

Annex C: NMCP Confidence Assessment Surveys

The NMCP confidence assessment surveys are administered to NMCP staff at the end of each advisor's tenure to measure changes in NMCP staff confidence levels due to the advisor's work. CBM used the confidence assessment surveys originally developed by the LMG project. In this annex, you will find disclosure statements and surveys that cover key NMCP work domains and roles. For ease of navigation, below is the linked list of the five surveys included in this document.

1. [Financial management](#)
2. [Monitoring and evaluation](#)
3. [Procurement and supply management](#)
4. [Program officers](#)
5. [Program managers](#)

Survey I: Financial Management

Assessing the effectiveness of long-term technical assistance advisors to National Malaria Control Programs

This programmatic assessment will examine the role of advisors in building individual and organizational capacity of National Malaria Control Programs (NMCPs). Advisors work with NMCP staff to develop skills and knowledge and promote practices and behaviors that will lead to organizational improvements and increase NMCPs' ability to lead national malaria control efforts and manage Global Fund grants. Therefore, this assessment is designed to examine the effectiveness of the long-term technical assistance program model of capacity building for improved NMCP coordination and performance, particularly as it impacts the management and implementation of Global Fund malaria grants. It will also contribute to broader scientific and programming knowledge in the use of advisors for organizational capacity building. This assessment is being supported by the U.S. President's Malaria Initiative (PMI), with funding from the United States Government (USG) Global Fund 5% technical assistance set aside, through the Capacity Building for Malaria Activity under the Human Resources for Health in 2030 (HRH2030) project. The survey tool was originally developed by the Leadership, Management, and Governance National Malaria Control Capacity Building project (LMG/NMCP).

The following survey will gather information on your opinions of the actions carried out by the advisors that have been working with the NMCP in your country, their effect on your individual skills and behaviors, and their effect on the organizational capacity of the NMCP. Questions in Section 1 ask you to indicate if and how the advisor supported specific actions. In Section 2, questions ask you to rate your confidence in your abilities to carry out certain actions, first **before** the advisor arrived, and then **after**. Finally, you will be asked to evaluate the degree to which you think the advisor influenced any changes in your abilities. You should answer questions based on your **actual current behavior** rather than what you feel you should be doing or want to do. Please remember that this is in no way an assessment of your individual performance. We are seeking your feedback as it is vital in helping us to understand how effective the advisor model is. Your participation is voluntary, and you have the option to stop taking the survey at any time. Your responses will be kept confidential and will not be associated with you now or in the future.

Please confirm that prior to completing this survey you have read and agreed to the disclosure statement about this research and have signed the consent form of your own free will. Did you read the disclosure statement, and have you given your consent to participate in this interview?

- I was given the disclosure statement and gave consent to participate in the survey
- I did not agree to participate in the survey

| Demographic | Response |
|---|-----------------|
| Gender (M/F) | |
| Age | |
| Number of years in service at the NMCP | |
| Area of expertise (i.e., Finance, M&E, Vector Control, etc.) | |

SECTION I

Review the list of actions below. On which of the following did the Advisor train, assist, advise, or coach you? Please check all that apply.

Definitions:

Trained: The Advisor taught us skills and approaches for carrying out an activity or task. *Example: The Advisor held a training session on how to write sections of the Global Fund concept note.*

Assisted: The Advisor was directly involved. He/she was responsible for completing some or all of the tasks related to the activity. *Example: The Advisor wrote sections of the Global Fund concept note.*

Advised: The Advisor directed, made recommendations, and reviewed our work in order to help us carry out an activity or task. *Example: The Advisor reviewed the draft Global Fund concept note and gave us specific feedback and recommendations on how to improve it.*

Coached: The Advisor helped us to reflect and identify next steps and/or solutions on our own in order to accomplish an action or task. *Example: The Advisor asked us questions and listened in order to help us identify issues with the Global Fund concept note. He/she did not tell us what to do, but rather helped us to decide on our own.*

n/a: Not applicable.

| | | Trained | Assisted | Advised | Coached | n/a |
|-------------------|---|---------|----------|---------|---------|-----|
| Governance | | | | | | |
| 1. | Development of procedures for reporting expenditures | | | | | |
| 2. | Development or revision of an IS system for reporting expenditures (database) | | | | | |
| 3. | Development of an internal financial controls system (authorization procedures, multiple signatories, segregation of duties, documentation) | | | | | |

| | | Trained | Assisted | Advised | Coached | n/a |
|----------------------------------|---|----------------|-----------------|----------------|----------------|------------|
| 4. | Development of timesheet protocol for NMCP staff | | | | | |
| 5. | Development of expenditure documentation protocol | | | | | |
| Coordination and planning | | | | | | |
| 6. | Regular coordination meetings with NMCP finance staff | | | | | |
| 7. | Regular coordination meetings with NMCP technical teams | | | | | |
| 8. | Regular financial coordination meetings with SR/PRs and LFA | | | | | |
| 9. | Development of financial calendars (annual, quarterly, monthly) | | | | | |
| 10. | Dissemination of financial calendars to NMCP staff | | | | | |
| 11. | Creation of action plans to resolve conditions precedent | | | | | |
| 12. | Resolution of conditions precedent | | | | | |

| Grant management | | | | | | |
|---------------------------------|--|----------------|-----------------|----------------|----------------|------------|
| | | Trained | Assisted | Advised | Coached | n/a |
| 13. | Justification of Global Fund grant expenditures | | | | | |
| 14. | Timely compilation of grant financial reports | | | | | |
| 15. | Timely submission of grant financial reports | | | | | |
| Budgeting | | | | | | |
| 16. | Forecasting | | | | | |
| 17. | Development of malaria Global Fund grant budget | | | | | |
| 18. | Regular reviews of malaria grant spending and pipeline | | | | | |
| 19. | Development of a budget for annual operational plans | | | | | |
| 20. | Review of annual budget spending and pipeline | | | | | |
| Global Fund Concept Note | | | | | | |
| 21. | Coordination of concept note planning meetings | | | | | |

| | | Trained | Assisted | Advised | Coached | n/a |
|------------------------------|---|----------------|-----------------|----------------|----------------|------------|
| 22. | Drafting of concept note | | | | | |
| 23. | Grant negotiation | | | | | |
| 24. | Development of concept note budget | | | | | |
| 25. | Revision of concept note | | | | | |
| 26. | Development of concept note supporting documents (operational plan, etc.) | | | | | |
| 27. | Communication with the Global Fund during concept note development | | | | | |
| Resource mobilization | | | | | | |
| 28. | Development of a resource mobilization plan | | | | | |
| 29. | Mobilization of private sector (for profit) partners for malaria control activities | | | | | |
| 30. | Mobilization of new non-profit partners | | | | | |

SECTION 2

STEP 1: First, read column A. In column B, place a **(B)** on the step signifying how confident you felt about your ability to (statement in box) **BEFORE** the arrival of the advisor in **[enter month and year]**. Place an **(N)** on the step indicating how confident you feel about your ability to (statement in box) **NOW**. Leave Column C blank until you have completed this step. Low on the step indicates that you are Not Confident At All, middle on the step indicates that you are Fairly Confident, and high on the step indicates that you are Very Confident.

STEP 2: After you have completed step 1, review this list again and indicate in column C, write how much influence you think the Advisor's support had on the change (if any) on a scale from 1 to 3:

1 = No influence 2 = Some influence 3 = Significant influence

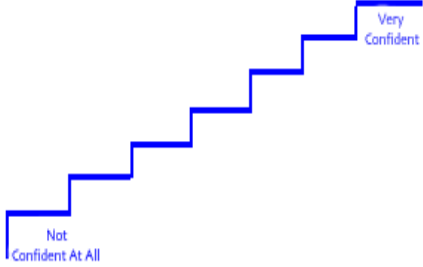
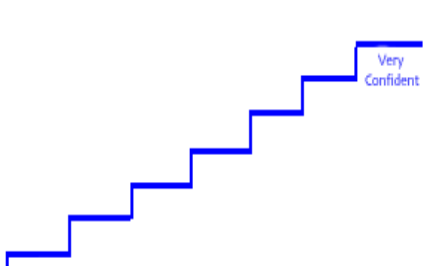
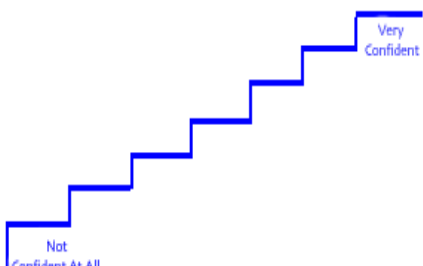
| | A | B | C | | A | B | C |
|--------|--|---|--|--|--|---|-------------|
| E X | EXAMPLE 1: Follow the code of conduct in my daily work | | 1 2 3 | E X | EXAMPLE 2: Plan and facilitate meetings | | 1 2 3 |
| | | <div style="border: 1px solid green; background-color: #c8e6c9; padding: 5px; width: fit-content; margin: 0 auto;">1. Read the action</div> | <div style="border: 1px solid green; background-color: #c8e6c9; padding: 5px; width: fit-content; margin: 0 auto;">2. Indicate how confident you were in carrying out the action before the Advisor arrived.</div> | <div style="border: 1px solid green; background-color: #c8e6c9; padding: 5px; width: fit-content; margin: 0 auto;">3. Indicate how confident you are in carrying out the action NOW.</div> | <div style="border: 1px solid green; background-color: #c8e6c9; padding: 5px; width: fit-content; margin: 0 auto;">4. Rate how much influence you think the Advisor had on any change in confidence.</div> | | |

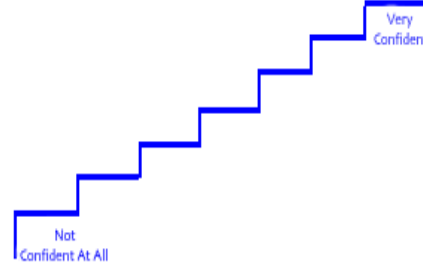
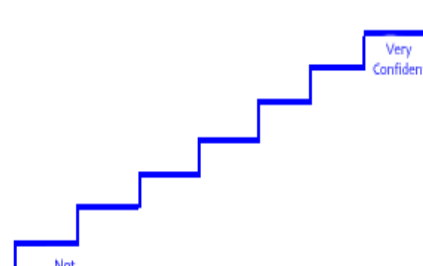
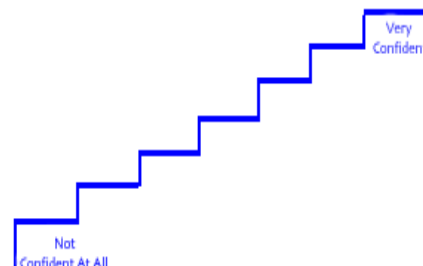
In Example 1, you were not very confident in your ability to follow the code of conduct before the Advisor arrived, and now you are a moderately confident. You think the Advisor had some influence on this change.

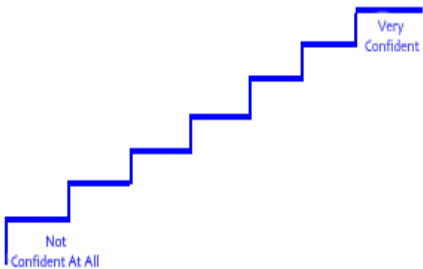
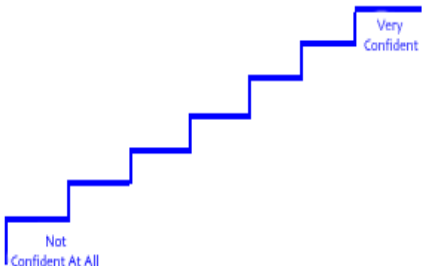
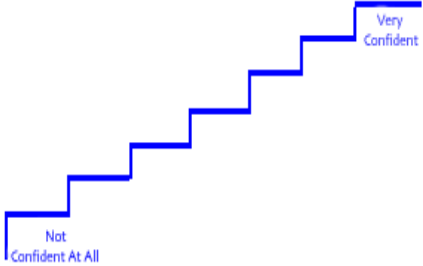
In Example 2, you were moderately confident in your ability to plan and facilitate meetings before the Advisor arrived and are still moderately confident. You don't think the Advisor had any influence on your ability to plan and facilitate meetings.

