



Tuberculosis Implementation Framework Agreement (TIFA)

Initial Three-Month Workplan July 22–October 31, 2019

Submitted September 10, 2019

The Tuberculosis Implementation Framework Agreement (TIFA) Project is a five-year cooperative agreement funded by the U.S. Agency for International Development, operating unit GH/ID, under Cooperative Agreement 7200AA19CA00013.

INITIAL 3-MONTH WORK PLAN (JULY 22–OCTOBER 31, 2019)

Introduction

Under TIFA, JSI is building country ownership and accountability to accelerate host governments along the journey to self-reliance through building their capacity and commitment and leveraging domestic resources to increase impact and sustain these important investments. Within this initial three-month workplan, TIFA is establishing the following critical elements:

- Laying the groundwork to begin implementation within each TIFA country upon receipt of each Mission request/SOW;
- Strategically planning with Missions, based on USAID/Washington guidance, and politically aligning TIFA activities to increase efficiencies and optimize planning, as countries are identified;
- Developing a comprehensive FAA internal management system that includes the GMD and FAA toolkit to fast-track the design of sub-agreements immediately upon engagement with a host-country;
- Designing project-wide risk management guidelines to proactively assess and mitigate risks consistently across all countries from the onset; and
- Contingent upon timing of Mission requests/SOW, initiating design of FAAs including milestones and according financial incentives.

Key Assumptions

1. USAID/W will inform TIFA at the end of September 2019 of USAID Mission requests after consultation with national MOH counterparts.
2. TIFA country start-up will be initiated after USAID/W informs TIFA of buy-ins.
3. Countries will be eligible for multiple awards both at national & subnational levels; awards will be primarily to government.
4. TIFA will coordinate with other TB Accelerator partners, with USAID guidance.
5. In conjunction with USAID, TIFA will develop a manageable number of core indicators.

Rapid Start-Up, Staffing, and Key Activities

TIFA has strived to ensure a rapid and seamless start-up from day one, drawing on JSI's proven experience rapidly starting-up complex, multi-country awards—and drawing on existing resources and lessons. Table 1 at the end of this Workplan illustrates JSI's step-by-step process for this workplan.

Our TIFA consortium has a presence within 16 of the 24 TIFA countries, and 100+ staff and consultants who have experience across all TIFA countries. JSI has notified and is onboarding key staff and other DC-based staff to initiate engagement with USAID and start-up activities outlined below. JSI has notified Open Development, our consortium member and signed a preliminary sub-agreement to initiate start-up activities.

JSI will submit an annual workplan for Year 1 (November 1, 2019–October 31, 2020) on/before October 15, 2019.

Communication with USAID and key stakeholders

An orientation teleconference and a planning meeting, both held in August 2019, have helped confirm assumptions and planning for the overall award, results, and process of engagement. USAID and JSI/TIFA agreed that weekly calls will be important to ensure that communication between and among

key TIFA stakeholders. JSI/TIFA will engage with global advocacy and USAID TB Accelerator partners, and will have a presence at the Union meeting in India in October 2019.

Country registration

JSI has initiated an analysis of TIFA countries where we are currently registered, gaps in registration, and any nuances within registration requirements that require special attention to include TIFA under current registrations. In collaboration with USAID/Washington and Missions, based on feedback on which countries will be prioritized for year one, we will prioritize these countries for immediate registration, where needed, effectively enhancing our ability to quickly mobilize.

Staffing and consultants

JSI has developed job descriptions and initiated the human resources recruitment process as per JSI policies. Two Open Development staff will be seconded to JSI and JSI is participating in the interview process. JSI has also developed a roster of consultants as well as potential non-key technical, financial, and administrative personnel with the appropriate technical skills and experience, per TIFA country. This consultant roster is being refined in conjunction with Open Development.

Materials development

JSI has developed a draft one-page overview of the TIFA award, objectives, and goals to share with USAID Missions in all TIFA countries, with USAID approval. We will work with USAID/Washington to finalize and rapidly disseminate this document once the project Branding and Marking Plan is approved, and use it as an entry point for setting up key strategic meetings in all TIFA countries, with USAID/Washington guidance. To do this rapidly and cost-effectively, these meetings can be facilitated by senior leadership from JSI in our offices around the world. A draft Mission engagement process has also been developed for finalization with the USAID team to outline the process that Missions can follow to engage with TIFA.

Development of project-wide risk management guidelines

JSI is developing/adapting guidelines that will provide a consistent methodology for performing TIFA risk management activities. It will describe data requirements for ongoing risk analysis, identify tools required for risk management and provide guidance on how to proactively respond to risks, outlining responsibilities at HQ and country-level. These guidelines will inform the development and adaptation of FAA management tools and the GMD.

