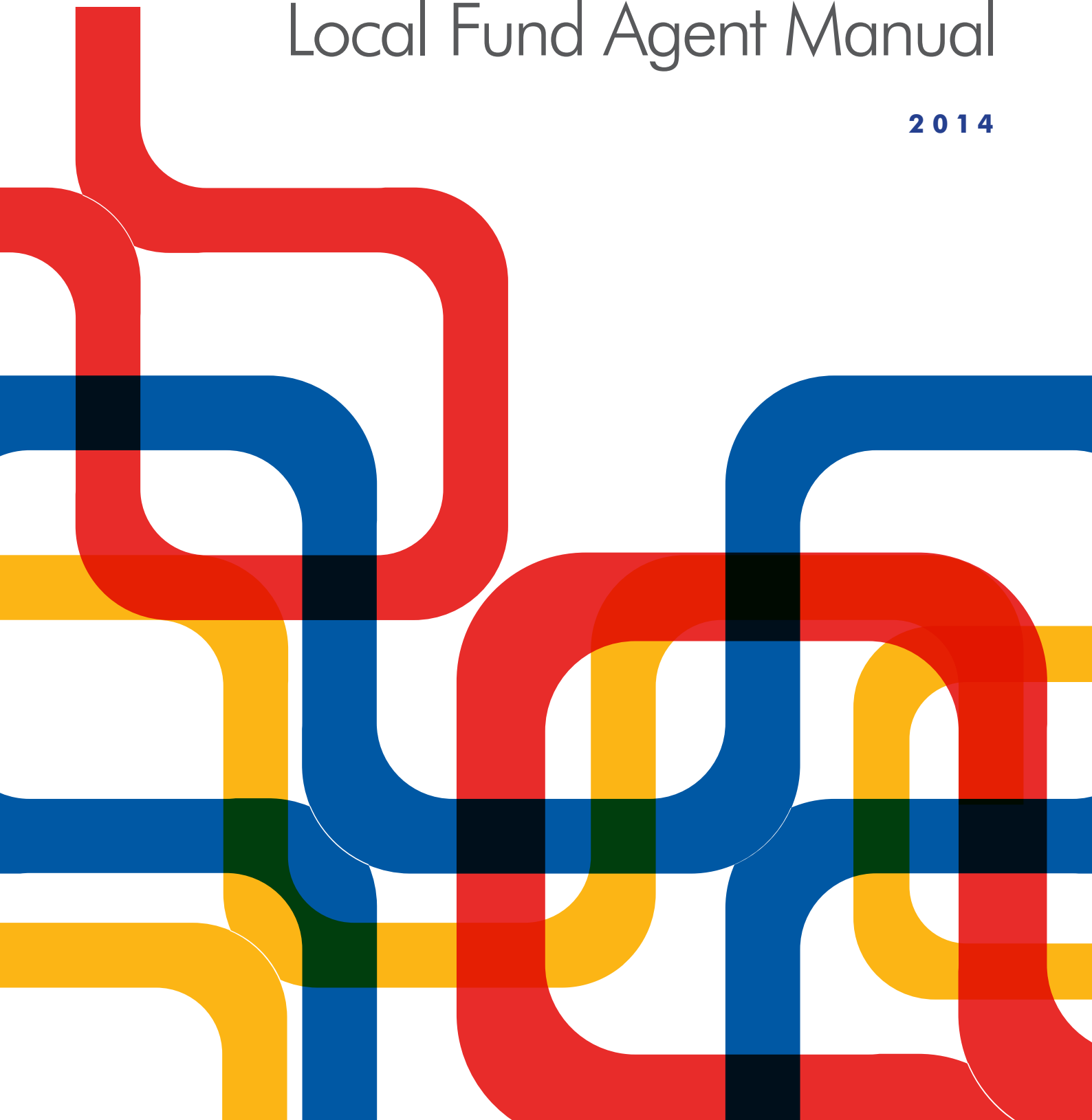


# Local Fund Agent Manual

**2014**



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## FOREWORD

The Global Fund galvanizes support for the fight against AIDS, TB and malaria, working with partners to support the most effective prevention and treatment. It was created in 2002 and supports programs of prevention, treatment, care and health systems strengthening in more than 140 countries.

The Global Fund has become the main multilateral funder in global health, channeling four-fifths of the international financing provided to fight TB, half the funds provided for malaria, and a fifth of the international financing against AIDS. Through innovative partnerships with governments, civil society, United Nations agencies, the private sector and key affected communities, the Global Fund has proven itself to be an effective vehicle that fosters collaborative efforts to defeat the three diseases.

As of end 2013, Global Fund-supported programs around the world were supporting 6 million people on antiretroviral (ARV) therapy for AIDS, had diagnosed and treated 11.2 million people for TB, and had distributed 360 million insecticide-treated nets to protect families against malaria.

Local Fund Agents have made a vital contribution to these achievements. Local Fund Agents are critical partners in achieving the Global Fund's vision of a world free from the burden of AIDS, TB and malaria.

