



Issuance Date: June 14, 2012
Questions Due: June 28, 2012
Closing Date: July 12, 2012
Closing Time: 11:00 AM EST

Subject: Request for Applications (RFA) Number – SOL-OAA-12-000091

“Advancing Partners and Community-based Family Planning Project.”

The U. S. Agency for International Development (USAID) is seeking applications for a Cooperative Agreement from eligible U.S. non-profit, private voluntary organizations or universities for a program titled, “Advancing Partners and Community-based Family Planning Project.” The authority for the RFA is found in the Foreign Assistance Act of 1961, as amended. USAID encourages applicants to propose creative collaborative partnerships with other U.S. and/or international organizations, NGOs, private voluntary organizations and universities to implement activities under this program.

Any questions concerning this RFA must be submitted in writing to Alina Schulte, Agreement Specialist, via email at aschulte@usaid.gov by June 28, 2012 at 11:00 am EST.

Subject to the availability of funds, USAID seeks to award the Cooperative Agreement competitively. USAID reserves the right to fund any or none of the applications submitted.

This RFA provides an estimate of the dollar amount for the Cooperative Agreement of \$210 million over five years. It is estimated that \$10 million will be made available for the technical and global leadership activities; and, \$200 million will be made available to support the sub-award program.

Pursuant to 22 CFR 226.81, it is USAID policy not to award profit under assistance instruments. However, all reasonable, allocable and allowable expenses, both direct and indirect, that are related to the implementation of the program and are in accordance with applicable cost standards put forth by the Office of Management and Budget (OMB) (22 CFR 226, OMB Circular A-122 for non-profit organization and OMB Circular A-21 for universities), may be paid to the Recipient of this award.

With this RFA, the objective of the Advancing Partners and Community-based Family Planning Project is to build upon and expand USAID's previous successful efforts to address the family planning (FP) needs of marginalized and underserved populations through community-based family planning (CBFP) programs to support and advance global leadership on CBFP and build organizational and technical capacity of private voluntary organizations (PVOs) and emerging non-governmental organizations (NGOs) to implement CBFP programs.

For the purposes of this program, this RFA is being issued and consists of this cover letter and the following.

1. Section I Program Description
2. Section II Implementation Arrangements
3. Section III Cooperative Agreement Application Format
4. Section IV Evaluation Criteria
5. Section V Certifications and Assurances
6. Section VI Annexes

For the purposes of this RFA, the term "Grant" is synonymous with "Cooperative Agreement"; and "Grant Officer" is synonymous with "Agreement Officer."

Applications must be received by the closing date and time indicated at the top of this cover letter. Applications and amendments, thereof, will be submitted in envelopes with the name and address of the applicant and RFA No. SOL-OAA-12-000091

Applicants are requested to submit both technical and cost portions of their applications in separate volumes.

Please send all applications to the address listed below:

If the U.S. Postal Service will be used, please send to the following address.

Alina Schulte, M/OAA/GH/POP
Agreement Specialist
USAID, Office of Acquisition and Assistance
M/OAA/GH/POP, Room 568-C, SA-44
1300 Pennsylvania Avenue, N.W.
Washington, DC 20523-7900

If a Courier Service or hand delivery will be used, please send to the following address:

USAID Office of Acquisition and Assistance

Federal Center Plaza

301 4th Street, SW

Room 568-C

Washington, DC 20024

Attention: Alina Schulte, M/OAA/GH/POP

Issuance of this RFA does not constitute an award commitment on the part of the Government, nor does it commit the Government to pay for costs incurred in the preparation and submission of an application. In addition, final award of any resultant application(s) cannot be made until funds have been fully appropriated, allocated and committed through internal USAID procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award. Applications are submitted at the risk of the applicant; if circumstances prevent award of a cooperative agreement, all preparation and submission costs are at the applicant's expense.

The preferred method of distribution of USAID procurement information is via internet at www.grants.gov. This RFA and any future amendments can be downloaded from <http://www.grants.gov>. Click on "Search for Grant Opportunity," then click on "Browse by Agency" and choose U.S. Agency for International Development, and then click on the Opportunity titled, "Advancing Partners and Community-based Family Planning Program." If you have difficulty accessing the RFA, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via e-mail at support@grants.gov for technical assistance. Receipt of this RFA through grants.gov must be confirmed by written notification to the contact person noted below. It is the responsibility of the recipient of the grant document to ensure that it has been received from grants.gov in its entirety, and USAID bears no responsibility for data errors resulting from transmission or conversion processes.

In the event of an inconsistency between the documents comprising this RFA, it shall be resolved by the following descending order of precedence.

- (a) Section IV Evaluation Criteria
- (b) Section III Application Format
- (c) Section I Program Description
- (d) This Cover Letter

Sincerely,

/s/

Alisa Dunn

Agreement Officer

Office of Acquisition and Assistance

Advancing Partners and Community-based Family Planning

RFA- SOL- OAA-12-000091

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ACRONYMS

ADS	Automatic Directives System
AO	Agreement Officer
AOR	Agreement Officer's Representative
BEO	Bureau Environmental Officer
CA	Cooperating Agency
CBFP	Community-based family planning
CBA2I	Community based access to injectable
CBO	Community based organization
CFR	Code of Federal Regulations
CHW	Community Health Worker
COR	Contract Officer's Representative
CSO	Civil Society Organizations
CTO	Cognizant Technical Officer
EA	Environmental Assessment
ECS	Environmental Capability Statement
EMMP	Environmental Mitigation and Monitoring Plan
ESR	Environmental Status Report
FBO	Faith-Based Organization
FP	Family Planning
GH	Global Health Bureau
GHI	Global Health Initiative
GSM	Grants Solicitation and Management project
HIDN	Health Infectious Disease and Nutrition
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
LOE	Level of Effort
M&E	Monitoring and Evaluation
M&M	Mitigation & Monitoring
MCH	Maternal and child health
MCHIP	Maternal and Child Health Integrated Program
MOH	Ministry of Health
NGO	Non-governmental organization
NICRA	Negotiated indirect cost rate agreement
OAA	Office of Assistance and Acquisitions
OHA	Office of HIV/AIDS
OMB	Office of Management and Budget
PIEE	Programmatic Initial Environmental Examination

