

2019  
Activity report

# Stepping up the fight against the pandemics

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**Rwanda, August 2019.** A community worker discusses prevention and hygiene with approximately 200 community members along the country's border with the Democratic Republic of Congo. Rwanda is among the countries that have made the greatest strides on health issues around the world: between 1994 and 2015, life expectancy has risen from 29 to 68 years, and infant mortality has plunged by 70%.





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## Global health

# Millions of lives saved

Over 32 million lives have been saved through the Global Fund and its partners' actions since 2002, and health care access has been expanded in the communities most affected by HIV/AIDS, tuberculosis and malaria.

**Goma, Democratic Republic of the Congo.** Faced with the Covid-19 pandemic, authorities in the DRC and Rwanda have responded by setting up body temperature testing stations at the countries' border.

Over the last 20 years, the mortality rate for tuberculosis and malaria has fallen by 42% and 6%, respectively. In 2017, 62% of adults and 54% of children living with HIV were on an antiretroviral treatment regimen. By freeing up hospital beds and expanding supply chains, equipping laboratories, and so on, these impressive results have also contributed to strengthening local health systems. Importantly, these results have been achieved through the economic and social mobilization of whole communities.

### Strengthening health systems to eradicate the pandemics

Eradicating the pandemics will be an impossible task without resilient and coordinated health systems. Sustainable Development Goal 3 aims to “ensure healthy lives and promote well-being for all at all ages.” With this goal in mind, L’Initiative has taken on the long-term mission to help strengthen health systems and mobilize efforts against the pandemics by supporting and complementing the Global Fund’s work.

### Ensuring the continuity of care

Amid the Covid-19 health crisis, it is essential to ensure that countries maintain the gains they have made over the past few years. The new pandemic threatens to hit the most vulnerable populations hardest: immuno-compromised people and those with respiratory issues are especially at risk, and the virus can turn destructive quickly. Social distancing and quarantine measures have made



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***We are facing an unprecedented global health emergency. At the Global Fund, we're committed to helping countries fight Covid-19 and to mitigating the impact on HIV, TB and malaria programs. We must protect hard-won gains against the three diseases, shore up critical health systems, and ensure lifesaving programs continue.***



Peter Sands, executive director of the Global Fund to Fight AIDS, Tuberculosis and Malaria

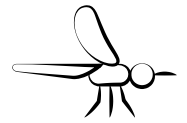
it harder for patients to access care, and mortality and infection rates are reflecting those barriers. The devastating effects of this global health crisis may even endanger achievement of the Sustainable Development Goals by 2030. To tackle this crisis, the Global Fund and its partners began organizing their response in the first trimester of 2020 by adapting grants, reprogramming activities and reorienting technical assistance.



**1.7 million**  
new HIV infections  
in 2018



**3 million**  
people are still deprived  
of tuberculosis  
treatment



**Every 2 minutes,**  
a child dies  
of malaria



**Stéphanie Seydoux**

French ambassador for Global Health

“*France has clearly reaffirmed its support for global health*”

In October 2019, France was able to facilitate a significant increase in the Global Fund’s resources for ending the HIV/AIDS, tuberculosis and malaria pandemics. With a 20% increase in contributions, our country has clearly reaffirmed its support for global health through multilateral commitments, as well as through bilateral instruments like L’Initiative, a vital player as always.

More than ever, we are motivated to expand universal health coverage. To achieve that goal, we must work with the hardest-to-reach populations, strengthen health systems and support approaches grounded in gender equality.

Led by L’Initiative, this new impetus is yielding promising results through sharing expertise, primarily with our African partners, as well as through project implementation. Since 2017, 50 concrete interventions have been initiated in 30 countries, two-thirds of which are multi-country projects. The fran-

ophone world constitutes a primary focus, in particular through the work of the Presidential Initiative for Health in Africa (IPSA). By helping bridge the gap between health research and civil society, L’Initiative also plays a vital role in the field.

In 2020, we are initiating a new cycle with the very same determination to support Global Fund-recipient countries in their funding requests. In its response to the unprecedented challenges posed by Covid-19, L’Initiative has demonstrated its customary boldness, agility and professionalism in adapting in-progress programs where necessary and in mobilizing its best experts to grapple with this extraordinary crisis.

To ensure that everyone has access to global health, we need the motivation, intelligence and know-how of all our partners.

This philosophy continues to guide L’Initiative in actions that, having already begun to show its impact, need only be stepped up in the coming years.

**20%**  
increase in  
France’s contribution  
to the Global Fund

“Doing an even better job of helping countries and the Global Fund reach their common goals”



**Jérémie Pellet**

Managing Director, Expertise France

In October 2019, the 6th Global Fund Replenishment Conference, chaired by Emmanuel Macron, secured contribution pledges to the tune of 14 billion dollars, an unprecedented sum in the Global Fund’s history. This achievement is a victory for multilateralism in global health, for which Expertise France, and in particular L’Initiative, has been strongly mobilized, and which marks France’s leadership in this field.

Soon after this success, the Ministry of Europe and Foreign Affairs (MEAE) and Expertise France worked to renegotiate L’Initiative’s terms of reference. The goal is clear: contribute to the elimination of HIV/AIDS, tuberculosis and malaria by 2030. The new terms of reference were signed in early 2020, boosting L’Initiative’s annual budget to nearly 39 million euros and reflecting MEAE’s continuing confidence in our agency.

L’Initiative’s strategy thus sets a direction. We must do an even better job of helping countries and the Global Fund reach their common goals by providing support for countries who request it. That will be achieved

through longer and better planned technical assistance missions, as well as through more projects which aim to shift health practices and politics. L’Initiative must be agile and flexible in order to respond to changes in the pandemics themselves and to adapt to the differing contexts of our partner countries.

In that light, I congratulate L’Initiative for the rapid response it has undertaken to combat the Covid-19 pandemic, in coordination with our Health department and keeping with the collective efforts of Team France. Remaining adaptable and protecting our partners and their teams while ensuring that essential programs for fighting HIV/AIDS, tuberculosis and malaria continue wherever possible is a top priority for us.

L’Initiative must be agile in adapting to the contexts of our partner countries.

# A look back at 2019

Recognizing the advances that have been made and understanding the reasons for their success is the first step to making best practices available and ensuring the durability of our results. It is also a key part of understanding the reasons for certain lags and the urgency of the challenges that remain. In 2019, the international community fulfilled its responsibilities at the 6th Global Fund Replenishment Conference. Meanwhile, L'Initiative took part in advances made around the world and readjusted its approach to continue building on its successes.



***We came to announce a pledge of 150 million dollars, a 30% increase over RED's last commitment. Bold. But sometimes the bold must be even bolder. We are not going to end this HIV pandemic without accelerating agency.***

Connie Mudenda, ambassador for the NGO RED at the Global Fund's 6th Replenishment Conference in Lyon



THE GLOBAL  
SIXTH REPLE  
9-10 OCTOBER 2019, LYON





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**France, October 2019.**

Connie Mudenda, ambassador for the NGO RED, contracted HIV in her native Zambia. Without access to high-quality care, her first three children died before she could even find out why. She came to Lyon with her daughter Lubona, who was born HIV negative thanks to the care Connie was eventually able to access.

“

*We should not let the scale of the challenges before us diminish the achievements we have made, nor should we let our successes blind us to the serious threats we must overcome. With strong global solidarity, we can end these pandemics.*

Peter Sands, Executive Director of the Global Fund



**An exceptional year**

# A Conference to step up the fight

2019 will go down as the year of the 6th Global Fund Replenishment Conference. A historic success, the conference achieved the Fund's 14 billion dollar target figure, the most money ever raised by a multilateral health organisation.

←

France, October 2019.

At the 6th Replenishment Conference, Amanda Dushime, an 18-year-old from Burundi, shares the “Manifeste des ados” written by HIV-positive teens of the Grandir Ensemble network: “We wish to be actors in our own growth. The response to the epidemics must be built by us, and with us.”

... To learn more:

Read (in French)

the “Manifeste des ados”

<https://bit.ly/manifeste-ados>

The donors who convened in Lyon on October 9th and 10th, 2019 for the 6th Global fund Replenishment Conference made collective pledges of 14.02 billion dollars for the next three-year cycle. It is the largest sum ever raised for a multilateral organization in the health sector. Over the next three years, these new resources will enable the Global Fund to support hard-hit countries and populations, save millions of lives, and stave off millions of new infections. At the same time, they will make it possible to continue financing health systems innovations and improvements. These collective efforts are the only way to ensure the three pandemics are eliminated by 2030. For the first time in the Global Fund’s history, 24 African countries that have received Global Fund investments made pledges as a gesture of international solidarity, becoming “recipient donors” in the process.

## 14 billions dollars to...\*

### ...keep the world on the path toward eliminating the pandemics

- **Save 16 million lives** between 2021 and 2023 by reducing mortality rates linked to the three diseases by 52% compared to 2017
- **Reduce deaths from the three diseases** to 1.3 million in 2023, compared to 2.5 million in 2017 and 4.1 million in 2005
- **Prevent 234 million infections** in order to reduce the three diseases’ incidence rates by 42% in 2023 compared to 2017

### ...accelerate progress toward achieving SDG 3 and universal health coverage

- **Strengthen health systems** through direct investments of 4 billion dollars, with the goal to build capacities and accelerate the transition to differentiated, patient-centered health models
- **Enhance health security** by building stronger health systems with better monitoring, diagnostics and emergency response capabilities, and fighting the main threats to global health security
- **Achieve a 19:1 return on investment** for every dollar in health and economic advances, in order to realize the Sustainable Development Programme by 2030.
- **Encourage a national investment total of 46 billion dollars** to eliminate the three diseases and strengthen health systems through co-financing and technical support.
- **Reduce health inequalities** through collaboration with entities, including civil society and affected communities, in order to construct health systems that are accessible to all without exception.



\* Thanks to the 14 billion dollars in replenished resources, the Global Fund will be able to contribute to these results by supplementing existing levels of external financing, increasing national investments, and undertaking further innovation and collaboration and more rigorous program implementation.



## April 25th Toward the elimination of malaria in the Greater Mekong

All through the year, Expertise France worked with its partners and the “Team France” to ensure that the Global Fund Replenishment Conference would be a success. L’Initiative did its part by showcasing results from France’s efforts to help fight the pandemics and advocating for funding that meets the Global Fund’s needs.

For World Malaria Day, the Roll Back Malaria partnership invited Éric Fleutelot, technical director of Expertise France’s Major Pandemics unit, to share L’Initiative’s experiences fighting malaria in Southeast Asia. Eric Fleutelot highlighted the regional approach that has been adopted to eliminate malaria in the Greater Mekong subregion. Great progress has been made thanks to the active participation of actors from the local to the international level, as well as to the financing made available by the Global Fund and its donors. Though important challenges remain in the region, the ongoing technical support Expertise France has been providing over the last six years has contributed to bringing about these encouraging results, in tandem with funding from the IRD and the Pasteur Institutes of Laos and Cambodia.

... To learn more:  
<http://bit.ly/malaria-vigilant-together>

### Highlights

# L’Initiative rises to the challenge

## September 25th Call to action: Expertise France raises awareness

On September 25th, just a few days before the Replenishment Conference, Expertise France convened a “Rendez-vous de l’expertise” event for a broad audience. A panel of researchers, doctors and NGO officers discussed the challenges that must be met before the pandemics can be eradicated.

▶ To learn more:  
<http://bit.ly/pandemics-major-issues>







## October 9th Civil society, a key player in eradicating the pandemics

*During the 6th Replenishment Conference, L'Initiative and the Civil Society Institute for Health in West and Central Africa (Institut de la société civile pour la santé en Afrique de l'Ouest et du Centre) organized a session on the contributions of African civil society organizations during the next Global Fund investment cycle.*

African civil society organizations highlighted the role they play in the field and insisted that they be better heard. "Governments won't achieve the goals they've set without the work we're doing with the most affected communities," affirmed Magatte Mbodj, Executive Director of the National Alliance against AIDS (ANCS). Éric Fleutelot called attention to the key roles communities play: "We need these NGOs in order to reach the people we want to protect and give care to, because we know that when the distance between a village and the care center exceeds five kilometers, the ability to seek care is greatly reduced." ●



**Françoise Barré-Sinoussi,**  
2008 Nobel Prize winner for  
Physiology or Medicine

*We must reach the people affected by these infections by decentralizing services, strengthening human health resources through education, stopping the evolution of drug resistances and investing in scientific and medical research to gather the knowledge needed to eliminate the diseases.*



Mr. Yves Yomb, a history-making Cameroonian militant and human rights advocate with Coalition Plus, participated in the October 9th Conference. He passed away on June 15th, 2020. We wish to pay tribute to him in these pages.

## L'Initiative from 2017 to 2019

### → Continued growth

Encouraged by L'Initiative's positive results in the field, France has increased its annual budget from 18 to nearly 39 million euros.

### → Better quality and higher standards

To promote greater accountability and improve the support offered to partners, L'Initiative restructured its monitoring, evaluation, accountability and training tools.

### → Integrating gender

Since 2018, L'Initiative has been sensitizing experts and partners to the need to take gender into account.

