



**The
Pandemic
Fund**

FOR A RESILIENT WORLD

THE PANDEMIC FUND: STAGE-1 APPLICATION QUESTIONNAIRE: FIT-FOR-PURPOSE ASSESSMENT

6 January 2024



THE PANDEMIC FUND STAGE-1 APPLICATION QUESTIONNAIRE: FIT-FOR- PURPOSE ASSESSMENT

1. Thank you for your interest in implementing projects funded by the **Financial Intermediary Fund (FIF) for Pandemic Prevention, Preparedness and Response (PPR) – The Pandemic Fund**. The Pandemic Fund finances critical investments to strengthen pandemic prevention, preparedness, and response capacities at national, regional, and global levels, with a focus on low- and middle-income countries.
2. The Pandemic Fund follows a two-stage accreditation process for applicants to become an **Implementing Entity (IE)**. Please complete this **Fit-for-Purpose Stage-1 Application** to enable the Accreditation Panel (henceforth referred to as **the Panel**) to assess your organization's skills, capacity, expertise, and track-record to effectively support the Pandemic Fund objectives.

The responses and documents to be provided in your Stage-1 application should enable your organization to demonstrate that it meets the Pandemic Fund's "fit-for-purpose" key principles, eligibility criteria and desired capabilities set out in the [Implementing Entity Accreditation Framework](#), including **Annex A** thereto. The Panel will assess the information and evidence provided, including evidence of past programmes, projects and initiatives and how they align with the Pandemic Fund's objectives and its strategic objectives and programming needs, and how they can lead overall to a more effective and efficient use of the Pandemic Fund's resources.

For the Panel to assess the information, please:

- Provide recent detailed and specific information that is up to date and complete;
 - Number the documents that are submitted for easy reference;
 - Where possible, use the same projects as examples for the sections related to different objectives;
 - Provide URL reference links, where documents are publicly available and accessible on the web. Doing so is the equivalent of uploading documents to an application;
 - The application must be in English. The submitted documents can be in their original language provided that an English translation accompanies the documents. For most documents the translation of the summary is sufficient but the full text in the original language should be provided. Applicants are encouraged to use web site translation applications which are generally available without costs. Nevertheless, the Panel may request a formal translation of a specific document or of parts thereof. It may also request a translation of a full document;
 - The Pandemic Fund will establish a platform for submitting applications and related documents. Until then please email your application and documents to PandemicFundaccreditation@worldbank.org.
3. Upon completion of the Panel's fit-for-purpose assessment, the Panel will report to the Governing Board after checking the factual details with you. The Governing Board may approve the application, resulting in the applicant moving to **Stage-2 of the accreditation process** or it may reject the application. Upon approval your organization will be invited to move to Stage-2 of the accreditation process which requires you to submit a Stage-2 application related to your fiduciary, project management, and environmental, social and governance policies and practices compared to the requirements in **Annex B** of the Pandemic Fund's Accreditation Framework for IE.

4	Organization information	Details
Information required.		
	Organization official name	
	Headquarters address	
	Website reference	
	Executive focal point – name, email, phone number	
	Daily focal point – name, email, phone number	
	Legal counsel focal point - name, email, phonenumber	
	Copy of or www link to Organization Chart	
	Applicant's additional information:	

Applicant Questionnaire Stage-1 Fit-for-Purpose Key Principles and Eligibility Criteria and Desired Capabilities

