



Technical Assistance  
for Management

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# ANNUAL REPORT

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2020 / 2021

TEAM4HEALTH.ORG

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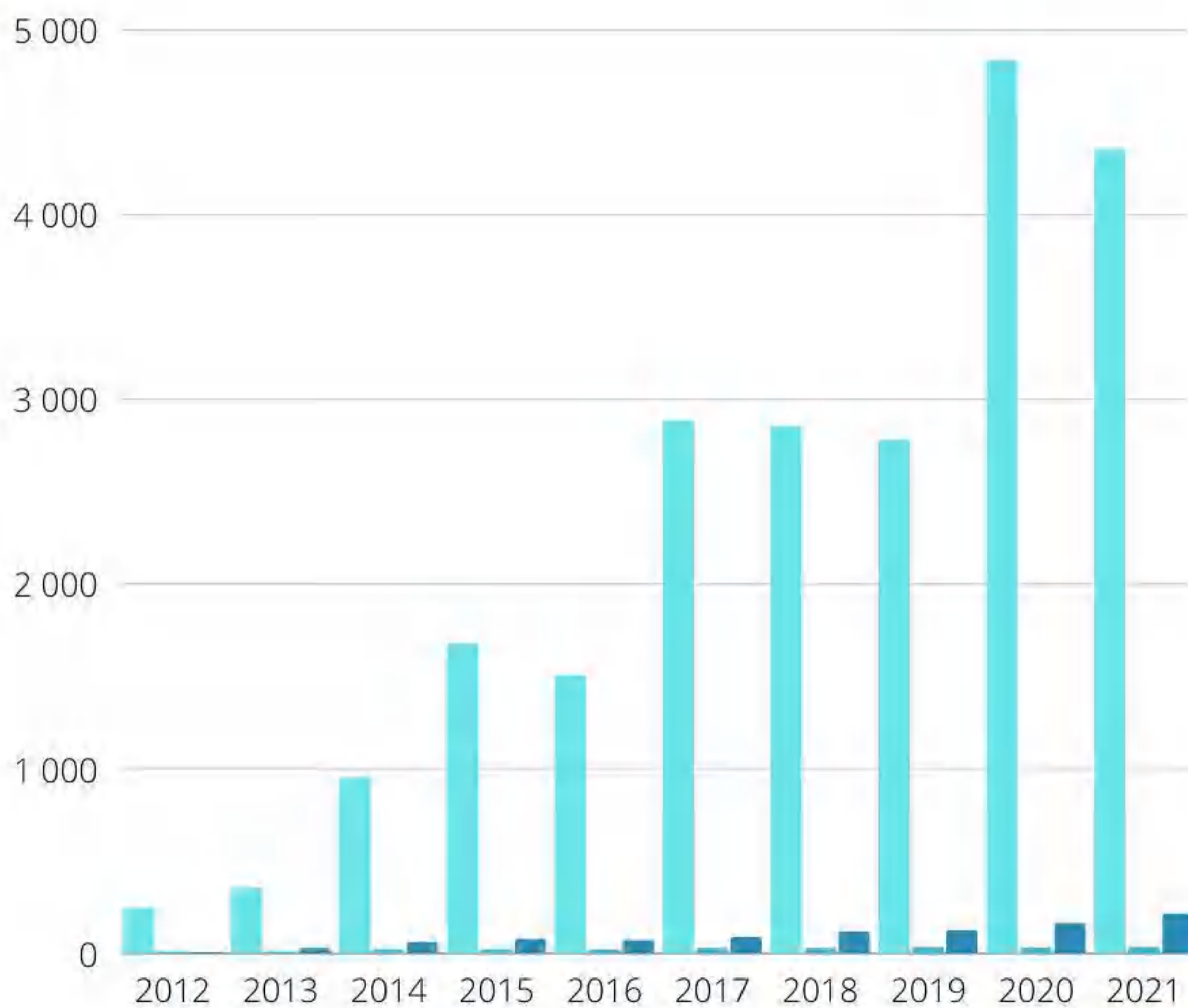


**Technical Assistance  
for Management**

## INTRODUCTION

# OUR MISSION

TeAM is a consultancy practice created in 2012 to meet the needs of health systems regarding their structure and performance. Active in 40 countries, TeAM relies on a network of 120 experts throughout the world, ranging from public health and infectious diseases to governance, health financing, and community mobilization.



TeAM has been growing since 2012, thanks to the confidence of our main clients: Expertise France, the Global Fund, WHO, GAVI, UNAIDS, the French Development Agency. In 2020 and 2021, TeAM conducted an average of 200 missions per year in 34 countries in Africa, Asia and Eastern Europe.

73% of our assignments are conducted in West and Central Africa, making our firm a major provider of technical assistance in this region. 10% of our work is in Asia, and the remaining 10% split between English-speaking Africa and Eastern Europe.

# AREAS OF INTERVENTION



## Services



### Elaboration of strategic documents

HIV/TB/malaria/Covid-19 NSPs, SRH plans, national Health strategies

PSM strategies, lab strategies/SOPs, radiology, diagnostic, prevention and infection control, case management

CBOs and CSOs strategic plans, support to Networks strategies

Support to CCMS (governance regulations, elections, strategic oversight)



### Studies and Evaluations

Project/health program evaluations (EF, AFD, GIZ, AECID, Enabel)

Audits for the OIG (Global Fund)

KAP studies, studies on social/cultural/economic determinants of health behaviours)

Surveys on data quality, access to health/quality/availability SARA, DQA, MIS, HFA

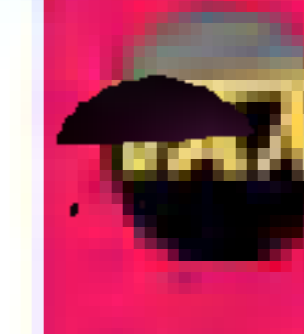
Audit of PLWHIV cohorts, IBBS, patients pathways



### Funding requests and project design

Elaboration of funding requests (Global Fund, GAVI): HIV, TB, malaria, RSSH, with specific mainstreaming of human Rights, Gender and KVP focus

Feasibility studies and elaboration of project proposals (AFD, GIZ, Unitaid)



### Training and support to grants' management

Training and coaching to programmatic, financial and administrative management of Global Fund grants

Short and long term TA for new PRs and SRs of the Global Fund

Production of tools (Manual of Operations, governance documents) and structuring of management Units

Preparation of new PRs from MoH and CSO

# INTERVENTION THEMES

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TeAM technical expertise covers the field of global health, focusing on six key areas : access to funding, institutional and structural support to civil society organizations (CSOs), preparation and of grant funding requests and support to grant recipients for implementation, surveys and studies, program evaluations and health system strengthening.

## **SUPPORT TO FUNDING**

Support to countries receiving funding from major global health donors is one of our firm's major areas of support. In accordance with the various donor financial and programmatic cycles, TeAM mobilizes the appropriate expertise needed to define operational priorities, budgeting and implementation.

## **INSTITUTIONAL SUPPORT TO COMMUNITY-BASED ORGANISATIONS**

Many donors today value the engagement of civil society in supporting the delivery of national health programmes, whether it is through projects to support CSOs in the South, or to accompany the provision of alternative services, adapted to the groups for which they are intended. TeAM supports the structures of community-based organizations (CBOs), networks and umbrella organizations through supporting them to increase their management capacity and build strong programmatic and financial skills.

## **SUPPORT TO THE PREPARATION AND STRUCTURATION OF GRANTS BENEFICIARIES**

Global health donors (such as the Bill & Melinda Gates Foundation, the European Union, Gavi, FDA and the Global Fund) finance large programs to strengthen health system and fight pandemics, usually through financial support to beneficiary country governments. TeAM responds to the strong requirements of sound financial management by preparing the conditions for the establishment of Programme Management Units within governments or CSOs. These assignments require organizational and functional support, as well as assistance in planning, implementation and financial reporting.

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## STUDIES AND SURVEYS

Effective and efficient management of investments in the health sector relies on the collection and analysis of data to measure progress in achieving the selected indicators. TeAM had conducted numerous studies to assess health service quality, data quality, and financial and programmatic performance.

## AUDITS AND EVALUATIONS

Evaluating the performance of health projects and programs is an essential component of the health sector's robust financial management. TeAM conducts program reviews, project and program evaluations using various mechanisms such as the methodology of the Organisation for Economic Co-operation and Development (OECD), theory of change, and quantitative and qualitative data collection and analysis tools. The results of these mid-term and final evaluations guide programmatic decisionmaking to achieve maximum impact.

## HEALTH SYSTEMS STRENGTHENING

All our assignments could be considered as health system strengthening (HSS), and fall under one or more of the WHO's six pillars for building strong and effective health systems: governance, health financing, procurement and supply management (PSM), human resources for health, information systems and service delivery. TeAM has developed specific expertise in health information systems (HIS), supply chain management, and governance. Our assignments take various forms, from capacity building, conducting organizational and functional audits, and improving data reporting systems, to formalizing tools for supervising health facility services.





