



September 03, 2013.

Subject : ANNUAL PROGRAM STATEMENT (APS) No: APS-386-13-000004, Amendment#02

PROJECT NAME : STRENGTHENING RMNCH THROUGH INDIAN HEALTH PROFESSIONAL ASSOCIATIONS

This Amendment No. 2 to subject APS is hereby issued to make following changes:

- a) To suspend program area #2: Scaling Up Uptake of Health, Educational, Social Protection And Welfare Interventions Among Children Affected By HIV/AIDS from this APS;
- b) To revise submission dates;
- c) To Modify Program Description, “C. Program Components”;
- d) To Insert “Full Application Format”; and
- e) To modify the “Evaluation Criteria”.

1. To revise submission dates as below:

Questions Due :	September 17, 2013
Concept Papers Due:	October 1, 2013 midnight, India time
Full Applications Request:	October 22, 2013 (by invitation only)
Questions Due :	October 29, 2013
Full Applications Due:	November 05, 2013 midnight, India time

2. Modify Program Description in Section I, Program Description, “C. Program Components” as below:

C. PROGRAM COMPONENTS

PROGRAM AREA #1: Strengthening RMNCH+A through Indian Health Professional Associations	
Value of Awards:	Up to \$3.65 million
Implementation Period:	4 years

USAID/India’s Strategic Direction and Overall Approaches

USAID India’s Country Development Cooperation Strategy (CDCS) for the period 2012- 2017 recasts the USAID-India relationship from a traditional donor-recipient relationship to a peer-to-peer partnership for addressing Indian and global development challenges. USAID recognizes that

different solutions and approaches are needed to truly effect the significant magnitude of change required to meet the challenges outlined above in a cost-effective and sustainable manner. These might include:

Building Locally-Led Alliances And Multi-Stakeholder Platforms : Locally-led alliances and multi-stakeholder platforms have the potential to enable public and private sector partners to collaborate and contribute significant shared resources to identify, diffuse, and scale-up “game-changing,” proven, high impact interventions. Successful scale up will be measured by widespread improvements in health outcomes that can only be achieved by significantly widespread uptake of key services and interventions.

Establishing Linkages With Priority National Programs: USAID seeks to further the goals and objectives of national programs implemented and funded by the GOI, for example the National Health Mission and National AIDS Control Program.

Promoting Game-Changing Innovations and Proven High Impact Solutions: USAID defines innovations as those interventions that introduce novel business or organizational models; operational or production processes; or products or services that lead to dramatic improvements (not incremental ones), in addressing health challenges. Innovation could help produce significant health outcomes more effectively, more cheaply, more sustainably, that reach more beneficiaries, and in a shorter period of time.

Strengthening Health Systems: The chances for innovations and proven high impact innovations being implemented at scale and have lasting health impact, improve significantly with strong health systems.

Utilizing Appropriate Frameworks And Tools For Reaching Scale: Successful applicant/s will function primarily as “intermediary organizations,” meaning that they will work closely with national and selected state governments and private sector partners to: 1) identify potentially effective and scalable approaches, global best practices, technologies, etc., and 2) develop and implement scale-up plan(s) in selected districts and states, partly by establishing pre-conditions for scale up, building capacity for scale up and facilitating implementation of scale up by public and/or private sector partners. Successful applicant/s must demonstrate the use of robust internationally recognized and appropriate tools and frameworks or approaches to facilitate the scale up of proven, high-impact interventions through the public and/or private health care systems. Some examples of proven approaches include: 1) the Scaling Up Management (SUM) Framework developed and field-tested by Management Services International (MSI), 2) the positive deviance approach that can help communities to discover desired behaviors demonstrated by a few within the community and promoting their adoption by all, and 3) market shaping approaches and tools to create sustainable health markets to deliver appropriate, high quality, and affordable health outcomes at scale.

