**MENA Regional Grant "HIV - Sustainability of Services for Key Populations"**

**Call for Expression of Interest (EOI) for the Provision of Principal Recipient Services[[1]](#footnote-1)**

**November 2021**

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# **List of Acronyms**

|  |  |
| --- | --- |
| AIDS | Acquired Immunodeficiency Syndrome |
| CAT | Capacity Assessment Tool |
| CSOs | Civil Society Organizations |
| EOI | Expression of Interest |
| GF | Global Fund to Fight AIDS, TB and Malaria |
| HIV | Human Immunodeficiency Virus |
| KP | Key Populations |
| MENA | Middle East and North Africa |
| M&E | Monitoring & Evaluation |
| PLHIV | People Living with HIV/AIDS |
| PWUID | People Who Use Injection Drugs |
| PR | Principal Recipient |
| PRSTF | Principal Recipient Selection Task Force |
| SR | Sub-Recipient |
| SOs | Strategic Objectives |
| UNAIDS | United Nations Programme on HIV/AIDS |
| WHO | World Health Organization |

# **Introduction**

**The MENA-H Coalition calls for applications from local and legal entities from civil society organizations (CSOs)/Networks in the MENA Region, wishing to serve as Principal Recipients (PRs) as a part of the multi-country catalytic investment funding awarded by the Global Fund to Fight AIDS, TB and Malaria (GF) on July 14, 2021.**

* 1. Over the 2022-2024 period, the Global Fund is aiming to invest USD 7.5 million to support the health and human rights for key populations across the Middle East and North Africa (MENA) region. This support comes as a continuation of the current regional grant through December 2021. For the current grant, Frontline AIDS was nominated by the MENA-H Coalition, the applicant, in consultation with the Global Fund, to function as the Principal Recipient (PR).
  2. As the implementation period of the current grant comes to an end, there is a need to identify a suitable entity by the start of the next grant in order to ensure a smooth and formal transition during the 2022-2024 allocation period.
  3. During the 2022-2024 continuation period, the strategic objectives (SOs) of the grant will continue to be:
* SO1: Increase resource mobilization, technical and management capacity for KP organizations;
* SO2: Develop, document, support and promote use of innovative and sustainable community led service delivery models;
* SO3: Advocate for increased domestic financing for quality HIV prevention, treatment and care services for KPs though public health systems, community systems or through social contracting;
* SO4: Reduce structural barriers, including stigma and discrimination against KPs and improve their access to health services and retention in care;
* SO5: Document human-rights violations against key populations and provide ways of responding to them; and
* SO6: Support processes and policy reforms towards the scale-up of comprehensive prevention programs for people who use drugs.
  1. During the 2022-2024 period, the grant will contribute to the following regional outcomes:
* Increased technical and operational capacity of regional networks and their members in resource mobilization; participatory and inclusive governance; strategic communications (including media relations); and skills in advocacy and engagement.
* A MENA region strategy for sustainability and transition for HIV services for key populations (KPs) will be in place, linked to the new Global AIDS Strategy, and will guide regional and national efforts for increased domestic resource mobilization and other enablers to sustainability.
* The public narrative surrounding PLHIV and KPs in the MENA region will shift to be non-discriminatory and will promote empowerment, dignity and inclusion of all people in all their diversity.
* Advocacy tools, operational research briefs and other products will be available and utilized at the regional and national levels to achieve sustained increases in domestic investment in HIV and KP services.
* Innovative models for the sustainable delivery of HIV and KP services will be identified, promoted and replicated, prioritizing those that are designed and led by PLHIV and KPs themselves.
* Data on human rights violations and other barriers to access, uptake and retention in services for key populations will be consolidated and will inform advocacy for greater legal and human rights protections, and for improved access to justice and redress for PLHIV and KPs across MENA.
* Duty-bearers, particularly law enforcement, judiciary, parliamentarians, religious leaders, medical practitioners and others, will be fully engaged through regional fora to promote access to services for PLHIV and KP, and to work to remove barriers related to criminalization, stigma, discrimination and violence.
* PWUID will be empowered at the regional level to be visible and vocal in all regional fora and to advocate for meaningful involvement of PWUID in community-led harm reduction programs.
  1. The **MENA-H Coalition** now invites networks and CSOs from the MENA region to submit applications to be considered for inclusion as a PR. The MENA-H Coalition seeks to identify PRs that meet all the MENA-H Coalition and GF requirements and can manage the implementation of an agreed package, to be determined by the MENA-H Coalition, across the targeted MENA countries in a way that is efficient, effective, sustainable and demonstrates value for money. The aim of this grant is to nominate a qualified organization/network from the MENA region to replace the current PR.
  2. The PR serves as a grant manager rather than an implementer so the MENA-H Coalition will determine the content of the programming, the geographical focus, the budget envelope, and the output and outcome indicators and targets. The MENA-H Coalition will also outline the process for the selection of Sub Recipients (SRs) to be followed by the selected PRs, as the SRs will be the main implementers of the programs.
  3. The grant implementation period will be from 2022 to 2024 and include the high-level focus areas chosen by the MENA-H Coalition after consultation with stakeholders. These may change as the request for funding (RFF) gets finalized through a process in which nominated PRs are expected to participate. The successful PRs may be required to take on other smaller program areas as well, where they are later added by the MENA-H Coalition or where existing programs have to be transitioned or closed off.
  4. The MENA-H Coalition will appoint PRs based on specific criteria, which include their ability and capacity to function as a PR according to GF requirements, experience of working in the regions chosen by the MENA-H Coalition, evidence of efficient and effective implementation of high-quality programs in the prioritized focus program areas and linkages with appropriate partners and stakeholders. In fact, PRs are expected to have the programmatic, financial, and management capacities and systems to effectively undertake their roles under the program. Moreover, they should be endorsed by both the Global Fund and the Local Fund Agent on their ability to carry out the work and to meet the required standards of accountability and transparency, before they are issued grant agreements.
  5. **It should be noted that applicants are not required to submit implementation plans and budgets as part of this call for applications**. Once an applicant has been selected by the MENA-H Coalition for a PR role, they will be invited to jointly undertake detailed programming, costing and budgeting in collaboration with the current PR (Frontline AIDS), under the guidance of the MENA-H Coalition. They will then undergo an assessment by the Local Fund Agent (LFA) and GF before a final decision about their nomination is made.