PMP	Performance Monitoring Plan
PRH	Office of Population and Reproductive Health
PROGRESS	Program Research for Strengthening Services
PVO	Private voluntary organization
RFA	Request for applications
RH	Reproductive Health
SDI	Service Delivery Improvement division
SF	Standard Form
SHOPS	Strengthening Health Outcomes through the Private Sector
TA	Technical Advisor
TEC	Total Estimated Cost
TP	Technical Priority
SIEE	Supplemental Initial Environmental Examination
USAID	United States Agency for International Development
USAID/W	United States Agency for International Development / Washington
USG	United States Government
WHO	World Health Organization

SECTION I – PROGRAM DESCRIPTION

A. INTRODUCTION

The U.S. Agency for International Development (USAID), Office of Population and Reproductive Health (PRH) within the Bureau for Global Health (GH), is issuing this Request for Applications (RFA) for a five-year Cooperative Agreement, with an estimated value of \$210 million. This new project will build upon and expand USAID’s previous successful efforts to address the family planning (FP) needs of marginalized and underserved populations through community-based family planning (CBFP) programs to support and advance global leadership on CBFP and build organizational and technical capacity of private voluntary organizations (PVOs) and emerging non-governmental organizations (NGOs) to implement CBFP programs. The name of the new project is Advancing Partners and Community-based Family Planning, herein referred to as Advancing Communities.

B. BACKGROUND

There is widespread agreement that community-level access to care must be improved to achieve needed improvements in global health, especially for underserved and marginalized populations in developing countries. CBFP brings FP information and services to women and men in the communities where they live, rather than requiring them to travel to distant health facilities. With this in mind, USAID has placed increased priority on improving community health programs and strengthening community provision of health services, including FP.

Similarly, under USAID’s ambitious reform effort, called USAID Forward,¹ there is recognition that “a vibrant and strengthened civil society that monitors performance, encourages transparency and demands results is a necessary complement to improving country systems.” As USAID seeks to increase country ownership of development plans and programs, the capacity of local stakeholders must be improved.

In 2002, GH/PRH began setting aside funds to strengthen the role of PVOs and NGOs, including faith-based organizations and other partners, in FP and reproductive health (RH). The Flexible Fund, as this program is known, supports PVO/NGO programs worldwide to provide voluntary FP services and improve RH and the policy and social environment for FP. GH/PRH has primarily utilized the Grants Solicitation and Management (GSM) project, discussed below, to achieve the objectives of the Flexible Fund, but has also used the Child Survival and Health Grants Program (CSHGP) and other projects as means to support these programs.

Through the Flexible Fund, USAID collaborates with PVOs and NGOs to advance and support voluntary FP and RH programs worldwide by implementing community-based family planning

¹ <http://forward.usaid.gov/>

and reproductive health programs and strengthening the capacity of local NGOs. PVOs/NGOs bring skills, geographic reach and development experience not typically found within other USAID partners. PVOs/NGOs often work closely with and have earned the trust of communities and socially or geographically marginalized groups, and are often well established in the communities, using both private and other donor funds.

The Flexible Fund works to increase FP use and improve FP/RH Practices through the following four results:

- Result 1:** Increased **knowledge and interest** in FP through PVO/NGO involvement
- Result 2:** Improved **quality** of FP service delivery in facilities and in the community
- Result 3:** Increased FP **access** in communities
- Result 4:** Improved social and **policy** environment for FP services and behaviors

In 2007, GH/PRH recognized the importance of community-based access to family planning with the identification of community-based family planning as a global Technical Priority (TP), with a dedicated champion. The CBFP/TP continues to work through the broader GH/PRH portfolio to advance strategies that increase family planning access to underserved urban and rural populations -- including mobile services, community-based distribution, and pharmacy and private sector sales -- promoting multiple approaches to community service delivery. One priority has been to expand the provision of injectable contraceptives by paramedical providers (e.g., community health workers/volunteers) in the public and private sectors to address the lack of trained medical providers and service delivery points needed to serve marginalized populations. Significant progress has been made in Africa over the last eight years. Six countries have changed national policies to allow provision of injectable contraceptives by community health workers (CHWs) and many more have introduced the practice in smaller pilot and demonstration projects. However, continued support is needed for this effort as countries struggle with program design, scale up, policy change, supervision and oversight, and linking CHWs in the health system.

Additionally, to achieve President Obama's ambitious goals under the Global Health Initiative (GHI) to "prevent 54 million unintended pregnancies" and "reduce maternal mortality by 30 percent across assisted countries," it is critical that USAID maximize the sustainable health impact of every U.S. dollar invested in global health. In support of these goals, the Advancing Communities project will support the core principles of GHI, detailed in Section G below.

The proposed award will work within this context to promote CBFP globally, improve the policy environment, and strengthen PVOs/NGOs' ability and capacity to design, implement, evaluate and scale up effective community health programs and will build upon the work of the GSM Project.

Current Project

Grants Solicitation and Management Project

The GSM is a USAID Leader with Associate Cooperative Agreement, awarded September 30, 2004 and provides capacity building, technical support and sub-award management and administrative functions that support U.S. PVOs, U.S. or in-country NGOs, including faith-based organizations and other partners, on behalf of GH, the Flexible Fund, and USAID Missions.

In addition to improving health indicators in family planning, maternal and child health (MCH), nutrition, and other health areas, the GSM is having major successes in improving organizational capacity in several countries in Africa and Asia.

1. Provision of capacity building services to more than 30 NGOs in nine countries. The GSM Project has improved NGO implementation ability through:

- Organizational development, including strategic planning, board development, and human resources management systems;
- Financial management, including accounting, budgeting, financial controls, and auditing; and
- USAID reporting requirements, US Government (USG) rules and regulations, and compliance with FP requirements.

2. Targeted NGO capacity building in India. The GSM Project provided organizational capacity building services to a local NGO to address health needs of the urban poor.

3. NGO capacity building in Ethiopia. Capacity building services provided to 18 NGOs, including two Global Fund network recipients with memberships of more than 180 NGOs.

Other USAID / Washington Bureaus and USAID / Missions around the world have used the GSM project to achieve their development goals. On behalf of Missions and other entities, sub-awards have been issued to address a variety of health sectors and the challenges of family planning and reproductive health, HIV/AIDS, infectious disease, maternal and child health, and other health and quality of life issues that affect the community and individuals.