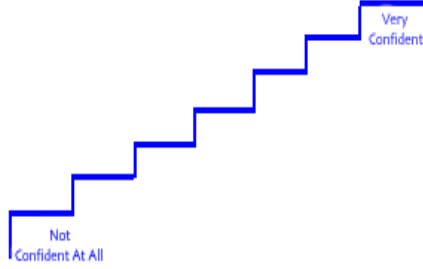
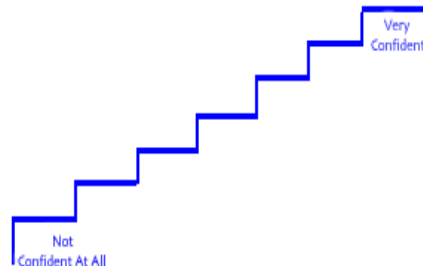
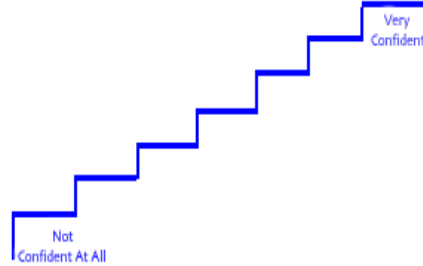
| | A | B | C |
|---|--|----------|-------------|
| 1 | Invite participation from all parties affected by financial management (technical staff, partners, etc.) | | 1 2 3 |
| 2 | Articulate the NMCP's mission | | 1 2 3 |
| 3 | Articulate the NMCP's strategy | | 1 2 3 |

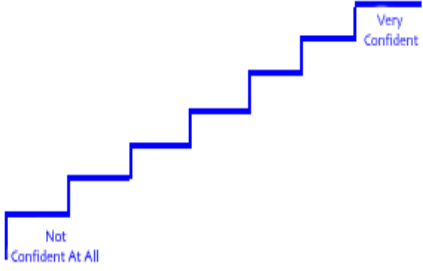
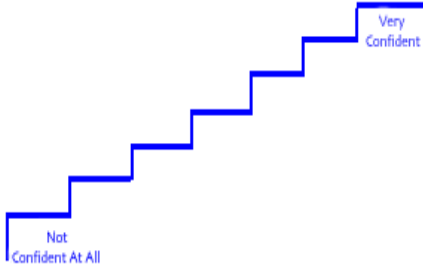
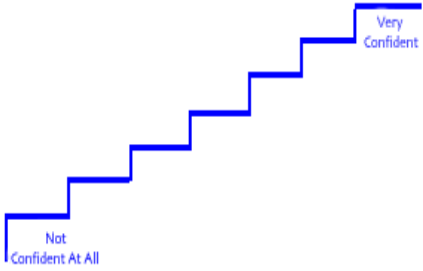
| | A | B | C |
|---|---|----------|-------------|
| 4 | Describe the NMCP's structure and lines of accountability | | 1 2 3 |
| 5 | Establish, practice, and enforce codes of conduct | | 1 2 3 |
| 6 | Give feedback to coworkers | | 1 2 3 |

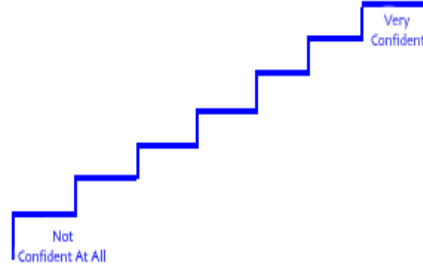
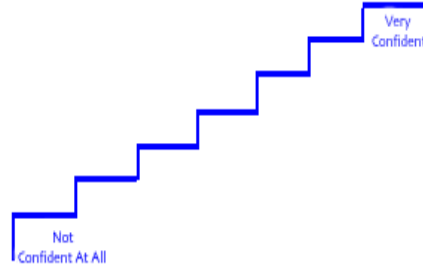
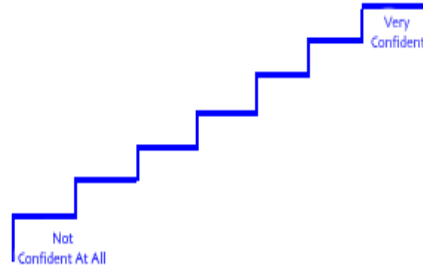
| | | | |
|---|---|--|-------------|
| 7 | Receive feedback from coworkers |  | 1 2 3 |
| 8 | Identify your own values, strengths, and weaknesses |  | 1 2 3 |
| 9 | Analyze challenges |  | 1 2 3 |

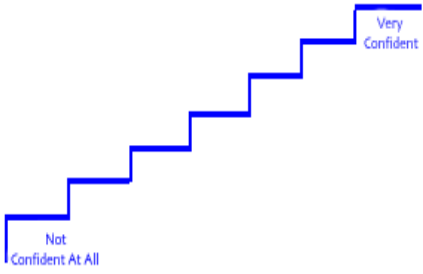
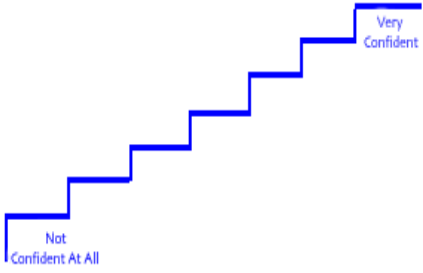
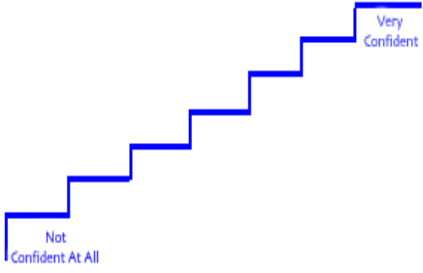
| | | | |
|----|---|--|-------------|
| 11 | Discuss and analyze challenges with my coworkers |  | 1 2 3 |
| 12 | Bring stakeholders together to discuss or address a shared challenge |  | 1 2 3 |
| 13 | Meet with your group to develop a team or organizational plan that defines activities, timeline, and responsibilities |  | 1 2 3 |

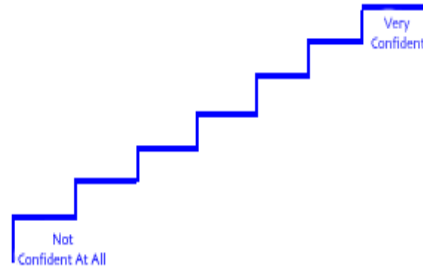
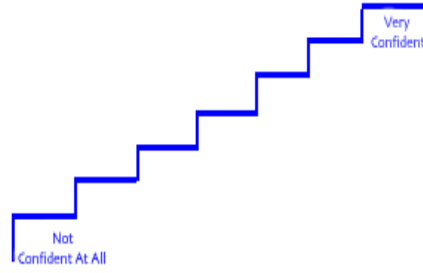
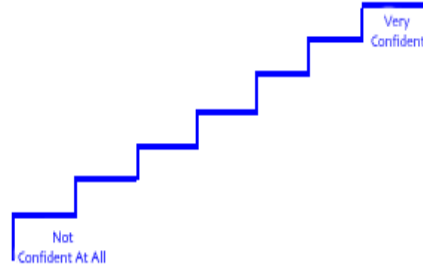
| | | | |
|----|---|--|-------------|
| 10 | Identify solutions for challenges |  | 1 2 3 |
| 15 | Advocate for adequate resources (money, people, and materials) for carrying out plans |  | 1 2 3 |
| 16 | Link your team's goals with the overall national malaria strategy |  | 1 2 3 |

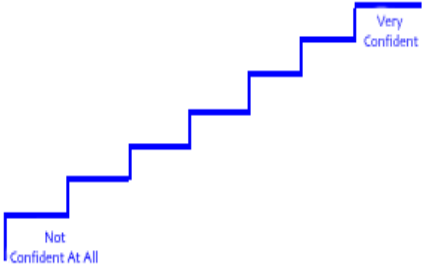
| | | | |
|----|---|--|-------------|
| 14 | Communicate team or organizational plans to stakeholders |  | 1 2 3 |
| 19 | Integrate multiple systems (accounting, payroll, budgeting, grant management, administrative) to coordinate work |  | 1 2 3 |
| 20 | Empower more marginalized voices (junior staff, women, new hires, etc.) by giving them a voice in decision-making |  | 1 2 3 |

| | | | |
|----|---|--|-------------|
| 17 | Balance competing demands on your time |  | 1 2 3 |
| 18 | Determine priority actions for achieving your desired results |  | 1 2 3 |
| 23 | Resolve conflicts at work |  | 1 2 3 |

| | | | |
|----|--|--|-------------|
| 21 | Strengthen work processes to implement the National Strategic Plan |  | 1 2 3 |
| 22 | Ensure that your financial systems effectively support the National Strategic Plan |  | 1 2 3 |
| 26 | Identify Global Fund grant management needs and priorities |  | 1 2 3 |

| | | | |
|----|---|--|-------------|
| 24 | Describe a common vision for your desired results |  | 1 2 3 |
| 25 | Review financial data for trends |  | 1 2 3 |
| 25 | Use monthly financial data to make decisions |  | 1 2 3 |

| | | | |
|----|--|--|-------------|
| 27 | Adjust plans and resources as circumstances change |  | 1 2 3 |
| 28 | Train other NMCP staff on the use of monthly financial reports |  | 1 2 3 |
| 29 | Carry out all of your job responsibilities |  | 1 2 3 |

| | | | |
|----|--|---|-------------|
| 30 | Use aggregate financial data to make decisions |  | 1 2 3 |
|----|--|---|-------------|

Other comments or feedback:

Survey 2: Monitoring and evaluation

Assessing the effectiveness of long-term technical assistance advisors to National Malaria Control Programs

This programmatic assessment will examine the role of advisors in building individual and organizational capacity of National Malaria Control Programs (NMCPs). Advisors work with NMCP staff to develop skills and knowledge and promote practices and behaviors that will lead to organizational improvements and increase NMCPs' ability to lead national malaria control efforts and manage Global Fund grants. Therefore, this assessment is designed to examine the effectiveness of the long-term technical assistance program model of capacity building for improved NMCP coordination and performance, particularly as it impacts the management and implementation of Global Fund malaria grants. It will also contribute to broader scientific and programming knowledge in the use of advisors for organizational capacity building. This assessment is being supported by the U.S. President's Malaria Initiative (PMI), with funding from the United States Government (USG) Global Fund 5% technical assistance set aside, through the Capacity Building for Malaria Activity under the Human Resources for Health in 2030 (HRH2030) project. The survey tool was originally developed by the Leadership, Management, and Governance National Malaria Control Capacity Building project (LMG/NMCP).

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- I was given the disclosure statement and gave consent to participate in the survey
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| Demographic | Response |
|--|----------|
| Gender (M/F) | |
| Age | |
| Number of years in service at the NMCP | |
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SECTION 1

Review the list of actions below. On which of the following did the Advisor train, assist, advise, or coach you? Please check all that apply.

Definitions:

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Advised: The Advisor directed, made recommendations, and reviewed our work in order to help us carry out an activity or task. *Example: The Advisor reviewed the draft Global Fund concept note and gave us specific feedback and recommendations on how to improve it.*

Coached: The Advisor helped us to reflect and identify next steps and/or solutions on our own in order to accomplish an action or task. *Example: The Advisor asked us questions and listened in order to help us identify issues with the Global Fund concept note. He/she did not tell us what to do, but rather helped us to decide on our own.*

n/a: Not applicable.

| | | Trained | Assisted | Advised | Coached | n/a |
|-----------------|---|---------|----------|---------|---------|-----|
| Planning | | | | | | |
| 1. | Development of NMCP monitoring and evaluation systems | | | | | |
| 2. | Assignment of responsibilities to M&E staff | | | | | |
| 3. | Development of calendars for monitoring visits | | | | | |
| 4. | Development of annual performance monitoring plan | | | | | |
| | | Trained | Assisted | Advised | Coached | n/a |

| | | | | | | |
|-------------------------------|---|----------------|-----------------|----------------|----------------|------------|
| 5. | Development of Global Fund grant performance framework | | | | | |
| Coordination | | | | | | |
| 6. | Coordination of regular coordination meetings of NMCP M&E staff | | | | | |
| 7. | Coordination of regular M&E coordination meetings with NMCP technical teams | | | | | |
| 8. | Coordination of regular M&E coordination meetings with SR/PRs | | | | | |
| 9. | Sharing malaria data with other malaria partners | | | | | |
| Supportive supervision | | | | | | |
| 10. | Development of a supportive supervision plan | | | | | |
| 11. | Supervision visits to districts | | | | | |
| 12. | Supervision visits to facilities | | | | | |
| 13. | Development of a training or capacity building plan for M&E staff | | | | | |
| | | Trained | Assisted | Advised | Coached | n/a |

| | | | | | | |
|---------------------------------------|---|----------------|-----------------|----------------|----------------|------------|
| 14. | Supervision meetings with M&E staff to review performance | | | | | |
| Data collection and management | | | | | | |
| 15. | Updates to data collection tools | | | | | |
| 16. | Development of a data collection plan | | | | | |
| 17. | Routine collection of malaria indicator data | | | | | |
| 18. | Improvement of data collection process | | | | | |
| 19. | Improvement of data submission process | | | | | |
| Data analysis | | | | | | |
| 20. | Analysis of routinely collected data | | | | | |
| 21. | Decision-making based on analyzed data | | | | | |
| 22. | Routine review of data quality | | | | | |
| | | Trained | Assisted | Advised | Coached | n/a |

| | | | | | | |
|---------------------------------|---|----------------|-----------------|----------------|----------------|------------|
| 23. | Development of a plan for improving data quality | | | | | |
| Reporting | | | | | | |
| 24. | Development of Programmatic Update reports (or contribution to PUs, if NMCP is SR) | | | | | |
| 25. | Review of Programmatic Update reports | | | | | |
| 26. | Submission of M&E contribution to Programmatic Updates by deadline | | | | | |
| 27. | Submission of NMCP M&E data to other relevant national programs (NPPU, national store, MOH, etc.) | | | | | |
| Global Fund Concept Note | | | | | | |
| 28. | Coordination of concept note planning meetings | | | | | |
| 29. | Drafting of concept note | | | | | |
| 30. | Grant negotiation | | | | | |
| 31. | Development of concept note budget | | | | | |
| | | Trained | Assisted | Advised | Coached | n/a |

| | | | | | | |
|-----|---|--|--|--|--|--|
| 32. | Revision of concept note | | | | | |
| 33. | Development of concept note supporting documents (operational plan, etc.) | | | | | |
| 34. | Communication with the Global Fund during concept note development | | | | | |

SECTION 2

STEP 1: First, read column A. In column B, place a **(B)** on the step signifying how confident you felt about your ability to (statement in box) **BEFORE** the arrival of the advisor in **January 2014**. Place an **(N)** on the step indicating how confident you feel about your ability to (statement in box) **NOW**. Leave Column C blank until you have completed this step. Low on the step indicates that you are Not Confident At All, middle on the step indicates that you are Fairly Confident, and high on the step indicates that you are Very Confident.