Adapt and finalize existing sub-award and FAA management tools

BOX 1: FAA Toolkit

To ensure efficiency and minimize risks, we will develop an FAA toolkit with the following components:

- FAA Development Guidance and templates
- FAA Recipient Implementation Guidance, including Workplan and PMP templates
- Gender Compliance Guidance
- Environmental Compliance Guidance
- Co-Branding Strategy and Marking Plan
- Risk Assessment Questionnaire and Risk Mitigation Plan Template
- FAA Monitoring Guidance, tools and checklists
- FAA Milestone Verification Guidelines
- FAA Close-out Guidance

During this three-month start-up, we are reviewing and adapting existing resources to develop an FAA toolkit to support the country engagement process (see box 1). The toolkit will include programmatic and administrative guidelines, tools and templates that will guide our in-country staff and partners. The toolkit

will be flexible and responsive so that it is easily adapted to each country context while still maintaining clear and transparent mechanisms for partner engagement. To accompany the toolkit, we will develop appropriate training modules for staff and stakeholder orientation prior to FAA co-design. The toolkit outline and drafts will be shared with USAID/Washington throughout development for review and feedback for additional tools that might be needed.

Adapt the Grants Management Database (GMD) to TIFA

To facilitate rapid implementation, JSI has initiated the process to adapt the GMD to effectively meet the requirements of TIFA to serve as a central information hub. In consultation with USAID, to better understand information needs, JSI will tailor TIFA's system accordingly. We will also develop a training module and user guide to ensure that both staff and local stakeholders are able to use it effectively from day one.

Mobilization Steps Upon Country Request/Scope of Work

We are fully aware that time is of the essence when building government ownership and accountability and have built in the following mechanisms within our design to ensure that we are ready to mobilize even prior to receipt of requests/SOWs from Missions to effectively maximize time and resources available to increase capacity, commitment, and leverage domestic resources to sustain the investment. This engagement will be based on country interest and USAID/Washington guidance. Steps that JSI will follow once country guidance is provided include:

Develop country-level start-up meeting plans We will coordinate with USAID to finalize a protocol for start-up meetings that will quickly allow us to identify the essential key players who will be at the table, and plan start-up meetings prior to engagement in a country. This will include pre-arranging wherever possible the required meeting spaces (using existing resources from the host government or from our consortium wherever possible), readying invitations, compiling TIFA initial communication materials, and other activities.

Identify Office Space We will build upon our existing networks and teams for guidance and support and to utilize existing office spaces to conduct start-up meetings, review core documents and initiate mobilization activities with home office and local staff. Where feasible, TIFA will utilize existing office spaces to increase efficiencies and conserve resources. Where this is not feasible, we will quickly identify office space so that valuable time is conserved during start-up to quickly achieve results.

Open bank accounts In line with USAID regulations and local laws, we will establish bank accounts to ensure that TIFA funds are available locally as we initiate engagement with the Mission and the host country.

Adapt JSI employee recruitment process and compensation package in line with local labor laws In line with our pre-identification of country staff, with country engagement, we will determine an appropriate salary scale and benefits package based on JSI policies and local labor laws and will adapt JSI's Local Hire Employee Manual.

Adapt/translate JSI's onboarding processes As part of our standard onboarding process, all staff will receive training in JSI's Code of Ethics, Fraud Management and Reporting, Safety and Security Procedures, and an introduction to JSI Policies, Contractual Terms and Conditions, Financial Operations, Travel, and Procurement Procedures. To enable onboarding of staff upon hire, upon award, we will quickly adapt (where appropriate) and translate specific materials for Fraud Management, JSI's Code of Ethics, and other materials as needed (these materials are already available in French, Spanish, and Portuguese).

Anticipated Timeline following Request/SOW

TIFA (JSI and Open Development) is a consortium of established global technical organizations with many existing relationships and wide networks utilizing these relationships and networks to raise awareness of TIFA and gain rapid-buy in and consensus to enhance efficient mobilization. Using a phased approach outlined, TIFA will build upon the steps described above to quickly move towards FAA development and their effective implementation. We have outlined the following process below wherein we anticipate rapid requests/SOWs from Missions—*this timeline is subject to discussions with USAID and timing of engagement from the Missions.*

Week 1: Engage with Missions, Politically Align TIFA, and Adapt FAA Management Tools to Country Context

Strategic Planning with USAID Mission(s): Upon each request/SOW, TIFA will rapidly deploy staff to meet with USAID mission staff to fully understand expectations of the FAA, methods of engagement, and to develop timelines to quickly operationalize political alignment, laying the groundwork and FAA development.

Adapt FAA Management Tools to Country Context: Strategic planning with USAID will help to inform required adaptation to the FAA Management Tools (described above). This is a critical step to ensure that our FAA toolkit supports the country engagement process and provides the needed guidance to develop FAAs including assessing risks, identifying mitigation measures, and monitoring their implementation via clear and transparent mechanisms for multi-stakeholder engagement.

