

Country Teams

Inventory of Tools for strengthening country teams

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This paper includes a summary of the most relevant tools for strengthening a country team. They are tools that have been developed for use in other settings, but could be adapted or used as a resource for country teams. Many have been developed by UNAIDS for use in Joint UN Teams on AIDS, or by the Global Fund for CCMs. In addition there are a number of tools that have been developed by the OECD as generic aid effectiveness tools which could be applied to, or adapted for, country teams.

1. Tools for building and assessing the performance of country teams

- Country Harmonization and Alignment Tool (CHAT). UNAIDS and World Bank, 2007
- Capacity Development in Harmonization and Alignment, World Health Organisation
- The AIDSPAN Guide to Building and Running an Effective CCM, David Garmaise, AIDSPAN, Second Edition 2007
- CCM Performance Checklist, Global Fund to fight AIDS, TB and Malaria
- Proposed Working Mechanisms for Joint UN Teams on AIDS at Country Level: Guidance Paper, UNDG, 2006
- Second Guidance Paper: Joint UN programmes and teams on AIDS: Practical guidelines on implementing effective and sustainable joint teams and programmes of support. UNAIDS, 2008
- Self-Assessment Framework for the performance of Joint UN Team on AIDS, UNAIDS Regional Support Team for East and Southern Africa
- GTZ BACKUP Initiative

2. Tools to address incentives, systems and enable joint working for results

- Incentives for Aid Effectiveness in Donor Agencies, OECD
- Guidance for Managing Joint Evaluations, OECD DAC Evaluation Series
- Joint Review of National AIDS Response, UNAIDS
- Assessing the National Health Information System: An Assessment Tool Version 4.00, Health Metrics Network, 2008
- Managing for Development Results Capacity SCAN, World Bank and OECD
- Marginal Budgeting for Bottlenecks: A tool for performance based planning of health and nutrition services for achieving the MDGs, UNICEF, WHO, World Bank

1. Tools for building and assessing the performance of country teams

Capacity Development in Harmonization and Alignment, World Health Organisation

The purpose is to better equip WHO country teams to take forward the harmonization and alignment agenda. It is designed as a team building tool and could be used by a range of development partners together. It introduces the five principles of the Paris Declaration, identifies roles and implications for WHO, updates on national process and aid trends, mechanisms and instruments and identifies entry points for WHO country team to enhance capacity to provide appropriate support.

[Country Harmonization and Alignment Tool \(CHAT\)](#). UNAIDS and World Bank, 2007

The CHAT has been designed to help national AIDS authorities and their partners map partnership, coordination and harmonization and alignment efforts in the HIV/AIDS response. It is a tool which can help increase country level accountability and identify opportunities for greater harmonization and alignment. It includes workshops and surveys and would best be incorporated into a joint annual review. Includes sample questionnaires and summary process for conducting joint national AIDS programme review.

[The AIDSPAN Guide to Building and Running an Effective CCM](#), David Garmaise, AIDSPAN, Second Edition 2007

This guide was written for Global Fund CCMs but would be a useful reference and source of ideas for anyone involved in writing Memorandum of Understanding, Codes of Conducts, or Terms of Reference for Country teams or their sub-working groups. Includes a sample Terms of Reference.

[CCM Performance Checklist](#), Global Fund to fight AIDS, TB and Malaria

This tool provides a baseline assessment of the extent to which each CCM currently meets the criteria and requirements established by the Global Fund, in order that each CCM can identify where additional efforts are needed and plan improvements to achieve the goals identified by the guidelines. It has three sections on composition and representation, participation and communication, and governance and management. It could be a resource of for country team to dip into when considering how to conduct a self assessment.

[Proposed Working Mechanisms for Joint UN Teams on AIDS at Country Level: Guidance Paper](#), UNDG, 2006

The Proposed Working Mechanisms is a guide for UN Country Teams in their establishment. It would also be a useful resource for Country teams. Part 1 covers the establishment of joint teams including composition, roles and responsibilities (of team and individual members) and working methods. Part 2 covers the establishment of joint UN HIV/AIDS programme of support including definitions, process and monitoring and evaluation.