STEP 2: After you have completed step 1, review this list again and indicate in column C, write how much influence you think the Advisor's support had on the change (if any) on a scale from 1 to 3:

1 = No influence 2 = Some influence 3 = Significant influence

| | A | B | C |
|----|--|---|-------------|
| EX | EXAMPLE 1: Follow the code of conduct in my daily work | | 1 2 3 |
| EX | EXAMPLE 2: Plan and facilitate meetings | | 1 2 3 |

1. Read the action

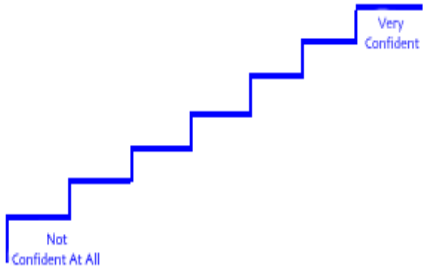
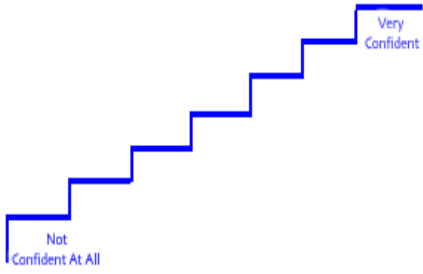
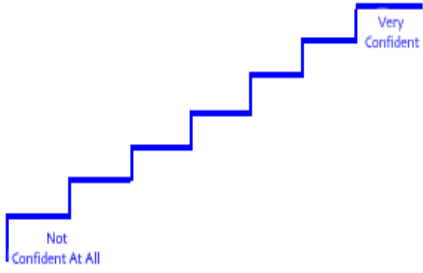
2. Indicate how confident you were in carrying out the action before the Advisor arrived.

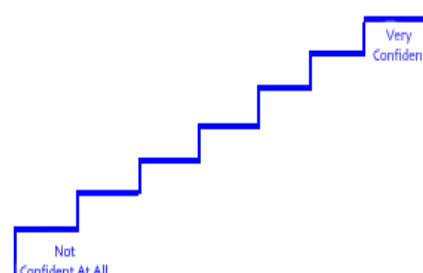
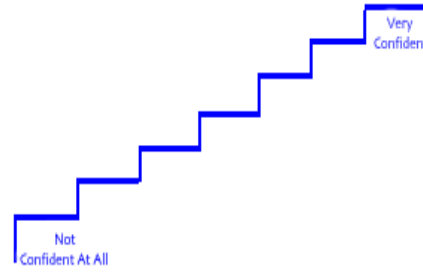
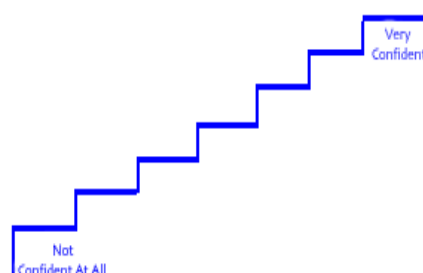
3. Indicate how confident you are in carrying out the action NOW.

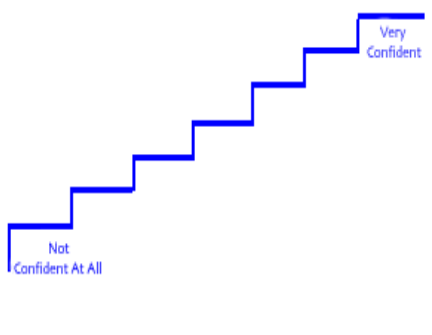
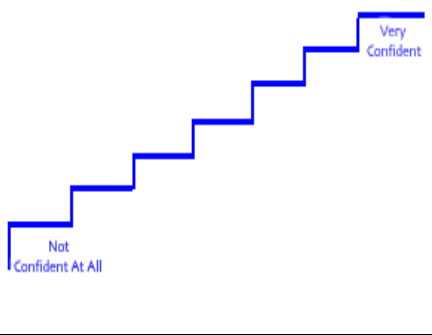
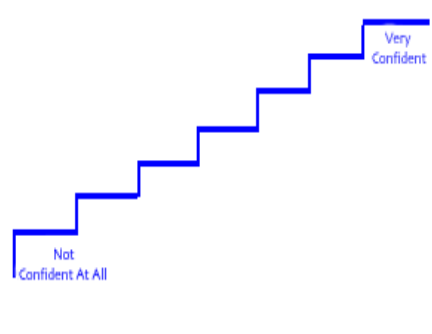
4. Rate how much influence you think the Advisor had on any change in confidence.

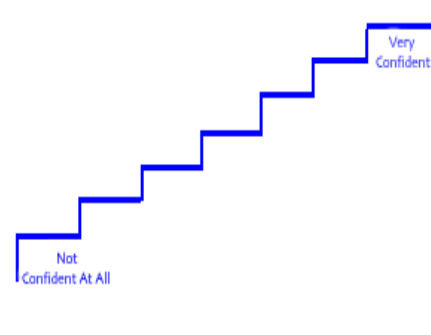
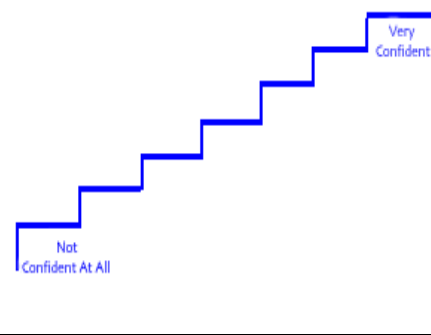
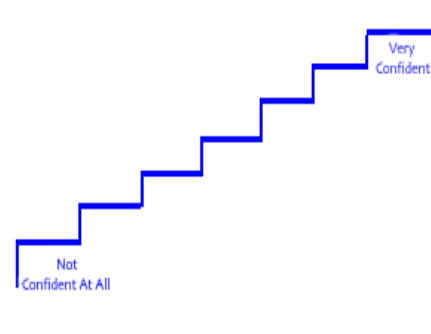
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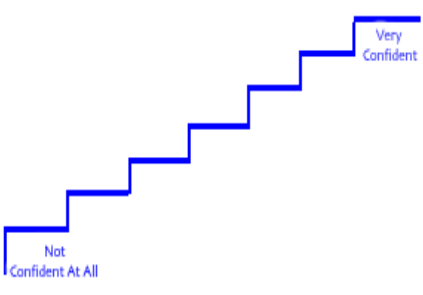
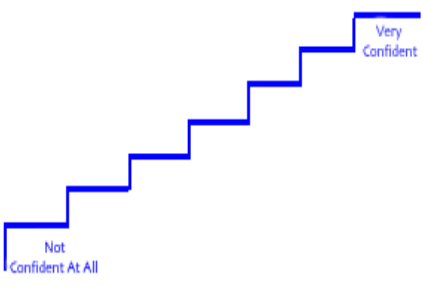
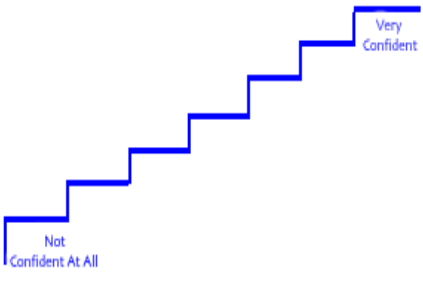
In Example 2, you were moderately confident in your ability to plan and facilitate meetings before the Advisor arrived and are still moderately confident. You don't think the Advisor had any influence on your ability to plan and facilitate meetings.

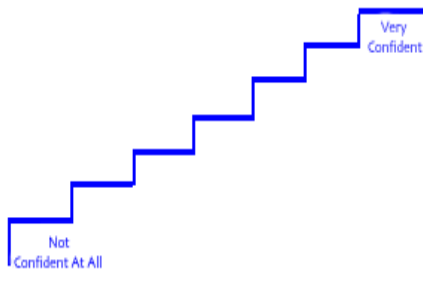
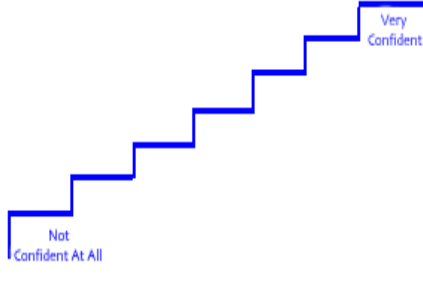
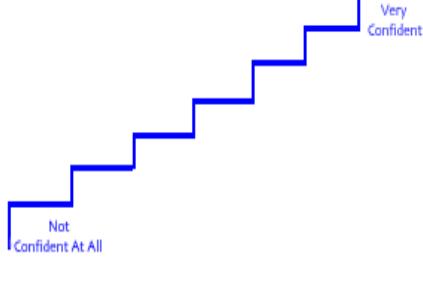
| | | | |
|---|---|--|-------------|
| 1 | Train people on the use of monthly monitoring reports |  | 1 2 3 |
| 2 | Articulate the NMCP's mission |  | 1 2 3 |
| 3 | Articulate the NMCP's strategy |  | 1 2 3 |

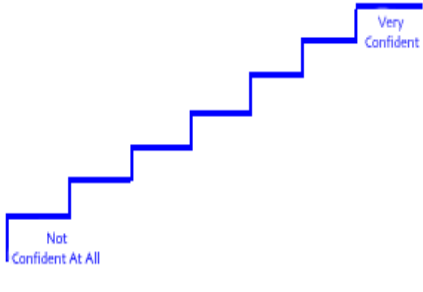
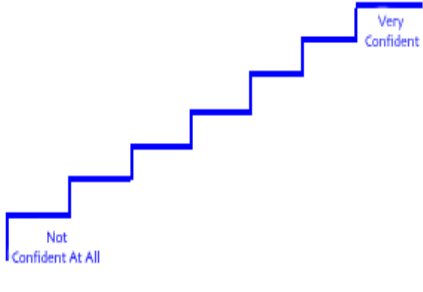
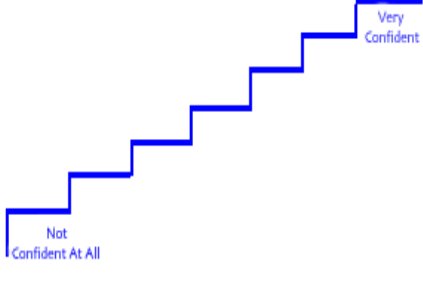
| | | | |
|---|--|--|-------------|
| 4 | Describe the NMCP's organizational structure and lines of accountability |  | 1 2 3 |
| 5 | Practice and enforce codes of conduct |  | 1 2 3 |
| 6 | Give feedback to coworkers |  | 1 2 3 |

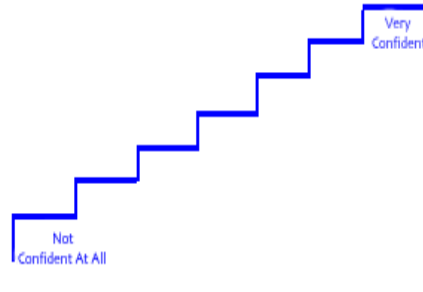
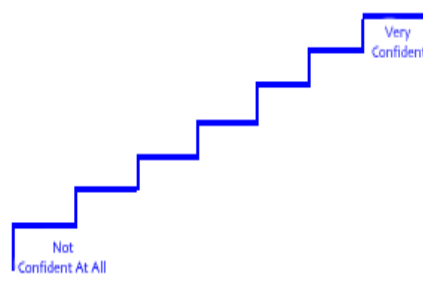
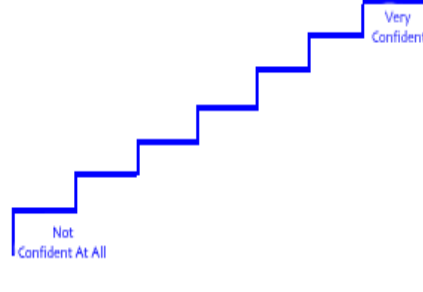
| | | | |
|---|---|--|-------------|
| 7 | Receive feedback from coworkers |  | 1 2 3 |
| 8 | Identify my own values, strengths, and weaknesses |  | 1 2 3 |
| 9 | Analyze challenges |  | 1 2 3 |

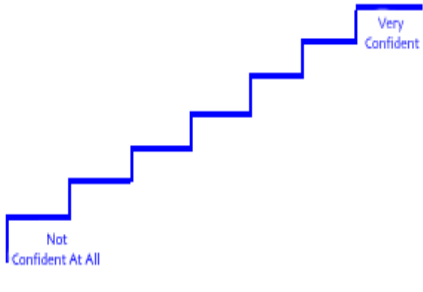
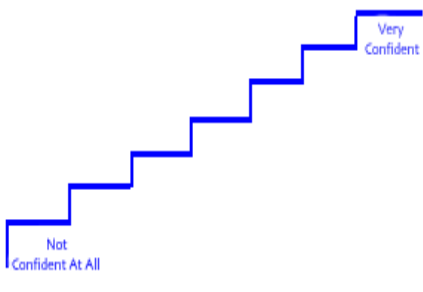
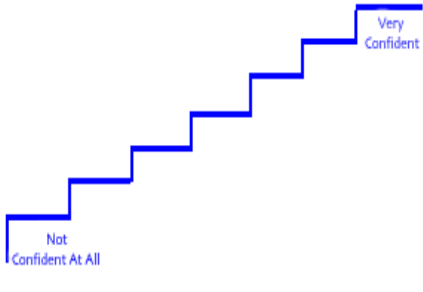
| | | | |
|----|---|--|-------------|
| 11 | Discuss and analyze challenges with my coworkers |  | 1 2 3 |
| 12 | Bring stakeholders together to discuss or address a shared challenge |  | 1 2 3 |
| 13 | Meet with your group to develop a team or organizational plan that defines activities, timeline, and responsibilities |  | 1 2 3 |

