



## CALL FOR PROPOSALS

**“Strengthening high-quality health systems accessible for all”**

**Reference: AP-7PC-2018-01 / Health System Strengthening at all levels  
(local community to national) (HSS)**

**THIS CALL WILL CLOSE ON FRIDAY 23 MARCH 2018 AT MIDDAY (UTC+1)**

### **1. INTRODUCTION**

The 7% Initiative is one of two ways in which France contributes to the Global Fund against AIDS, tuberculosis and malaria (GF). The operational management of the 7% Initiative has been entrusted to Expertise France (the French international agency for technical expertise) acting under the authority of the French Ministry of Europe and Foreign Affairs (MEAE). The purpose of the 7% Initiative is to respond to requests for high-level technical expertise from GF grant recipient countries, including French-speaking countries, in order to support and build their capacity for design, implementation, monitoring and evaluation and impact measurement relating to GF grants. Deployed to complement the Global Fund programmes, the 7% Initiative is aimed at enhancing GF programmes’ efficiency and health impact through two ways of intervention: short term expertise to respond to needs expressed by countries and funding for long term project aiming at enhancing GF programmes’ impact.

In 2016, the 7% Initiative launched a multiyear thematic under the title “Strengthening the quality and accessibility of national and community health systems” to be rolled out each year in two calls for proposals covering the 2016-2018 three-year period. This theme sets out to embody an integrated approach to the pandemics and expressed at different levels in the public health pyramid from national strategies to action at regional and local community levels. This three-year programme will fund global initiatives mutually complementary between years and develop synergy between projects in the context of a continuous learning process.

This multiyear theme takes the form for the last year of the period of two mutually complementary, but distinct, calls for proposals: call for proposals AP-7PC-2018-01 seeks projects aiming to strengthen health systems at all levels (from community to national level); AP-7PC-2018-02, calls for projects aiming to improve access to high-quality health services for vulnerable populations.

### **2. CONTEXT<sup>1</sup>**

As in 2017, the present call for proposals launched by the 7% Initiative sets out to be complementary to the investments made by the Global Fund and will fund projects on four high-priority health-related topics as listed below in the Global Fund strategy:

- Strengthening the **supply chain and logistics chain management**
- **Leveraging high-quality and sufficient human resources for health** to meet health systems requirements

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<sup>1</sup> For more information on contextual factors linked to the 2017-2022 Global Fund strategy, please refer to Annex 1 for this call.

- Strengthening **systems for quality data collection and use**
- **Promoting and strengthening community action and community involvement** in national decision-making processes

Calls for proposals AP-7PC-2018-01 and AP-7PC-2018-02 will jointly total approximately €10 million.

### **3. PURPOSE OF THE CALL FOR PROPOSALS**

This call for proposals has been launched with a view to selecting projects that complement GF grants aimed at contributing to the building of resilient and sustainable systems for health at all levels (from local community to national) by:

- ∞ **Fostering constant and sustainable access for populations to high-quality health products.**  
**and/or**
- ∞ **Supporting health workforce capacity building or strengthening at all levels.**  
**and/or**
- ∞ **Facilitating access to quality data and use of quality data in the framework of health information systems.**  
**and/or**
- ∞ **Ensuring the promotion and strengthening of community action and community involvement in national decision-making processes**

#### **DEFINITIONS APPLICABLE TO THIS CALL:**

**Definition of the health workforce:** the definition applied here is that adopted by the Global Fund in its technical briefing document on human resources for health<sup>2</sup>: “workers with clinical responsibilities (e.g. doctors, nurses, midwives, pharmacists and community health workers), as well as those who support their work (e.g. health service managers, program staff, administrative workers, laboratory technicians, social workers, environmental health workers, and community health workers such as peer educators and community treatment and testing workers).”

**High-quality health products:** this refers to health products whose production chain adheres to quality assurance standards, guaranteeing patient safety.

**Health information system:** data and health knowledges collection, processing, use and dissemination in an integrated process to inform policy-making, programmes and research management. Health information systems use a wide range of tools and data collection and analysis methods.