... To find out more:

<http://bit.ly/integrating-gender-mission>

## Our priorities

77%

of commitments made in sub-Saharan Africa



46%

of projects for strengthening health systems



41%

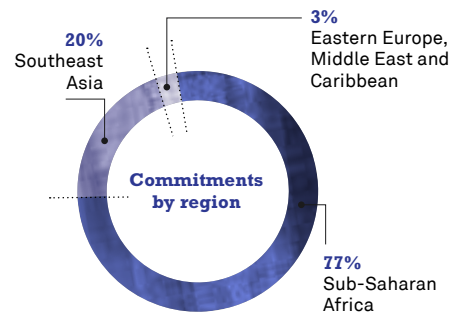
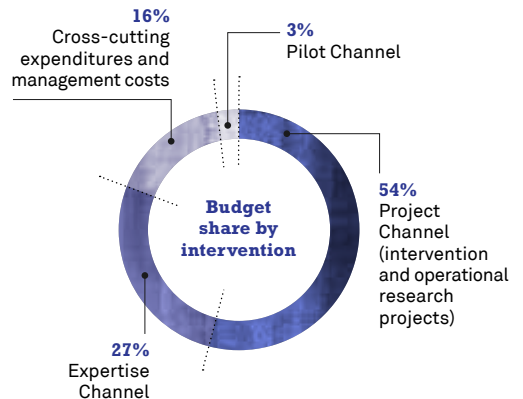
of projects for fighting HIV/AIDS



2017-2019

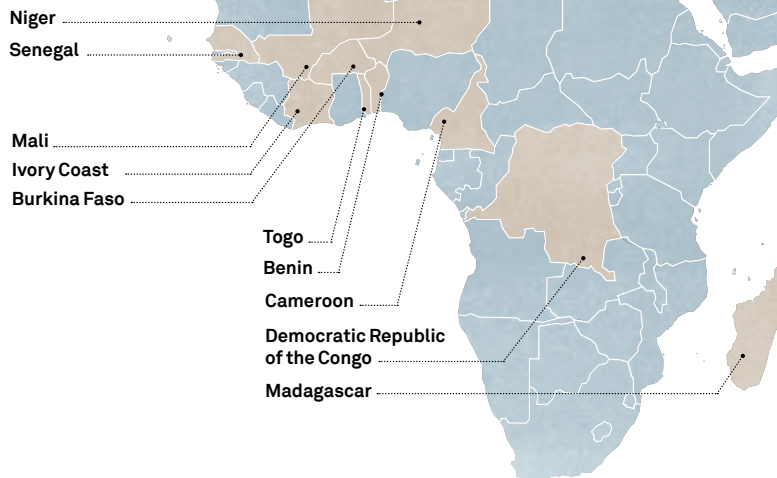
# A three-year cycle overview

Over the past three years, L'Initiative has shown adaptability in meeting expectations and fulfilling France's commitments to fight the pandemics. Its intervention models have evolved to prioritize the catalytic role it plays and heighten its ability to complement the Global Fund.



## Technical assistance

The ten countries where the greatest number of technical assistance missions were launched are located in West and Central Africa.



**19,141**

days of expertise



**239**

technical assistance missions launched

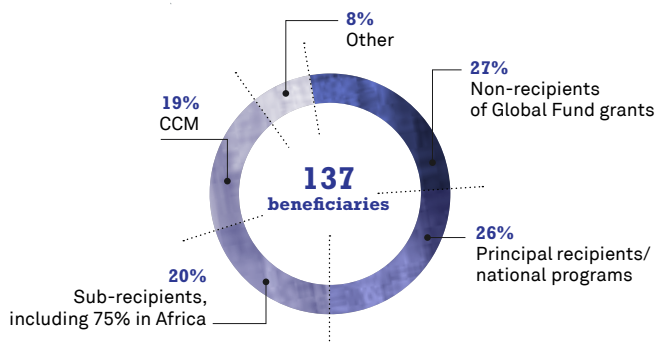
(including UGP Chad)



**+21 million**

euros committed

Nearly 50% of the missions entailed strengthening health systems—a shift toward greater coordination and cross-functionality.



## Project financing

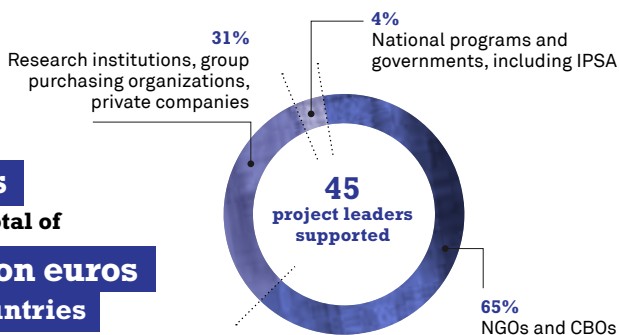


**49 projects**

initiated for a total of

**45 million euros**

in **30 countries**



# 2019 in perspective



**Virginie Leroy**

Director of the AFD's Demographic and Social Transition Department

Thanks to its flexible functioning and transparent governance, L'Initiative excels in establishing dialogue and collaboration. The AFD, a member of L'Initiative's steering committee, works closely with L'Initiative to ensure that our efforts complement each other. Coordinating our efforts is a pre-condition for ensuring that our actions on behalf of global health will be effective now and in the long run.

Expertise France's integration with the AFD group helps ensure the coherence of France's efforts, while facilitating information sharing and the planning of coordinated responses to our partners' needs—the operational realization of the “Team France” vision. The Covid-19 crisis has perfectly demonstrated the added-value of this response: coordinated and globally-minded, it combines L'Initiative's adaptability, Expertise France's targeted technical assistance, and the AFD's support to tackle health emergencies and strengthen health systems for the most vulnerable populations.

*“More coordination for greater impact and responsiveness”*



**Antoine Peigney**

Director of Expertise France's Health Department

*“L'Initiative, a unique tool in Expertise Frances arsenal”*

Combining technical expertise and donor responsiveness, L'Initiative complements our other programs, and was recognized for its work at the 6th Global Fund Replenishment Conference last October.

More and more, we see the value in bridging the gaps between our projects. It is a way to forge alliances and enhance the knowledge our teams and experts bring to diverse geographical contexts and technical subjects. For example, L'Initiative benefits from the support of experts in the Health Department on issues like medication or health training curriculum development, collaborations that favor the coordination and cohesiveness of our activities.

In 2019, we enhanced this synergy with the launch of the SUCCESS project, supported by Unitaïd, which aims to build on strategies to eliminate cervical cancer, a disease that disproportionately affects women with HIV. Within the overall integration of the AFD group, we are continuing to pursue dynamics like these through 2020.





**Charlotte Dézé**

Regional counsellor in global health for Madagascar and the Indian Ocean

Social and health equity, collaborative action, stringent yet adaptive standards and an empathetic, human-centered approach are all values that characterize L'Initiative. Thoughtfully mobilized, these values have helped to achieve impressive advances in the work we are doing with our partners in Indian Ocean countries.

In Madagascar, L'Initiative has facilitated the acceptance and imminent scaling up of de-medicalized HIV screening. After several years of interruption, access to viral load numbers is once more a reality for persons living with HIV in all provinces. The observatory for key populations has ensured that these populations' voices are heard and their rights respected at the highest levels. In both Madagascar and Mauritius, inmates now have special access to HIV and tuberculosis testing and care. Finally, thanks to structured support, the national tuberculosis program of Comoros has become a principal recipient of Global Fund financing. These are just a few examples of the importance of L'Initiative, an essential organization in the field.

*“An essential organization in the field”*



**Joan Valadou**

Deputy director for Human Development, Ministry for Europe and Foreign Affairs (MEAE)

The ministry is pleased to recognize L'Initiative's successes, the results of sustained effort, clear strategy, and collective work undertaken in close partnership with all actors, including the regional counselors in global health and personnel in the French diplomatic network.

The terms of reference that were signed in early 2020 between MEAE and Expertise France reflect the exceptional year L'Initiative had in 2019. They formalize some significant evolutions: L'Initiative's funding has risen to 9% of France's contribution to the Global Fund, and its scope has narrowed to 40 eligible countries. At the same time, its programs respond more closely than ever to existing needs and challenges, through planned technical assistance, resident expertise and extended financing. Meanwhile, the adoption of a strategic framework for 2020-2022 marks a further significant advance.

*“An exceptional year for L'Initiative”*

L'Initiative is celebrating its tenth year as the Covid-19 crisis sends world health reeling. Now more than ever, L'Initiative must work to fulfill its mission to provide support in the fight against the three major pandemics, a key means of enhancing the Global Fund's effectiveness on the ground.

# 2020-2022: A new triennium

The end of one funding cycle and the beginning of another is a strategic moment for the international global health community. It is also a chance for L'Initiative to get battle-ready for the major challenges of the coming decade. Along with its new budget, L'Initiative's strategic priorities for the current three-year cycle should empower it to contribute to both the Sustainable Development Goals and the eradication of the pandemics, all while working to achieve more sustainable health systems.



***Vigilance and advocacy  
must be at the heart of civil  
society's response.***

Aissam Hajji, advocacy officer for the regional platform ITPC-MENA (see page 57)





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**Rwanda, December 2019.** “Wake up, our children are dying!” At the instigation of the NGO Health Gap, activists from Coalition Plus, Grandir ensemble and Sidaction interrupt a session of the ICASA conference to denounce the lack of investment in pediatric HIV and renew the demands of the Kigali Declaration.



“To end the pandemics, our partners' concerted efforts remain indispensable”




**Mark Edington**  
Head of Grant Management Division, Global Fund

*A milestone year in the fight against the three pandemics, 2019 culminated in the 6th Global Fund Replenishment Conference held in October in Lyon under the leadership of President Emmanuel Macron. Mark Edington looks back over the year's highlights and reflects on the challenges posed by the world's current health crisis.*

**What were the highlights of 2019 for you, and what did you take away from the 6th Replenishment Conference?**

With the new vote of confidence shown by donors in the Global Fund during the conference, it is incumbent on all of us to go farther and faster together. The record fundraising haul of 14 billion dollars will only allow us to end the three pandemics by 2030 through the coordinated efforts of our financial and technical partners, including L'Initiative. In a gesture of international solidarity, 24 African countries where we invest also made donation pledges, becoming both recipients and donors in the process.

  
**24 African countries**  
both received and donated funds

Just a few months later, we are facing an unprecedented world health

crisis, which is imposing new limits on how we implement programs and requiring that we rethink how we collaborate. The challenge will be to undertake continual adaptation in order to respond as effectively as possible to the needs of communities and individuals affected by AIDS, tuberculosis and malaria, while strengthening health systems for the long term. The next three years will be critical.

**After this fundraising round, what are the Global Fund's challenges? How can L'Initiative help meet them?**

The 2019 advisory report by the Global Fund's Office of the Inspector General has highlighted some of the challenges and opportunities in implementing funding in West and Central Africa, a region with complex operational



environments. Under the leadership of the country coordinating mechanisms, the Global Fund Secretariat organized mid-term grant reviews. The goal of the reviews is to improve program results, maximize investment impacts, optimize the use of funds, ensure the efficiency of health investments, and boost collaboration among key actors.

L'Initiative's support during the 2020-2022 cycle must necessarily be oriented toward the key themes that emerged from these reviews—human health resources, community health systems, private sector involvement, supply chains, laboratory networks, and surveillance systems.

We must think together about how to document and capitalize on our successes and develop tools to coordinate our investments and measure their impacts better. The durability of our collective action will depend on our ability to promote a culture of performance and accountability among all actors at national and global levels.

→  
**Lyon, October 2019.** The 6th Replenishment Conference concluded with a historic fundraising effort under the leadership of French president Emmanuel Macron.

**The Covid-19 crisis could jeopardize the eradication of the pandemics by 2030. How can L'Initiative help to ensure that countries can continue the fight?**

L'Initiative is one of our closest partners in West and Central Africa. Its greatest assets are its ability to mobilize technical assistance quickly and its flexibility in implementing support. Endowed with a wealth of experts in diverse fields, it has shown that it can adapt quickly to border closings and redirect its expertise missions toward

local experts who are present on the ground. L'Initiative also has the support of community networks and civil society organizations, major assets in the region's response.

Evaluating needs and priorities, analyzing the impact of Covid-19 on access to care for individuals affected by the three pandemics, sharing best practices in the fight against AIDS, tuberculosis and malaria, adapting the national responses led by our partners—these are all areas where L'Initiative's assistance is crucial. ●



**14 billion dollars**  
raised during the  
6th Replenishment  
Conference





## Intervention strategy

# A new strategy for new challenges

At the inception of the 2020–2022 cycle, L'Initiative is evolving a new strategy to continue building on its success. Mobilizing a core mission and values, we have identified four strategic pillars to support our primary goal—turning the elimination of the three pandemics by 2030 into a reality.

←  
**Thailand, February 2019.**

Daw Nyunt, her granddaughter They Aye, and her great-granddaughter Shwee Yie Thin all subscribe to M-Fund, a low-cost non-profit health insurance program for migrants.

**D**uring the 6th Global Fund Replenishment Conference in October 2019, France announced it would increase its contribution by 20%. Two months later, the terms of reference agreed on by the Ministry of Europe and Foreign Affairs and Expertise France boosted L'Initiative's budget from 7% to 9% of France's contribution to the Global Fund. **To reflect this increase, the 5% Initiative (named after the organization's initial budget share) was renamed "L'Initiative."**

### **Solving global challenges and advancing the Sustainable Development Goals**

The budget increase and new terms of reference are accompanied by a revised strategy. Created by L'Initiative's teams and the steering committee, this strategy defines an ambitious program for the next three years, in keeping with both the Global Fund's strategic 2017-2022 framework and France's world health strategy. While revising our strategy, we engaged in comprehensive discussions with our partners in both the northern and southern hemispheres and solicited outside input to ensure a coordinated and inclusive process.

By achieving our 2020-2022 strategic goals, L'Initiative will also be supporting the realization of the Sustainable Development Goals. Ensuring good health and well-being for all, eliminating poverty, bringing about gender equality, reducing inequalities among countries, and reinforcing partnerships at the global level—these are among the core objectives we strive for in our work. →

## **Action Principles**

In keeping with the Global Fund's action principles and the aid coordination and effectiveness commitments made by France in the Paris Declaration (2005) and the Accra Agenda for Action (2008), L'Initiative's intervention models are all informed by **four guiding principles**:

- **appropriation:** prioritize national actors (public entities, civil society organizations, research institutions, etc.) and build their capacities where needed;
- **alignment:** work within national priority frameworks, respond to locally voiced needs, avoid competition or redundancy with local processes;
- **capacity building:** support partners' skills acquisition, prioritize skills transfers or co-construction activities and avoid doing work on partners' behalf;
- **partnership:** mobilize appropriate organizations during the conception and realization of activities, encourage their integration within national contexts, and optimize coordination among technical and financial partners.

↓  
**Paris, July 2019.** A meeting of L'Initiative's steering committee, led by the Ministry for Europe and Foreign Affairs. The committee defines L'Initiative's strategic orientation and proposes changes designed to help achieve its goals.



## Four strategic pillars



### Mobilizing skills

Provide technical support that enables skills building among national actors for accessing, managing and implementing Global Fund grants.



### Supporting catalytic projects

Contribute to improving the institutional, political and social environments where Global Fund grants are implemented, particularly with regard to strengthening health systems.



