

Section C – Funding Request and Grant Making

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C. FUNDING REQUEST AND GRANT MAKING

C1 Introduction

This section provides an overview of the types of LFA services which may be requested leading up to the signing of Global Fund grants. It does not replace other available guidance documents on design and review of funding requests and grant making, which provide a detailed description of the relevant processes and requirements.

It is important to note that LFA involvement in funding request and grant making-related processes will be tailored on a case by case basis, as is generally the case for services provided by LFAs. The tailoring will be based, among other factors, on the country context and risk profile, the available funding level, past experience with implementers and implementation arrangements, and information requirements of the Global Fund Country Team.

As described in section B of this Manual, services requested from the LFA must be included into the annual LFA Work Plan, and the exact scope of work and Level of Effort must be agreed between the Country Team and LFA before the commencement of services.

As is generally the case, when undertaking services related to funding request and grant making, the LFA must be vigilant to maintain its independence so as to avoid any real, potential or perceived conflict of interest.

It is important for LFAs to be familiar with the latest policies and guidance available on the Global Fund funding model and related processes when performing services. The information provided in the LFA Manual does not substitute the relevant Global Fund policies and guidelines.

- The [Operational Policy Manual](#) outlines policies and agreed approaches for their implementation.
- The Global Fund has dedicated a section of its website to the [funding model](#), providing relevant information for prospective applicants and other interested parties.

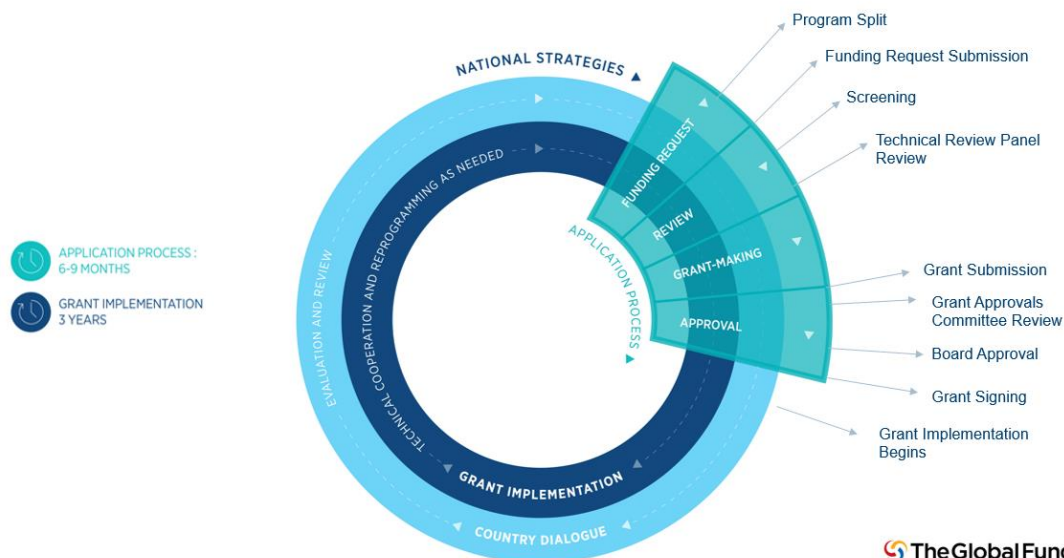
C1.1 The Funding Model

For full details on the below described processes/requirements, please refer to these documents:

- [Operational Policy Note and Procedures on Design and Review of Funding Requests](#)
- [Operational Policy Note and Procedures on Make, Approve and Sign Grants](#)
- [Global Fund Funding Model](#)

The funding model is designed to enable the Global Fund to invest its resources most strategically and to achieve maximum global impact by supporting the scale up of interventions and activities to defeat the three diseases. It continuously evolves based on new needs, learning and realities and brings together key stakeholders to fight the three diseases, including governments, civil society, people affected by the diseases, technical partners, the private sector and other partners.

The funding cycle runs in three-year periods, known as allocation periods or funding periods, and the application process is repeated each period. Countries apply for funding from the Global Fund through a multistep process and inclusive consultations at the country level. After technical review and approval of the funding requests, countries implement their grants. Evaluation and oversight continue throughout implementation to monitor progress and performance.



Whether a country or region is eligible for Global Fund support is determined by their income level and disease burden. More specifically, [eligibility](#) is determined by a country's income classification, as measured by gross national income per capita, and official disease burden classification.

