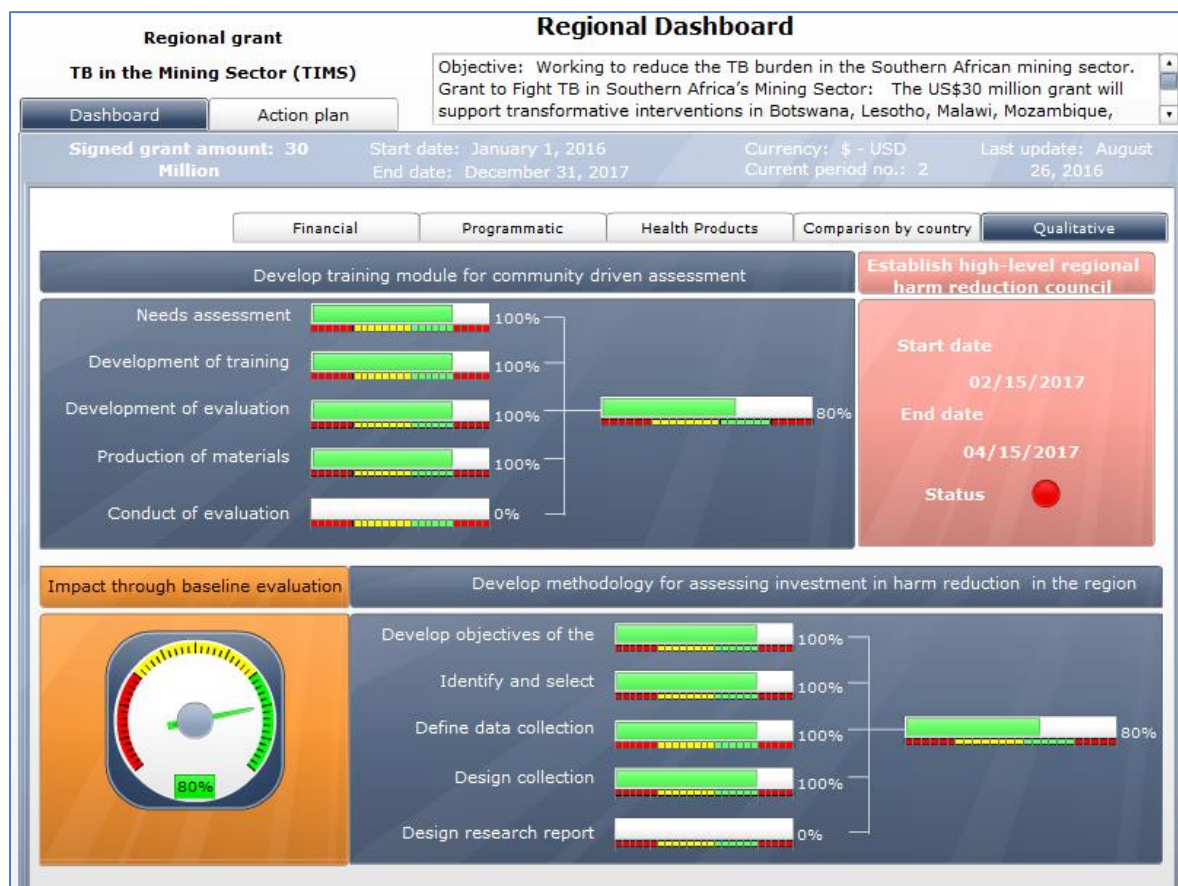
Next, the administrator selects the **Regional Dashboard Data Feed** file as shown below.



A pop-up window appears explaining that the user is about to import a new spreadsheet and asking for confirmation. Click **Yes**.

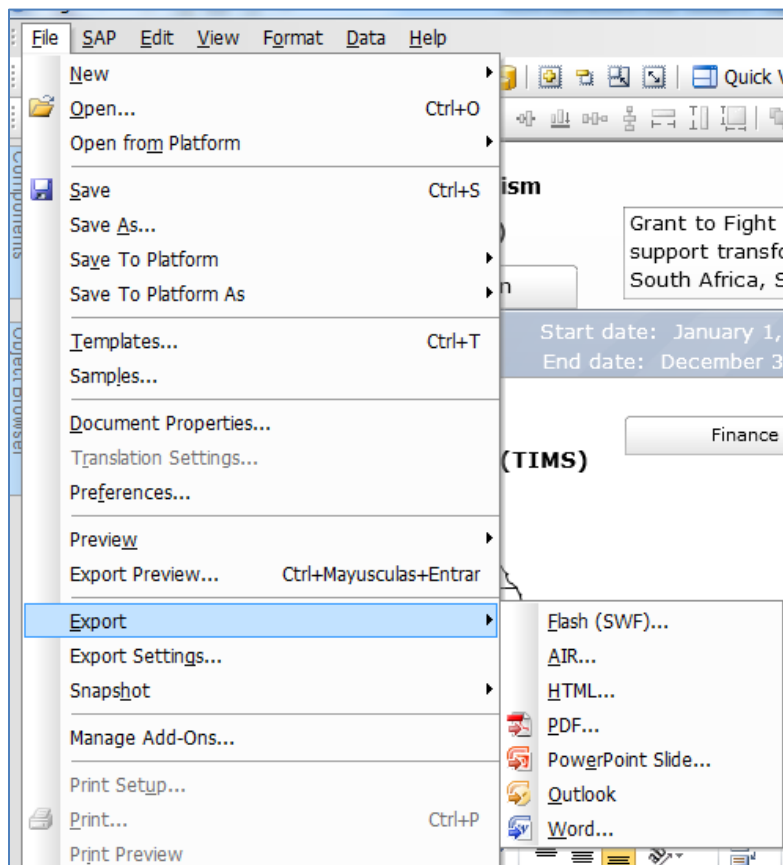


Several seconds later, the Regional Dashboard should appear, displaying the updated PR data that has just been imported.



7.3.3 VISUALIZATION OF THE REGIONAL DASHBOARD

The software for the Regional Dashboard allows generation of output files in different formats, which may be selected by checking menu options or by clicking File > Export. Each possible format is listed below with a brief explanation of how to use that format.



Available format options include:

- **Flash (SWF):** to preview the data
- **AIR:** to download the data using Adobe Flex software
- **HTML:** to preview the data using Internet Explorer
- **PDF:** to create a file that can be sent to stakeholders as a standalone file
- **PowerPoint:** to create a “PPT” slide that can be inserted into a PowerPoint presentation
- **Outlook:** to attach to emails
- **Word:** to paste the dashboard into a report

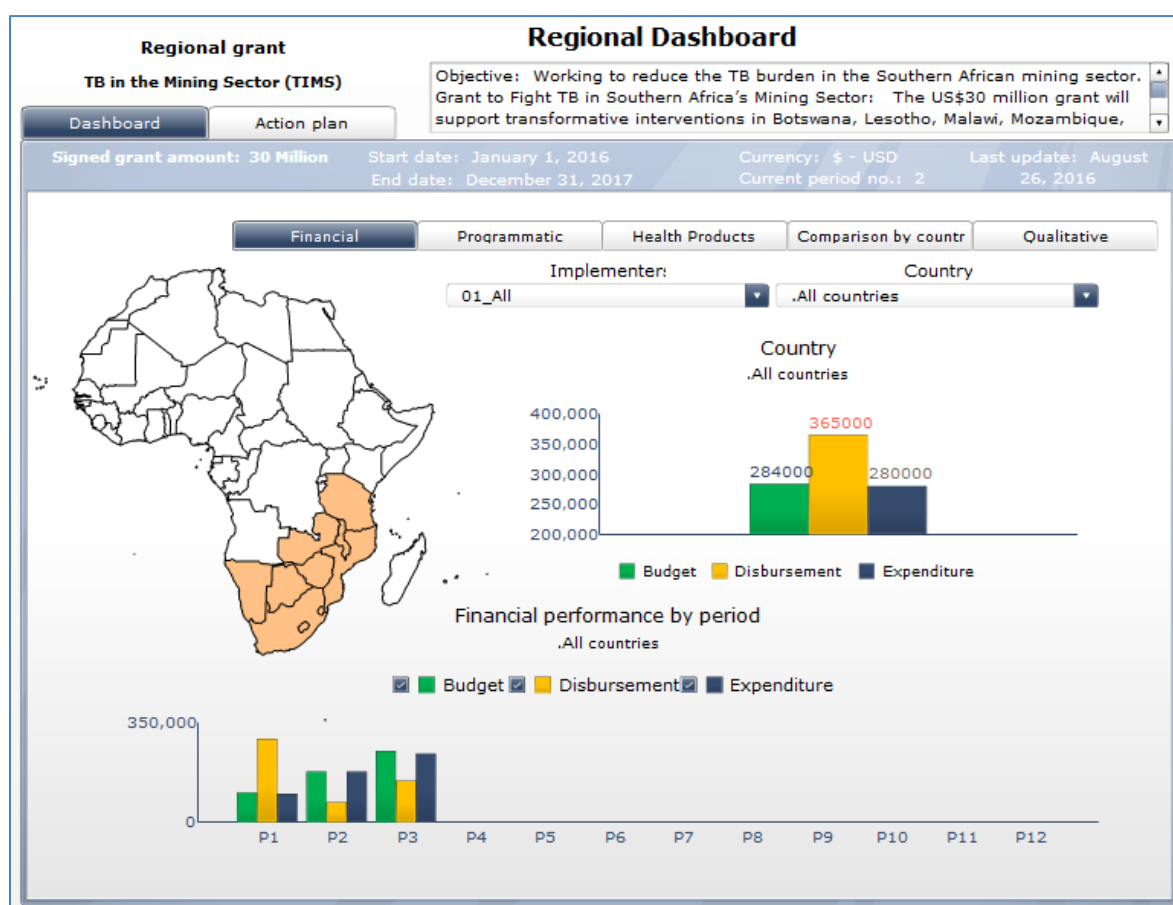
8 THE REGIONAL DASHBOARD IN DETAIL

8.1 INTRODUCTION

The following pages provide explanations about the information appearing in each section of the Regional Dashboard.

The graphics and components within the Regional Dashboard will remain the same each time the dashboard is updated. However, the values displayed in the data fields will always reflect the latest data that was imported into the Regional Dashboard Data Feed file.