Background: Many women and children are not benefiting from proven, high-impact RMNCH +A interventions at health facilities due to a lack of skills and knowledge among health professionals¹ who are primarily serving the bottom three quintiles of India’s population, both in the public and

¹ The term “health professionals” refers to members of the national professional associations (for example, nurses, midwives, and medical doctors), both from the public and private sector.

private sector. The private sector providers pose an additional challenge since the sector is fragmented and largely unregulated. National professional associations representing health providers could influence providers' skills, knowledge, and practices. Presently, however, these associations focus primarily on tertiary-level procedures and techniques and seldom promote implementation of proven, high-impact RMNCH+A interventions at preventive and primary care levels that serve the bottom three quintiles of India's population. In addition, there are governance challenges surrounding regulation, accreditation, and certification of health care providers, and many health care interventions are not practiced according to international quality of care guidelines - a fact borne out through various GOI common review missions and independent reports.

Goal: Improved quality of health services through implementation of proven, high-impact RMNCH+A interventions.

Purpose: To promote implementation of proven, high-impact RMNCH+A interventions among the bottom three quintiles of India's population, and according to international quality of care standards, through national health professional associations.

Approach: The Survive and Thrive Global Development Alliance² offers an innovative platform that links health professional associations in the United States (U.S.) with counterpart institutions in India. Members of U.S. professional associations comprise highly trained and skilled clinicians, many with significant experience in preventive and primary care interventions addressing the health of women and children. Through this APS, a local organization will be selected to strengthen national health professional associations in India to promote implementation of proven, high-impact RMNCH+A interventions among the bottom three quintiles of India's population. USAID/Washington's Maternal and Child Health Integrated Program (MCHIP) is the global implementing partner for the Survive and Thrive Global Development Alliance; they will provide technical expertise and support to the selected local Indian organization through September 2014 to augment their capacity to strengthen India's national health professional associations. U.S. health professional associations will be tapped to enable, for example, an exchange of technical expertise, programs promoting the delivery of high quality care among members, and effective organizational governance structures and practices for professional associations.

Result 1: Members of India's health professional associations aware of the effectiveness of proven, high-impact RMNCH+A interventions when implemented according to international quality of care standards. (estimated level of effort 25%)

There are needs to raise awareness among India's professional health cadres of the effectiveness of proven, high-impact RMNCH+A interventions. Awareness, however, may be insufficient to ensure that they are put into practice. Additional measures are needed to mobilize and incentivize India's health professionals to implement proven, high-impact RMNCH+A interventions.

² This Global Development Alliance (GDA) is a mechanism to address jointly defined business and development objectives. Alliances are co-designed, co-managed, and leverage resources across various stakeholders.

Result 2: Programs and incentives to 1) raise awareness, 2) build skills for, 3) expand knowledge of, and 4) promote implementation of, proven high-impact RMNCH+A interventions according to international standards of quality of care are instituted by health professional associations for their members. (estimated level of effort 75%)

There are many different approaches to incentivizing implementation of proven, high-impact RMNCH+A interventions, including but not limited to, continuing education programs, requirements for licensure, certification and/or accreditation as RMNCH+A professionals, and branding competent providers to verify a health professional's credentials with the public to build demand for their services. Studies of motivation have demonstrated that enhanced remuneration is not necessarily what will improve performance. Other rewards, such as recognition, are important motivators and can help ensure that health professionals are incentivized to implement proven, high-impact RMNCH+A interventions according to international standards of care and among target populations.

A. GENDER

Each concept paper should clearly answer the following three questions:

- Are women, including girls, and men, including boys, involved and benefiting equally at different levels (effort, decision-making, etc.) or affected differently by the proposed intervention?
- Do the opportunity costs of participation differ between men and women (including girls and boys)?
- If either (1) or (2) are affirmative, what is the difference and magnitude and how will the proposed intervention mitigate these differences to ensure sustainable and appropriate program impact

3. Insert “A. Full Application Procedures” in Section III, Application and Submission Information for Full Applications as below :

SECTION III

APPLICATION AND SUBMISSION INFORMATION FOR FULL APPLICATIONS

A. FULL APPLICATION FORMAT (Step 2)

Only submit a full application if requested to do so by USAID/India. Full Applications (if invited) shall be submitted in an original and four (4) hard copies as well as submitted electronically to indiarco@usaid.gov in two separate volumes: (a) technical and (b) cost application. The e-mails must contain unzipped attachments and the size of each e-mail submission along with the attachments must not exceed 10MB. If necessary, send separate e-mails in order to stay within the 10MB size limit. The electronic version of the cost application must be prepared using Microsoft Excel with workable calculations shown in the spreadsheet along with a detailed narrative explaining the costs in Microsoft Word.