#### **ELIGIBLE PROJECT TYPES:**

Various types of proposal may be submitted:

<sup>2</sup> Technical Brief: Strategic Support for Human Resources for Health, Geneva, 15 December 2016.

## 1. Proposals for building the capacities of national stakeholders

Capacity-building projects for national and community stakeholders may focus on the following, for example:

- **Integration of the response from the health workforce, especially in communities.** To strengthen linkages between health services and community responses. Synergies will be particularly relevant in the areas of primary healthcare and sexual, reproductive, maternal and adolescent health.
- Creation of **observatories for human resources for health** in order to assess requirements and progress made (including on gender equality and diversity) and to provide input for national strategies over the medium to long terms, driven by strong and constant political commitment.
- Provision of **solutions for the effective and transparent administration of human resources management systems**, for addressing the performance and ongoing training of the health workforce and their salaries and remuneration, in addition to gender equality in the workplace. That administration must involve the use of information systems for informed and effective HR management.
- Implementation of **human resources management strategies, including for the retention of health workers**, particularly in the remotest geographical areas, particularly by seeking non-monetary solutions that nevertheless avoid worsening gender inequality.
- To strengthen **community actors in the design, implementation and monitoring of health services**, with the aim of reaching populations not included in the Global Fund programmes<sup>3</sup>.

### Recommendations to applicants:

- For all the above activities, **the use of new technology will be viewed positively.** Projects may make use of all tools for good management of human resources spread across all geographical areas, e.g. e-learning schemes, e-medicine, e-health, digitalization of patient files and tools for informed decision-making by the health workforce. The gender gap possibly involved in such new technologies must be taken into consideration and activities will need to be gender-sensitive.
- Where policies, plans and national strategies for human resources for health (HRH) exist, **projects must demonstrate their alignment with those policies, plans and strategies.** Where they do not exist, priority will be given to supporting their development. Similarly, support for the creation or the building of capacity in HRH management and planning will be appropriate in the majority of countries.
- For training projects, **project applicants will be asked to justify the level of initial qualification of staff to be trained in the project and to provide the information required for assessment of the relevance of the proposed training**, how it matches the needs of the health workforce, the selection of those intended who will be trained (F/M), and the project's underlying philosophy (reference criteria for tasks-knowledge-skills). It will also be asked to detail how the trainings will be put into practice and implemented to achieve an impact in the structures (for example on the organisation of services, on the provision of new services, in the development of tools) et how it will be monitored. Proposals for training provision must take work-life balance into account in the case of staff with children (women, most notably), in order to ensure that they are genuinely able to participate.

## 2. Proposals for strengthening the supply chain and stock management

Projects for strengthening the supply chain and stock management may focus on the following, for example:

<sup>3</sup> “with the aim of reaching populations not included in the Global Fund programmes”: the mission of this type of projects is not to deal with components not financed anymore by the GF but to demonstrate the relevance and the efficiency of innovative interventions.

- **Improving the quality of pharmaceutical/logistics information management systems and their capacity to plan adequately** for the needs of the various populations (women/men, age, key populations) in order to help provide actors in the supply chain with a firm grasp of what is available/lacking and avoid stock outages, notably by means of **integrated logistics information management systems**. The aim must also be to strengthen the **link between logistics information on medicines and information on health**. Lastly, the goal will be to optimize the logistics chain and enhance the capacity of all stakeholders at central level to analyse supply chain performance and improve reaction times in the event of critical situations affecting availability for treatment centres/platforms, to estimate requirements more effectively and to monitor adherence to treatment protocols more effectively.
- **Improving the quality of available treatment for all populations** (women/men, age, key populations):
  - **By strengthening, in terms of capacity and mandate, pharmaceutical and medicines directorates in pharmaceutical regulation/oversight agencies.** This is particularly focused on the following:
    - Strengthening **national activities for surveillance of the health product market** and inspection of pharmaceutical facilities (wholesalers/importers, pharmacies, production sites)<sup>2</sup>,
    - effective **organization of pharmacovigilance at national level** (also involving hospital and university pharmacies),
    - **Support for management units and central purchasing bodies for a high-quality, transparent approach to procurement, improved control of market dynamics and building national and leadership capacity.**
    - **Involvement of patient associations in access to high-quality treatment.**
  - In line with initiatives for the harmonization of regulations on medicines, through the implementation of **regional collaboration between regulatory authorities for the pooling of their ways and means for coordinated action against counterfeit medicines** and for the registration of pharmaceutical products. The aim must also be to support national laboratories in verifying the quality of the health products purchased (using GF finance and other sources) and to strengthen their contribution to efforts to combat counterfeit and substandard medicines.