5	<p>Please provide:</p> <p>5.1 A short narrative (normally one or two pages) of your organization and its capacity and previous experience, track-record, geographical reach and how this enables or will enable your organization to support the Pandemic Fund’s Objectives. Your narrative should introduce your organization’s capacity, expertise and experience according to the Pandemic Fund’s Key Principles and Eligibility Criteria and Desired Capabilities that are elaborated in Annex A of the Accreditation Framework for implementing entities adopted by the Governing Board on 31 July 2023. All or part of this narrative may be used or quoted by the Panel when it prepares its report to the Governing Board on this fit-for-purpose assessment.</p> <p>5.2 Your organization’s establishment document to demonstrate that it meets the eligibility requirement of Paragraph 19 of the Accreditation Framework, being:</p> <ul style="list-style-type: none"> - An UN agency or a Multilateral Development Bank, or - A regional or global health agency¹. <p>5.3 The following documents to assess your organization’s capacity, expertise, and experience according to the Pandemic Fund’s Objectives, Key Principles, Eligibility Criteria and Desired Capabilities. These documents should be cross referenced by page number and section throughout the Stage-1 application:</p> <ul style="list-style-type: none"> - Strategic plan. - Annual Plan. - Specific plan related to Pandemic PPR. - Pandemic PPR plan, program or information available to the public. - The last two annual financial statements of your organization incl. the external auditor’s report thereon. - Examples of your organization’s projects, programmes or initiatives that demonstrate how your organization can support the Pandemic Fund’s objectives. - Three examples on any topic related to Pandemic PPR would be sufficient and should include: <ul style="list-style-type: none"> - Approved programme, project and/or initiative documents; - Independent interim or final evaluation reports; - Project completion reports including the closing financial reports; or - Project status reports for ongoing programmes, projects and/or initiatives. <p><i>Please note:</i></p> <p>a) The examples provided here will likely also serve as the examples requested in the sections below as well as to support the Stage-2 application:</p> <ul style="list-style-type: none"> - Please number each of the documents including URLs, - Provide document, page or section references to the point(s) you wish to demonstrate, - Provide URL reference links, where such documents are publicly available and accessible on the web. Doing so is the equivalent of uploading documents to an application. <p>b) A description of actual, potential, or perceived conflict of Interest (COI) situations that your organization may have when serving as an IE for the Pandemic Fund that needs to be reported to the Pandemic Fund’s COI Committee².</p>
	Applicant’s response:

¹ An entity for which a waiver may be requested would have either a global or regional attribute in the sense that it operates and provide services to multiple beneficiaries globally or within a region of the world consisting of multiple countries. It can be an entity, such as a non-governmental organization, or an entity founded by or having shareholdings from one or multiple sovereign governments or countries.

The entity must:

- Possess the ability to perform the roles and responsibilities of an IE as set out in Section 30 of the Pandemic Fund’s Governance Framework¹;
- Be able to support directly or indirectly pandemic prevention, preparedness and response which is elaborated upon in Fit-for-Purpose Eligibility Criteria set out in “Annex A of the Accreditation Framework¹”; and
- Meet the Standards, Criteria and Safeguards related to Fiduciary, Project Management & Environmental, Social and Governance set out in “Annex B of the Accreditation Framework”.

² <https://thedocs.worldbank.org/en/doc/eac1acfe37285a29942e9bb513a4fb43-0200022022/related/Pandemic-Fund-COI-Framework-as-adopted-March-1-2023.pdf> Paragraph 14