Discussion group with the monks of Phnom Penh during the preparation of the NFM3 March 2020



TB Speed training on child chest x-ray reading in Mozambique, June 2020

Migrants and TB multi-country grant development (remote), Greater Mekong Region, 2021



## THEY ARE CONCERNING



**Dr KEMAL CHERABI**

Consultant specialized in infectious diseases

« TeAM is an institution that ensures a good follow-up in the work of the consultants it makes available to countries. Because TeAM has programmatic expertise on a range of topics, consultants sent on mission to countries can request technical exchanges with the team, which is an added value of the consultancy » .



**ROY WAKIM**

Public health Consultant

« The collaboration with TeAM works well because the level of trust and flexibility is optimal during the preparation and throughout the TA assignments » .



**Dr BINTOU DEMBELE**  
DG ARCAD SANTE PLUS

« Contracting with TeAM was a decisive phase in the ARCAD SANTÉ PLUS PRship process as well as in the implementation. A consultant supported us in the organizational diagnosis and the elaboration of the strengthening plan, which was the key support to monitor the daily efforts of our team. One of the aspects of the plan concerned benchmarking and HR management and the management of community TB despite the health crisis situation. The work was accomplished thanks to the consistency and high level of expertise of the consultants in their respective fields » .



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## CLIENT FEEDBACK

« TeAM is very well organized administratively and logistically, we are taken care of, and the clauses of the contracts are always respected. We are listened to attentively and given methodological advice because the members of TeAM are involved in the mission. Finally, the efforts to provide us with updates and trainings (such as the one on gender and community TB), are to be commended ».



**SIMON KABORE**  
ED from RAME,  
Consultant



**SONIA  
FLORISSE**  
Grant Portfolio  
Manager Mali, The  
Global Fund

« The support of TeAM consultants has been essential in Mali. They have been long-term and have allowed the teams to become familiar with the working environment and the actors. All TB/HIV, HSS and malaria grants were recommended by the TRP without difficulty. The HSS portion of the funding request was considered particularly strong by the TRP, strategic, and well aligned with the needs identified in the national strategic plans and the environment of other partners. This request has thus become a model for other countries to follow, especially in a challenging operational context ».

« The TeAM consultants provided undeniable technical support to the DRC in the successful development of the NFM3 concept note, the fast-track application and the full application against Covid-19 ».



**DR FRANCK BIAYI**  
Director of PNAM, DRC

# OUR MISSIONS

## FINANCIAL SUPPORT

Support to countries receiving funding from major global health donors is a key activity of our firm. Following donor-specific cycles, TeAM mobilizes the appropriate expertise needed to define strategic and operational priorities, budgeting and implementation.

	TeAM \$	FM \$	% TeAM dans le FM	Composantes TeAM	Composantes FM
NFM3 VIH	406.307.484	6.354.999.999	7,7%	11	103
NFM3 TB	243.867.988	2.242.767.741	10,9%	19	89
NFM3 Palu	954.024.492	4.061.486.740	23,5%	10	65
Total NFM3	1.684.199.963	12.659.254.481	13,3%	40	257
C19RM 2020	16.502.811	241.393.966	7%	2	92
C19RM20 21	416.515.335	3.193.765.397	13%	12	120
	2.117.218.109	16.094.413.844	13,2%		

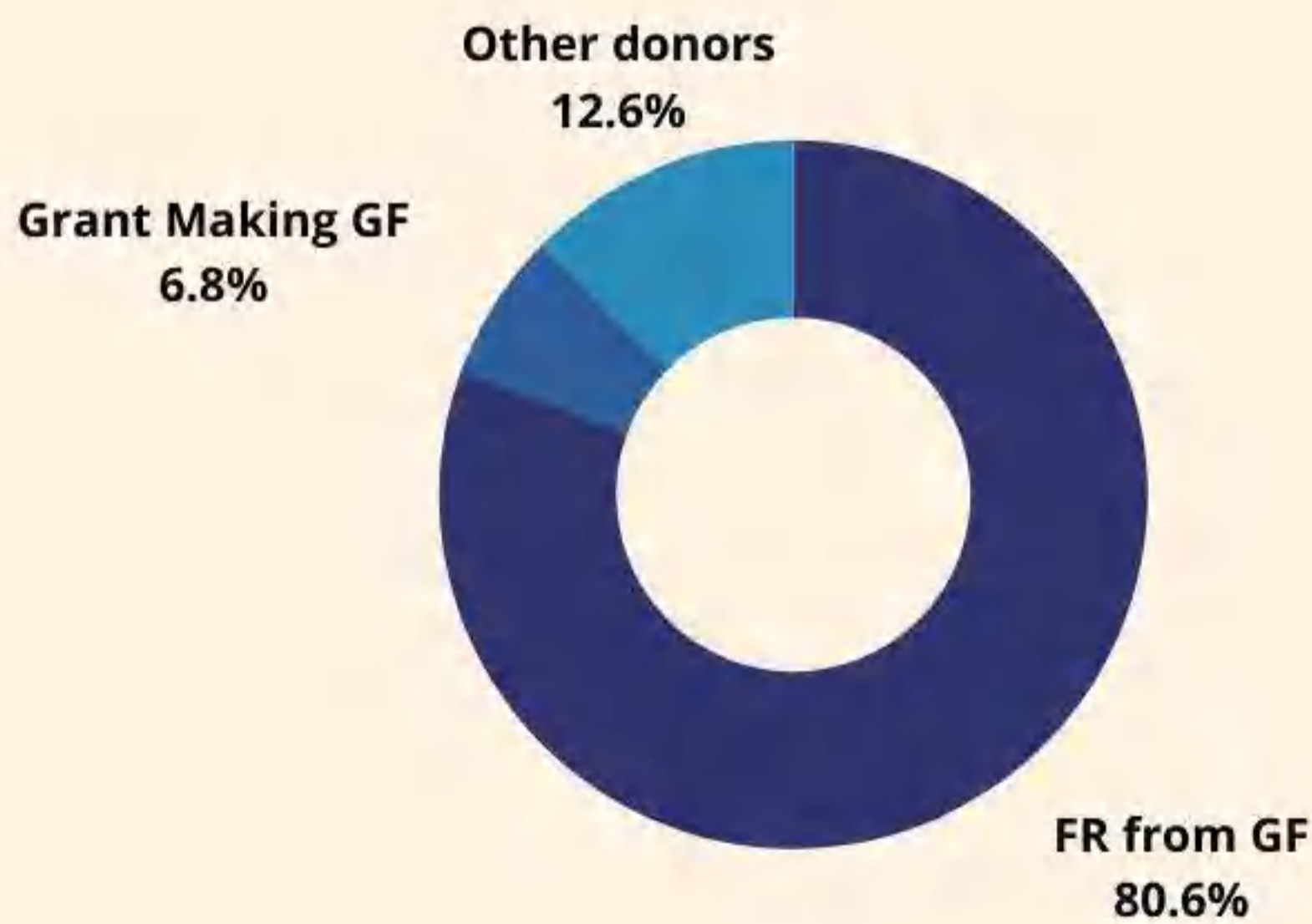
# OUR MISSIONS

## FINANCIAL ACCESS

In 2020, the Global Fund launched its third round of grant renewals since the implementation of the New Funding Model, which began in 2014.

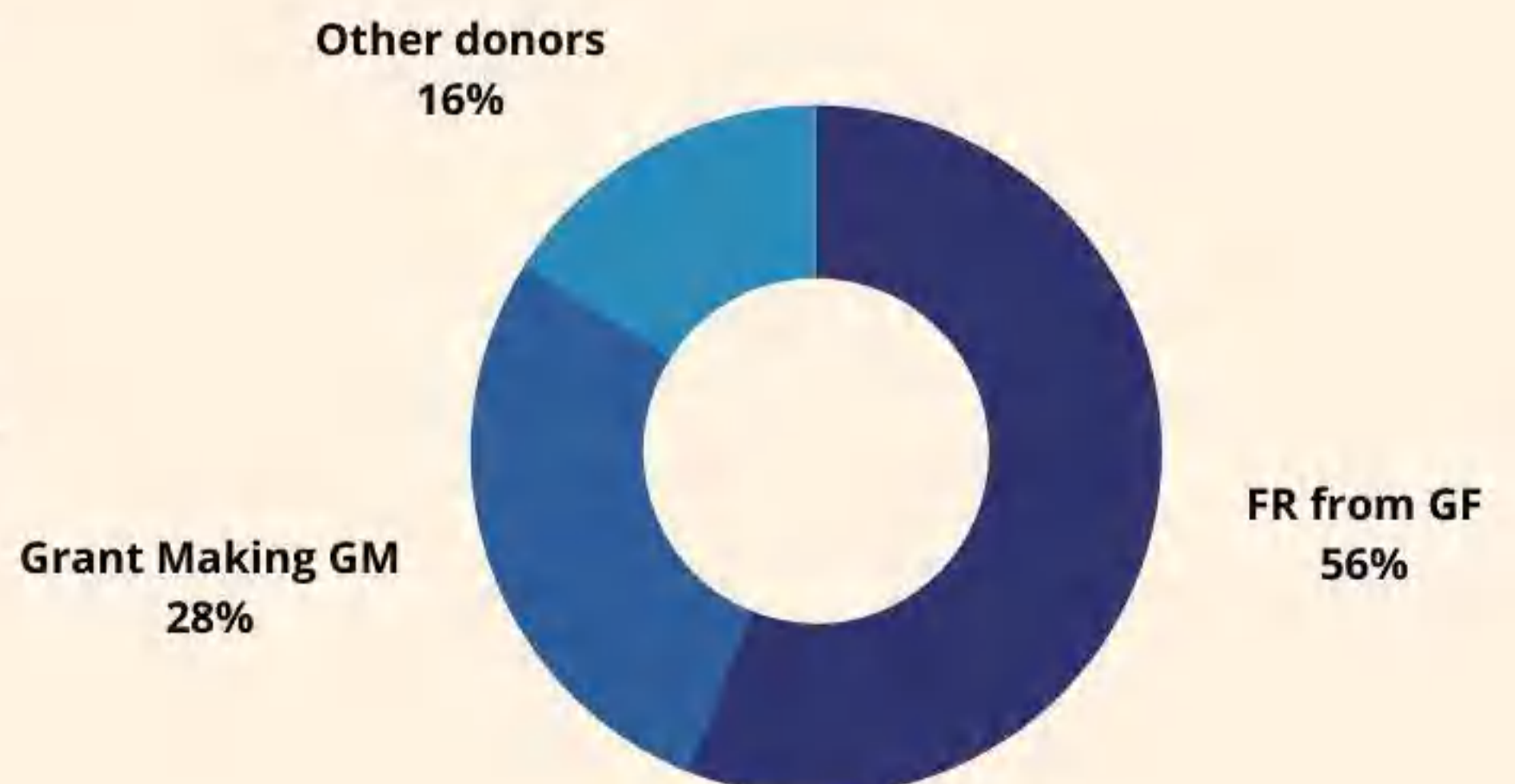
41 countries were supported in their applications, 11 HIV, 19 TB, 10 malaria, 13 C19RM applications. Through its successful technical assistance, TeAM has helped mobilize more than \$2 billion, which represents more than 13% of the Global Fund's grants worldwide to recipient countries.

