

## Timmermans Luc - DGeo.4

**From:** Meersschaert Stefan - Belgium - Kinshasa <Stefan.Meersschaert@diplobel.fed.be>  
**Sent:** Tuesday, November 16, 2021 12:42 PM  
**To:** Meersschaert Stefan - Belgium - Kinshasa  
**Subject:** FW: Soutien à la transition numérique du service One Stop Center de l'HGR de Panzi

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**From:** CG Congo [mailto:CG.Congo@medecinsdumonde.be]  
**Sent:** Tuesday 5 October 2021 16:27  
**To:** Meersschaert Stefan - Belgium - Kinshasa; Angeliki DIMOU  
**Cc:** Pilar MARTINEZ  
**Subject:** RE: Soutien à la transition numérique du service One Stop Center de l'HGR de Panzi

Cher M. Meeschaert,

Nous vous remercions de l'attention particulière que vous avez prêté à notre proposition.

Comme vous avez remarqué, nous avons travaillé la planification de la mise en œuvre de ce projet avec beaucoup d'attention et soin de prendre en considération les défis et challenges possibles.

Ceci est un projet innovant, voir audacieux, dans un contexte instable, complexe et souvent hostile. Nous avons été obligés d'en tenir compte dans la planification de l'engagement de nos collègues les plus qualifiés.

Pour votre meilleure compréhension je partage plus bas avec vous la justification exacte des 494.676 € pour le personnel international, le siège et les consultances.

- Vous remarquerez que les personnes qui seront impliquées dans la mise en œuvre du projet ne sont pas chargées à 100% sur ce projet (ce qui serait injuste, j'en conviens), mais au pourcentage de leur temps de travail qui sera dédié à ce projet. Les coûts indiqués sont les coûts réels actuels.
- Nous devons faire face à des enjeux liés à l'appui et au suivi de l'exécution du projet au travers un partenariat avec la fondation Panzi, dont nous assumons la responsabilité sur la bonne gestion et la bonne exécution, ayant assumé le « lead » du projet. Notre plus-value pour ce projet est justement l'appui des RH qualifiés dans la gestion, la mise en œuvre et l'opérationnalisation des résultats.
- Concernant les consultances, elles se limitent à l'expertise que nous avons retenu comme absolument nécessaire pour mettre en œuvre ce projet et faire face aux enjeux et défis que nous avons identifié (sécurité des données, confidentialité, appropriation et opérationnalisation, risques juridiques et autres). Elles font donc partie intégrante du projet. J'espère que vous serez d'accord que les prix unitaires sont plus que raisonnables et la cadence/durée correspondent au projet.
- Globalement le risque opérationnel, réputationnel, financier, sécuritaire est considérable et mérite une approche particulièrement prudente et un investissement en expertise propre et externe proportionnel au risque.

RUBRIQUES	Base / projet / partenaire / collaboration	Qté	Unit	Freq	U
<b>PERSONNEL INTERNATIONAL</b>					
Coordinatrice Générale	Coord-Bukavu	10%	Pers	24	nr
Coordinateur Financier	Coord-Bukavu	10%	Pers	24	nr
Coordinateur RH	Coord-Bukavu	20%	Pers	24	nr

Coordinateur Meal		20%	Pers	24	rr
Assistant CG		20%	Pers	24	rr
Adjoint Comed		20%	Pers	24	rr
Grant Manager	Coord-Bukavu	20%	Pers	24	rr
Coordinateur projet Digitalisation	PANZI	100%	Pers	24	rr
<b>HQ</b>					
DOI Desk RDC	SIEGE	10%	Pers	24	rr
DSG Référent RH	SIEGE	10%	Pers	24	rr
DSG Référent LOG	SIEGE	5%	Pers	24	rr
DSG Référent FIN	SIEGE	10%	Pers	24	rr
DS Référent Santé	SIEGE	10%	Pers	24	rr
Grants & Partnerships Officer	SIEGE	10%	Pers	24	rr
DS Référent MEAL	SIEGE	10%	Pers	24	rr
DS Référent Health Data	SIEGE	30%	Pers	24	rr
Compliance & Risk Management officer	SIEGE	10%	Pers	24	rr
<b>CONSULTANCE</b>					
Conseiller Juridique pour MdM BE		1	Consultance	2	IV
Expertise en Digitalisation + GDPR pour MdM BE		1	Consultance	24	IV
Missions d'un expert digitalisation et capitalisation (sécurisation des données)		1	Mission	2	A
Missions de renforcement pour le staff Panzi à l'utilisation du Pimis (APS, Med, etc...)		1	Mission	2	A