The first screen that will be viewable is shown below:

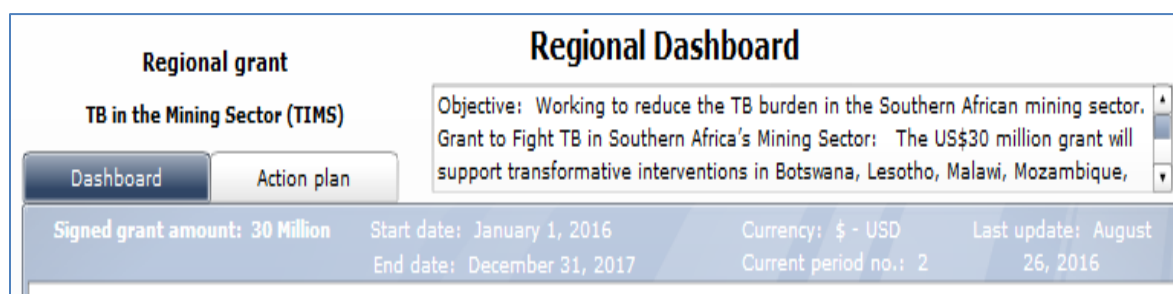


Data in the Regional Dashboard is divided in two main sections: the **Dashboard** section and the **Action plan** section, which can be selected by pressing either tab at the top left of the screen. By default, the Regional Dashboard opens up to the Dashboard section.



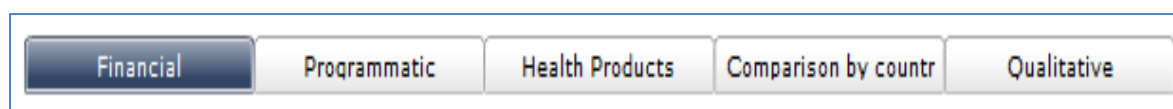
General information about the grant is displayed at the top of the Dashboard section. This general information originates from two sources: the PR Management Dashboard Data Master file that was previously loaded and the data entered in the Regional Dashboard **Setup** page. The following general information appears:

- PR name
- description of the grant's objectives and activities
- total signed amount from the grant agreement
- grant start and end dates
- currency in which financial data are displayed
- date of last dashboard update



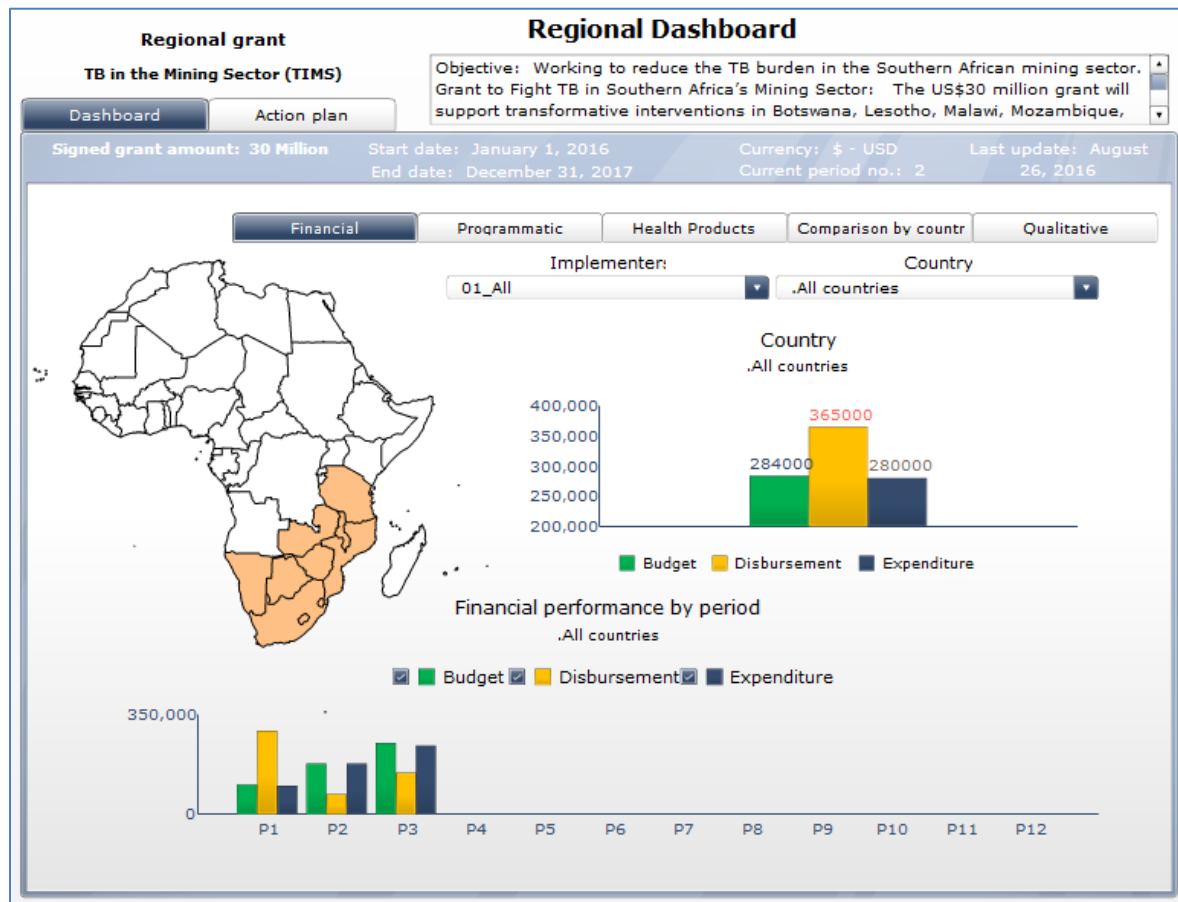
8.2 DASHBOARD DISPLAY SECTION

The Dashboard display section of the Regional Dashboard is divided into the following five sections: financial and programmatic status of the grant, status of stocks for health products, comparison of programmatic results among the grants implementers (SRs) by country, and progress of qualitative milestones for grants that track programmatic indicators.



8.2.1 FINANCIAL TAB

When the **Financial** tab is selected, the following screen will appear:



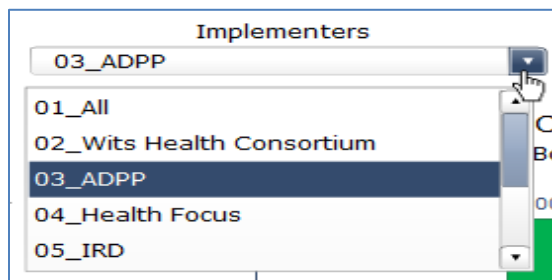
Filters included in the Financial section allow viewing of data by **Implementer** (SR) or by **Country**. The dashboard user can select filter options from drop down menu under the Implementer or Country list. In the examples above and below, information on the financial performance for one implementer (ADPP) operating in Botswana is displayed.

The 'Filters' section shows two dropdown menus: 'Implementers' with the value '03_ADPP' and 'Country' with the value 'Botswana'.

Filters

Implementers: 03_ADPP | **Country:** Botswana

This particular grant has **7** implementers conducting activities in **10** countries.

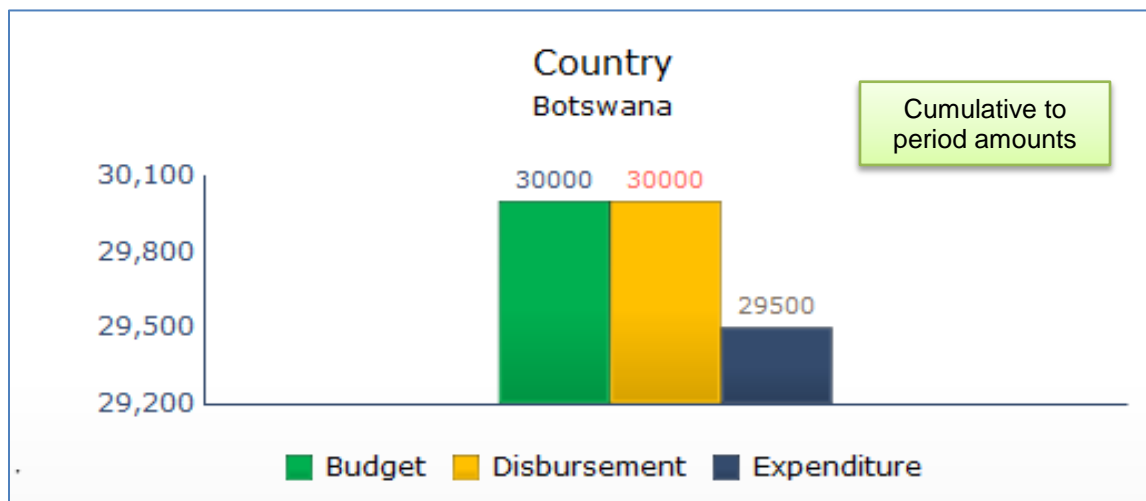


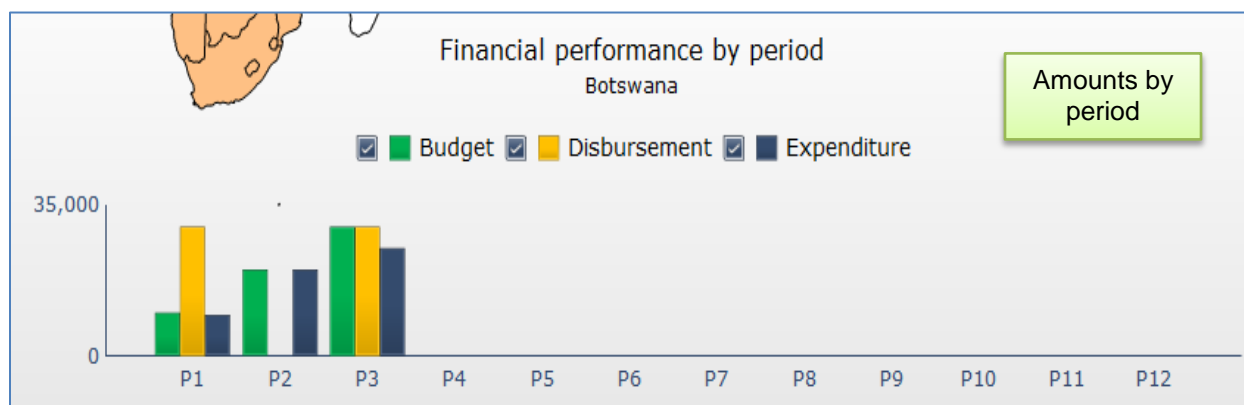
The drop-down lists allows viewing of financial data by various implementer-country combinations, including all implementers in all countries. There are two special filter options: **01_All** in Implementers list and **.All countries** in the Country list.