### Making and sharing knowledge

Promote knowledge accumulated through projects, and support or implement innovative approaches to propagate know-how and best practices.



### Supporting French or Francophone actors

Facilitate feedback and information-sharing with the Global Fund and contribute to its French political steering.

## Stepping up our efforts to support change

The missions with which we are entrusted have not changed. More than ever, our goal is to optimize access to Global Fund investments for eligible countries and their actors and facilitate the implementation of the grants. In doing so, L'Initiative is spurring countries and actors to evolve their health practices and public policies in ways that ensure comprehensive support for the fight against the pandemics.

The new strategy aims to equip L'Initiative to accelerate this work, especially in places where the challenges are greatest—an approach that complements the Global Fund's traditional strategy of concentrating efforts where they will have the biggest impacts. This complementarity is encouraged by the geographical concentration of French public development aid in West and Central Africa in particular, and by the special attention devoted to equality in access to health services. Through knowledge-sharing mechanisms, L'Initiative also contributes to the Global





“

**No delays in the fight against AIDS, tuberculosis and malaria can be tolerated, because every delay translates into new infections and even more deaths.**

**Éric Fleutelot,**  
Technical director at L'Initiative

**Ivory Coast, December 2017.**  
A young mother speaks with Dr. Coporah, the social assistant in charge of the Depistneo project at the teaching hospital in Cocody, Abidjan.

Fund's navigation of French policy and to the dynamics of global partnership. By doing so, it encourages the alignment of actors in the fight against the diseases and the reinforcement of health systems, all conducing to the goal of universal health coverage.

### Revised models

For the 2020-2022 cycle, L'Initiative has revised the way it collaborates with partners to ensure that the fight against the pandemics is inclusive, effective and lasting within countries as well as at the global level. Our efforts are now supported by four interdependent strategic pillars (see facing infographic). Little by little, our intervention models are shifting to reflect the challenges of tomorrow, most notably by reinforcing



**9,000 people**

are still dying of AIDS, tuberculosis or malaria every day.

support mechanisms and planning out technical assistance to ensure that it will be sufficiently long-lasting while reflecting individualized needs. At the same time, we support NGOs, research institutions, and national programs, especially those dedicated to developing innovative approaches, experiments, and pilot projects that seek to shift health practices and policies.

With transparency and accountability in mind, the realization of this strategy and the achievement of our goals will be measured by performance indicators at all levels of implementation for grants and/or L'Initiative's assistance. Results will be evaluated in light of their impact on global health, on the Global Fund's governance, and actors within national contexts.

A new triennium

2020-2022

# 40 countries eligible for L'Initiative's support

With the strategic revisions for the 2020-2022 cycle, 40 countries are now eligible for L'Initiative's support and technical and financial assistance. All 40 countries are eligible for Global Fund grants.

The Ministry for Europe and Foreign Affairs oversees L'Initiative, including establishing the list of countries eligible for its support. For the 2020-2022 period, they include:

- the 19 countries with priority access to French development aid, as identified by CICID;
- countries with special challenges to overcome in implementing programs;
- countries rated by the Global Fund as key in the fight against the pandemics.

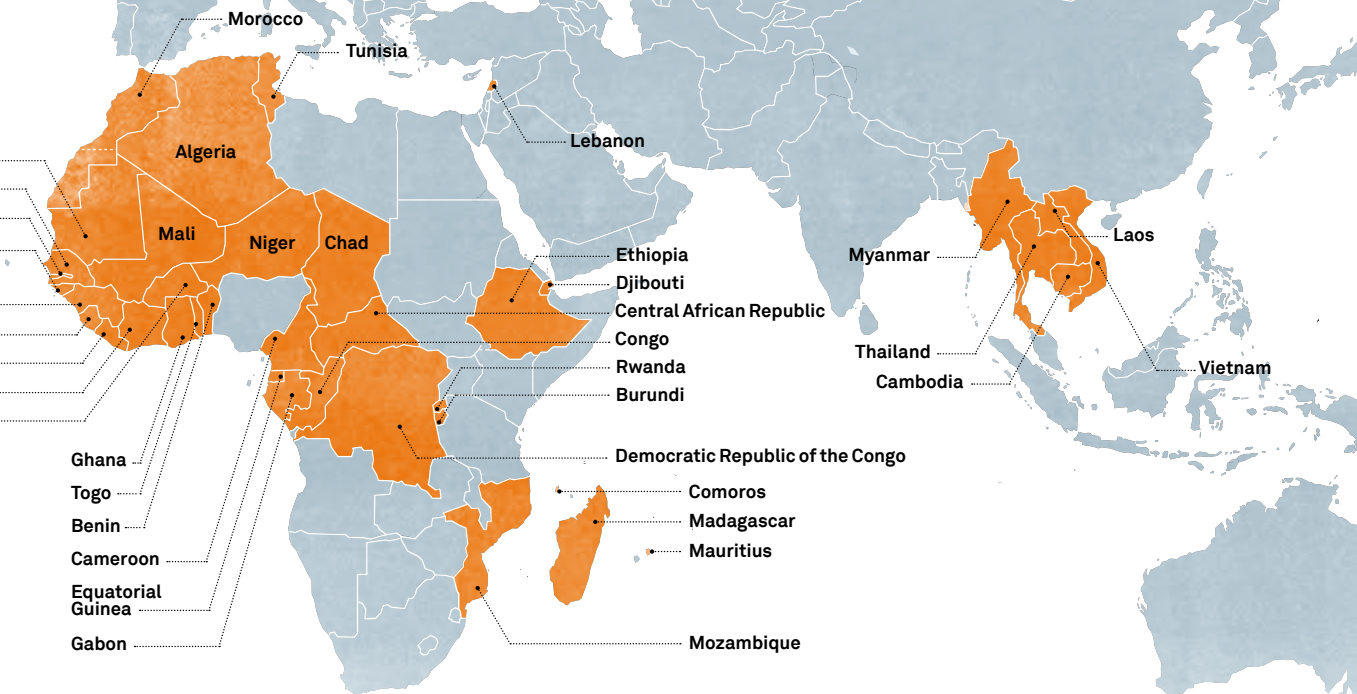
This list is compiled with special attention to the Francophonie and to the cohesiveness of France's regional global health efforts to eliminate the pandemics.



Mauritania .....  
Senegal .....  
Gambia .....  
Guinea-Bissau .....  
Guinea .....  
Sierra Leone .....  
Liberia .....  
Ivory Coast .....  
Burkina Faso .....

## Support for diverse actors

Within eligible countries, the following kinds of groups are eligible: national coordinating bodies for Global Fund grants (CCM); principal recipients, sub-recipients and sub-sub recipients of Global Fund grants; and actors in the fight against the three pandemics, including public administrative bodies, research institutions, and civil society and private-sector organizations.



### Projects selected in 2019

L'Initiative received 115 letters of intent in response to the two calls for proposals in 2019. The 15 projects selected will participate in the fight against the three pandemics in 17 countries. In addition, 3 operational research projects will be funded.

... To learn more: <https://bit.ly/projets-Initiative-2019> (FR)



## Technical assistance

# In sync with the funding cycle

A new funding cycle begins in 2020. L'Initiative began preparing for the significant increase in funding access missions that accompanies this juncture in 2019. It is a critical moment for developing coordinated national strategies and building the capacities of actors in the fight against the pandemics.





**Mali, November 2016.** Oumou leads listening group and guidance sessions for people living with HIV at the Center for Care and Counseling (CESAG, Centre d'écoute, de soins, d'animation et de conseils) in Bamako. Founded in 1996 by the organization ARCAD-Santé Plus, CESAG was the first community care facility for people living with HIV/AIDS in Mali.

**E**mblematic of L'Initiative's efforts, the technical assistance missions it undertakes target the beneficiaries of Global Fund financed programs in the 40 countries eligible for L'Initiative's support (see pages 24-25). The goal is to facilitate grant management, from the writing of the funding proposal to project implementation and monitoring and evaluation.

### Innovative projects for health systems strengthening

These technical assistance missions are organized all through the year at beneficiaries requests, frequently take place over the short- or medium-term, and match the timing of the Global Funds investments cycle. The aim is to cater quickly to the needs of eligible structures. That can entail coordinating national dialogues, drawing up strategic plans, elaborating funding requests, implementing grants, supporting strategic monitoring, and so on.

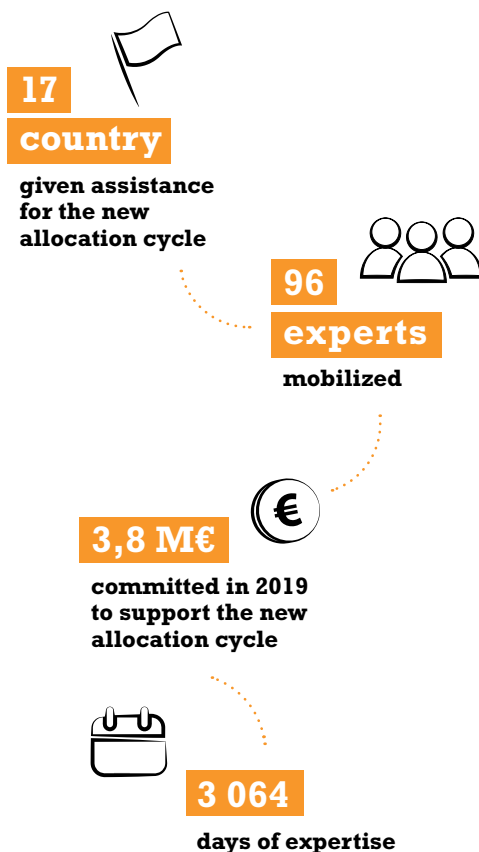
To prepare for the launch of the 2020 cycle, evaluation missions were undertaken in 2019 to test regional strategies that the Global Fund could then choose to scale up to the country level during its next round of grants. This was the case, for example, with the evaluation of sample transfers and a mobile strategy for fighting tuberculosis in the Democratic Republic of the Congo.

### All systems go for funding-access support

On the eve of the new triennium, L'Initiative approved a number of funding request support

missions in 2019. The challenge is substantial since, with the success of the 6th Replenishment, certain countries saw considerable increases in their funding packages. Along with this growth in funding opportunities, the need to construct timely and well-planned responses to the pandemics mounts as well. From the very beginning, L'Initiative coordinated with the Global Fund,

## Support for funding-access missions in 2020\*



\*Expertise missions approved in 2019

technical and financial partners and other technical assistance mechanisms to plan its support and avoid redundancy. At the end of 2019, several meetings with the Global Fund, the WHO, the Roll Back Malaria partnership and UNAIDS made it possible to define a list of countries where it would offer funding-request support. During a workshop in Saly, Senegal in November, the Global Fund and UNAIDS presented the 2020-2022 cycle action priorities to L'Initiative's project officers and experts, so that missions could be oriented to issues like strengthening health systems and key populations.

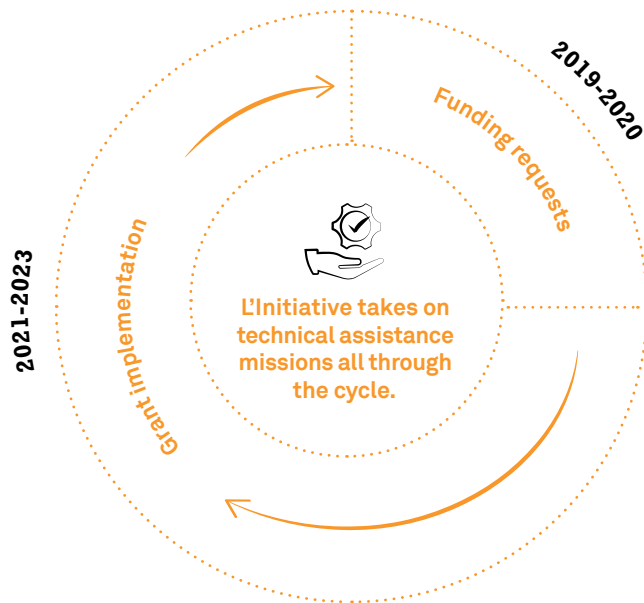
### A preview of future actions

In late 2019, L'Initiative's steering committee approved 24 technical assistance mis-

sions for funding-request support. In Thailand and Cambodia, L'Initiative's experts assisted the country coordinating mechanisms (CCM) in elaborating requests for funding to fight tuberculosis and HIV. L'Initiative helped the NGO ARCAD-Santé Plus, a key actor in the fight against HIV in Mali, to position itself to become a principal recipient of Global Fund grants. Meanwhile, in Cape Verde, for the first time, L'Initiative assisted in creating a transitional plan to help a country cycle off of Global Fund support.

At the same time, technical assistance missions for implementing grants and supporting project monitoring continued apace. The number of these missions will increase in 2021, once the grants are allocated.

## Global Fund funding cycle



# L'Initiative in Chad: “We’re working hand in hand to achieve more strategic support”



**Prof. Mahamoud Youssouf Khayal,**  
Public Health Minister, Chad

*Created in October 2017, the Project Management Unit (PMU) of Chad’s Public Health Ministry (PHM) is harnessing L’Initiative’s support to manage grants allocated by the Global Fund and other financial partners better. Minister Mahamoud Youssouf Khayal offers a preliminary report on the program.*

## What is your perspective on L’Initiative’s support of the PMU?

We wish to offer our sincere thanks to France, which has made this program available through L’Initiative. The program was necessary to enable the PHM to be a principal recipient of Global Fund grants. This support has helped us to fully assume our executive role and take charge of medical care for the population. Strengthening the PMU will ensure that our projects are managed efficiently and enable us to reach patients all over the country.

## What progress has been made in managing the grants?

A year is not a very long time for a full report, but even a seedling

shows growth. Currently, the PMU is managing three funding lines (the Global Fund, GAVI and the Gates/Dangote Fund) and I am already noticing clear improvements in how things are done. An audit committee has been put in place and guarantees the independence of the internal audit cell, guidelines detailing procedures have been developed, a computerized information system is now up and running, and almost no stock shortages have been signaled as a result of management errors.

The PMU team has contributed greatly to developing funding requests, particularly to the Global Fund, and we are on the right track to secure approval. The team’s help is solicited for all the PHM’s strategic activities, and it has recently been involved in the country’s Covid-19 response, as well.