The Global Fund designates most funding to **countries**, while some funding is dedicated to multi-country grants. Applying for funding allocated to countries is the responsibility of the Country Coordinating Mechanism, which is a national committee that includes representatives of all sectors. Through the Country Coordinating Mechanism, each country that receives an allocation submits funding requests for eligible disease components on behalf of the country as a whole.

The Global Fund serves the needs of countries, but diseases do not respect borders. Sometimes the most effective solution is one that brings together several countries or regions. Through **multi-country funding**, the Global Fund addresses a limited number of key multi-country priorities deemed critical to fulfill the aims of the Global Fund strategy and not addressed through country allocations alone.

At the beginning of every three-year funding cycle, the Global Fund communicates to an eligible country its [allocation](#) through an allocation letter which contains key information to guide the country's funding request. It is the maximum amount that a country may receive for its funding requests, although additional funding may be possible through other mechanisms, such as [catalytic investments](#). The Global Fund calculates the allocation funding amount based on a country's disease burden and economic capacity, refined to account for important country-specific factors.

A country's prioritized funding request is determined through a process referred to as [country dialogue](#), which is an open and inclusive conversation between different groups of people to develop health strategies to fight the three diseases and strengthen health and community systems. It includes the government, the private sector, civil society, academia, key affected populations and networks and partners. The Global Fund is an active participant in the country dialogue, but this nationally-owned and-led process is not Global Fund-specific. An ongoing inclusive country dialogue process must form part of the grant lifecycle and is essential during the funding request development stage.

For a funding request to be considered by the Global Fund, the Country Coordinating Mechanism must meet six [Country Coordinating Mechanisms Eligibility Requirements](#), two of which are assessed at the time of the funding request submission.

Rather than providing funding for a separate project, which can lead to fragmentation of efforts and a heavy administrative burden for both countries and donors, the Global Fund encourages countries to base their funding requests on their **national strategic plans**. If a country does not yet have a plan for a disease or if the plan is no longer current, countries can base their requests on an investment case.

Under the **Sustainability, Transition & Co-Financing** (STC) policy, all countries are strongly encouraged to strengthen attention to sustainability in their national planning, programs and grant design. Specific co-financing commitments that help address strategic sustainability and/or transition challenges are agreed between the Global Fund and the Grantee during grant-making. See [Sustainability, Transition and Co-Financing Guidance Note](#) and the [Operational Policy Note on Co-Financing](#) for more details on these requirements.

C1.2 Key processes - from funding request to the start of grant implementation

An application for funding takes the form of a Funding Request which is typically submitted by a Country Coordinating Mechanism and reviewed by the Technical Review Panel. Based on the Technical Review Panel's review and recommendations, the Global Fund Secretariat engages with the nominated Principal Recipient(s) in a grant-making process to translate the recommended funding request into disbursement-ready and implementation-ready grants. The final grants are reviewed by the Grant Approvals Committee before being presented for Board approval.

Develop Funding request

Using the relevant national strategic plan and country dialogue as the basis, a Country Coordinating Mechanism develops a prioritized funding request, which is the plan for how the country would use the allocated funds if approved. A funding request may be for HIV, TB, malaria and/or resilient and sustainable systems for health and can also be combined. When **developing the funding request**, applicants should be mindful of a number of elements, such as alignment with national strategies, nomination of the principal recipient(s), compliance with sustainability, transition and co-financing policy and requirements; resilient and sustainable systems for health, and others. Only one funding request may be submitted per eligible component. A request can be submitted to a review window which allows sufficient lead time for the completion of the funding request review and grant making prior to the end date of the existing implementation period. See [Funding Request Applications](#) for more information.

Review Funding Request

To ensure applications are complete and applicants are compliant with the Country Coordinating Mechanisms Eligibility, where relevant, and that funding requests are recommended for funding based on technical merit, the Global Fund Secretariat and the Technical Review Panel - an independent panel of international experts - screen and review the applications for completeness, compliance with Country Coordinating Mechanism eligibility requirements and technical soundness, respectively. The Technical Review Panel may ask for changes in an iterated submission or make recommendations for improvement. See [Technical Review Panel](#) for more information.

Make Grants

The funding request recommended by the Technical Review Panel is translated into one or more grants through a process called grant-making. The Principal Recipient, Country Coordinating Mechanism and the Global Fund Country Team, assisted by the LFA, work together to negotiate and finalize grant documents, address clarifications from the Technical Review Panel, identify residual risks and mitigating actions and address critical issues/requirements for the first annual funding decision and disbursements. The aim is to achieve a **disbursement-ready grant** for submission to the Grant Approvals Committee. See [Grant Making](#) for more information.

