

# CALL FOR PROPOSALS 2021

Reference : AP-Init-2021-01

**“Strengthening Health Systems at All Levels  
(community to national) (HSS)”**

**THIS CALL WILL CLOSE 25/01/2021 AT 12:00 NOON (UTC+1)**

**Requests for a link to access the Cloud may be made  
between December 14th 2020 and January 18th 2021**

## 1. INTRODUCTION

Launched in late 2011, L'Initiative is a funding mechanism implemented by Expertise France as a facility that complements the Global Fund (GF). It provides technical assistance and supports innovation to Global Fund recipient countries in order to improve the effectiveness of its grants and reinforce the health impact of the programs it funds.

The countries eligible for L'Initiative's support include the 19 priority countries for French public development aid. Recent changes within L'Initiative amplify its catalytic effect by building the capacities of health and civil society actors, by improving institutional, political and social frameworks, and by supporting innovative approaches to fight pandemics. L'Initiative has become a key element to the impact of the Global Fund. It has granted an unprecedented place to France and to its actors – researchers, civil society, public agencies - in the fight against the three most deadly pandemics and the strengthening of health systems.

In 2021, L'Initiative will launch three calls for proposals, each of which are both complimentary yet distinct: the current call for proposals, AP-Init-2021-01 pertaining to strengthening health systems at all levels (community to national); AP-Init-2021-02 pertaining to access to quality health services for vulnerable populations and lastly AP-Init-2021-03 pertaining to operational research on tuberculosis and vulnerable populations.

## 2. BACKGROUND<sup>1</sup>

This call for proposals, launched by L'Initiative, aims to complement Global Fund investments and will finance projects meeting four objectives of the seven objectives of the third pillar of the Global Fund 2017-2022 strategy "Build resilient and sustainable systems for health":

- Structural and sustainable improvement of **systems for the management and procurement of health products supply**;
- **Strengthening the knowledge, skills and practices of** human resources for health to meet the needs of the health system and populations;
- Aligning anti-HIV, tuberculosis and malaria programs with **reproductive, women's, children's and adolescent health programs**;
- Promoting and strengthening **community systems and/or the involvement of communities in national decision-making processes**.

Finally, since 2016 L'Initiative, alongside Expertise France, the Ministry for Europe and Foreign Affairs (MEFA) and the GF, has been committed to integrating cross-cutting gender approaches in all its activities, particularly through calls for proposals and the projects it funds<sup>2</sup>. Indeed, health systems strengthening can not be achieved in a sustainable way without addressing gender equality.

<sup>1</sup> For further information on contextual elements related to the 2017-2022 Global Fund Strategy, please refer to Annex 1 of this call.

<sup>2</sup> L'Initiative has developed a Gender Webinar to help technical experts to incorporate gender issues into their technical support assignments. This webinar comprises four tools: an introduction and overview video, and three modules "Gender and pandemics", "Gender and types of support" and "Gender and assignment methodologies". This tool was designed for the Expertise Channel and can also be useful for project development and implementation. An indicative bibliography is also available.

You can view the webinar here: <https://www.initiative5pour100.fr/en/integrating-gender-our-missions>

### 3. PURPOSE OF THIS CALL FOR PROPOSALS

This call for proposals aims to select projects that complement and / or support Global Fund investments, contributing to building or strengthening health systems that are gender-sensitive and that allow populations fair access to quality services, particularly via the fight against the three pandemics. These projects must have a catalytic effect, that is to say, they should be capable of affecting change in practices and / or policies.

#### DEFINITIONS IN THE CONTEXT OF THIS CALL:

**Definition of personnel working in the field of health:** The definition used is that adopted by the Global Fund in its technical briefing on human resources for health<sup>3</sup>: "Human resources are grouped into two categories: those with clinical responsibilities (such as doctors, nurses, midwives, pharmacists and community health workers) and those who support their work (program staff, health service managers, administrative workers, laboratory technicians, social workers, and community workers such as peer educators, and community counselors for testing and treatment)".

**Quality medicines and healthcare products:** this refers to medicines and health products whose manufacturing processes are in line with international standards and quality assurance standards, guaranteeing patient safety.