The Global Fund is a continually evolving organization, responding to the needs of countries and those of the populations which it serves in order to better ensure the greatest value and the maximum impact from its investments.

This has led to the development of new ways of working and, most particularly, the implementation of the new funding model, which significantly changes the way countries request funding and invest in programs to fight the diseases.

Needless to say, this has meant that the role of the Local Fund Agent has also had to evolve to meet these new ways of working. In particular, it has meant that the work of the Local Fund Agent is increasingly tailored to match local risks and the local environment.

This Local Fund Agent Manual provides information on the role of the Local Fund Agent, their tasks and is supplemented by tools and guidelines which are available on the Global Fund website.

As the process of evolution continues, the Local Fund Agent Manual is updated on a regular basis to remain relevant and useful; your comments and suggestions for improvement are more than welcome.

**Mark Eldon-Edington**  
**Head, Grant Management**

## INTRODUCTION

The Global Fund has undergone many significant changes since the publication of the first edition of the Local Fund Agent (LFA) Manual in 2008. Changes have been made to its architecture, processes and policies, following directives from the Board to focus on investing more strategically and for greater impact. There has also been a significantly increased focus on the role of the LFA.

This Manual is intended to provide LFAs with a comprehensive reference document to assist in their daily work. However, the LFA Manual is not intended to be a ‘one stop shop’ for all information that LFAs may require. Instead it is a resource for Global Fund policies and processes relevant to the work of LFAs, and gives insight into recent developments that affect the LFA role. In addition to being familiar with the content of the LFA Manual, LFAs should refer to other available Global Fund tools and guidelines, which also provide more detailed information on processes and Global Fund expectation regarding the LFAs’ work to be conducted. LFAs are expected to consult the Global Fund on any issues/questions that arise during their work not covered in these documents.

More than ever, LFAs are required to approach their work with flexibility and a risk-based approach in order to tailor their services to meet the Global Fund’s needs. Level of effort and timeframe, where specified in the document, are indicative and will be agreed based on the risks and implementation environment in each case. Specific expertise required for particular services will likewise be agreed between the LFA and the Global Fund.

Key changes in this version of the manual are:

1. Updates on policy developments since publication of the previous edition (e.g. the new funding model and access to funding).
2. Information on how recent changes to Global Fund processes affect the role of the LFA.
3. Inclusion of the description of new services and alignment of the LFA services described in the Manual with those included in the LFA budgets/work plans.

The structure of the Manual was modified to reflect the changes the Global Fund has undergone:

Section A	Provides an introduction to the Global Fund, including the funding process, core elements of the Global Fund model and principles and values that underpin its business.
Section B	Deals with practical arrangements such as LFA procurement, communication protocols and performance management and sets out principles that must be adhered to in the performance of the LFA role.
Sections C through F	Comprises the specifics of the LFA role, including work related to access to Global Fund funding, ongoing grant management and the closure of a grant, and certain special circumstances that LFAs may need to engage in.
Section G	Sets out some Global Fund essentials in areas of finance, monitoring and evaluation, procurement and supply management; it also provides information regarding Country Coordinating Mechanisms and highlights issues relating to health systems strengthening, and community, rights, and gender aspects in Global Fund supported programs.

We hope that you find this third edition a useful tool for you in your important role as LFA.

Since the publication of earlier editions of the LFA Manual, the Global Fund has published other useful **resource documents**, which may assist LFAs in performing their duties. One key resource is the Global Fund's Operational Policy Manual, which is an up-to-date resource for Global Fund policies. These and other resources are available on the Global Fund's website at the following link: <http://www.theglobalfund.org/en/library/documents/>

Please refer to the **LFA webpage** for links to all relevant LFA tools and guidelines  
<http://www.theglobalfund.org/en/lfa/documents/?lang=en>

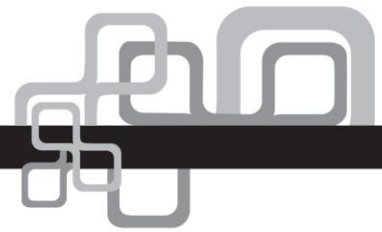
Frequent reference is made throughout the Manual to **decisions made by the Global Fund's Board**. All decisions are posted on the Global Fund's website, and can be accessed from the following webpage: <http://www.theglobalfund.org/en/board/decisions/?lang=en>.

This LFA Manual has been developed as a reference resource to assist Global Fund Local Fund Agents in the performance of their functions. It draws extensively from existing Global Fund policy documents, guidelines and tools and is not intended to replace those documents. LFAs are directed to the original source documents for further information and to the applicable tools and guidelines for use in practice.