An evaluation was conducted of the GSM project mid-way through the program by external consultants. The process evaluation found that the GSM mechanism has been efficient, quick to use, flexible and cost effective. Projections show by the end-of-project, approximately 90 percent of the USAID funds received will have been distributed directly to sub-grantees or used for capacity building. Only 10 percent will have been used to support administrative and overhead costs of the project.

C. PURPOSE

The overall purpose of this new award is to advance and support community programs that seek to improve the overall health of communities and achieve other health-related impacts, especially in relationship to FP. There are three primary activity areas that will be undertaken by the recipient to achieve this purpose.

First, the Recipient will provide global leadership and advocacy for community-based programming and promote effective program approaches and tools, primarily for family planning. The Recipient of this award will engage in this international dialogue, promote evidence-based practices, and support the integration of research and evidence-based practices.

Secondly, the Recipient will conduct solicitations, participate in application reviews, and execute sub-awards in collaboration with USAID. In addition, the Recipient may be asked to review and execute sub-awards for unsolicited proposals and to manage and oversee awards issued by USAID. Sub-awards will support service delivery, training, family services, and other activities primarily related to family planning and quality of life and secondarily for HIV/AIDS-related care, maternal/child health services and/or control of infectious diseases. The primary Recipients of these sub-awards will be international and local PVOs and NGOs and their partners, including faith-based and nascent organizations. The Recipient will not be eligible for sub-awards under this Agreement.

Finally, the recipient will build the organizational and technical capacity of organizations to implement or sustain effective programs, including among evolving U.S.-based or local NGOs and community-based and other targeted organizations and groups.

While undertaking these activities, the Recipient will improve the overall health and wellbeing of the communities they serve and will seek to address cross-cutting issues of importance to the Mission or USAID office providing the funds. For Family Planning programs, the Recipient will seek to address youth, gender, improved delivery and acceptance of long-acting and permanent FP methods, healthy timing and spacing of pregnancy, FP/HIV integration, and other evidence-based high-impact practices documented by GH/PRH. For FP programs, the Recipient should consider these issues in the creation of an enabling community environment for FP and to improve and create FP service delivery models at the community level.

D. Detailed Program Description

As a global mechanism, there are expectations that the Recipient will achieve both centrally-funded global results and field-supported, country-specific results, in line with the GHI, USAID Mission objectives, which will be determined by the funding source.

GH/PRH will be the primary source of central-funding for this project. As such, the centrally-funded results will focus on advancing CBFP through global technical leadership, advocacy, and development and documentation of tools and approaches, as well as supporting demonstration projects to test innovative CBFP approaches and developing scale up strategies for proven CBFP

interventions. There may also be other sources of central funds for this project and each will come with its own set of results and program expectations. The field-supported results will include capacity building of local NGOs and community-based organizations, introducing new community health approaches and supporting scale up of proven practices through the solicitation, execution and management awards.

The Recipient will make major progress toward the overall Project Objective, demonstrated through substantial, tangible achievements in each of three result areas.

Project Objective Advance and support community programs that seek to improve the overall health of communities, especially in relationship to Family Planning		
Result 1: Strengthened global leadership and advocacy for CB programming and effective program approaches and tools, primarily for family planning	Result 2: Innovative PVO/NGO community programs expanded and strengthened	Result 3: PVO/NGOs prepared to receive USAID funds and implement effective community-based programs, especially Family Planning

For Application purposes, the discussion below presents the results the Recipient will use with GH/PRH central funding.

Result 1: Strengthened global support for CBFP and the utilization of effective community approaches and tools

A primary focus of the Advancing Communities project is to provide global support and leadership to strengthen USAID's community-based family planning service delivery efforts and increase commitment to these programs.² The project will advocate for greater implementation and adoption of CBFP practices among USAID Missions, donors, USG agencies, USAID and USG implementing partners, and host country governments. The project will also work with country-level organizations and partners and the public and private sectors to improve CBFP policies and to strengthen community level services within the health system. One focus of this effort will be increasing the number of community providers and expanding community-based

² Note: Illustrative family planning methods provided through community programs supported by the Recipient include condoms, pills, and where applicable and feasible, injectable contraceptives, emergency contraception, Lactational Amenorrhea Method (LAM), and fertility awareness methods. In addition, Recipient programs may increase access to long acting and permanent methods such as implants, IUDs, and sterilization through mobile services that bring family planning services to the community.

access to a wide range of FP methods, including injectable contraceptives, which is a key priority for USAID.

The Recipient will provide support to country programs to design creative community-based strategies that draw upon existing infrastructure and are appropriate to the given context. As necessary, the project will draw upon community-based strategies used effectively in the past to reach difficult-to-reach populations.

In addition, the proposed award will document and disseminate successful approaches, promote and assist in the scale-up of evidence-based practices, and identify knowledge gaps and data needs for expanding and strengthening CBFP. The project will work with the grantees of the sub-award program, detailed in Result 2 below, to test new strategies and integrate best practices. The proposed award will also promote and assist in the development of evidence-based, gender-integrated approaches to CBFP.

The Recipient will also support leadership to expand the use of proven community-based family planning strategies at the country, regional and global level, including community based access to injectable contraceptives. To influence decision-makers and encourage the introduction and expansion of CBFP, the project will utilize a variety of approaches, including conducting study tours, preparing promotional materials, presenting at key meetings, identifying and promoting centers of excellence for community-based service delivery programs and models, and convening key meetings and events. An emerging international community of global advocates will be utilized to mobilize partners, apply best practices, and share information, resources, and tools. International organizations, with established channels to influence key decision-makers, will also be engaged to advance this effort (e.g., World Health Organization, International Federation of Gynecology and Obstetrics (FIGO), International Confederation of Nurses, International Federation of Midwives, CORE Group). The Recipient will identify collaborative opportunities to work with other USAID-funded projects working to advance community-based FP efforts.

Illustrative Outcomes

- Global support and commitment to CBFP programming improved
- Partnerships established with international organizations, regional bodies, and influential stakeholders to promote and scale up CBFP approaches, including grassroots organizations, youth organizations, and organizations that promote gender equality
- Innovative CBFP service delivery approaches documented, assessed and shared
- Gaps in the tools and resources for effective and gender-sensitive CBFP programs identified and addressed
- Collaboration to promote and use evidence-based technical resources, tools and approaches advanced

Result 2: Innovative PVO/NGO community programs implemented, expanded and strengthened

To achieve this result, the Recipient will establish a cost-effective sub-award program that will support U.S.-based and local organizations to accomplish key health and development goals.

