Enhancing the effectiveness of LFAs – Key Principles and Best Practices

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## 1. Best Practices – Country Team / LFA COMMUNICATION

### Country Team Actions

1. Clearly communicate expectations to LFA for each deliverable, including in-country missions – refer to slide 7.

2. Provide timely and constructive feedback to LFAs on quality of deliverables.

3. Copy/include LFA consistently in relevant communications with in-country stakeholders so that the LFA can add maximum value when providing recommendations to the Country Team.

4. Share with LFA mission reports with key action points and responsible actors, and relevant info that the Country Team might have from other sources which might not be known to the LFA.

5. Participate in LFA-PR de-briefs for critical LFA services to have timely information on key issues.

### LFA Actions

1. Proactively provide timely updates to Country Team when important issues are uncovered and/or agreed timelines shift.

2. LFA reports: provide executive summary and prioritize findings drawing the Country Team’s attention to the most critical ones.

3. Ensure open lines of communication between LFA experts and Country Team technical specialists.

4. Ensure all LFA experts are up-to-date and kept in the loop on key discussions, e.g. service planning and scoping and Country Team requirements.

### Country Team & LFA Actions

1. Agree ahead of time on preferred communication methods and styles.

2. Schedule regular calls between full LFA team and Country Team to ensure everyone is on the same page.

3. Facilitate direct communication between LFA experts and Country Team Specialists.

4. Facilitate communication by making use of available tools/social media (e.g., whatsapp, webex, MS Teams etc.)
## 2. Best Practices – LFA Service Planning

<table>
<thead>
<tr>
<th><strong>Country Team Actions</strong></th>
<th><strong>LFA ACTIONS</strong></th>
<th><strong>Country Team &amp; LFA Actions</strong></th>
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<tbody>
<tr>
<td>1. Involve LFA early and in all stages of planning of critical activities/processes, such as grant making.</td>
<td>1. Proactively input and make suggestions on annual LFA service scheduling.</td>
<td>1. Collaborate on creating a yearly work-plan and re-visit implementation/required changes to the plan regularly.</td>
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<tr>
<td>2. Inform LFA of changes to service schedule with adequate notice to ensure LFA expert availability.</td>
<td>2. Include the relevant LFA experts in discussion with Country Team on planning and scoping LFA services.</td>
<td>2. Collaborate and agree on clear and relevant TORs/ scope of work before each deliverable/mission.</td>
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<td>3. Timely planning of Country Team missions and sharing of agenda in advance with all key actors, including clarify expected role of LFA during mission.</td>
<td>3. Ensure LFA expert availability coincides with the deliverables’ timelines.</td>
<td>3. For missions: discuss talking points and key issues to address ahead of time</td>
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<td>4. Proactively plan and track timeliness of submission of LFA deliverables and alert Country Team of any potential delays before they occur.</td>
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### 3. Common challenges LFAs may face and potential solutions

<table>
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<tr>
<th>CHALLENGES</th>
<th>POSSIBLE SOLUTIONS</th>
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<tbody>
<tr>
<td>Expectations vary across Country Teams</td>
<td>Proactively clarify expectations related to ways of working, deliverables and deadlines. Agree on TORs prior to commencing services.</td>
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<tr>
<td>Country context – politics, security, etc.</td>
<td>Open &amp; continuous dialogue between CCM &amp; Country Team &amp; partners with LFA being informed</td>
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<tr>
<td>Expectations/scope of service vs LoE</td>
<td>Agree with the Country Team on TORs &amp; LoE prior to commencing services</td>
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<td>Scope creep</td>
<td>Create clear TORs and notify Country Team as soon as it's apparent that additional work may be needed</td>
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<td>Tight timelines</td>
<td>Proactive planning and coordination between all relevant parties, timely communication on expectations and feasibility of meeting timeline</td>
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<tr>
<td>Availability and quality of data</td>
<td>Flag issues early to Country Team</td>
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3. Common Challenges – cont’d

**CHALLENGES**

- Checklist & tools too broad in scope/not always relevant to specific context
- Focused portfolios - limited interactions with stakeholders leads to limited country context
- Conflict of interest
- Additional expertise needed to address specific technical issues, e.g. laboratory equipment, sustainability and transition
- Need for more training on Global Fund requirements

**POSSIBLE SOLUTIONS**

- Tailor tools, where possible and relevant
- Country Team to include LFAs in communications. Potentially agree on some LoE to allow LFA staying up-to-date
- Proactively engage with LFA Coordination team and Country Team to explore what is possible and what is not
- Discuss with Country Team potential gaps in expertise and how to address them. Keep an eye on Global Fund available resources on this topic
- Use guidelines and documents available on [Global Fund website](#), in-person trainings, peer-to-peer coaching, create forums to exchange best practices & lessons learnt
4. Key Global Fund Expectations of LFA Service Delivery

- **Value-adding LFA services**
- **Timely delivery of LFA services**
- **Strong collaboration between LFA team members**
- **Tap into available relevant information from partners and others to inform LFA work**
- **Debrief with stakeholders for feedback/corrections**
- **Moving beyond compliance towards strategic analysis and advice**

**Clear and actionable reports with prioritized recommendations that are smart and realistic**

**Evidence-based findings**

**Recommendations that are linked to root cause analysis**

**Internal quality control steps embedded throughout LFA service delivery**

**Proactively alert Country Team on issues early and highlight key issues in executive summary/e-mail**

**Share best practices and implement consistently**
5. The A to Z of conducting an LFA review of a PUDR – a best practice example

Before

a. Country Team/LFA/PR
Agree on Timelines
Plan for staggered reviews where possible.

b. Country Team /LFA
Agree on Scope of Work
Ensure to address methodology, LoE and experts availability.

c. LFA Team Kick-off Meeting
Agree how each expert contributes to the deliverable and collaboration across functional expertise.

d. LFA Requests Documents
LFA sends PR preliminary list of documents needed.

As per the diagram:

e. LFA –PR Planning Meeting
Confirm timelines, discuss challenges and incomplete information/documents.

During

i. Prioritize and consider practicality of recommendations
Recommendations should be smart and actionable. Consider time to implement, impact of recommendations when choosing priorities.

h. Integrate Findings
Ensure all parts of PUDR are consistent. Some LFAs hold second internal meeting to review as a team.

g. Consider All Possible Inputs
Previous PU/PUDR, knowledge from spot checks and other reviews, recurring problems, etc.

j. Address Disclaimers
Be clear in report about limitations faced.

k. Internal Quality Review
LFA team leader and senior team members perform internal quality review.

l. PR Debrief
Discuss findings and confirm LFA understanding (i.e., finding not born out of incorrect information). Do not discuss recommendations. Invite CCM oversight committee. Country Team to join when possible.

m. Submit Report to Country Team
Highlight key findings in email accompanying report. Draft performance letter, as agreed with Country Team (especially for focused portfolios).

n. Country Team Issues Performance Letter
To be done ASAP

Submission

May not be necessary for experienced PRs

f. Continuous Communication with Country Team
Notify Country Team as early as possible of potential delays in document submission and/or incomplete documents. Significant issues identified to be flagged to Country Team immediately.