N'hésitez pas à communiquer avec moi pour clarifier ultérieurement notre proposition,

*Martine COTE*

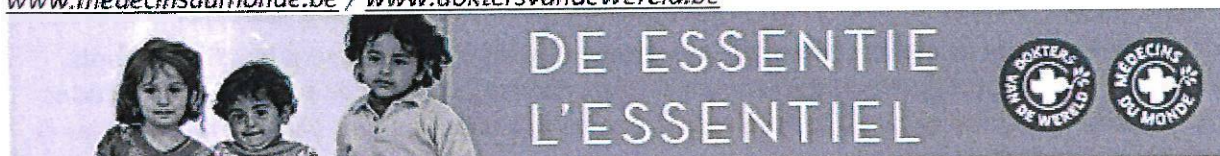
*Coordinatrice Générale – Mission RDC*

*Médecins du Monde Belgique – RD Congo*

*Tél : +243.81.70.68.243 / +243 82.63.62.344*

*Skype : martyneaucongo*

*[www.medecinsdumonde.be](http://www.medecinsdumonde.be) / [www.doktersvanderwereld.be](http://www.doktersvanderwereld.be)*



**De :** Meersschaert Stefan - Belgium - Kinshasa <Stefan.Meersschaert@diplobel.fed.be>

**Envoyé :** lundi 4 octobre 2021 15:27

**À :** Angeliki DIMOU <angeliki.dimou@medecinsdumonde.be>

**Cc :** Pilar MARTINEZ <pilar.martinez@medecinsdumonde.be>; CG Congo <CG.Congo@medecinsdumonde.be>

**Objet :** RE: Soutien à la transition numérique du service One Stop Center de l'HGR de Panzi

Bonjour,

J'ai lu avec intérêt et attention votre proposition qui aborde bien la problématique qu'il est proposé d'aborder et propose des actions qui semblent en mesure d'y répondre et d'atteindre les objectifs fixés. Merci donc pour le document de projet.

## Timmermans Luc - DGeo.4

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**From:** Meersschaert Stefan - Belgium - Kinshasa <Stefan.Meersschaert@diplobel.fed.be>  
**Sent:** Tuesday, November 16, 2021 12:41 PM  
**To:** Meersschaert Stefan - Belgium - Kinshasa  
**Subject:** FW: Proposal Submission - Physicians for Human Rights

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**From:** Nancy Haitch <nhaitch@phr.org>  
**Sent:** Wednesday, October 6, 2021 4:41 PM  
**To:** Stefan.Meersschaert@diplobel.fed.be <Stefan.Meersschaert@diplobel.fed.be>  
**Cc:** Karen Naimer <knaimer@phr.org>; Payal Shah <pshah@phr.org>; Emily Reers <ereers@phr.org>; John Mix <jmix@phr.org>  
**Subject:** Fw: Proposal Submission - Physicians for Human Rights

Dear Stefan,

Thank you so much for your message. By way of introduction, I have recently joined PHR as the Interim Director of Institutional Development replacing Andrew in this role. We are very glad to receive your feedback on the narrative aspects of our submission, and have included below additional explanations in response to the points you raised on the budget:

--Please accept our apologies as the \$94,017 amount in row 28 on the consolidated budget is incorrect. \$100,018 is the correct amount and we have reflected that in the updated budget attached. This correction also slightly changed the final totals in the activities row on the consolidated budget (row 21). Thank you for bringing this discrepancy to our attention.

--The amount we requested for personnel and management costs reflects that this project has been conceived to ensure that Panzi is able to benefit from the inclusion of high-level experts who bring a range of skills and expertise to our work in the Democratic Republic of the Congo. Conducting project activities requires significant staff time and administrative efforts for PHR's team both in the United States and the Democratic Republic of Congo, including intensive efforts to coordinate multiple partners and management of the project. The work of PHR staff will be supported by consultants who have expertise in very specific areas deemed critical to effectively advancing this project. Those expert consultants are longstanding PHR partners who we have worked with us on many other projects of this nature.