- If **01_All** is selected, the dashboard will display financial data for all implementers on the selected country
- if **.All Countries** is selected the dashboard will display financial data for all countries

Furthermore, two graphs are displayed in the financial section of the Regional Dashboard.

The graph in the middle of the page shows the cumulative financial performance to date. The graph at the bottom of the page shows the financial performance by implementation period. For each graph, budget, disbursement and expenditure data are displayed.





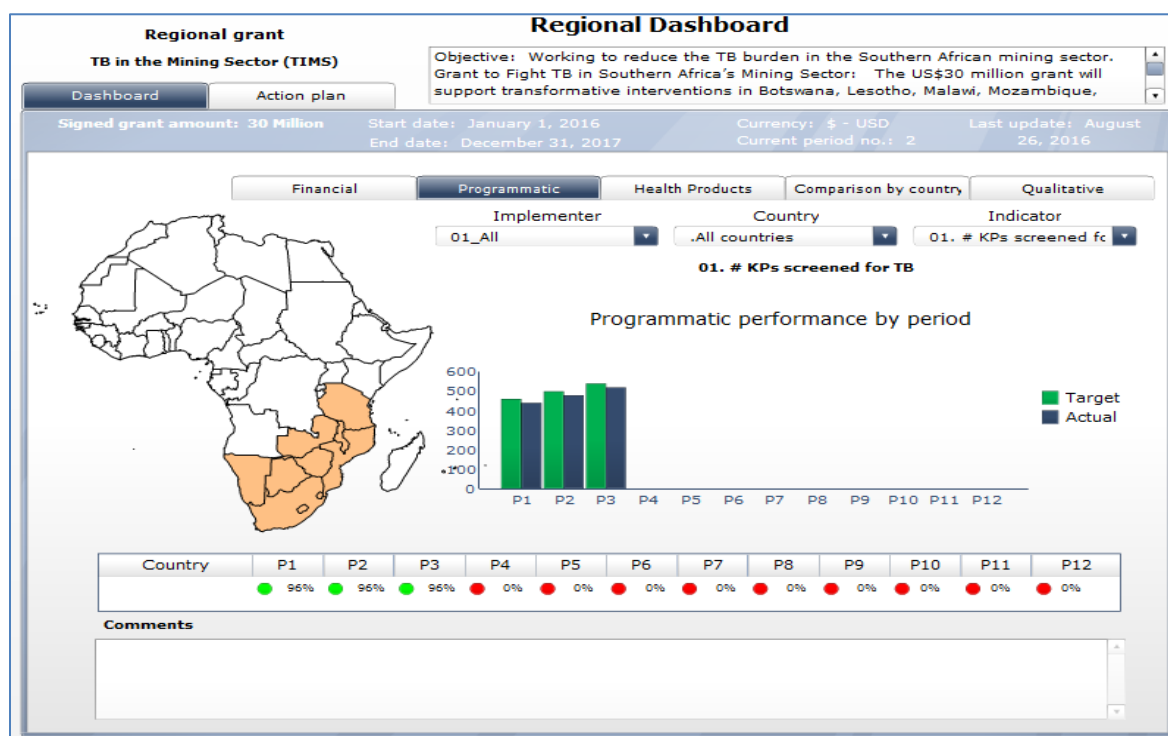
Important

Financial information from the Principal Recipient (PR)

In the PR Management Dashboard Data Master file, amounts by period for **budget** and **disbursement** are entered for both the PR and the SRs. In the Regional Dashboard only the PR financial data are entered. The Regional Dashboard pulls in the SR financial data from the PR Dashboard Data Master and calculates the budget and expenditures by country thus the Regional Dashboard can display financial data by country, by SR, for the PR or for the total grant.

8.2.2 PROGRAMMATIC TAB

When the Programmatic tab is selected, the following screen will appear:



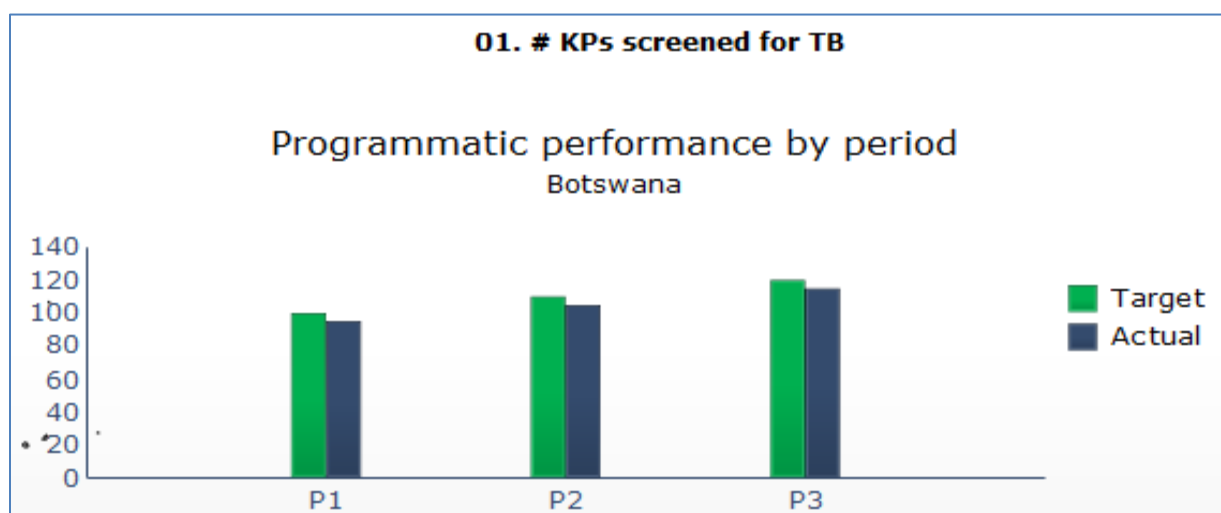
This section displays data on programmatic performance. The data displayed can be filtered by implementer (SR), by country and by specific indicator by selecting from drop-down menus under the **Implementers**, **Country** and **Indicator** filters. In the example shown in the screenshots above and below, the user has chosen to view the programmatic performance for the indicator #KPs screened for TB for the implementer ADPP for work done by ADPP in Botswana.

The screenshot shows the 'Filters' section with three dropdown menus. The 'Implementers' dropdown is set to '03_ADPP'. The 'Country' dropdown is set to 'Botswana'. The 'Indicator' dropdown is set to '01. # KPs screened for TB'. Below each dropdown is a detailed view of the list items. The 'Implementers' list includes '01_All', '02_Wits Health Consortium', '03_ADPP' (selected), '04_Health Focus', and '05_IRD'. The 'Country' list includes '.All countries', 'Botswana' (selected), 'Lesotho', 'Malawi', and 'Mozambique'. The 'Indicator' list includes '01. # KPs screened for TB' (selected), '02. # notified cases of a', '03. # BC DR-TB (RR-TB', '04. % TB patients w/ kn', and '05. % HIV+ TB patients'.

The drop down lists allow viewing of programmatic data by various implementer-country combinations, including all implementers in all countries. The two special filter options are **01_All** in the Implementers list and **.All countries** in the Country list.

- If **01_All** is selected, the dashboard will display programmatic data for the selected indicator by the country.
- If **.All Countries** is selected the dashboard will display the data on a given indicator for all countries by implementer.

The programmatic section provides two visual representations of programmatic performance. The first is a graph entitled **Programmatic Performance by Period**, which displays the performance of one programmatic indicator at a time. The blue and green bars display the programmatic target and the actual performance respectively and allow a visual appreciation of how close the performance is to the intended target.



The second visual presentation of programmatic performance also compares the targeted performance with actual performance by using color alerts as shown below.

Country	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12
Botswana	95%	95%	96%	0%	0%	0%	0%	0%	0%	0%	0%	0%

The color alerts are achievement of targets that align with Global Fund thresholds used to evaluate a grant's performance.

Please note that if period data is missing the red color will appear as in the table above.

The thresholds are explained in the table below.

Alert Color	Explanation
Red	Result less than 50%
Yellow	Result equal to or greater than 50% and less than 80%
Green	Result equal to or greater than 80%

There is a **Comments** box at the bottom of the Programmatic section. This comments box will display any comments that were entered into the PR Management Dashboard Data Master for this indicator and which were transferred into the Regional Dashboard.

Comments

8.2.3 HEALTH PRODUCTS TAB

The **Health Products** tab contains stock information for health products managed by the PR and its SRs. If the **Health Products** tab is selected, the following screen appears.

Regional grant

TB in the Mining Sector (TIMS)

Dashboard

Action plan

Signed grant amount: 30 Million

Start date: January 1, 2016

End date: December 31, 2017

Currency: \$ - USD

Current period no.: 2

Last update: August 26, 2016

Objective: Working to reduce the TB burden in the Southern African mining sector. Grant to Fight TB in Southern Africa's Mining Sector: The US\$30 million grant will support transformative interventions in Botswana, Lesotho, Malawi, Mozambique,

Financial

Programmatic

Health Products

Comparison by country

Qualitative

Implementers (countries)

Product	Months	Stock level
---------	--------	-------------

<=

Month

<=

Months

<=

Months

>

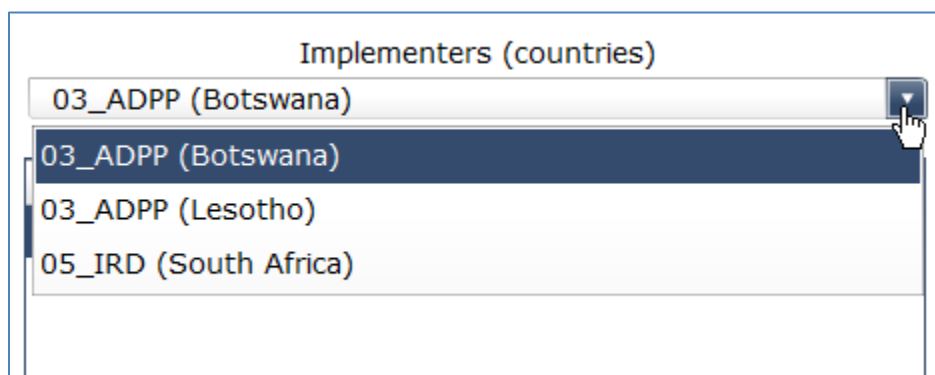
Months

Comments about health


To address the overstock of GeneXpert cartridges, excess stock will be redistributed to other countries where stocks are low





Installation and Set-Up Guide for the Regional Dashboard— Version 2.0 August 15, 2017

In this section, the data displayed depends on the filter selected from the drop-down menu. In the example below, the implementer ADPP is selected (ADPP is carrying out activities in Botswana).