#### ELIGIBLE PROJECTS:

Different types of projects can be submitted:

#### 1. Projects to build the capacity of national or regional actors, including community actors<sup>4</sup>.

Capacity building projects may, for example, aim to:

- **Strengthen the link between public or private health services and community responses.** Synergies will be particularly relevant in the fields of primary health care; reproductive, maternal, child and adolescent health; and gender-based violence.
- Make **human resource management systems efficient and transparent**, in particular around performance monitoring, ongoing training of health personnel, remuneration and professional equality between women and men (capacity building for women, equal pay, positions of responsibility for women...).
- Implement **human resource management strategies, particularly around the retention of health personnel** in the most remote areas by identifying non-monetary solutions which do not negatively impact on gender inequalities and which help combat gender-based violence and gender inequalities in the workplace.

<sup>3</sup> Technical Brief: Strategic Support for Human Resources for Health, Geneva, December 15<sup>th</sup> 2016.

<sup>4</sup> "in reaching populations that are under-targeted in Global Fund programs" : The purpose of this type of project is to demonstrate the relevance and effectiveness of these interventions with a view to their subsequent integration into Global Fund programs.

- Support **community actors to design effective interventions and provide and evaluate health services**, in order to better reach populations who are not sufficiently targeted by Global Fund programs<sup>5</sup>.
- Overcome gender inequalities in health system structures, for example by providing dedicated training for women to access positions involving responsibility and decision-making, developing policies to combat gender-based violence in the workplace, training staff on gender equality, assessing gender pay gaps between women and men and outlining wage catch-up plans, carrying out organizational gender assessments.

#### Recommendations to applicants:

- Where national human resources for health (HRH) policies, plans and strategies exist, **projects will need to demonstrate that they are aligned with them**. If they do not exist, priority will be given to the support to develop them. Likewise, supporting the creation or strengthening of HRH management and planning capacity will be relevant in most countries.
- The **use of new technologies will be viewed favorably for all activities**. Projects may plan to use tools that enable effective management of human resource deployment across locations, such as the use of e-learning, telemedicine, e-health, computer-based patient records and tools for health workers to make informed decisions. Potential gender inequalities that these new technologies may give rise to should be taken into account, and activities should be gender sensitive.
- For training projects, **applicants will be asked to justify the initial level of qualification for staff trained by the project and to provide information relating to the relevance of the training provided**, how it fits with the needs of health staff, how training recipients are selected (M / F), and the underlying logic of the project (profession-knowledge-skills assumptions). Special attention will be given to pedagogical design, particularly by ensuring the monitoring of training programs, the consolidations of lessons learned, the evaluation of key skills and the implication of beneficiaries at all phases of the project. Applicants will also be asked to explain how the training will be applied and implemented to have a lasting impact at facility level (for example, how services are structured, the provision of new services, developing tools), and how it will be monitored. Training courses must integrate gender issues into the topic being addressed. Training programs which confer a certificate or qualification are strongly recommended.

## 2. Projects to strengthen national procurement and supply management systems for medicines and health products (PSM) as well as strengthening pharmaceutical governance<sup>6</sup>.

Projects may, for example, aim to:

- **Improve the production of quality logistics data allowing better quantification and planning of supplies to meet the needs** of different population groups (women-men, different age groups, key populations), in particular through **integrated logistics management information systems (LMIS)**. It may also involve strengthening the **link between health product consumption data and epidemiological data (LMIS / NHIS)**.

<sup>5</sup> "better reaching populations who are not sufficiently targeted by Global Fund programs": these types of projects aim to demonstrate the relevance and the effectiveness of these interventions with a view to subsequently integrating them into Global Fund programs.

<sup>6</sup> For more information, please refer to the cross-cutting evaluations concerning supply and stock management on L'Initiative's website : <https://www.initiative5pour100.fr/en/our-impact-0>

- **Ensure the quality of health products available through strengthening quality assurance systems throughout the chain, from supply to storage to distribution right down to administration to the population** (gender, age, key populations).
- **Improve how medications and health products are used by applying good prescription, dispensing and consumption practices, specific to the needs of different populations.** This is particularly aimed at:
  - **Strengthening national activities to monitor the market for medicines and health products** (approvals, monitoring imports, checks);
  - **Strengthening national leadership and capacity** (pharmacy and medicines directorates, pharmaceutical regulatory / regulations agencies, and procurement bodies). This is particularly aimed at:
    - **Strengthening national activities to monitor the market for health products and inspections** of pharmaceutical establishments (wholesalers / importers, pharmacies, production sites);
    - Establishing **inspections of pharmaceutical establishments** (wholesalers / importers, pharmacies, production sites);
    - Improving how **drug monitoring is organized at national level** (also involving hospital and university pharmacy stakeholders);
    - **Supporting management units and procurement bodies to ensure efficient, transparent, quality supplies and better control of market dynamics;**
    - **Involving patient associations in access to quality health products.**
  - Establishing **regional collaboration between regulatory authorities**, in line with initiatives to standardize drug regulations, **to pool their services and resources for better monitoring of national and regional markets** (registration, inspection, monitoring of imports);
  - **Strengthening the fight against fake and sub-standard medicines at a regional and / or national level;**
  - **Supporting** national laboratories with quality control of procured health products (through funding from the GF, among others) and strengthen their contribution to efforts to combat fake and sub-standard medicines.