## Annex Abbreviations

<b>ACT</b>	Artemisinin-based Combination Therapy
<b>AFR</b>	Annual Financial Reporting
<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>ART</b>	Antiretroviral treatment or antiretroviral therapy
<b>ARV(s)</b>	Antiretroviral(s)
<b>ASP</b>	Additional Safeguards Policy
<b>CAT</b>	Capacity Assessment Tool
<b>CBS</b>	Capacity-building Services
<b>CCM</b>	Country Coordinating Mechanism
<b>COS</b>	Continuity of Services
<b>COI</b>	Conflict of Interest
<b>CP</b>	Condition precedent
<b>CSE</b>	Cost Sharing Element (relates to Green Light Committee)
<b>CSS</b>	Community Systems Strengthening
<b>CT</b>	Country Team
<b>CV</b>	Curriculum Vitae
<b>DDR</b>	Drug Disbursement Request
<b>DFID</b>	Department for International Development (Government, United Kingdom)
<b>DQA</b>	Data Quality Audit
<b>EFR</b>	Enhanced Financial Reporting
<b>EID</b>	Early Infant Diagnostics
<b>ERP</b>	Expert Review Panel
<b>FA</b>	Fiscal Agent or Fiduciary Agent
<b>FMS</b>	Financial Management and Systems
<b>FPA</b>	Fund Portfolio Assistant
<b>FPM</b>	Fund Portfolio Manager
<b>GAC</b>	Grant Approvals Committee
<b>GDF</b>	Global Drug Facility
<b>GLC</b>	Green Light Committee
<b>HI</b>	High Impact
<b>HIV</b>	Human Immunodeficiency Virus
<b>HMIS</b>	Health Management Information System
<b>HR</b>	Human Resources <u>or</u> Human Rights
<b>HSFP</b>	Health Systems Funding Platform
<b>HSS</b>	Health Systems Strengthening
<b>HQ</b>	Headquarters
<b>IA</b>	Implementation Arrangements
<b>IDU</b>	Injecting drug users
<b>IG</b>	Inspector General
<b>IL</b>	Implementation Letter
<b>INGO</b>	International Non-Governmental Organization
<b>IQC</b>	Indefinite Quantity Contract
<b>IRS</b>	Indoor Residual Spraying
<b>LFA</b>	Local Fund Agent
<b>MA</b>	Management Action
<b>MDG</b>	(United Nations) Millennium Development Goal

<b>MDR-TB</b>	Multidrug-resistant tuberculosis
<b>M&amp;E</b>	Monitoring and Evaluation
<b>M&amp;ESS</b>	Monitoring and Evaluation Systems Strengthening
<b>MSM</b>	Men Who Have Sex with Men
<b>NDRA</b>	National Drug Regulatory Authority
<b>NFM</b>	New Funding Model
<b>NGO</b>	Non-Governmental Organization
<b>NSA</b>	National Strategy Application
<b>OIG</b>	Office of the Inspector General
<b>OPM</b>	Operational Policy Manual
<b>OPN</b>	Operational Policy Note
<b>OSDV</b>	On-site Data Verification
<b>PBF</b>	Performance-based funding
<b>PEPFAR</b>	United States President's Emergency Plan for AIDS Relief
<b>PET</b>	Performance Evaluation Tool
<b>PF</b>	Performance Framework
<b>PHPM</b>	Pharmaceutical and Health Products Management
<b>PMC</b>	Program Management Capacity
<b>PMTCT</b>	Prevention of Mother to Child Transmission
<b>PO</b>	Program Officer <u>or</u> Purchase Order
<b>PPM</b>	Pooled Procurement Mechanism
<b>PQR</b>	Price and Quality Reporting
<b>PR</b>	Principal Recipient
<b>PSM</b>	Procurement and Supply Management
<b>PU</b>	Progress Update
<b>QA</b>	Quality Assurance
<b>QC</b>	Quality Control
<b>QoS</b>	Quality of Services
<b>PU/DR</b>	Progress Update and Disbursement Request
<b>QUART</b>	Qualitative Risk Assessment and Tracking
<b>RCM</b>	Regional Coordinating Mechanism
<b>RDQA</b>	Routine Data Quality Assessment
<b>RMNCH</b>	Reproductive, Maternal, Newborn and Child Health
<b>RO</b>	Regional Organization
<b>RSQA</b>	Rapid Service Quality Assessment
<b>SC</b>	Special Condition
<b>SCMA</b>	Supply Chain Management Assistance
<b>SDA</b>	Service delivery area
<b>SDP</b>	Service delivery point
<b>SR</b>	Sub-recipient
<b>SRA</b>	Stringent Drug Regulatory Authority
<b>SSF</b>	Single Stream of Funding
<b>SSR</b>	Sub-sub-recipient
<b>SWAp</b>	Sector-wide approach
<b>TA</b>	Technical Assistance
<b>TB</b>	Tuberculosis
<b>TRP</b>	Technical Review Panel
<b>UN</b>	United Nations
<b>UNAIDS</b>	Joint United Nations Programme on HIV/AIDS



**UNDP** United Nations Development Programme  
**VPP** Voluntary Pooled Procurement  
**WHO** World Health Organization  
**WHOPES** WHO Pesticide Evaluation Scheme