When ADPP (Botswana) is selected a table showing all the products that ADPP is managing in Botswana is displayed. These data are obtained from the stock level data that was entered into the PR Management Dashboard Data Master. For each product, the months of stock remaining is displayed, as well as a color alert indicating whether there is adequate stock, inadequate stock or overstock.

Product	Months	Stock level
01.GeneXpert Site 1	10	

 <= 2 Months
  > 2 <= 4 Months
  > 4 <= 8 Months
  > 8 Months

The color alerts for health products are produced based on the thresholds established for each product. The thresholds established for each product can be viewed by hovering the mouse over each row.

Health products thresholds

During the PR Management Dashboard configuration process the Regional Dashboard administrator enters thresholds for programmatic and financial indicators. When configuring thresholds for health products, a safety stock is entered for each product. The PR Management Dashboard subsequently calculates the months of stock available

of the product based on each product's safety stock. For more information about the product safety stock refer to the *PR Management Dashboard Installation and Setup Guide* and annexes.

Using data on safety stock levels configured into the PR Management Dashboard Data Master, the Regional Dashboard takes the safety stock for each product and calculates the corresponding thresholds according to the following table:

Alert Color	Explanation
	Less than or equal to the safety stock amount
	Greater than the safety stock amount level and less than or equal to twice the safety stock amount
	Greater than twice the safety stock amount and less than or equal to four times the safety stock amount
	Greater than four times the safety stock amount

In the example provided above, the safety stock for GeneXpert cartridges was two months. Because ADPP had 10 months stock on hand and this amount exceeded four times the safety stock, the product was considered to be in overstock status. The implementer should therefore refrain from buying additional amounts of this product. If this were a product with a short expiration date with little opportunity to use up the stock, the PR would need to consider redistributing the product's stock (to another implementer within the same country or to another country if permitted to do so by the Global Fund and by that country's drug or product registration regulations).

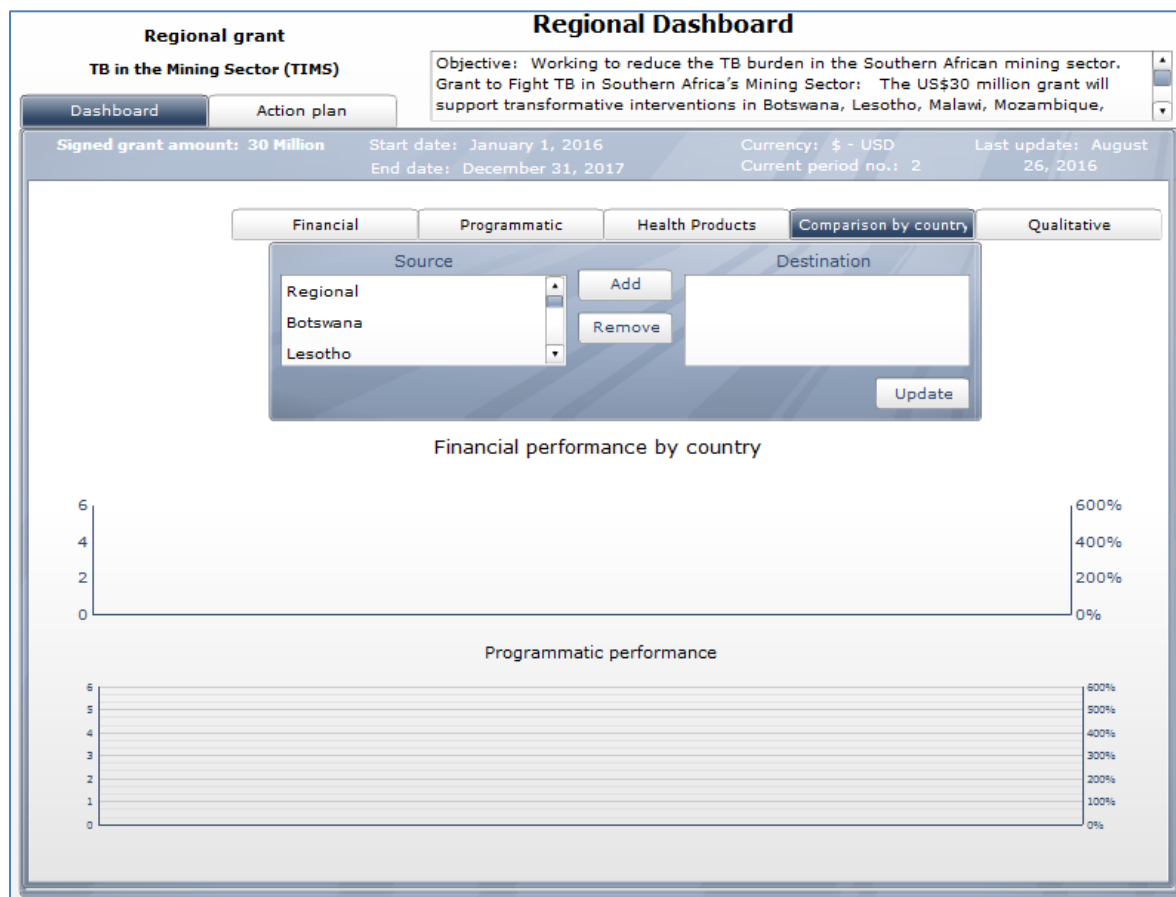
The **Health Products comments** box will display any comment or proposed action that was entered during the most recent update of the Regional Dashboard.

Comments about health

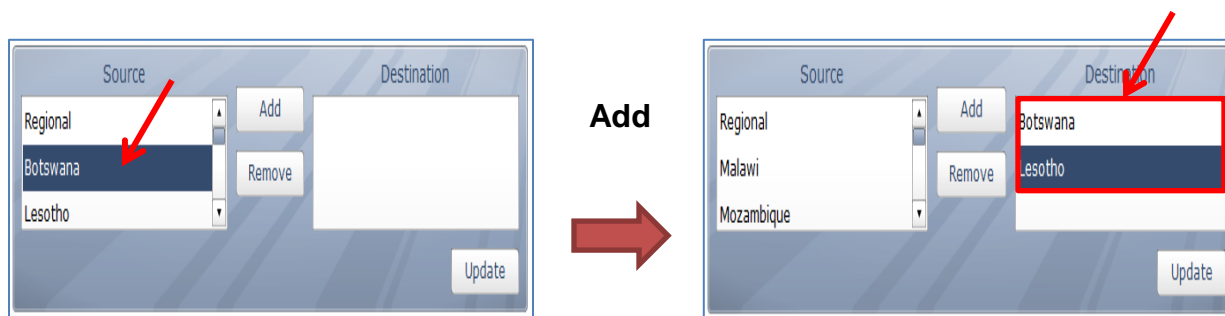
To address the overstock of GeneXpert cartridges, excess stock will be redistributed to other countries where stocks are low

8.2.4 COMPARISON BY COUNTRY TAB

The **Comparison by country** tab allows a user to view both financial and programmatic performance of one or several countries on one page.



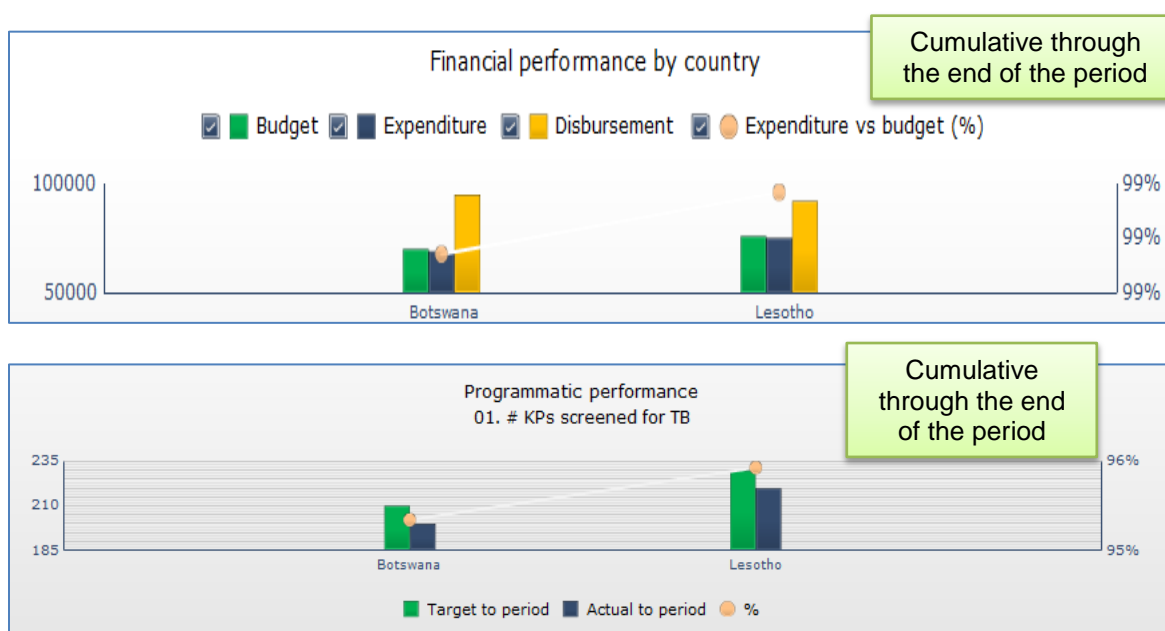
To select countries for comparison, the Regional Dashboard administrator selects countries one at a time from the list under the **Source** list by clicking on each country then clicking the **Add** button to add the country to the list. Countries selected for comparison will appear in the list under the **Destination** column. In the example below, Botswana was selected using the **Add** button and subsequently appears in the **Destination** column.