Political Alignment via start-up meetings: Political alignment is an ongoing process that begins with a foundation that is grounded within the realities, buy-in, and priorities of different government and other key country stakeholders. Following strategic planning with USAID Missions, we will host start-up meetings so that stakeholders effectively join to share information, begin project planning and discuss strategies for the start-up phase, and start the teambuilding process. The format, length, and agenda of start-up meetings will vary depending on the nature of the requests/SOWs—the anticipated number and range of FAAs, where stakeholders are located geographically (i.e., whether people can meet in person or participate remotely), whether TIFA has a history or presence in country, among other considerations. Start-up meetings will bring together critical players to identify key government priorities and the key stakeholders, to clarify roles and responsibilities.

Weeks 2 through 4: Conduct Analysis and Strategic Planning

Conduct landscape scan: We will identify qualified consultants/local staff from our existing staff rosters to quickly mobilize and conduct a landscape scan to rapidly understand the TB context, including the systems under which the TB response is implemented and the various funding streams to effectively understand what the FAA's may entail. The short reports will inform development of the concept note and FAA design activities. All reports will be posted to the GMD to increase visibility of existing challenges, solutions, and to facilitate cross-country learning.

Convene national level stakeholder meeting to further inform concept note development: In each country and drawing upon preliminary landscape scan findings, we will convene a national level stakeholder meeting with NTP, other government counterparts, TB-LON partners, USAID, the Global Fund, and other relevant stakeholders. Meetings will help prioritize activities for FAA funding.

Weeks 5 through 7: Design FAAs

Convene co-design workshops: Time requirements for project design of the FAA award will vary across countries and awards, we anticipate convening co-design workshops following receipt of the SOW from a Mission. The workshops will include a smaller subset of critical individuals from the national

stakeholders meeting to develop a concept note(s) and inform development of milestones and corresponding budget for FAA awards. We will draw upon our experience and best practices to co-design goals, objectives, targets, and specific activities funded under the FAA as well as to ensure that the milestones integrate equity/gender targets.

Develop milestones and verification process: Resulting from the co-design workshops will be comprehensive milestones and their verification process with a corresponding budget and milestone payment schedule.

Weeks 8 and 9: Conduct Risk Mitigation Assessment and Planning

Conduct pre-award risk assessments and develop risk mitigation plan: We will adapt our risk mitigation assessment tools and questionnaire developed during start-up (see section above) to conduct a comprehensive assessment and gain an accurate understanding of the potential risks and challenges that could impede the government's ability to receive and manage USAID funds. We will develop detailed risk mitigation plans (RMP) to address each identified risk to protect these important investments and share the RMP with recipients prior to award drafting.

As Early as Week 10: Draft and Sign Awards

Award negotiation and execution: Our TIFA team will draft agreements with each FAA recipient using the award template developed at start-up, ensuring conditions precedents address RMP requirements, incorporate all standard mandatory provisions and meet USAID rules and regulations. Final award documentation will be submitted to USAID and signed by TIFA upon USAID approval.

Internal Management Systems

JSI is setting up financial and administrative systems for TIFA management including project management structure, financial system to approve and record expenditures, internal tools to track and monitor program expenses to our budget, an electronic time management system, and reporting systems to ensure compliance and oversight of all activities in accordance with JSI policies, USG, and local law regulations.

Form recruitment committee, develop recruitment schedule, and recruit country staff										
Develop project Local Hire Employee Manual (LHEM)										
Review and orient on ethics, fraud management resources										
Setup financial and administrative systems in-country and train relevant staff										

Objective 1: To achieve effective and efficient mechanisms for direct support to National TB Programs and local governments effectively implement National TB Strategic Plans

Setup FAA internal management systems

Develop project-wide risk management guidelines										
Adapt/develop FAA toolkit										
Adapt JSI's grants system for integrated grants/M&E for TIFA										
Train staff on FAA internal management systems										
Develop country-level start up meeting templates (for engagement with local stakeholders)										

Initiate FAA development and negotiation process (this timelines assumes mission requests begin in Month 3)

Develop expert team scope of work, make arrangements for team travel										
Conduct strategic planning with USAID mission										
Adapt FAA management tools to country context										
Conduct high-level introductory meetings with MOH and key stakeholders										
Conduct landscape analysis										

Objective 2: To empower local government entities to become more self-reliant

Inventory and refine/adapt existing capacity building materials										
Upload materials into the GMD										
Adapt 'cafeteria' menu to be responsive to TIFA needs, develop SOPs for capacity inputs										

Objective 3: To leverage and advocate for additional domestic resources for TB at all levels among local government entities

Draft general TIFA guidance on developing country-specific investment cases										
Draft general TIFA guidance on best practices across all FAAs										

Project M&E and Knowledge Management

Draft and refine project MEL										
Develop project document templates according to approved branding and marking plan (contingent upon USAID approval)										

HYPERLINK

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