### 3. Proposals for strengthening the health information systems

Projects for strengthening the health information systems may focus on the following, for example:

- **Improving the health information systems responsiveness to generate quality data, available at all levels**, in order to strengthen data use for planning and decision-making.
- **Improving essential subnational quality data collection**, through adapted tools and the development of collection methods, especially for the key populations and decentralized activities managed by the health workforce and community-based organisations.
- **Integration of multiple data collection systems into one single national system** to improve decision-making.
- **Strengthening health workforce capacities in collecting, managing and analysing data.**

These projects must pay specific attention to health data confidentiality and protection.

**Operational research activities may be included in the projects as long as they don't represent the main part of it.**

**Projects must in all cases be responsive to the objectives of the call for proposals.**

Projects cannot be clinical research projects and/or operational research projects. They must obligatorily be focused on capacity-building aimed at strengthening existing forms of intervention or changing practices to make them more effective and innovative.

#### **4. ADMISSIBILITY CRITERIA**

**Projects that do not comply with all admissibility criteria will be rejected.**

Expertise France will check that each project meets all the following admissibility criteria:

##### **4.1 Duration**

Project duration must be between 24 and 36 months.

Initiative 7%-funded projects that have achieved their results at the end of their implementation period, and which lead to positive conclusions from the final evaluation, may lead on to a second phase with a view to project scale-up.

##### **4.2 Amount requested and geographical coverage**

The total amount of the grant funded by the 7% Initiative must cover 50% to 100% of the total project budget and will range between €250,000 and €3,000,000.

**Applicants with an annual budget higher than €5 million<sup>4</sup> must obligatorily include a co-financing in the budget. For the other applicants, project co-financing in the budget will be viewed positively.**

Projects shall be implemented in one or more countries. Project implementation cannot include more than five countries unless they are backed by a network or a pre-existing regional organization. A clear rationale for a regional project must be provided and will be a specific focus of the evaluators if the project is eligible.

##### **4.3 Applicants' status and partnerships**

In order to apply for a 7% Initiative grant the applicant must:

- be a legal entity with a head office in an eligible country, or France (e.g. to have bylaws registered in an eligible country, or France) and
- propose a partnership approach (project implementation involving more than one organization) and
- include at least one partner from each of the implementation countries and
- must not have bylaws that would not permit Expertise France or any external auditor appointed by Expertise France to perform checks and verifications on site and enjoy an appropriate right of access to sites and premises where the project is to be conducted, including their IT systems, and access to all documents and computer data relating to the technical and financial management of the project.

Local organizations in eligible countries (see list in paragraph 4.4) can submit a project as prime applicant.

<sup>4</sup> The annual budget will be established using the most recent validated annual financial statements (i.e. for 2016 or 2017) submitted in Annex 5. This is the annual executed budget in the annual financial statement.

International Organizations<sup>5</sup> may participate as technical support providers but may not be prime applicants nor receiving funding from the 7% Initiative. This provision does not apply to Regional Organizations.

For the present call for proposals, each organization may apply only once as prime applicant (lead organization). However, an organization may be part of more than one project as partner.

A partnership approach means that the prime applicant involves the partners in the design of the project and that the partners have responsibilities in the implementation of the project, with the management of funds linked to activities.