# **The Role of Principal Recipients**

## **Roles and Responsibilities of the PR**

PRs enter into performance-based grant agreements with the GF to lead the implementation of programs and interventions as guided and overseen by the Grant coordination committee. The function of the PR is complex, requiring a high level of effort from senior managers, sophisticated financial and reporting systems as well as a strong institutional network to deliver services in distant geographic locations.

In accordance with GF requirements, the Applicant (in this case MENA-H Coalition) nominates **potential PRs** best able to implement specific program activities, based on a documented and transparent selection process. The nominations are subject to GF approval. PRs are generally responsible for the following[[2]](#footnote-2):

* A PR implements the Global Fund-supported program on behalf of the MENA-H Coalition. A PR has a formal and legal obligation towards the Global Fund with regards to grant funds and the implementation of the program. These obligations are set out in the Grant Agreement. While the PR will contract SRs (and maybe other service providers) to implement certain program activities, the PR is responsible for the performance of SRs and its contractors including their actions or omissions as if they were its own, irrespective of whether the SRs have received funding directly from the Global Fund or its agents. Contracting with an SR or a service provider does not release the PR from its obligations under the Grant Agreement. The obligations of a PR under the program are defined in the Global Fund Grant Regulations. PRs of Global Fund grants are required to comply with the Code of Conduct for Recipients of Global Fund Resources.
* SRs are accountable to the PR with respect to grant funds and program activities that are assigned to them. SRs must have obligations that are generally equivalent to the obligations of the PR as defined in the Global Fund Grant Regulations. SRs cannot contract other entities to undertake their responsibilities under the grant without the prior agreement of the PR.
* SRs have no contractual relationship with the Global Fund and have no grounds for claims against the Global Fund, irrespective of whether the Global Fund disburses directly to such SRs.