**3. Projects aligning anti-HIV, tuberculosis and malaria programs with reproductive, maternal, child and adolescent health programs and integrated service delivery platforms at all levels of the health system, including at community level.**

Projects may, for example, aim to:

- **Integrate sexual and reproductive health services with HIV, tuberculosis and malaria care services in national health policies** by using testing and diagnostic centers for the three diseases to test, diagnose and treat other diseases, including co-infections, and / or gender-based violence.
- **Build the capacity of health personnel to provide integrated** health care. This should include a comprehensive approach to gender, integrating gender-based violence and empowerment of women in terms of knowledge of their bodies and their health, and should take care not to increase the burden of women with child health care, for example by promoting the involvement of men. Health personnel may also build their capacity in identifying the specific needs of people who do not define themselves by gender norms.

**Proposed projects may include operational research (for example a baseline, the verification of an approach or an innovative tool, the use of social science methodologies to demonstrate the relevance and effectiveness of the chosen strategy), this cannot represent the major component of the project.**

Projects that are entirely dedicated to research are not eligible under this call for proposals.

In order for proposed strategies for action to be relevant, it is essential that projects incorporate a **cross-cutting approach to gender** in the conception of the project, its implementation and its coordination. Projects must take into account the specific needs of women, men and people who do not adhere to gender norms. They must strive to bridge existing inequalities and transform roles assigned by society to men and women as well as power relations between men and women, which reinforce these inequalities particularly in terms of vulnerability to diseases and access to care. This gender-sensitive approach must also apply to key populations, who are not homogeneous population groups; they have different needs according to their sex and age, and are especially vulnerable to violence, particularly relating to gender. It is for this reason that L'Initiative strongly encourages applicants to develop projects that have at least **one specific objective or even the overall objective** explicitly dedicated to the promotion of women's rights and gender equality.

## 4. ELIGIBILITY CRITERIA

**Projects that do not meet all of the eligibility criteria will be deemed ineligible and will be rejected.**

Expertise France will first check that each submitted project meets all of the following eligibility criteria:

### 4.1 DURATION

Project duration must be between 24 and 48 months.

### 4.2 AMOUNT REQUESTED AND GEOGRAPHICAL COVERAGE

The total grant amount from L'Initiative must cover at least 50% of the project budget and be between € 500,000 and € 3,000,000.

It is mandatory for organizations with an annual budget of over €5 million<sup>9</sup> to present co-financing<sup>10</sup> of at least 10% in the total project budget. Including co-financing will be judged favorably for the other organizations.

Projects can be implemented in one or more countries. Projects may not exceed 3 implementing countries, unless they are backed by a preexisting sub-regional network or organization. Multi-country projects must demonstrate a clearly justified regional dynamic. The pertinence and the added value of a multi-country project, and particularly its regional dynamic, will be subjected to a specific evaluation criterion.

### 4.3 STATUS AND PARTNERSHIPS

<sup>9</sup> The annual budget will be based on the latest approved financial year (2019 or 2020). The completed annual budget included in the applicant's financial statements

<sup>10</sup> From internal or external (other donors) funds, making the recovery of human and material costs possible.



To be eligible for a grant, the following conditions must be met:

- The applicant must be a legal entity with its head office in one of the eligible countries or in France (i.e. be legally registered in an eligible country or in France). International organizations, with the exception of regional organizations, will not be able to lead projects or receive funding.
- The project must be implemented in partnership. Partners must be involved in project design and be responsible for implementing activities;
- Implementation partners must benefit from budget delegation.
- For multi-country projects, include at least one local partner from each implementing country. A local partner is mandatory for the structures that implement activities in a country which is different from their home country. However, organizations that have their headquarters in an eligible country will not have the obligation to have partners in their home country.
- Organizations must not have any statutory provisions that exclude Expertise France, or any external auditor appointed by Expertise France, from carrying out on-the-spot checks and inspections and having the relevant rights to access project sites and premises where the project will be carried out, including access to all documents and electronic data concerning the technical and financial management of the project.