6	Standard 6 - Legal Status and Authority
6.1	<p>Documents required for this Standard and related Criteria: <i>Please note: Much of the information for this standard can be reused in the Stage-2 application.</i></p> <ul style="list-style-type: none"> 6.1.1 Establishment document including, where applicable, the registration number and date of incorporation or establishment. 6.1.1 Evidence that you currently are a registered legal entity in the country where your headquarters are located. 6.1.1 Governing documents (e.g., articles of incorporation, constitution, bylaws). Relevant international operating licenses, permits, or certifications (if applicable). 6.1.1 Legal authority and registration to operate in the various jurisdictions where you plan to act as an IE. 6.1.1 Evidence of registration in any other countries where you plan to operate as an IE.
Applicant's response:	
Standard: An applicant has legal status and can contract with and become an IE for the Pandemic Fund.	
Criteria: An applicant must be able to demonstrate that it has the following elements and capacities in place:	
6.2	<p>Legal authority to become an IE for the Pandemic Fund.</p> <p>Describe your organization's:</p> <ul style="list-style-type: none"> 6.2.1 Governing documents (e.g., articles of incorporation, constitution, bylaws) that grant you the authority to enter into agreements and contracts, and to act as an IE for the Pandemic Fund. 6.2.2 Relevant sections of the governing documents that establish your legal authority to become an IE for the Pandemic Fund.
Applicant's response:	
6.3	<p>Legal authority and capacity to receive and disburse funds.</p> <p>Describe your organization's:</p> <ul style="list-style-type: none"> 6.3.1 Legal capacity to receive funds from external sources, including international entities. Explain any restrictions or regulations your organization must comply with. 6.3.2 Your organization's ability to receive and manage funds, including: Any legal restrictions or regulations your organization must comply with. 6.3.3 Legal capacity to disburse funds to and through beneficiaries, including any legal restrictions or regulations your organization must comply with.
Applicant's response:	
6.4	<p>Legal authority and power to enter into contracts or agreements.</p> <p>Describe your organization's:</p> <ul style="list-style-type: none"> 6.4.1 Process to legally enter into contracts or agreements. 6.4.2 Address any specific restrictions or limitations on your contractual authority.
Applicant's response:	
6.5	<p>Legal authority to operate internationally where required.</p> <p>Describe your organization's:</p> <ul style="list-style-type: none"> 6.5.1 Legal authority to operate internationally if required for implementing programmes and projects. 6.5.1 Relevant international operating licenses, permits, or certifications (if applicable).
Applicant's response:	
6.6	<p>Legal authority to work in all jurisdictions where it intends to act as an IE.</p> <p>Describe your organization's:</p> <ul style="list-style-type: none"> 6.6.1 Jurisdictions or countries where you intend to act as an IE for the Pandemic Fund. 6.6.2 Legal authority to operate in each of these jurisdictions. 6.6.3 Evidence of registration in any other countries where you plan to operate as an IE.

6	Standard 6 - Legal Status and Authority
	Applicant's response:
6.7	<p>Please provide:</p> <p>6.7.1 Any additional information or practices your organization employs to demonstrate alignment with the Criteria of this Standard relating to legal status and authority.</p>
	Applicant's response:

7	Objective	Bring expertise, experience and/or geographical access which complements the current capability of the Pandemic Fund
		<p>Describe your organization's:</p> <p>7.1 Expertise, experience and/or geographical access is complementary to, and adds value to, the current capability of the Pandemic Fund's and its implementing entities in the context of Pandemic PPR.</p> <p>7.2 Experience in implementing and overseeing pandemic PPR programmes, projects and/or initiatives that align with the objectives of the Pandemic Fund.</p> <p>7.3 Outcomes and impacts of your previous pandemic PPR programmes, projects and/or initiatives on the targeted countries or beneficiaries.</p> <p>7.4 Programmes, projects and/or initiatives that have filled gaps in core International Health Regulations (IHR-2005) and/or World Health Organisation for Animal Health (WOAH) Standards, capacities at the country level, and/or regional and global levels – be specific on which countries and beneficiaries benefited from your organization's involvement.</p> <p>Please provide three examples of:</p> <p>7.5 Programmes, projects and/or initiatives where your organization's expertise, experience, or geographical access have been or are being successfully implemented or overseen and thereby complement and strengthen the current capability of the Pandemic Fund.</p>
		<p>Applicant's response:</p>