Before signing a grant agreement with a Principal Recipient, the Global Fund ensures that the proposed implementation arrangements, systems and capacities are adequate for effective management of the grant funds with the aim of achieving maximum impact against the three diseases. Based on the results of the **capacity assessment**, the Global Fund may propose capacity strengthening and mitigating measures for identified capacity gaps and risks, or changes to implementation arrangements. A capacity assessment is required for:

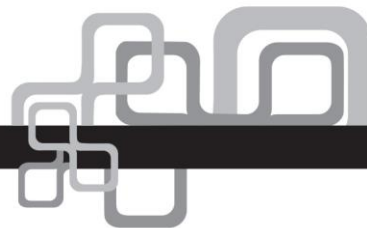
1. all new Principal Recipients who have not previously implemented a grant for the disease component; and
2. existing Principal Recipients who will be implementing new activities for which their capacity has not been previously assessed (e.g. a PR previously implemented LLIN campaigns and will now also implement case management activities).

Capacity Assessments are initiated immediately after the funding request is submitted to the TRP and normally completed prior to the receipt of TRP recommendations.

Approve Grants

A grant must be **disbursement-ready** before it is submitted to the Board for approval. This is when all required grant documents are in their final form and agreed with the Principal Recipient, adequate risk mitigation measures have been put in place, and all critical issues to be resolved before first disbursement have been addressed. Disbursement-ready grants are reviewed by the Grant Approvals Committee¹ before being submitted to the Board. The Committee will either decide to recommend the proposed grant for Board approval or refer the proposed

¹ The Grant Approvals Committee is a committee of senior management at the Global Fund, as well as representatives of technical, bilateral and multilateral partners.
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grant back for revisions or adjustments or, where changes between the funding request and the final grant are considered material, refer the proposed grant back to the Technical Review Panel.

The Global Fund Board approves the final amount for the disease component and the scope of interventions and investments negotiated by the Global Fund. Each grant agreement is signed as soon as possible after Board approval; following which the disbursement of funds and grant implementation begins.

Prepare for Implementation

Prior to the start date of the implementation period, the Global Fund Country Team assesses with help from the LFA, as required, the overall status of implementation readiness of each grant. In the event that implementation readiness is not achieved, the Global Fund Country Team and the Principal Recipient define time-bound mitigating actions for each grant to address the outstanding issues.

After the Grant Confirmation is signed the processing of the first annual funding decision and disbursement is completed. The first disbursement release is based on cash requirements in line with the approved budget. See the [OPN Annual Funding Decisions and Disbursements](#) for more information.

Implementation readiness supports the achievement of grant targets and absorption of the predefined budget.

Advanced preparations allow programmatic activities and the related use of funds to commence on the new implementation period start date.

Preparations include the early identification and contracting of human resources, sub-recipients and suppliers of health products, as well as agreeing on the work plan for the first year of implementation.



HUMAN RESOURCES
Early identification and contracting.



SUB-RECIPIENTS
Early identification and contracting.



SUPPLIERS
Early identification and contracting for health products and critical services.



WORKPLAN
Agreed implementation work plan for year one of the implementation period.



C1.3 Overview of LFA services

LFAs are key partners of the Global Fund Country Teams to ensure that the Global Fund signs well-designed and implementation-ready grants, which have feasible operational arrangements. To play a value-adding role, the LFAs should ideally be involved from the start of the funding request stage to identify gaps and risks early for timely action. Prior to starting their work, LFAs need to plan and agree with their Global Fund Country Teams the LFA scope of work to ensure that the LFA engagement is tailored to the specific portfolio context and needs.