The Recipient will conduct solicitations, participate in application reviews, and execute sub-awards, as well as monitor and provide oversight throughout the life of the sub-award. These activities will be conducted in close collaboration with USAID. In certain cases, the Advancing Communities Recipient may also review and execute sub-awards for unsolicited proposals and execute actionable sole source awards. In addition, the Recipient must be able to prepare award documents for execution by USAID. The Advancing Communities Recipient and implementing partners will not be eligible for sub-awards under this agreement.

The Scope of the Sub-Awards: The sub-awards issued under this program will be small- to medium-sized awards and will typically range from \$50,000 to \$600,000 annually. Sub-awards are expected to range from less than one to five years in duration.

With GH/PRH core funds, the Recipient should expect to conduct 1-2 solicitations per year with approximately 5 sub-awards issued as a result of each solicitation. With receipt of field support or other USAID funding, the Recipient should anticipate conducting 3-5 additional solicitation at a similar level of effort. Though funding from other USAID offices cannot be guaranteed, based on previous utilization of the GSM project, the Recipient should have systems in place to manage multiple solicitations, and issue an average of 15-20 sub-awards each year.

In addition, the Recipient should be positioned to issue non-PRH sub-awards in support of HIV/AIDS, maternal and child health, infectious disease, and other health and quality of life topics that improve the health and welfare of the individual and community.

Cost Share: USAID will recommend cost share requirements of each solicitation conducted by the Recipient. Cost share will be based upon the objectives of the funding source (e.g. Mission, Bureau, Office). Cost share reported by sub-awardees of the Recipient should not be attributed to the cost share requirements of the Recipient. Cost share for sub-award programs will include cash or in-kind contributions and will be determined subject to the requirements of 22 CFR 226.23.

Cost Containment: GH/PRH expects that the costs associated with managing sub-award programs will be minimized and that applicants will maximize the percentage of total funding distributed to sub-awards in support of program implementation throughout the life of the project.

Solicitations: GH/PRH funds, other USAID/W funds, funding from USAID Missions or external support may be obligated to fund fully-open and competitive solicitations, targeted solicitations or to issue sole source awards or unsolicited applications.

The topics for solicitations under the Advancing Communities project will vary based on the needs of the USAID Office or Bureau providing support to the project and type of funding. Solicitations will fund a variety of activities and programs to advance community health, including projects that use innovative approaches to target underserved populations; expand FP services to adolescents; increase access to long-acting and permanent methods of contraception through referrals and mobile services; improve integration with Prevention of Mother to Child Transmission (PMTCT) of HIV/AIDS programs; engage men, couples and community leaders in FP; and gender analysis tools for CBFP design, monitoring, and evaluation. Solicitations may advance innovative strategies, including programs that seek to introduce new technologies in the community. Solicitations will seek to contribute to innovative program strategies and the pool of knowledge on family planning through operations research, documentation of lessons learned and dissemination of results. Efforts will be made to establish partnerships between grantees and program researchers to provide technical support and research support.

Illustrative topics for solicitations include the following:

- CBFP: programs that plan to implement innovative CBFP approaches, introduce best practices, and expand existing activities
- FP Integration: programs that seek to integrate FP into existing health (such as MCH or nutrition) and non-health development programs (such as empowerment, literacy, and agriculture programs)
- Wheelchair Fund: programs that support communities by providing wheelchairs to indigent persons, in conjunction with appropriate diagnosis, fitting, counseling and training
- Child Blindness: programs that work with communities to address children with low vision, refractive error, and/or blindness to improve eye care and treatment

Management of Sub-awards: The Recipient will provide ongoing oversight and management of all sub-awards issued by the project. Specifically, the Recipient will determine eligibility for receiving USAID funds, provide financial oversight, maintain records of disbursements, conduct pipeline analysis throughout the life of the sub-award, and monitor compliance with USAID rules and regulations.

The Recipient may also be given field support from USAID Missions without adequate management and capacity building support to assist them in the management and oversight of awards they have issued to local organizations. The Recipient will be prepared to provide a variety of these services e.g. financial management, oversight of budget and expenditures, capacity building, program monitoring.

Illustrative Outcomes

- Proven approaches and strategies implemented and evaluated
- Innovative CBFP service delivery approaches tested and applied
- Improved access to and quality of gender-equitable CBFP and related client-centered health services
- Health and non-health sector program platforms leveraged for the integration and expansion of community-based family planning service delivery
- Sub-awards successfully solicited and awarded in a timely manner, with grantee and donor satisfaction
- Sub-awards managed and monitored successfully, with funding and expense status, progress, and results easily and reliably made available upon request

Result 3: PVO/NGOs prepared to implement effective CBFP and related health programs and to receive USAID and other donor funds

The Advancing Communities Recipient will provide technical support and build the organizational capacity of PVOs/NGOs and other partners and ensure the implementation of effective CBFP and related health programs. To accomplish this, the Recipient will collect, develop, and make available tools, job aids, and technical materials that contribute to the pool of CBFP resources. These resources will help to ensure community-based programs are integrated, sustainable, and relevant to a variety of public and private sector implementers. Resources developed under this program will be used by sub-awardees, as well as the wider community of FP implementers. In addition, the Recipient will provide ongoing program monitoring to ensure community-based programs of grantees are technically sound, meet implementation benchmarks, and report as needed on project indicators.

The Recipient will be prepared to provide a wide-range of organizational and capacity building services to evolving NGOs and position them to receive direct grants from USAID, a key goal of USAID forward. Organizational capacity building services will include a broad range of services including: strategic planning, board development, and human resources and management systems. In addition, the Recipient must be able to provide financial management services such as accounting system design, budgeting, financial controls, and auditing. Missions desiring customized capacity building services that their local capacity building team is unable to provide may utilize the Advancing Communities project for this purpose. Mission funding will be provided for these services. The Advancing Communities project will be able to draw upon a variety of in-house staff and existing technical resources and tools to provide this service as needed.