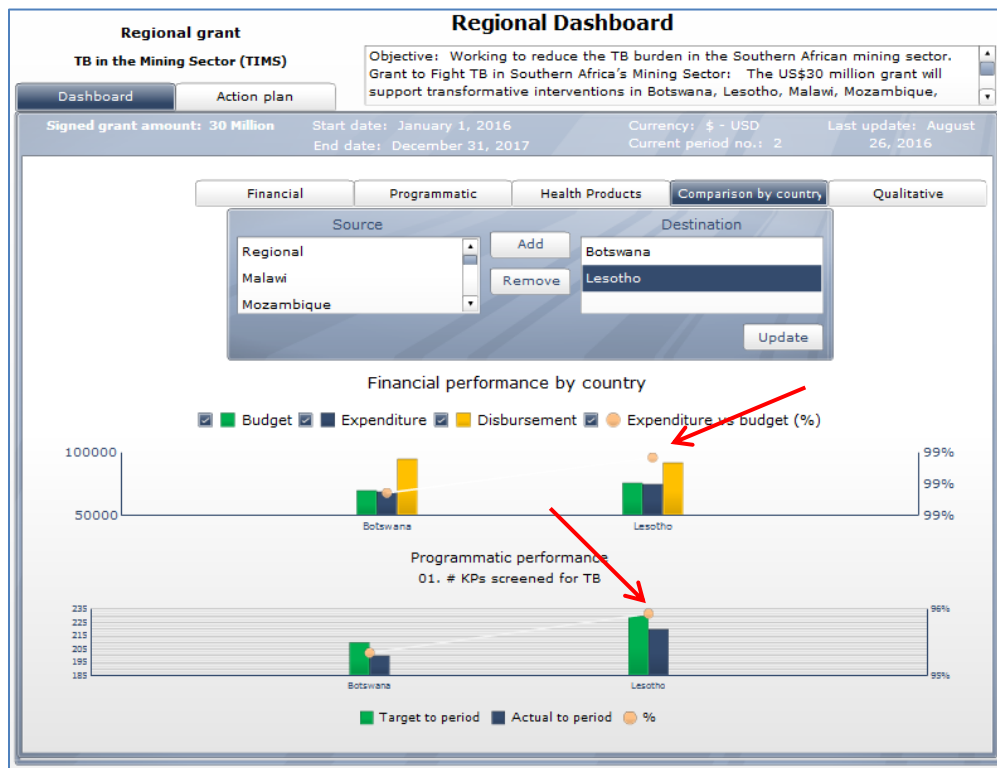
A country can easily be removed from from the **Destination** list by selecting the country and clicking the **Remove** button.



Once the desired countries have been selected for comparison, the Regional Dashboard Administrator clicks on **Update** to recalculate and refresh the graphs.

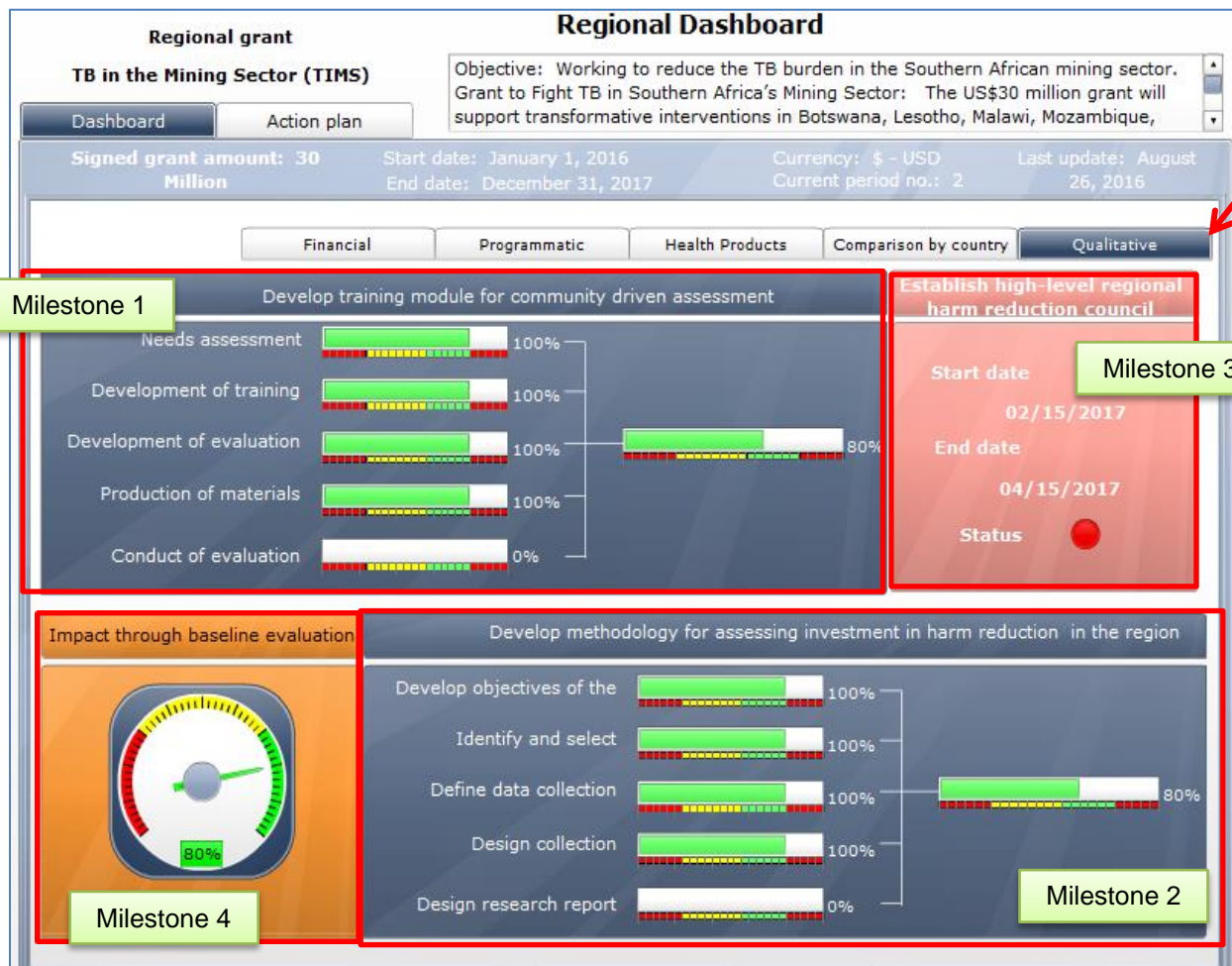


Two graphs are displayed in the **Comparison by country** section. The first graph displays comparative financial performance for each country (showing budget, expenditure and disbursement information). The second graph compares the performance of the first programmatic indicator of the list. This indicator is the most important indicator of the regional grant. The percentage for each of these elements can be viewed by clicking on the orange dot that appears for each bar.



8.2.5 QUALITATIVE INDICATOR TAB

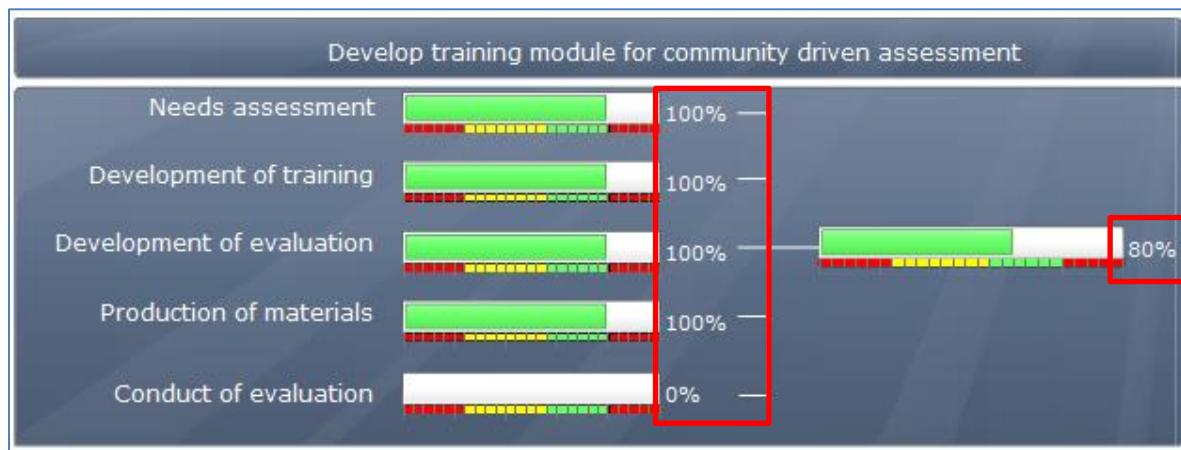
The tab for qualitative indicators displays the four milestones that were entered during the configuration of the Regional Dashboard Data Master. Note that each of these milestones has been converted into a visual representation showing the status of activity. When the **Qualitative** indicator tab is selected, the following display appears:



Color alerts are used to identify the performance level. An explanation of how these alerts are set is provided later in this section.

These milestones are defined by the user and can be modified. Recall that when configuration was being done for the qualitative indicators, the first two milestones could be broken down into a list of associated activities. The progress on the activities for each milestone is evaluated based on the intended start and end date of each activity compared with the date of the “Last update” from the last PR Dashboard Data Master that is uploaded to the Regional Dashboard. Both the “percentage achieved” and color alert appearing for **milestone 1** and **milestone 2** are based on the time elapsed relative to the scheduled end date for the activity (or deadline). For **milestones 1 and 2**, dates are shown and the level of performance is represented by a Status color alert.

The graphs show the time elapsed toward the deadline of each activity per milestone. In the example below, it can be seen that the first four activities have met their deadline (100% complete). The fifth activity has not begun yet (0%). So the cumulative progress towards the milestone is 80%.



For Milestone 3 below, included are start and finish dates and status, which represents the milestone's level of achievement. If the milestone has been achieved, the status signal will be displayed in green; an incomplete status will show the color red.



Milestone 4 shows progress on a dial display as shown below. This progress towards the deadline is entered by the M&E team as a number.