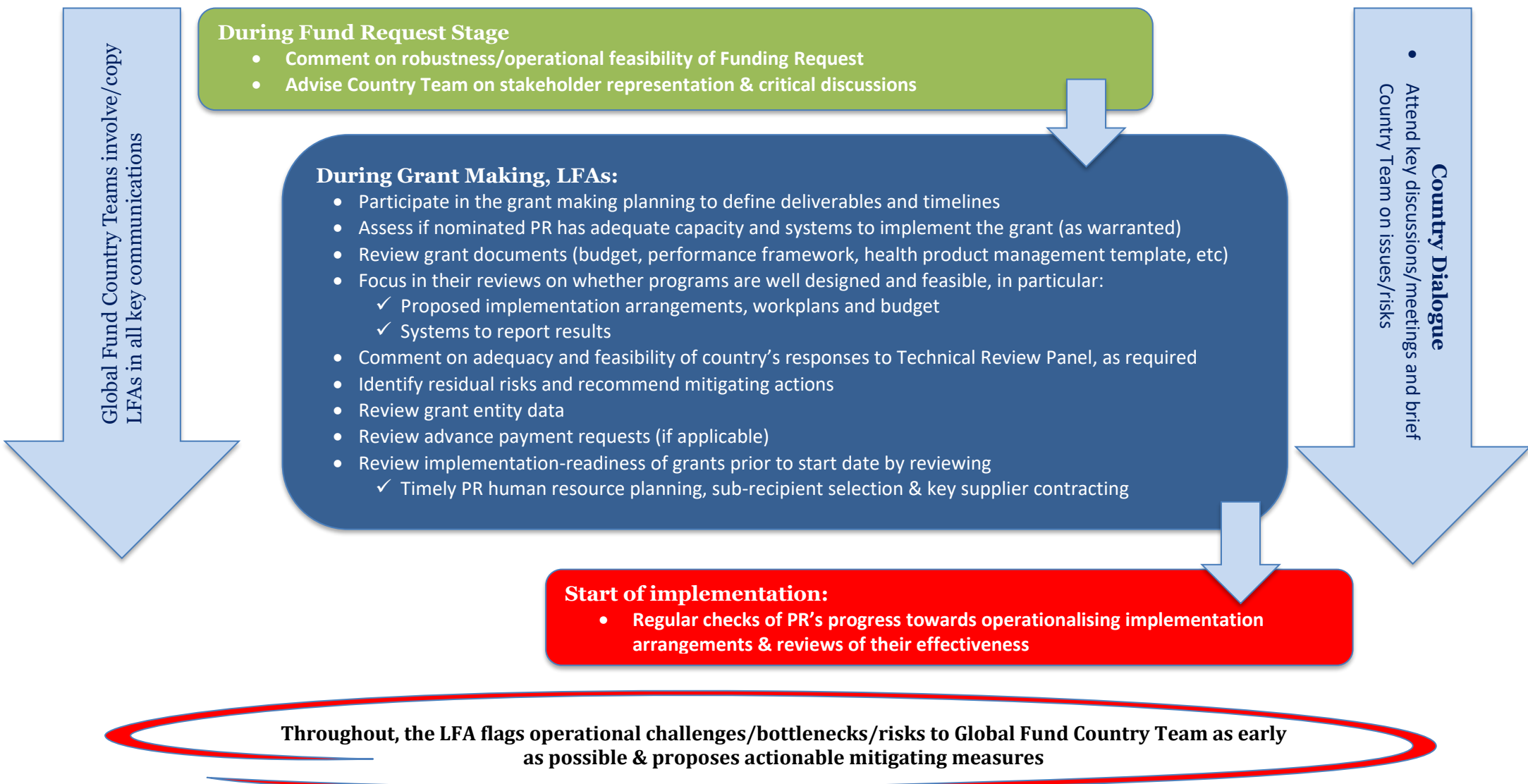
Throughout their work during the funding request and grant making stages, LFAs should flag operational challenges/risks to the Global Fund Country Team as early as possible and propose effective mitigating actions.

The Global Fund Country Team should facilitate the work of the LFA by ensuring that they involve/copy the LFA in all relevant communications between the Country Team, Country Coordinating Mechanism, Principal Recipient and/or Partners.

The expected outputs/deliverables are concisely documented for the Global Fund Country Team in the format required by the Global Fund and on-site (spot) advice to the Country Team, as and when required, for instance during and/or after meetings.

The Global Fund Country Team agrees upfront with the LFA the required scope and Level of Effort for the LFA review. The Country Team and LFA should also agree on the timeline and format to report the LFAs findings and recommendations.