[Second Guidance Paper: Joint UN programmes and teams on AIDS: Practical guidelines on implementing effective and sustainable joint teams and programmes of support](#), UNAIDS, 2008

The paper updates the Proposed Working Mechanisms paper (above) and in particular addresses (i) definition of joint programmes and teams, (ii) appropriately delegating and empowering leadership to establish and sustain joint teams, (iii) limited human and financial capacity and (iv) cooperation among UN agencies, especially moving from 'project' to 'programme' planning and harmonizing financial and administrative procedures. It includes useful tools on (i) Quality Assurance Checklist for teams and (ii) Resource mapping tool for UN at country level.

[Self-Assessment Framework for the performance of Joint UN Team on AIDS](#), UNAIDS Regional Support Team for East and Southern Africa

This framework was as a tool to help Joint UN Teams on AIDS to assess their performance. It includes a range of suggest performance areas including working as a joint team, recognising the need for change, applying the division of labour, knowing the epidemic, identifying the work and role of partners, providing quality technical support, programming jointly, implementing the joint programme, monitoring and evaluation and being accountable. It would be a useful resource or model for a country team to use.

The website of the [UNAIDS Regional Support Team for East and Southern Africa](#) also includes some other related tools for team building and performance assessment.

[GTZ BACKUP Initiative](#), GTZ

The GTZ BACKUP Initiative is a technical support guide to develop capacity and to benefit from global health financing. It is not a tool like the others here but it is a useful resource with its own inventory of tools. It includes a number of sections or modules of which the most relevant to country teams are empowering civil society, national coordination and management, and monitoring and evaluation. It would be a useful resource for country teams looking to find tools or technical assistance on specific issues.

2. Tools to address incentives, systems and enable joint working for results

[Incentives for Aid Effectiveness in Donor Agencies](#), OECD

This includes a summary of good practice and a self-assessment tool. The self-assessment tool is designed to assist donor agencies in identifying their institutions strengths and weaknesses and gaps on incentives for promoting aid effectiveness. It has seven sections on awareness, leadership, staffing, policy and procedures, budgeting and reporting, critical success factors and profile. It enables an organization to conduct a staff survey, analyse the findings and

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develop an action plan. Developed for an institution it could be applied at country office level.

[Guidance for Managing Joint Evaluations](#), OECD DAC Evaluation Series

This guidance paper is designed to help evaluation managers deliver effective joint evaluations. It covers key steps in planning and delivering joint evaluations including identifying the partners, agreeing management structure, implementation and reporting, including establishing terms of reference, dissemination and follow up. It would be a useful resource to draw upon for a country team planning a joint annual review.

[Joint Review of National AIDS Response](#), UNAIDS

This Paper sets out the rationale for Joint Reviews. It underlines the principles that should govern these reviews, outlines their scope and objectives, and the links to other HIV-related review processes. Specifically, it offers broad guidance for planning, implementing, and following up on joint reviews that can be adapted and tailored to different contexts. It is aimed at any individual or entity with responsible for planning, managing, implementing or evaluating HIV/AIDS programmes. With a little modification (e.g. on data sources) it could be applied to the health sector.

[Assessing the National Health Information System: An Assessment Tool Version 4.00](#), Health Metrics Network, 2008

The 'Assessing the National Health Information System' tool was developed by the Health Metrics Network (HMN). The purpose of the tool is to conduct a broad-based assessment of the national health information system's own environment and organization, responsibilities, roles and relationships; and of the technical challenges of specific data requirements. It helps build consensus around the priority needs for health information system strengthening, and helps mobilize joint technical and financial support for the implementation of a national HIS strategic plan.

[MfDR Capacity SCAN](#), World Bank, OECD et al

The Management for Development Capacity Scan is developed under the sponsorship of the OECD/DAC. It is an analytical framework that countries can employ to assess and strengthen their MfDR capacities. It is aimed at national government in general but could be applied in the health sector. It is based on five pillars: (i) Leadership, (ii) Evaluation and Monitoring, (iii) Accountability and Partnerships, (iv) Planning and Budgeting, (v) Statistics. The tool helps develop a prioritised list of MFDR capacity development needs and an improvement plan.

[Marginal Budgeting for Bottlenecks: A tool for performance based planning of health and nutrition services for achieving the MDGs](#), UNICEF, WHO, World Bank

The MBB identifies implementation constraints of the health system that should be removed to optimise expected health outcomes and then estimates the

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marginal costs of overcoming those constraints. The tool has three main modules for (i) identifying the bottlenecks, (ii) costing and budgeting, and (iii) assessing the expected impact.