In 2020 and 2021, following the launch of the COVID-19 emergency response mechanism, TeAM supported 13 countries in preparing their applications to the Global Fund for a total of \$400 million out of \$3.4 billion from the Global Fund worldwide.



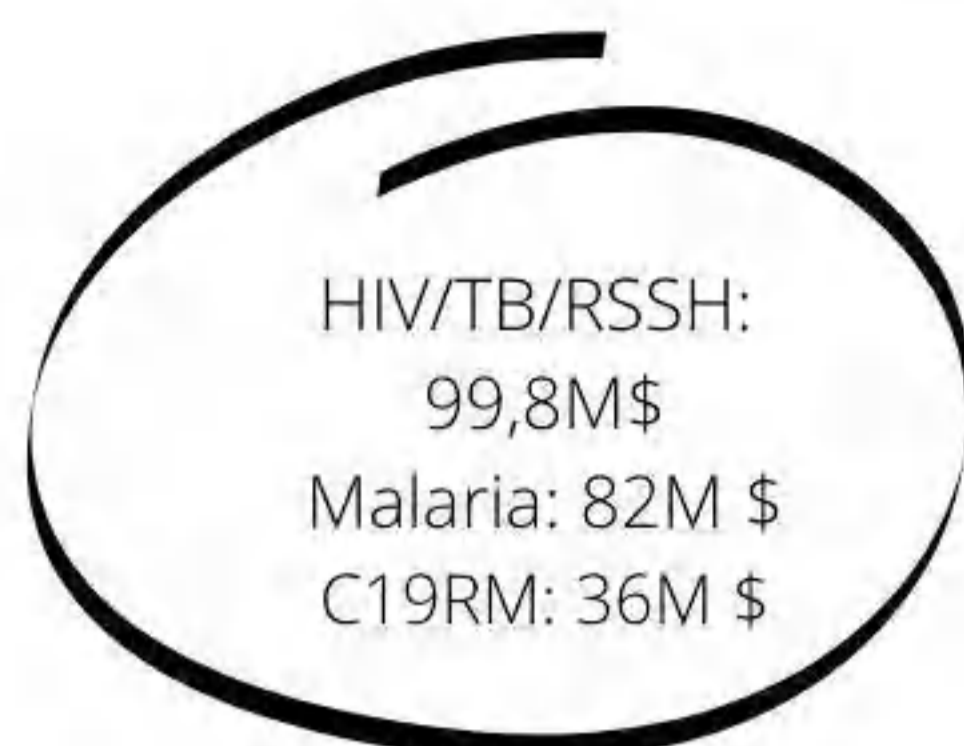
### ACTIVITY IN 2020

### ACTIVITY IN 2021



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## SUPPORT TO FUNDING REQUESTS IN MALI



Mission to support the development of the integrated NSP, TB/HIV/HSS funding request and operational plan. Dr. Kémal Chérabi, team leader.



The work of the Mali mission in the context of the development of the NFM3 HIV/TB, was structured around two main areas of intervention. The development of the 2021-2025 HIV/TB/Viral Hepatitis Integrated Strategic Plan (INSP) and the application for NFM3 HIV/TB/RSSH funding.

The implementation of these two exercises almost concurrently was very logical and coherent, although very dense in terms of workload. There is indeed a close relationship between the two documents, as the MLF guidance for the NFM requires that HIV/TB funding applications be guided by the national strategy, in this case the INSP 2021-2025.

The main success of this funding request lies in the fact that the national teams, supported by the team of international consultants made available to Mali by Expertise France, were able to work in a context of cultural diversity and skills that were able to articulate their know-how, despite the constraints imposed by the COVID-19 pandemic.

The constructive dialogue and the frequency of exchanges, the sharing of tasks between all stakeholders resulted in a grant application that perfectly reflects the health and social challenges of the HIV and TB epidemics in Mali.

Beyond the success of the grant, it is important to note that the collaboration between all stakeholders, including the GF country team, was remarkable and supportive.

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## TB AND COVID-19 FUNDING REQUESTS IN SOUTH EAST ASIA

TB: 7,5 M\$  
C19RM: 2,3M \$

Mission to support the preparation of the funding requests

Dr Pierre-Yves Norval, Team Leader



TeAM supported the development of a multi-country application for US\$ 7.5 million on TB and migration in the Greater Mekong Subregion.

Dr. Pierre-Yves Norval, Programmatic TB Expert, Chawalit Natpratan, TB Expert, and Vivaine Leu, Budget Expert, contributed to the development of this grant, which covers Thailand, Myanmar, Laos, Cambodia and Vietnam. It focuses on TB among migrant populations in the Greater Mekong Subregion and specifically targets missing cases among an estimated 5.5 million migrant population, 90% of whom reside in Thailand, with increasing numbers of mobile populations returning home due to COVID-19. The target groups for this grant are documented cross-border migrants, undocumented cross-border migrants, migrant workers, and their accompanying dependents-children, spouses, and elderly parents. Half of the migrants are covered by insurance from Thai companies that recruit this cheap labor that is essential to the operation of their businesses conveniently located near the borders.

The funding application was developed remotely through a review documentation, a weekly conference call with the Regional Coordinating Mechanism (RCM) and the five countries, and a national dialogue through 3-5 virtual meetings per country. The late and unexpected withdrawal of UNOPS as PR during the development period forced the drafting committee to reissue a full application and the RCM to issue a call for a new PR. However, the funding application was submitted on time, thanks to the leadership of the Editorial Board and the RCM Secretariat in organizing the teleconferences and coordinating the entire process.

The state of emergency declared by the military after their takeover of Myanmar in February 2021, followed by civil disobedience, limited the engagement of the Myanmar Ministry of Health in the preparation of the proposal.

The TeAM was also assigned to develop, with the same experts and partners, a C19RM funding request for US\$2.3 million to implement dual screening for COVID-19 and TB in migrants to mitigate the impact of COVID on the observed decrease in TB notifications.

# THE SUPPORT TO THE C19RM FUNDING REQUEST IN DRC

C19RM 2020: 25,5M\$  
C19RM 2021: 138,M\$

Mission to support the preparation of the funding request, DRC

Christelle Boulanger, Team Leader



## 1- What did your team's support consist of ?

In April 2021, TeAM was asked to support the DRC's CCM in developing the funding request to mitigate the adverse effects of Covid-19 on the three disease programs, and to effectively combat COVID-19. A team of four people (programmatic, financial and supply chain management experts) was deployed from May to September 2021. We worked with the disease programs to develop activities that complemented the regular grant, but we also collaborate with the COVID-19 National Response Committee, called the Technical Secretariat, to determine priority actions to improve infection prevention, diagnosis, and management.

## 2- What were your assignment's main challenges ?

First, the very short time frame in which we had to work: we started our work in May to submit the application in July, which was difficult given the amount of money involved (almost \$200 million). Secondly, it was the first time we worked with the Technical Secretariat (that coordinates COVID response), and it took time to get to know each other, and to make the exercise of writing the application, and grant making, accessible to new actors. Finally, we were working in the middle of the third wave, which was disruptive activities, especially for the team leading the response, and made our contribution urgent.

## 3- What do you remember about this mission?

This was a new type of grant, we are used to the modular framework that has evolved and improved over time, but here we had to combine the usual disease grant activities with diagnostic, infection prevention and control, and health system strengthening interventions. In addition, knowledge about COVID-19 was evolving, so we were all learning more as studies provided more information about the virus, and as diagnostic and prevention tools were developed. Finally, none of this would have been possible without the commitment of all the Congolese actors who, despite the workload and the context of the epidemic, worked hard.