LFA role during Funding Request and Grant Making

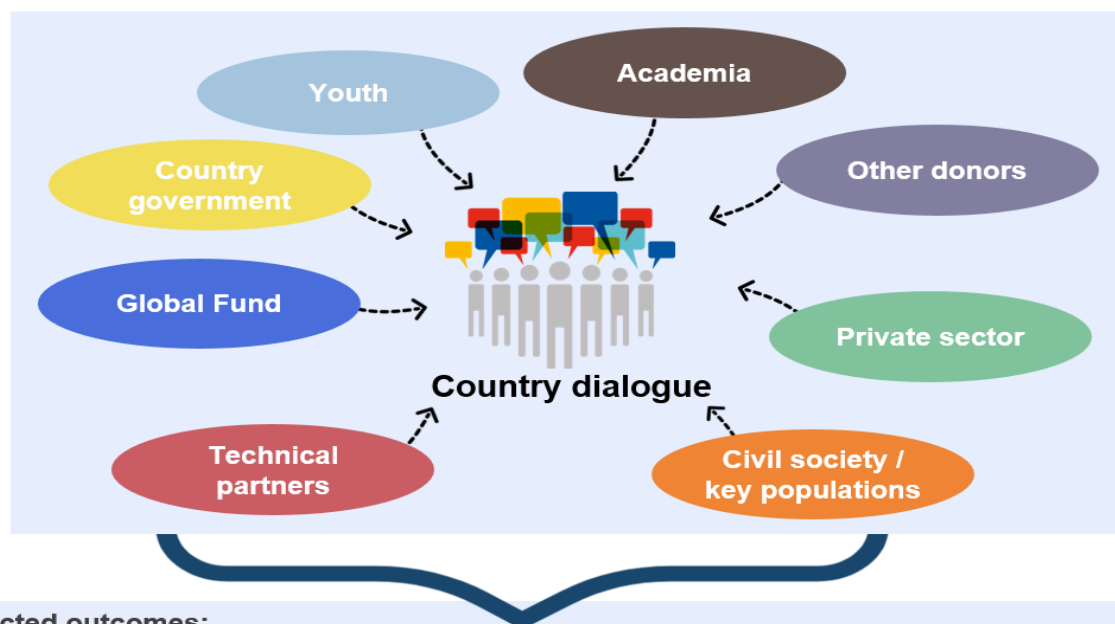


C2 Details of LFA Services

C2.1 LFA Role and Services relating to Country Dialogue

The Global Fund Country Team may request the LFA to attend key meetings/discussions as an observer based on clear Terms of Reference to ensure the LFA's independence is safeguarded². The aim is to keep the Global Fund Country Team informed and alert it to pertinent discussions/issues/risks which may require the Country Team's attention and/or follow-up.

Country dialogue & LFA role



LFA Role & expected outcomes:

- 1 Attend key discussion/meetings as observer, ensuring independence of LFA role, and brief Global Fund Country Team on pertinent issues/risks and matters which require the Global Fund's attention and follow-up.
- 2 Advise Global Fund Country Team whether country dialogue, funding request development and grant making are inclusive, transparent and the right stakeholders are consulted.

² The LFA should not be part of defining the program that they will later be requested to assess.
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C2.2 LFA Role and services during the Funding Request Stage

For full details on the processes/requirements, please refer to these documents:

- [Operational Policy Note and Procedures on Design and Review of Funding Requests](#)
- [Global Fund website](#)

During Funding Request Stage:

- Comment on robustness/operational feasibility of Funding Request
- Advise Country Team on stakeholder representation & critical discussions

The LFA does **NOT** participate in or advise the Country Coordinating Mechanism on the development of the funding request. However, based on the LFA's experience and knowledge of the country context, system capacities and implementation challenges, the LFA may be requested to:

- Comment on the content and robustness of the assumptions used in the Funding Request;
- Highlight risks of non-delivery on grant objectives;
- Review the feasibility of the proposed implementation arrangements and flag operational challenges and risks to the Global Fund Country Team;
- Provide contextual information and advise the Global Fund Country Team on issues that may impact the operational feasibility of grant implementation.
 - ✓ For example, information related to legislation that could affect implementation, the political context of the country, new priority areas like Human Rights that may not be covered in the National Strategic Plan and which are difficult to measure for impact over the three-year grant cycle; etc.
- Advise the Global fund Country Team on whether the funding request development process is inclusive, and the right stakeholders are consulted.
 - ✓ For example, for the management of malaria using community structures, the LFA may check whether the department of the ministry of health that manages community health workers is involved, as opposed to only consulting with the National Malaria Program which typically covers delivery of services through the public health system.
- Attend key discussions/meetings as observers and brief the Global Fund Country Team on pertinent issues and risks that require follow-up and action by the Global Fund.

The aim of the LFA services during the funding request stage is to support the Global Fund Country Team through early identification of issues for timely rectification to ensure the operational feasibility of the proposed program implementation arrangements. An early involvement of the LFA in the process also helps to inform value adding LFA work during the next stage - Grant Making.

The expected output/deliverable are concisely documented information for the Global Fund Country Team and on-site (spot) advice to the Country Team, as and when required, for instance during and/or after meetings.

To facilitate the work of the LFA, the Global Fund Country Team should consistently involve/copy the LFA in its discussions with the Country Coordinating Mechanism, Principal Recipient and partners. Before the LFA services commence, the Global Fund Country Team and the LFA should agree on clear Terms of References/scope of work, including which of the funding request documents the LFA should review and comment on.