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Tool	Possible country team use	Outcomes	Who should use it	Languages	Training needed	Mode of use
Capacity Development in Harmonization and Alignment World Health Organisation	<ul style="list-style-type: none"> Understanding harmonisation and alignment issues in country 	<ul style="list-style-type: none"> Introduces Paris Declaration and aid instruments Builds capacity to develop a strategic approach for improved aid effectiveness. 	<ul style="list-style-type: none"> WHO country team Could be used jointly by development partners 	<ul style="list-style-type: none"> English French 	<ul style="list-style-type: none"> No Facilitators handbook exists 	<ul style="list-style-type: none"> 3 day training course
Country Harmonization and Alignment Tool (CHAT) UNAIDS	<ul style="list-style-type: none"> Understanding harmonisation and alignment issues in country 	<ul style="list-style-type: none"> Assess progress on harmonization and alignment in HIV/AIDS sector Map overall national programme partnerships Assess coordination mechanisms 	<ul style="list-style-type: none"> Government to lead - all partners to participate 	<ul style="list-style-type: none"> English French Spanish Russian 	<ul style="list-style-type: none"> No external training needed – toolkit is self explanatory Data collection teams will need training 	<ul style="list-style-type: none"> Best done in preparation for joint annual review Workshops and surveys
The AIDSPAN Guide to Building and Running an Effective CCM AIDSPAN	<ul style="list-style-type: none"> Building a team 	<ul style="list-style-type: none"> Reference for developing TORS, MOUs or Codes of Conducts of CCMs. 	<ul style="list-style-type: none"> Anyone 	<ul style="list-style-type: none"> English French Spanish 	<ul style="list-style-type: none"> No 	<ul style="list-style-type: none"> Useful resource book of ideas for people developing a country team.
CCM	<ul style="list-style-type: none"> Team self 	<ul style="list-style-type: none"> Self 	<ul style="list-style-type: none"> CCM to use or 	<ul style="list-style-type: none"> English 	<ul style="list-style-type: none"> No training 	<ul style="list-style-type: none"> To be used as a self

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Tool	Possible country team use	Outcomes	Who should use it	Languages	Training needed	Mode of use
<p>Performance Checklist,</p> <p>Global Fund to fight AIDS, TB and Malaria</p>	<p>assessment of performance</p>	<p>assessment of CCM composition and performance and plan to strengthen</p>	<p>contract consultant to use.</p>	<ul style="list-style-type: none"> • French • Spanish • Russian • Chinese 	<p>needed.</p>	<p>assessment tool through CCM members completing a survey.</p>
<p>Proposed Working Mechanisms for Joint UN Teams on AIDS at Country Level</p> <p>UNAIDS</p>	<ul style="list-style-type: none"> • Building team a 	<ul style="list-style-type: none"> • Establishment of framework for team including roles, responsibilities and processes • Establishment of joint programmes of support 	<ul style="list-style-type: none"> • Country team members, in particular those leading processes to improve team structure and working 	<ul style="list-style-type: none"> • English • French • Spanish 	<ul style="list-style-type: none"> • No 	<ul style="list-style-type: none"> • Resource manual – no defined process but to be used as reference guide by people building teams
<p>Second Guidance Paper: Joint UN programmes and teams on AIDS (updates Proposed Working Mechanisms)</p> <p>UNAIDS</p> <p>Includes two sub-tools (i) Quality</p>	<ul style="list-style-type: none"> • Building team a 	<ul style="list-style-type: none"> • Basic attributes of joint programmes and teams • Leadership and accountability • Financial arrangements 	<ul style="list-style-type: none"> • Country team members, in particular those leading processes to improve team structure and working 	<ul style="list-style-type: none"> • English • French • Spanish 	<ul style="list-style-type: none"> • No 	<ul style="list-style-type: none"> • Resource manual – no defined process but to be used as reference guide by people building teams