## Will this support continue to be necessary in the future, or will it evolve to support other needs?

Soon maintaining the program is a must to consolidate what staff have learned and reassure technical and financial partners that the grants are being effectively and efficiently managed. In the medium term, we have big plans, plans as big as the challenges we are facing. Beyond renewing the grants, the volumes of funding and activity will certainly increase. The terms of the program must correspondingly evolve to address the systemic and structural deficiencies identified in 2019.

The main challenge lies in skills transfers. For now, the program is highly active in everyday operations. The phase that’s beginning now will have to progress toward a place where the PMU is genuinely autonomous when it comes to management. We are working hand in hand to achieve more strategic support, and that’s an encouraging prospect. ●

Cambodia, October 2014.

In Prongyeang, a mother and child take shelter under a treated mosquito net, which was distributed for free as part of a program in their village.



## Intervention models

# Financing catalytic projects

Financing projects is one of L'Initiative's two main means of taking action. The projects not only tackle priority problems but also test targeted, flexible and innovative responses to the pandemics. Ultimately, such pilot or operational research projects can deeply influence national strategies and Global Fund programs.

L'Initiative's financial support is divided between intervention and operational research projects (see pages 32-33) which are funded through calls for proposals, and ad hoc agreements for pilot programs with political or strategic significance.

### Solving global challenges and advancing the Sustainable Development Goals

Building our partners' skills and scaling up their programs lie at the core of L'Initiative's funding strategy. That's why it primarily supports medium-term projects that aim to enrich national and local health actors. These financing opportunities enable L'Initiative to guide the evolution of public health practices and policies that respect differing national contexts and the needs of multiple stakeholders (including civil society organizations, research institutions and universities, national programs, and Health ministries).

Project financing represented

**54%** of

L'Initiative's activity in 2019 (measured in financial terms).





## Innovating to strengthen health systems

Operational research projects aim to develop targeted, adaptive and innovative approaches. They also serve to identify and test programs which, should they succeed in demonstrating their effectiveness, may be scaled up through the cooperation of national strategies and Global Fund grants.

L'Initiative also funds pilot projects of a more bilateral nature, thanks to France's strong commitment to a new program, the Presidential Initiative for Health in Africa (IPSA). IPSA is present in five countries: Burundi, Burkina Faso, Mali, Niger, and the Central African Republic. By matching one high-level expert to each country, the program provides technical support for needs voiced by the Health ministries. Since the experts' deployment in summer 2019, IPSA has already managed to identify ways of improving grant implementation, in particular through changes to the countries' supply chains. In fall 2020, moreover, the program will grow to include the Democratic Republic of the Congo.

## RECAP TB: better coverage for West and Central Africa

An ongoing threat to global health, tuberculosis remains one of the primary causes of preventable deaths in the world. Yet in West and Central Africa, national programs only manage to detect and treat 25% of drug-resistant tuberculosis cases. The numbers indicate the persistence of obstacles to treatment access. Stigmatization and discrimination, gender inequality, and limited decentralization of services all contribute to inadequate coverage. The pilot project RECAP TB, led by the Alliance Ivory Coast and supported by L'Initiative, aims to boost access to funds for fighting tuberculosis for community groups and NGOs. In doing so, it hopes to instill a lasting, community-based dynamic in tuberculosis responses in Benin, Cameroon, Niger, and Chad.

**30 experts**  
trained in community,  
rights and gender-based  
approaches

**11 NGOs**  
involved in the project





## Operational research

# Making effective strategies accessible

Exceptional scientific and medical progress has been made in fighting HIV, tuberculosis and malaria over the past 20 years. We now have highly effective diagnostic and treatment tools that save millions of lives every year. However, access to these advances remains a major stumbling block.

↑ **Sierra Leone, September 2018.** The Port Loko Government Hospital is one of 11 sites in the country where tuberculosis diagnoses can be made. Sierra Leone is one of the 30 countries most affected by the pandemic in the world.

**W**hether the goal is to improve the coverage rate for early malaria diagnosis among rural populations without dependable health services access, or ensure that key populations benefit from targeted testing and screening services—or even promote large-scale testing and treatment for latent tuberculosis among the most vulnerable—operational research works to evaluate innovative public health strategies.

### Testing strategies in the field

Operational research is unique in assessing research programs according to their public health impacts. The teams working on these projects strive to prove their effectiveness and ultimately translate them into public policy. Therefore, since 2018, L'Initiative has been sponsoring an annual call for proposals for programs that test new strategies and mobilize public health bodies to adopt them.

## Three integrated care projects

Integrated care entails a patient-centered focus involving multidisciplinary teams. The goal is to facilitate collaboration among the bodies entrusted with care, at all levels of the health system. This approach is particularly important for pregnant women, children and adolescents who are exposed to the three pandemics. Three projects have been funded through the 2019 call for proposals “Mother, child, teen: developing strategies to better integrate HIV, tuberculosis and malaria

prevention, screening and care in health systems.” In Ivory Coast, PAC-CI will evaluate and enhance testing and care skills in a network of community health agents. In Ivory Coast and Burkina Faso, the IRD will study the effectiveness of mobile teams in improving access to antimalarial prevention and therapy for pregnant women and children under the age of five. Finally, in Lao PDR, Humanity & Inclusion will offer a prevention and care package designed to help ethnic minorities who live far from health services.

# Better managing latent tuberculosis in persons living with HIV



**Laurence Borand**, director of the Clinical Research Group at the Institut Pasteur du Cambodge

*Dr. Laurence Borand reflects on treating latent tuberculosis and the operational research project OPTICAM\*, which was funded through a 2018 call for proposals.*

It's estimated that a third of the world's population is a carrier of latent tuberculosis: while 90% of people infected remain asymptomatic, only 10% develop the disease. Latent tuberculosis is thus a hidden reservoir of tuberculosis that must be treated to eradicate this pandemic.

Since people living with HIV have a higher risk of developing

active tuberculosis, the WHO recommends that they receive latent tuberculosis treatment at least once in their lives. Until recently, this treatment consisted in taking daily medication for six months. The length of the treatment, along with the fact that patients showed no sign of the disease, made this a complicated regimen. Now new, shorter, and better-tolerated

treatments, are available and recommended.

In practice, too few people living with HIV across the world have received latent tuberculosis treatment, particularly in Cambodia, which is among the 30 countries most affected by the pandemic.

The OPTICAM research project aims to improve the management of latent tuberculosis by identifying barriers to initiating treatment for both caregivers and HIV-positive people, and by developing a targeted strategy that includes short-term treatments. ●

\*OPTICAM (“Optimizing Latent Tuberculosis Treatment Initiation in Cambodia Among People Living with HIV”) is led by the Clinical Research Group of the Epidemiology and Public Health Unit at the Institut Pasteur du Cambodge, in collaboration with the national HIV and tuberculosis programs of Cambodia and the Clinton Health Access Initiative.



## Civil society

# Community led response: nothing for us without us

Civil society actors have forged crucial links between health bodies and populations, including marginalized and hard-hit ones. Represented in public institutions and the country coordinating mechanisms, they are a key partner in the fight against the three pandemics thanks to their ability to innovate and their understanding of conditions on the ground.

↑ **Congo, May 2017.** The first meeting of L'Initiative and the National Network of Associations for Positive People of the Congo (RENAPC). Since the meeting, RENAPC secured funding for a project submitted in 2019, and an initial technical assistance mission will help build capacities to ensure the project's success.

Civil society groups include NGOs, community groups, networks of people living with the diseases, or confessional organizations. A crucial link between conditions on the ground and political responses, they represent vulnerable populations in the Global Fund's CCMs. For L'Initiative, building the capacities of civil society organizations (CSO) is a top priority. While funding their projects, it also supports them in financial management, governance or resource mobilization.

### Building the capacity of community actors

L'Initiative's missions with civil society actors aim to professionalize them, build their capacities, and structure their activities at national and regional levels. The goal is to facilitate the scaling up of community strategies for protecting the rights of key populations and improving their access to prevention and care. Riposte, a project led by the association REVS PLUS, trains representatives of key populations

**53 missions**  
to strengthen civil society actors between 2017 and 2019



active in four CCMs (Burkina Faso, Burundi, Mali, Mauritius) to ensure that their voices and advocacy work are heeded. Thanks to capacity- and skill-building actions like these, civil society actors have succeeded in becoming sub-recipients and even primary recipients of Global Fund grants.

L'Initiative has recently expanded these missions to new countries. In late November 2019, L'Initiative launched a technical assistance mission in Rwanda for the first time to support the national network of Rwandan NGOs (Rwanda NGOs Forum on HIV/AIDS and Health Promotion) in developing their strategic plan for 2020-2024. Additionally, this mission will lead to the development of a road map to guide L'Initiative's long-term support for the association.



**Daouda Diouf**  
Executive Director of ENDA Santé, Dakar, Senegal

*The Francophone connection of Expertise France is an advantage*

The Civil Society Institute comprises 80 NGOs from 18 African countries. It enables us to coordinate our actions, get real-time information from the field, and boost the effectiveness of our advocacy work. The partnership we signed with Expertise France in 2019 is heading in the right direction, in that it is allowing for flexibility in governance of health programs, taking into account realities on the ground, and centering its programs on innovative interventions, key populations, and the lags we are experiencing in our region. The Francophone connection that Expertise France shares with most of the member countries is an advantage when it comes to understanding our contexts and targeting support accordingly.



## Cameroon “MOVIHCAM Health on the road”

July 2019 — June 2022

Building the capacities of community actors, easing geographical and socio-cultural barriers to health care access for at-risk populations, and improving HIV/AIDS in the process—those are the goals of the ambitious “Movihcam Health on the Road” project led by the association Moto action and supported by L'Initiative. This innovative, decentralized approach targets residents of high-risk zones like the two major truck parks of Douala and Bertoua. A mobile testing program has also been created to carry out testing and screening. In renewing its support for Moto Action in

2019, L'Initiative is keeping its sights set on the long term and contributing to the durability of innovative programs led by community organizations like this one. ●



↑ **Cameroon, July 2019.** A mobile screening center organized by Moto Action. The group raises awareness and conducts screenings among transportation workers, who are at higher risk of exposure.



# Facilitating information-sharing with Francophone actors

Support for Francophone countries is at the core of L'Initiative's mandate. For decades, the dominance of the Anglo-Saxon model in world health has created lags in access to information and resources for many Francophone African actors.

**U**NAIDS' three 90 targets and the Sustainable Development Goals will only be achieved if the response to the pandemics incorporates CSOs and community organizations. Their strategies and practical experience are often most appropriate in specific contexts for both the screening and care of the most vulnerable populations. L'Initiative seeks to empower these actors and help them ensure that their voices and advocacy work are heeded.

## Momentum through information-sharing

The organizations supported by L'Initiative are working toward information-sharing and capacity building in civil society. For example, Alliance Ivory Coast trains community actors to write scientific publications, thereby encouraging a culture geared toward capitalization and broad diffusion of the best practices developed in communities. Meanwhile, the Institute for Civil Society (Institut de la société civile), an Expertise France partner organization since October 2019 (see page 35), has developed a real-time data monitoring and collection system for the projects led by its members. The system aims to optimize information feedback and sharing, and ultimately to improve effectiveness. At a larger scale, Aidspan, the independent Global Fund observer, provides information and analyses on grant policies, procedures and implementation. To do so, it is working to build a global network of correspondents and promote vigilance and experience-sharing.

## Civil Society's growing importance

Civil society has been gaining in skills and legitimacy thanks to the experience and support it has acquired. Increasingly, it is better-trained and capable of operating at a regional scale. Often, a shared linguistic background facilitates coordinated action, the development of synergy among projects, and quicker circulation of information. With over 80% of its members coming from Francophone countries, the Civil Society Institute is taking advantage of this shared language to develop a regional response, thereby helping mitigate the lags seen in West and Central Africa.



“

**Participating in ICASA gave me hope for my country again. I realized that if we want it enough, we can do it.**

**Africa isn't doomed to struggle; it's just a question of will, strategy, initiative, and leadership.**



Ammy Fiadanana Njatosoa, former monitoring and evaluation officer for Médecins du monde's HIV observer and its partners in Madagascar

↑ Kigali, December 2019. (From left to right) Dzodjina Dogbe, clinical psychologist with the Togolese association Action against AIDS (Action contre le sida), Éric Koba, statistical consultant for Moto Action, Ammy Fiadanana (see this page), and Yatimpou Eugénie Tchédre, clinical psychologist with Espoir-Vie Togo, attend ICASA on an Expertise France grant.

## At ICASA, representation for communities

Historically, international conferences have been a critical outlet for civil society, acting as venues where community voices can be heard at the highest levels. That's certainly the case with ICASA, the International Conference on AIDS and STIs in Africa. Held from December 2nd to 7th, 2019 in Kigali, Rwanda, the Conference's 20th

edition embraced the theme "AIDS-Free Africa: Innovation, Community and Political Leadership." Thanks to funding from Expertise France, five civil society actors were able to participate in the conference, an opportunity for them both to highlight the roles they play on the ground and to absorb new skills. They were able to talk with the conference's international audience and rub shoulders with political leaders, financial partners, and scientific experts.

## Capitalization

# Making and sharing knowledge

L'Initiative's new strategy positions knowledge-making and -sharing as a pillar of its action. This shift reflects the desire to help French and Francophone actors become more influential, with both the Global Fund and other technical and financial partners.

Since its founding, L'Initiative has contributed to producing and spreading a rich body of knowledge on implementing Global Fund grants as well as on technical and political challenges faced by stakeholders on the ground.

With regard to strengthening health systems, vulnerable populations or operational research, this knowledge has been collected through L'Initiative's technical assis-



tance missions or through the reports and evaluations associated with funded projects. Using this documentation and information, L'Initiative has been able to conduct targeted and cross-cutting analyses, yielding a number of lessons.

### Better guidance through capitalization

L'Initiative's commitment to doubling down on its monitoring-evaluation and capitalization efforts reflects a desire to better guide its governance body and members of the various steering teams. This commitment not only answers an obligation to evaluate projects and track relevant indicators but also an opportunity to valorize the work of our partners and technical experts.

Furthermore, the effort aims to boost our collective accountability, an essential priority for all development aid work. With certain projects, capitalization efforts culminate in a collection of publications through which L'Initiative and its partners share their challenges and successes with the broadest possible audience.