8	Objective	Incentivize additionality in financial resources for pandemic PPR including through the mobilization of non-Official Development Assistance resources
	<p>Describe your organization's:</p> <p>8.1 Plans to incentivize and catalyze funding from various sources for pandemic PPR.</p> <p>8.2 Approach and any existing relationships or networks facilitating the catalyzation of pandemic PPR funding.</p> <p>8.3 Experience and track record in mobilizing funding from private, philanthropic, bilateral, or other sources for pandemic PPR projects or programs.</p> <p>8.4 Intention to promote increased investments in Pandemic PPR through the Pandemic Fund.</p> <p>Please provide documented examples of:</p> <p>8.5 Successful initiatives, collaborative efforts or partnerships involving your organization, that led to:</p> <ul style="list-style-type: none"> - Increased resources for pandemic PPR through non-official development assistance; and - Additional mobilization in financial resources for pandemic PPR through non-official development assistance. 	
	Applicant's response:	

9	Objective	Incentivize countries to invest more in pandemic PPR
		<p>Describe your organization's:</p> <p>9.1 Strategies, approaches, and measures are, or will be, used to incentivize countries to:</p> <ul style="list-style-type: none"> - Increase investments in pandemic PPR efforts; - Promote increased investments in pandemic PPR through the Pandemic Fund; and - Strengthen their pandemic PPR capacity. <p>9.2 Pandemic PPR support and capacity building for countries are sustained.</p> <p>Please provide examples of:</p> <p>9.3 Strategies or initiatives implemented by your organization that have successfully incentivized countries to invest more in pandemic PPR.</p> <p>9.4 Programmes, projects and/or initiatives where your organization successfully enhanced country-level capacity in a pandemic PPR or similar endeavors.</p>
		<p>Applicant's response:</p>

10	Objective	Bring together key institutions engaged in pandemic PPR and health system financing to promote a more coordinated and coherent approach to pandemic PPR
<p>Describe your organization's efforts and projects:</p> <p>10.1 Facilitated collaboration and coordination among key institutions and how these have been effective to promote a more coordinated and coherent approach to pandemic PPR.</p> <p>10.2 Ensured inclusivity of key institutions engaged in the pandemic PPR and health financing, while streamlining an efficient governance and operating arrangements for those key institutions.</p> <p>10.3 Disseminated and shared knowledge to encourage the best pandemic PPR practices.</p> <p>10.4 Provided technical assistance for analytics and learning.</p> <p>10.5 Provided technical assistance to key institutions to support the pandemic PPR objectives of the Pandemic Fund.</p> <p>10.6 Please provide a list of key institutions you have worked with.</p> <p>Explain how your organization's:</p> <p>10.7 Strategies, plans and projects are designed to maintain flexibility and adaptability to account for evolving needs and changing institutional landscapes while working with the Pandemic Fund.</p> <p>Please provide examples of:</p> <p>10.8 Initiatives where your organization has successfully brought together key institutions to promote a coordinated and coherent approach to pandemic PPR and health system financing;</p> <p>10.9 Technical assistance, programmes, projects and/or initiatives where your organization has effectively assisted in the field of pandemic PPR and health system financing; and</p> <p>10.10 How your organization has adjusted to evolving needs of institutional landscapes in bringing institutions together.</p>		
<p>Applicant's response:</p>		

