

L'INITIATIVE STRATEGY 2020-2022

ACCESS TO HEALTH FOR ALL AND ELIMINATION OF
THE HIV/AIDS, TUBERCULOSIS AND MALARIA PANDEMICS





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Foreword

This strategy was developed by L'Initiative team and steering committee members. Where relevant, external inputs were also sought apart from Governance and staff teams of L'Initiative and numerous discussions took place with specific partners (Gates Foundation, GIZ, etc.). The strategy was also introduced to the Global Fund for discussion well in advance of its adoption.

The 5% Initiative has been conceived by the French government at the end of 2011 to create momentum around Global Fund objectives and funded activities. It is therefore intrinsically linked to supporting countries and populations affected by HIV, tuberculosis and malaria epidemics, as well as supporting the Global Fund. **In 2020, the 5% Initiative changed its name to: L'Initiative.**

"Delays are not acceptable in the fight against AIDS, tuberculosis and malaria. Because delays result in new infections and inevitably more deaths."

L'Initiative's aim is to mobilize the necessary skills and resources to combat the three diseases and strengthen health systems. This new strategy prepares L'Initiative to forge ahead and scale up this work where the greatest challenges exist. This approach is in line with the Global Fund, that traditionally focuses its support and energy where it will have the greatest impact. This is also demonstrated by the french public aid for development geographic strategy and its specific focus on equality in access to health services.

Expertise France implements a range of coordinated and increasingly intensive support projects that complement investments made by the international community in the Global Fund.

L'Initiative is rightly proud of its rapid response to country needs to develop access to Global Fund funding and to improve grant implementation efficiency. However, we need to be ready to overcome the challenges we will face in years to come. Over time our intervention methods have evolved to strengthen technical support mechanisms and to provide technical assistance beyond short term assignments. Meanwhile, L'Initiative supports NGOs, research institutes, national programs, etc. with the objective of stimulating experimentations, innovative approaches and pilot projects that aim to change practices and ways of working, and to develop national health policies.

L'Initiative aims to deliver timely technical assistance through an intuitive, individualized approach, country by country, organization by organization. It is essential for capacity building support to be developed collaboratively in order to/so as to ensure sustainability.

Finally, we reaffirm our commitment to the provision of quality health services prioritizing better access to integrated primary health care. We also place particular emphasis on the Global Fund transition process, in order to maintain and continue progress made in recent years.

Eric Fleutelot, Technical Director, Major Pandemics Unit, Health Department

L'Initiative

France played a key role in the creation of the Global Fund in 2002 and is now one of its major supporters. It is the second largest contributing country globally and the first largest within the European Union. France provides ongoing political support to the Global Fund, by helping to implement the founding values at the heart of its work: the importance of the role of affected communities and civil society, interventions in fragile states, support for key populations, human rights-based approaches and approaches informed by scientific data.

France also hosted the Global Fund's Sixth Replenishment Conference in October 2019, which successfully raised more than the \$14 billion required to finance the 2020-2022 cycle. Since December 2011, France has elected to allocate part of its contribution to support and strengthen the capacity of eligible recipient countries (French-speaking countries in particular).

L'Initiative was established to respond to challenges encountered by these countries in accessing GF grants and in ensuring efficient implementation of the funding received in order to achieve the objective of ending these pandemics by 2030. These challenges have recently been outlined in the advisory report of the Global Fund's Office of the General Inspector on/about Western and Central Africa .

This indirect contribution approach was called the 5% Initiative, as it was initially conceived to be equivalent to 5% of France's contribution to the GF. Building on its success, in 2016 the Ministry for Europe and Foreign Affairs (MEAE) set the amount at an average of 7% of France's contribution to the GF over the 2017-2019 period (5% in 2017, 7% in 2018 and 9% in 2019).

France has decided to maintain its contribution to the GF at 9% for the 2020-2022 period, and the name has now been changed to L'Initiative. L'Initiative work is in line with the Global Fund's 2017-2022 strategy and with France's Global Health Strategy 2017-2021. The MEAE is responsible for supervision of L'Initiative and management is delegated to Expertise France (EF), the French public agency for international technical expertise. On February 7, 2020, the Terms of Reference for 2020, 2021 and 2022 were signed setting the annual MEAE allocations and the main principles for governance and relations between EF and its supervisory authority.

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TO FIND OUT MORE:
<https://bit.ly/2Z9jkiT>

 **Le Fonds mondial**



L'Initiative governance

L'Initiative is managed by a steering committee (known in French as the "Copil")

Its role is primarily to review and provide comments on requests for technical support, identify themes for calls for proposals, review and provide comments on project requests and approve the final selection of funded projects, as well as outlining the Pilot Channel's terms and opportunities.

The steering committee also plays a strategic role – it sets out L'Initiative's strategic direction and outlines any necessary development to achieve its objectives, within the framework of the strategy it develops alongside MEAE.

The Copil is also responsible for the overall monitoring of activities implemented by L'Initiative through periodic reviews, strategic analyzes and feedback

on selected topics and assignments at the request of Expertise France or the committee itself.

The steering committee is chaired by MEAE (Deputy Director of Human Development). Composition of the steering committee and any changes made to it are decided by MEAE.