For this call for proposals, each organization can only submit a maximum of two letters of intent as lead applicant (lead agency). In addition, each organization can only submit three letters of intent across all L'Initiative calls for projects in one year.

#### 4.4 COUNTRIES

The countries eligible for this call are:

- |                     |                                |
|---------------------|--------------------------------|
| ▪ Algeria           | ▪ Lebanon                      |
| ▪ Benin             | ▪ Liberia                      |
| ▪ Burma/Myanmar     | ▪ Madagascar                   |
| ▪ Burkina Faso      | ▪ Mali                         |
| ▪ Burundi           | ▪ Morocco                      |
| ▪ Cambodia          | ▪ Mauritius                    |
| ▪ Cameroon          | ▪ Mauritania                   |
| ▪ Comoros           | ▪ Mozambique                   |
| ▪ Congo             | ▪ Niger                        |
| ▪ Côte d'Ivoire     | ▪ Central African Republic     |
| ▪ Djibouti          | ▪ Democratic Republic of Congo |
| ▪ Ethiopia          | ▪ Dominican Republic           |
| ▪ Gabon             | ▪ Rwanda                       |
| ▪ Gambia            | ▪ Senegal                      |
| ▪ Ghana             | ▪ Sierra Leone                 |
| ▪ Guinea            | ▪ Chad                         |
| ▪ Equatorial Guinea | ▪ Thailand                     |
| ▪ Guinea-Bissau     | ▪ Togo                         |
| ▪ Haiti             | ▪ Tunisia                      |
| ▪ Lao PDR           | ▪ Vietnam                      |

Projects must be carried out exclusively for beneficiaries in one or a combination of these countries, and must relate to eligible Global Fund focus areas (HSS, HIV, malaria, and tuberculosis).

#### 4.5 MANAGEMENT CAPACITY

**The lead applicant must have sufficient capacity to manage the requested budget.**

Capacity to manage the budget will be determined based on, among other things, the organizational overview, the most recent approved annual budget and audit report, the 2021 projected budget, and a description of the team currently in charge of administrative and financial management within the organization.

The average annual cost of the project must not exceed 70% of the lead applicant's annual budget<sup>7</sup>.

For example, for an organization with an annual budget of 1 million Euros, the total amount for the project should not exceed 700,000 Euros on average per year, i.e. a total of 1.4 million Euros over 24 months or 2.1 million Euros over 36 months.

#### 4.6 COMPLETE APPLICATIONS

All the documents and information requested in **section 8** must be submitted. Incomplete applications will be rejected outright. Missing documents will not be requested retrospectively from applicants.

Only projects that meet all the eligibility criteria will be considered eligible.

#### 4.7 RENEWING / CONTINUATION OF EXISTING PROJECTS

This concerns projects funded by L'Initiative that will have demonstrated results and will have conducted and made available their final evaluation before the final review of this new round of applications. **Projects of this type must attach a one-page overview to their application presenting the results and lessons learned from the previous project justifying why it should continue or be extended, presenting any developments, where necessary, and any evaluations and available studies** (these will be requested if you are pre-selected).

### 5. ELIGIBILITY OF COSTS

The following direct costs are **eligible** for the lead applicant and their partners. The costs are funded **based on actual costs** incurred by the project partners (no fixed rates will be allowed in the budget):

- The cost of project staff should correspond to actual (gross) salaries plus employer contributions and other costs included in the remuneration package. They must not exceed the salaries and costs normally received by the beneficiary organization or, where applicable, their partners, unless there is a prior justification indicating that the additional cost is essential for the implementation of the project.

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<sup>7</sup> The annual budget will be based on the latest approved financial year (2018 or 2018) submitted in Annex 6. It is the applicant's total expenditure for the last approved financial year that will be taken into account.