↑ **Senegal, September 2018.**  
A capitalization workshop on the “Adolescents and young girls” projects funded through the 2015 call for proposals.

## For more

### **Capitalization: the experience of Affirmative Action**

In 2019, the Cameroonian association Affirmative Action took on a capitalization project with the help of L'Initiative. What came out of it was a report consisting of a series of examples and pieces of advice oriented toward other associations in the sector engaged in professionalizing their efforts. The report is also designed to be useful to technical and financial partners or national public actors who are engaged in supporting community associations.

By reflecting on the key stages of its own history, Affirmative Action hopes to share guidance with other groups that wish to become Global Fund sub-recipients in Cameroon, Africa, or around the world.

... To learn more:  
<https://bit.ly/mediatheque-affirmativeaction> (FR)

## Debating evaluation

In November 2019, L'Initiative participated in the International Francophone Forum for Evaluation in Ouagadougou. Participants from institutions, civil society and universities, among other bodies came together from 30 countries to discuss the question: “Evaluation for whom and to promote what values?” L'Initiative presented its cross-cutting evaluation tool, which elucidates best practices and recommendations gleaned from project evaluations on a given theme—an approach that facilitates sharing and learning across projects. The forum also provided a space where the evaluation community debated how sponsors and evaluators can best work together to adapt evaluations to differing cultural contexts, with the goal of deriving results that are useful to both sponsors and actors in international cooperation more generally.

... To learn more, explore all of L'Initiative's cross-cutting evaluations here:  
<https://bit.ly/cross-cutting-evaluation>

# Key stakes

We still have a long way to go to eliminate the pandemics. Every day, 1,000 teens and young women are infected by HIV, every two minutes, a child dies from malaria, and around the world, tuberculosis remains the most deadly infectious disease. In certain countries, marginalized communities still lack access to quality health care. To eradicate the pandemics, these communities must be at the core of our response. Sensitive to these realities, L'Initiative prioritizes actions engaging key populations.



***We peer educators have been trained to disseminate the right information. Our role in taking care of young people is an important one. We take great pride in saving lives!***

Thérance, peer educator with SWAA-Burundi, ambassador for the Grandir ensemble network







Pages 42-45

**Mother-child health**

## Overcoming vulnerability

Pages 46-49

**Sexual and reproductive health**

## Falling through the cracks? Children and adolescents living with HIV

Pages 50-53

**Pandemics and human rights**

## Marginalized by society, left behind by the health system

Pages 54-59

**Medication and health products**

## Ensuring accessible, high-quality treatments

←  
Madagascar, January 2019.

An activist with the Association of Samaritan Women raises awareness about HIV transmission and conducts surveys on screening habits. Organized through the HIV observatory established by Médecins du monde with four key populations associations, the campaign addresses barriers to accessing screening and care.



*Reduce the global maternal mortality ratio to less than 70 per 100,000 live births by 2030.*

Sustainable Development Goal 3, Target 3.1



← **Thailand, February 2019.** A young Burmese woman consults a doctor to monitor her pregnancy at the SMRU clinic in Wang Pha.

**C**hildren under five are dying twice as infrequently as they were in 2000, and the death rate for mothers has dropped by 38% in the same interval thanks to improvements in access to quality and affordable health services. Yet across the globe, universal access to prevention, screening, diagnosis and treatment for women and children is far from a reality. Women and newborns are most vulnerable during labor and delivery: according to the WHO, a mother in labor or a newborn dies every 11 seconds. More generally, women and children often possess the fewest resources to combat epidemic or sexually transmitted diseases.

**Women's and children's health, a high priority**

In keeping with Sustainable Development Goal 3 and France's strategy for global health, L'Initiative has reinforced its support for fighting mother and infant mortality. These efforts are being actualized through support for projects addressing mother-child care, including access to early HIV and Hepatitis B screening for pregnant women and their infants in Ivory Coast, a project led by PAC-CI; enhancing access to maternal and perinatal health services for female migrant populations in Thailand through the SMRU; and epidemiological studies on the use of treated mosquito nets in Benin by the IRD.

**Mother-child health**

# Overcoming vulnerability

Around the world, 17,000 children under five, 4,000 teens and 800 pregnant women die every day. Yet the vast majority of these deaths are preventable. Along with its partners, L'Initiative strives to protect these especially vulnerable groups. The goal: to ensure they are out of danger by 2030.



# “Identifying obstacles to protecting pregnant women from malaria”



**Gilles Cottrell,**  
epidemiological researcher  
at the IRD



**Armel Djènontin,**  
medical entomologist at  
the University of Abomey-Calavi

*What factors impede the fight against malaria among pregnant women? Identifying these factors is the goal of Evalmous 2, the second phase of a study launched in Benin in 2016. Funded by L'Initiative and led by the IRD in tandem with the University of Abomey-Calavi, it will expand the project to analyze conditions in the country as a whole.*

## Why prioritize pregnant women when fighting malaria?

**G. C.** Exposure to the parasite in early pregnancy can cause placental problems, which leads to low birth weight, and ultimately to less healthy children. The children of infected mothers are also more sensitive to the parasite.

**A. D.** Intermittent preventive treatment is counterindicated in the first trimester and only administered beginning in the fourth month. Before then, a mosquito net treated with long-acting insecticide is even

more critical than it is during the rest of the pregnancy. In Benin, health centers hand them out during prenatal consultations.

## What results did the first Evalmous study yield?

**A. D.** Evalmous 1 was conducted in the riparian region in the south of the country, and revealed that most pregnant women use a mosquito net. Unfortunately, the nets are often in bad shape. According to laboratory tests, only 7% of the mosquito nets analyzed were bio-effective, according to WHO criteria.

**G. C.** Even more alarming is that, while 60% of women said they received a new mosquito net from the health center, only 30% attested to actually using it. If this lack of use is confirmed, we'll need a comprehensive qualitative investigation to explain it.

## What is the goal of Evalmous 2?

**A. D.** We are expanding the study to confirm (or invalidate) these results and evaluate mosquito net distribution to pregnant women in 12 health centers across the country.

**G. C.** Ultimately, the goal is to support Benin's National Malaria Control Program in establishing a 2021 National Strategic Plan, in particular by revising education measures for pregnant women. Why not link it with the malaria training we already give to community health workers through the Global Fund grant? ●

# Prevention and care through integrated services


Making integrated services available is key to reducing the vulnerability of both mothers and infants. The projects supported by L'Initiative target strategic points for screening, prevention and care, and aim to instill a continuum of care between mother and child.

According to the WHO, 80% of the world's mother and infant deaths take place in sub-Saharan Africa and South Asia. These deaths can largely be attributed to a lack of resources and access to quality health services. In 2019, L'Initiative once again focused on several projects in West Africa and the Greater Mekong region.

## Targeted action at key moments

Delivery and the post-partum period are the moments at which the mother and the newborn are most vulnerable. These are strategic periods in fighting the spread of the epidemics, since 80% of pregnant women visit health centers for a pre- or post-natal consultation at least once during their pregnancy. That affords an opportunity to offer prevention, screening and monitoring for isolated or marginalized populations.

The partnership initiated with the SMRU (see facing page) in Thailand boosts the accessibility of quality maternal and perinatal health ser-

 **80%**  
of mother and infant deaths around the world take place in sub-Saharan Africa and South Asia



vices for migrant or mobile populations, both during and after delivery. The end goal of the Depistneo project is similar; led by the PACCI Programme in Ivory Coast, it organizes HIV-HCV screening for mother and newborn at delivery, with follow-up visits every six months for the babies. Exposed mothers and children are tracked by an information system to ensure continuity of care and improve early HIV screening, access to antiretroviral therapies, and Hepatitis B vaccination.

## Optimizing support for education and awareness

Proximity to care is a real factor in effective monitoring. In the Depistneo project, community counselors play a major role in locating women who have fallen through the cracks in Ivory Coast. In Thailand, mobile sexual and reproductive health activities are led by teams who work with the Wang Pha center in order to bring health care to women living in remote communities. Finally, workshops, forums and courses are organized to raise awareness among mothers in Ivory Coast and teens in Thailand, on issues like sexual and reproductive health, gender, and the importance of monitoring and care for both mothers and children.



**Ivory Coast, November 2017.**

At the Cocody Teaching Hospital in Abidjan, mothers are systematically offered HIV and HBV screenings after delivery.



bracket, and therefore high-priority recipients of sexual and reproductive health services.

**A population without access to care**

In response, the SMRU has developed a program whose proactive, community-based approach aims to enhance the accessibility of health services in three districts where the primary passage points between Myanmar and Thailand are located. To achieve this, it will benefit from the support of the M-Fund. Financed by the Global Fund, L'Initiative and Unicef, the M-Fund is implementing a new low-cost non-profit health insurance model to benefit high-risk populations. ●

€  
**€992,956**  
in funding provided by L'Initiative, 80% of the total budget



**Thailand**

**Broadening access for mobile and migrant women in Myanmar**

March 2020 — February 2023

*In 2019, L'Initiative entered into a new partnership with the University of Mahidol's Shoklo Malaria Research Unit (SMRU). The goal is to broaden health services access for marginalized mobile or migrant women in Tak Province.*

According to the International Organization for Migration (IOM), at least 2.3 million migrant or mobile Myanmar natives work in Thailand, in addition to 800,000 undocumented migrants. In their home country, the lack of infrastructure and qualified human resources already puts them at risk. In Thailand, their marginalization, precarity and irregular living conditions put access to quality care out of reach, especially for mother and infant health. Yet the majority of these mobile or migrant women are between 15 and 40 years old, the most sexually active age



**Thailand, February 2019.**

A young mother in the Wang Pha SMRU clinic. Each day, the clinic welcomes dozens of Burmese women who cross the border to access care.



## Sexual and reproductive health

# Falling through the cracks? Children and adolescents living with HIV

Over the last decade, the HIV mortality rate has dropped significantly for all age demographics but one—10-19 years. Far from falling, the number of deaths in this bracket has risen. The situation is particularly distressing in West and Central Africa.

In West and Central Africa, over half the population is under the age of 25. Despite important progress over the past few years, the region's young people are still suffering heavily from HIV/AIDS. L'Initiative is focusing its efforts on this area to mitigate the emergency and propose new solutions.

### Girls at high risk

In 2018, according to UNICEF, around 2.8 million children and teens were living with HIV across the world. Ninety percent (90%) of them were in sub-Saharan Africa, and only half of those were on antiretroviral treatment. Girls have been particularly hard hit—in sub-Saharan Africa, they comprise four out of every five new infections. According to UNAIDS, nearly 6,000 girls are infected each week, in part because of gender-based violence and limited access to sexual and reproductive health services.

### Children's and young people's specific needs

The reasons for the high infection and death rates among youth can be attributed almost entirely to inadequate or inapt health care options.



←  
**Dakar, September 2018.**

A group of girls look out over the Atlantic Ocean. While children and adolescents make up just 7.4% of persons living with HIV, they account for 15% of HIV deaths across the globe.

One of the major issues concerns pediatric formulas, which are often not a priority for pharmaceutical companies. As a result, treatments can be ill-suited to children, who can struggle with the quantity of medications they must take, if they are aware of their status at all. As teens, many stop treatment, with dramatic consequences for their health. Moreover, caregivers are often poorly trained to manage care for teens, whose sexualities and emotional lives are too rarely taken into account as a result. Finally, cultural and socio-economic factors comprise another obstacle to accessing care and contraception, particularly in rural areas.

### Dynamic solutions for the future

In 2015, L'Initiative selected six projects through the call for proposals "Adolescents and young girls." Among them are the JADES project, implemented by Solthis in Mali and Niger, and a project led by Sidaaction in five African countries. These projects focus on adolescents by ensuring their voices are heard and ensuring a range of relevant actors are involved, including families, caregivers, and political officials. Among Sidaaction's partners, the number of young people who stopped treatment fell by 35%. These adolescents were able to resume treatment and share their concerns in safe, secure environments.

**90%**  
of children  
with AIDS live  
in Africa

Notably, this approach has led to the creation of Grandir Ensemble, a peer-

## Capitalizing for dissemination



In September 2018, a capitalization workshop was held in Dakar for the heads of the "Adolescents and young girls" projects funded by L'Initiative and its partners in the field.

Together, they reflected on the training sessions on reproductive and sexual health organized by L'Initiative between 2016 and 2017. Now, information sheets created during the workshop sessions will help equip other bodies with best practices and lessons learned.

... To learn more:

<http://bit.ly/capitalization-SSR-adolescents-girls>



**Stanislas Dakono**  
Association ASDAP, Mali

*The training changed how I work with and understand adolescents. It enabled me to create a space of non-judgment for them.*

≈ **120,000**  
children and teens  
died from HIV  
in 2018

educator network active throughout the Saharo-Saharan region. An extraordinary tool for improving youth care, peer education must nonetheless be carefully managed to avoid overtaxing the teens who volunteer, since they themselves may be facing medical or family challenges.

Other solutions are also taking shape. New antiretroviral combinations, like the “4 in 1”

pill, may make it easier for very young children to take their medicine. Several phone apps, including Life4me+ and HelloAdo in Senegal, have also been developed to improve youth awareness and respond to questions about HIV and sexuality. As platforms for information and education, communication technologies may well be a key solution for the future.



“  
**In the fight, I've lost tons  
of my friends who died from  
this disease. That's why  
I decided to get so involved  
in the fight against  
HIV/AIDS.**

**Tatiana**, a peer educator for the last three years and ambassador with the Grandir ensemble network

←  
**Kigali, December 2019.** Two teen ambassadors for the Grandir Ensemble network perform a skit about their everyday experiences as peer educators during the ICASA conference, an international event on AIDS and STIs in Africa.

## ▲ For further listening



### **Identifying challenges, discussing solutions**

During the 20th International Conference on AIDS and STIs in Africa (ICASA), held in December 2019 in Kigali, L'Initiative organized a round table on “Youth and HIV: Testimony by Teens from the Grandir Ensemble Network” with Sidaction. The goal was to reflect on the challenges of peer education with the youth and their supervisors. At the same time, through a partnership with RFI, an episode of “Priorité Santé” was recorded on the theme “Youth and HIV” with Rodrigue Koffi, coordinator of the Grandir Ensemble Network, Tatiana, a peer educator with the NGO AMC in Lomé, and David Masson, a referring pediatrician with Sidaction.