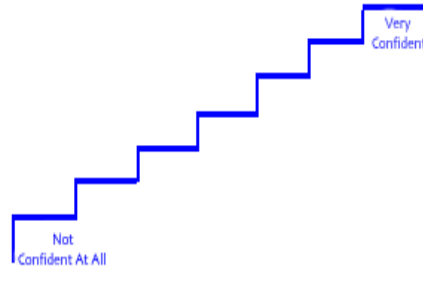
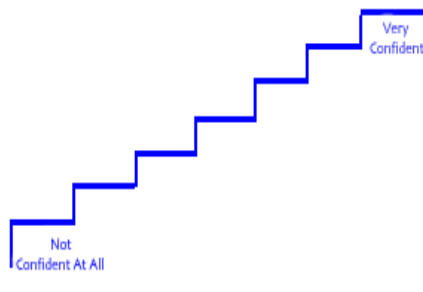
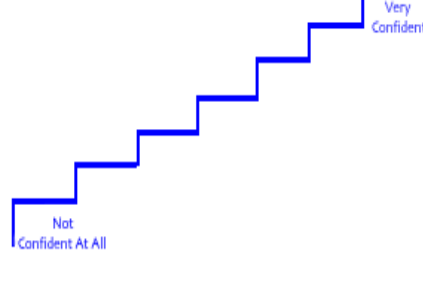
| | | | |
|----|---|--|-------------|
| 10 | Identify solutions for challenges |  | 1 2 3 |
| 15 | Advocate for adequate resources (money, people, and materials) for carrying out plans |  | 1 2 3 |
| 16 | Link your team's goals with the overall national malaria strategy |  | 1 2 3 |

| | | | |
|----|---|--|-------------|
| 14 | Communicate team or organizational plans to stakeholders |  | 1 2 3 |
| 19 | Integrate multiple systems (districts, private facilities, national) to coordinate work |  | 1 2 3 |
| 20 | Empower more marginalized voices (junior staff, women, new hires, etc.) by giving them a voice in decision-making |  | 1 2 3 |

| | | | |
|----|---|--|-------------|
| 17 | Balance competing demands on your time |  | 1 2 3 |
| 18 | Determine priority actions for achieving your desired results |  | 1 2 3 |
| 23 | Resolve conflicts at work |  | 1 2 3 |

| | | | |
|----|---|--|-------------|
| 21 | Align work processes to implement the National Strategic Plan |  | 1 2 3 |
| 22 | Ensure that your monitoring systems effectively support the National Strategic Plan |  | 1 2 3 |
| 27 | Identify Global Fund grant management needs and priorities |  | 1 2 3 |

| | | | |
|----|---|--|-------------|
| 24 | Describe a common vision for your desired results |  | 1 2 3 |
| 25 | Use monthly data reports to make decisions |  | 1 2 3 |
| 26 | Use aggregate data to make decisions |  | 1 2 3 |

| | | | |
|----|--|--|-------------|
| 28 | Adjust plans and resources as circumstances change |  | 1 2 3 |
| 29 | Invite participation in activities from all parties affected by monitoring and evaluations |  | 1 2 3 |
| 30 | Carry out all of your job responsibilities |  | 1 2 3 |

Other comments or feedback:

Survey 3: Procurement & Supply Management

Assessing the effectiveness of long-term technical assistance advisors to National Malaria Control Programs

This programmatic assessment will examine the role of advisors in building individual and organizational capacity of National Malaria Control Programs (NMCPs). Advisors work with NMCP staff to develop skills and knowledge and promote practices and behaviors that will lead to organizational improvements and increase NMCPs’ ability to lead national malaria control efforts and manage Global Fund grants. Therefore, this assessment is designed to examine the effectiveness of the long-term technical assistance program model of capacity building for improved NMCP coordination and performance, particularly as it impacts the management and implementation of Global Fund malaria grants. It will also contribute to broader scientific and programming knowledge in the use of advisors for organizational capacity building. This assessment is being supported by the U. S. President’s Malaria Initiative (PMI), with funding from the United States Government (USG) Global Fund 5% technical assistance set aside, through the Capacity Building for Malaria Activity under the Human Resources for Health in 2030 (HRH2030) project. The survey tool was originally developed by the Leadership, Management, and Governance National Malaria Control Capacity Building project (LMG/NMCP).

The following survey will gather information on your opinions of the actions carried out by the advisors that have been working with the NMCP in your country, their effect on your individual skills and behaviors, and their effect on the organizational capacity of the NMCP. Questions in Section 1 ask you to indicate if and how the advisor supported specific actions. In Section 2, questions ask you to rate your confidence in your abilities to carry out certain actions, first **before** the advisor arrived, and then **after**. Finally, you will be asked to evaluate the degree to which you think the advisor influenced any changes in your abilities. You should answer questions based on your **actual current behavior** rather than what you feel you should be doing or want to do. Please remember that this is in no way an assessment of your individual performance. We are seeking your feedback as it is vital in helping us to understand how effective the advisor model is. Your participation is voluntary, and you have the option to stop taking the survey at any time. Your responses will be kept confidential and will not be associated with you now or in the future.

Please confirm that prior to completing this survey you have read and agreed to the disclosure statement about this research and have signed the consent form of your own free will. Did you read the disclosure statement, and have you given your consent to participate in this interview?

- I was given the disclosure statement and gave consent to participate in the survey
- I did not agree to participate in the survey

| Demographic | Response |
|--|----------|
| Gender (M/F) | |
| Age | |
| Number of years in service at the NMCP | |
| Area of expertise (i.e., Finance, M&E, Vector Control, etc.) | |

SECTION 1

Review the list of actions below. On which of the following did the Advisor train, assist, advise, or coach you? Please check all that apply.

Definitions:

Trained: The Advisor taught us skills and approaches for carrying out an activity or task. *Example: The Advisor held a training session on how to write sections of the Global Fund concept note.*

Assisted: The Advisor was directly involved. He/she was responsible for completing some or all of the tasks related to the activity. *Example: The Advisor wrote sections of the Global Fund concept note.*

Advised: The Advisor directed, made recommendations, and reviewed our work in order to help us carry out an activity or task. *Example: The Advisor reviewed the draft Global Fund concept note and gave us specific feedback and recommendations on how to improve it.*

Coached: The Advisor helped us to reflect and identify next steps and/or solutions on our own in order to accomplish an action or task. *Example: The Advisor asked us questions and listened in order to help us identify issues with the Global Fund concept note. He/she did not tell us what to do, but rather helped us to decide on our own.*

n/a: Not applicable.

| | | Trained | Assisted | Advised | Coached | n/a |
|----|--|---------|----------|---------|---------|-----|
| 1. | Creation or revitalization of a national procurement and supply coordination mechanism, bringing together all major SCM partners | | | | | |
| 2. | Development of malaria commodity specifications | | | | | |
| 3. | Advocate for inclusion of malaria commodities into Essentials Medicine List | | | | | |
| 4. | Development of malaria standard treatment guidelines | | | | | |
| 5. | Development of a national formulary | | | | | |

| | | Assisted | Trained | Advised | Coached | n/a |
|-----|---|-----------------|----------------|----------------|----------------|------------|
| 6. | Establishment of quantification procedures | | | | | |
| 7. | Coordination of a quantification committee involving key stakeholders | | | | | |
| 8. | Development of quantification tools | | | | | |
| 9. | Monitoring of the quantification process | | | | | |
| 10. | Promotion of rational medicine use | | | | | |
| 11. | Identification of a procurement focal point for malaria commodities | | | | | |
| 12. | Development of inventory management tools | | | | | |
| 13. | Development of storage standard operating procedures (SOPs) | | | | | |
| 14. | Review of storage information system | | | | | |
| 15. | Updates to storage information system | | | | | |
| | | Assisted | Trained | Advised | Coached | n/a |

| | | | | | | |
|-----|--|--|--|--|--|--|
| 16. | Development of inventory management tools | | | | | |
| 17. | Skills building for NMCP staff on inventory management | | | | | |
| 18. | Identification of problems and bottlenecks related to commodity transportation | | | | | |
| 19. | Identification of solutions to commodity transportation issues | | | | | |
| 20. | Development of SOPs for commodity transport | | | | | |
| 21. | Development and implementation of commodity distribution plan | | | | | |

SECTION 2

STEP 1: First, read column A. In column B, place a **(B)** on the step signifying how confident you felt about your ability to (statement in box) **BEFORE** the arrival of the advisor (add month and year per country). Place an **(N)** on the step indicating how confident you feel about your ability to (statement in box) **NOW**. Leave Column C blank until you have completed this step. Low on the step indicates that you are Not Confident At All, middle on the step indicates that you are Fairly Confident, and high on the step indicates that you are Very Confident.

STEP 2: After you have completed step 1, review this list again and indicate in column C, write how much influence you think the Advisor's support had on the change (if any) on a scale from 1 to 3:

1 = No influence 2 = Some influence 3 = Significant influence

| | A | B | C |
|----|--|---|-------------|
| EX | EXAMPLE 1: Follow the code of conduct in my daily work | | 1 2 3 |
| | | | 1 2 3 |

1. Read the action

2. Indicate how confident you were in carrying out the action before the Advisor arrived.

3. Indicate how confident you are in carrying out the action NOW.

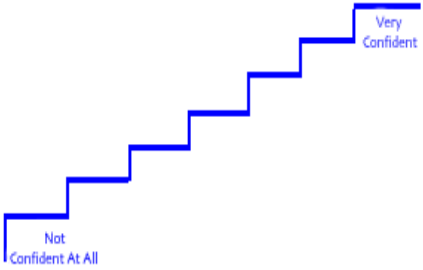
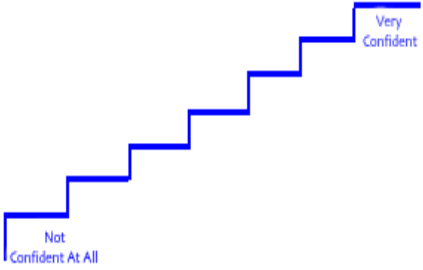
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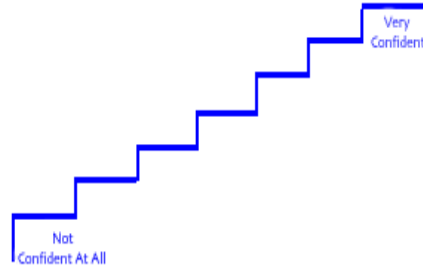
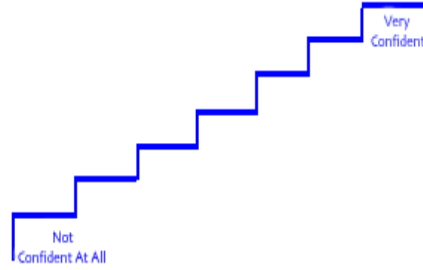
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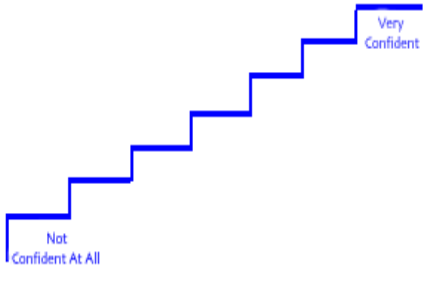
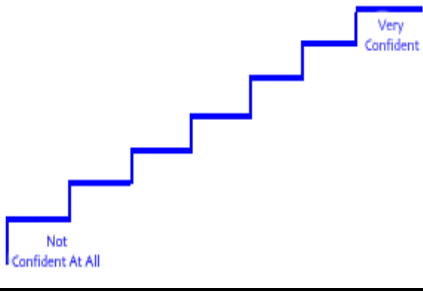
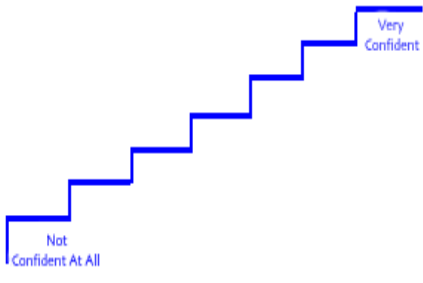
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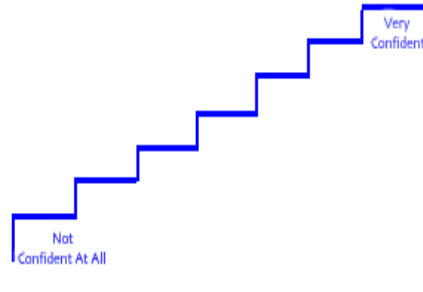
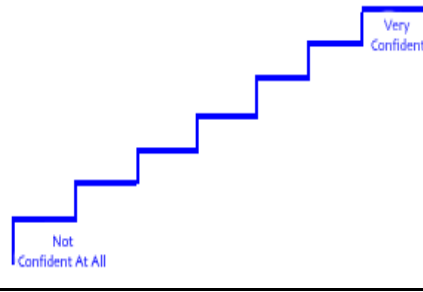
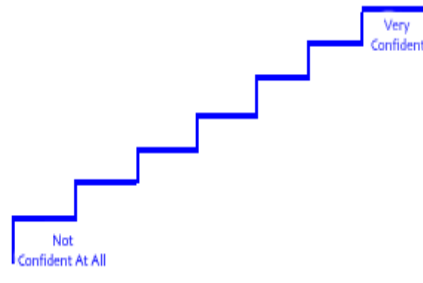
| | A | B | C |
|---|---|---|---|
| 1 | Train other NMCP staff on the use of monthly data reports | | |
| 2 | Articulate the NMCP's mission | | |
| 3 | Articulate the NMCP's strategy | | |