- Travel and subsistence costs for staff and other persons involved in the project, provided selected options are financially sound and offer value for money. For per diems: the amount per night must be a maximum of the rate set by the French Ministry of Economy and Finance, with the exception of per diems for national staff and participants that are set in agreement with Expertise France. The current rates set by the French Ministry of the Economy and Finance are available online via the following link:  
[http://www.economie.gouv.fr/dgfip/mission\\_taux\\_chancellerie/frais](http://www.economie.gouv.fr/dgfip/mission_taux_chancellerie/frais)
- Transport: travel must be in economy class, unless prior authorization is given by Expertise France in writing.
- The cost of purchasing or leasing equipment and supplies (new or used) specifically for the purposes of the project, provided that these costs are consistent with those of the market.
- The cost of providing services, as long as they correspond to market averages, are justified in relation to the needs of the project.
- The cost of consumable goods.
- Direct costs required for the successful completion of the project (e.g. dissemination of information, translations, printing, insurance, etc.), including the cost of financial services (including the cost of transfers and financial guarantees) set out in the budget.
- The purchase of vehicles central to the implementation of activities and essential for the project to operate effectively.
- Costs (human resources and activities) related to monitoring, evaluation and learning representing between 5% and 10% of the overall project budget, including at a minimum the cost of an intermediate evaluation for pertaining projects (see Section 6)
- The budget can include a contingency allowance of up to 5% and administrative expenses of up to 7%.

**The following are not eligible:**

- Expenses directly linked to costs covered by the Global Fund (prevention, diagnostic and patient care activities, including health products). However, this expenditure could be considered eligible within the framework of pilot or innovative activities aimed at scale-up or within the context of operational research.
- Salaries of civil servants or other salaries already funded by other programs, including by the Global Fund;
- Operating costs of *Country Coordinating Mechanisms* (CCMs);
- Building construction costs, excluding reasonable costs for refurbishment or upgrading work necessary to implement specific activities;
- Overhead costs other than running costs (7% maximum).

**All applicants should read the "3.1 Budget notes" tab in Annex 3.**

## 6. ASSESSMENT CRITERIA

**Only eligible projects will be assessed.**

**Phase 1:** When reviewing letters of intent, projects that do not include the following will be rejected:

- **Objectives of the project in line with the focus of the call for proposals.**
- **Incorporation of a cross-cutting approach to gender.**

- **Clarity on how the project relates to strengthening and complementing Global Fund grants.**  
*Proposals submitted must clearly outline the link to Global Fund grants in terms of implementation, coordination, synergies and added value.*

An overview of the assessment grid for letters of intent is published on L'Initiative's website <https://www.initiative5pour100.fr/en/appel-propositions>

In addition, the following will be decisive elements for selecting successful projects for funding in **phase 2 (more detail on these areas will be given to pre-selected applicants at the end of phase 1 - they are provided here for information only):**

- **All projects must demonstrate how they complement Global Fund grants and be based on a clear and consistent analysis of the context and needs for the relevant Global Fund grants.** Letter(s) of support from the CCM(s) of the relevant country/countries will be judged favorably.
- **All projects must demonstrate strong collaboration with, and involvement of, project partners and beneficiaries based in the beneficiary country/countries.** Each applicant organization must ensure and demonstrate **active participation of target population groups in defining the needs (with a balanced representation in terms of gender), programming and implementation of the project.** All capacity building projects must demonstrate that they fit with beneficiaries' needs. In addition, particular attention will be given to the authenticity and the long-term nature of partnerships.
- **All projects must include a knowledge sharing component and provide a budget for this. It must be ensured that knowledge sharing happens systematically from the start and throughout the project.**
- **All projects must demonstrate their sustainability beyond the funded activities.** Clear plans for financial and institutional sustainability should be described.
- **All projects should incorporate a gender-sensitive approach and take into account the specific needs of women, men, and people who do not define themselves according to gender norms, striving to bridge gender inequalities and transform the gender roles that society assigns and that increases vulnerability to pandemics and access to care.**
- **Inclusion of technical expertise to strengthen the organizational and/or technical<sup>8</sup> capacity of the lead application and / or partner organizations will be judged favorably** - the needs identified must be described and justified in the project proposal. Project leads are encouraged to use existing methodologies to identify capacity building needs.
- **All projects must include an analysis of the potential impact of the project on the environment.** Integrating environmental approaches and sustainable solutions in operations such as procurement and supply management and waste management will be judged favorably.
- **For projects equal to or over 1 million euros and up to or exceeding 36 months, an intermediate evaluation must be budgeted for.**
- A final evaluation may be conducted by external consultants mandated by L'Initiative for some projects (budgets do not need to be included for this evaluation).