QUALITATIVE THRESHOLDS

For **milestone 1** and **milestone 2**, the progress level is automatically set according to start and end dates. These thresholds, set by GMS, are as follows:

Alert Color	Explanation
	Result less than 30%
	Result equal to or greater than 30% and less than 70%
	Result equal to or greater than 70% and less than or equal to 100%
	Result greater than 100%

For **milestones 3** and **4** the level of progress is entered manually by the M&E team. The thresholds' percentage range, set by GMS, is as follows:

Alert Color	Explanation
	Result less than 30%
	Result equal to or greater than 30% and less than 70%
	Result equal to or greater than 70%

8.3 ACTION PLAN SECTION

The action plan section of the Regional Dashboard is where actions to be taken to improve grant performance are recorded along with their due dates and status. This is a new process. Several options are possible for completing the action plan.

- The PR could complete the action plan with recommendations and actions for the SRs
- The action plan could be filled after the PR and the SRs have discussed and actions are defined and agreed


- The action plan could be filled after the PR presents to the RCM as with the CCM Summary for single grants

Detailed instructions on how to update the Action Plan can be found in section 6.2 of this manual.

Recommendations and decisions made at the strategic level would emerge from discussions on grant performance held between the PR and its oversight body. If oversight of the grant is done by a RCM, recommendations and decisions would be made during meetings between the PR and the RCM to discuss performance. If oversight is the responsibility of the PR's Board of Directors or Governing Council (as is the case of intergovernmental organizations), recommendations and decisions would be generated through periodic discussions with these entities.

The **Status** column of the **Action plan** is completed by selecting from a drop-down menu with the following options:

1. Red – Needs immediate attention
2. Yellow – Needs attention, but still on-time
3. Green – Completed



Action plan

Status: 1=Red, 2=Yellow, 3=Green

#	Issue	Action to be implemented	Owner	Due date	Status
1	GeneXpert cartridges are almost out of stock in Botswana	Reallocate funds from TB drug budget (where savings were achieved in prior periods) to make an emergency purchase from the local market	Jhon Doe	03-may-17	1
2	The number of KPs targeted for TB screening has consistently been found to be smaller than initially estimated	Review KP estimates with local WHO focal point for TB to confirm whether targets need modification	Mary Smith	30-may-17	1
3					
4					

Once the **Action plan** is completed in the Regional Dashboard Data Master file, the visualization of the **Action plan** automatically appears (see below):

Regional grant

TB in the Mining Sector (TIMS)

Regional Dashboard

Objective: Working to reduce the TB burden in the Southern African mining sector.
Grant to Fight TB in Southern Africa's Mining Sector: The US\$30 million grant will support transformative interventions in Botswana, Lesotho, Malawi, Mozambique,

Dashboard

Action plan

Signed grant amount: 30 Million

Start date: January 1, 2016

Currency: \$ - USD

Last update: August 26, 2016

End date: December 31, 2017

Current period no.: 2

Issue	Action to be	Owner	Due date	Status:
GeneXpert cartridges are almost out of stock in Botswana	Reallocate funds from TB drug budget (where savings were achieved in prior periods) to make an emergency purchase from the	Jhon Doe	May 3, 2017	
The number of KPs targeted for TB screening has consistently been found to be smaller than initially estimated	Review KP estimates with local WHO focal point for TB to confirm whether targets need modification	Mary Smith	May 30, 2017	

9 TROUBLESHOOTING, BEST PRACTICES, FREQUENTLY ASKED QUESTIONS (FAQS) FOR BOTH THE PR MANAGEMENT DASHBOARD FOR REGIONAL GRANTS AND FOR THE REGIONAL DASHBOARD

9.1 FAQS ON THE DATA-ENTRY APPLICATION

BEST PRACTICES

- ✓ **First, close open Excel files** before opening the dashboard tool.
- ✓ **Size and resolution of the screen matters:** use large monitor screens, if possible, when working on the dashboard. Use the following resolution to generate sufficiently sharp images of the dashboard: 1024 x 800.
- ✓ **Obtain Help Desk support when needed:** The Help Desk is the first level of help available for troubleshooting, followed by the technical assistance team helping with introduction of the dashboard in the respective country. For Help Desk support PRs should contact the Global Fund at GFSupport@theglobalfund.org
- ✓ **Tips for making presentations about the dashboard**
 - Double click the ribbon in Excel to hide it and see more of the data-entry tool
 - The F11 key is a toggle key. By pressing F11 you will alternately get full- and partial-screen display in browsers (for the dashboard)
 - Resize the dashboard frame in PowerPoint before entering

Do I need special software to use the data-entry application?

To use the data-entry application, you need one of the following versions of Excel in Microsoft Office: Excel 2010 or later (see section 3.1.4 above)

I opened the data-entry application and got a warning message about a macro. I cannot proceed with data-entry application set-up. What do I do?

Clicking “Enable Content” should allow you to open the data-entry application and begin working in it.

My first language is not English. Are there other language versions of the data-entry application?

You can change all the labels, instructions and error messages of the data-entry application to Spanish by selecting “Spanish” in the drop-down menu of the “Language” in the Setup page.

BEST PRACTICES

- ✓ **Save as a new filename first**—Protect the master files so that you can revert back to them later if needed.
- ✓ **Use folders in a logical structure**—Try to lead by example with a clean desktop!
- ✓ **Take your time**—Errors are usually a result of attempted shortcuts (avoid dragging or copying and pasting across hidden rows).
- ✓ **Be careful when working in the data-entry application, as work sheet protection is limited!**—Work sheet protection does not protect against deliberate tampering; so exercise vigilance.
- ✓ **Do not touch sections of the data-entry application**, if the *User Guide* does not direct you to—If you do make a mistake, use a fresh master file to restart the process
- ✓ **Save your work as often as you can** to avoid losing data and having to redo your work

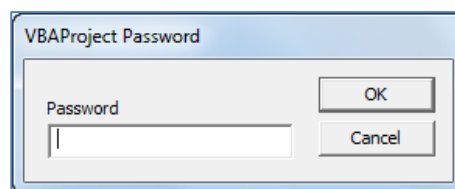
A PR showed the RCM its Regional Dashboard. The RCM wants some different indicators to appear in the Regional Dashboard. Can this be done?

All data that is shown in the Regional Dashboard comes from the PR Management Dashboard. If an RCM is responsible for oversight of a grant, it is recommended that the PR discuss the indicators it will display in the dashboard with the RCM oversight committee as the dashboard is being set up so that agreement can be reached on indicators that would be pertinent to display. Indicators can be added or deleted after the PR Management Dashboard is set up, but this should be done only after discussion on the relevance on the indicators.

Whom do I contact if I encounter a complex problem with using the Regional Dashboard (e.g., I accidentally disable key formulas)?

You should contact the Global Fund Help Desk at GFSupport@theglobalfund.org.

What do I need to do if, after closing the Regional Dashboard, I see the following screenshot?



This message may sometimes appear after the Regional Dashboard is closed. Simply press the **Cancel** button and the message will no longer appear.

9.2 FAQs ON THE REGIONAL DASHBOARD

I generated the Regional Dashboard in PowerPoint but it does not show in the slide. What can I do?

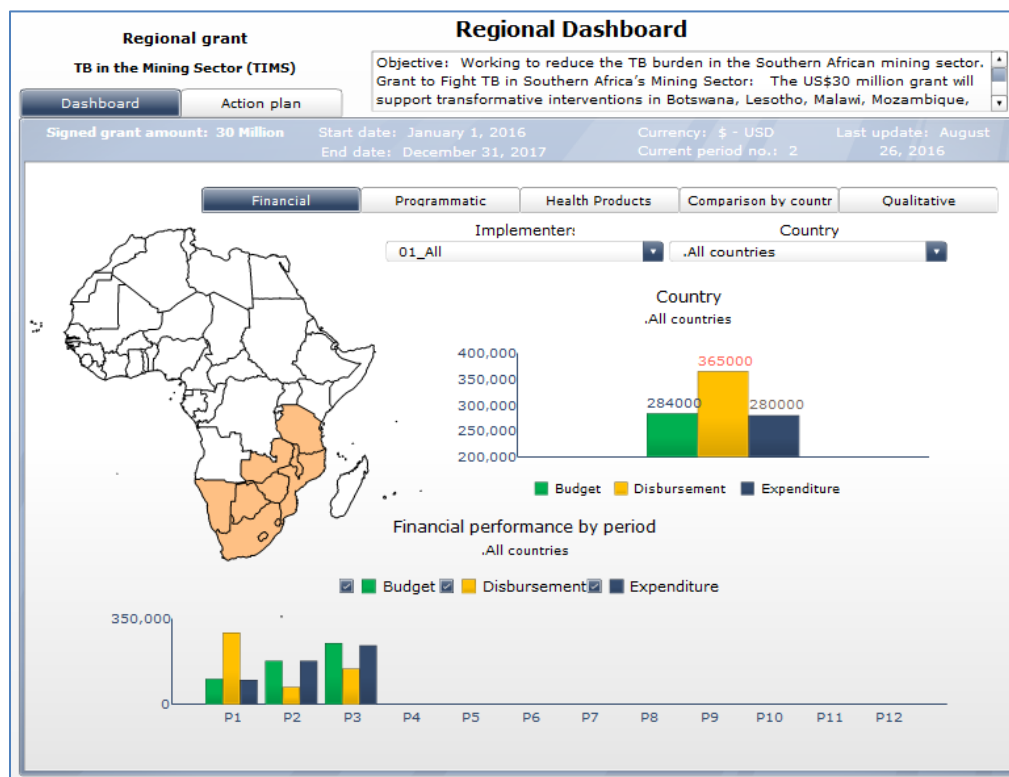
To visualize the Regional Dashboard using PowerPoint you must click the icon to show full screen slides (Slide Show) at the bottom of the screen or click the F5 key on your keyboard.

Alternatively, check whether you have version 15 of Adobe Flash Player (or later version), as Adobe Flash Player is necessary to view the dashboard in PowerPoint.