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Assurance Checklist and (ii) Resource mapping tool for UN at country level						
Self-Assessment Framework for the performance of Joint UN Team on AIDS (DRAFT) UNAIDS	<ul style="list-style-type: none"> • Team self assessment of performance 	<ul style="list-style-type: none"> • Comprehensive self assessment of a range of team-working, change management, division of labour, partnership, coordination, programme management, results and accountability. 	<ul style="list-style-type: none"> • Leaders of Joint UN Team on AIDS. 	<ul style="list-style-type: none"> • English • French and Spanish forthcoming 	<ul style="list-style-type: none"> • No training needed. • Facilitators notes, performance framework and questions exist 	Facilitator prepares a (recommended) minimum half day session of the team.
GTZ BACKUP Initiative GTZ	<ul style="list-style-type: none"> • Team building • Building civil society capacity to engage 	<ul style="list-style-type: none"> • technical support guide to develop capacity and to benefit from global health financing • Inventory of tools 	<ul style="list-style-type: none"> • CCMS • Organisations seeking technical assistance or capacity building 	<ul style="list-style-type: none"> • English • French 	<ul style="list-style-type: none"> • No training needed 	<ul style="list-style-type: none"> • An inventory of tools • Source of technical assistance and capacity building
Incentives for Aid Effectiveness in Donor Agencies	<ul style="list-style-type: none"> • Identifying agency blockages for 	<ul style="list-style-type: none"> • Analysis of agency strengths, weaknesses and 	<ul style="list-style-type: none"> • Donor agency • Could be used by a country office 	<ul style="list-style-type: none"> • English 	<ul style="list-style-type: none"> • No training needed. • Staff 	Three stages include: <ul style="list-style-type: none"> • Survey • Analysis

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Tool	Possible country team use	Outcomes	Who should use it	Languages	Training needed	Mode of use
OECD	harmonisation and alignment	gaps on incentives for aid effectiveness. <ul style="list-style-type: none"> Action plan to improve incentives 			survey included <ul style="list-style-type: none"> Requires agency to establish short term team to implement 	<ul style="list-style-type: none"> Action plan development
Guidance for Managing Joint Evaluations, OECD DAC Evaluation Series	<ul style="list-style-type: none"> Planning and managing a joint annual review 	<ul style="list-style-type: none"> Guidance for joint evaluations. Not health sector specific. 	<ul style="list-style-type: none"> Managers of joint evaluations 	<ul style="list-style-type: none"> English French Spanish 	<ul style="list-style-type: none"> No training needed 	Useful resource material for planning joint reviews.
Joint Review of National AIDS Response UNAIDS	<ul style="list-style-type: none"> Planning and managing a joint annual review 	<ul style="list-style-type: none"> Planning, managing and implementing joint HIV/AIDS review 	<ul style="list-style-type: none"> Individual or entity responsible for planning and managing a review 	<ul style="list-style-type: none"> English French (forthcoming) 	<ul style="list-style-type: none"> No training needed. 	It is a good practice guidance paper which outlines the key elements of joint reviews. A useful resource.
Assessing the National Health Information System: An Assessment Tool Health Metrics Network	<ul style="list-style-type: none"> Developing a results focus 	<ul style="list-style-type: none"> assess health information system capacity, build priority on health information system priorities mobilize technical and financial support for national 	<ul style="list-style-type: none"> Government officials (Central statistics office, Ministry of Health and other ministries), All major stakeholders to participate 	<ul style="list-style-type: none"> English 	<ul style="list-style-type: none"> No technical assistance available 	<ul style="list-style-type: none"> Three stages of workshop

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Tool	Possible country team use	Outcomes	Who should use it	Languages	Training needed	Mode of use
		strategic plan.				
MfDR Capacity Scan OECD, World Bank	<ul style="list-style-type: none"> Developing a results focus 	<ul style="list-style-type: none"> Identifies MfDR capacity development needs Develops MfDR improvement plan 	<ul style="list-style-type: none"> Government lead Development partners support 	<ul style="list-style-type: none"> English French 	<ul style="list-style-type: none"> No Requires nominated facilitators 	<ul style="list-style-type: none"> Takes 6 weeks Launch, Working sessions
Marginal Budgeting for Bottlenecks: A tool for performance based planning of health and nutrition services for achieving the MDGs, UNICEF, WHO, World Bank	<ul style="list-style-type: none"> Developing national plans 	<ul style="list-style-type: none"> identifying the bottlenecks, costing and budgeting, assessing the expected impact 	<ul style="list-style-type: none"> Programmers and planners at national, sub-national and district levels 	<ul style="list-style-type: none"> English French 	<ul style="list-style-type: none"> 5 day training course 	