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<sup>8</sup> Gender-sensitive approach, Monitoring and Evaluation, Governance, Financial Management, etc.

## 7. SELECTION OF PROJECTS

**The project selection process has two phases.**

During phase 1, projects will be pre-selected based on the letters of intent. During phase 2, only pre-selected applicants will receive the documents to submit full applications. Full applications will be reviewed and will then be presented to the Pre-selection Committee in October 2021.



The Pre-selection Committee<sup>9</sup> is made up of members representing the following organizations:

- the Ministry for Europe and Foreign Affairs (MEFA)
- Ministry of Solidarity and Health
- French Development Agency (AFD)
- Aviesan (The French National Alliance for Life Sciences and Health)
- French Red Cross
- Representatives from Coordination Sud's health commission (French civil society)

The Global Fund to Fight AIDS, Tuberculosis and Malaria is also invited to participate in the Pre-selection Committee.

The decisions made by the committee are discretionary and can not be subject to appeals.

The grant agreement for each project selected by L'Initiative's Pre-selection Committee must be signed and project implementation must start within 12 months from the selection notification date. Funding for projects that do not meet these conditions will be withdrawn.

<sup>9</sup> The composition of this committee may be subject to change.

## 8. PROPOSALS: DOCUMENTS TO PROVIDE

The templates listed below are available in French and English on L'Initiative's website: <https://www.initiative5pour100.fr/en/appele-propositions>.

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

- 1. **Letter of intent** (using the new template provided in Annex 2)
- 2. The **simplified budget** presented in Euros (in line with the example provided in Annex 3 - Tab 3.2 Budget)
- 3. The **administrative form** (in line with the template provided in Annex 4)
- 4. A **copy of the lead applicant organization's articles of association**
- 5. **Latest approved annual budget** for 2019 or 2020
- 6. The lead application organization's **provisional budget** for the year 2021
- 7. **Latest annual activity report**
- 8. **Latest approved audit report**
- 9. **Letters of commitment** for each of the partner organizations involved the project's implementation

## 9. HOW TO SUBMIT PROPOSALS

All proposal documents must be uploaded to the Expertise France Cloud by **12 noon on January 25th 2020 (Paris time - UTC + 1)** (date and time of upload as proof).

Applicant organizations must **request a link to access the Cloud between December 14 2020 and January 18th 2021** by sending an email with the subject "link request + call for projects number + chosen theme (HSS or VP)" to the following address: [i5pc-ap@expertisefrance.fr](mailto:i5pc-ap@expertisefrance.fr). An email containing the link and the access codes will be sent in response as quickly as possible. This link will give applicants access to an individual space on the Cloud, to which only the applicant and L'Initiative administrators will have access. This is where proposal files should be uploaded. **Access link requests sent after January 18th may be refused.**

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

The Cloud will be open to download proposal files until **January 25th at 12 noon. (UTC +1).**

It is strongly recommended that you upload the proposal documents to the Cloud as soon as possible before the deadline of 12 noon on January 25 2021 to allow the time required for uploading, which may vary depending on the size of the documents and the quality of your internet connection.

Uploaded files **must be** named as follows:

- 1. Letter of intent\_call for proposals number\_*applicant organization initials*
- 2. Budget\_call for proposals number\_\_*applicant organization initials*
- 3. Admin form\_call for proposals number\_*applicant organization initials*
- 4. Articles of association\_call for proposals number\_*applicant organization initials*
- 5. Annual budget (*insert 2019 or 2020*)\_call for proposals number\_*applicant organization initials*
- 6. 2021 budget\_call for proposals number\_\_*applicant organization initials*

- 7. Activity report (*insert year*)\_call for proposals number\_*applicant organization initials*
- 8. Audit report (*insert year*)\_call for proposals number\_*applicant organization initials*
- 9. Partner letter (*insert name of the partner*) \_call for proposals number\_*applicant organization initials* (if several documents, number them 9a. 9b. 9c. etc)

## 10. QUESTIONS AND ANSWERS

Any question relating to this call for projects must be sent by email only to the address: [i5pc-ap@expertisefrance.fr](mailto:i5pc-ap@expertisefrance.fr), **no later than 12 noon on January 18th 2021 (UTC + 1)**.

Answers to questions received within the given deadline will be posted gradually on L'Initiative's website <https://www.initiative5pour100.fr/en/actualites>

It is each organization's responsibility to check for responses posted on L'Initiative's website.