11	Objective	Effectively coordinate and collaborate with all partners, including other IEs
		<p>Describe your organization's approach to:</p> <p>11.5 Effectively coordinate and collaborate with multiple partners, including Implementing Entities (IEs) to:</p> <ul style="list-style-type: none"> - Execute programmes, projects and/or initiatives and achieve shared objectives; - Ensure transparency, accountability, and open communication; - Avoid becoming a new silo but instead promotes collaboration and synergy; and - Please specify the national partners, networks, etc. that your organization works with. <p>11.2 Serve as an integrator, collaborating with different stakeholders and avoiding fragmentation in programmes, projects and/or initiatives implementation – be specific as to how your organization has worked to integrate efforts.</p> <p>11.3 Ensure inclusivity in its programmes, projects and/or initiatives implementation, considering diverse perspectives and stakeholders – Include how your approach balances inclusivity with efficiency.</p> <p>11.4 Ensure that your organization’s work with the Pandemic Fund is adaptable and can adjust over time as needs and the institutional landscape evolve.</p> <p>Please provide examples of:</p> <p>11.5 Successful coordination and collaboration with partners, IEs, and stakeholders demonstrating your organization's ability to work effectively in a multi-stakeholder environment to:</p> <ul style="list-style-type: none"> - Engage multiple stakeholders in decision-making processes; - Execute programmes, projects and/or initiatives and achieve shared objectives; - Ensure transparency, accountability, and open communication in your partnerships; and - Avoid becoming a new silo but instead promotes collaboration and synergy with existing institutions. <p>11.6 Your organization’s strategy, annual plans or a detailed description that show how your organization plans to leverage the comparative advantages of existing institutions while implementing pandemic PPR programmes, projects and/or initiatives.</p> <p>11.7 Programmes, projects and/or initiatives implemented by your organization that complemented the work of existing institutions providing international financing for pandemic PPR – these should demonstrate how:</p> <ul style="list-style-type: none"> - Your organization provided a comparative advantage. - Projects or initiatives where your organization successfully integrated efforts across multiple entities. - Your organization ensuring inclusivity, diverse perspectives, and stakeholders’ priorities while considering efficiency.
		<p>Applicant’s response:</p>

12	Specific desired capabilities	Ability to bolster pandemic PPR for COVID-19 and future pandemics, addressing key capacity gaps at all levels.
	<p>Desired capability:</p> <p>a) Strengthen country-level pandemic PPR capacity by addressing capacity and capability gaps at country and local level in core domains of the International Health Regulations (IHR, 2005) and the World Organization for Animal Health (WOAH) International Standards, including disease surveillance systems, laboratory systems, emergency communication, coordination and management, critical health workforce capacities, and community engagement.</p> <p>b) Strategically invest in health systems at community and primary health care levels to strengthen synergies between health system and pandemic PPR capacity.</p>	
	<p>Describe where applicable your organization's:</p> <p>12.1 Policies, procedures and contributions to strengthening gaps in capacity and capability at the country and local level in the core domains of the IHR and the WOAH International Standards related to:</p> <ul style="list-style-type: none"> - Disease surveillance systems; - Development and improvement of laboratory systems, including diagnostic capacity; - Emergency communities; - Critical health workforce capacities; - Community engagement; - Investing in health systems at the community and primary healthcare levels to strengthen synergies between the health system and/or pandemic PPR capacity. <p>Please provide examples of:</p> <p>12.2 Your organization's programmes, projects and/or initiatives where your organization has strategically invested in health systems at community and primary health care levels to strengthen synergies between the health system and pandemic PPR capacity.</p>	
	<p>Applicant's response:</p>	
	<p>Desired capability:</p> <p>a) Build regional and global capacity by expanding support to regional and global institutions across multiple domains, including surveillance, reporting and information sharing, shared public health assets, regulatory harmonization, capacity to support public health workforce, and capacity for coordinated development, procurement, distribution and deployment of countermeasures and essential medical supplies.</p>	
	<p>Describe where applicable your organization's:</p> <p>12.3 Contribution to building robust regional and global institutions in the following areas:</p> <ul style="list-style-type: none"> - Surveillance, reporting, and information sharing; - Shared public health assets; - Regulatory harmonization; - Capacity to support the public health workforce; and/or - Capacity for coordinated development, procurement, distribution, and deployment of countermeasures and essential medical supplies. <p>Please provide examples of:</p> <p>12.4 Programmes, projects and/or initiatives where your organization contributed to building regional and global institutional capacity across multiple domains such as those listed in this desired capability.</p>	
	<p>Applicant's response:</p>	
	<p>Desired capability:</p> <p>a) Support technical assistance, analytics, learning and convening. Financial support to countries and regional/global institutions will be complemented by activities to elevate the pandemic PPR agenda, support cross-country learning, and promote collective accountability. This could include peer-to-peer learning,</p>	