## **Organizational requirements**

**The minimum requirements to serve as a PR are included as Annex C**. The nominated PR is expected to have:

* Sound governance frameworks, demonstrated by a diversified board and management team, and at least two years of audited financial statements.
* Appropriate staffing in key areas (program and financial management, human resources, technical program quality assurance, sub-granting, monitoring and evaluation).
* Significant experience of managing grants and SRs.
* Adequate geographical coverage and partnerships across the MENA region.
* A track record of program management and implementation in any of the high-level priority areas.
* A sound system of internal controls.
* A sound monitoring and evaluation system, tools and procedures amongst other requirements.

**Moreover, Annex C includes some recommended additional requirements based on the experience of the grant implementation over the last 3 years.**

These organizational requirements will be assessed during the evaluation process. Refer to Annex C on the capacity requirements of a PR and additional requirements. Further information can be found on the Global Fund website ([www.theglobalfund.org](http://www.theglobalfund.org/)) including the GF Grants Regulations[[3]](#footnote-3).

# **Scope of Work**

The nominated PRs are expected to manage the implementation of an agreed package of interventions in agreed countries (Egypt, Jordan, Lebanon, Morocco and Tunisia) at a set budget with agreed outputs and outcomes for a specific focus area/module as part of the GF program in the MENA region. The following high-level priorities have been identified:

* Comprehensive and integrated HIV/TB/SRHR/socioeconomic programs for adolescent girls and young women (in and out of school, including men and boys).
* Comprehensive, integrated, peer-Led HIV/TB/SRHR programs for HIV key populations (men who have sex with men, transgender people, sex workers and people who inject drugs).
* HIV Treatment, care and support as part of comprehensive programs for key and vulnerable populations listed above.
* Focused and comprehensive TB/DR-TB/HIV case finding and prevention (in facilities and communities).
* Building resilient and sustainable health and community systems.
* Removing gender- and human rights-related barriers to accessing services.

**Please refer to Annex A for more details regarding the regional strategic priorities and outcomes and the national outcomes specific to each of the above-mentioned countries**.

The final package of interventions and the geographical areas will be based on the evidence for maximum impact and multiple stakeholder input. PRs will play a role in the development of these and then lead the development of the detailed work plans and budgets.

The MENA-H Coalition does not expect applicants to have experience in all the high-level priorities as the key role of PRs is to manage SRs and the implementation of program interventions as opposed to direct implementation. Applicants are therefore only required to demonstrate their experience and expertise in the high-level priorities if they have implemented similar programs. The applicant must address the following for each relevant high-level priority:

* 1. **Past experience (Maximum 2 pages)**

Provide a brief overview of the past experience in the implementation of similar high-level priority areas (and other services as relevant to the description of the focus area) focusing on the following:

* Description of the package of services delivered,
* State the areas of operation where services were offered
* State how operations were managed in the different areas (e.g. whether there is an office in the specified region/country or is it managed from afar),
* State the period of operation (years and months the above packages of services were offered),
* Indicate the stakeholders you collaborated with focusing on the reasons for engagement and demonstrate evidence for a strong working relationship,
* State the source of funding and amount received, and
* State the actual outputs, outcomes and impact of the interventions.

It is the responsibility of the applicant to provide the necessary evidence that supports claims of experience. It is important for applicants to describe how their programs support human rights and address gender inequality.

* 1. **Effective implementer (Maximum half a page)**

Provide a brief description of what makes your organization an effective implementer of similar high-level priorities. Applicants have to discuss the impact of their interventions and how they are maximized.

* 1. **Cost effectiveness and Value for money (Maximum half a page)**

Provide a brief description of how your organization ensures cost effectiveness and value for money for similar programs delivered in the high-level priorities. Describe the unit cost per person reached and infection averted or any other outcome averted. Describe how communities are strengthened through your interventions.

# **Evaluation Process and Criteria**

The PRSTF along with the technical contractual partner will manage the selection process including the evaluation of all applications.  The Grant coordination committee will monitor all processes, and the documentation and minutes will be done by the PRSTF Secretariat.