#### 4.4 Countries

Eligible countries for the present Call for Proposals are the following<sup>6</sup>:

- |                                |                           |
|--------------------------------|---------------------------|
| ▪ Afghanistan                  | ▪ Madagascar              |
| ▪ Albania                      | ▪ Mali                    |
| ▪ Armenia                      | ▪ Morocco                 |
| ▪ Benin                        | ▪ Mauritania              |
| ▪ Bulgaria                     | ▪ Moldavia                |
| ▪ Burkina Faso                 | ▪ Montenegro              |
| ▪ Burundi                      | ▪ Mozambique              |
| ▪ Cambodia                     | ▪ Myanmar                 |
| ▪ Cameroon                     | ▪ Niger                   |
| ▪ Cape Verde                   | ▪ Republic of Congo       |
| ▪ Central African Republic     | ▪ Republic of Mauritius   |
| ▪ Chad                         | ▪ Romania                 |
| ▪ Comoros                      | ▪ Rwanda                  |
| ▪ Costa Rica                   | ▪ São Tomé and Príncipe   |
| ▪ Côte d'Ivoire                | ▪ Saint Lucia             |
| ▪ Democratic Republic of Congo | ▪ Senegal                 |
| ▪ Dominican Republic           | ▪ Palestinian Territories |
| ▪ Djibouti                     | ▪ Serbia                  |
| ▪ Dominica                     | ▪ Thailand                |
| ▪ Egypt                        | ▪ Togo                    |
| ▪ Ethiopia                     | ▪ Tunisia                 |
| ▪ Gabon                        | ▪ Ukraine                 |
| ▪ Georgia                      | ▪ Vanuatu                 |
| ▪ Ghana                        | ▪ Vietnam                 |
| ▪ Guinea-Bissau                |                           |
| ▪ Guinea                       |                           |
| ▪ Equatorial Guinea            |                           |
| ▪ Haiti                        |                           |
| ▪ Kosovo                       |                           |
| ▪ Laos                         |                           |
| ▪ Lebanon                      |                           |

<sup>5</sup> The term "International Organization" refers here to public-sector legal entities created by international treaties between States or between international organizations (e.g. United Nations agencies).

<sup>6</sup> Countries with member or observer status in the *Organisation Internationale de la Francophonie* and eligible for Global Fund grants, countries enjoying priority for official development aid.

Projects may be implemented exclusively in one or more of the above countries and may only relate to programmatic components eligible for Global Fund grants (HIV, malaria, tuberculosis).

#### **4.5 Management capacity**

**The prime applicant organization must have sufficient management capacity to be able to manage the requested budget.**

Management capacity will be established on the basis of the presentation of the organization, its most recent validated annual financial statements, its most recent validated audit, its estimated budget for 2018 and the description of the team currently in charge of the organization's administrative and financial management.

**The average annual cost of a project must not exceed 70% of the annual budget<sup>7</sup> of the prime applicant organization.**

For example, in the case of an organization with an annual budget of €1 million, the total amount for the project must not exceed an annual average of €700,000, or a total of €1.4 million over 24 months or €2.1 million over 36 months.

#### **4.6 Completeness of applications**

Submitted applications must contain all the documents and information requested in **section 8**. Incomplete applications will be rejected. Missing documents will **not** be requested after submission.

Only projects meeting all the above admissibility criteria will be deemed admissible and move on to the next stage.

### **5. COST ELIGIBILITY**

The following direct costs of the prime applicant and its partners will be considered **eligible**. Costs will be funded on the basis of the **actual expenses** incurred by the project partners (i.e. no flat-rate amounts will be permitted in the budget):

- Eligible costs include the following costs directly incurred by the project applicant and its partners:
- Costs entailed by personnel assigned to the project comprise actual salaries (gross) plus social charges payable by the employer and any other costs forming part of the remuneration paid. They must not exceed the wages and costs normally incurred by the Beneficiary or, where applicable, its partners, unless it can be demonstrated in advance that such extra costs are essential to Project implementation.
- Travel and living expenses for staff and other individuals participating in the project, provided that the chosen option be financially sound and the most economical. In the case of daily subsistence allowances (perdiem) the amount of the perdiem allowance must not exceed the rate set by the French Ministry of the Economy and Finance except in the case of national staff and participants, for whom daily perdiem are set in agreement with Expertise France. The rates applied by the French Ministry of the Economy and Finance can be found on the Internet via the following link: [http://www.economie.gouv.fr/dgfip/mission\\_taux\\_chancellerie/frais](http://www.economie.gouv.fr/dgfip/mission_taux_chancellerie/frais)

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<sup>7</sup> The annual budget will be established using the most recent validated annual financial statements (i.e. for 2016 or 2017) submitted in Annex 5. This is the annual executed budget in the annual financial statement.