The LFA should familiarize themselves with all the funding request documents. As agreed with the Global Fund Country Team, the LFA may be requested to review and comment on some of the below-listed documents. *For further details on some of the key annexes, please refer to Annex A.*

Funding Request Documents



* Not required for all applications

C2.4 LFA Role and Services during Grant Making

For full details on the processes/requirements, please refer to these documents:

- [Operational Policy Note and Procedures on Make, Approve and Sign Grants](#)
- [LFA tools and guidelines](#)
- [Global Fund website](#)

During Grant Making, LFAs:

1. Participate in the grant making planning to define deliverables and timelines
2. Assess if nominated PR has adequate capacity and systems to implement the grant (as warranted)
3. Review grant documents (budget, performance framework, health product management template, etc)
4. Focus in their reviews on whether programs are well designed and feasible, in particular:
 - ✓ Proposed implementation arrangements, workplans and budget
 - ✓ Systems to report results
5. Comment on adequacy and feasibility of country's responses to Technical Review Panel, as required
6. Identify residual risks and recommend mitigating actions
7. Review grant entity data
8. Review advance payment requests (if applicable)
9. Review implementation-readiness of grants prior to start date by reviewing
 - ✓ Timely PR human resource planning, sub-recipient selection & key supplier contracting

1. Planning Grant Making: agreeing on deliverables and timelines

Planning for grant-making is required to take place early and concurrently to the planning for the funding request, as soon as a country receives the allocation letter from the Global Fund. The Global Fund Country Team, Country Coordinating Mechanism, Principal Recipient and LFA collaborate to agree on a number of activities to accelerate grant-making; a grant-making project plan with deliverables, key milestones and timelines; confirm resourcing and complete the implementer capacity assessment, as required. The grant-making project plan will also cover the time required to undertake preparation activities to ensure implementation readiness. See [Operational Procedures – Make, Approve and Sign Grants](#).

2. Complete Capacity Assessment

For full details on the processes/requirements of the Capacity Assessment, please refer to these documents:

- [Guidelines for Local Fund Agents for Capacity Assessment of Implementers](#)
- [Capacity Assessment Tool](#)

The capacity assessment is led and finalized by the Global Fund Country Team. The LFA may be requested to undertake a tailored assessment of the principal recipient's capacities and systems. The Global Fund Country Team will determine, in consultation with the LFA, the specific areas for which it would like the LFA to provide an assessment, and agree the timing, scope of work and Level of Effort.

The assessment of these systems and capacities is done in the following functional areas using a tool called Capacity Assessment:

- Monitoring and Evaluation
- Procurement and Supply Management
- Financial Management and Systems
- Governance and Program Management (including Sub-Recipient Management)

The scope of the assessment is tailored to the type of implementer, its role in the program and existing assessment and information.

The LFA has to ensure that it provides complete, accurate and concise information to inform the assessment process. It provides inputs on the following areas (corresponding to the sections that have been tailored for the LFA to answer):

- Answer the specific questions of the assessment that the Country Team has assigned. This includes answering the capacity question, providing a capacity rating for the specific question, and proposing specific and actionable mitigating actions for all questions rated moderate or major issues.
- Provide an overall capacity rating for each section where the LFA had questions assigned to them by the Country Team. If the LFA has not been assigned to answer all questions in a specific section, the rating for that section is based only on the questions the LFA was assigned to answer.
- Provide an overall summary for the Risk Category for each category that has been assigned for the LFA review.
- Collect and submit the supporting documents requested by the Global Fund Country Team.

3. Review Grant Documents

For full details on the budget review requirements, please refer to these documents:

- [Local Fund Agent Detailed Budget Review and Recommendation Form](#)
- [Budget Review Analysis Tool](#)

Grant documents such as the Detailed and Summary Budget, Performance Framework, Health Product Management Template are developed by the Principal Recipient and reviewed by the LFA and the Global Fund Country Team in an iterative manner. LFAs have a key role to play in reviewing the grant documents and advising the Global Fund Country Team to ensure that the final documents are:

- i. accurate and clear to ensure quality and timely implementation, monitoring and reporting for the next Implementation Period;
- ii. streamlined³, in that they respond to the need for detail without becoming overly complex and difficult to report against;
- iii. aligned with the funding request that has been reviewed and recommended by the Technical Review Panel (including required clarifications);
- iv. aligned and consistent with one another (especially the key documents being the Performance Framework, Detailed and Summary Budget, Health Product Management Template and Grant Confirmation); and
- v. compliant with relevant Global Fund policies, guidelines and templates as applicable.