Illustrative Outcomes

- Tools, job aids, and technical resources to design, implement, monitor and evaluate technically sound, integrated, gender-aware and sustainable PVO/NGO community-based family planning are applied
- Sub-awardee capacity to implement successful programs is successfully demonstrated through objective and measurable program indicators
- PVO/NGO organizational and financial capacity required to administer and manage a USAID-funded program is strengthened and demonstrated through tracking of measureable and agreed upon indicators

Other Program Considerations:

Cross Cutting Issues While undertaking family planning activities in particular, the Recipient will improve health systems and service delivery and address cross-cutting issues, such as youth, gender, long-acting and permanent FP methods, the healthy timing and spacing of pregnancy, FP/HIV integration, and other evidence-based high-impact practices documented by GH/PRH.³ The Recipient should consider these issues in the creation of an enabling community environment for FP and to improve and create FP service delivery models at the community level.

Youth and Adolescents In many countries, adolescents aged 10 – 24 make up over 30 percent of the population. Adolescence is an important time to provide information on fertility awareness, promote healthy behaviors, such as delaying sexual debut, the use of contraception (including condoms), and healthy timing and spacing of pregnancy. During adolescence, young people sexually mature and many become sexually active, either within or outside of marriage. For too many young women, however, sexual activity is forced or non-consensual. Most health services do not adequately cater to the adolescent client and many young people are reluctant to seek health care services that are inconvenient or unfriendly.

Sexually active adolescents have a high unmet need for family planning services. Sexually active unmarried adolescents often would like to prevent pregnancy while married adolescents may wish to delay their first pregnancy and space subsequent pregnancies; despite this expressed desire, few use FP. Young women who have been coerced or forced into sex are also unable to negotiate the use of contraception. CHWs can play an important role in bringing culturally and age appropriate contraceptive information and services directly to young people, and help them learn how to better use clinical services. CHWs can educate influential mothers-in-law and husbands of adolescent wives on the benefits of FP for mothers and babies, and help parents

³ USAID. 2010. Results from Technical Consultation: *High Impact Interventions in Family Planning*. Memorandum. Available at: http://www.usaid.gov/our_work/global_health/pop/publications/docs/high_impact_practices.pdf

learn how to support their adolescent children. CHWs can also help communities and community leaders better understand youth and facilitate the development of supportive community responses to negative outcomes associated with unprotected sexual activity among youth, including efforts to change norms around tacit acceptance of coerced or forced sex.

Negative service provider attitudes are a critical factor in young people's limited use of FP and clinical services. CHW training should include the development of youth-positive attitudes and age appropriate communication/counseling skills. In some communities, peer educators provide information to youth and can be better linked with or actively supplement CHW activities.

E. Issues and Challenges

There are multiple factors that influence community-based health programs and present challenges for the operationalization of programs led by PVOs and NGOs. The following are a few leading issues that must be taken into consideration.

Building capacity of NGOs

A primary goal of USAID Forward is to increase country-ownership and strengthen civil society and private sector capacity in target countries to improve aid effectiveness and sustainability. Local organizations are often well-positioned to implement and design community health programs, as they are often embedded in the community and have a strong understanding of the context and challenges. However, many local NGOs are small, inexperienced with international donor funds, and lack the capacity to receive, manage, and implement USAID funds and to implement successful health programs.

Local NGOs require varying levels of support and guidance to develop the capacity required to receive and manage USAID funds. Offering capacity building services requires the ability to assess existing capacity, set goals for progress, and measure improvement objectively across technical, organizational and financial capabilities.

Collaboration with USAID Partners

The Recipient of this award will be expected to work with other USAID partners in order to strengthen collaboration between partners, increase effectiveness, and reduce costs. The Recipient shall collaborate broadly with USAID's other cooperating agencies and bilateral projects on CBFP, community health, and capacity building activities. The project will collaborate with other GH/PRH and GH projects promoting and strengthening CBFP, such as the Maternal and Child Health Integrated Project (MCHIP), CSHGP, PROGRESS, other GH/PRH activities, and USAID bilateral health projects. The Advancing Communities project will also

link with GH projects focusing on related aspects, including CapacityPlus (human resources for health), Strengthening Health Outcomes Through the Private Sector (SHOPS)(private sector), Evidence to Action for Strengthening FP/RH Services (service delivery), the FBOLeadership, Management, and Governance project, and the Health Policy Project. Collaboration with these projects will further advance the CBFP agenda in the global arena and strengthen public, private, and NGO sector community programming.

Gender Considerations

Gender, or the socio-culturally constructed roles and responsibilities assigned to males and females, has significant implications for CBFP programs. Gender norms and expectations are present in the home and in villages and communities. In many locales, men and women have a power imbalance; men often enjoy greater opportunities and exercise authority and decision-making powers over women.

Gender considerations relating to clients are equally important. Medical education and training should include the development of gender-sensitive client-provider interaction skills. CHWs, supervisors, and program managers who are attuned to the cultural roles attributed to females and males, and the consequences that these beliefs have on health behavior and status, are more likely to be able to address their clients' needs in ways that lead to better health outcomes. Proposed programs should examine the ways in which human resource management can be affected by gender norms, including pay, supervision, safety and toleration for community/public outreach, and patient-client interaction.

It is important to engage community leaders and to identify gender dynamics within households and communities that act as barriers to health or improved health. Proposed projects will address, accommodate or seek to transform gender norms that may hinder the introduction and sustainability of CBFP programs.

Working with Small Businesses

When appropriate, small and disadvantaged businesses will be given an opportunity to bid on contracts for services and products. The Recipient will use the Procurement Information Bulletins to advertise such opportunities. In the past, the products and services of small businesses have been obtained for specialized capacity building tasks in the U.S. and in-country.

Support to Missions

Missions without sufficient contract and technical staff to achieve the Agency procurement reform objectives may obligate field support into this mechanism for this purpose. Specifically, Missions desiring customized capacity building services, beyond that which can be provided by

the Mission's capacity building team, might use this mechanism to obtain those services; further, Missions without sufficient contracting support services, might utilize this project to help execute their procurement reform plans. Missions without staff to oversee large number of local partners might use this project to provide ongoing management of in-country awards, including providing eligibility determinations, overseeing pipelines, and monitoring progress of grantees. Recipients will be responsive to USAID Mission needs and requirements; engaging Missions in all aspects of the implementation of this program is imperative.