Community Forum on  
Observatories in West  
and Central Africa,  
January 2021



Community TB support  
mission, November 2021,  
Mali



Capacity building for  
members of the National  
Network Positive Women  
Ethiopia

# OUR MISSIONS

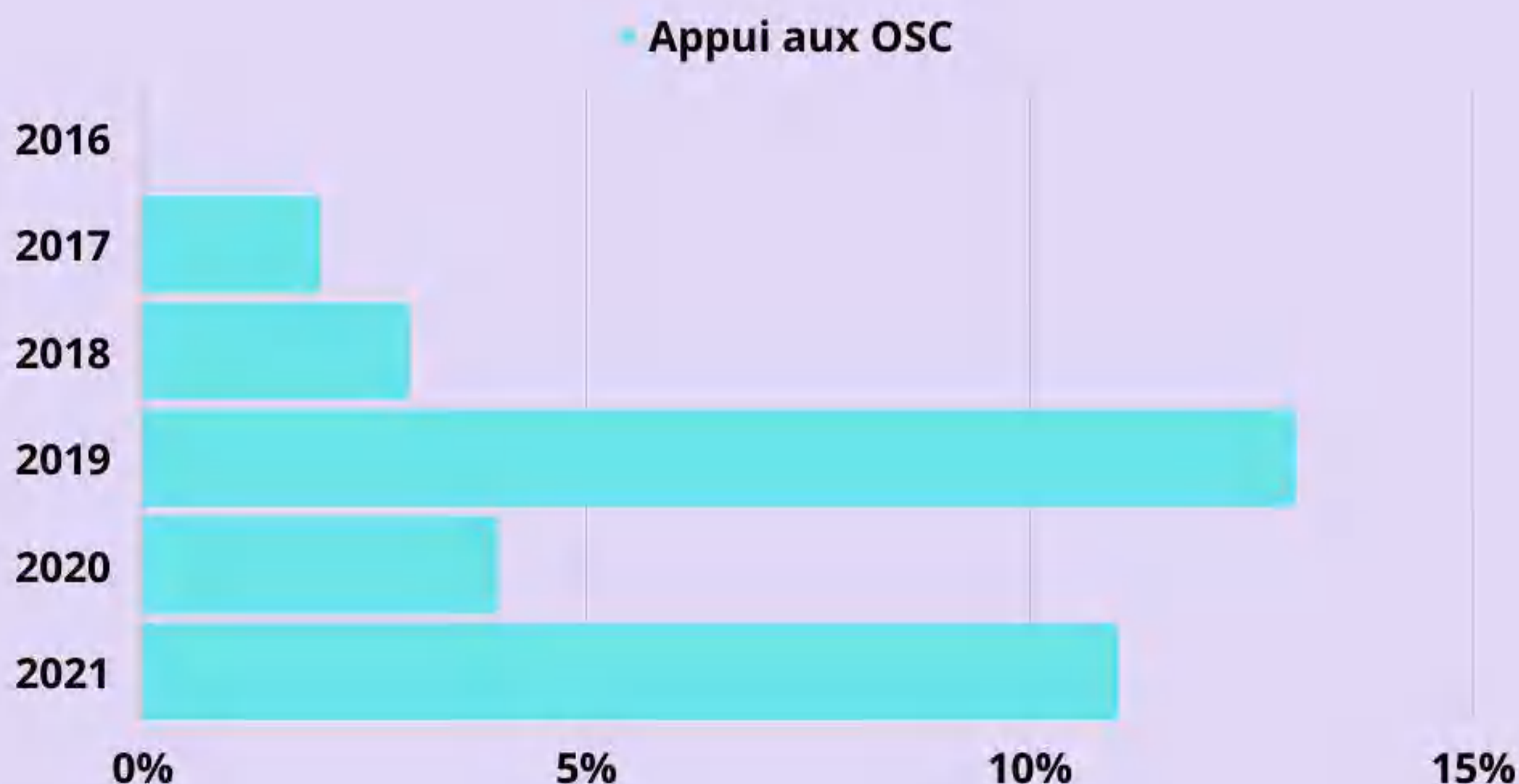
## SUPPORT TO STRUCTURATION OF CIVIL SOCIETY ORGANIZATIONS

For the the past four years, TeAM has worked with CSOs seeking support to strengthen their structure, equip them in programmatic and financial management, skills and assist them in fundraising and grant management.

Over the past two years, consultants working with TeAM have conducted supportive missions to eight CSOs. These missions included the following elements:

- Conducting organizational analyses of CSOs' infrastructuree
- Drafting of strategic plans
- Developing capacity building plans (PARC)
- Support to the governance (drafting of statutes and internal regulations, support to the organization of the General Assembly)

In 2020 and 2021, TeAM established south-south collaborations, inviting well-established associations to mentor and strengthen younger or less seasoned structures in certain areas. In addition, TeAM has diversified its network of consultants, integrating experts from CSOs with expertise in the aforementioned areas.





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## SUPPORT TO CIVIL SOCIETY ORGANISATIONS

Technical support to the EVA Network for Children and HIV in Africa, Dakar

Interview with Philippe Lepère, TeAM Leader



### 1- What was the purpose of the assignment with the EVA Network?

The purpose of the assignment was to support the EVA Network's development of its strategic plan for 2021 - 2026 with regard to paediatric HIV.

### 2- What results would you like to highlight?

During a workshop for key stakeholders, facilitated by the consultant, members of the EVA network were brought together to define the added value of this network and what it could and should represent in the postCOVID-19 world. The workshop participants were asked to set aside their clinical vision of care and step out of their "comfort zone" to project themselves into the future while not relying on the EVA Network as they know it today. This process allowed them to develop a strategic vision and to be able to integrate very different fields (sexual and reproductive health (SRH), HIV, specific problems pertaining to adolescents and young adults, human rights, and so on).

### 3- What were the successes and challenges of the assignment?

The good understanding between the consultants and the EVA network team were important elements. Personal investment, open-mindedness and the availability of the Executive Director made it possible to produce the expected deliverables within the set deadlines.

The flexibility of the Initiative's project team made it possible to revise the Terms of Reference during the mission and its ability to mobilize the necessary budget made it possible to hold the Abidjan workshop.



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## ORGANISATIONAL SUPPORT TO CIVIL SOCIETY NETWORKS

Assignment to support the SEV (Santé Espoir et Vie) Network, Guinea Conakry  
Interview with Simon Kabore, consultant specializing in support to community stakeholders



### 1- What was the purpose of this assignment with the SEV Network?

The assignment was to conduct an organizational audit of the SEV network in order to develop a plan to strengthen and improve each of the organizational functions that comprise the network. Following the audit I was asked to design a plan to strengthen the SEV consortium structures.

### 2- What are the results?

The 12 associations were evaluated and the results were shared during a feedback workshop, which proved to be a valuable space for reflection for the associations on their role. It also gave them the opportunity to "re-launch" themselves as most of them have been short of funding for several years. The workshop helped them to identify and match funding opportunities with their activities.

### 3- What challenges did you face?

It was a very ambitious mission because I was asked to visit each structure, so I travelled around the country to visit the eight cities where the associations are based. Given the state of the roads and the time constraints, I can assure you that it was a challenge!

The other difficulty was the lack of written documents archived and available at each association's headquarters. I did not want to rely solely on information obtained from the interviews, I systematically cross-checked the findings with documents that could support the member associations' accounts. However, I frequently came up against the absence of written documentation. The upshot was that it proved helpful in verifying that each association was able to locate their most important documents, such as its registration, or the latest version of its statutes. Continuity and institutional memory is another challenge in working with CSOs.



Quality assurance on the interpretation of children's chest X-rays - TB Speed project in Cambodia, Cameroon, Côte d'Ivoire, Mozambique, Sierra Leone, Uganda