4. Review feasibility of program design:

When reviewing the program design, the implementation arrangements, workplans and budget as well as the systems proposed to report results, the LFA should flag potential bottlenecks/risk to the Global Fund Country Team related to the following:

- Feasibility & phasing/chronology of activities & budget when reviewing workplan, budget and Performance Framework;
- Adequacy of implementation arrangements/service delivery mechanisms;
- Check key operational drivers/enablers are in place/planned for (e.g. policies, guidelines);
- Identify implementation efficiencies (e.g. synergies with Partner investments, savings across disease programs, etc.);
- Adequacy of governance and oversight arrangements (esp. for cross-sector interventions, e.g. AGYW);
- Feasibility of systems to report results from all levels and across all types of implementers

³ Global Fund Country Teams and Principal Recipients are expected to use flexibilities available to simplify grant documents such as budget and performance frameworks for focused portfolios.

5. Review country's responses to Technical Review Panel

As required and agreed with the Global Fund Country Team, the LFA may be requested to review the country's responses to the Technical Review Panel's request for clarifications for adequacy and feasibility.

6. Identify Residual Risks and Mitigating Actions

Risks and capacity gaps that are required to be addressed as part of the design of the grant and implementation arrangements must be reflected in the finalization of grant documents. The Global Fund Country Team may request the LFA to identify any key residual risks, capacity gaps and mitigating actions. Depending on criticality, the Global Fund Country Team decides if mitigating actions will be captured (i) as legally-binding grant requirements in the Grant Confirmation to address a critical risk or issue related to program implementation, or (ii) as management actions to be communicated in a Notification Letter upon completion of grant-making, and monitored during implementation for other non-critical risks/issues.

7. Review Grant Entity Data

The LFA may be requested by the Country Team to perform a verification of the Principal Recipient core data and bank account details according to the [guidelines and templates](#) provided by the Global Fund.

8. Review Advance Payment Request

In order to support and expedite grant-making and signing, as well as program delivery, the Global Fund allows the financing of certain expenditures prior to the signing of the Grant Confirmation, subject to the conditions. Such expenditures may be pre-financed either using resources of the Principal Recipient or the Country Coordinating Mechanism which will be reimbursed from the grant after its approval by the Board and signature; or a transfer of funds from the Global Fund to the Principal Recipient prior to signing a grant agreement, which will eventually be deducted from the amount of grant funds approved by the Board. Advance payments are limited to two types of activities with unique eligibility requirements: (1) capacity building and start-up activities, and (2) health product procurement.⁴ The Global Fund Country Team may request the LFA to review the Principal Recipient's request for advance payments.

⁴ For more information, please refer to *Annex 2 - Advance Payment Mechanism* of the [Operational Policy Note – Make, Approve and Sign Grants](#)
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9. Review implementation readiness prior to the start of implementation

At the start of grant-making, the Global Fund Country Team may request the LFA to identify potential bottlenecks for achieving implementation readiness of each grant. This information will then guide stakeholders in undertaking necessary actions during grant-making to mitigate the risks.

Prior to the implementation period start date, the Global Fund Country Team assesses the overall status of implementation readiness of each grant against the defined requirements. In the event that implementation readiness is not achieved, the Country Team and the Principal Recipient define time-bound mitigating actions for each grant to address the outstanding issues.

These assessments prior and after grant-making are captured in an Implementation Readiness checklist. The Global Fund Country Team may request the LFA to assist in completing the assessment.

Implementation readiness:

- Timely contracting of Principal Recipient human resources;
- Timely sub-recipient selection and contracting of suppliers for critical products/services;
- Adequacy and feasibility of year one workplan

C2.4 LFA Role and Services at the start of implementation

Start of implementation:

- **Regular checks of Principal Recipient's progress towards operationalising implementation arrangements and reviews of their effectiveness and efficiency**

As a continuation of the LFA's reviews of implementation readiness during and at the end of grant making, the LFA may be requested to perform regular checks at the start of the program to monitor progress towards putting in place key implementation arrangements. This is to ensure a swift and effective start of implementation. These reviews may include the Principal Recipient's timely contracting of sub-recipients and contractors/suppliers, as well the recruitment of key human resources at the principal recipient. It is key that the LFA i) alerts the Global Fund Country Team to any key risks and bottlenecks; and ii) proposes actionable recommendations and mitigating measures to ensure a timely and efficient start of grant implementation.