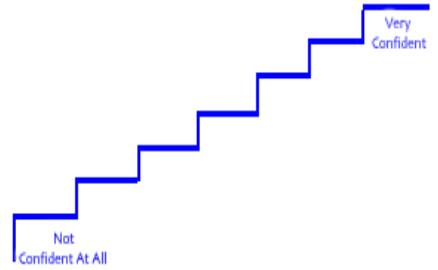
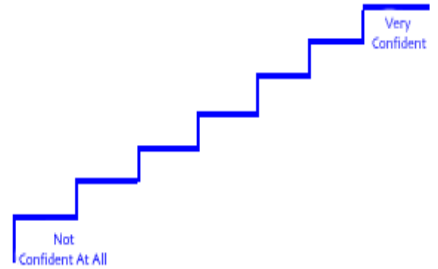
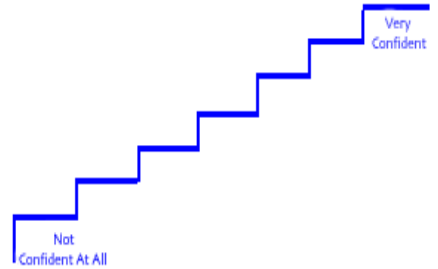
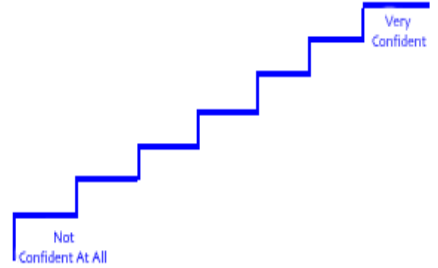
| | A | B | C |
|---|---|---|---|
| 4 | Describe the NMCP's structure and lines of accountability | | |
| 5 | Establish, practice, and enforce codes of conduct | | |
| 6 | Give feedback to coworkers | | |

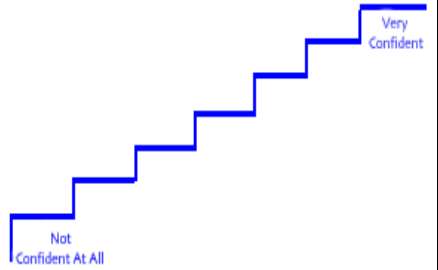
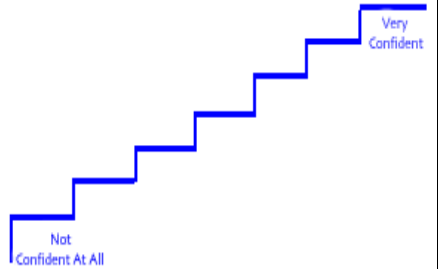
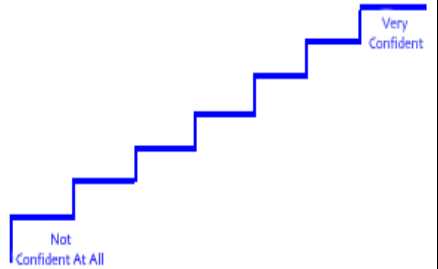
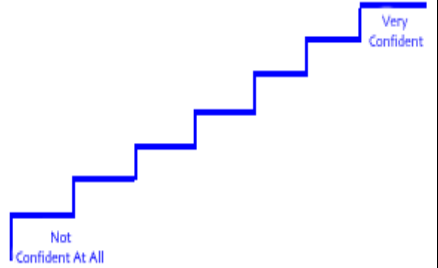
| | | | |
|---|---|---|--|
| 7 | Receive feedback from coworkers |  | |
| 8 | Identify my own values, strengths, and weaknesses |  | |

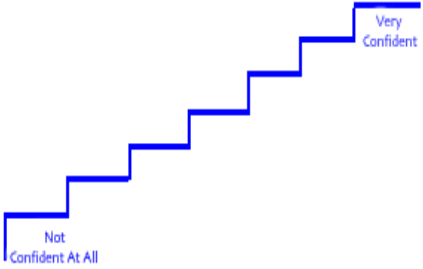
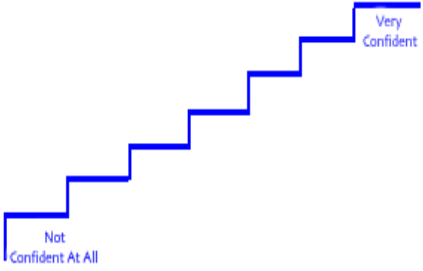
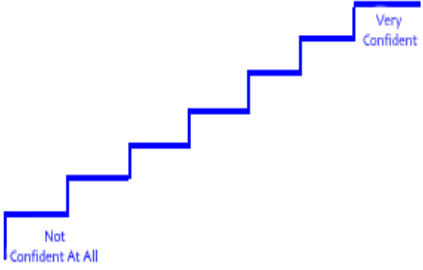
| | | | |
|----|---|---|--|
| 11 | Discuss and analyze challenges with my coworkers |  | |
| 12 | Bring stakeholders together to coordinate national malaria commodity procurement and distribution |  | |

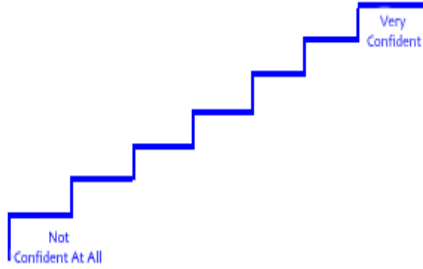
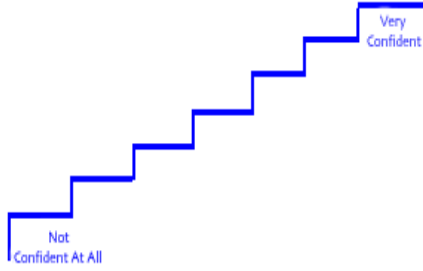
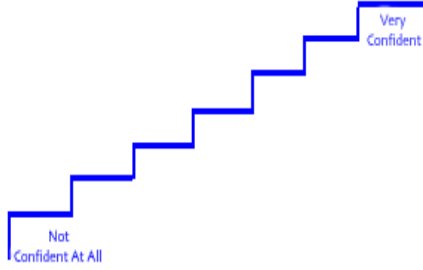
| | | | |
|----|---|--|--|
| 9 | Analyze challenges |  | |
| 10 | Identify solutions for challenges |  | |
| 15 | Advocate for adequate resources (money, people, and materials) for carrying out plans |  | |

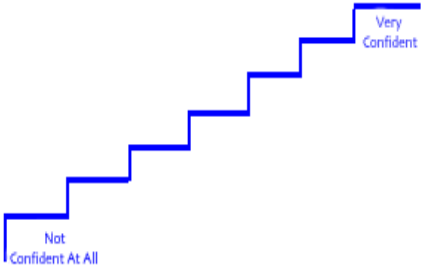
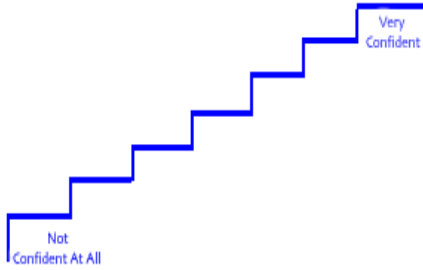
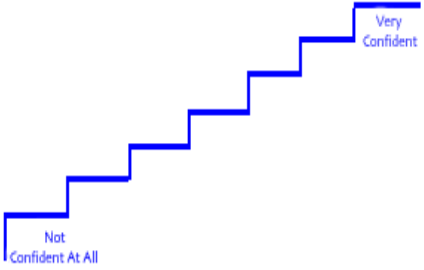
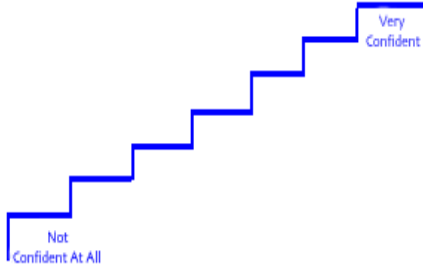
| | | | |
|----|---|--|--|
| 13 | Meet with your group to develop a team or organizational plan that defines activities, timeline, and responsibility |  | |
| 14 | Communicate team or organizational plans to stakeholders |  | |
| 20 | Integrate multiple systems (procurement, distribution, push, pull) to coordinate work |  | |

| | | | |
|----|---|---|--|
| 16 | Link your team's goals with the overall national malaria strategy |  | |
| 17 | Balance competing demands on your time |  | |
| 18 | Determine priority actions for achieving your desired results |  | |
| 19 | Resolve conflicts at work |  | |

| | | | |
|----|---|---|--|
| 21 | Empower more marginalized voices (junior staff, women, new hires, etc.) by giving them a voice in decision-making |  | |
| 22 | Strengthen work processes to implement the National Strategic Plan |  | |
| 23 | Ensure that your procurement and supply chain systems effectively support the National Strategic Plan |  | |
| 24 | Identify Global Fund grant management needs and priorities |  | |

| | | | |
|----|---|--|--|
| 25 | Describe a common vision for your desired results |  | |
| 26 | Review supply chain data for trends |  | |
| 27 | Use monthly data to make decisions |  | |

| | | | |
|----|---|--|--|
| 30 | Adjust plans and resources as circumstances change |  | |
| 31 | Invite participation from all parties affected by procurement and supply chain management |  | |
| 32 | Monitor adherence to national protocols |  | |

| | | | | | | | |
|----|--|---|--|----|--|---|--|
| 28 | Use aggregate data to make decisions |  | | 33 | Explain malaria drug policies and protocols to district malaria focal points and facility managers |  | |
| 29 | Carry out all of your job responsibilities |  | | 34 | Utilize the LMIS |  | |

Other comments or feedback:

Survey 4: Program Officers

Assessing the effectiveness of long-term technical assistance advisors to National Malaria Control Programs

Survey: Program Officers

This programmatic assessment will examine the role of advisors in building individual and organizational capacity of National Malaria Control Programs (NMCPs). Advisors work with NMCP staff to develop skills and knowledge and promote practices and behaviors that will lead to organizational improvements and increase NMCPs' ability to lead national malaria control efforts and manage Global Fund grants. Therefore, this assessment is designed to examine the effectiveness of the long-term technical assistance program model of capacity building for improved NMCP coordination and performance, particularly as it impacts the management and implementation of Global Fund malaria grants. It will also contribute to broader scientific and programming knowledge in the use of advisors for organizational capacity building. This assessment is being supported by the U. S. President's Malaria Initiative (PMI), with funding from the United States Government (USG) Global Fund 5% technical assistance set aside, through the Capacity Building for Malaria Activity under the Human Resources for Health in 2030 (HRH2030) project. The survey tool was originally developed by the Leadership, Management, and Governance National Malaria Control Capacity Building project (LMG/NMCP).

The following survey will gather information on your opinions of the actions carried out by the advisors that have been working with the NMCP in your country, their effect on your individual skills and behaviors, and their effect on the organizational capacity of the NMCP. Questions in Section 1 ask you to indicate if and how the advisor supported specific actions. In Section 2, questions ask you to rate your confidence in your abilities to carry out certain actions, first **before** the advisor arrived, and then **after**. Finally, you will be asked to evaluate the degree to which you think the advisor influenced any changes in your abilities. You should answer questions based on your **actual current behavior** rather than what you feel you should be doing or want to do. Please remember that this is in no way an assessment of your individual performance. We are seeking your feedback as it is vital in helping us to understand how effective the advisor model is. Your participation is voluntary, and you have the option to stop taking the survey at any time. Your responses will be kept confidential and will not be associated with you now or in the future.

Please confirm that prior to completing this survey you have read and agreed to the disclosure statement about this research and have signed the consent form of your own free will. Did you read the disclosure statement, and have you given your consent to participate in this interview?

- I was given the disclosure statement and gave consent to participate in the survey
- I did not agree to participate in the survey

| Demographic | Response |
|--|----------|
| Gender (M/F) | |
| Age | |
| Number of years in service at the NMCP | |
| Area of expertise (i.e., Finance, M&E, Vector Control, etc.) | |

SECTION 1

Review the list of actions below. On which of the following did the Advisor train, assist, advise, or coach you? Please check all that apply.