The evaluation process will be conducted according to the following stages:

* The first stage of the evaluation process assesses compliance with administrative requirements as included in Annex B. Applications that do not comply will not be evaluated further.
* The second stage of the evaluation process assesses technical competency focusing on the ability to fulfil the requirements of a PR, and experience and expertise of implementing similar interventions in the MENA region. **Applicants need to achieve a score of at least 80 points of the technical competency requirements in order to progress to the presentation stage. Please refer to the minimum requirements for a PR in Annex C, the scope of work and the full evaluation criteria in Annex D.**
* The third stage of the evaluation process is presentation to the PRSTF; the presentations are intended for PRSTF members to seek clarification from potential applicants, to inform their recommendations to the MENA-H Coalition coordination committee, while providing potential applicants with the opportunity to demonstrate their commitment to serve as a PR.
* The weighting of the overall score is as follows:

85% Technical evaluation score

15% Presentation (Communication skills and conveying the messages clearly)

* The fourth stage includes assessing the top scoring candidates on five functional capacity areas required for Global Fund Principal Recipient (PR) roles, using a capacity assessment tool (CAT). The capacity areas include:
  + Program Management;
  + Sub-recipient Management
  + Financial Management & Systems;
  + Risk Management & Prevention of Fraud; and
  + Monitoring & Evaluation

The PRSTF will present its evaluation and recommendations on the top scoring applicants to the Grant coordination committee for a decision on nominated PRs. The final decision will be announced publicly and will be posted on the MENA-H Coalition website or through it communication networks. Disqualified applicants can submit an appeal to the PRSTF within the timeframes specified in the PR selection guidance document, clearly defining the reasons for appeal and providing any suitable evidence to support the appeal. The PRSTF will then make recommendations regarding the submitted appeal requests, and the Grant coordination committee will make the final decision after receiving recommendations from the PRSTF.

The MENA-H coalition reserves the right not to select a PR under this call for applications or to replace the chosen PR if they do not satisfy the more detailed GF capacity assessment that will take place before grant negotiations are finalized.

# **Application Instructions**

All applications must be submitted using an appropriate application form posted on the MENA-H Coalition website. Applicants are required to:

* Submit their applications to [**abdou21513@gmail.com**](mailto:abdou21513@gmail.com)**;** with a CC **to** [**roywakim@gmail.com**](mailto:roywakim@gmail.com) before the deadline of **15/01/2022** at **12h00 Beirut** Time.
* All applications must be clearly marked in the subject line **“EOI for the Provision of PR Services”.**
* Ensure completeness of the application (including the attachment of all necessary supporting documentation) and not exceeding recommended length of sections.
* Confirm in writing that the information and statements made in the proposal submission are true and accept that any misrepresentation contained in it may lead to disqualification;
* Ensure timely submission of all documents and reports if requested as part of the assessment of the organization’s ability to continuously fulfil the role of a PR;
* Ensure that appropriate staff are available to make a presentation to the PRSTF if the organization is short-listed and invited to make such a presentation.

**It should be noted that applicants are not required to submit implementation plans and budgets as part of this application.**

# **Application Schedule**

The deadline for the submission of a fully completed application form and attachments is **12h00 Beirut Time** on **15/01/2022**. The timelines for the application process are shown in the following table:

|  |  |
| --- | --- |
| **Stage** | **Date/Period** |
| 1. Publication of Call | December 18, 2021 |
| 1. Deadline for submitting applications | January 15, 2022 |
| 1. Evaluation Period, during which additional details may be requested | January 15 to January 21, 2022 |
| 1. Presentation by short-listed candidates to PRSTF | January 21 to January 27, 2022 |
| 1. Consolidated evaluation scores based on apportioned weights | January 28 to February 2, 2022 |
| 1. PR Capacity Assessment | February 3 to February 11, 2022 |
| 1. MENA-H Coalition Decision (followed by feedback for applicants) | February 15 , 2022 |

# **Contact Details**

Please direct your requests for information and questions/queries to:

**Rahim EL Habachi**: [abdou21513@gmail.com](mailto:abdou21513@gmail.com); CC to **Roy Wakim**: [roywakim@gmail.com](mailto:roywakim@gmail.com)

Please note that questions and requests for information must be submitted before **January 12, 2022 at 16h00 Beirut Time.**

# **Annex A: Strategic Priorities and Expected Outcomes at the Regional and National levels of the 2022-2024 GF in the MENA Region**

