

BACKUP Initiative

Capacity development to benefit from global health financing

In the last five years, global financing mechanisms such as the Global Fund, the World Bank Multi-Country HIV/AIDS Program (MAP) and other international initiatives have mobilized significant new sources of financing to assist countries in addressing major diseases. These sources provide opportunities for recipient countries, but those that tap into them often face new organizational and technical challenges.

The BACKUP Initiative was established by GTZ in 2002, shortly after the creation of the Global Fund. BACKUP stands for “**B**uilding **A**lliances – **C**reating **K**nowledge – **U**dating **P**artners” to fight AIDS, tuberculosis and malaria and other priority diseases. BACKUP offers technical support to government institutions, coordinating bodies, civil society, and private sector organisations as well as to educational and academic institutions, enabling them to make effective use of global health financing in responding to these diseases.



BACKUP's approaches and results

As of mid-2007, BACKUP was providing financial and technical support to about 250 activities and projects in 50 countries. The innovative approach adopted by BACKUP offers prompt support where it is most needed and it is widely considered as a useful new mode of international cooperation. The BACKUP Initiative has close strategic partnerships with UN agencies such as ILO, UNAIDS and WHO, as well as with the Global Fund, international nongovernmental organizations, and bilateral partners at country level.

The BACKUP Initiative is a member of the **Global Implementation Support Team (GIST)** to support the efforts to unblock bottlenecks and put the money to work.

The initiative effectively provides partners with timely, flexible and needs-oriented technical support, with the following results:

Equitable access to global finance

National coordinating bodies are being systematically strengthened, and civil society groups are actively participating in country coordination processes. Governance and transparency in the use of global funds are being improved.

Example: Enhancing civil society participation in national coordination

The Latin American Network of People Living with HIV/AIDS (RedLa+) has mobilised the participation of its activists at all levels: as beneficiaries, as delegation representatives before the GFATM board and as members of the Country Coordinating Mechanism (CCM). Training and updating of people living with HIV (PLHIV) in the areas of skills development, negotiation and conflict resolution as well as exchange of experience through regional networking have strengthened their position in the national coordination of global funding processes.

Scaling up interventions

Concepts and strategies regarding HIV treatment and care services are available as blueprints for scaling up. Increased numbers of PLHIV now obtain access to antiretroviral (ARV) treatment and care services.

Example: Scaling up HIV treatment in Ghana

The BACKUP Initiative supported a pilot project on the introduction of antiretroviral treatment in one district in Ghana. At the same time, the CCM submitted a successful proposal to the Global Fund on scaling up ART treatment country-wide. The remaining BACKUP funds were used for training health staff. As a result, 403 clinicians, pharmacists, lab technicians and nurses were trained and their workplaces better equipped.

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Quality of implementation

Capacities with regard to effective programme management and the quality of services are being improved through staff training. Civil society groups have improved their capacities in programme planning and implementation.

In partnership with government institutions and civil society groups, monitoring and evaluation systems are being developed and applied.

Health financing systems and their linkages to global financing mechanisms are being further developed, and quality assurance aspects are being integrated into programme design and implementation.

Example: Improving grant management and programme implementation

In Chad, BACKUP finances a technical advisor to work with the principal recipient (PR) and sub-recipients of Global Fund grants for a one-year period. Under the supervision of the grants administrator, the consultant supports recipients' programming, implementation, decentralization and monitoring of tuberculosis and HIV-related activities. Technical support is aimed at developing management capacity in order to make the best use of global health financing.

The Initiative has compiled a resource guide with the lessons learnt in the first four years of the BACKUP Initiative and its partners. This guide provides current information on where technical support for capacity development is most needed, who is able to provide it and how to make best use of it. This publication is available in print accompanied by a CD-ROM and online at www.gtz.de/backup-initiative.

BACKUP's service package

BACKUP has developed three modes of cooperation to suit the individual needs of partner organizations.

Fast Access Mode

The fast access mode provides quick cash for specified one-off activities, e.g. reimbursement for Country Coordinating Mechanism (CCM) planning exercise, sponsorship of participation in relevant conferences or exchange visits, etc.

Consultancy Mode

The consultancy mode provides an opportunity to assign consultants to support CCMs, principal recipients and member organisations, especially those in the civil society, during the Global Fund proposal development and implementation stage.

Project Mode

The project mode caters for small to medium-sized projects to support the implementation of globally financed activities and programmes.

BACKUP offers technical support to the following areas:

Development of international policies and guidelines

- Development of international standards and guidelines in partnership with the World Health Organization (WHO), the Joint UN Programme on AIDS (UNAIDS), and the International Labour Organization (ILO) within the framework of international initiatives (e.g. Towards Universal Access to HIV Prevention, Treatment and Care)
- Adaptation and implementation of international policies and standards at national and local level.

Improving national coordination and programme management

- Revision of national policy and strategy
- Development of quality standards and promotion of their application in programmes
- Development and implementation of monitoring and evaluation systems
- Strengthening of national coordination, management and implementing organisations such as CCMs and national AIDS coordinating authorities
- Qualification of stakeholders and implementing organisations in management skills
- Proposal development for submission to the Global Fund and other international financing initiatives.

Human resources development

- Enhancement of the knowledge and skills of programme and service staff, in particular within the health sector
- Establishment of regional centres of competence for human resource development (Knowledge Hubs).

Empowerment of civil society

- Promotion of the participation of civil society organisations, especially people affected by the diseases, in global funding processes
- Enhancement of organisational development and management skills.

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