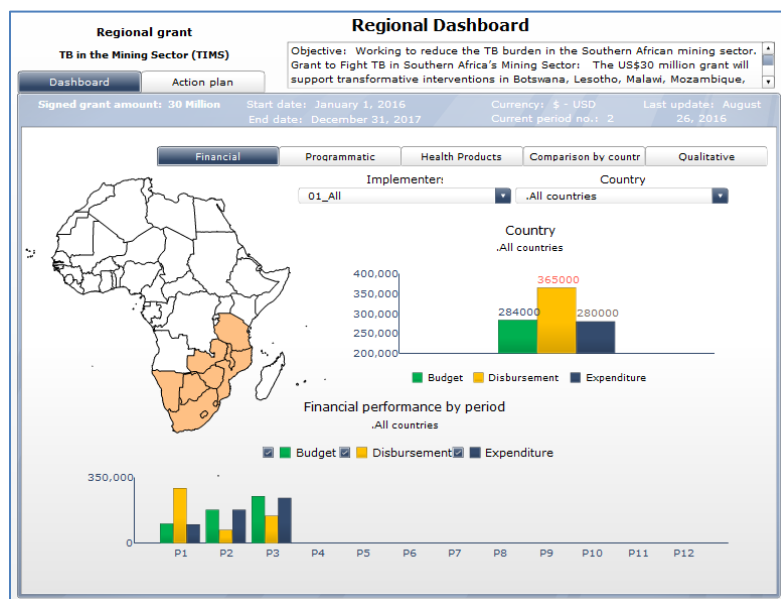
When I generated the Regional Dashboard in PowerPoint and I was presenting it using presentation mode, the mouse disappeared. As a result, I could not access sections of the Regional Dashboard that are only viewable by clicking on links. How can I avoid this in the future?

The trick to avoiding this problem is to ensure that you leave a border at the bottom of slide before you put it into presentation mode. Below is the image of what the Regional Dashboard looks like with a border—the border is the green strip circled in red at the bottom of the dashboard.

To create the border, open the slide in **Normal view** as shown below. Note that there is no border in the example below.



To create the border, place the cursor at the bottom of the slide, and drag the cursor upward. A colored strip should appear at the bottom of the slide as shown below. Once the colored strip appears, put the slide show in presentation mode.



When back in presentation mode, move the cursor to the area of the strip whenever the cursor tries to disappear. The cursor should reappear when this is done.

I generated the Regional Dashboard using Adobe. However, I cannot see the image - the page is blank. What can I do to address this?

Check to see that you have the latest version of Adobe Reader (version 11 and up). If your version is out of date, update it immediately.

When working in the Regional Dashboard, I encountered an error message that says "Component Busy" as shown below. What should I do?

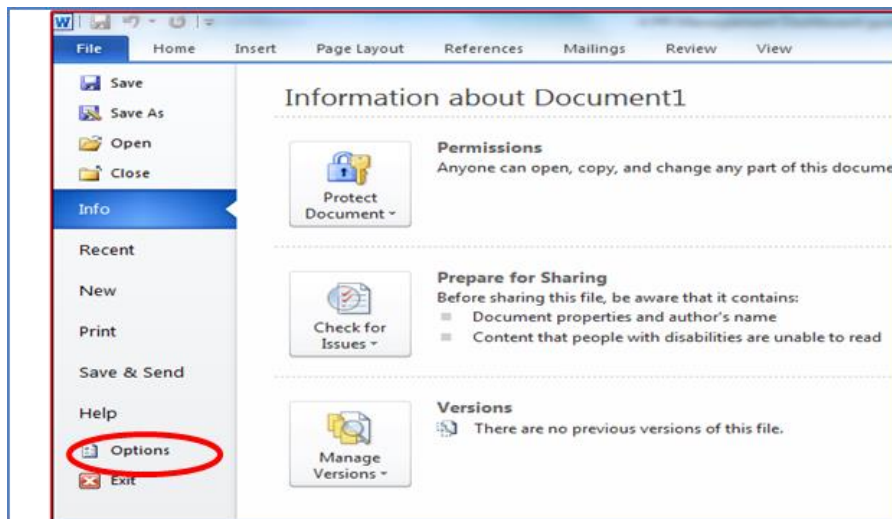


You should close all instances of Excel that are currently open and click Retry. Repeat this action again if it does not work the first time.

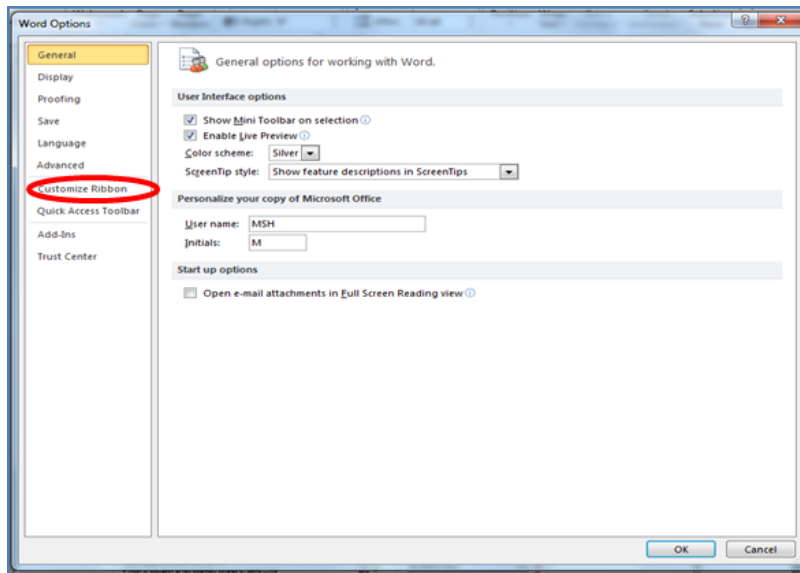
I generated the Regional Dashboard in an interactive file format in Word. However, it appears quite small, and expanding it is not easy. What should I do?

You will need to access the Developer section in the tools bar of Word. By default, the Developer section does not display in the tools bar, but it can be added. To show the Developer section, do the following:

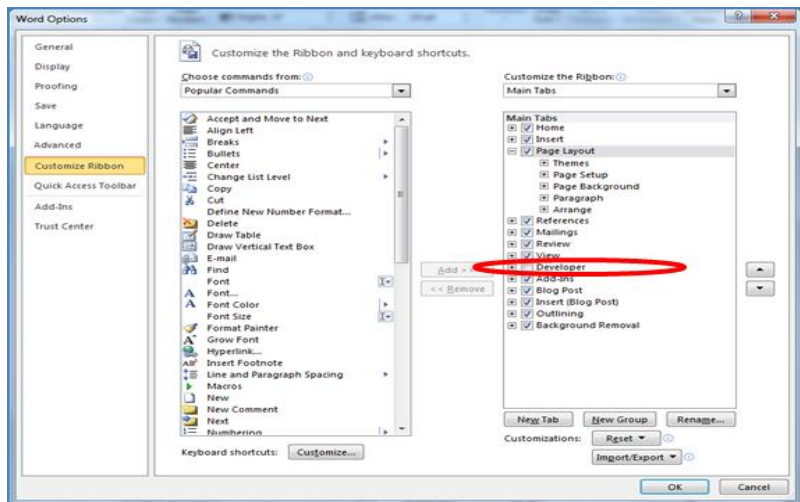
1. Open the Word file and click on **File**
2. In the File menu, go to **Options**



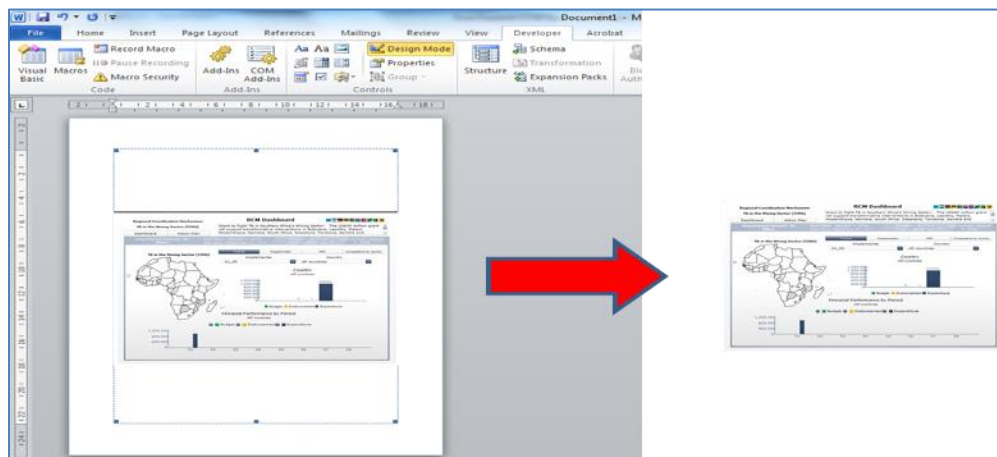
3. Click **Customize Ribbon**.



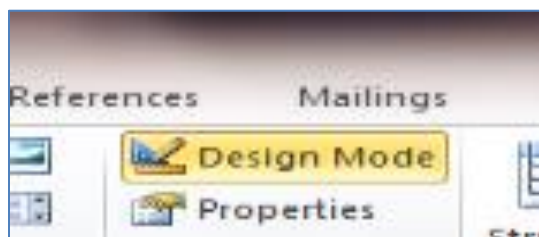
4. Under Customize the Ribbon and under Main Tabs, select the check **Developer**.



5. Once installed, it is possible to modify the size of the object by selecting the option: **Design Mode**. This option shows the borders of the dashboard pages and allows changing the size of the file.