**Regional strategic priorities:**

During the 2022-2024 continuation period, the strategic objectives (SOs) of the grant will continue to be:

* SO1: Increase resource mobilization, technical and management capacity for KP organizations;
* SO2: Develop, document, support and promote use of innovative and sustainable community led service delivery models;
* SO3: Advocate for increased domestic financing for quality HIV prevention, treatment and care services for KPs though public health systems, community systems or through social contracting;
* SO4: Reduce structural barriers, including stigma and discrimination against KPs and improve their access to health services and retention in care;
* SO5: Document human-rights violations against key populations and provide ways of responding to them; and
* SO6: Support processes and policy reforms towards the scale-up of comprehensive prevention programs for people who use drugs.

**Regional Outcomes:**

During the 2022-2024 period, the grant will contribute to the following regional outcomes:

* Increased technical and operational capacity of regional networks and their members in resource mobilization; participatory and inclusive governance; strategic communications (including media relations); and skills in advocacy and engagement.
* A MENA region strategy for sustainability and transition for HIV services for key populations (KPs) will be in place, linked to the new Global AIDS Strategy, and will guide regional and national efforts for increased domestic resource mobilization and other enablers to sustainability.
* The public narrative surrounding PLHIV and KPs in the MENA region will shift to be non-discriminatory and will promote empowerment, dignity and inclusion of all people in all their diversity.
* Advocacy tools, operational research briefs and other products will be available and utilized at the regional and national levels to achieve sustained increases in domestic investment in HIV and KP services.
* Innovative models for the sustainable delivery of HIV and KP services will be identified, promoted and replicated, prioritizing those that are designed and led by PLHIV and KPs themselves.
* Data on human rights violations and other barriers to access, uptake and retention in services for key populations will be consolidated and will inform advocacy for greater legal and human rights protections, and for improved access to justice and redress for PLHIV and KPs across MENA.
* Duty-bearers, particularly law enforcement, judiciary, parliamentarians, religious leaders, medical practitioners and others, will be fully engaged through regional fora to promote access to services for PLHIV and KP, and to work to remove barriers related to criminalization, stigma, discrimination and violence.
* PWUID will be empowered at the regional level to be visible and vocal in all regional fora and to advocate for meaningful involvement of PWUID in community-led harm reduction programs.

**National Outcomes:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Egypt** | **Jordan** | **Lebanon** | **Morocco** | **Tunisia** |
| * Empowered PLHIV and KPs have ownership over their health and can defend and claim their right to health. * Human rights violations are documented and a network of lawyers is equipped to provide access to justice. * A model of community-focused harm reduction services, with the active engagement of PWUID, is demonstrated, documented and is ready for replication and transition. * Stigma and discrimination in health care services utilised by KPs and PLHIV is reduced or eliminated. | * FOCCEC has sufficient resource mobilisation capacity to be a self-sustaining network. * A complete package of services for KPs is offered through an integrated HIV/SRH approach. * KPs and PLHIV are at the centre of efforts to reduce and eliminate all forms of stigma and discrimination in communities. * Services for KPs and PLHIV are offered in caring, inclusive and stigma-free environments. * Awareness of KPs and the right to access health services and to be free of stigma, discrimination and violence is improved across the population through multi-media engagement. * Human rights violations are investigated, documented and access to justice is improved. | * CSOs have improved organisational capacity in project management, finance management, and resource mobilisation. * Dating and other social networking applications utilised by KPs incorporate outreach activities, information on services, and referral mechanisms. * Decentralised primary health care services incorporate service packages for KPs. * Vocational training programmes and other socio-economic support programmes are inclusive and responsive to the needs of PLHIV and KPs. * Access to OST is expanded to included prisoners and other currently excluded populations. * Human rights violations are investigated, documented and access to justice is improved. | * Representatives of KP communities are empowered and active in national forums, including the CCM, national committees and working groups. * PWUID are empowered through support groups and through participation in service delivery to champion harm reduction interventions. * Networking and coordination amongst KP communities is improved and delivers greater value for themselves and for the national HIV response. * The quality and accessibility of KP services is improved through stronger technical capacity for combination prevention programming, harm reduction, and address human rights and gender-related barriers. * Through national networking and exchange, best-practices in KP services are identified and replicated. * Transgender people are empowered to be at the centre of programmes and services that respond to their needs. * Programmes and services for KPs adopt innovative modalities (digitalisation, information technologies, etc.) to improve the quality and reach of programmes. * A national strategy is in place for the sustainability of community-led services for KPs. | * CSOs are equipped with capacity for resource mobilisation and for contingency planning. * CSOs led by/working with KPs have adequate systems and process for assuring the safety and security of staff, volunteers and service users. * Services are made more accessible and acceptable for KPs through decentralisation and for including KP focal points in facilities serving these populations. * The national social insurance scheme is responsive and inclusive of the needs of KPs. * The service package for KPs is expanded to include community-led testing and access to PrEP. * Communities monitor, document and respond to human rights violations against KPs. * Prevention, diagnosis and treatment of HCV is integrated within services for KPs, particularly PWUID. * OST is introduced and scale-up in Tunisia. * The legal framework is improve to be more enabling of harm reduction services. |