Courier Address:

USAID/India
Regional Acquisition and Assistance Office
American Embassy, Shantipath
Chanakyapuri, New Delhi 110021

India
Tel: +91-11-24198796

e-mail address:
indiarco@usaid.gov

Late applications will not be accepted. Acceptance is upon receipt of the hard copy **NOT** the electronic copy.

The formats for the Full Application which would be split into two separate parts: (1) Technical Application; and (2) Cost Application are set forth below:

A.1 Technical Application Format

The technical application must be:

- a) A maximum of 30 pages in length;
- b) Typed, singled space on letter size, not legal size, paper;
- c) 12 point font Times New Roman; charts, tables and spreadsheets may be not less than 10 font;
- d) Written in English in Word or Adobe PDF format;
- e) Spreadsheets must be in MS Excel or tables that are compatible with MS Word;
- f) All pages except for the cover page must be numbered

The 30 page limit does not include the cover page; and past performance and institutional capabilities. The attachments must be concise and not a continuation of the 30 page main content.

The attachments should include the following, apart from other relevant information: Relevant information on past performance and institutional capabilities (for main applicant and key partner organizations)

The technical application should include the following components and be organized according to the outline below.

1. Cover Page

- a. USAID APS # APS-386-13-000004
- b. Name and address of organization
- c. Contact person (lead contact name; telephone number, fax and e-mail)
- d. Signature of authorized representatives of the applicant

2. Executive Summary

The executive summary must summarize the key elements of the Applicant's technical application, including, but not limited to, the technical approach (see following section), and cost-sharing and/or public-private partnership leveraging, if applicable.

3. **Technical Approach**

Use clear logic describing the links between the context analysis, program hypothesis, the objectives, methods, and anticipated results. The technical approach section should contain the following subsections in demonstrating a clear understanding of the key issues identified in the Program Description (Refer to Section I, Program Description, “C. Program Components” for technical approaches to be addressed):

- a. **Situation Analysis**: Describe the specific development context. Include relevant background information and analysis of the problem, demand for a solution, opportunity or challenge in the proposed sector or value chain. Describe the innovation to be shared and proof of its success;
- b. **Program Hypothesis and Theory of Change**: Include a program hypothesis that clearly explains the theory or theories of change that underlie the approach of the proposed innovation. The program hypothesis should describe the link between the proposed activities and their intended impact on the problem, opportunity, challenge, and demand identified in the situation analysis.
- c. **Program Goals and Objectives**: List the goals(s) of the proposed program. Include clear, measureable program objectives that will contribute to achieving the stated goal. Include an explanation of why the stated objectives represent the most appropriate response to the problem, opportunity, and/or challenge presented in the situation analysis.
- d. **Methods**: Describe the methods and activities the program will utilize to achieve the stated objectives. Include a brief description of the human, financial, technical, and material resources that will be applied to achieve the objectives including the roles and responsibilities of the applicant and partners, if any. If partnerships are proposed, discuss how these will be managed. Discuss alternative methods considered and reasons that the selected approach was chosen to transfer the innovation over alternative pathways and approaches.
- e. **Outcomes/ Results**: State the anticipated outcomes that result from the proposed methods/activities and how they will contribute to the overall FTF goals in the country where the innovation will be shared.
- f. **Sustainability**: Describe the strategies that will be employed to sustain the activities beyond USAID funding for these activities as well as the potential for scaling up to achieve broad based impact where possible and appropriate.
- g. **Risk Analysis**: Describe the risks associated with the proposed methods that are likely to affect the program outcomes. Include factors that are both within and outside of the Applicant's control. List strategies the Applicant will utilize to reduce risk and ensure proposed results are achieved.

4. **Project Management Approach and Implementation Plan**

The project management approach should include the following components:

- a. Applicant's program management plan;

- b. Respective roles, responsibilities, and accountability of the applicant and its partners, including roles and responsibilities of key staff;
- c. Description of the management systems in place, if applicable;
- d. Implementation plan that outlines activities, inputs, outputs, outcomes, indicators, and a breakdown showing the responsibilities of partners, if applicable. The implementation plan should have two components:
 - i. Proposed first-year work-plan that is presented in a matrix format that includes proposed activities and when they will take place for the timeframe indicated. Identify partners for activities where appropriate. The first year work plan, inputs, outputs, and outcomes should be realistic and achievable within proposed budget and timeframe and reflect a grasp of the necessary steps to ensure efficient, effective execution of program activities.
 - ii. The proposed life of the project implementation plan that outlines a timeline for phasing of interventions. This plan should contain inputs, outputs, and present outcomes per year that are realistic and achievable within the proposed budget and timeframe and reflect a grasp of necessary steps to ensure rapid, effective execution of the program activities. Provide indicators that are clear and measurable.
The organizational structure of the program implementation will be proposed by the applicants.