- Transportation: Travel arrangements must be in economy class unless prior specific authorization has been granted by Expertise France.
- The cost of purchasing or renting equipment and supplies (whether new or used) specifically for the requirements of the project, provided that these costs be in line with market costs.
- The costs of services, provided that these costs be in line with market costs, must be justified with respect to the requirements of the Project.
- The cost of consumables.
- Costs arising directly from requirements imposed by satisfactory execution of the project (e.g. dissemination of information, translations, copying, insurance), including charges for financial services (most notably the cost of fund transfers and financial guarantees) included in the budget.
- The cost of a mid-term evaluation in the case of projects over €500,000 with a duration exceeding 24 months.
- The budget must include a contingency provision of no more than 5% and may include a line for up to 7% in management costs (overheads).

**The following costs are not eligible:**

- Expenses arising directly from prevention, testing/diagnosis or patient treatment activities; other than testing/diagnosis and treatment forming part of the protocol of operational research activities; and other than reasonable costs for innovative activities of prevention, testing/diagnosis or patient treatment;
- Medical supplies and consumables; other than those necessary for operational research activities; and other than those necessary for the implementation of community-based innovative activities;
- Salaries paid to public servants;
- Salaries for staff already funded from other programmes, notably those of the Global Fund;
- Operating expenses for Country Coordinating Mechanisms (CCM);
- Building and construction costs, other than reasonable costs for rehabilitation works or upgrade to standard necessary to the implementation of specific activities;
- Purchase of vehicles, other than reasonable costs for essential vehicles for the implementation of crucial activities in the project;
- Structural costs other than management expenses (not exceeding 7%) and costs directly linked to the project. Projects mostly including running costs of applicant organizations will be deemed ineligible and will not be considered.

**All applicant organizations must read the tab “3.1 Budget instructions” in Annex 3.**

## **6. EVALUATION CRITERIA**

**Only projects that are admissible will be evaluated.**

Stage 1: Expertise France will proceed to check that the concept notes meet the following criteria:

- **The project’s objectives must respond to the purpose of the call for proposals.**
- **Projects must reinforce and complement Global Fund grants.** Proposals submitted must describe in detail the link with Global Fund grants in terms of their approach to implementation, coordination, synergies and value-added.

The summary evaluation matrix for projects will be available at a later stage on the 7% Initiative website at <http://www.initiative5pour100.fr/en/partnerships-and-expertise/calls-for-proposals/>