▶ **To hear the RFI broadcast:**

<http://bit.ly/rfi-youth-HIV> (FR)

“Effective gender-based programs must be aimed at men, as well”



**Anne Boutin,**  
Project evaluator, Gaïa Développement consultancy

*L’Initiative conducted a cross-cutting evaluation of the six projects funded through the 2015 call for proposals “Adolescents and young girls” following the projects’ conclusion in 2018. Anne Boutin, who took part in the evaluation process, reflects on the projects and the evaluation’s conclusions.*

**Among the evaluated projects, which approach particularly caught your eye?**

If I had to choose just one, I would highlight sexual and reproductive education in schools, with projects led by Solthis in Mali and Niger, or the ClickInfoAdo platform created by Oxfam in Senegal. The latter really enabled students and teachers to internalize the

material. By getting imams involved, both Oxfam and Solthis also made it possible to work within Koranic schools, traditionally closed to the topic.

**What cross-cutting strategy would improve the effectiveness of these projects?**

When you do a lot of evaluations, you often arrive at the same conclusion—the projects

are significant, effective, produce effects, but rarely enduring ones. The projects don’t last as long as creating change requires. Their duration isn’t sufficient to sustain long and complex advocacy missions that influence public institutions. National programs tend not to take the effects of the projects into account. By including public officials in the implementation of the project and in the project’s steering committee, Solthis wanted to remedy that.

**Women are most affected. Is a gender-based approach useful?**

Yes, but it’s often done through specific modules designed for women. Effective gender-based programs must be aimed at men, as well. Through fear, or lack of information, they’re often the ones who push women into high-risk behaviors or into hiding their serostatus. Much more often than women, it’s men who refuse testing and contraception, and marry off their daughters prematurely. ●

**For further reading**

**A Cross-cutting evaluation of the “Adolescents and young girls” projects**

After conducting a preliminary study on sexual and reproductive health in children and youth, the Gaïa Développement consultancy and STEPS Social Consulting assessed the projects’ performance according to «standard» evaluation criteria: significance, effectiveness, efficiency, impact and durability. Two major questions for these projects— participation levels and participants’ absorption of the material—were also analyzed through this cross-cutting evaluation.

●●● To learn more: <http://bit.ly/adolescents-young-girls-evaluation>

## Pandemics and human rights

# Marginalized by society, left behind by the health system

Social stigma exacerbates vulnerability in some groups. Data on such populations may be lacking, or their access to care may be hampered by legal, socio-cultural or economic obstacles. L'Initiative works on behalf of people who are marginalized, whether by justice systems or others' perceptions.

### Madagascar, December 2019.

A hallway in Mahajanga prison, one of the four penitentiaries where the Institut Pasteur is conducting a program to improve intra- and post-prison care. The risk of developing tuberculosis is eight times higher inside prisons than out, according to 2016 MSANP and TB Global Report Data.

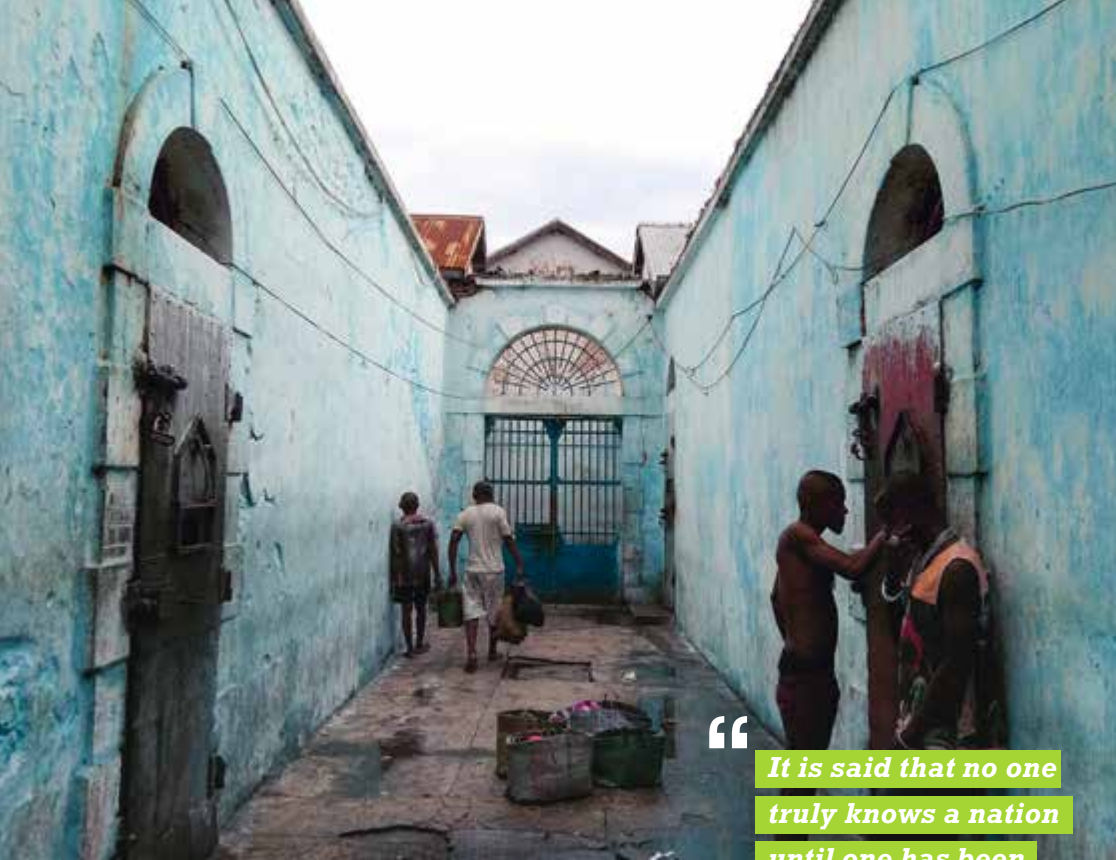
Often stigmatized, populations that engage in illegal or semi-illegal activities can find care and prevention difficult to access in their countries. These key populations are the hardest hit by the pandemics, and their treatment violates human rights—even if it doesn't always receive the attention it deserves. How can we better understand these vulnerable groups, develop targeted strategies, improve their access to care, and get them involved in efforts to fight the pandemics? L'Initiative supports actors working to find solutions.

### Prisons: hot spots with few treatment options

The insalubrity and overcrowding inherent to prison environments create conditions in which inmates are extremely vulnerable to pandemics. Limited funding, drug shortages and lack of caregivers all impact prisoners, and chronic malnutrition can further undermine their health. Thus, in the overpopulated Madagascan prison system, tuberculosis has spread at disproportionate rates, while sex between men, needle exchanges, and poorly tended injuries contribute to the spread of HIV.

Once freed, former detainees are rarely tested, and the stigma they bear can trigger a spiral of poverty, treatment cessation, and further incarceration. L'Initiative support projects that enhance access to screening and care for detainees. These projects aim to improve both intra- and post-carceral care regimens, while including a psychosocial component that paves the way to ongoing monitoring and better social reintegration.





“

*It is said that no one truly knows a nation until one has been inside its jails.*

Nelson Mandela, 1994

## Discrimination, a condemnation to silence

The stigmatization, discrimination and violence suffered by transgendered people, sex workers and men who have sex with men all impede these vulnerable groups' access to health services. Such discrimination is often reinforced by repressive laws—in many countries, homosexuality is punishable by long prison sentences, and in four African countries it is punishable by death.

This hostile environment leads men who have sex with men to hide their sexuality during medical visits and avoid getting tested.

According to an IBBS survey, only 7.8% had revealed their sexual orientation to a caregiver in 2016. The association Alternatives-Cameroon has partnered with Affirmative Action to address this problem through a community-based approach, with convin-

**71%**  
**of medical professionals**  
in Egypt refuse to give care to people living with HIV

cing results: demedicalized screening tests conducted by peers in gay-friendly spaces create an atmosphere of trust and improve care. In Egypt, where HIV cases have risen by 76% since 2010, a project led by the Al Shehab Foundation for Comprehensive Development focuses on enhancing care access for men who have sex with men, sex workers and drug users, the groups who suffer the most discrimination and are most affected by HIV in the country.

These programs yield field data that would otherwise be out of reach. In doing so, they make it possible to understand the epidemics' real profile in partner countries, and ultimately to strengthen human rights advocacy and improve health services access for all.

# Make sure disability does not increase vulnerability

Across the globe, more than a billion people are living with a disability. Studies—including some funded by L’Initiative—have shown that these individuals face heightened vulnerability to the pandemics and reduced access to care, especially in West Africa. Such lags in care are undermining the possibility of achieving the three 90 targets by 2030, and intensifying the need to play catch-up.

**P**eople living with a disability are more exposed to poverty, violence and obstacles to services, creating what is called a “high-risk environment for HIV.”

## Left behind in the fight against HIV

Contrary to conventional wisdom, the great majority of adults living with disability have a sex life. At the same time, they are two to four times more likely to be infected by HIV than peers with no disability. This disparity can be explained by the poverty, lack of information, violence and discrimination they suffer—not to mention the discrepancies that exist between their needs and available health services. According to a study on disability conducted between 2016 and 2018 by Humanity & Inclusion (H&I), 66% of people interviewed in four West African countries have



Senegal, March 2018. A community worker educates residents of the Zinguichor region on prevention and care access for people with a disability. The Inclusiph project is aiming to give support to 15,943 people.

given up seeking care for lack of means. Fewer than 14% of them have taken part in HIV prevention activities, and only 30% have been tested for HIV. Finally, a quarter of women with a handicap have been victims of rape or sexual violence.

## Spreading awareness

Over the last five years, L’Initiative has given support to projects which aim to include people living with a disability in national HIV/AIDS responses in West Africa. The combined efforts of L’Initiative and Humanity & Inclusion to build the capacities of local actors have boosted associations like FEMAPH in Mali, which has become a project leader in its own right (see facing interview). In parallel, H&I has contributed through the Global Fund’s regional grant to producing and disseminating data on the prevalence of HIV/AIDS among persons living with a disability and the factors which make them more vulnerable to the disease. These data have been useful in supporting advocacy efforts, and led several countries to sign the Praia declaration at the ICASA conference in December 2019, a commitment to redouble their efforts on the issue.



“Toward inclusion for people living with a disability”



**Sinaba Fatoumata Camara,**  
AAmI-Tous VIH/sida Project Leader

*People living with a disability face many obstacles in accessing health services while they are highly vulnerable to HIV/AIDS and sexually transmitted infections. Led by FEMAPH, the project “Improved access through the inclusion of all in the fight against HIV/AIDS in Mali” (AAmI-Tous VIH/sida) seeks to combat these inequities.*

### How is HIV affecting people living with a disability in Mali?

According to the bio-behavioral survey conducted in 2019 by Humanity & Inclusion in partnership with the Malian Federation of Associations for People with Handicaps (FEMAPH), HIV prevalence among people living with a disability is 2.3%, compared to 1.2% in the general Malian population. Their greater vulnerability has been heightened by the crisis

that has roiled the country since 2012.

### What do you make of these results regarding people living with a disability and HIV in Mali?

It's a sign that we must empower actors engaged in fighting HIV and advocating for people with disabilities. With this updated data, we are strengthening our advocacy to include people living with a disability in the HIV/AIDS response, to ensure a timely response.

### What has the project achieved since its launching in August 2019?

In collaboration with the Malian Network of Associations of People Living with HIV (RMAP+) and H&I, counseling center and volunteer screening providers have been trained to collect data. Members of organizations for people with disabilities have also benefited from training in personalized social support.

The highlight of the year was the National Conference on Disability and HIV/AIDS, held on December 12, 2019 in Bamako. It brought together 78 participants, including institutional leaders and advocates, and facilitated the formulation of recommendations that have proven highly useful for the project. ●



← Burkina Faso, November 2019. Launch ceremony for the CFEA project, led by ACAME.

## Medication and health products

# Ensuring accessible, high-quality treatments

The availability and quality of medications are a major issue in the elimination of the three pandemics, particularly in Africa, where only 3% of the medications on the global market are produced. L'Initiative supports countries at every stage in health products management, from supply and quality monitoring to distribution.

Limited production, broken supply chains, inadequate regulation, under-equipped laboratories—singly and together, these difficulties result in drug shortages, outages and trafficking. Along with sturdy drug purchasing and supply systems, effective health information systems for procurement and supply chain management (PSM) are indispensable for managing high-performance programs that combat the epidemics, while also advancing the goal of universal health coverage. Strengthening health products cycles is a focus of the Global Fund's 2017-2022 strategy, and a major priority for L'Initiative. Offering targeted support at each phase of the cycle (see infographic), L'Initiative attends to health and regulatory issues, as well as to health products “quality” monitoring.

### Toward better supply management

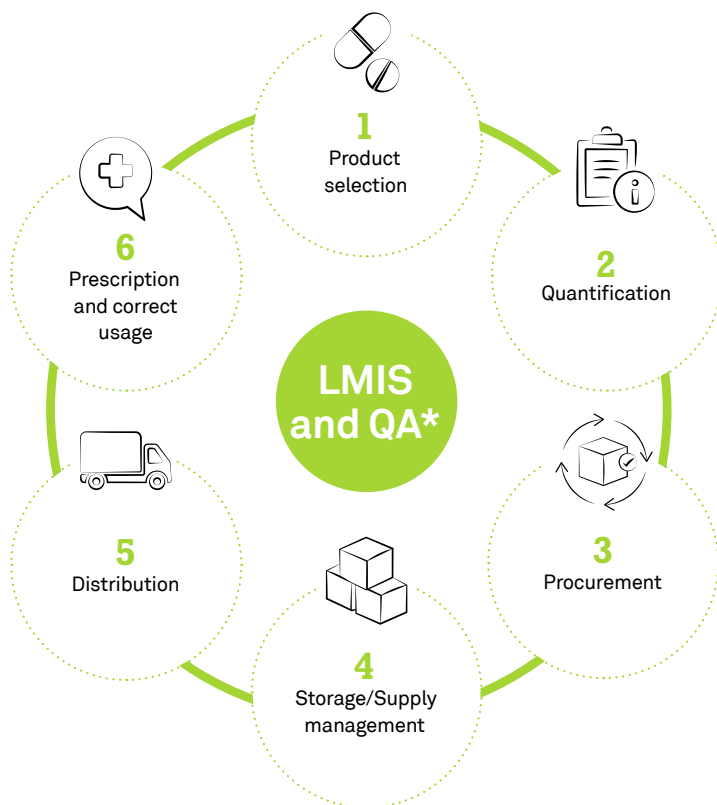
Group purchasing organizations aim to supply the public health sector with affordable, quality health products. Since 2012, L'Initiative has been working alongside the Association of Central Medical Stores for Generic Essential Medicines (ACAME) to strengthen the 22 African group purchasing organizations that make up the consortium. Notably, in 2019, ACAME established the Center for Training and Expertise (CFEA), which will offer skills training for all professionals in health products supply chains, including those in the private sector. In this way, it aims to boost the effectiveness of health products procurement and distribution systems in West and Central Africa.