F. Staffing

The Recipient is expected to develop and maintain a staffing plan that enables the Advancing Communities project to achieve the specified results. The staffing plan should demonstrate an appropriate balance of technical and management skills. The Recipient is not required to fill any positions, including key personnel, on a full-time basis. Instead, the Recipient will determine the combination of staff skills and level-of-effort that is required to successfully implement the work plan using available funding. As the project evolves, the Recipient must be able to reconfigure the staffing, skills, and level-of-effort to respond to increased funding levels, varied funding sources and approved work plan activities.

Key personnel: The following are designated key personnel positions for the Advancing Communities project: Project Director, Deputy Director of Grants Programs, Deputy Director of Technical Programs, and Monitoring and Evaluation (M&E) Advisor. All key personnel must have the demonstrated skills and experience necessary to achieve the goals, objectives and results of the Advancing Communities project.

Qualifications for the Project Director

The Project Director must have the leadership qualities and the technical, management and interpersonal skills and expertise required to oversee a complex project. The Project Director will have experience interacting and collaborating with Ministries of Health, international organizations, donor groups, and other stakeholders. In addition, the Project Director must have the following:

- Demonstrated credibility as an international leader in global health and CBF
- At least 12 years of experience designing, implementing, budgeting and managing health programs implemented in developing countries and a minimum of seven years in a senior-level management position
- Demonstrated ability and reputation for working collaboratively with other implementing partners; international organizations; and donors

- Knowledge of community health systems and FP programming; experience in gender integration is preferred
- Strong writing and oral presentation skills in the English language; proficiency in a second language is preferred
- A minimum of a Master's Degree in one of the following areas: public health, public administration/policy, business administration, clinical or social sciences relevant to the field of community health, or a related advanced degree, or demonstrated equivalent work experience in one of these areas

Qualifications for the Deputy Director for Grants Programs

The Deputy Director for Grants Programs must have an understanding of issues related to managing a sub-award program that serves clients in developing countries. The Deputy must have comprehensive experience, knowledge and understanding of USG rules and regulations as they pertain to the solicitation, review, and execution of sub-awards and the preparation of cooperative agreement and grant documents. The Deputy must have strong experience in applying USG rules and regulations to procurement and/or management of contracts, awards or cooperative agreements in a developing country context. Further, the Deputy must have good interpersonal and negotiations skills and experience interacting with a variety of stakeholders. In addition, the Deputy Director for Grants Programs must have the following:

- Demonstrated leadership qualities, project management ability, and comprehensive knowledge and understanding of USG rules, regulations, and policies and experience monitoring compliance to same
- At least seven years of experience in managing and implementing sub-award programs implemented in developing countries, preferably with USG funding
- Experience building organizational and technical capacity of community-based organizations or small non-governmental organizations in developing country context ;, experience managing and overseeing FP projects is preferred
- Demonstrated ability and reputation for working collaboratively with other partners and strong interpersonal skills
- Strong writing and oral presentation skills in the English language; proficiency in a second language is preferred
- A minimum of a Bachelor's Degree in one of the following areas, with a higher degree preferred: public health, public administration, public policy, business administration, financial management, organizational development, or health management or the candidate must show evidence of equivalent knowledge and work experience in these areas

Qualifications for the Deputy Director for Technical Programs

The Deputy Director for Technical Programs must have comprehensive knowledge and understanding of issues related to CBFP. The Deputy must have experience working with community health and FP programs implemented by both the public and private sectors. In addition, the Deputy Director for Technical Programs must have the following:

- Demonstrated technical leadership in CBFP, particularly as it relates to program design and implementation, advocacy efforts, and analysis of needs and gaps
- At least 10 years of experience in implementing or managing CBFP projects that serve populations in developing countries
- Experience in gender-integrated programming, design, and implementation, and experience in gender integration is desired
- Experience building technical capacity of community-based organizations or NGOs in developing countries, and demonstrated ability to work collaboratively with a variety of stakeholders and partners
- Strong writing and oral presentation skills in the English language; proficiency in a second language is preferred
- A Master's degree in public health, a clinical discipline, or social sciences relevant to community health and FP, or a related advanced degree, or the candidate must show evidence of equivalent knowledge and work experience in these areas

Qualifications for the proposed M&E Advisor

The M&E Advisor must have a firm command of M&E issues with respect to community-based health service provision, organizational development and capacity building, and service delivery strengthening, especially for FP. The Advisor must have the following:

- Demonstrated analytical skills and experiences to identify and evaluate best practices and state of the art approaches to be utilized by the Advancing Communities project
- At least seven years of experience supervising M&E efforts for multi-country, multi-faceted health programs
- Knowledge of FP indicators, particularly related to CBFP; experience in the use of gender analysis tools, development of gender indicators and M&E of gender integration is preferred
- Strong writing and communications skills for reporting on project results
- A Master's degree in public health, public health, public administration/public policy, demography, sociology, statistics, or a related advanced degree or related field

Additional staffing requirements

The Recipient must also be able to promptly provide the following expertise as necessary to successfully implement the Advancing Communities program.

- Financial analysis, accounting, and general financial management
- Capacity-building services to NGOs
 - Expertise in providing organizational development services including board development and management, communications, fundraising, developing and maintaining partnerships, and human resources management
 - Expertise to strengthen key organizational systems including financial management
- Assessment of organizational capacity to receive USG funding
- Legal support for sub-award functions
- Monitoring sub-award programs
- Computer and communications abilities, including web support, layout and design, and graphic design
- Meeting design and event planning support
- Other health issue areas: HIV/AIDS, maternal and child health, or other health issue areas as funding requires
- Any other technical support the Recipient identifies is necessary for successful implementation of the project

The Recipient must maintain the mix of expertise and skills of key personnel and complementary staff as outlined above throughout the life of the project, unless agreed upon by the Agreement Officer's Representative (AOR) that a different mix of expertise and skills is not required to achieve the purpose and results of the project.

Alignment with the GHI and the Foreign Assistance Framework

Global Health Initiative

In May 2009, President Obama announced the GHI, which calls for a comprehensive USG global health strategy to avert millions of unintended pregnancies, reduce infant, child, and maternal mortality, prevent new HIV infections, and improve child nutrition, among other goals. The GHI emphasizes the need for USG agencies to work together and with other donors and country governments to achieve sought after improvements in global health. This proposed award will contribute to aspects of all seven GHI principles.