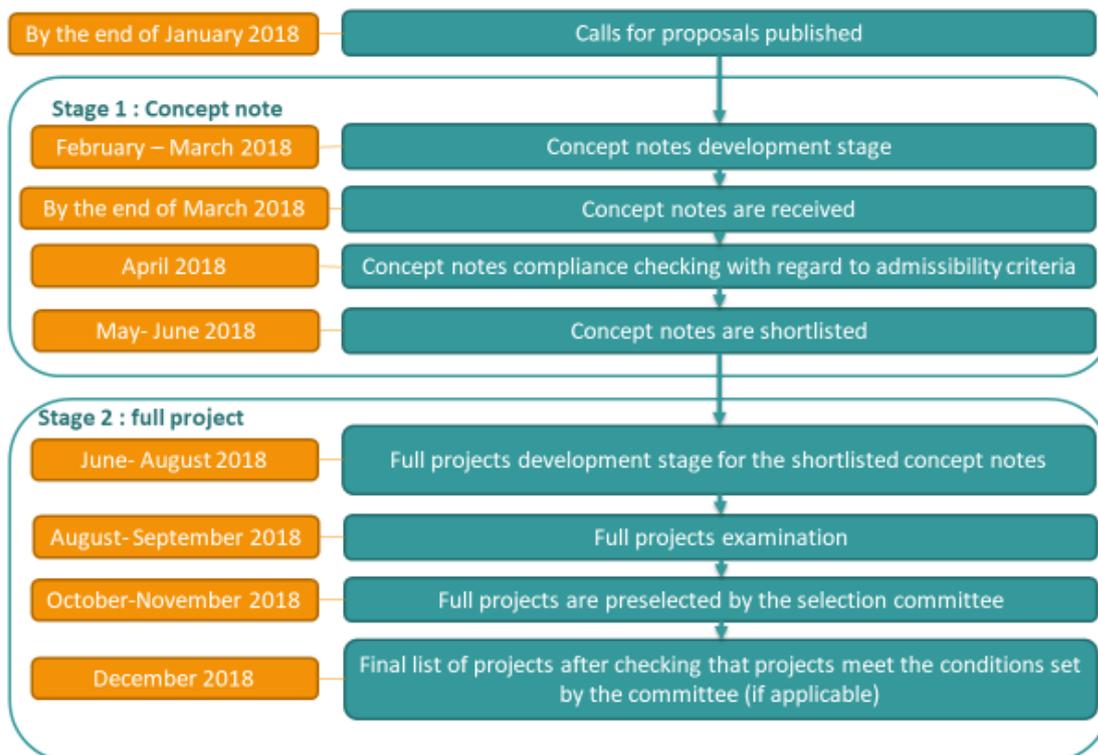
For the stage 2, the following elements will be essential in the selection of the projects for funding (these elements will be explained further in detail to the prime applicants whose projects have been selected; this is just an indicative list):

- **Projects totalling more than €1 million** must include **at least one letter from one or more donors attesting to good management** of one or more projects involving similar amount.
- **All projects must demonstrate their complementarity with Global Fund programmes and must be based on a clear, argued analysis of the context and requirements for the Global Fund programmes.** A **letter of support** from the CCM(s) of the country or countries where the project is implemented will be viewed positively.
- **All projects must demonstrate the engagement with and involvement of project partners and beneficiaries based in the beneficiary country or countries.** All applicant organizations must ensure and demonstrate **active participation and involvement of the target populations in defining requirements and project design and implementation.** All capacity-building projects must demonstrate that they respond to the beneficiaries' needs. Additionally, close attention will be paid to the authenticity and long-term viability of partnerships.
- **All projects must include, describe and budget for an approach for learning and knowledge sharing and must ensure that that approach is inherent throughout the project and from the outset.**
- **All projects must demonstrate their sustainability beyond funded activities.** Practical avenues for ensuring their long-term financial and institutional sustainability must be described.
- **All projects must contain a gender-sensitive approach and take into consideration the specific needs of women and men,** aiming to eliminate inequality between women and men and to change radically the gender roles allocated by society that increase vulnerability to the pandemics and impede access to treatment.
- **Inclusion of technical expertise directed at building organizational and/or technical capacity in the prime applicant's organization and/or partner organizations will be viewed positively,** insofar as the capacity-building needs are described and justified in the project proposal. When it comes to capacity assessments, applicants are encouraged to make use of existing methodologies.
- **All projects must contain an analysis of the project potential impact on the environment.** The integration of environmental approaches and sustainable solutions into operations such as procurement, management of supplies, and waste management will be viewed positively.
- In the case of **projects totalling more than €500,000 with a duration of over 24 months,** the budget must include the cost of a mid-term evaluation.