# OUR MISSIONS

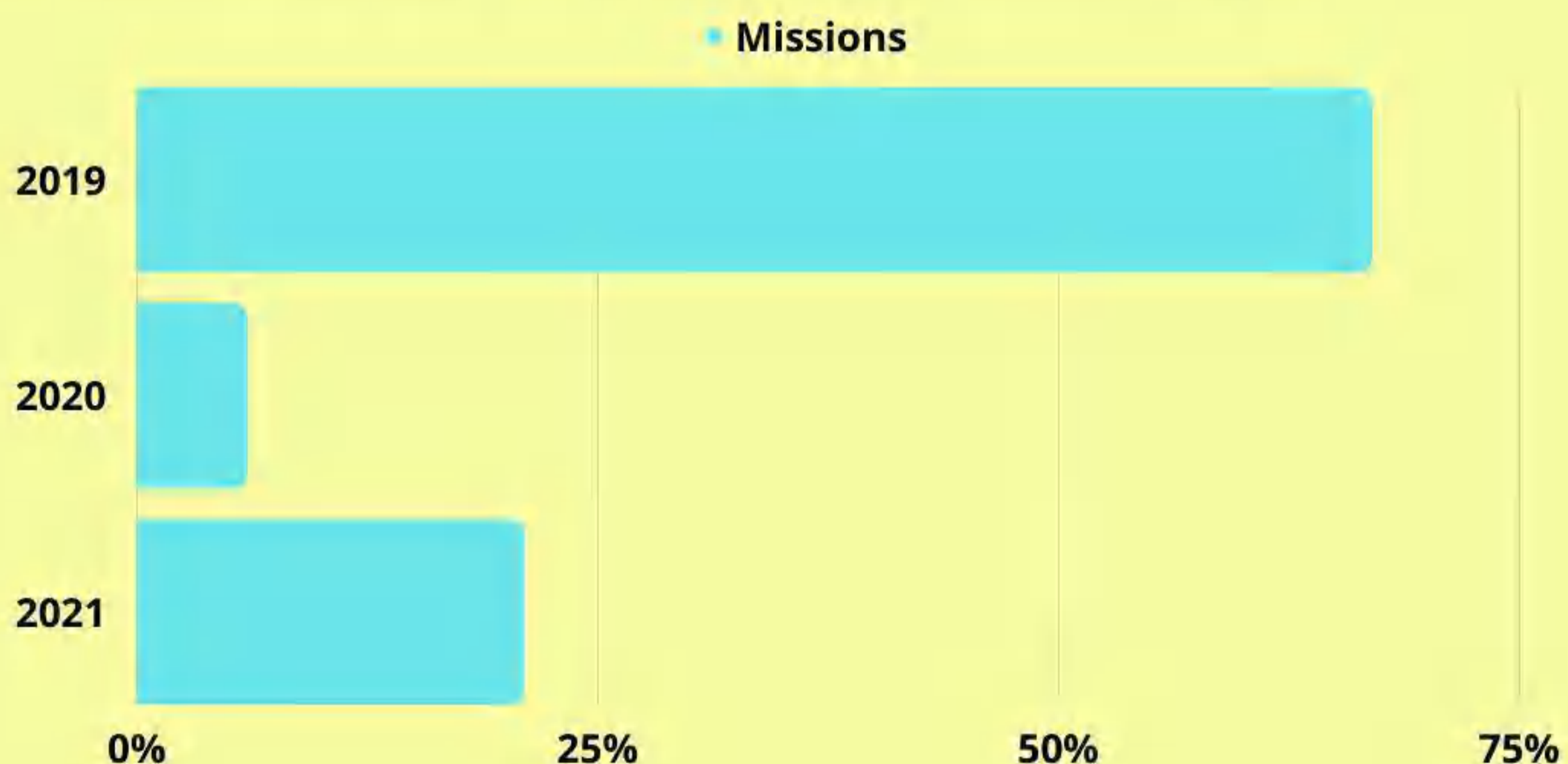
## SUPPORT TO THE PREPARATION AND DEVELOPMENT OF THE PMUS OF THE PRINCIPAL RECIPIENTS

Global Fund grants in Francophone Africa are still often managed by international organisations, whereas the Global Fund's principle of country ownership commits the Fund to contract directly with the country.

To do so, the latter must demonstrate that they have the necessary management capacities in four areas: programmatic management, financial management, pharmaceutical management, and satisfactory governance. They must be prepared to pass the Local Fund Agent (LFA) assessment and then participate in the application development and writing process.

Once in place as PRs, they still have many requirements: they must acquire the tools for programmatic and especially financial management, and become familiar with the Global Fund's management tools for planning, implementation and reporting.

Between 2019 and 2021, TeAM supported the preparation of four PRs (two in Mali, one in Burundi and one in Mauritania) and supported eight PRs already in place.



**Applied to ARCAD SANTE PLUS,  
for the deployment of the  
community TB, Mali**



Interview with Dr. Nuccia Saleri, Infectious Disease Specialist  
Community TB, and Mission Leader

**1- What did your support to ARCAD, Mali's newly selected community-based PR entail?**

Support to ARCAD on capacity building in the implementation of community TB interventions began in November 2020 with training on community TB for ARCAD staff, sub-recipients and implementing partners, with input from Alliance Côte d'Ivoire. This support continued from April to December 2021 through the organization of monthly meetings and field visits to oversee the practical implementation of the intervention strategy and recommendations made at the meetings.

I also reviewed the strategic documents, the working tools of the community actors, the data collection and monitoring and evaluation tools. As a result, ARCAD was able to integrate TB into the intervention package historically dedicated to HIV/AIDS.

**2- What were the main successes of the mission?**

The ARCAD team now has a good level of knowledge about the priorities for an effective community response to TB. This capacity building has also allowed ARCAD staff to strengthen collaboration with the Cellule Sectorielle de Lutte contre le TB, le VIH et les hépatites and to create a place for themselves in the fight against TB in Mali. The challenge now is to demonstrate the added value of community interventions through an improvement in national TB indicators and thus stimulate progress in the fight against TB by public and private institutions.

**3- Can you cite any success factors of this mission?**

I very much appreciated the opportunity to work in tandem with the Alliance Côte d'Ivoire team, which has traveled a similar path and has much to share with a "sister" organization (as defined by the two Directors).

Finally, I admired the willingness of the ARCAD Santé Plus team to demonstrate its capacity and role in the fight against TB was key to the success of the support mission.



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**Support to the Program Management Unit (PMU) which manages the TB, HIV and HSS grants in Mali**



Interview with Roy Wakim, Team Leader, governance consultant, and Gratien Gbetowenonmon, finance expert in support of the Mali PMU

**1-What were the objectives of the assignment to the Mali PMU?**

We were responsible for supporting the Ministry of Health and Social Development (MSDS) in setting up the Global Fund/GAVI Project Management Unit (UGP-FM/GAVI PMU) and the Health System Strengthening Implementation Unit (UMRSS) within the framework of Global Fund financing.

**2-What are the successes you would like to highlight?**

R.W: The preparation of integrated management tools and a better definition of the roles and responsibilities of the implementing actors.

G.G: The effective establishment of the PMU with a clear definition of the roles and responsibilities of each actor as well as the updating of the integrated manual of management procedures between these different entities.

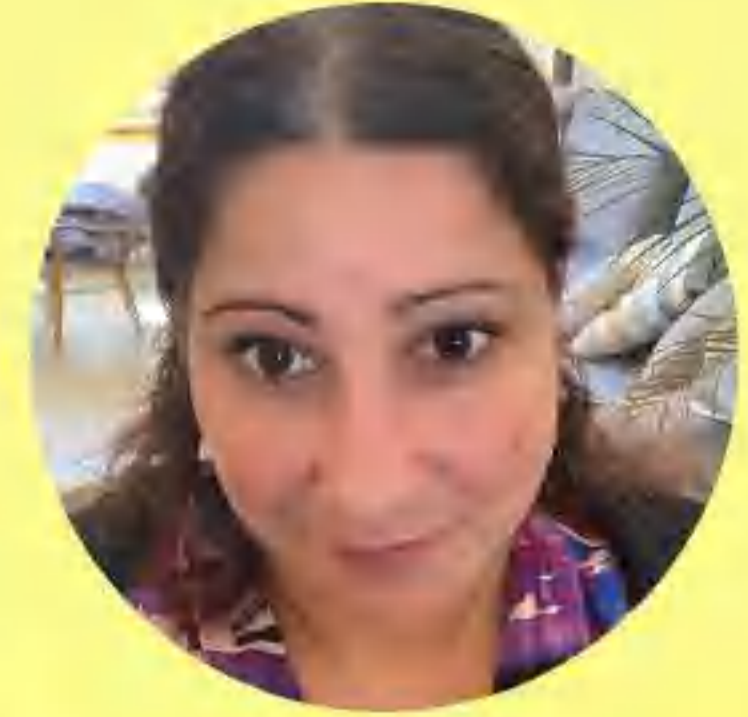
**3-What difficulties did you encounter and what are the prospects after this mission?**

As always, and because the start-up of a grant leaves little time for respite, we noted a variable availability of interlocutors, which is essential for a good ownership of the tools developed. In addition, the political context is volatile, with changes in key contacts, representing an additional challenge for the sustainability of the results.

In addition, the establishment of the PMU required close collaboration and harmonious task sharing between the three main actors, namely the PMU, the Intersectoral HIV/TB/Hep Unit and the HSS Implementation Unit. This takes time and consensus, which is not usually reached at the beginning of a mission. Hence it is important to conduct a follow-up mission a few months later to verify that the recommendations that have been made are relevant and followed.