6. Click on **Design Mode** one last time.



9.3 HOW TO GET HELP WHEN WORKING WITH BOTH THE PR MANAGEMENT DASHBOARD FOR REGIONAL GRANTS AND THE REGIONAL DASHBOARD

The Global Fund Help Desk will operate on the assumption that most problems arising with both kinds of Regional Dashboards can be addressed by referring to this *User Guide* and the *PR Management Dashboard Installation and Setup Guide* or any technical assistance team that is assisting the dashboard user. Should problems arise that require more advanced technical help however, additional assistance is provided through the Global Fund 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 using either kind of dashboard:

Nature and timing of the problem	Where to get help	Contact
<p>The dashboard administrator needs to execute normal tasks or procedures to use the Regional Dashboard 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 dashboard solution that it cannot resolve.</p>	Installation and Set-Up Guide for the Regional Dashboard	Not applicable
	Consultants on the technical assistance team	<p>In person or through email.</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 email address in English, French or Spanish.</p>
	All others should contact the Global Fund	<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 email address in English, French or Spanish.</p>

ANNEX 1. COUNTRY LIST FOR SAP MAPPING APPLICATION

Map Component in SAP Dashboard Design	Country
InternalUseOnly	Regional
India by Region	Aceh
AsiaByCountry	Afghanistan
Europe (small) by country	Albania
AfricaByCountry	Algeria
Asia Pacific (large) by country	American Samoa
Europe (small) by country	Andorra
AfricaByCountry	Angola
NorthAmericaByCountry	Anguilla
NorthAmericaByCountry	Antigua & Barbuda
SouthAmericaByCountry	Argentina
AsiaByCountry	Armenia
NorthAmericaByCountry	Aruba
Asia Pacific (large) by country	Australia
Europe (small) by country	Austria
AsiaByCountry	Azerbaijan
AsiaByCountry	Bahrain
India by Region	Bali
AsiaByCountry	Bangladesh
NorthAmericaByCountry	Barbados
Europe (small) by country	Belarus
Europe (small) by country	Belgium
CentralAmericaByCountry	Belize
India by Region	Bengkulu
AfricaByCountry	Benin
NorthAmericaByCountry	Bermuda
AsiaByCountry	Bhutan
SouthAmericaByCountry	Bolivia
Europe (small) by country	Bosnia & Herzegovina
AfricaByCountry	Botswana
SouthAmericaByCountry	Brazil
AsiaByCountry	British Indian Ocean Territory
NorthAmericaByCountry	British Virgin Is.
Asia Pacific (large) by country	Brunei
Europe (small) by country	Bulgaria
AfricaByCountry	Burkina Faso

AfricaByCountry	Burundi
Asia Pacific (large) by country	Cambodia
AfricaByCountry	Cameroon
NorthAmericaByCountry	Canada
AfricaByCountry	Cape Verde
NorthAmericaByCountry	Cayman Is.
AfricaByCountry	Central African Republic
AfricaByCountry	Chad
SouthAmericaByCountry	Chile
Asia Pacific (large) by country	China
AsiaByCountry	Christmas I.
SouthAmericaByCountry	Colombia
AfricaByCountry	Comoros
AfricaByCountry	Congo, DRC
Asia Pacific (large) by country	Cook Islands
CentralAmericaByCountry	Costa Rica
AfricaByCountry	Cote d'Ivoire
Europe (small) by country	Croatia
NorthAmericaByCountry	Cuba
AsiaByCountry	Cyprus
Europe (small) by country	Czech Republic
Europe (small) by country	Denmark
AfricaByCountry	Djibouti
NorthAmericaByCountry	Dominica
NorthAmericaByCountry	Dominican Republic
SouthAmericaByCountry	Ecuador
AfricaByCountry	Egypt
CentralAmericaByCountry	El Salvador
AfricaByCountry	Equatorial Guinea
AfricaByCountry	Eritrea
Europe (small) by country	Estonia
AfricaByCountry	Ethiopia
SouthAmericaByCountry	Falkland Is.
Europe (small) by country	Faroe Islands
Asia Pacific (large) by country	Fiji
Europe (small) by country	Finland
Europe (small) by country	France
SouthAmericaByCountry	French Guiana
Asia Pacific (large) by country	French Polynesia
AfricaByCountry	Gabon
AsiaByCountry	Gaza Strip
AsiaByCountry	Georgia

Europe (small) by country	Germany
AfricaByCountry	Ghana
Europe (small) by country	Gibraltar
AfricaByCountry	Glorioso Is.
Europe (small) by country	Greece
NorthAmericaByCountry	Greenland
NorthAmericaByCountry	Grenada
NorthAmericaByCountry	Guadeloupe
Asia Pacific (large) by country	Guam
CentralAmericaByCountry	Guatemala
Europe (small) by country	Guernsey
AfricaByCountry	Guinea
AfricaByCountry	Guinea-Bissau
SouthAmericaByCountry	Guyana
NorthAmericaByCountry	Haiti
CentralAmericaByCountry	Honduras
Europe (small) by country	Hungary
Europe (small) by country	Iceland
AsiaByCountry	India
Asia Pacific (large) by country	Indonesia
AsiaByCountry	Iran
AsiaByCountry	Iraq
Europe (small) by country	Ireland
India by Region	Irian Jaya
Europe (small) by country	Isle of Man
AsiaByCountry	Israel
Europe (small) by country	Italy
India by Region	Jakarta Raya
NorthAmericaByCountry	Jamaica
India by Region	Jambi
Europe (small) by country	Jan Mayen
Asia Pacific (large) by country	Japan
India by Region	Jawa Barat
India by Region	Jawa Tengah
India by Region	Jawa Timur
Europe (small) by country	Jersey
AsiaByCountry	Jordan
AfricaByCountry	Juan De Nova I.
India by Region	Kalimantan Barat
India by Region	Kalimantan Selatan
India by Region	Kalimantan Tengah
India by Region	Kalimantan Timur

Asia Pacific (large) by country	Kazakhstan
AfricaByCountry	Kenya
Asia Pacific (large) by country	Kiribati
AsiaByCountry	Kuwait
Asia Pacific (large) by country	Kyrgyzstan
India by Region	Lampung
Asia Pacific (large) by country	Laos
Europe (small) by country	Latvia
AsiaByCountry	Lebanon
AfricaByCountry	Lesotho
AfricaByCountry	Liberia
AfricaByCountry	Libya
Europe (small) by country	Liechtenstein
Europe (small) by country	Lithuania
Europe (small) by country	Luxembourg
Europe (small) by country	Macedonia
AfricaByCountry	Madagascar
AfricaByCountry	Malawi
Asia Pacific (large) by country	Malaysia
AsiaByCountry	Maldives
AfricaByCountry	Mali
Europe (small) by country	Malta
India by Region	Maluku
Asia Pacific (large) by country	Marshall Islands
NorthAmericaByCountry	Martinique
AfricaByCountry	Mauritania
AfricaByCountry	Mauritius
AfricaByCountry	Mayotte
NorthAmericaByCountry	Mexico
Asia Pacific (large) by country	Micronesia
Asia Pacific (large) by country	Midway Islands
Europe (small) by country	Moldova
Europe (small) by country	Monaco
Asia Pacific (large) by country	Mongolia
NorthAmericaByCountry	Montserrat
AfricaByCountry	Morocco
AfricaByCountry	Mozambique
Asia Pacific (large) by country	Myanmar
AfricaByCountry	Namibia
Asia Pacific (large) by country	Nauru
AsiaByCountry	Nepal
Europe (small) by country	Netherlands

NorthAmericaByCountry	Netherlands Antilles
Asia Pacific (large) by country	New Caledonia
Asia Pacific (large) by country	New Zealand
CentralAmericaByCountry	Nicaragua
AfricaByCountry	Niger
AfricaByCountry	Nigeria
Asia Pacific (large) by country	Norfolk Island
Asia Pacific (large) by country	North Korea
Asia Pacific (large) by country	Northern Mariana Islands
Europe (small) by country	Norway
India by Region	Nusa Tenggara Barat
India by Region	Nusa Tenggara Timur
AsiaByCountry	Oman
AsiaByCountry	Pakistan
Asia Pacific (large) by country	Palau
CentralAmericaByCountry	Panama
Asia Pacific (large) by country	Papua New Guinea
SouthAmericaByCountry	Paraguay
SouthAmericaByCountry	Peru
Asia Pacific (large) by country	Philippines
Asia Pacific (large) by country	Pitcairn Islands
Europe (small) by country	Poland
Europe (small) by country	Portugal
NorthAmericaByCountry	Puerto Rico
AsiaByCountry	Qatar
AfricaByCountry	Reunion
India by Region	Riau
Europe (small) by country	Romania
Europe (small) by country	Russia
AfricaByCountry	Rwanda
Asia Pacific (large) by country	Samoa
Europe (small) by country	San Marino
AfricaByCountry	Sao Tome & Principe
AsiaByCountry	Saudi Arabia
AfricaByCountry	Senegal
Europe (small) by country	Serbia & Montenegro
AfricaByCountry	Seychelles
AfricaByCountry	Sierra Leone
Asia Pacific (large) by country	Singapore
Europe (small) by country	Slovakia
Europe (small) by country	Slovenia
Asia Pacific (large) by country	Solomon Islands

AfricaByCountry	Somalia
AfricaByCountry	South Africa
Asia Pacific (large) by country	South Korea
Europe (small) by country	Spain
AsiaByCountry	Sri Lanka
AfricaByCountry	St. Helena
NorthAmericaByCountry	St. Kitts & Nevis
NorthAmericaByCountry	St. Lucia
NorthAmericaByCountry	St. Pierre & Miquelon
NorthAmericaByCountry	St. Vincent & the Grenadines
AfricaByCountry	Sudan
India by Region	Sulawesi Selatan
India by Region	Sulawesi Tengah
India by Region	Sulawesi Tenggara
India by Region	Sulawesi Utara
India by Region	Sumatera Barat
India by Region	Sumatera Selatan
India by Region	Sumatera Utara
SouthAmericaByCountry	Suriname
Europe (small) by country	Svalbard
AfricaByCountry	Swaziland
Europe (small) by country	Sweden
Europe (small) by country	Switzerland
AsiaByCountry	Syria
Asia Pacific (large) by country	Tajikistan
AfricaByCountry	Tanzania
Asia Pacific (large) by country	Thailand
NorthAmericaByCountry	The Bahamas
AfricaByCountry	The Gambia
AsiaByCountry	Timor Leste
AfricaByCountry	Togo
Asia Pacific (large) by country	Tonga
NorthAmericaByCountry	Trinidad & Tobago
AfricaByCountry	Tunisia
AsiaByCountry	Turkey
Asia Pacific (large) by country	Turkmenistan
NorthAmericaByCountry	Turks & Caicos Is.
Asia Pacific (large) by country	Tuvalu
AfricaByCountry	Uganda
Europe (small) by country	Ukraine
AsiaByCountry	United Arab Emirates
Europe (small) by country	United Kingdom

NorthAmericaByCountry	United States
SouthAmericaByCountry	Uruguay
Asia Pacific (large) by country	Uzbekistan
Asia Pacific (large) by country	Vanuatu
Europe (small) by country	Vatican City
SouthAmericaByCountry	Venezuela
Asia Pacific (large) by country	Vietnam
NorthAmericaByCountry	Virgin Is.
Asia Pacific (large) by country	Wallis and Futuna
AsiaByCountry	West Bank
AfricaByCountry	Western Sahara
AsiaByCountry	Yemen
India by Region	Yogyakarta
AfricaByCountry	Zambia
AfricaByCountry	Zimbabwe