5. *Past Performance and Institutional Capabilities*

Applicants shall include the following information on performance of relevant current programs or those completed during the past three years. This section should include:

- a. A description of the applicant's institutional capacity to manage (technically, administratively, and financially) the proposed program in a technically and culturally appropriate fashion;
- b. A list of key staff and their qualifications with respect to the project goals and objectives as well as language capabilities where appropriate (qualifications can be included as attachments. If attached, include reference here to location of this attachment)
- c. Concise description of the Applicant's, as well as prospective or existing partners' previous work and experience relative to the activities being proposed during the past three years. For each award, include a brief statements about:
 - i. The relevance of the Applicant's past development work to the program being proposed;
 - ii. Results achieved;
 - iii. Duration, size, and value of the project;

- iv. List of references with contact numbers & e-mail addresses; and information such as location, award numbers if available, brief description of work performed, and contact information with current email addresses and telephone numbers;
- v. Include a copy of the final evaluation if one was done within the past five years.

6. Cost Share

While not mandatory, cost share is expected. It is expected that the proposed budget will be generated from both USG funding plus non-USG funding through cost share from the applicants for the proposed program. The cost share may be a combination of cash and in-kind. Actual and/or expected sources and amounts of the cost-share amount from all sources (other donors, community members, business, etc.) must be stipulated.

Criteria for acceptance and allowability for the non-U.S. federal contributions are set forth in 22 CFR 226 (Copies of 22 CFR 226 may be obtained from <http://transition.usaid.gov/policy/ads/cfr.html>)

A.2 Cost Application Format

The Cost or Business Application is to be submitted under separate cover from the technical application. There is no page limitation on the Cost Application.

The following sections describe the documentation that applicants must submit to USAID/India with their application. While there is no page limit for this portion, applicants are encouraged to be as concise as possible, but still provide the necessary detail to address the following:

1. A detailed budget with an accompanying budget narrative that provides in detail the rationale for proposed costs. The budget narrative should provide information regarding the basis of estimate for each line item, including reference to sources used to substantiate the cost estimate (e.g. organization's policy, payroll document, vendor quotes, etc.). In addition to the detailed budget, a summary of the budget must be submitted using the following Standard Forms, which can be downloaded from <https://apply07.grants.gov/apply/FormsMenu?source=agency>:
 - a) Form SF-424, Application for Federal Assistance;
 - b) Form SF-424A, Budget Information – Non-construction Programs;
 - c) Form SF-424B, Assurances – Non-construction Programs; and
 - d) Pre-award certifications, assurances, and other statement of recipients (available at <http://transition.usaid.gov/policy/ads/300/303mav.pdf>)
2. The cost/business application should contain the following budget categories:
 - a. Direct Labor – Direct salaries, wages and annual increases for all personnel proposed under the application shall be in accordance with the applicant's established personnel policies. To be considered adequate, the policies must be in writing, applicable to all employees of the organization, is subject to review and approval at a