Definitions:

Trained: The Advisor taught us skills and approaches for carrying out an activity or task. *Example: The Advisor held a training session on how to write sections of the Global Fund concept note.*

Assisted: The Advisor was directly involved. He/she was responsible for completing some or all of the tasks related to the activity. *Example: The Advisor wrote sections of the Global Fund concept note.*

Advised: The Advisor directed, made recommendations, and reviewed our work in order to help us carry out an activity or task. *Example: The Advisor reviewed the draft Global Fund concept note and gave us specific feedback and recommendations on how to improve it.*

Coached: The Advisor helped us to reflect and identify next steps and/or solutions on our own in order to accomplish an action or task. *Example: The Advisor asked us questions and listened in order to help us identify issues with the Global Fund concept note. He/she did not tell us what to do, but rather helped us to decide on our own.*

n/a: Not applicable.

| | | Trained | Assisted | Advised | Coached | n/a |
|------------------|--|---------|----------|---------|---------|-----|
| Technical | | | | | | |
| 1. | Development of national malaria control guidelines | | | | | |
| 2. | Revision of national malaria control guidelines | | | | | |
| 3. | Supportive supervision visits to districts and/or facilities | | | | | |
| 4. | Supportive supervision trainings | | | | | |

| | | Trained | Assisted | Advised | Coached | n/a |
|----------------------------------|--|---------|----------|---------|---------|-----|
| 5. | Implementation of mass LLIN distribution campaigns | | | | | |
| 6. | Implementation of seasonal malaria chemoprevention | | | | | |
| 7. | Implementation of iCCM | | | | | |
| 8. | Technical trainings for district malaria focal points/district malaria staff | | | | | |
| Coordination and planning | | | | | | |
| 9. | Regular coordination meetings with all NMCP staff | | | | | |
| 10. | Regular internal coordination meetings with NMCP technical teams | | | | | |
| 11. | Regular coordination meetings with technical working groups | | | | | |
| 12. | Development of coordination meeting calendar | | | | | |
| 13. | Dissemination of calendars to NMCP staff | | | | | |

| | | Trained | Assisted | Advised | Coached | n/a |
|---------------------------------|--|---------|----------|---------|---------|-----|
| 14. | Planning meetings for mass LLIN distribution campaigns with partners | | | | | |
| 15. | Coordination with private facilities | | | | | |
| Grant management | | | | | | |
| 16. | Regular coordination meetings with SRs and PRs | | | | | |
| 17. | Timely compilation of grant programmatic updates | | | | | |
| 18. | Timely submission of programmatic updates | | | | | |
| 19. | Resolutions of special conditions and/or conditions precedent | | | | | |
| Global Fund Concept Note | | | | | | |
| 20. | Coordination of concept note planning meetings | | | | | |
| 21. | Drafting of concept note | | | | | |
| 22. | Grant negotiation | | | | | |

| | | Trained | Assisted | Advised | Coached | n/a |
|-----|---|----------------|-----------------|----------------|----------------|------------|
| 23. | Development of concept note budget | | | | | |
| 24. | Revision of concept note | | | | | |
| 25. | Development of concept note supporting documents (operational plan, etc.) | | | | | |
| 26. | Communication with the Global Fund during concept note development | | | | | |

SECTION 2

STEP 1: First, read column A. In column B, place a **(B)** on the step signifying how confident you felt about your ability to (statement in box) **BEFORE** the arrival of the advisor in **January 2014**. Place an **(N)** on the step indicating how confident you feel about your ability to (statement in box) **NOW**. Leave Column C blank until you have completed this step. Low on the step indicates that you are Not Confident At All, middle on the step indicates that you are Fairly Confident, and high on the step indicates that you are Very Confident.

STEP 2: After you have completed step 1, review this list again and indicate in column C, write how much influence you think the Advisor's support had on the change (if any) on a scale from 1 to 3:

1 = No influence 2 = Some influence 3 = Significant influence

| | A | B | C |
|----|--|---|-------------|
| EX | EXAMPLE 1: Follow the code of conduct in my daily work | | 1 2 3 |
| EX | EXAMPLE 2: Plan and facilitate meetings | | 1 2 3 |

1. Read the action

2. Indicate how confident you were in carrying out the action before the Advisor arrived.

3. Indicate how confident you are in carrying out the action NOW.

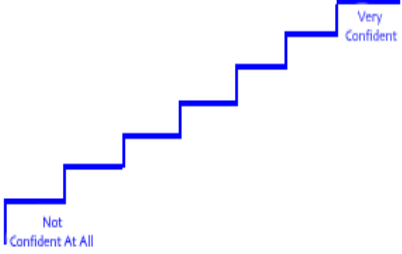
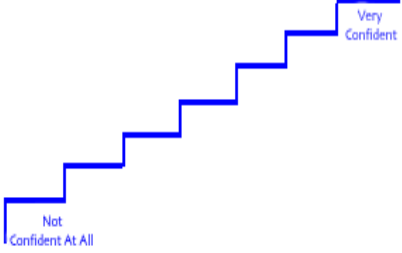
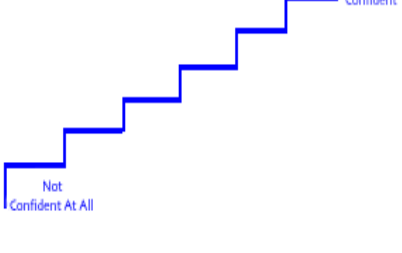
4. Rate how much influence you think the Advisor had on any change in confidence.

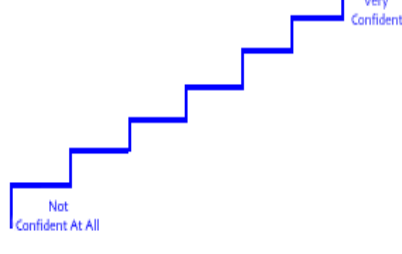
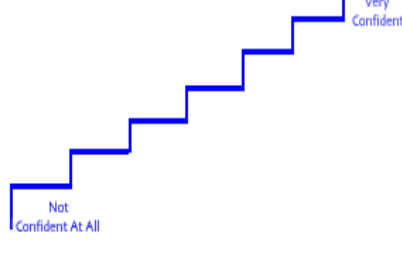
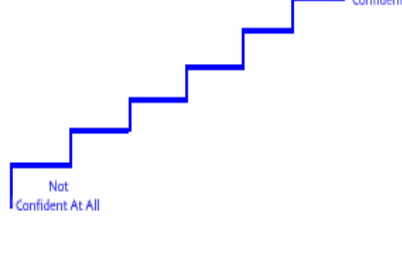
In Example 1, you were not very confident in your ability to follow the code of conduct before the Advisor arrived, and now you are a moderately confident. You think the Advisor had some influence on this change.

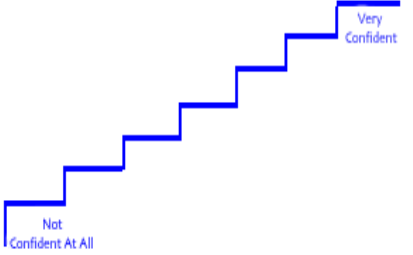
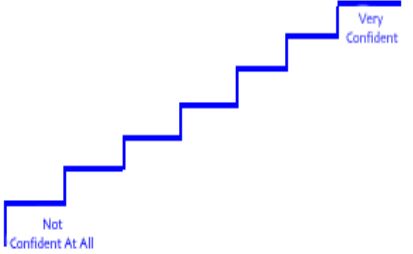
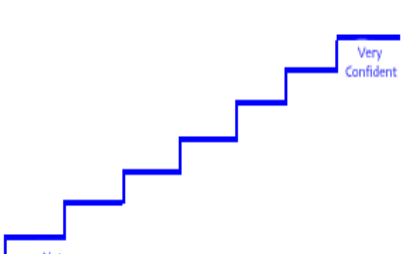
In Example 2, you were moderately confident in your ability to plan and facilitate meetings before the Advisor arrived and are still moderately confident. You don't think the Advisor had any influence on your ability to plan and facilitate meetings.

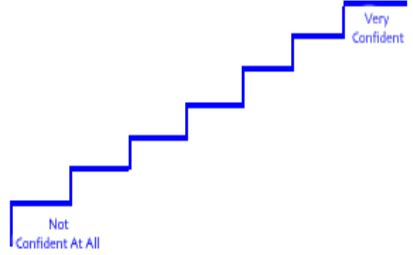
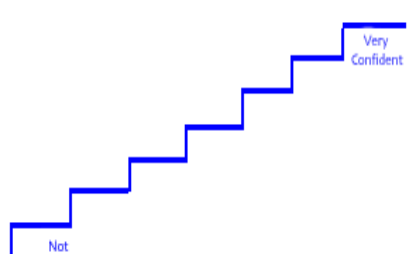
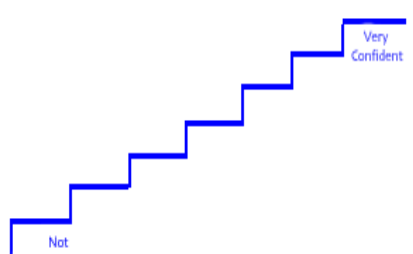
| | A | B | C |
|---|--|---|-------------|
| 1 | Carry out all of your job responsibilities | | 1 2 3 |
| 2 | Articulate the NMCP's mission | | 1 2 3 |
| 3 | Articulate the NMCP's strategy | | 1 2 3 |

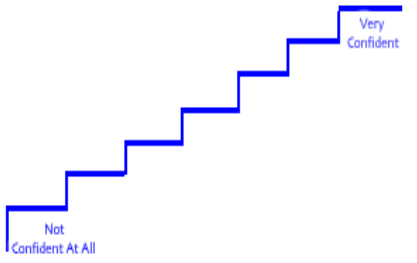
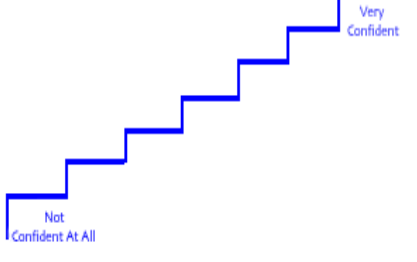
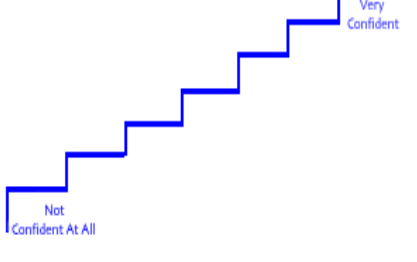
| | A | B | C |
|---|---|---|-------------|
| 4 | Describe the NMCP's structure and lines of accountability | | 1 2 3 |
| 5 | Establish, practice, and enforce codes of conduct | | 1 2 3 |
| 6 | Give feedback to coworkers | | 1 2 3 |

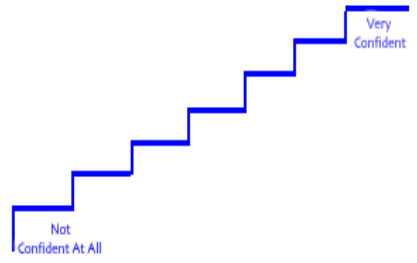
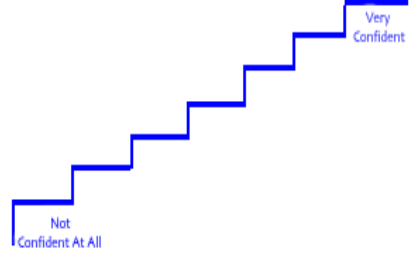
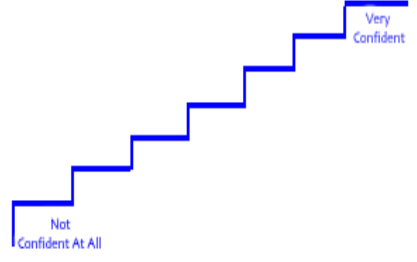
| | | | |
|---|---|--|-------------|
| 7 | Receive feedback from coworkers |  | 1 2 3 |
| 8 | Identify your own values, strengths, and weaknesses |  | 1 2 3 |
| 9 | Analyze challenges |  | 1 2 3 |

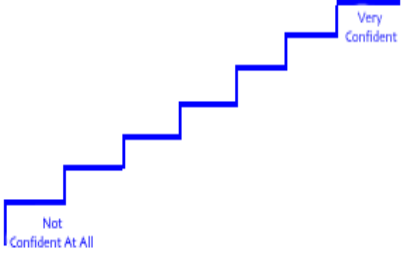
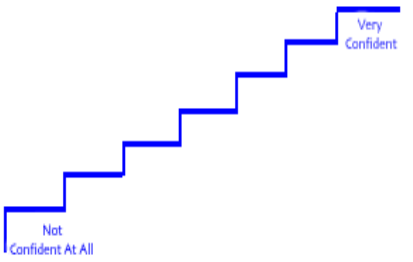
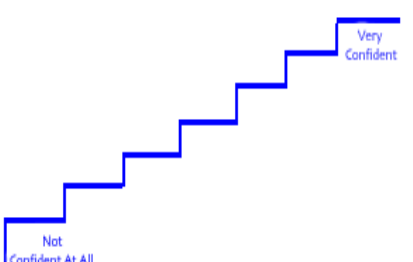
| | | | |
|----|---|--|-------------|
| 11 | Discuss and analyze challenges with your coworkers |  | 1 2 3 |
| 12 | Bring stakeholders together to discuss or address a shared challenge |  | 1 2 3 |
| 13 | Meet with your group to develop a team or organizational plan that defines activities, timeline, and responsibilities |  | 1 2 3 |