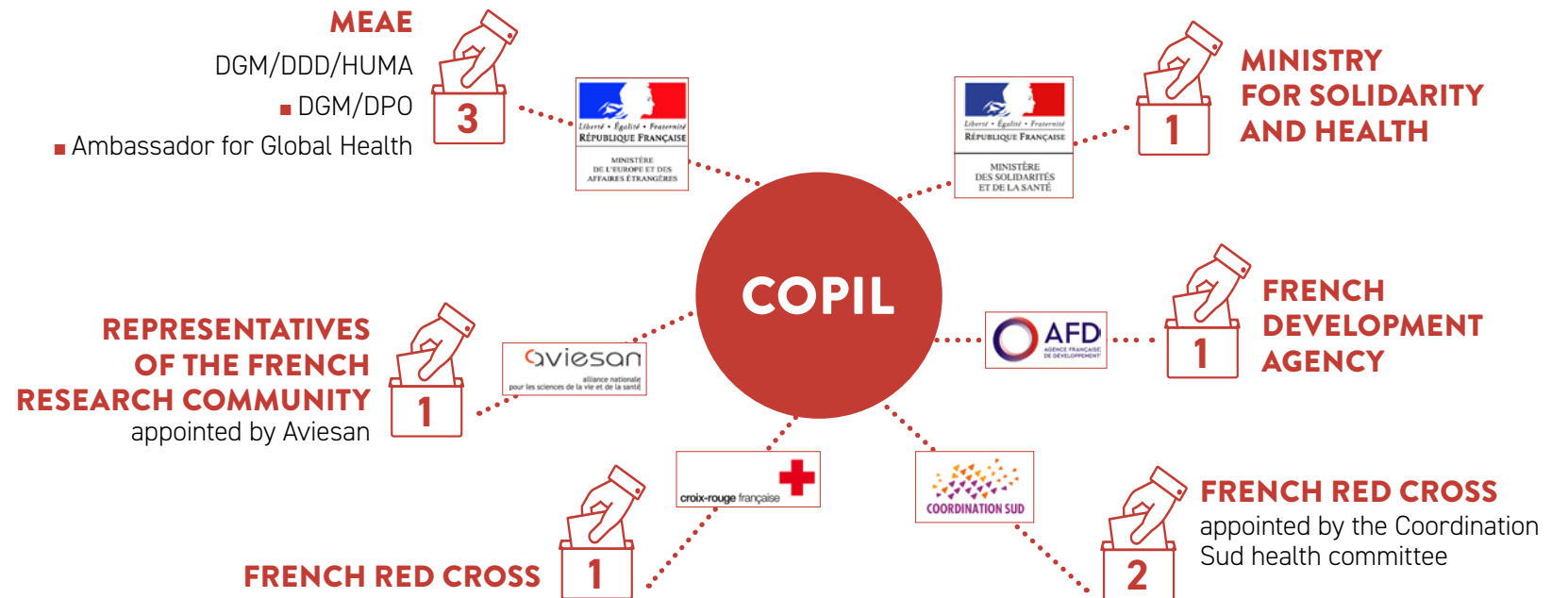
TO FIND OUT MORE:

<https://www.initiative5pour100.fr/en/our-governance>



"Team France": this comprises all French stakeholders working on global health, in an inclusive and open way. It includes institutional public stakeholders and their networks overseas, government agencies, academia and scientific and medical research bodies, civil society and / or non-profit organizations, faith-based stakeholders and the private sector. It tends to include international partnerships in which France is a stakeholder. "Team France" is a mobilizing term to capitalize on all potential synergies to achieve SDG 3 (good health and well-being).

THE VOTING MEMBERS OF THIS COMMITTEE ARE



Sustainable Development Goals

This strategy contributes to the achievement of the Sustainable Development Goals in several ways, some of which are described below:

					
<p>1</p> <p>END POVERTY IN ALL ITS FORMS EVERYWHERE</p> <p>Supports from project funded by L'Initiative will contribute to alleviate in different ways the financial burden of the three diseases for individuals and states, and to leverage increased resources for other significant outcomes factors in healthcare.</p>	<p>3</p> <p>ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES</p> <p>In-country actors will use funds and technical assistance from L'Initiative to prevent and detect the three diseases and set up systems aiming at improving health and well-being of their populations at all levels. The GF's ecosystem is stronger, contributing directly to target 3.3.</p>	<p>5</p> <p>ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS</p> <p>L'Initiative will support health programs designed for women, teenagers and girls, including technical assistance missions with gender based approaches aiming at empowering women. Programs targeting gender and sexual minorities will be supported by L'Initiative as well.</p>	<p>10</p> <p>REDUCE INEQUALITY WITHIN AND AMONG COUNTRIES</p> <p>Supports from L'Initiative will be granted to GF's eligible countries, French public aid for development priority countries, members and/or observers of the International Organization of the Francophonie, and will be used to help populations that are disproportionately affected by the three diseases.</p>	<p>16</p> <p>PEACE, JUSTICE AND EFFECTIVE INSTITUTIONS</p> <p>L'Initiative's support will be used to encourage an inclusive and multi-stakeholder participation to the decision process in the health sector, as well as to reinforce civil society groups' capacity to make their government accountable for their action through awareness raising interventions and a continuous monitoring at the community level.</p>	<p>17</p> <p>REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT</p> <p>L'Initiative's successes rely on its strong pillar of partnerships with individuals, countries and other institutions.</p>



The current context

Challenges of responding to HIV/AIDS, tuberculosis and malaria

Since 2000, collective effort around the “Global Fund” partnership has saved more than 32 million lives and expanded access to health care to communities most affected by HIV/AIDS, tuberculosis and malaria. Tuberculosis and malaria mortality rates fell by 42% and 60% respectively, and in 2017, 62% of adults and 54% of children living with HIV were on antiretroviral therapy.

These impressive results have helped to strengthen local health systems, firstly by freeing up hospital beds of patients who would have previously died there, but also by supporting supply chains, equipping laboratories, etc. Furthermore, these results were obtained thanks to the dynamism of entire communities, both from a social and economic perspective.

Keeping up the good work

However, the fight is far from over: these three pandemics continue to kill nearly 9,000 people each day. Every day, nearly 1,000 adolescent girls and young women are infected with HIV, a child dies of malaria every two minutes, and tuberculosis is the world's most deadly infectious disease.

HIV-AIDS

Since the 90's, number of HIV/AIDS related deaths was reduced by half.

However, today, around 30% of people living with the virus ignore their serologic status. New HIV infections are increasing among key populations, some of which are marginalized, discriminated or criminalized and do not have access to prevention or healthcare (men having sex with men, transgender people, drug users, sex workers).

Young girls are largely affected: in Sub-Saharan Africa, they represent 75% of new infections. Therefore, to eradicate HIV it is primordial to fight against gender inequalities and marginalized people criminalization, and to demedicalize testing with community actors so as to reach most difficult populations to access.

Add to that, **another problematic emerges: the expanding resistance to antiretrovirals.** In Sub-Saharan Africa, more than 10% of people starting antiretroviral medication hold an HIV strain that is resistant to commonly used medication.



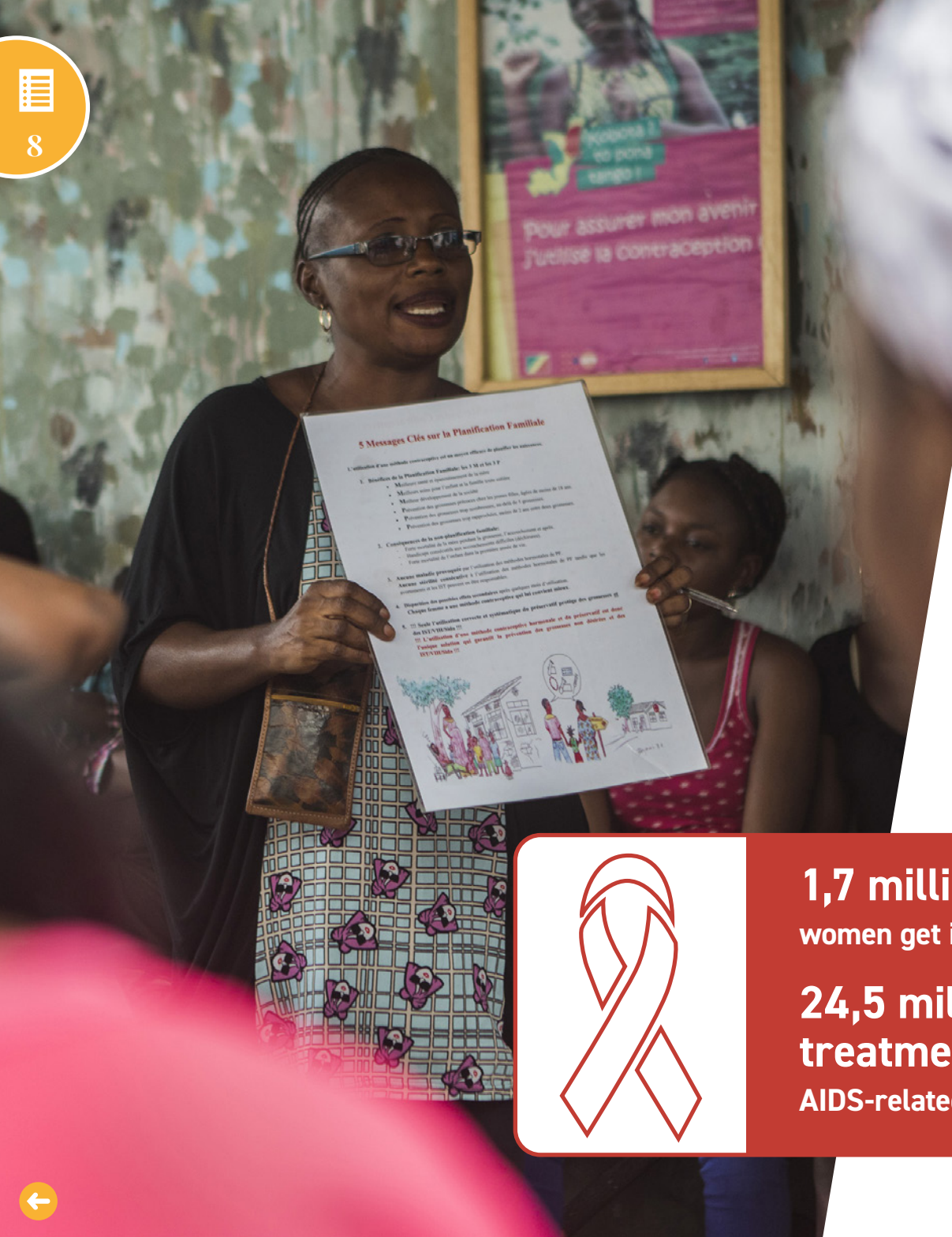
TO FIND OUT MORE:

<https://www.initiative5pour100.fr/en/ending-hivaids-epidemic>



1,7 million of new HIV infections in 2018. Around 1000 girls and young women get infected by HIV each day.

24,5 million of persons are under antiretroviral medication treatments against HIV (June 2019) where 14 million others urgently need it. AIDS-related deaths were estimated at 770 000 in 2018.



Tuberculosis

Tuberculosis is one of the ten first mortality causes in the world and the principal infectious disease mortality cause, leading to 1,5 million deaths.

Each year, more than 4 million cases are not detected, facilitating uninterrupted transmission of the disease. WHO estimates that 484 000 cases demonstrate rifampicine resistance – the most efficient first-line medication, of which 78% are multiresistant tuberculosis cases.

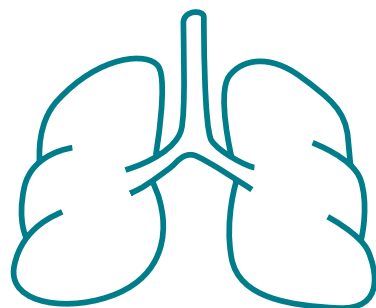
In the world, the incidence of tuberculosis decreases of 2% per year.

According to WHO, the annual recession rate should be around 4 to 5% if we want to reach the objectives set for 2020 in the End TB Strategy. In 2018, new cases registered were located for 44% in South East Asia, for 24% in the African region, and for 18% in the Occidental Pacific. People living with HIV are twenty times more likely to be diagnosed with active tuberculosis than others. In 2018, 10 million people got infected with tuberculosis and 1,5 million died from it (including 251 000 people with HIV). 7 million people receive TB treatment but 3 million people still need it.



TO FIND OUT MORE:

<https://www.initiative5pour100.fr/en/tuberculosis-diagnosis-and-treatment>



In 2018, 10 million people got infected with tuberculosis and 1,5 million died from it (including 251 000 people with HIV).

7 million people receive TB treatment but 3 million people still need it.

Malaria

In 2018, 228 million malaria cases were detected in the world, while they were 251 million cases in 2010 and 231 million cases in 2017.

Most of cases (93%) were detected in the WHO African region in 2018. Globally, the number of deaths from malaria in 2018 is estimated at 405 000 deaths, for 416 000 deaths in 2017 and 585 000 deaths in 2010.

Children under 5 year old are the most vulnerable: in 2018, they represented 67% of deaths linked to malaria in the world.

Meanwhile, important efforts were deployed in South-East Asia to prevent the spread of antimalarial drugs resistance resulting in impressive progress as the five Greater Mekong countries have seen their mortality rate decreasing from 95% as well as a decrease of 76% of new cases registered between 2010 and 2018.



TO FIND OUT MORE:

<https://www.initiative5pour100.fr/en/malaria-documenting-fight-against-epidemic>



Every 2 minutes a child dies from malaria.

228 million people affected by malaria in the world in 2018.





Vision, mission and values

L'Initiative's strategy sets out ambitious plans for the 2020-2022 period.

It is based on a vision, mission and values, four pillars; and strategic objectives.



Vision

Access to health for all and elimination of HIV/AIDS, tuberculosis and malaria pandemics.

Mission

L'Initiative focuses on health system strengthening and mobilization against pandemics, in complementarity with the Global Fund's missions in a sustainable manner.

L'Initiative operates in a limited number of eligible countries and is part of a united French team in a francophone valued world.



Values



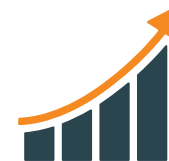
Partnership



Human rights based approach focused on communities



Stakeholders' ownership



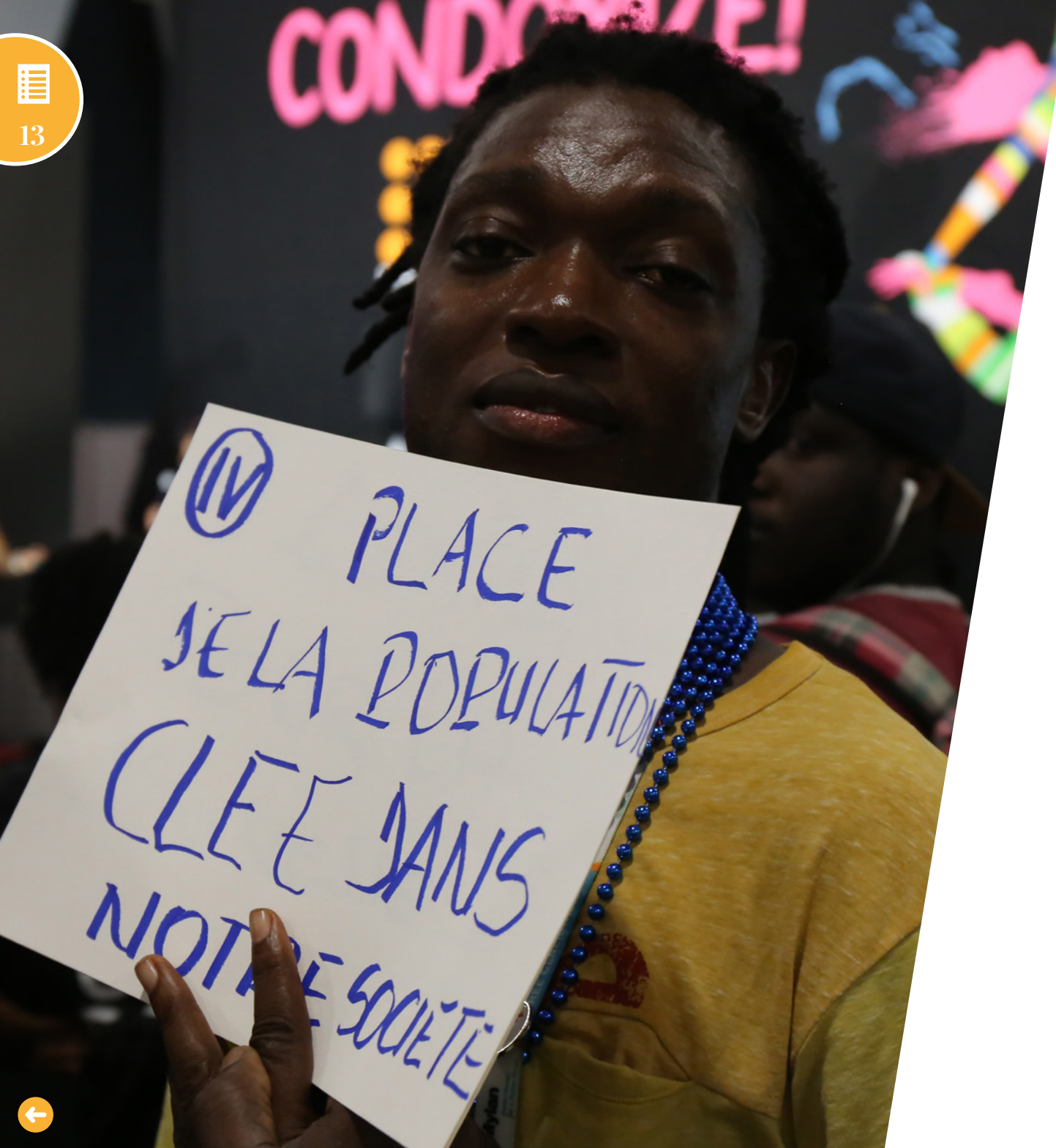
Evidence-based actions



Gender equality, inclusion and diversity



Environmental and climate impact reduction





Strategic pillars

Strategic pillars describe how L'Initiative intends to work with its partners in an inclusive, efficient and sustainable way to fight against pandemics in the world.

Strategic objectives outline L'Initiative's roadmap in its response to pandemics.





Mobilizing skills

It is clear that not all countries are making progress at the same rate. Results from the response to pandemics reveal significant disparities.

In the French-speaking world, especially in West and Central Africa, there are contexts and challenges that can explain these delays, and which require tailored technical support. The first step is to facilitate access to the required funding from the Global Fund (support to prepare for new rounds of funding ahead of grants).

It is then crucial to respond to bottlenecks, weaknesses or structural challenges or lack of skills among implementing stakeholders and their partners at country level. This relates to both institutional and civil society stakeholders, as well as researchers involved in the response to pandemics.

As a result, there may be need for high-level technical support for varied lengths of time and in tailored forms, provided that this technical support is requested by the country itself via a national level stakeholder and with a view to coordinating between partners, including the Global Fund governance structure (CCM).

L'Initiative provides technical assistance that promotes **optimal access to Global Fund programs**, contributes to improving the efficiency of GF grants and incorporates gender mainstreaming.

TA is implemented **following consultation with the GF, the diplomatic network and partners, and approval by the Copil**. Requests are made by stakeholders from eligible countries, and particular emphasis is placed on planning and gender mainstreaming.

In the highest priority countries that overlap with French ODA criteria and Global Fund criteria, **strengthened technical assistance mechanisms** can be established, paving the way for lasting impact, and for collaboratively building local skills, especially in relevant thematic areas (management unit to promote country ownership and proper use of funds, PSM, etc).

Technical assistance assignments are monitored and evaluated, including the experts themselves, **in accordance with L'Initiative's quality criteria**.



Supporting catalytic projects

In each of the eligible countries, or sometimes in regional clusters, the Global Fund works in a wide range of different contexts, in terms of dynamics and performance. Health systems are variable, some with solid and others with less solid foundations. The Global Fund's ecosystem does not always manage to efficiently and effectively implement activities without changes to the country context in particular thematic areas.

In this way, additional supports to Global Fund programs is necessary, in particular around three major areas: health systems strengthening (including community systems), access to services for the most vulnerable populations and finally, in the field of operational research, the link between scientific research and implementation of innovative and tailored activities.

By providing funding opportunities, it is possible to enable changes in health practices and/or health policies. It can also provide solutions to be scaled up through future Global Fund funding. This is an essential condition for optimal use of Global Fund investments while enabling improvements to universal health coverage.

- L'Initiative supports medium-term catalytic programs to change health practices and policies.
- L'Initiative supports the Global Fund's ecosystem and the response to pandemics, with a particular focus on local and national actors.
- L'Initiative promotes gender mainstreaming in all projects.

The ways of accessing this financial support are:

- **Calls for projects** that support interventions and operational research
- **Mutually agreed pilot programs** with political, strategic and/or scientific objectives

These projects are systematically subject to (in advance, during implementation and at project end) **monitoring, audits, an evaluation (including impact measurement)** and, where appropriate, knowledge sharing and promotion, in accordance with L'Initiative's quality criteria.





Generating and sharing knowledges

L'Initiative has a fairly rich body of documentation and information available, which is obtained through technical support and funding requests and thanks to the invaluable scrutiny and information on context provided by various stakeholders at country level. In addition, thanks to tools allowing greater monitoring, a dynamic evaluation process (that guides management and learning), and in some cases rich learning, there is an increasing amount of knowledge available.

In order for this information to become useful and usable knowledge, both by France and by its partners, including the Global Fund, systematic analysis (by thematic area, country, etc.) is needed that is useful to the various different stakeholders. This exercise needs to benefit partner countries, stakeholders and the entire Global Fund ecosystem. The outputs will therefore be disseminated in appropriate ways and in relevant languages.



TO FIND OUT MORE:

<https://www.initiative5pour100.fr/en/documents>

L'Initiative gathers documentation, evaluations, audits and knowledge sharing materials with a view to **producing analysis pieces, overview documents or guidance by country, region and theme, including genre.**

These summary documents contribute to enhancing the sharing of knowledge available from and through L'Initiative's work.

L' Initiative promotes the support it provides through technical assistance, intervention projects and operational research and the resulting analysis for guidance / learning purposes.

L'Initiative strives to disseminate information, when relevant, in the spirit of sharing, partnership and accountability.





Supporting the influence of French or French-speaking actors

L'Initiative is an integral part of France's support to the Global Fund and is part of its uniqueness and strength. It is therefore logical that L'Initiative is part of the French delegation to the Global Fund, thus supporting French political stewardship of the Fund through its detailed knowledge of the highest/top priority countries (in terms of successes, challenges and difficulties).

It is a way of articulating a broad vision that is essential for the future of the Global Fund and to reflect the concerns of countries that are part of its priority development aid area. It is also necessary to decompartmentalize the findings and lessons learned from L'Initiative's interventions, by instituting the sharing of knowledge and learning with the Global Fund Secretariat in a more systematic way.

In addition, efforts to align with both the principles for aid and with other technical and financial partners should be encouraged, to avoid duplication, and above all to generate synergies.

- L'Initiative favors a partnership approach with all those working as part of "Team France", its European partners, and the United Nations system, including WHO, UNAIDS, RBM, Stop-TB Partnership, etc.
- L'Initiative contributes to coordinating technical assistance and dedicated support to countries through the Global Fund.
- L'Initiative engages its partners in sharing its values and approaches, including gender mainstreaming.

L'Initiative contributes to the work of the various Global Fund structures and is able to provide MEAE with an analysis of the problems encountered by different stakeholders and countries.

L'Initiative has a comprehensive feedback mechanism with the Global Fund Secretariat, in order to enable improvements in its country-level monitoring, in its procedures and to prevent and/or resolve situations likely to undermine effective implementation of Global Fund funding and the goal of eliminating epidemics.





Operational considerations

Alongside its partners, L'Initiative will put all its efforts in the realization of the strategy set out, in line with its values and intervention principles.



Skills mobilization

Skills mobilization involves a large diversity of context, in terms of burden of disease, the robustness and resilience of health systems, as well as health governance intrinsic to intervention countries in relation to the Global Fund, CCMs in particular.

In order for skills mobilization to be as effective and sustainable as possible, L'Initiative intends to invest in and encourage differentiated approaches, with a focus on areas and populations where the need is greatest.

However, due to the geographical focus of French public development assistance, L'Initiative will have to navigate the Global Fund's approach of investing more where the burden of disease is highest. Operationally, it is a question of leaving no one behind, including in sparsely populated countries, where the burden of diseases is low, and where pandemics will not be successfully eliminated without support. This requires a specific focus on concentrated epidemics and vulnerable populations.

This includes technical support to build the capacity of national-level stakeholders to access, manage and implement Global Fund grants.

In order to achieve this, L'Initiative plans to:

- Have a simple operational strategy **TO GUIDE SKILLS MOBILIZATION** that is easy to understand and achievable, to better serve actors and stakeholders involved in the pandemics response and in strengthening health systems, including health systems governance, either through skills transfer or collaborative skills building.

- **MAKE A STRONG COMMITMENT**, within the framework of the cross-cutting focus areas open to Expertise France, to rigorously assess the technical expertise mobilized, in order to respond effectively to the needs expressed by countries, to respect the diversity and specific nature of each request, while also ensuring that assignments are monitored and evaluated, in particular through a 360° approach.

- **INVEST** in training and/or awareness-raising of experts, either on the central themes or on L'Initiative's cross-cutting values. This could take the form of what has already been initiated around gender, for example via a webinar and awareness-raising before beginning an assignment. In this way, it would be appropriate to systematically require that a gender mainstreaming focus be included in proposals that experts submit to L'Initiative.

- **ENSURE** more women are recruited to the pool of experts, as it is currently not gender balanced on certain thematic areas. This could include investing in junior experts. It may be necessary to adapt calls for assignments due to the total lack of women applying in certain security contexts.

- **LEAD** a network of experts, which is diverse in terms of locations and skills.

- **FOSTER** ongoing development and recognition of local French-speaking expertise. This involves systematically recruiting experts in pairs (local and international), promoting local expertise at international level, and recognizing that certain local expertise must be reclassified as international expertise, in particular with regard to remuneration, which could make it possible to work better with experts and stakeholders from the same country.





Supporting catalytic projects

L'Initiative's role as a donor represents the major part of its budgetary commitments, although skills mobilization is its most visible.

In terms of human resources, technical support assignments also require the largest human resource effort from the L'Initiative team, which can sometimes lead to monitoring of funded projects being more at arm's length. At the same time, L'Initiative recognizes that having a single approach to project funding is not necessarily a good fit with the diversity of country contexts and stakeholders, particularly in terms of civil society. The open calls for projects attract submissions from well-structured international NGOs, research institutes, national programs and even national or local organizations.

Expertise France is also committed to a policy aimed at maximizing the impact of investments (resource optimization and program efficiency) agreed by the steering committee to mitigate and prevent risk.

Contributing to improving (institutional, political, social, etc.) contexts where Global Fund grants are implemented, particularly through strengthening (national and community) health systems.

In order to achieve this, L'Initiative plans to:

- **MANAGE** calls for intervention and operational research projects by seeking to increase accessibility for those most able to change practices and policies in the countries or areas of intervention. This will relate to selection methods to save the investment of time of potential project leads in advance, to concentrate efforts on a smaller selection of projects that meet the criteria of each call for projects.
- **HAVE A SPECIFIC FOCUS** on concentrated epidemics and vulnerable populations.
- **DIFFERENTIATE** the co-financing policy, in particular between French organizations and local organizations.
- **HAVE A DUAL BASIS** for projects to both impact on the results of the Global Fund and have potential for continuation of activities with its funding.
- **INVEST** in supporting the selected stakeholders who have been identified as having specific needs, particularly during the appraisal or grants negotiation processes. In particular, needs around financial management, organizational structure and governance, etc. This will involve either mobilizing specific internal skills or ad-hoc support requests.
- **CONSIDER** organizational development support for civil society organizations in West and Central Africa, with a view to strengthening these actors as Global Fund sub- or principal recipients.
- **FORMALIZE** the identification, selection, support and monitoring of pilot projects.





Generating and sharing knowledge

In order to better contribute to the sustainability of national pandemic control programs, to efforts to strengthen health systems and to achieving universal health coverage, L'Initiative must contribute to creating greater understanding and analysis of country contexts.

This affects all areas of pandemic control, including the Global Fund environment and ecosystem, the mobilization of national resources, changes to the Global Fund Secretariat's methods and procedures, and the alignment with other technical and financial partners.

The aim is to ensure that challenges, and desired improvements, as well as successes and opportunities for sharing or learning are documented. Greater emphasis is needed on monitoring and evaluation, and acknowledgement of its contribution to internal and external reflection (particularly in relation to scientific evidence) within the Global Fund ecosystem.

Promoting knowledge from activities supported or implemented by L'Initiative, including the adoption of innovative evidence-based approaches to respond to pandemics.

In order to achieve this, L'Initiative plans to:

- **CREATE** a dedicated team within the monitoring, evaluation and learning unit to coordinate the relevant activities.
- **SET OUT** a monitoring, evaluation and learning strategy, adapted to each of the L'Initiative channels.
- **USE** the performance framework and the related key indicators to support the coordination (both by the team and the steering committee) of L'Initiative's work and encourage the use of these tools to promote learning (both for L'Initiative and its partners).
- **UNDERTAKE** a tailored analysis exercise, based on the documentation available, in particular that held by L'Initiative, on relevant thematic and/or geographic issues for "Team France" and/or at the request of either the steering committee or MEAE.
- **DISSEMINATE**, as appropriate, the knowledge outputs described above, in particular capitalizing on regional and international conferences, scientific publications, etc.



TO FIND OUT MORE:

<https://www.initiative5pour100.fr/en/documents>





Supporting the influence of French or French-speaking actors

L'Initiative helps to articulate the multilateral and bilateral contribution of French overseas assistance in the fight against the three pandemics by: deploying French and/or French-speaking expertise tailored to country need; funding catalytic projects to develop health practices and policies; supporting the Global Fund and pandemic control ecosystems; generating knowledge.

As an extension of these activities, L'Initiative is a key stakeholder in France's stewardship of the Global Fund and provides original viewpoints. In this way, L'Initiative complements the French pandemic response mechanism, and more broadly contributes to the implementation of France's Strategy for Global Health.

In order to achieve this, L'Initiative plans to:

- **ACTIVELY PARTICIPATE** in the French delegation to the Global Fund Board of Directors, upon invitation from MEAE, both for board meetings preparations and contributing to other Global Fund technical and strategic bodies, working closely with MEAE as the supervisory body.

- **ESTABLISH** discussions with the French Development Agency (AFD in French) as a group approach (in advance of and following Expertise France joining the AFD Group), both at the SAN and CSO levels.

- **FACILITATE** in-depth dialogue with the Global Fund Secretariat, based on evidence, knowledge and analysis gathered and produced internally, to enable improvements in its country monitoring, its procedures and to prevent and/or resolve situations likely to undermine effective implementation of Global Fund funding and the goal of eliminating epidemics.

- **PROMOTE** the participation and representation of the French-speaking world in Global Fund structures and more generally in the international arena and at events related to the response to the three pandemics.

- **CONTRIBUTE** to efforts to coordinate and align Global Fund technical and financial partners, both in Geneva and at country level. In this way, L'Initiative seeks to prevent duplication of effort but above all seeks to identify opportunities for synergy to benefit countries and populations.

Enabling feedback and experience sharing with the Global Fund and contributing to French stewardship in relation to the Global Fund.





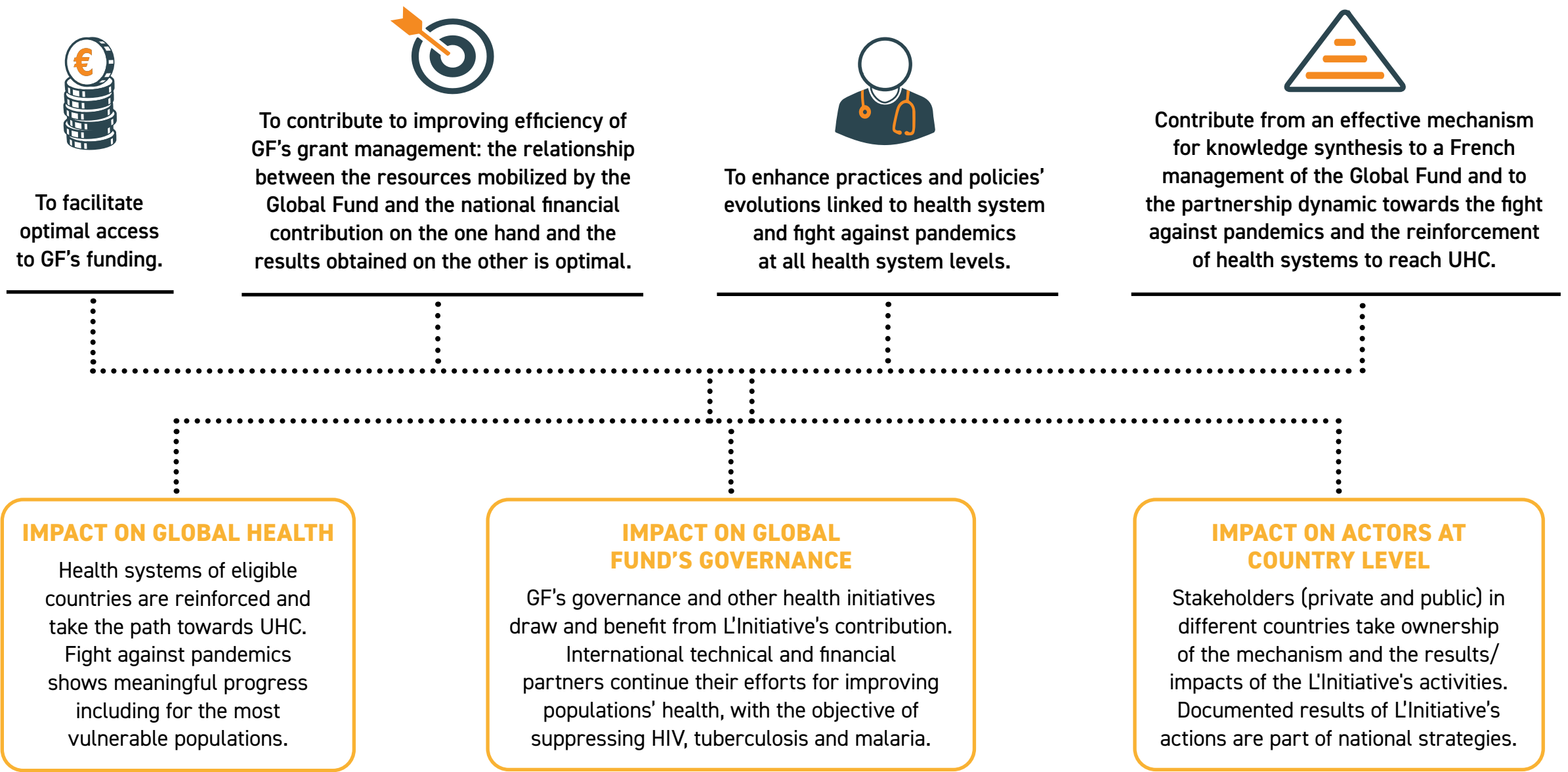
Performance framework

Any progress towards the realization of these strategic objectives affects the other objectives.

Progression in the strategy implementation will be assessed by performance key-indicators at every level of grants' implementation and/or support from L'Initiative.



Results framework





Contribution to global health impact

Health systems in eligible countries are being strengthened paving the way for UHC. The pandemic response is making progress, including for the most vulnerable populations.

Strategic key performance indicators (KPIs) will measure L'Initiative's contribution to global health. They will focus on the key impact points, for example: L'Initiative's commitment to close out grants and assignments; expected changes in behavior; scaling up of lessons learned; overall impact on health systems and populations.

Using this set of indicators to measure and monitor L'Initiative's work will make it possible to promote its contribution to strengthening health systems and to progress in responding to pandemics, including for the most vulnerable populations.

Strategic key performance indicators

- Number of people benefiting from projects (activities) aiming at challenging inequalities in access to services (disaggregation by type of intervention (prevention, testing, etc.), by component, by gender, by population type, by CICID country and other eligible countries including Global Fund country classifications (HI, COE, others), by type of lead partner (NGO, French NGO, national program, etc.).

- Number of people benefiting from projects (activities) aiming at strengthening health systems: disaggregation by HSS pillar (see WHO), by component, by gender, by CICID country and other eligible countries including Global Fund country classifications (HI, COE, etc.), by type of lead partners (NGO, French NGO, national program, etc.).

- Number of allocated grants focusing on reducing inequalities in access to health services, disaggregation by HSS pillar (see WHO) and by CICID country/other eligible countries including Global Fund country classifications (HI, COE...).

- Number of allocated grants focusing on health systems strengthening, disaggregation by HSS pillar (see WHO) and by CICID country/other eligible countries, including Global Fund country classifications (HI, WCC, etc.).

- Number of projects having achieved their specific objectives in accordance with project grant agreements.





Contribution to Global Fund governance

Governance bodies of the Global Fund and other health initiatives take learning and benefit from L'Initiative's outputs. International technical and financial partners align their efforts to improve the health of populations, and focus on eliminating diseases (HIV, tuberculosis and malaria in particular).

Key strategic performance indicators will measure the effect and impact of L'Initiative's work on the Global Fund governance. They will focus on the key impact points, for example: L'Initiative's commitment to close out grants and assignments; producing synthesis and position papers; L'Initiative's awareness-raising and advocacy activities on lessons learned and behavior change with technical and financial partners.

Using this set of indicators to measure and monitor L'Initiative's work will make it possible to promote its contribution to the Global Fund ecosystem and the alignment of technical and financial partners to improve the health of populations and focus on eliminating diseases (HIV, tuberculosis and malaria in particular).

Strategic key performance indicators

- Number of times L'Initiative participates in working groups organized by GF and/or other technical and financial partners responding to the three pandemics.
- Number of thematic and/or cross-cutting summary documents, scientific articles, opinion pieces produced and disseminated to technical and financial partners, and/or the Global Fund, and/or MEAE.

- Number of L'Initiative viewpoints and recommendations taken on by MEAE and the GF French delegation to influence the Global Fund.
- Number of symposia, colloquia and/or feedback workshops to promote practices and/or policies stemming from L'Initiative projects or assignments.
- Assessing satisfaction levels of project leads and TA recipients with regard to L'Initiative's work (annual survey on their interaction with L'Initiative).
- Number of documents published and disseminated and document/publication views, in particular on the website.
- Number of L'Initiative citations in the media (disaggregation by France, eligible countries).





Impact on country level stakeholders

The L'Initiative's high-impact, cost-effective projects are scaling up. Lessons learned from L'Initiative are taken into account in health policies. Health systems and health policies are improved and moving towards UHC.

Key strategic performance indicators will measure L'Initiative's effect and impact on country level stakeholders. They will focus on the key impact points, for example: L'Initiative's commitment to close out grants and assignments; expected changes in behavior among country level stakeholders.

Using this set of indicators to measure and monitor L'Initiative's work will make it possible to promote its contribution to scaling up projects and improving health systems and health policies.

Strategic key performance indicators

- Number of TA projects/assignments where civil society, national programs and CCMs are involved or are partners.
- Number of national policies, amendments and recommendations that have incorporated recommendations from projects and TA assignments.
- Number of projects that have been scaled up or replicated at national level.
- Number of new stakeholders at national level who become SSRs, SRs, PRs by country (for stakeholders receiving at least 1 TA assignment/project funding).
- Volume of grants awarded by the Global Fund thanks to TA assignments to develop funding requests (in advance of grants).
- Number of public institutions that have benefited from capacity building activities.
- Number of stakeholders (disaggregated by status: public body, CSO, CCM, other) that have benefited from capacity building activities.
- % of projects and TA assignments with an OECD gender marker of a least 1 or 2.

Index of acronyms and abbreviations

AFD	French Development Agency	MEAE	French Ministry of Europe and Foreign Affairs
AIDS	Acquired Immune Deficiency Disease	NGO	Non-governmental Organization
Aviesan	French National Alliance for Life Sciences and Health	OECD	Organisation for Economic Cooperation and Development
CCM	Country Coordinating Mechanisms	PR	Principal Recipient
CICID	French Interministerial Committee for International Cooperation and Development	PSM	Procurement and Supply Management
COE	Challenging operating environment	RBM	Roll Back Malaria Partnership
Copil	Steering committee	SAN	AFD's Health and Social Protection division
CSO	Civil Society Organization	SDG	Sustainable Development Goals
DDD	French Directorate for Sustainable Development	SEC	Monitoring, evaluation and learning unit
DGM	French Directorate for Globalization, Culture, Education and International Development (part of MEAE)	SR	Sub Recipient
DPO	Delegation of Programs and Operators (part of MEAE)	SHR	Sexual and Reproductive Health
EF	Expertise France	Stop TB	Stop Tuberculosis Partnership
GF	Global Fund to Fight AIDS, Tuberculosis and Malaria	TA	Technical Assistance (assignments under L'Initiative's Expertise Channel)
GIZ	German Agency for International Cooperation	TFP	Technical and Financial Partner
HI	High Impact	UHC	Universal Health Coverage
HSS	Health Systems Strengthening	UNAIDS	Joint United Nations Programme on HIV/AIDS
HUMA	Delegation of Human Development (part of MEAE)	Unitaid	Global health innovation agency
		WHO	World Health Organization



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