# **Annex B: Minimum Administrative requirements for acceptance of application**

The following administrative requirements will have to be met otherwise an application will be rejected and not subjected to further evaluation:

* Use of the prescribed application form and adherence to length of submission limits (number of pages).
* Submission of the following documents (in addition to any other evidence submitted by an applicant):
  + Proof of legal entity/ Registration documents and proof of application of bylaws including related minutes of meetings and endorsement letters for renewal of memberships
  + Profile of the organization showing its history and some of its work relevant to the application process with at least one similar project management experience.
  + List of board members and management (reflecting gender sensitivity and gender balance), their current job titles and certified copies of IDs.
  + Last two audited Annual Financial Statements/Report by reputed audit firm duly signed by Board chairperson. If the last audited annual financial statement is older than 2 years then applicant can supply the most recent management accounts pack.
  + Audit management letter for the last audit.
  + Organogram for all management and administrative positions (Human resources, finance, procurement, M&E, project management).
  + Policies and procedures documents addressing financial management, travel, human resources, inventory management and occupational health and safety.
  + Safeguarding policies (including Gender and Harassment Free Work Environment Policy and code of conduct for employees)
  + An executive summary of a recent report (within the last 3 years) to a donor for one of the high-level areas that this grant will focus on.

# **Annex C: Minimum Requirements for PRs & Additional Responsibilities**

It is essential that all applicants understand that whilst the MENA-H Coalition nominates a PR to manage the grant, the GF makes the final decision about the PRs based on an assessment of the organization’s ability to optimally meet the GF criteria to function as a PR. A potential PR must have proven ability to manage programs in the specific focus areas of the grant and must also be capable of performing the functions of a PR as set out by the GF, which includes:

**Effective management structures and planning**

* Adequate skilled and experienced staff to manage key program areas such as grants management, procurement, monitoring and evaluation, and finance.
* Effective organizational leadership using transparent decision-making processes in a gender sensitive manner.

**Adequate capacity and systems for management and oversight of Sub-Recipients (and relevant Sub-Sub-Recipients)**

* Ability to oversee multiple Sub-Recipients (SRs) and contractors in order to safeguard both financial and physical assets.

Clear identification of roles and responsibilities of all (PR, SRs, SSRs)

* Ability to provide or contract for capacity strengthening to ensure timely and quality program implementation, reporting and partnership management.

Ensuring proper communication with the SR, coordination and timely implementation

Assess capacities of SSRs and develop capacity strengthening plans for SSRs

Communication and ongoing support and mentoring to SRs, and SSRs in ongoing program implementation, monitoring and reporting.

Mediation in relationships (SR/SSR) when necessary.

**Effective internal controls and management of conflicts of interest**

* Internal control systems to prevent and detect misuse or fraud.
* Organization’s policies and procedures (including safeguarding policies and code of conduct for employees).
* Internal control systems used for compliance monitoring and continuous improvement

**Financial-management system that can disburse USD 2millions annually.**

* Accounting system that can correctly and promptly record transactions and balances with clear references and aligned to budgets and work plans.
* Ability to monitor actual spending in comparison to budgets and work plans and how the organization investigates variances as well as protocols for taking follow-up actions.