ANNEX A - Overview of some key funding request annexes

ANNEX	SUMMARY INFORMATION	WHY IT IS REQUESTED
Essential Data Tables	<ul style="list-style-type: none"> • Pre-filled tables of indicators for HIV, TB, malaria and Resilient & Sustainable Systems for Health • Uses publicly available datasets • Applicants are encouraged to use the data as reference while developing the funding request • Applicants are encouraged to review the data and update or correct it if more recent or different data is being used for analysis 	<ul style="list-style-type: none"> • Help applicants to develop a data-based funding request • To trigger cross-cutting approaches and to help identify opportunities for integration across the broader health sector • Help Technical Review Panel review funding requests using a consistent data source
Implementation Arrangement map	<ul style="list-style-type: none"> • Outlines who will be doing what with what portion of Global Fund grant funds, as well as the relations with the national health sector structures at central and decentralized levels. • Relations should reflect all levels: from the PR downwards, with the Ministry of Health, National Program, and regional and district level entities engaged in the three diseases, as well as the donor level-flows in • A map is required for each grant. When a program is composed of various grants, an integrated implementation arrangements map for the full program may be required to show inter-linkages. 	<ul style="list-style-type: none"> • High quality implementation maps that are prepared well-ahead of grant signing will support a PR in ensuring Implementation Readiness at grant start date. Implementation Readiness is defined as the Principal Recipient ability to implement all activities defined in the grant confirmation immediately upon the grant start date. Readiness supports the achievement of grant targets and absorption of the predefined budget within the agreed timelines.
Prioritized Above Allocation Request (PAAR)	<ul style="list-style-type: none"> • Lists prioritized and costed modules and interventions not included in the allocation amount • Should be at least 30% of the allocation amount • Must be submitted at the same time as the funding request. Can be updated later in the cycle only under certain conditions. 	<ul style="list-style-type: none"> • The Technical Review Panel reviews the PAAR with the main funding request, applying the same review criteria • The Technical Review Panel considers whether interventions in the PAAR are technically sound, strategically focused and positioned to achieve the highest impact.

	<ul style="list-style-type: none"> • Approved interventions are transferred to the Register of Unfunded Quality Demand (UQD) and can be incorporated into grants if additional resources become available. 	
Funding Landscape Table	<ul style="list-style-type: none"> • Illustrates the total funding need for the health program and how the country plans to meet that need: through domestic resources, external donors, and the Global Fund investment. • Enables applicants to have a good handle on bringing to life their National Strategic Plan to achieve desired disease outcomes and how much money will be needed to finance their health programs. • Used to track co-financing compliance. 	<ul style="list-style-type: none"> • Enables the applicant to create an overview of who is paying for what, and enables the Global Fund to better partner with applicants and others involved in the disease response.
Programmatic Gap Table	<ul style="list-style-type: none"> • Summarizes national goals and targets, including key programmatic needs and gaps. • Details the change achievable by domestic and external contributions, along with Global Fund support. • Displays needs and gaps in selected modules that are key to achieving impact. • Includes coverage targets for the remaining gap after allocation that can be used to prepare PAAR. 	<ul style="list-style-type: none"> • Holistic view of expected outcomes/results to guide strategic investments. • Strategic directions of the funding aligned to National Strategic Plans/investment plan targets. • Contribution of all stakeholders in achieving national targets. • Aids in prioritization of funding request.
Performance Framework	<ul style="list-style-type: none"> • Links program goals and objectives to program areas (modules), interventions, related indicators. • Focuses on impact, outcome and coverage indicators. • Includes indicators and targets to be reported by the country. • Includes work-plan tracking measures in cases where no coverage indicators are possible- e.g. some modules for Resilient and Sustainable Systems for Health, Human Rights interventions, etc. 	<ul style="list-style-type: none"> • Statement of expected performance over the funding request period. • Reflects the ambition towards achieving program result and impact.

	<ul style="list-style-type: none"> • Developed during funding request submission and further refined during grant-making • Results against targets in the Performance Framework are used to determine disbursements to the Principal Recipient during grant implementation. 	
Budget	<ul style="list-style-type: none"> • The budget expected at the funding request stage is the initial “best estimate” by intervention and cost grouping. • The minimum information that should be included with funding request submission includes: <ul style="list-style-type: none"> • modules – selected from a prescribed list per disease component; • interventions – related to the module selected from the prescribed list; • proposed implementer(s); • cost grouping – selected from a prescribed list; • amount per year and per intervention in grant currency; and • breakdown by key populations (for programs with an HIV component). • Applicants have the option to submit a detailed budget at the funding request stage. 	<ul style="list-style-type: none"> • Provides the strategic investment and intervention choices made by the applicant. • The Technical Review Panel reviews and then may recommend adjustments to the initial budget for consideration in grant-making.