## **7. PROJECT SELECTION**

**This year, the selection process is changed as the calls for proposals will be a two-stage process.**

During the stage 1, the shortlist of projects will be based on the concept notes. During the stage 2, only prime applicants shortlisted will receive the application file for full projects. **These full projects will be assessed and presented to the selection committee by the end of October or November 2018.**



Membership of the Selection Committee<sup>8</sup> comprises representatives of the following bodies:

- The French Ministry of Europe and Foreign Affairs
- The French Ministry of Health and Solidarity
- The French Development Agency (AFD)
- The French National Alliance for Life and Health Sciences (AVIESAN)
- The French Red Cross
- Representatives of the health committee of Coordination SUD (French civil society)

The Global Fund against AIDS, tuberculosis and malaria is also invited to participate in the proceedings of the Selection Committee.

The grant agreement for each project selected by the 7% Initiative Selection Committee must be signed and project implementation must start within 12 months of the date of notification of selection. Funding for selected projects that do not meet these conditions will be withdrawn.

## **8. APPLICATION: DOCUMENTS TO BE PROVIDED**

The templates listed below are available in French and English on the 7% Initiative website: <http://www.initiative5pour100.fr/en/partnerships-and-expertise/calls-for-proposals/>.

Proposals must be drafted in French or in English and include the following documents:

<sup>8</sup> Membership of the selection committee can be subject to change.

- 1. The **concept note** (using the template provided in Annex 2).
- 2. A **simplified budget** in euros (using the template provided in Annex 3 – Tab 3.2 “Budget”),
- 3. The administrative **application form** (using the template provided in Annex 4).
- 4. A **copy of the bylaws** of the prime applicant organization.
- 5. **The most recent validated annual financial statements**, for 2016 or 2017.
- 6. The prime applicant organization’s **estimated budget** for 2018.
- 7. The most recent **Annual Report**.
- 8. The most recent validated **audit statement**.
- 9. **Letters of commitment** from each of the partner organizations contributing to project implementation, where applicable.

## 9. APPLICATION PROCESS

Full applications must be uploaded to the Expertise France Cloud before **Friday 23 March 2018 Midday (Paris time - UTC+1)** (date and time of uploading).

Applicant organizations must **request a link for Cloud access between 22 February and 22 March** by sending an email with the heading “request for link + call for proposals reference + chosen theme (*HSS or VP*)” to the following address: [i7pc.ap2018@gmail.com](mailto:i7pc.ap2018@gmail.com). An email containing the link and access login details will be shared as soon as possible. This link will enable applicants to access individual Cloud spaces to which only they and the 7% Initiative administrators will have access and to upload their applications. **Requests for links sent after 22 March may be rejected.**

**Only one access link per project will be created and sent to the applicant, and upon request only.**

The Cloud will be open for the uploading of full applications from **1 March to 23 March 2018 Midday (UTC+1)**.

It is strongly recommended that applicants start uploading their applications to the Cloud as early as possible before the deadline of 23 March 2018 midday in order to allow for uploading time, which may vary according to the size of documents uploaded and the quality of the broadband connection.

Uploaded documents **must in all cases** be named as follows:

- 1. Concept Note\_call reference\_ initials of applicant organization
- 2. Budget\_call reference\_ initials of applicant organization
- 3. Administrative form\_call reference\_ initials of applicant organization
- 4. Bylaws\_call reference\_ initials of applicant organization
- 5. Financial year (or financial statements) (*insert year: 2016 or 2017*)\_call reference\_ initials of applicant organization
- 6. Budget 2018\_call reference\_ initials of applicant organization
- 7. Annual Report (*insert year*)\_call reference\_ initials of applicant organization
- 8. Validated audit statement (*insert year*)\_call reference\_ initials of applicant organization
- 9. Partner letter (*insert name of partner*)\_call reference\_ initials of applicant organization (*if more than one document, number 9a. 9b. 9c. etc.*)

## 10. FAQ

Questions relating to this call for proposals must be sent to the following address: [i7pc.ap2018@gmail.com](mailto:i7pc.ap2018@gmail.com), by email only, **no later than 12 March 2018 midday (UTC+1)**.

Responses to questions received before the stated deadline will be posted on the 7% Initiative website on a rolling basis at: <http://www.initiative5pour100.fr/en/partnerships-and-expertise/calls-for-proposals/>. It is the applicants' responsibility to regularly check the 7% Initiative website for responses to their questions as and when they are published.