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## Preparation of ARCAD SANTE PLUS to become community PR in Mali



### 1-Why did you choose to conduct this assignment with ARCAD Santé PLUS?

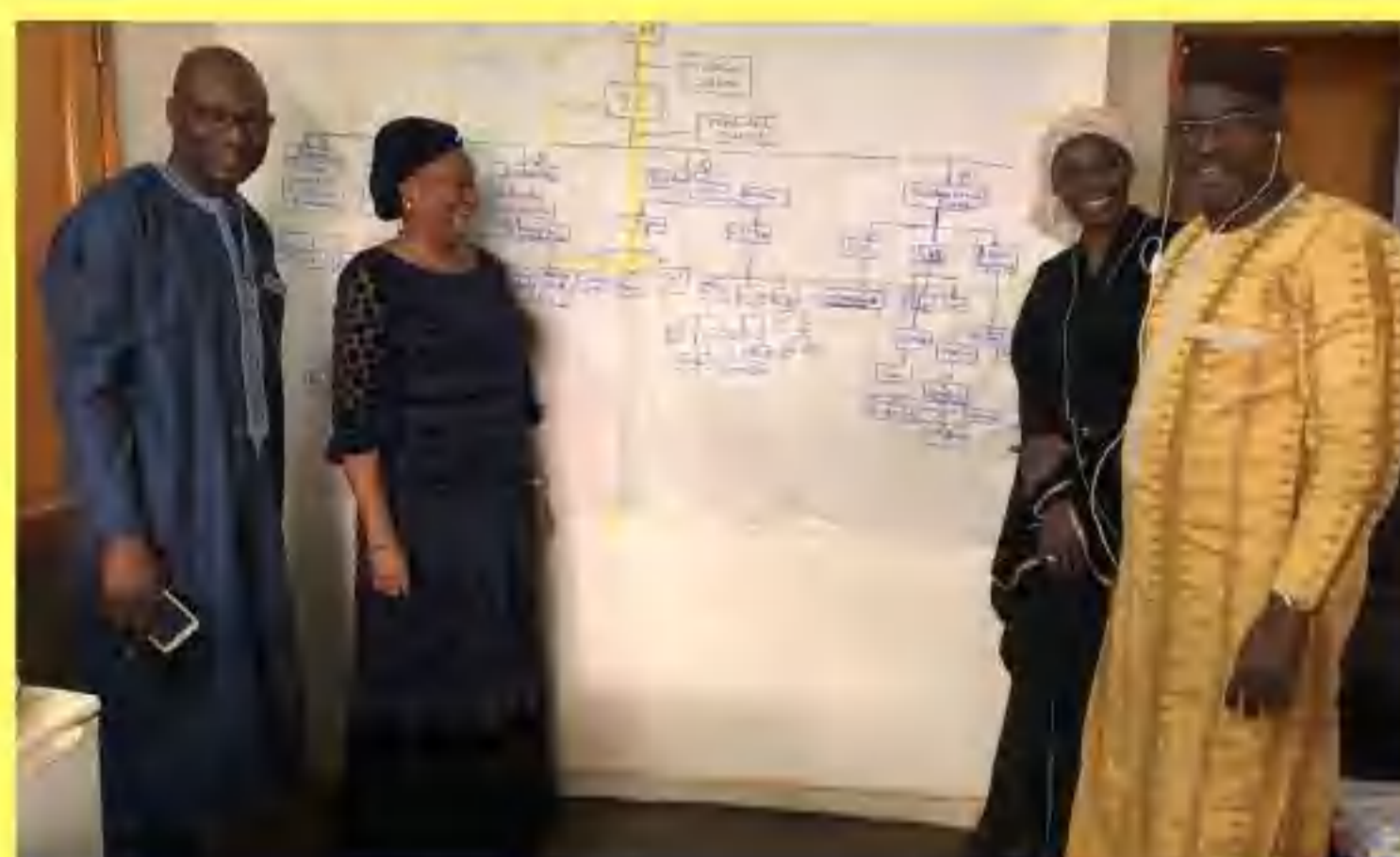
I believe that our role as a technical assistance provider is to support country actors who wish to take on the challenge of grant management. This is, I believe, a common struggle with the Initiative, building skills in countries, restoring donor confidence in ministries and CSOs. Preparing an organization to become a Global Fund is an institutional and reputational challenge and a long-distance race. Working with ARCAD, an already strong organization with a proven track record in the fight against HIV, was a fabulous opportunity.

### 2-What successes would you like to highlight?

ARCAD Santé PLUS had already done the thinking about the pros and cons of becoming a community-based PR. They were ready, or at least they knew what it entailed, for the effort involved, the reputational dangers, and the loss of legitimacy as a community player. They became familiar with the Global Fund's tools, particularly the Capacity Assessment Tool, which assesses all the key areas for grant management. ARCAD's proposal to become a PR was highly rated by the CCM, and following a diagnosis of their needs, a very comprehensive strengthening plan was formulated and funded by the Initiative and the Global Fund. Finally, we have involved Alliance Côte d'Ivoire, the community-based PR for the HIV and TB grant in Côte d'Ivoire, in our strengthening missions from the outset, which has proven to be an excellent way to collaborate.

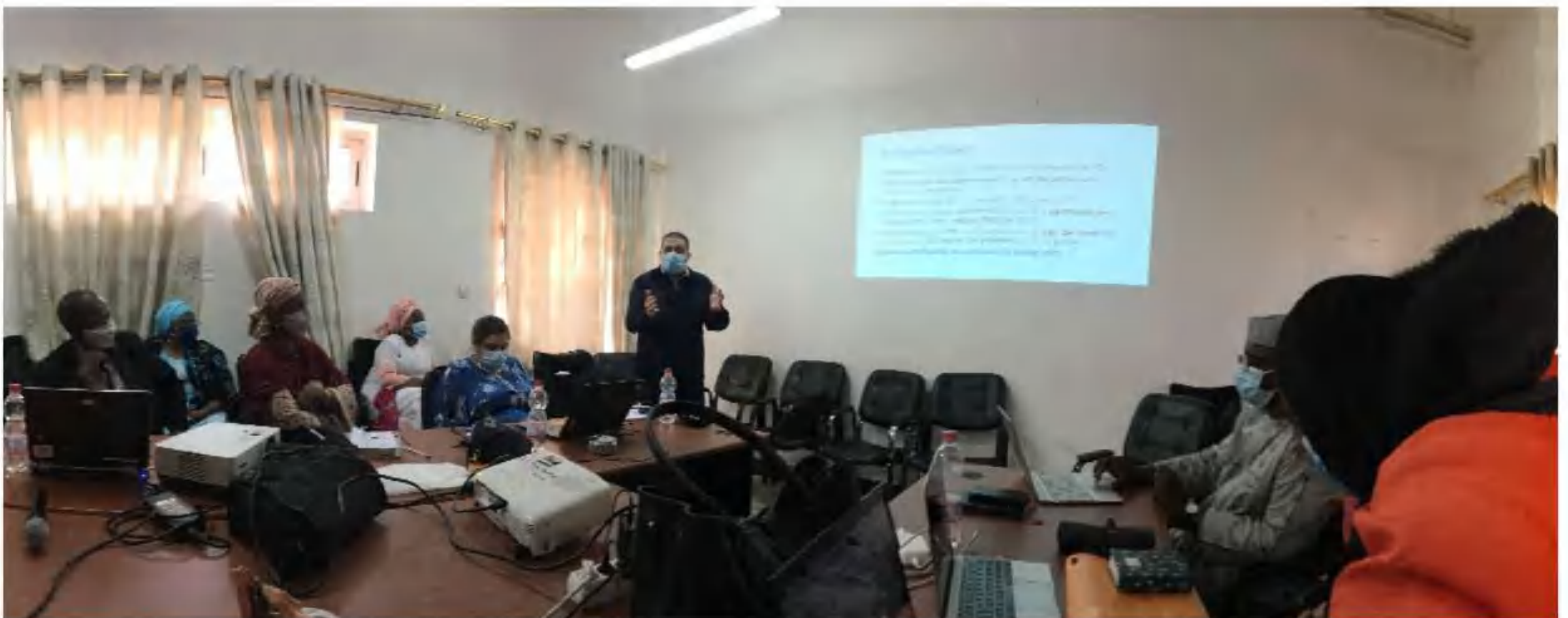
### 3-What do you think makes a mission like this successful?

Given the immense workload and stress, it is essential that the CSO be highly motivated and willing to make many sacrifices. The support of the Global Fund is essential, because without this confidence, it is difficult to prepare well. Similarly, the unwavering support of the Initiative, which has consistently adapted its support to ARCAD's needs, is necessary. Finally, the country's strong desire, relayed by the CCM, for Malian actors to manage the grants was a key element of this success.





Development of the COVID-19 funding application in DRC, July 2021



HIV/TB Grant Operational Plan, Mali January 2021





Guinea Conakry, visit of EF director to DNGELM in Conakry



Training of district managers in data collection through the platform



Support for the definition of the monitoring and evaluation system of the National Health Security Agency (ANSS) and the Stop COVID-19 Action Plan



Strengthening of the integrated supervision system of the National Directorate of Great Endemics and Disease Control, Guinea Conakry