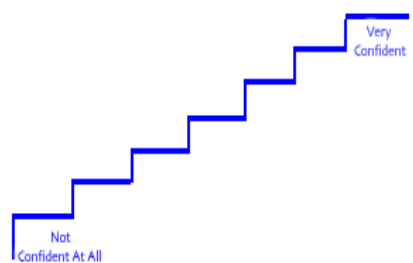
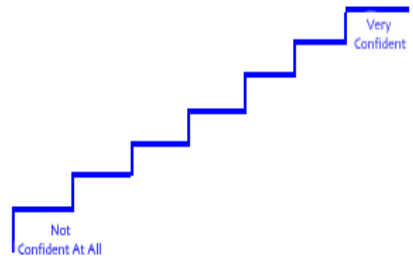
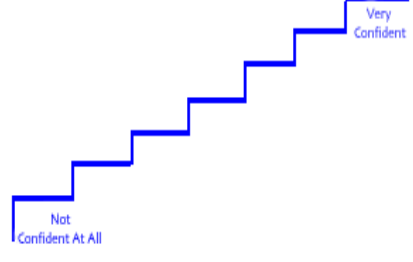
| | | | |
|----|---|--|-------------|
| 10 | Identify solutions for challenges |  | 1 2 3 |
| 15 | Advocate for adequate resources (money, people, and materials) for carrying out plans |  | 1 2 3 |
| 16 | Link your team's goals with the overall national malaria strategy |  | 1 2 3 |

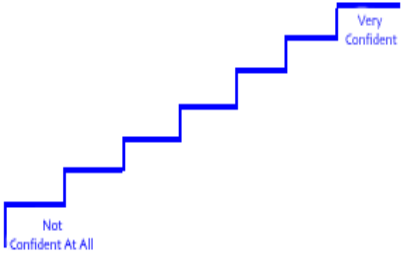
| | | | |
|----|---|--|-------------|
| 14 | Communicate team or organizational plans to stakeholders |  | 1 2 3 |
| 19 | Integrate multiple systems (financial, programmatic, M&E) to coordinate work |  | 1 2 3 |
| 20 | Empower more marginalized voices (junior staff, women, new hires, etc.) by giving them a voice in decision-making |  | 1 2 3 |

| | | | |
|----|---|--|-------------|
| 17 | Balance competing demands on your time |  | 1 2 3 |
| 18 | Determine priority actions for achieving your desired results |  | 1 2 3 |
| 23 | Resolve conflicts at work |  | 1 2 3 |

| | | | |
|----|---|--|-------------|
| 21 | Strengthen work processes to implement the National Strategic Plan |  | 1 2 3 |
| 22 | Ensure that your activities effectively support the National Strategic Plan |  | 1 2 3 |
| 27 | Identify Global Fund grant management needs and priorities |  | 1 2 3 |

| | | | |
|----|---|--|-------------|
| 24 | Describe a common vision for your desired results |  | 1 2 3 |
| 25 | Review monitoring data for trends |  | 1 2 3 |
| 26 | Use monthly data to make decisions |  | 1 2 3 |

| | | | |
|----|--|--|-------------|
| 28 | Adjust plans and resources as circumstances change |  | 1 2 3 |
| 29 | Train NMCP and district staff on the use of monthly monitoring reports |  | 1 2 3 |
| 30 | Invite participation in planning and implementation from all parties affected by your technical unit |  | 1 2 3 |

| | | | |
|----|--------------------------------------|---|-------------|
| 31 | Use aggregate data to make decisions |  <p>The graph is a blue step-line that starts at the bottom left with the text 'Not Confident At All' and moves in a series of seven upward steps to the top right, ending with the text 'Very Confident'.</p> | 1 2 3 |
|----|--------------------------------------|---|-------------|

Other comments or feedback:

Survey 5: Program Manager

Assessing the effectiveness of long-term technical assistance advisors to National Malaria Control Programs

This programmatic assessment will examine the role of advisors in building individual and organizational capacity of National Malaria Control Programs (NMCPs). Advisors work with NMCP staff to develop skills and knowledge and promote practices and behaviors that will lead to organizational improvements and increase NMCPs' ability to lead national malaria control efforts and manage Global Fund grants. Therefore, this assessment is designed to examine the effectiveness of the long-term technical assistance program model of capacity building for improved NMCP coordination and performance, particularly as it impacts the management and implementation of Global Fund malaria grants. It will also contribute to broader scientific and programming knowledge in the use of advisors for organizational capacity building. This assessment is being supported by the U. S. President's Malaria Initiative (PMI), with funding from the United States Government (USG) Global Fund 5% technical assistance set aside, through the Capacity Building for Malaria Activity under the Human Resources for Health in 2030 (HRH2030) project. The survey tool was originally developed by the Leadership, Management, and Governance National Malaria Control Capacity Building project (LMG/NMCP).

The following survey will gather information on your opinions of the actions carried out by the advisors that have been working with the NMCP in your country, their effect on your individual skills and behaviors, and their effect on the organizational capacity of the NMCP. Questions in Section 1 ask you to indicate if and how the advisor supported specific actions. In Section 2, questions ask you to rate your confidence in your abilities to carry out certain actions, first **before** the advisor arrived, and then **after**. Finally, you will be asked to evaluate the degree to which you think the advisor influenced any changes in your abilities. You should answer questions based on your **actual current behavior** rather than what you feel you should be doing or want to do. Please remember that this is in no way an assessment of your individual performance. We are seeking your feedback as it is vital in helping us to understand how effective the advisor model is. Your participation is voluntary, and you have the option to stop taking the survey at any time. Your responses will be kept confidential and will not be associated with you now or in the future.

Please confirm that prior to completing this survey you have read and agreed to the disclosure statement about this research and have signed the consent form of your own free will. Did you read the disclosure statement, and have you given your consent to participate in this interview?

- I was given the disclosure statement and gave consent to participate in the survey
- I did not agree to participate in the survey

| Demographic | Response |
|--|----------|
| Gender (M/F) | |
| Age | |
| Number of years in service at the NMCP | |
| Area of expertise (i.e., Finance, M&E, Vector Control, etc.) | |

SECTION 1

| A. For each statement below, please indicate if you strongly agree, somewhat agree, somewhat disagree, strongly disagree, or have no opinion. Please check only one. | | | | | | |
|--|--|-------------------|-------------------|----------------|----------------|------------|
| | | Strongly disagree | Somewhat disagree | Somewhat agree | Strongly agree | No Opinion |
| 1. | The goals and objectives of the Advisor's support were clearly articulated to me | | | | | |
| 2. | The activities the Advisor carried out were appropriate for the NMCP's needs | | | | | |
| 3. | I had influence in developing the Advisor's terms of reference | | | | | |
| 4. | The Advisor carried out an initial organizational or needs assessment | | | | | |
| 5. | The Advisor engages/engaged me when designing activities | | | | | |
| 6. | The Advisor engages/engaged me while implementing activities | | | | | |
| 7. | The Advisor communicates/communicated with me regularly | | | | | |
| 8. | The Advisor provides/provided advice that was useful to me | | | | | |
| 9. | The Advisor provides/provided coaching that was useful to me | | | | | |

| | | | | | | |
|-----|--|--|--|--|--|--|
| 10. | The Advisor understands/ understood the NMCP's context | | | | | |
| 11. | The Advisor's knowledge and skills are/were appropriate for the job | | | | | |
| 12. | The Advisor helps/helped me to adapt to changes at the NMCP (restructuring, new activities, new guidelines, etc.) | | | | | |
| 13. | The Advisor helps/helped me to motivate my staff | | | | | |
| 14. | The Advisor helps/helped me to resolve conflicts | | | | | |
| 15. | The Advisor helps/helped me delegate tasks | | | | | |

B. Review the list of actions below. On which of the following did the Advisor train, assist, advise, or coach you? Please check all that apply.

Definitions:

Trained: The Advisor taught us skills and approaches for carrying out an activity or task. *Example: The Advisor held a training session on how to write sections of the Global Fund concept note.*

Assisted: The Advisor was directly involved. He/she was responsible for completing some or all of the tasks related to the activity. *Example: The Advisor wrote sections of the Global Fund concept note.*

Advised: The Advisor directed, made recommendations, and reviewed our work in order to help us carry out an activity or task. *Example: The Advisor reviewed the draft Global Fund concept note and gave specific feedback and recommendations on how to improve it.*

Coached: The Advisor helped us to reflect and identify next steps and/or solutions on our own in order to accomplish an action or task. *Example: The Advisor asked us questions and listened in order to help us identify issues with the Global Fund concept note. He/she did not tell us what to do, but rather helped us to decide on our own.*

n/a: Not applicable.

| | | Trained | Assisted | Advised | Coached | n/a |
|--------------------------------|--|---------|----------|---------|---------|-----|
| National Strategic Plan | | | | | | |
| 1. | Revision or drafting of the National Strategic Plan | | | | | |
| 2. | Development of strategies for implementing the National Strategic Plan | | | | | |
| 3. | Development of workplans for implementing the National Strategic Plan | | | | | |
| 4. | Monitoring the implementation of the National Strategic Plan | | | | | |
| Human Resources | | | | | | |
| 5. | Development of job descriptions for NMCP staff | | | | | |
| 6. | Reviews of job descriptions for NMCP staff | | | | | |
| 7. | Review of the NMCP organogram | | | | | |
| 8. | Updates to the NMCP organogram | | | | | |
| 9. | Restructuring of NMCP human resources | | | | | |
| 10. | Evaluations of staff skills | | | | | |

| | | Trained | Assisted | Advised | Coached | n/a |
|------------------------------|--|---------|----------|---------|---------|-----|
| 11. | Development of staff professional/skills development plans | | | | | |
| 12. | Professional coaching of NMCP staff | | | | | |
| 13. | Recruitment of new staff | | | | | |
| 14. | Onboarding of new staff | | | | | |
| Global Fund reporting | | | | | | |
| 15. | Drafting of the Programmatic Update | | | | | |
| 16. | Review of the Programmatic Update | | | | | |
| 17. | Responses to Global Fund questions | | | | | |
| 18. | Resolutions of conditions precedent | | | | | |
| 19. | Justification of grant expenditures | | | | | |
| 20. | Communication with the Country Portfolio Manager | | | | | |
| 21. | Communication with PR/SRs | | | | | |
| 22. | Communication with the local funding agent | | | | | |

| | | Trained | Assisted | Advised | Coached | n/a |
|-----------------------------------|---|---------|----------|---------|---------|-----|
| 23. | Training of NMCP staff on reporting | | | | | |
| Global Fund concept note | | | | | | |
| 24. | Coordination of concept note planning meetings | | | | | |
| 25. | Drafting of concept note | | | | | |
| 26. | Grant negotiation | | | | | |
| 27. | Development of concept note budget | | | | | |
| 28. | Revision of concept note | | | | | |
| 29. | Development of concept note supporting documents (operational plan, etc.) | | | | | |
| 30. | Communication with the Global Fund during concept note development | | | | | |
| Monitoring and evaluations | | | | | | |
| 31. | Collection of monthly malaria data | | | | | |
| 32. | Analysis of monthly malaria data | | | | | |

| | | Trained | Assisted | Advised | Coached | n/a |
|------------------------------|--|---------|----------|---------|---------|-----|
| 33. | Timely submission of monthly malaria data by district | | | | | |
| 34. | Training for NMCP staff on M&E | | | | | |
| Partner coordination | | | | | | |
| 35. | Scheduling of meetings with NMCP partners | | | | | |
| 36. | Drafting agendas for partner meetings | | | | | |
| 37. | Following up on action items from partner meetings | | | | | |
| 38. | Institution of regular thematic working group meetings | | | | | |
| 39. | Coordination of partner activities | | | | | |
| Internal coordination | | | | | | |
| 40. | Establishment of regular staff coordination meetings | | | | | |
| 41. | Note keeping during regular staff meetings | | | | | |
| 42. | Dissemination of meeting notes to staff | | | | | |
| 43. | Drafting of agendas for staff meetings | | | | | |

| | | Trained | Assisted | Advised | Coached | n/a |
|----------------------------------|---|---------|----------|---------|---------|-----|
| 44. | Establishment of regular technical team meetings | | | | | |
| 45. | Timekeeping during meetings | | | | | |
| Governance | | | | | | |
| 46. | Production of procedures manuals | | | | | |
| 47. | Drafting of standard operating procedures (SOPs) for NMCP operations | | | | | |
| 48. | Revision of malaria control guidelines (prevention and/or treatment) | | | | | |
| 49. | Dissemination of guidelines | | | | | |
| Strategies and innovation | | | | | | |
| 50. | Development of innovative strategies | | | | | |
| 51. | Implementation of innovative strategies | | | | | |
| 52. | Operational planning of grant activities (LLIN campaigns, efficacy studies, supportive supervision, etc.) | | | | | |
| 53. | Implementation of grant activities | | | | | |

SECTION 2

STEP 1: First, read column A. In column B, place a **(B)** on the step signifying how confident you felt about your ability to (statement in box) **BEFORE** the arrival of the advisor in **January 2014**. Place an **(N)** on the step indicating how confident you feel about your ability to (statement in box) **NOW**. Leave Column C blank until you have completed this step. Low on the step indicates that you are Not Confident At All, middle on the step indicates that you are Fairly Confident, and high on the step indicates that you are Very Confident.