- high enough organizational level to assure its uniform enforcement, and result in costs which are reasonable and allowable in accordance with applicable cost principles. The narrative should include a level of effort analysis specifying personnel, rate of compensation, and amount of time proposed. Anticipated salary increases during the period of the agreement should be included.
- b. Supplies and Equipment - Differentiate between expendable supplies and nonexpendable equipment (note: Equipment is defined as tangible nonexpendable personal property including exempt property charged directly to the award having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit, unless the applicant's established policy establishes nonexpendable equipment anticipated to be required to implement the program, specifying quantities and unit cost.)
 - c. Allowances- Allowances must be broken down by specific type and by person and must be in accordance with the applicant's established policies.
 - d. Travel and Per Diem - The narrative should indicate number of trips, domestic and international, and the estimated unit cost of each travel in accordance with the technical application. Proposed per diem rates must be in accordance with the applicant's established policies and practices that are uniformly applied to federally-financed and other activities of the applicant.
 - e. Other Direct Costs - This could include any miscellaneous costs such as office rents, communications, transportations, supplies and utilities, report preparation costs, passports, visas, medical exams and inoculations, insurance (other than the applicant's normal coverage), etc. The narrative, or supporting schedule, should provide a complete breakdown and support for each item of other direct costs.
 - f. Proposed Sub-contracts/agreements - Applicants who intend to utilize sub-contractors or sub recipients should indicate the extent intended and a complete cost breakdown, as well as all the information required herein for the applicant. Sub-contract/agreement cost applications should follow the same cost format as submitted by the applicant.
 - g. Indirect costs are not allowed for awards to indigenous organizations (see Implementing Partner Notice IPN 08-006 at http://transition.usaid.gov/in/working_with_us/ipn.html).
 - h. Applicants should submit any additional evidence of responsibility deemed necessary for the Agreement Officer to make a determination of responsibility. The information submitted should substantiate that the applicant:
 - 1. Has adequate financial resources or the ability to obtain such resources as required during the performance of the award;
 - 2. Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the applicant, nongovernmental and governmental;
 - 3. Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance.
 - 4. Has a satisfactory record of integrity and business ethics; and
 - 5. Is otherwise qualified and eligible to receive a grant under applicable laws and regulations (e.g., FCRA).

Please note that applications that do not follow the instructions above may not be considered.

4. Revise the “Evaluation Criteria for Full Application(s)” in Section III, Application and Submission Information for Full Applications as below :

**SECTION III
APPLICATION AND SUBMISSION INFORMATION FOR FULL APPLICATIONS**

B. EVALUATION CRITERIA FOR FULL APPLICATION(S) (Step 2)

The criteria presented below have been tailored to the requirements of this APS. Applicants should note that these criteria serve to: (a) identify the significant matters which applicants should address in their applications and (b) set the standard against which all applications will be evaluated. To facilitate the review of applications, applicants are requested to organize the narrative sections of technical applications according to the technical application format set forth below.

The specific evaluation criteria are as follows:

B.1 Technical Evaluation:

	EVALUATION CRITERIA	MAXIMUM SCORE
i.	Technical Approach	40
ii.	Key Personnel	25
iii.	Management Plan	20
iv.	Past Experience and Past Performance	15
	TOTAL SCORE	100

i. Technical Approach

40 points

A technical approach that is well-conceived, technically sound, result-oriented, feasible, and sustainable, which demonstrates a clear understanding of the key issues identified in the Program Description. Refer to Section I, Program Description “C. Program Components” for technical approaches to be addressed.

ii. Key Personnel

25 points

Individuals proposed as key personnel will be evaluated based on their sector specific qualifications, professional competence, relevant academic background, demonstrated success in carrying out proposed activities, experience.

iii. Management Plan

20 points

The Management Plan will be evaluated based on its ability to support the achievement of results. The Management Plan must consist of a clear and concise description of how internal management plans, organizational structures, lines of communication and authority, and partnerships are conducive to effective project implementation.

iv. Past Experience and Past Performance

15 points

Past experience managing or implementing similar programs or partnerships that involved elements of strategic partnership and advocacy; supporting and scaling successful and innovative education projects; and knowledge management. USAID will also examine the quality of the applicant's past performance to list the projects by name, sponsoring agency or firm and person to contact.

Applicants will be evaluated for demonstrated successful past performance in the following for the projects they list for Past experience:

- a. The overall quality of the product /services provided
- b. Cost control performance,
- c. timeliness of performance,
- d. End-user /customer satisfaction with the performance; and
- e. Performance of key personnel.

B.2. Cost Evaluation:

Points will not be awarded for cost. Cost will primarily be evaluated for reasonableness, realism, allowability and the applicant's understanding of the work to be performed. Effective cost saving measures to improve cost efficiency of the program will also be considered. Given the nature of this activity, USAID/India will weigh carefully potential benefits from the proposed staffing plans and level of effort.

[Note: Applications that do not present realistic costs may risk not being considered for award.]

Except as specifically amended herein, all other terms and conditions of the subject APS remain unchanged and in full force and effect.