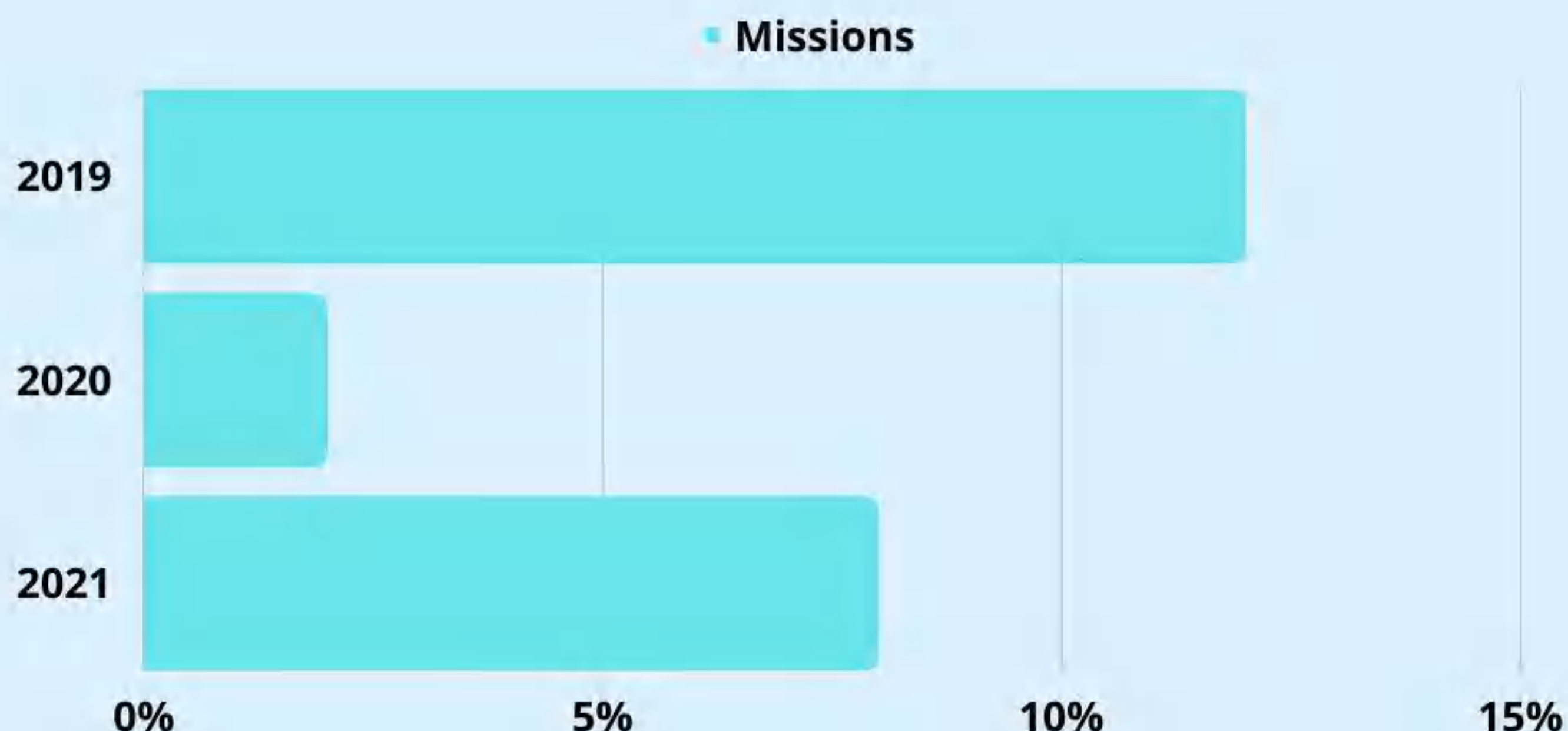
## MISSIONS

# OUR MISSIONS

## PROGRAMMES AND EVALUATIONS

TeAM is a firm prequalified by the Global Fund to conduct certain surveys to assess the availability and quality of services and data. Over the past two years, the teams hired have conducted 12 surveys:

- **Malaria Indicator Survey (MIS)** are surveys of malaria indicators to ensure their reliability of the indicators. They relate to disease burden (parasite prevalence, fever prevalence, etc.), coverage of malaria prevention and case management interventions. Quality assurance ensures that survey activities are conducted according to standardised guidelines so that the survey results are reliable and acceptable.
- **Data Quality Review (DQR)** surveys to monitor the quality of data reported by health facilities in a country. DQR is useful for ensuring the availability of data for national program planning and improvement. The DQR has three components: i) verification of data at the facility and district levels; ii) an assessment of M&E systems conducted at the facility and district levels; and iii) an analysis of data quality at the national level.
- **Health Facility Assessment (HFA) survey** is an assessment of the availability and readiness of a country's health services and the quality of care, based on a representative sample of health facilities. It generates rigorous and statistically sound results on the extent and quality of available services, including but not limited to HIV, tuberculosis, and malaria.



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## STUDY AND CONDUCTION

Interview with Jacques Ndawinz, biostatistician and team leader for Global Fund-sponsored surveys.



### **1-What are the objectives of these quality assurance surveys?**

Since 2018, TeAM has been pre-selected by the Global Fund (MECA Department) to conduct quality assurance of surveys conducted in GF-funded health programs. From 2018 to 2021, we conducted nine surveys that fall into two categories. The first type is the Health Facility Assessment (HFA), which aims to assess the availability of care in HFs; their capacity to offer this care and the quality of the data they produce. HFAs were conducted in Chad, Cameroon, Mali and South Sudan. The other block is the Malaria Indicator Surveys (MIS), which TeAM has conducted in Benin, Guinea, Niger, Sierra Leone, and Togo.

### **2-What are the results you want to highlight?**

The results of the data quality assessment in the countries where we have worked show the gap between the data reported by health service providers and the actual expected values of these data. This gap allows us to determine the level of confidence that can be placed in the reported data. They also allow us to identify factors associated with low data quality. In most of the countries we surveyed, we observed that data related to the treatment of people on antiretroviral therapy (ART) are generally underestimated by between 10 to 30%. Conversely, data on confirmed malaria cases are very often overestimated, with a rate that varies between 30 and 40%. On the other hand, the data related to prenatal consultations, TB and vaccination are concordant. It is also observed that the factors associated with low data quality are the lack of staff trained in filling out the primary tools, and their low capacity to count the key indicators. Other factors such as the absence or low quality of on-site supervision and the low capacity of providers to analyze and use the data are also significant.

### **3-What added value do you see in TeAM's work?**

TeAM has a strong capacity to mobilize consultants, and the experts recruited to conduct these assignments are motivated and competent. These consultants are generally based in Africa, and the collaboration between the beneficiaries, the program managers, and the local or regional consultants is very cordial.



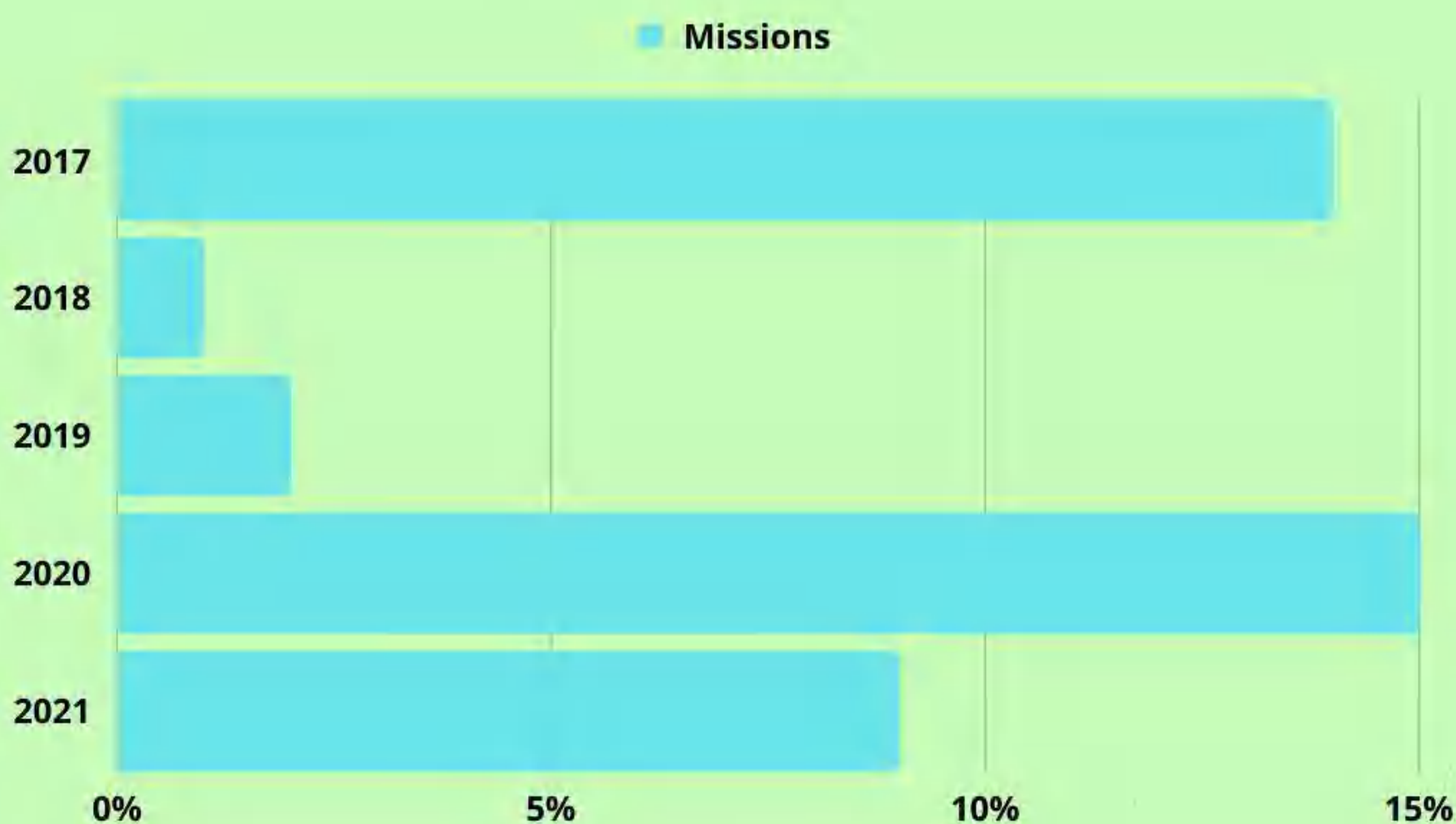
HIV/TB Grant Operational Plan, Mali January 2021