L'Initiative also provides tailored technical assistance to national group purchasing organizations. For example, a resident expert was stationed with the Togo Central Purchasing



## Procurement and supply chain management (PSM) cycle

*\*Logistics Management Information System and Quality Assurance. Quality Assurance comprises the rules, regulations and norms that guarantee medicine quality standards at all steps in the cycle.*



Office for Generic Drugs (CAMEG) to help develop the country's infrastructure for storing health products.

### Toward better product regulation

Medications aren't just any product—the drugs and the systems through which they are sold require tight regulation. According to the WHO, nearly 42% of the world's substandard and falsified medical products (SFMP) are distributed in Africa. With L'Initiative's financial support, the MEDTIC project, led by Ivory Coast's New Public Health Pharmacy (NPSP), is tackling this problem head on. Developed in tandem with the WHO, the Authentimed® app will verify the authenticity and traceability of pharmaceutical products. During an initial rollout period, the app will be deployed at several strategic distribution points.

Thanks to the MEDTIC project, Ivory Coast has joined four other African countries in adhering to the Medicime convention, a binding legal instrument that aims to standardize criminal infractions. Moreover, the standardization of pharmaceutical regulations and the fight against SFMP on the continent have been boosted by two new efforts, the publication of a model law for regulating medical products by the New Partnership for Africa's Development (NEPAD) and the creation of the African Medicines Agency (AMA) by the African Union.

Since 2017

**13 technical assistance missions**

**5 projects funded**

**...** To learn more: Read the cross-cutting evaluation of the PSM projects. <http://bit.ly/evaluation-PSM>

# Quality, Traceability, Affordability: Civil Society is on the Case

According to WHO estimates, one in six medications circulating in low- or medium-income countries is substandard or falsified. L'Initiative supports whistleblowers and activists in surveillance activities and advocacy for high-quality medications.

In many countries, the absence of quality controls and low traceability and high cost of health products are major obstacles to care. Monitoring the quality of medications requires local bodies equipped to analyze samples. The CORAQ-Lab project aims to reinforce quality control laboratories for medications in Benin, Burkina Faso, Mauritania, and Niger. Civil society's role in ensuring the quality and affordability of health products is growing (see facing interview). Over the last several years, L'Initiative has sought to sustain that effort by supporting community observatories, like OCASS in Burkina Faso or the Treatment Access Watch in Cameroon.



**Ivory Coast, 2019.** The MEDTIC project develops legal measures against substandard or falsified medications, outfits laboratories with quality control equipment and uses new technologies to trace medications through the market.

## Recognition for community surveillance observatories

Whether raising awareness among patients and providers, collecting, analyzing and centralizing data, or doing advocacy work with health authorities, community observatories have proven their utility and legitimacy. Authorities are now inclined to review their reports carefully, and their work has also inspired the interest of the Global Fund, which L'Initiative furnished with a guide that emerged from a collective capitalization project conducted in 2018. Today, community observatories are evolving and specializing, as the Community Observatory for Pharmaceutical Practices shows (OcoPP). Along with the consumer platform for credible information on pharmaceutical practices it has created, its surveillance and early warning system will improve the effectiveness of medication supply networks in Burkina Faso and Cameroon.



**100,000**  
deaths per year  
in Africa are caused by  
falsified or substandard  
medications according  
to the WHO.



“Surveillance and advocacy are integral to civil society’s response”



**Aissam Hajji,**  
Advocacy officer for the International Treatment Preparedness Coalition for Middle East and North Africa

*Markets and globalization are directly impacting the affordability and availability of medications. ITPC-MENA is leading fundamental advocacy and awareness efforts to counter these dynamics.*

**What dynamics contribute to making medications unavailable and unaffordable?**

Medications are commodities subject to intellectual property laws just like other products. Laboratories secure patents on molecules lasting 20 years on average, and that gives them a monopoly. Competition no longer serves to regulate prices, and the risk of supply shortages increases. To confront this situation and raise awareness among stakeholders about the impact of intellectual property on drug access, surveillance

and advocacy are integral to civil society’s response.

**What role can civil society play?**

It can lift barriers put in place by intellectual property by surveilling prices and drug manufacturing, and it can do advocacy work with laboratories and governments. Laboratories can choose to give out “voluntary licenses” to a country when its financial situation or a health emergency demands it. Governments can also secure these licenses unilaterally, in which case we refer to “compulsory licenses.”

**What concrete results has advocacy produced?**

Dolutegravir, a treatment for controlling viral load in HIV, reached the market in 2014 at 14,000 dollars per year per patient. After negotiations, its price was reduced to 1,500 dollars in Morocco, which was still prohibitive. In response, we put pressure on the Ministry of Health and the government to issue a compulsory license, largely by inviting them to meet civil society and patient representatives at some of the big international meetings, like AfraviH and the AIDS conference. In 2016, the laboratory agreed to a voluntary license with Morocco. Treatment now costs 45 dollars per year per patient, and it’s estimated that 30 times more patients will have access to it when it becomes available in Morocco in 2021. ●

# Building Laboratories' Capacities

Molecular screening, viral load numbers, blood and bacteria analyses—building laboratories' capacities is a priority area in L'Initiative's efforts to improve the pandemic response, one way to ensure that treatments fit patients.



**Alexei Sitruk,**  
Global Fund Health Products  
Management Expert

*Delays are what cause the most deaths*

In a country like the Democratic Republic of the Congo, which has been hard hit by HIV and tuberculosis, delays are what cause the most deaths. With L'Initiative's technical assistance, the transportation of sputum (spit) samples to the country's GeneXpert molecular diagnostics machines has considerably reduced the lags between screening, diagnosing and treating tuberculosis.

Equipping laboratories, training laboratory teams and ensuring adequate coverage across countries' territories all remain major challenges in making testing more accessible, improving patient care and boosting treatment effectiveness.

## Easing access to viral load counts

The viral load count makes it possible to monitor the effectiveness of antiretroviral treatments (see facing page). However, access to testing is still limited in sub-Saharan Africa. To remedy this deficit, the OPP-ERA project has worked to extend access to viral load testing in Burundi, Cameroon, Ivory Coast, and Guinea, notably by training over 300 health professions (including clinicians, procurement experts and lab techs). Funded by Unitaid, the program ended in 2019, but has been partially extended through complementary training missions implemented by L'Initiative.

In Madagascar, thanks to L'Initiative's global technical assistance, new sampling relays for testing HIV viral load have been established, making it possible to transport samples from six provinces to the capital. Soon, the larger cities in the south of the country will be linked to the network thanks to the EVA-MAD project led by the Fondation Mérieux. The idea is to share the GeneXpert/Cepheid machines that were initially installed for tuberculous testing and optimize the use of data. The goal for Madagascar is to improve medical care for patients who have gone off treatment and improve the virologic success rate, while fighting stigmatization and taking into account deficits in therapeutic training.



# “Viral load: Burundi can achieve the 90-90-90 targets”



**Laurent Malato,**  
Biologist and independent laboratory and molecular diagnostics expert

*Since 2015, viral load measurements have been the test of choice for HIV patients on antiretroviral treatments. Laurent Malato explains why it's necessary to administer this crucial test in all countries and explains the mission he will lead in Burundi.*

## Why is viral load testing such a major issue in fighting HIV/AIDS?

Today, antiretroviral treatments are effective —a patient getting treatment can attain an almost undetectable viral load and is therefore no longer infectious. Conducted at least once per year, viral load testing makes it possible to

ensure that the medications being taken are really preventing the virus from replicating. If a spike in the viral load is detected, either the treatment is ineffective or not being followed, the immune system will weaken and the patient may develop opportunistic infections. And from a collective point of view, it means the patient can infect others.

## What did the OPP-ERA project achieve in regard to viral load testing in Burundi?

In 2014, thanks to close collaboration with the Ministry of Health, the first viral load test was introduced in the country. The OPP-ERA project made it possible to establish and equip four open platforms for viral load testing. Beyond the equipment aspect, eight lab technicians were trained in molecular biology, a new discipline in many developing countries.

## What is the goal of your mission in Burundi?

One of the goals is to train personnel at the Gitega laboratory. This site was equipped during the OPP-ERA project, but best practices are not yet automatic in the lab. Results must be returned more quickly to improve patient monitoring and enable health professionals to act.

Technically, Burundi can achieve ONUSIDA's three 90 targets. Nonetheless, it needs to scale up HIV viral load testing, and that will happen by optimizing the transportation of samples so laboratories can receive them more quickly. ●

## Results of the OPP-ERA project in Burundi



**40,000**

**viral load tests**

**processed between 2014 and 2018**



**88%**

**of patients**

**tested through OPP-ERA in 2018 were undetectable**

# Appendices



*The monitoring we do goes well beyond financial aspects—we examine data on the activities conducted by pandemic, by the type of beneficiary and so on. In this way, we are able to achieve a 360 degree financial and operational perspective on L'Initiative's activities.*

Nemdia Daceny, monitoring and evaluation officer at L'Initiative



Pages 62-63  
**2019 Financial  
report**

Pages 64-68  
**Missions launched  
in 2019**

←  
**Thailand, February 2019.**

Naree, an M-Fund community worker, renews the subscription of a migrant family from Burma. Financed by the Global Fund, L'Initiative and Unicef, this fund is implementing a new model of low-cost, non-profit health insurance for marginalized and particularly vulnerable populations.

# 2019 Financial Report

## 2019 Global Expenditures

**18,762,228 euros**

**4.6**  
million euros  
for the Expertise  
Channel

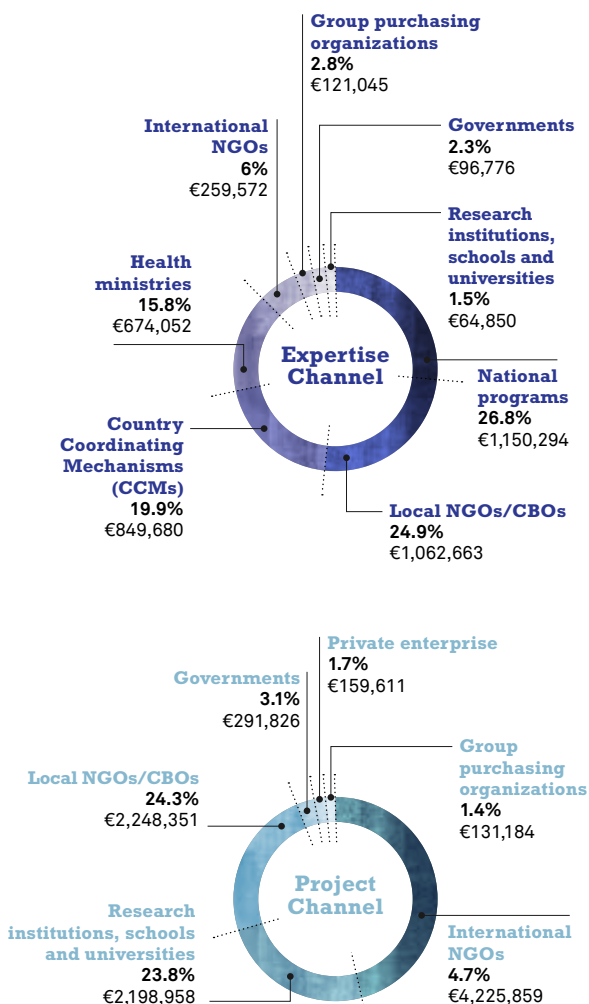
This figure represents all expenditures made through the Expertise Channel in 2019, including on-site support to the Chad PMU.

including

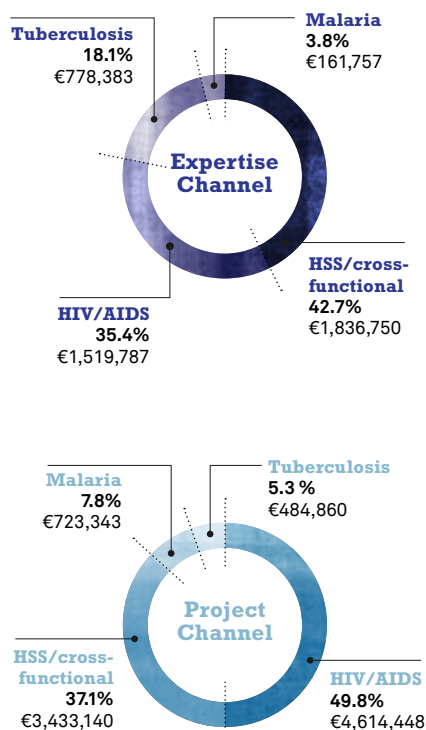
**9.9**  
million euros  
for the Project  
Channel

This figure represents all expenditures made in 2019 through the Project Channel, including organization of the preselection committee.