--To help clarify the personnel costs, please find a breakdown of each staff member's expertise and their critical contributions to this project below:

- PHR's Director of the Program on SVCZ, Payal Shah, is a human rights lawyer with over 15 years of experience conceptualizing and leading capacity building, coalition building, strategic litigation, fact-finding, and human rights advocacy to advance gender equality and sexual and reproductive health and rights. Previously Shah worked at the Center for Reproductive Rights, where she directed the Asia program, and as an associate at Weil Gotshal & Manges LLP, where she supported pro bono litigation relating to reproductive rights and gender-based violence. Shah is responsible for overseeing the project, working in close collaboration with her counterpart at MdM to guarantee the successful implementation and completion of the proposed work.
- PHR's Deputy Director of the Program on SVCZ, Thomas McHale, has led the development and implementation of programmatic interventions at PHR for 10 years, including training, institutional capacity development, and systems strengthening in connection with the collection, documentation, preservation, and transfer of forensic evidence of sexual violence. Prior to joining PHR, McHale worked at JSI Research & Training Institute, Inc., supporting public health programs focused on health systems strengthening, HIV prevention, and maternal and child health. McHale will play an integral role in supporting systems strengthening work as well as developing,

planning, and executing trainings that are of high quality and appropriate for medical audiences. This work will also be supported by Isabel Fredericks, Joyeux Mushekuru, and Michel Nzola, listed below.

- PHR's Program Associate for the Program on SVCZ, Isabel Fredericks, will provide programmatic and administrative support to PHR's team on this project, helping to manage and report on grant deliverables, arrange training activities, and assist with partner communications.
- PHR's DRC Program Coordinator, Joyeux Mushekuru, develops and manages PHR's partnerships with individual and institutional partners in DRC. Prior to joining PHR, Mushekuru worked for the Belgian NGO RCN Justice & Démocratie and as an advisor for the DRC-based NGO APRODEPED. Mushekuru will be responsible for managing and administering this project locally and providing support to colleagues at Panzi during this digital transition.
- PHR's Program and Operations Associate, Michel Nzola, will assist Joyeux in administering the project locally by providing logistical, administrative, and programmatic support for the work. Before PHR, Nzola co-founded a soap factory, Usafi Wetu, with the aim of reducing youth unemployment in Bukavu and went on to serve as its primary accountant and procurement manager.
- PHR's MediCapt Project Manager, John Miller, brings extensive expertise in mobile application development and deployment of projects at scale at Dropbox and Intel. Miller will lead on providing oversight of activities to secure digital evidence, including the selection and identification of high-level technical consultants.
- PHR's Police and Justice Expert, Georges Kuzma, has extensive international experience in forensic investigations and, on behalf of PHR, has provided on-the-ground training and technical support to police, military, and judicial professionals, for almost a decade. He also closely monitors the ever-changing security situation in the DRC, providing security assessments, emergency evacuation plans, and security and safety protocols. Previously, Kuzma was a project manager in Kinshasa for the European Police Mission (EUPOL), where he created a national forensic network. Kuzma will lead efforts to guarantee that the medical data at Panzi hospital is secure and usable for future judicial processes.

We hope our responses are helpful and we welcome any additional questions in advance of your conversations with your colleagues in Brussels. Many thanks once again for your guidance and support.

Very best regards,  
Nancy

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**From:** Meersschaert Stefan - Belgium - Kinshasa <[Stefan.Meersschaert@diplobel.fed.be](mailto:Stefan.Meersschaert@diplobel.fed.be)>  
**Sent:** Monday, October 4, 2021 5:58 AM  
**To:** Andrew McCullough <[aMcCullough@phr.org](mailto:aMcCullough@phr.org)>  
**Cc:** K  
**Subject:** RE: Proposal Submission - Physicians for Human Rights

Dear Andrew,

I have read the proposal with attention and a lot of interest. I believe the proposal definitely responds to the needs identified and proposes the right actions to achieve the foreseen objectives. We thus appreciate the quality of the document and would like to thank PHR for that.

Thank you also for the detailed budget description.

I saw there is a discrepancy in the overall consolidated budget for pillar 2 (100.180 USD in your proposal versus 94.017 USD in the consolidated budget).

I will certainly also receive some questions from Brussels regarding the "personnel and management" costs. They stand at 362.596 USD (personnel) + 89.799 USD (management), or 67 % of the total cost of the proposal. Within the different pillars some additional personnel costs (transport, per diem, ...) are foreseen for international staff and sum up to an additional approximate 65.000 USD. This means that all together the "personnel and management" costs in the proposal almost represent 75 % of the total budget requested.

I'm sure the budget has been thoroughly prepared but I would appreciate some additional explanations that will help me to convince Brussels that this amount is absolutely needed to implement the project and achieve the expected results.

It would be great if you could revert to me with this additional information as soon as possible. Thank you.

Best regards,