- *Focus on woman, girls, and gender equality:* Sub-awards issued under this project will serve the FP needs of women and men, including adolescents, and will take context-specific gender dynamics into consideration to promote women’s empowerment and male involvement in FP. Community programs will change social norms by involving women in planning, leadership, decision-making, and program management. Community mobilization approaches will engage women, men, and youth in their communities in order to create an enabling environment for individual and group empowerment. The award will build capacity in the application of gender analysis tools, baseline gender assessments, and gender M&E systems. For more information and guidance, please see the “Global Health Initiative Supplemental Guidance on Women, Girls, and Gender Equality Principle.”⁴
- *Increasing impact through integration:* Sub-awards issued under this award will integrate FP into MCH, HIV/AIDS, and other health and non-health sector programs at the community level, as appropriate. In addition to documenting and evaluating these integrated approaches, the proposed project will develop and provide technical assistance, job-aids, and other resources to promote service delivery integration.
- *Strengthen and leverage key multilateral organizations, global health partnerships and private sector engagement:* Partnerships with the private sector, including for-profit / commercial sector organizations and with private development organizations will be critical to accomplish the goals and objectives of this program.
- *Building sustainability through health systems strengthening:* This project will strengthen health systems by extending public health services beyond the facility to marginalized and underserved populations through effective community programming and establishing stronger linkages between health facilities and community health service delivery programs.
- *Encourage country ownership and invest in country-led plans:* Ultimately, governments – together with NGOs, civil society organizations, FBOs, the private sector, and others in countries – must decide upon their country’s health needs and strategies. This project will support local governments, NGOs, and civil society organizations to strengthen their capacity to implement more effective and sustainable programs and participate in the national dialogue. As appropriate, the project will also support country governments to define priorities related to community health provision and to lead and manage health efforts.
- *Improving Metrics, Monitoring and Evaluation:* Testing and documenting effective strategies to improve family planning service delivery to underserved and marginalized populations is a key component of this award. It will require an evaluation of approaches that will be disseminated and shared with other countries meeting similar challenges.

⁴ “Global Health Initiative Supplemental Guidance on Women, Girls, and Gender Equality Principle,” available at: <http://www.ghi.gov/documents/organization/162100.pdf>.

- *Promoting Research and Innovation:* Though much is known about proven factors for successful community programs, there is still room for improvement and identification of successful or innovative practices. This project will increase the knowledge base on community health programs through program assessments, support for innovative practices, and documentation of successful programs.

Foreign Assistance Framework

Within the Foreign Assistance Framework, this award falls under Investing in People, and the Health Program Area. The project will primarily support program Element 3.7, Family Planning, and sub-element 3.7.1, Service Delivery. The award will also include program approaches that link key interventions to other Health Elements, especially 3.1, HIV/AIDS and 3.6, Maternal and Child Health.

G. Alignment with USAID Forward

The proposed project will assist Missions and USAID/W in achieving the objectives of USAID Forward, including procurement reform, through increased capacity building efforts; broadening USAID partner base; and an increase in competition and USAID's direct funding of local NGOs and other partners. The proposed program is designed so the Recipient will contribute to the following efforts in three significant ways:

- Building the organizational and management capacity of evolving NGOs to prepare them to receive direct awards from USAID
- Providing oversight and management of a single or multiple direct awards issued by USAID, allowing Missions to issue more direct awards to local NGOs and other local partners
- Managing open or targeted competitive solicitations on behalf of USAID and prepare award documents to be issued directly by USAID

Special Considerations of USAID Forward

Under the Agency reform effort, USAID Forward, one goal is to encourage more direct grants from USAID to partners in the field. Therefore, it is recommended that funding from Missions be accepted for sub-grants if the Mission justifies its request by indicating it lacks the capacity to solicit, issue, oversee or manage sub-grants directly or if the Mission has determined that the organization for which the sub-award is destined is not eligible, using USAID eligibility criteria, to receive a direct grant and is in need of the package of technical and organizational capacity building assistance provided. The Recipient of this award will coordinate with USAID to seek input from the Mission regarding this recommendation.

H. Management and Oversight

The Cooperative Agreement will have one GH/PRH/SDI AOR and a Technical Advisor (TA) from GH/PRH who together will create the management team for this project and technical guidance and handle the day-to-day activities of the Cooperative Agreement. The AOR will retain substantial involvement for activities conducted directly under the Cooperative Agreement, including those supported with Mission funding that are described in Section I of the program Description. The AOR will regularly meet with project senior leadership and staff to track program and activity design, implementation, progress, and evaluation; and conduct semi-annual management reviews and budgetary analysis, including keeping abreast of sub-award pipelines and expenditures. The Agreement Officer (AO) is the **only** USAID official or representative of the government authorized to change any terms and conditions of the cooperative agreement.

If Missions opt to use the Cooperative Agreement they will obligate their funds directly into the Cooperative Agreement. The AOR will approve the scope of work for Mission funds. Recipient will keep the Mission activity director informed of programs and progress and involved in decisions related to program workplan activities.

The AOR and TA will work in collaboration with other AORs and Contracting Officer's Representatives (CORs) for other projects also working on CBFP that overlap or feed into this project to design a holistic CBFP program that addresses all key areas (e.g., governance and leadership, research, training, data analysis and policy).

The roles and responsibilities of the AOR regarding the oversight of the sub-award process are described in the sections below. In addition and where appropriate, monitoring authority as described in 22 CFR 226 will apply.