STEP 2: After you have completed step 1, review this list again and indicate in column C, write how much influence you think the Advisor's support had on the change (if any) on a scale from 1 to 3:

1 = No influence 2 = Some influence 3 = Significant influence

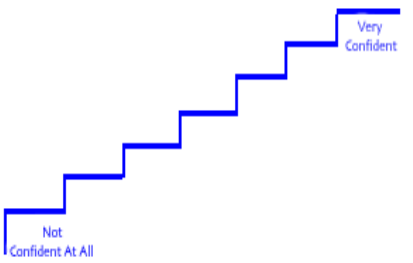
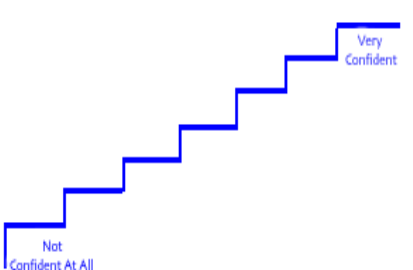
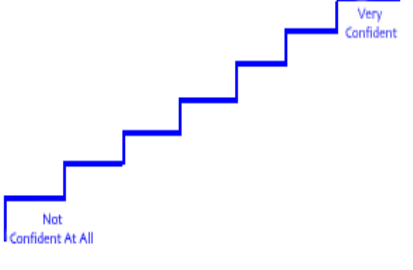
| | A | B | C | | A | B | C | |
|----|--|---|--|--|----|---|--|-------------|
| EX | EXAMPLE 1: Follow the code of conduct in my daily work | | 1 2 3 | | EX | EXAMPLE 2: Plan and facilitate meetings | | 1 2 3 |
| | | <div style="border: 1px solid green; padding: 5px; width: fit-content; margin: 10px auto;">1. Read the action</div> | <div style="border: 1px solid green; padding: 5px; width: fit-content; margin: 10px auto;">2. Indicate how confident you were in carrying out the action before the Advisor arrived.</div> | <div style="border: 1px solid green; padding: 5px; width: fit-content; margin: 10px auto;">3. Indicate how confident you are in carrying out the action NOW.</div> | | | <div style="border: 1px solid green; padding: 5px; width: fit-content; margin: 10px auto;">4. Rate how much influence you think the Advisor had on any change in confidence.</div> | |

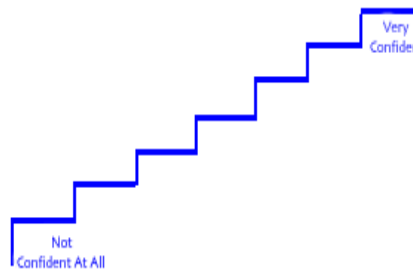
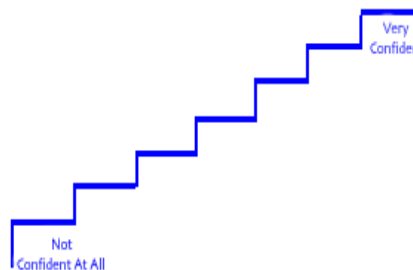
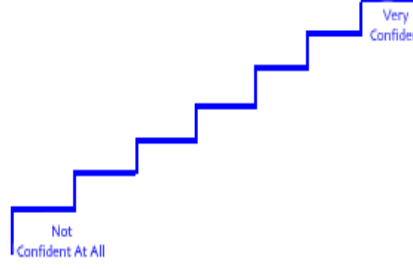
In Example 1, you were not very confident in your ability to follow the code of conduct before the Advisor arrived, and now you are a moderately confident. You think the Advisor had some influence on this change.

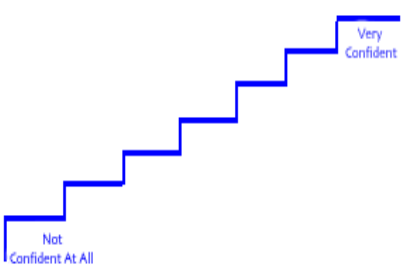
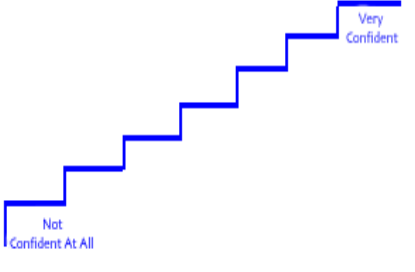
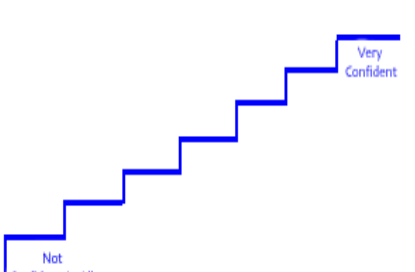
In Example 2, you were moderately confident in your ability to plan and facilitate meetings before the Advisor arrived and are still moderately confident. You don't think the Advisor had any influence on your ability to plan and facilitate meetings.

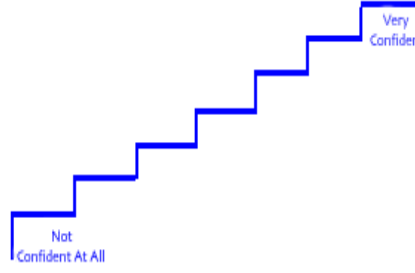
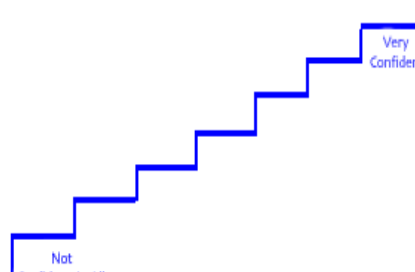
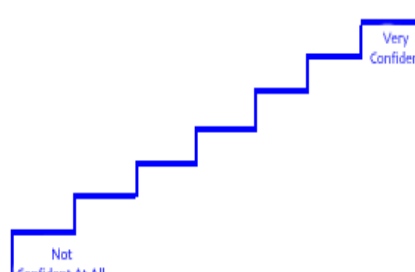
| | A | B | C |
|---|--|---|-------------|
| 1 | Carry out all of your job responsibilities | | 1 2 3 |
| 2 | Articulate the NMCP's mission | | 1 2 3 |
| 3 | Articulate the NMCP's strategy | | 1 2 3 |

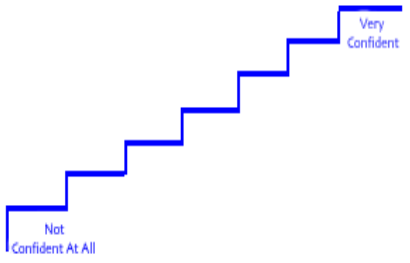
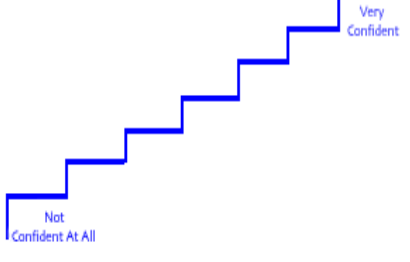
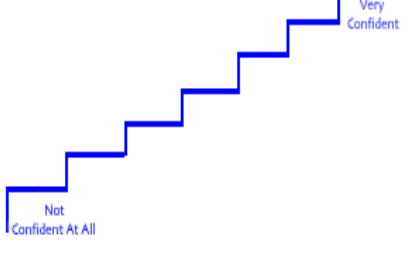
| | A | B | C |
|---|---|---|-------------|
| 4 | Describe the NMCP's structure and lines of accountability | | 1 2 3 |
| 5 | Establish, practice, and enforce codes of conduct | | 1 2 3 |
| 6 | Give feedback to coworkers | | 1 2 3 |

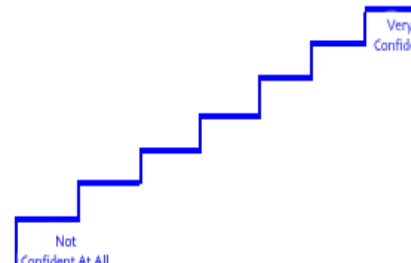
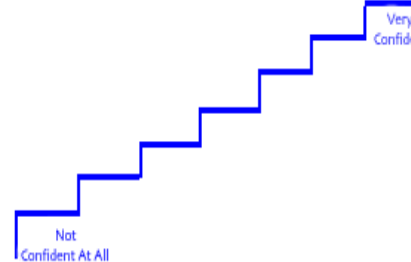
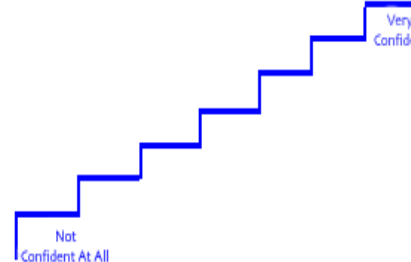
| | | | |
|---|---|--|-------------|
| 7 | Receive feedback from coworkers |  | 1 2 3 |
| 8 | Identify your own values, strengths, and weaknesses |  | 1 2 3 |
| 9 | Analyze challenges |  | 1 2 3 |

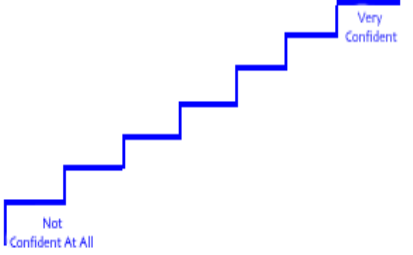
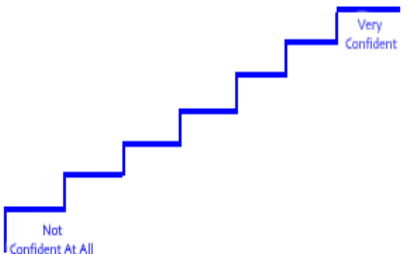
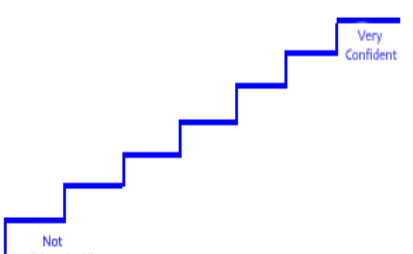
| | | | |
|----|---|--|-------------|
| 11 | Discuss and analyze challenges with your coworkers |  | 1 2 3 |
| 12 | Bring stakeholders together to discuss or address a shared challenge |  | 1 2 3 |
| 13 | Meet with your group to develop a team or organizational plan that defines activities, timeline, and responsibilities |  | 1 2 3 |

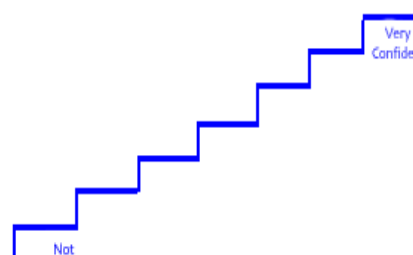
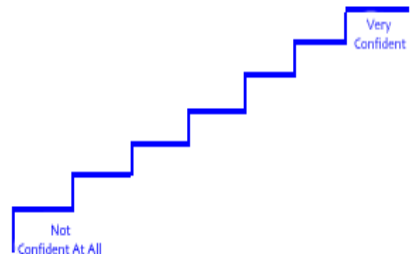
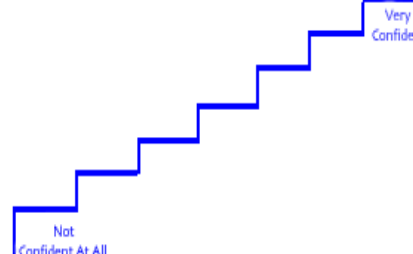
| | | | |
|----|---|--|-------------|
| 10 | Identify solutions for challenges |  | 1 2 3 |
| 15 | Advocate for adequate resources (money, people, and materials) for carrying out plans |  | 1 2 3 |
| 16 | Link your team's goals with the overall national malaria strategy |  | 1 2 3 |

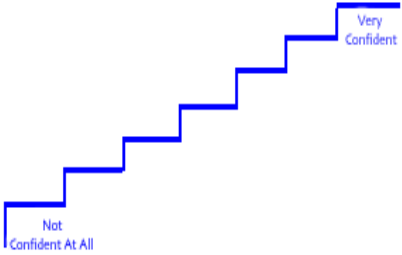
| | | | |
|----|---|--|-------------|
| 14 | Communicate team or organizational plans to stakeholders |  | 1 2 3 |
| 19 | Integrate multiple systems (financial, programmatic, M&E) to coordinate work |  | 1 2 3 |
| 20 | Empower more marginalized voices (junior staff, women, new hires, etc.) by giving them a voice in decision-making |  | 1 2 3 |

| | | | |
|----|---|--|-------------|
| 17 | Balance competing demands on your time |  | 1 2 3 |
| 18 | Determine priority actions for achieving your desired results |  | 1 2 3 |
| 23 | Resolve conflicts at work |  | 1 2 3 |

| | | | |
|----|---|--|-------------|
| 21 | Strengthen work processes to implement the National Strategic Plan |  | 1 2 3 |
| 22 | Ensure that your activities effectively support the National Strategic Plan |  | 1 2 3 |
| 27 | Identify Global Fund grant management needs and priorities |  | 1 2 3 |

| | | | |
|----|---|--|-------------|
| 24 | Describe a common vision for your desired results |  | 1 2 3 |
| 25 | Review monitoring data for trends |  | 1 2 3 |
| 26 | Use monthly data to make decisions |  | 1 2 3 |

| | | | |
|----|--|--|-------------|
| 28 | Adjust plans and resources as circumstances change |  | 1 2 3 |
| 29 | Train NMCP and district staff on the use of monthly monitoring reports |  | 1 2 3 |
| 30 | Invite participation in planning and implementation from all parties affected by your technical unit |  | 1 2 3 |

| | | | |
|----|--------------------------------------|---|-------------|
| 31 | Use aggregate data to make decisions |  <p>The graph is a blue step-line that starts at the bottom left with the text 'Not Confident At All' and moves in a series of seven upward steps to the top right, ending with the text 'Very Confident'.</p> | 1 2 3 |
|----|--------------------------------------|---|-------------|

Other comments or feedback:

