

# 2024

# ANNUAL REPORT

---



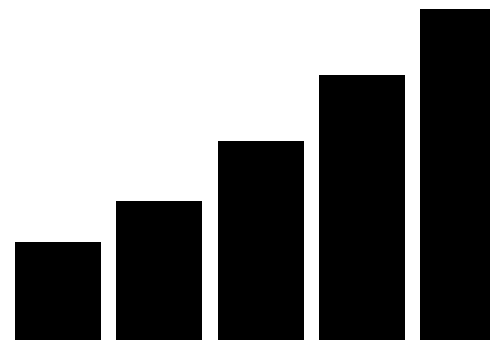
Technical Assistance  
for Management

---



# Contents

<b>1. Who we are</b>	<b>p3</b>
<b>2. TeAM activities in 2024</b>	<b>p5</b>
<b>3. Service offer</b>	<b>p7</b>
<b>4. Some missions carried out in 2024</b>	<b>p9</b>
<b>5. Thanks</b>	<b>p16</b>
<b>6. Contact</b>	<b>p17</b>



# Who we are ?

TeAM is a French consulting firm founded in 2011 with a focus on public health, health system strengthening, and community support.

Its mission is to provide expertise in the health sector to in-country institutions and partners, and to bilateral and international agencies. The team is committed to building local capacity through a country-ownership approach to global development, aid, and health.

- ★ TeAM has a streamlined management structure. The staff includes six full-time employees based in France: a director, three project managers, a manager, and an administrative assistant. We outsource accounting and IT services.
- ★ Our team is able to rapidly mobilize highly qualified project teams in response to the needs of countries and funders. We promote innovative approaches to impact and value for money in challenging operational environments.

# The TeAM team



Pierre-Yves

Christelle

Atiqa

Patricia

Alice

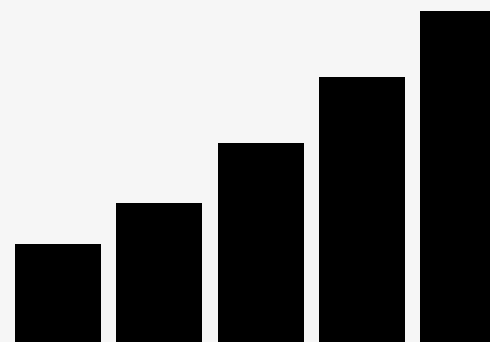
Céline



TeAM has built up a valuable network French- and English-speaking consultants, whom it has been able to retain and support in the implementation of their assignments.

TeAM has become a platform of experts from the North and South, with nearly 500 internationally renowned associate consultants specializing health systems strengtheningcommunity support for CSOs, gender and human rights, the 3 priority diseases of tuberculosis, HIV and malaria, immunization, public health and epidemiologyhealth economics, statistics, social sciences, governance, social action, Global Fund procedures, program management, monitoring and evaluation, laboratories, drug management and e-health.

**This vast network of experts covers the full spectrum of healthcare expertise, enabling TeAM to offer a comprehensive, integrated approach to any specific public health issue.**



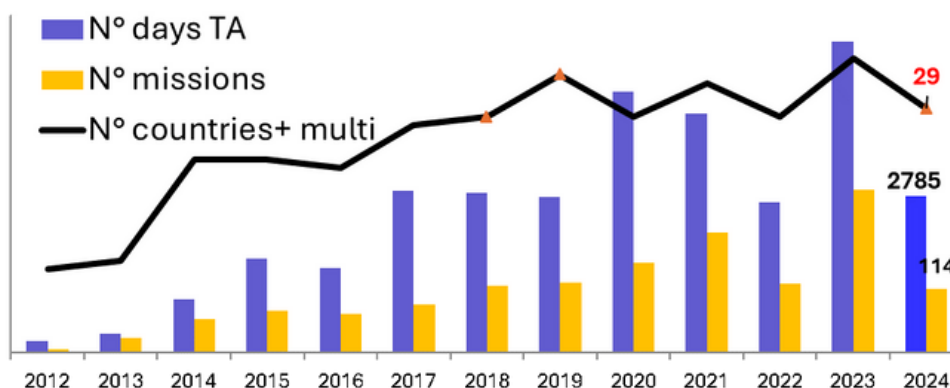


# TeAM activities in 2024

TeAM's 2024 business is summed up in four figures

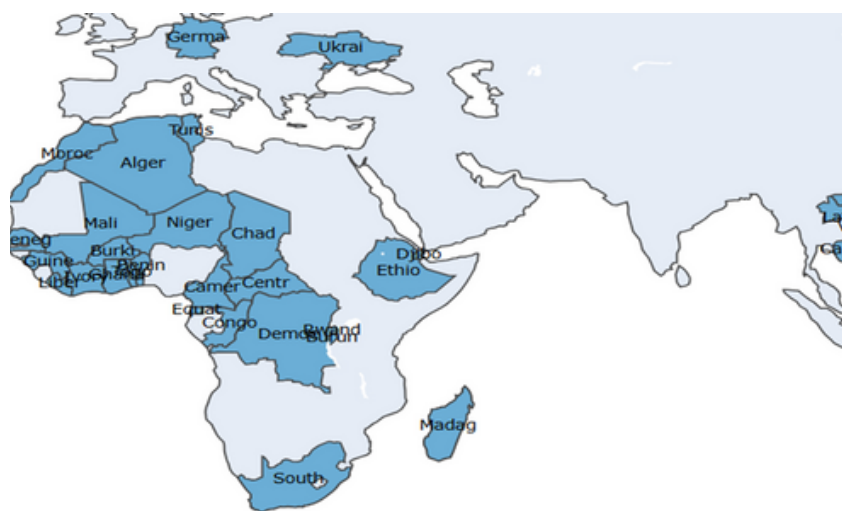
- 79 experts employed
- 2.785 man-days technical assistance
- 29 countries covered
- 38% success rate in answering calls

The results are comparable to previous years without Global Fund applications in 2022, 2019 and 2018 (Figure 1).



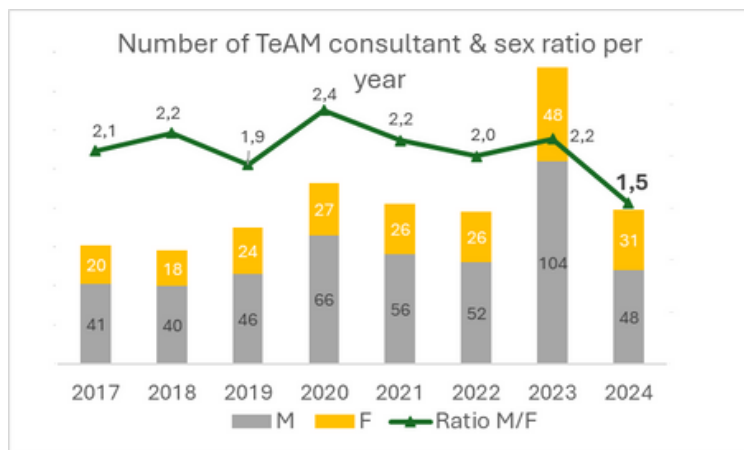
**Figure 1: TeAM activity 2012-2024 in number of TA days, countries and mission**

In 2024, TeAM successfully completed 114 missions in 29 countries, with 75% of these missions occurring in Africa. Geographical coverage is similar to previous years (figure 2).



**Figure 2 : Map of countries covered by TeAM in 2024**

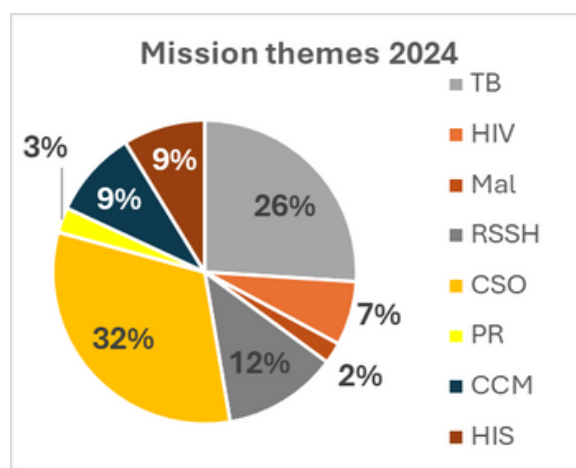
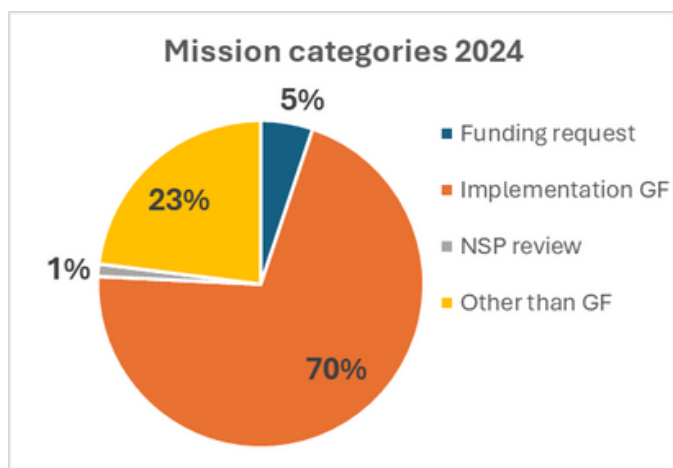




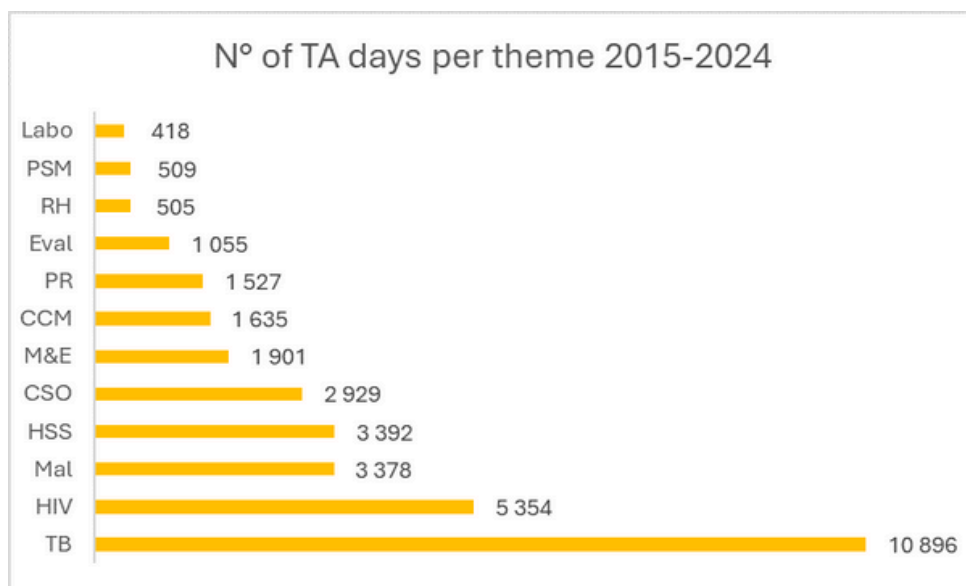
The ratio of male to female consultants employed in 2024 is 1.5 men to 1 woman, a clear improvement on previous years (figure 3).

**figure 3 : consultant gender balance per year**

Missions mainly concerned the implementation of Global Fund financing (70%), with 3 main themes: strengthening CSOs, tuberculosis and monitoring-evaluation (figure 4). Tuberculosis remains the main theme over the last 10 years (figure 5).



**Figure 4 : mission categories (left) and mission themes in 2024 (right)**



**Figure 5 : number of days per theme for TeAM missions 2015-2024**

# TeAM services

S  
E  
R  
V  
I  
C  
E



OFFERING

80% of activities in West and Central Africa:  
Benin, Burkina Faso, Burundi, Cameroon,  
Comoros, Congo, Côte d'Ivoire, Djibouti,  
Gabon, Gambia, Ghana, Guinea Conakry,  
Guinea Bissau, Equatorial Guinea, Liberia,  
Madagascar, Mali, Mauritius, Mauritania,  
Mozambique, Niger, CAR, DR Congo, Rwanda,  
Senegal, Sierra Leone, Chad.

## Support in preparing funding requests

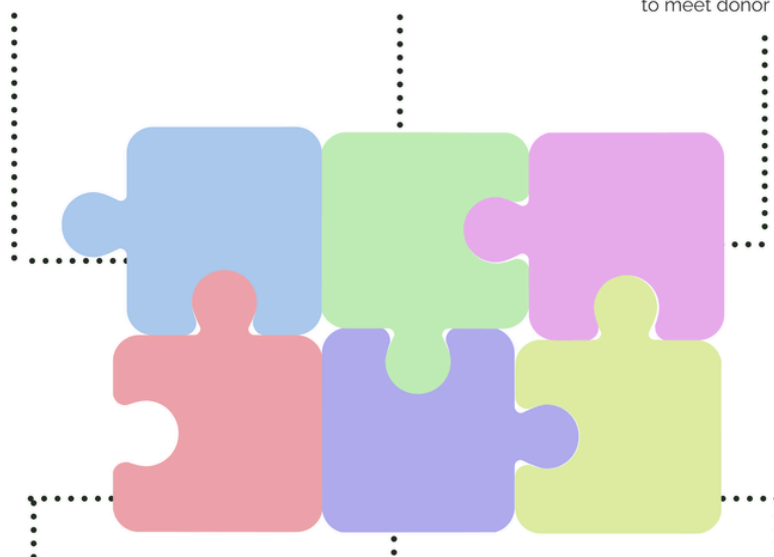
TeAM supports the development and establishment of FM grants: 58 funding requests were supported in 2023 for a total of \$1.750 billion, representing 13% of GC7 grants.

## Improvement of PR and SR performance

Consultants prepare and support those involved in implementing grants. Training, coaching, management and reporting support.

## Strengthening CSOs receiving funding

TeAM offers a model for diagnosing and strengthening the capacities of CSOs in order to equip them with the tools and help them structure themselves to meet donor requirements.



## Improving the impact of interventions in COEs

70% of TeAM's work is carried out in countries classified by the World Bank as fragile states. The teams support implementing actors in programmatic and financial management and integrate risk management into their support.

## Program support and impact measurement

TeAM supports the development of protocols, the acceleration of TB/HIV screening, the implementation of prevention strategies (TPT and PrEP), and the decentralization of screening and care through the training of community actors. It conducts IBBS, seroprevalence, MIS, HFFA, DQR, and Spotchecks surveys.

## TeAM: a human-sized office with a consolidated network

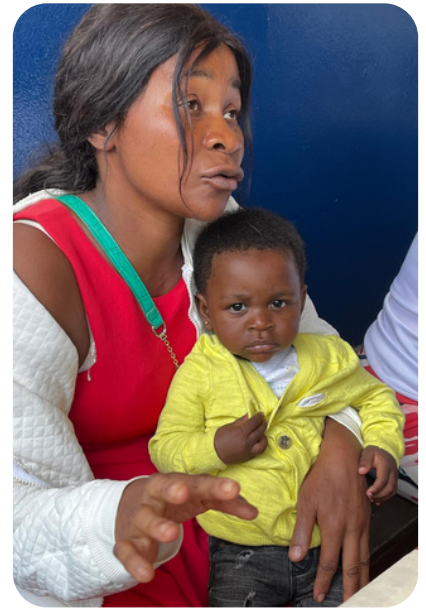
TeAM has a strong network of French- and English-speaking experts who are experienced in managing GF grants and are specialists in public health. The monitoring provided is tailored to each context, needs are regularly reassessed, and TA plans are proposed when needed.

**PR:** UGP, UMRSS, ARCAD Santé PLUS (Mali), UGADS (Burundi), CAGF (DRC), UGP, ALCS (Morocco), SENLS (Mauritania), UGP/MSP (Niger)

**SR:** Affirmative Action (Cameroon), UGST-COVID (DRC), RENIP+, REMAP+, FEMAPH (Mali), PNLT (Senegal), PNLSH (Niger), PCOS (CAR), POSCO and PNLS (Congo), RNGOF (Rwanda), Yezu Mwiza, ALUMA, COPEDECOBU, BAPUD, CAPES+ (Burundi)

# TeAM services

We supported 35 CSOs in 11 countries in their organizational diagnosis and strategic planning, representing a third of TeAM's activity in 2024. This year, our second theme of work was tuberculosis. We evaluated 10 tuberculosis projects, analyzed and supported improving prevention and screening strategies for tuberculosis in children and adults in the DRC, Ivory Coast, and Ukraine, updated technical standards, and researched automated reading of chest X-rays.



We have developed hepatitis plans in Ghana and cervical cancer plans in Côte d'Ivoire. We have also coordinated quality assurance surveys of indicators in Guinea, Benin, and Cameroon. We collaborated with the CHMP, L'Union, and the universities of Munich in Germany and Stellenbosch in South Africa.



Our office specializes in supporting the structuring of international donor grant management units, which we did in Mali and the DRC this year, and in evaluating and updating strategic plans to end HIV, tuberculosis and malaria, as well as hepatitis control and cervical cancer.



# Some missions carried out in 2024

## Institutional and organizational support for grant recipients

### Support for UMRSS in Mali - Christelle BOULANGER

The Malian Ministry of Health is the main beneficiary of investments to strengthen the health system, and has designated the HSS Implementation Unit as its investment management unit. This modality is new for the GC7 cycle, and follows on from the selection of PRs by the CCM in 2023



The UMRSS currently manages around 50 million euros, divided between the Covid grant and the current Global Fund cycle (GC7). In addition, it will receive around 20 million euros over the next 5 years from Gavi, the Immunization Alliance, which is strengthening the community system and the cold chain.

This new arrangement involved major upheavals within UMRSS to make the structure capable of managing these large envelopes. A plan to prepare GC7 was put in place in October 2023 to ensure a smooth transition, supported by TeAM.

- **UMRSS team was strengthened** through the design a new organization chart and the organization a competitive recruitment process, supported a firm specialized in recruitment and human resources management. TeAM, through its consultant, part in drawing up written tests and interviews for all managerial, programmatic, communication and secretarial functions. It also prepared the staff integration workshop, and helped organize internal communications.
- **The implementation of planning tools** (operational plan) to ensure proper implementation and follow-up.
- **The drafting and signing of partnership agreements** linking the UMRSS to all central and peripheral implementing entities (Regional Health Departments), including the international NGOs with which the UMRSS collaborates.
- **The installation of archiving system**, allowing to classify and to preserve all grant management documents and make them accessible to all UMRSS members.

After a year of support, and with the help of TeAM, the UMRSS is fully operational, well established in the Ministry of landscape, and has achieved satisfactory performance terms of programmatic and financial execution in 2024.



### Setting up DHIS2 Tracker for cervical cancer in Guinea - Dr Simon Pierre BONI

As part of a program to strengthen the health information system in Guinea, Dr Simon Pierre BONI supported the creation of a DHIS2 Tracker dedicated to monitoring the secondary prevention program for cancer. This mission, carried out in collaboration with the national health authorities and Solthis with funding from Expertise France, aimed to optimize the collection, management, and analysis of data relating to the screening and treatment of precancerous cervical lesions.



Following an assessment of needs and existing infrastructures, TeAM experts configured a DHIS2 Tracker instance, which was submitted to a large panel of key players for validation. An essential part of this intervention was capacity building for the players involved. Collaboration with a DHIS2 technician from the Guinean National Health Information System (SNIS) enabled skills transfer. A training session for Tracker and cervical cancer control data managers was organized to ensure adequate appropriation of the DHIS2 Tracker.

The tests carried out to import metadata into the national Tracker, as well as the ownership and commitment of the national side to continue training users, all support the Tracker's sustainability. The leadership of the National Cancer Control Program (PNLCC) demonstrates Guinea's political will to use the Tracker. However, further efforts are required to ensure ongoing technical support and resource mobilization.

I remain convinced that integrating digital solutions like the DHIS2 Tracker is essential for improving the prevention and management of non-communicable diseases in Africa. It will enable us to measure progress on the second 70 and third 90 intermediate targets of the WHO strategy to eliminate cervical cancer by 2030. This mission to Guinea has reinforced my conviction that monitoring a secondary prevention program for cancer is more than necessary, and that it is essential to consider implementing a similar program. Technological innovations and a strong commitment from local players can transform Africa's fight against cervical cancer.

## Support for national coordination bodies

### Strengthening governance, operations and strategic monitoring at Combodge - Inga OLEKSY

Following the Global Fund's 2023 evaluation of Cambodia's National Coordination Mechanism (NCM), TeAM supported Cambodia's NCM in strengthening governance, operations and strategic monitoring.

A team of two consultants, supported by a national consultant, was deployed to work closely with the CCM secretariat, the Strategic Monitoring Committee and the CCM.



The first step was to prepare the situational diagnosis by reviewing documents and interviewing stakeholders. This was followed an initial country visit, during which interviews were continued and representatives of key populations met to complete the diagnostic stage. The importance of managing conflicts interest, the need set up an ethics committee and to clarify communication procedures were highlighted during this visit. With regard to strategic monitoring, the mission noted the difficulty of collecting data and the need for effective coordination with partners.

The mission continued remotely, in order to adapt the dashboard to existing funding and update the governance and strategic monitoring manuals.



A workshop on strengthening strategic monitoring and data capture took place a second country visit and brought together the strategic monitoring committee, CCM members, principal and sub-recipient staff and national programs.

In order to test the tools put in place for field visits, a meeting was organized members of the strategic monitoring committee in Phnom Penh. The Global Fund team also contributed to capacity building on the code of conduct and conflict of management.



The updated governance and strategic monitoring manuals were discussed with all participants and validated by the CCM prior to dissemination.

The next steps will be to set up the ethics and implement the communications policy and strategic monitoring tools. This mission was carried out in close collaboration with country partners, the Global Fund and Expertise France.

### Capacity building CCM Benin - Dr Juma KARIBURYIO

Led by a team of experts from TeAM, the "Capacity Building with CCM Benin" mission focused on an innovative methodology that saw the members of the Secretariat of the Country Coordinating Mechanism (CCM) installed "in the driver's seat." This participative, interactive and co-constructed approach made it possible to value everyone's contributions to the process of drawing up the procedures manual and building capacity.



From the outset, the consulting team worked to create an environment in which members felt comfortable sharing their experiences and perspectives. Training sessions and workshops were structured to interaction, feedback, and collaboration. Each participant had the opportunity to contribute his or her knowledge and ideas on the content of the procedure's manual according to CCM's specific needs.

Thanks to this methodology, participants not only acquired new governance skills but also strengthened their sense of ownership and commitment to decision-making processes. Secretariat members were able to collectively find practical solutions to their challenges, while cultivating a spirit of collaboration.



Several participants shared their testimonials during the training sessions, for example, a member of the Permanent Secretariat said: "This interactive approach enabled me to feel valued and to learn from the experiences of my peers. I now feel a greater responsibility in the governance of the CCM." Another participant added: "Working together on the manual has boosted my confidence in my ability to contribute effectively to CCM decisions."

By giving them a voice and placing them at the heart of the process, the mission enabled us to enhance each individual's contributions, thus ensuring a lasting skills enhancement tailored to the realities on the ground.

Ultimately, this mission not only enabled significant progress in governance within CCM Benin, but also established a sustainable framework for more effective management of resources dedicated to the fight against HIV/AIDS, tuberculosis, and malaria. By integrating everyone's contributions and fostering a collaborative environment, the methodology has been a fundamental driver of transformation for the CCM.

### Capacity building for civil society organizations (CSOs) benefiting from SOFIA: Benin & Guinea - Ernest CESARI

Launched in 2023, Structuration des Organisations de la Société Civile : Financement, Impact et Accompagnement (SOFIA <sup>[1]</sup>) is a dedicated fund from L'Initiative to CSOs composed of three objectives:

- Enable CSOs to access greater funding from national, regional or international partners;
- Support CSOs in carrying out relevant activities and/or projects to combat the three diseases and strengthen health systems by integrating a gender approach.
- Strengthen CSO capacity for public health advocacy, including gender and human rights.

This scheme finances (i) the organization's operations, (ii) its investments and (iii) activities in line with its corporate purpose. Technical assistance is also provided to implement the capacity-building plan devised during the initial organizational diagnosis.

TeAM carried out two CSO capacity-building missions in 2024 as part of the SOFIA program. The first took place in Benin to support the CSOs Association Solidarité and Icône 360°, and the second in Guinea to support the CSOs Monde des Humanistes (MDH), Maison de la Démocratie et des Droits de l'Homme (M2DH) and Santé Espoir Vie (SEV).

The objectives of the two missions were broadly similar. On the one hand, they aimed to strengthen the skills of CSO teams in administrative, financial and budgetary management and internal control, and on the other to develop and/or update management tools and operating procedures (administrative, financial, accounting and logistics management); internal control (fraud management, conflicts of interest, embezzlement and money laundering) and management of associated risks.

Among the various achievements of these missions, five were essential:

1. The provision of an administrative, accounting and financial procedures manual and appropriate management tools;
2. Strengthening accounting and budget management skills training and follow-up coaching for 6 months;
3. Draw up the 2025 budget forecast (BP), integrating the association's activities, expenditure and income from partners and its own income, using the Excel tool provided;
4. Understanding the implications of applying the OHADA directives on the accounting system for not-for-profit entities (SYCEBNL);
5. The mandatory development of (i) accounting software and (ii) resource persons expertise in auditing accounts and drawing up financial statements

<sup>1</sup> <https://linitiative.expertisefrance.fr/fonds-appui-osc/>

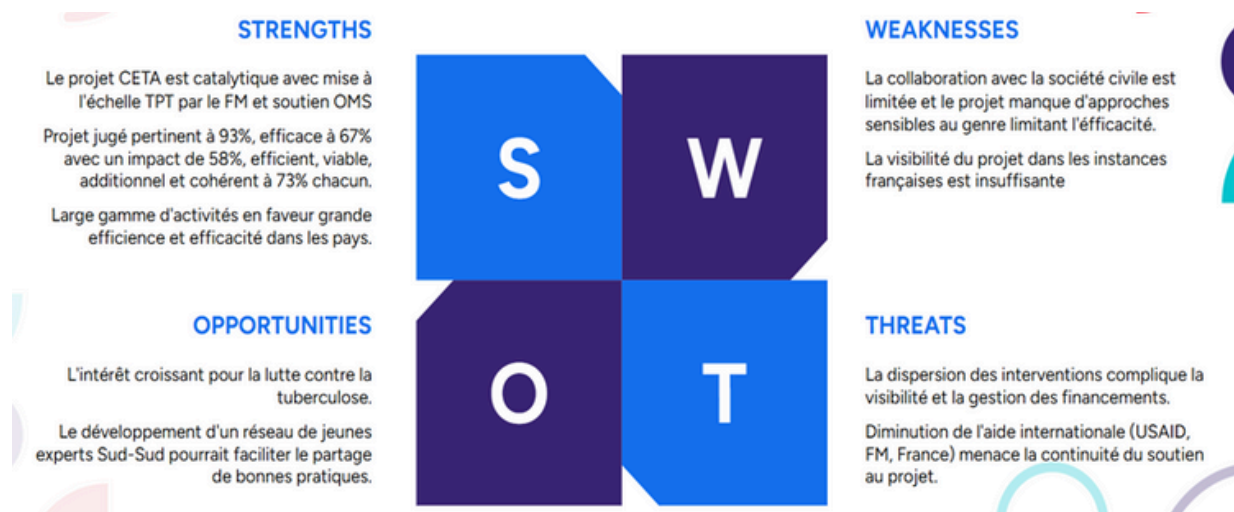


### TeAM assessed the Union's CETA project, financed by AFD for 8 countries (Benin, Burkina Faso, Cameroon, Central African Republic, Guinea, Niger, Senegal, Togo ) - Dr Pierre-Yves NORVAL



In 2024, TeAM evaluated the CETA project "Contribuer à l'Élimination de la Tuberculose en Afrique" (Contributing to the Elimination of Tuberculosis in Africa), financed by AFD and implemented by L'Union. This project covers 8 countries (Benin, Burkina Faso, Cameroon, Central African Republic, Guinea, Niger, Senegal and Togo). More than half of the project's activities aim to set up tuberculosis programs in these countries and integrate them into general health care provision.

One third of our activities concern the strengthening of human resources, with two courses on susceptible and resistant tuberculosis; the only French-speaking international courses being held in Africa, a laboratory course with the Institut Pasteur de Paris and an online course on reading chest X-rays. Other activities (15%) concern operational research, with 7 studies on patient flow (PoMa-Tub), short oral MDR-TB (Shorrt), smoking cessation and tuberculosis, the role of nutritional support treatment follow-up, TB co-morbidities and functional rehabilitation (PostTB), data analysis (APEC), sociological mapping of cases by AI (Isco EPCON). The performance of the CETA project is summarized in the SWOT analysis of strengths, weaknesses, opportunities and threats.



The Union is a century-old international organization, based in France, which has trained many of the world's leading figures in tuberculosis. The Union pioneered the DOTS strategy in the 1980s, and is present and recognized in over 150 countries. France has supported The Union for over 30 years. This project came at a time of financial fragility for The Union, and has enabled us to strengthen our position with the WHO, with a project that has shown its effectiveness.

Consultants Pierre-Yves NORVAL and Norbert NDJEKA would like to thank AFD and L'Union for selecting them for this assignment. It's a privilege and an honor to have evaluated the work of L'Union.



## Capacity building for human resources in health

### Support for the introduction of four new professional health study programs at the University of Applied Sciences (INES) in Ruhengeri - Rwanda - Patricia VASSEUR

The TeAM team of experts, comprising five national and international pairs, has been mobilized to provide technical support to Ruhengeri's Institut des Sciences Appliquées (INES) in setting up four new university programs: nursing, maieutics, nurse anesthetist and pharmacy. This program is part of the ambitious strategy launched by the Rwandan Ministry of Health to quadruple the current health workforce within 4 years, known as the "4x4 reform".



The mission helped INES to develop its new academic programs in line with international standards, to carry out a health education capacity-building plan in terms of health education staff skills, equipment and infrastructure, and to map the most relevant university partners to strengthen INES' academic capacity in health.

The collaboration between the TeAM experts and the INES teaching team has been fruitful. Although the accreditation process for the new health sciences programs by the Ministry of Education's Council for Higher Education (CEH) was particularly lengthy, its approval enabled INES to open its new teaching sections in December 2024. An analysis of the strengths and weaknesses of INES has led to the identification of the following priorities for action:



- Finalize construction of the building to house the new programs,
- Equip training rooms, practical laboratories and the library for health sciences (digital tools, , mannequins, etc.).
- Recruit key human resources by assessing their clinical and pedagogical skills during the recruitment process, based on job descriptions and minimum skill requirements,
- Follow the short-term capacity-building plan to meet urgent needs,
- Follow up the longer-term capacity-building plan with a comprehensive training needs assessment and the development of a comprehensive three-year education, training and develop plan.

The TeAM team of experts has formulated various strategic recommendations to guide INES in coordinating the pursuit of its educational activities. These mainly concern the recruitment of qualified academic staff, with priority given to Rwanda and East Africa; the carrying out of a detailed and realistic budgeting of requirements in terms of equipment, salaries, scholarships and internships; the development of partnerships other hospitals to organize clinical internships; development an action covering the first three years of the new programs; and the organization of an ongoing review of the curricula, regularly revised to ensure that they are up to date.

The development of the four new health sciences programs at INES, supported by TeAM as part of the "4x4 plan reform", represents a crucial step forward in health education, providing a solid foundation for new CEH-approved programs to benefit future generations of Rwanda's health professionals.

# Thanks



We want to thank our funders, particularly the Expertise France Initiative, but also the countries, the WHO and the Global Fund. We are honored by your trust and proud of the results achieved. We are also grateful for the commitment, availability and flexibility of the experts who believe in us.





# Contact



Tel/Whatsapp : + 33 684377005



py.norval@team4health.org



<https://team4health.org>



<https://www.linkedin.com/company/team-4-health/>