Ensuring close monitoring and review of all background supporting documentation related to the use of program funds through established and transparent internal and external financial control systems and procedures

**Data collection capacity and the tools in place to monitor program performance**

* Monitoring and Evaluation (M&E) system for routine monitoring of activities/interventions that are aligned to the goals and objectives of the program in question.
* Mechanisms and tools to report accurate and quality-assessed data from Sub-sub-Recipient / Sub-recipient to the PR.

**Additional Responsibilities**

Based on the experience of implementation over the last 3 years, below are some recommended additional responsibilities for a new PR in order to address the implementation challenges and ensure effective implementation and sustainable impact:

Facilitating cross border collaboration and exchange of knowledge, information, good/best partnership management practices, encourage stronger regional communication and collaborations, and promote a unified identity/synergy across the region for the grant,

Bringing the grant objectives together to ensure unity and cohesion of interventions

Designing and managing inter and intra communication of grant to donors, external stakeholders and partners (such as UNAIDS, WHO and other potential donors) to ensure wider visibility of the program objectives and achievements and advocate for active, effective and meaningful leadership increased role of KPs and CSOs in response to HIV programming and interventions in the region

Representing and championing the interests of grant implementers to GF and advocating for increased flexibility to ensure adaptability to changing needs in a rapidly evolving context of the MENA region

Providing oversight and quality monitoring of key programmatic approaches to HIV services, developed with grant funds by SRs and SSRs

# **Annex D: Evaluation Criteria**

| **CRITERIA** | **Weight** | **SUB-CRITERIA** | **MEASURE** | | **POINTS** |
| --- | --- | --- | --- | --- | --- |
| **TECHNICAL COMPETENCY**  *(Minimum score of 80 points on technical points required in order to progress to the presentation stage)* | **85%** | **Ability to function as a PR and meet GF and MENA-H Coalition requirements throughout the period of the grant.** | Effective governance system and board diversity | | 10 |
| Qualifications, experience and diversity of the senior management team | | 5 |
| Financial management systems | | 5 |
| Capacity and systems for management and oversight of SRs (and relevant Sub-Sub-Recipients) | | 10 |
| Human resource capacity to support grant implementation | | 10 |
| Monitoring, evaluation and reporting systems | | 10 |
| Internal controls and management of conflicts of interest | | 5 |
| **Experience of implementing similar program focus areas** | Experience in successful management and implementation of large HIV and/or TB programs in similar high-level priorities | | 10 |
| Comprehensiveness of approach, appropriate service delivery modalities, evidence of effective partnerships, past outputs and outcomes | | 5 |
| Evidence of effective and efficient delivery of programs relevant to this call for application (impact, unit cost, community systems strengthening, sustainability, publications in peer reviewed journals when applicable) | | 10 |
| **Geographical coverage and partnerships** | Geographical coverage of services in the focus countries covered by this grant. | | 5 |
| Experience of working with KPs and KP led organizations/networks in the region | | 10 |
| Existing formal relationships with key stakeholders in the region | | 5 |
| **TECHNICAL COMPETENCY SUBTOTAL** | | |  | | **100** |
| **PRESENTATION** | **15%** | Business case for investing in the organization as a PR is clear, compelling and evidence-based | | | 60 |
| Harmony between submitted application and oral presentation regarding facts and details | | | 10 |
| Ability to respond fully to questions raised by the PRSTF, and provide additional information if requested | | | 30 |
| **PRESENTATION SUBTOTAL** | | | |  | **100** |
| **GRAND TOTAL** | **100%** |  | | | **100** |

1. Adapted from: South African National Aids Council. (2018). South Africa Global Fund Country Coordination Mechanism: PRINCIPAL RECIPIENTS’ SELECTION MANUAL. [↑](#footnote-ref-1)
2. Adapted from: The Global Fund. (2015). GUIDELINES ON IMPLEMENTERS OF GLOBAL FUND GRANTS. [↑](#footnote-ref-2)
3. <https://www.theglobalfund.org/media/5682/core_grant_regulations_en.pdf> [↑](#footnote-ref-3)