	learning events, targeted technical assistance, systematic monitoring of pandemic PPR capacities and domestic spending on Pandemic PPR.
	<p>Describe where applicable your organization's:</p> <p>12.5 Support to countries and regional/global institutions in the field of pandemic PPR in the following areas:</p> <ul style="list-style-type: none"> - Financial support; - Technical assistance; - Analytics; - Learning and convening; - Support cross-country learning; and/or - Promote collective accountability. <p>Please provide examples of:</p> <p>12.6 Your organization's approach together with any relevant programs, projects or initiatives where your organization has strategically invested in the pandemic PPR agenda of health systems at community and primary health care levels including the results obtained.</p>
	Applicant's response:

13	Key Principle	Operate with high standards of transparency and accountability.
	<p>Describe how your organization addresses internally and within its programmes, projects and initiatives:</p> <p>13.1 Fraud and corruption. 13.2 Misuse and ineffective use of funds. 13.3 Sexual exploitation, abuse and harassment. 13.4 Addressing and investigating allegations of wrongdoing.</p> <p>Please provide:</p> <p>13.5 At this stage, please provide the related policy documents and periodic (annual) reports to your governing body that demonstrate that your organization has strong policies and is proactive in each of these areas.</p> <p><i>Detailed documents and examples to demonstrate how your organization operates with high standards of transparency and accountability will be requested at the Stage-2 application.</i></p>	
	Applicant's response:	

14	Key Principle	Meet the standards, criteria and safeguards outlined in Annex B to the IE Accreditation Framework.
	<p>Complete the self-assessment table:</p> <p>14.1 Please confirm your organization’s maturity and/or ability to meet the the standards, criteria and safeguards outlined in Annex B to the Accreditation Framework by completing the self-assessment table below.</p> <p>14.2 It is important that you identify where your organization partly meets or does not meet the Standards, Safeguards or criteria so that you can immediately commence the corrective actions required to be accredited.</p> <ul style="list-style-type: none"> - Each corrective action plan should include: the scope of work, who will be in charge and a due date when the Standard, Safeguard or Criteria is expected to be met and communicated to the Panel. - Plans are expected to be completed before a recommendation for accreditation is made. According to Paragraph 32 of the Accreditation Framework any open action plan at that time would be an exception.³ 	
	<p>Applicant’s response:</p>	

³ Section 32 of the Accreditation Framework states: “an applicant that does not fully meet one or a few Standards, Criteria or Safeguards, but where there is no significant risk to the Pandemic Fund, may on an exceptional basis commit to an action plan designed to correct the deficiency in a timely manner and report semi-annually to the Panel on the progress made on corrective action”.

15 Self-assessment table of ability to demonstrate standards, safeguards & criteria in Stage-2 review

Standard/Safeguard	Met through 3rd party review?	In place from own review?	Partly in place?	Not in place?	Corrective Plan Formulated?
	Please enter YES or No	Please enter YES or No	Please enter YES or No	Please enter YES or No	Please enter YES or No
15.1 Legal status and authority					
15.2 Fiduciary Standards					
- Financial Management					
- Accounting Systems & External Audit					
- Strategic vision, planning & budgeting					
- Internal Audit					
- Internal Control Framework					
15.3 Fraud and corruption					
- Integrity					
- Investigative capacity					
15.4 Project and program management					
- Identification, review, and approval					
- Execution, including risk monitoring and reporting,					
- Procurement					
- Closure and evaluation					
15.5 Environmental, Social (incl. gender) and Governance (ESG) Safeguards:					
- ESG Management system					
- Stakeholder engagement including civil society					
- ESG Grievance mechanism					
<p>Please enter YES or NO in the appropriate boxes, including if needed approval is still outstanding from your board or senior management and please provide details here of:</p> <ul style="list-style-type: none"> - The third-party review and the documentation of the results; - Standards, Safeguards or Criteria partly in place; - Standards, Safeguards or Criteria not in place; and - Corrective action plans including completion dates. 					
Applicant's additional information:					