### Expenditures by beneficiary



### Expenditures by pandemic





**Europe (Balkans)**

1.7% · €71,370  
9.2% · €848,955

**North Africa /Middle East**

7.1% · €303,327  
6.2% · €575,645

**Central Africa**  
24.7% · €2,311,502  
9.2% · €854,149

**West Africa**

53.8% · €2,311,502  
57.5% · €5,332,062

**East Africa**

8.5% · €367,645  
3.7% · €345,179

**Asia**

4.2% · €181,382  
14.2% · €1,312,188



**115 projects**  
financed since  
2012

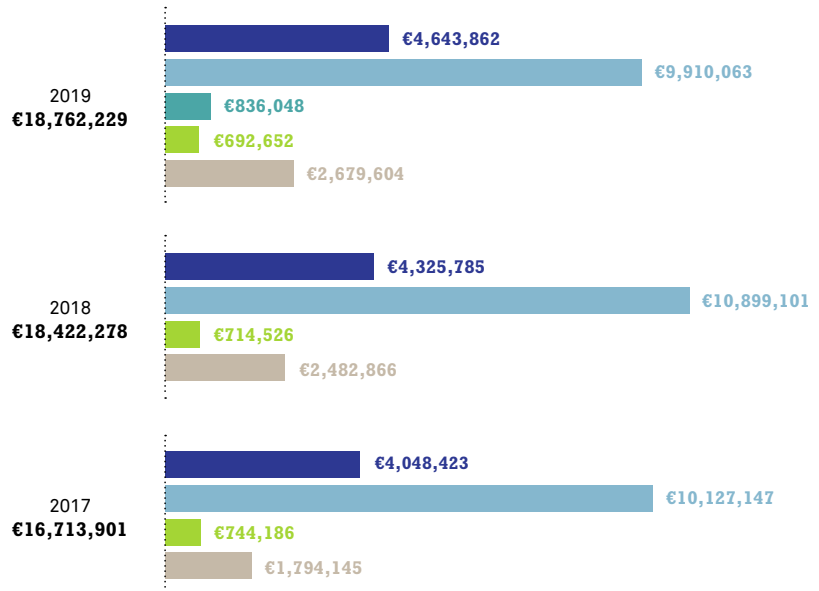
**506 missions**  
of expertise executed  
since 2011

**Expenditures by region**

● Expertise Channel   ● Project Channel

**Changes in expenditures by year and type of project**

- Expertise Channel
- Project Channel
- Pilot Channel
- Cross-functional missions (capitalization, communication, cross-functional expenses)
- Management costs



# Expertise missions approved in 2019

Country	Mission	Beneficiary	Beneficiary status	Budget committed (€)
<b>Malaria</b>				
Benin	Evaluation of the bio-effectiveness of long-acting treated mosquito nets and their distribution to pregnant women	National Malaria Control Program	Public entity	226,356
Cambodia, Laos, Myanmar, Thailand, Vietnam	Support for developing the funding request	Regional Steering Committee (RSC) for the Regional Artemisinin Initiative (RAI)	CCM	218,614
Niger	Support for the process of developing the 2021-2023 funding request	CCM	CCM	67,580
<b>Health systems strengthening</b>				
Benin, Burkina Faso, Ivory Coast, Guinea-Bissau, Mali, Niger, Senegal, Togo	Establishing the precursor to the executive cell for group purchasing (CEDAG) of ACAME	Association of central purchasing centers for essential medicines (ACAME)	Purchasing group	217,847
Burkina Faso	Scaling up the GESDIS program in the context of Global Fund support	Ministry of Health	Public entity	136,658
	Building the network's organizational and institutional capacity (bringing administrative and financial procedures in line with those of the Global Fund)	Faso community convergence	Local NGO	45,701
Burundi	Support for developing an integrated procedures manual and formulating a risk-management plan	CCM	CCM	70,694
Cambodia	Support to the development of a funding request on HIV, TB and HSS	CCM	CCM	124,222
Cameroon	Support for the process of certifying pharmaceutical products made available to CEMAC countries	Organization for coordinating the fight against endemic diseases in Central Africa (OCEAC)	Public entity	234,700
Cape Verde	Support for developing a transition and sustainability plan for the HIV, TB and malaria programs	CCS-Sida	Public entity	151,601
Comoros	Building agents' technical capacity to implement agency missions	National Agency of Medications and Medical Evacuations (ANAMEV)	Public entity	92,081
Congo	Support to the purchasing center for developing its 2020-2024 strategic plan	Purchasing center for essential medicines and health products (CAMEPS)	Purchasing group	76,375
DRC	Support for formulating the Global Fund financing request	CCM	CCM	284,622
	Support for writing the Global Fund funding request	CCM	CCM	642,664
Ivory Coast	Building the network's capacities	Network of organizations fighting malaria (ROLPCI)	Local NGO	50,007
	Building administrative, technical and financial management capacities, revising its administrative, financial and program procedures document, and supporting the national strategic plan for fighting the pandemics in rural areas	National rural development support agency (ANADER)	Public entity	91,222

Country	Mission	Beneficiary	Beneficiary status	Budget committed (€)
Ivory Coast	Supporting the CCM in the decision-making process	CCM	CCM	98,368
	Building the organizational capacities of the platform of networks and umbrella organizations fighting AIDS and the other pandemics	Civil society platform	NGO	63,723
	Recruiting a national consultant for creating the PSN and NFM3 budgets	National AIDS Control Program	Public entity	235,750
Djibouti	Support for unifying the managing of national programs (UGPN) in finances	Ministry of Health	Public entity	14,280
Gambia	Support for developing the National Community Strategy for TB and HIV/AIDS	National AIDS Secretariat	Public entity	68,683
Guinea	Support for strengthening the integrated supervision mechanisms at all levels of the health hierarchy	Ministry of Public Health	Public entity	195,445
	Strengthening the ANSS monitoring and evaluation mechanism	National Health Security Agency (ANSS)	Local NGO	74,703
Guinea, Mali, Niger, Central African Republic, Chad	Study with partners and CSOs to better understand opportunities and services availability in fragile environments and to document best practices	Access to Essential Medicines Network (RAME)	Local NGO	134,950
Mali	Support for developing a socio-economic model for community health services offerings	Association for communication research and home support for people living with HIV (ARCAD-SIDA)	Local NGO	142,463
	Support for developing ARCAD-SIDA's 2019-2023 strategic plan	Association for communication research and home support for people living with HIV (ARCAD-SIDA)	Local NGO	47,190
Morocco	Supporting the Ministry of Health in evaluating the MSP mechanism created	Ministry of Health	Public entity	24,300
Mauritania	Support for defining technical assistance needs in the context of the new HIV/TB/HSS grant	CCM	CCM	65,101
Central African Republic	Support for evaluating, reorganizing and strengthening CCM capacities	CCM	CCM	38,954
	Consolidating the procurement process for medications and other inputs for the three pandemics	Communicable disease control directorate	Public entity	157,333
	Support for building and remobilizing capacities	CCM	CCM	102,817
	Technical support to the writing committees organized by the CCM to elaborate new Global Fund proposals to accelerate the fight against the pandemics	CCM	CCM	237,051
Senegal	Support for developing a National strategic research plan	Ministry of Health and Social Action	Public entity	

## Appendices

Country	Mission	Beneficiary	Beneficiary status	Budget committed (€)
Senegal	Support for developing and finalizing the 2019-2028 PNDS III	Ministry of Health and Social Action	Public entity	31,374
	Support for undertaking an organizational audit to restructure the CCM's permanent secretariat	CCM	CCM	18,932
Chad	Technical assistance to the PMU	Ministry of Health	Public entity	1,866,281
Togo	Support for monitoring the rehabilitation of pharmaceutical supply infrastructure and creation of architectural plans	Purchasing center for essential generic drugs and medical consumables (CAMEG)	Purchasing group	300,903
	Support for quantifying the transitional plan for HIV products	National AIDS Control Program	Public entity	62,125

## Tuberculosis

Burkina Faso	Support for creating a database to capitalize the results of the active research project on tuberculosis cases	National Tuberculosis Control Program	Public entity	14,595
Cameroon	Support for developing the 2020-2024 NSP	National Tuberculosis Control Program	Public entity	113,207
Comoros	Support for developing the National strategic tuberculosis plan	National Tuberculosis Control Program	Public entity	88,553
	Strengthening the M&E and RO piece and strengthening financial management in keeping with the Global Fund's norms and procedures	National Tuberculosis Control Program	Public entity	111,044
Congo	Aid in developing the new National strategic tuberculosis plan		Public entity	106,914
Ivory Coast	Support for evaluating the initiating phase for preventive INH therapy at seven pilot sites	National Tuberculosis Control Program	Public entity	58,179
	Support for developing the budget for the 2021-2025 national strategic tuberculosis plan in Ivory Coast and the 2021-2023 concept note	National Tuberculosis Control Program	Public entity	68,181
Gabon	Support for building the financial and program management capacities of the CERMEF for effective implementation of the grant	CCM	CCM	56,031
Guinea	Support for developing the 2021-2024 NSP for tuberculosis	National Tuberculosis Control Program	Public entity	97,668
Madagascar	Support for the implementation of a new tuberculosis funding model	Communicable disease control directorate	Health ministry	100,362
Mali	Support for updating a guide for the use of health workers	National Tuberculosis Control Program	Public entity	34,690
Morocco	Support for developing a prevention and control strategy for latent tuberculosis infections	National Tuberculosis Control Program	Public entity	30,995
Niger	Evaluating the conditions for organizing a national multi-sector partnership framework to fight tuberculosis	CONISOC-TB	Local NGO	45,412
Senegal	Supporting the organization of a SIGL to improve inputs management	National Tuberculosis Control Program	Public entity	20,075
Thailand	Support for drawing up the proposal for the tuberculosis component of the TB/HIV grant	CCM	CCM	57,474



Country	Mission	Beneficiary	Beneficiary status	Budget committed (€)
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## HIV/Tuberculosis

Burundi	Supporting the national teams in developing funding requests to submit to the Global Fund for the 2020-2022 cycle	CCM	CCM	215,950
Guinea	Strengthening the cooperation mechanisms for the HIV-TB platform	Ministry of Public Health	Health ministry	161,096
	Support for developing the 2021-2023 HIV-TB funding request	PNLAT	Public entity	149,144
Mali	Strengthening ARCAD-SIDA to help it position itself as a principal recipient of Global Fund grants	Association for communication research and home support for people living with HIV (ARCAD-SIDA)	Local NGO	150,550
	Support for the TB/HIV and HSS funding request, in the context of the new 2021-2023 allocation	CCM	CCM	341,193
Morocco	Support for writing the Global Fund funding requests for TB/HIV, including an HSS component	CCM	CCM	113,335

## HIV/AIDS

Benin, Ivory Coast, Ghana, Nigeria, Togo	Support for writing the ALCO strategic plan	Abidjan-Lagos Corridor Organization	International NGO	145,347
Burkina Faso	Support for conducting an institutional and organizational diagnosis of AAS	AAS	Local NGO	39,895
Burundi	Support for the OPP-ERA project viral load testing laboratories remobilized in 2020 through Global Fund financing and for the machines supported by the Global Fund	National AIDS Control Program	Public entity	130,574
Congo	Building capacities in association management, resource mobilization and the observatory mission	RENAPC	Local NGO	80,539
	Technical support for improving viral load access	National AIDS Control Program	Public entity	#N/A
Ivory Coast	Technical support for organizing a context-specific integrated monitoring and evaluation system with standardized tools	SAS Center	Local NGO	91,372
Egypt	Support for the Al Shehab Foundation in developing its 2020-2022 strategic plan	Al Shehab Foundation for Comprehensive Development	Local NGO	75,167
Ethiopia	Support for developing the 2020-2025 strategic plan and creating an organizational diagnosis of the group	Network of Networks of HIV Positives in Ethiopia (NEP+)	Local NGO	97,271
	Building capacities in NEP+	Network of Networks of HIV Positives in Ethiopia (NEP+)	Local NGO	175,938
	Building capacities in NNPWE	National Network of Positive Women Ethiopia (NNPWE)	Local NGO	54,512
Gambia	Support for creating the HIV NSP	National AIDS Secretariat	Public entity	73,725

## Appendices

Country	Mission	Beneficiary	Beneficiary status	Budget committed (€)
Guinea	Support for evaluation 28 HIV care sites	National AIDS Control Program	Public entity	157,465
Guinea-Bissau	Support for updating the active file	National health development program	Public entity	167,178
Madagascar	Support for improving access to viral load testing and the virological success rate for patients undergoing antiretroviral treatment	Executive Secretariat of the National HIV/AIDS Committee	Public entity	#N/A
	Proposal-writing support for a Global Fund funding request through the NMF3 in the context of country-level dialogue prior to signing the grant	Executive Secretariat of the National HIV/AIDS Committee	Public entity	114,619
Mali	Building FEMAPH's and its partners' capacities in monitoring and evaluation	Malian federation of disabled people's associations (FEMAPH)	Local NGO	65,848
Morocco	Diagnostic support for the mandate and its operations, and for updating them	Pan-African Organization for the Fight against AIDS (OPALS)	Local NGO	33,782
Mauritania	Support for structuring the administrative and financial service, procedures and management tools	Association of managers for development	Local NGO	38,890
Niger	Support for the process of developing the 2021-2023 HIV/AIDS funding request	CCM	CCM	227,724
	Technical support for evaluating and improving priority HIV/AIDS care sites in Niger	Intersectoral coordination of the fight against STIs/HIV/AIDS	Public entity	117,412
	Support for mapping and estimating the size of key populations	Intersectoral coordination of the fight against STIs/HIV/AIDS	Public entity	104,612
	Support for mapping and evaluating HIV care sites	Intersectoral coordination of the fight against STIs/HIV/AIDS	Public entity	124,099
Rwanda	Support for developing the 2020-2024 strategic plan	Rwanda NGOs Forum on HIV/AIDS and Health Promotion	Local NGO	77,670
Senegal	Support for estimating the 90-90-90 cascade in the context of Fast Track implementation	National AIDS control council	Public entity	67,850
	Support for developing the 2019-2023 strategic plan and for revising the EVA network governance framework	EVA network	Local NGO	63,027
	Support for developing the 2019-2023 CEPIAD strategic plan	National AIDS control council	Public entity	70,193
Togo	Support for developing the national plan for scaling up viral charge testing	National AIDS control council	Public entity	93,467
Tunisia	Mapping PLWHIV	Tunisian association for positive prevention (ATP +)	Local NGO	59,737
	Diagnosing capacity building needs for ATP+ and building financial management capacity	Tunisian association for positive prevention (ATP +)	Local NGO	74,768

# Expertise France

A public agency, Expertise France is a key player in international technical cooperation. It designs and implements projects which strengthen public policy in developing and emergent countries over the long-term. By intervening in key areas in sustainable development, it is working with its partners to make the 2030 Agenda a reality.

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