# OUR MISSIONS

## HEALTH SYSTEMS STRENGTHENING

Most of the assignments conducted by TeAM are actually building blocks for a sustainable and resilient health system. Under each pillar of the system, the missions conducted over the past two years contribute to HSS:

- Funding applications and access to donor grants are critical to the **health system financial** in low-income countries;
- **A supply chain strengthening mission** to Niger and numerous consultants involved in quantifying health commodities for GF grants strengthens forecasting capacity and anticipates stock-outs;
- **Data quality surveys** and data reconciliation strengthen the health information system;
- **The long-term assignment in Guinea Conakry** with the Direction Générale de la Lutte contre la Maladie (DGLM) and the Agence Nationale de Sécurité Sanitaire (ANSS) led to the creation of a set of tools to organize formative supervision and data feedback for the indicators;
- **Regarding governance**, TeAM has conducted two institutional and functional audits, one of which included the issue of gender mainstreaming, in Chad. An audit of Chad's blood transfusion system was also conducted.
- **Finally, TeAM has recently begun to expand its expertise** in the area of human resources for health through diagnostics of the HRH management system and plans to improve initial and ongoing training, particularly in sexual and reproductive health.



## Organisational Audit of the Health Ministry in Chad

Interview with Patricia Vasseur, midwife and anthropologist, Team  
Leader of the gender audit in Chad



### **1-Tell us about this audit assignment and the context in which it was conducted**

« Putting Patients at the Heart of Primary Health » -MPACOS- is a €4 million project financed for three years by the French Development Agency and managed by Expertise France. It aims to improve the population's access to quality basic health care by strengthening the health system to improve the availability and use of maternal, neonatal, child, sexual and reproductive health and family planning services in the provinces of Moyen Chari and Ouaddaï in the Republic of Chad.

In December 2020, TeAM conducted an audit of health and gender governance bodies as part of the MPACOS project.

Two gender experts, a national sociologist and an international midwife anthropologist, coordinated with two governance specialists to study the project respect of human rights with a focus on both equal access to health and equal treatment in working in health.

The gender issue is at the heart of the health system. It is about reducing inequalities and inequities between men and women by taking into account their different and specific needs, and addressing their social, economic and political differences without being restricted to their biological sex differences.

### **2- What are the conclusions of the audit?**

Firstly, it is clear that the concept of gender is very poorly understood and that training is lacking. Gender relations in terms of power, knowledge and desire determine the relations between men and women in their different spheres of existence.

Within households, relations between women and men are based on unequal power relations to the detriment of women. A health professional will only prescribe a contraceptive to a woman after her husband has agreed to it.

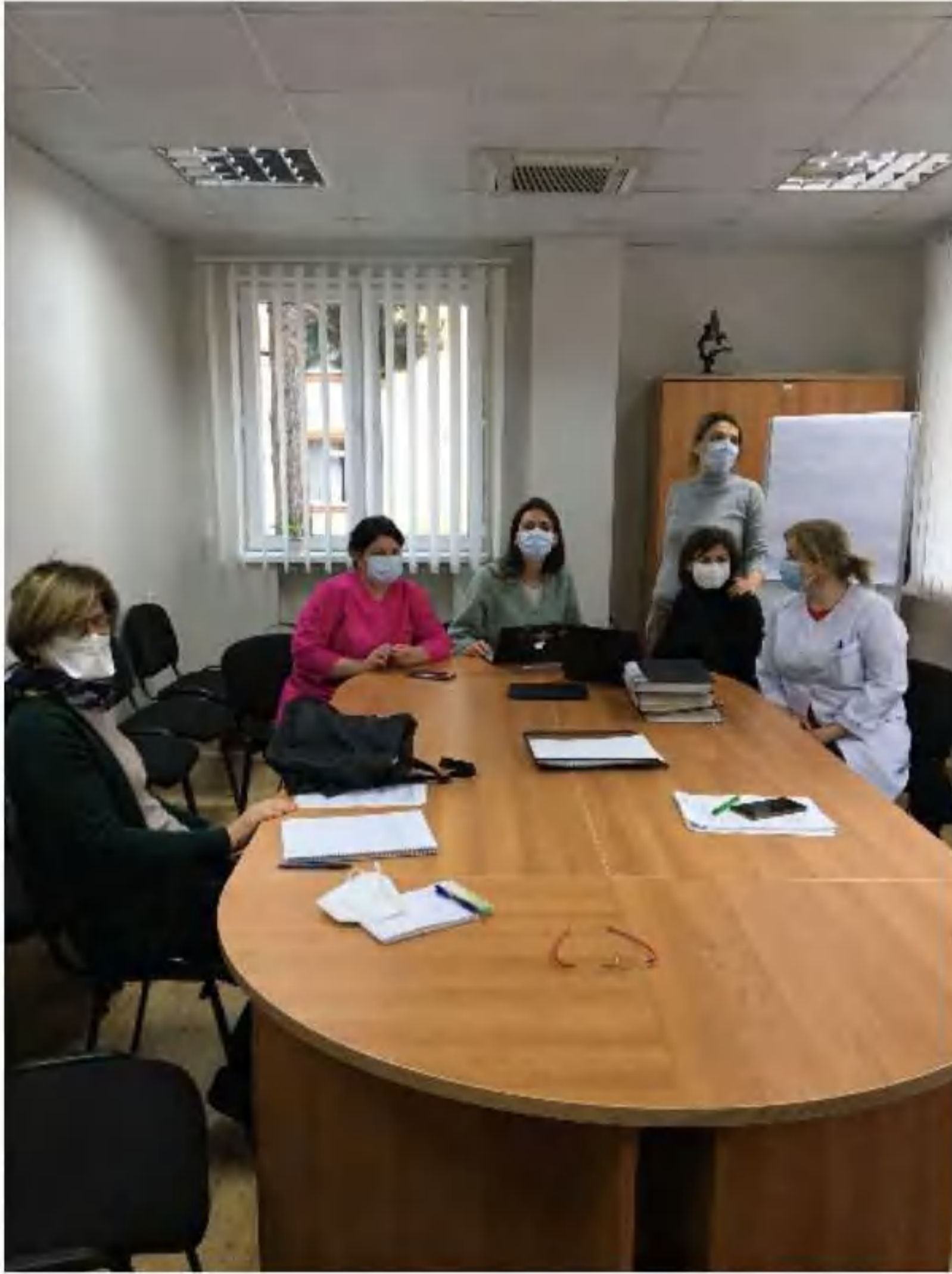
A woman can only visit a HF with her husband's approval, so power relations determine women's access to maternal and reproductive care.

In professional settings, men hold more positions of responsibility, even though women are highly valued for their thoroughness and honesty. They are regularly entrusted with the treasury of the health center management committees. Their presence improves the attendance of women in the health facilities, they contribute to transforming work relations and indirectly culture of service.

However, for a woman to be active outside her "private" space implies ensuring the proper management of the household in addition to work. Social obligations hinder access to employment, socially expected pregnancies thwart commitment to positions of responsibility, and an inequitable accumulation of responsibilities between men and women makes them vulnerable, exposes them to sexual harassment in the workplace and increases the risk of marital breakdown.



Technical Assistance  
for Management



TB-MR project evaluation, Georgia, December 2021



Gender audit, Chad, 2021



NFM3 Grant Application Process, 2021, DRC



C19RM COVID Grant Development Workshops, DRC, June 2021



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Cataloguing available at <https://team4health.org/>

Photographs: Christelle Boulanger, Dim Bunnet, Nuccia Saleri, Pierre-Yves Norval, Roy Wakim, Philippe Lepère.

# ABBREVIATIONS

AFD	Agence Française de Développement/French Development Agency
ANNS	Agence Nationale de Sécurité Sanitaire
ARV	Antiretroviral
AST	Association Santé Team
CBO	Community-based organization
C19RM	COVID19 Response Mechanism
CCM	Country Coordinating Mechanism
CSO	Civil society organization
EF	Expertise France
EVA	Enfants et VIH en Afrique
GF	The Global Fund
GAVI	Global Alliance Vaccine Initiative
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
DQR/QoC	Health Facility Assessment/Data Quality Review/Quality of Care
HMIS	Health Management Information System
NFM	New Funding Model
NSP	National Strategic Plan
OIG	Office of the Inspector General
PMU	Program Management Unit
PMTCT	Prevention of mother-to-child transmission
PR	Principal Recipient
PSM	Procurement and Supply Mechanisms
PTF	Partenaires Techniques et Financiers
PLHIV	People Living with HIV
RCM	Regional Coordinating Mechanism
RSSH	Resilient & Sustainable Systems for Health
SARA	Service Availability and Readiness Assessment
SEV	Santé Espoir et Vie
SR	Sub-Recipient
SPI	Soutien Pneumologique International
TA	Technical Assistance
TRP	Technical Review Panel
UNOPS	United Nations Office for Project Services



Technical Assistance  
for Management

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