Roles and Responsibilities of USAID and Recipient in the sub-award process:

Sub-Award Solicitation

Role of AOR

- Collaboratively identify topics for solicitation with Recipient
- Approve all solicitation documents
- Approve sub-award cost share requirements
- Ensure that the solicitation process meets USAID rules and regulations as outlined in the Automated Directives system (ADS)

Role of Recipient

- Collaboratively identify topics for solicitation with AOR
- Document that the solicitation process meets USAID rules and regulations as outlined in the ADS

- Prepare solicitation documents as requested. At a minimum, documents will include a clear description of the objectives, selection criteria, eligibility requirements, and appropriate deadlines. The Recipient will also request information on how the sub-recipients will address gender, environment, and other issues in their activities; and, where appropriate will state approved cost share requirements of sub-recipients.
- Distribute and advertise solicitations. The Recipient will advertise the solicitation as necessary to inform appropriate and interested groups who have the organizational capability and geographic presence to effectively implement the program.
- Receive applications submitted in response to all solicitations and verify their responsiveness to the minimum criteria established for each solicitation

Application Review and Selection Process

Role of AOR

- Participate in the technical reviews and selection of applications submitted in response to solicitations
- Participate in key technical reviews and selections of unsolicited applications and recommend for consideration

Role of Recipient

- Determine eligibility of applicants to receive sub-awards
- Prepare summary of each application that captures key information
- Participate in technical reviews and will summarize discussions and key points
- Prepare a budget analysis to determine reasonable costs and present finding to USAID concerning solicited and unsolicited applications as necessary

Execution of Sub-Awards

Role of AOR

- Approve all sub-awards for execution
- Ensure sub-awards are compliant with USAID requirements and processes and have the mandatory standard provisions as required by the ADS 303.4, where necessary have the mandatory standard provisions for voluntary population planning for all FP activities

Role of Recipient

- Determine financial viability of applicants and that accounting procedures meet the General Accepted Accounting Principles for selected applicants
- As directed by AOR, provide technical assistance to strengthen the capacity of NGOs accounting systems to receive and manage USAID funds

- Meet all USAID rules and regulations related to sub-awards
- Include USAID requirements and processes for data collection and reporting and ensure that all sub-awards including the mandatory standard provisions as required by ADS 303.4, including the mandatory standard provisions for voluntary population planning for all FP activities
- Execute AOR-approved sub-awards for successful applicants, including monitoring compliance with the requirements

Management of Sub-awards

Role of AOR

- Periodically review the Flexible Fund Management Information System
- Review financial and progress reports of sub-awardees provided by the Recipient
- Approve sub-award budget and work plans, including any modifications
- Ensure Recipient is monitoring sub-awardee compliance to USAID's FP regulations

Role of Recipient

- Input project and related information in the Flexible Fund Management Information System
- Track the timeliness and completeness of submission of both financial and technical reports
- Collect and review reports with data results from sub-awardees and submit them to the USAID AOR for the activity
- Assist sub-awardees to meet financial reporting requirements defined in Section L below
- Coordinate with the AOR and USAID Missions and in the event of administrative or financial issues related to the sub-awards
- Monitor sub-awardee compliance to FP

General Project Oversight

Role of AOR

- Facilitate collaboration with other Advancing Communities stakeholders
- In collaboration with USAID Missions and other stakeholders, monitor technical quality and achievements of programs
- Approve domestic and international travel of sub-awardees
- Conduct annual management reviews

- Provide guidance to the Recipient on budgetary issues such as individual sub-award funding levels

Role of Recipient

- Participate in meetings, events, and partnership activities that enhance the ability of the Recipient to effectively manage the Advancing Communities project
- Complete reporting requirements and participate in management reviews
- Perform other activities proposed by the Applicant that will strengthen the program

I. Substantial Involvement

USAID shall be substantially involved during the implementation of this Cooperative Agreement in the following ways:

- Approval of the Recipient's annual work/implementation plans,
- Approval of specified key personnel and any changes;
- Agency and Recipient Collaboration or Joint Participation
- Agency Authority to Immediately Halt a Construction Activity

J. Performance Monitoring and Evaluation

Performance Monitoring

Monitoring of results is a key element of USAID programs. USAID seeks data and information to improve performance and effectiveness as well as to inform planning and management decisions. Accurate and timely monitoring will enable the Advancing Communities project to improve approaches, adapt to changing conditions and make mid-course corrections as necessary. Data must also be available to demonstrate program impact. Specific indicators and targets for achievement of the project objective and each of the three results will be developed by the Advancing Communities project and submitted as part of the overall performance monitoring plan (PMP) for this project. It is anticipated that progress on these indicators will be reported by the Recipient on an annual or semi-annual basis and will inform the annual management review meetings and the annual work plan review process. The PMP will be submitted on a schedule and according to a format agreed upon by USAID and the Project, to be submitted to the GH/PRH/SDI AOR for approval.

The PMP will focus on the program performance of the Recipient. Indicators and targets should illustrate how the Advancing Communities project will measure and achieve the three results of the project. The Recipient will monitor separately the progress of sub-awardees to achieving results and develop a system of reporting on progress. For GH/PRH-supported sub-awards,

indicators will be developed collaboratively with the AOR and should have widely-shared definitions and allow for aggregation of results across countries, regions and/or the entire program, where possible. In addition, the Recipient will be prepared to measure their progress in building the capacity of organizations using agreed upon organizational capacity building indicators.

For each field support or other bureau program under this award, the implementing agency shall reach agreement with the relevant Activity Manager for that portion of the Project on a PMP, including indicators and performance targets. The Recipient will be expected to describe the expected outcomes under each result in annual work plans, and to report to the Mission or other Bureau on progress according to agreed-upon indicators on a semi-annual basis.

Illustrative indicators for the project:

- The number of new sub-awards signed
- The length of time required to conduct a solicitation and a review of applications, and prepare sub-award for execution
- The number of USAID direct Mission awardees that receive management and oversight by the project
- The number of sub-award recipients that received training and capacity building services from the project that are now receiving direct funding from USAID
- The number of grantees receiving population funding and providing requested FP compliance reports
- The number of countries where CHW provision of injectable contraceptives has been introduced or scaled-up
- The number of countries receiving technical support on CBFP including the expansion of community-health worker provision of injectable contraceptives
- Other indicators that track project success in building the organizational and financial management capacity of grantees

Evaluation

This activity will adhere to the USAID Evaluation Policy (issued in January 2011), which requires external evaluations of large projects.⁵ If deemed appropriate, an independent evaluation will be conducted in year three or four. Evaluation results will be used for course correction and

⁵ “Evaluation: Learning from Experience. The USAID Evaluation Policy.” Available at: <http://www.usaid.gov/evaluation/USAIDEvaluationPolicy.pdf>

future planning. Moreover, an independent evaluation of the sub-awards program could provide insights, data, and information about the overall effectiveness of local and nascent NGOs and best practices for working with these groups. The Recipient will be expected to comply with and assist the external evaluators as needed.

K. Reporting Requirements

The Recipient will adhere to all reporting requirements listed below. All reports as required under Substantial Involvement shall be submitted by the due date for approval of the USAID AOR designated by the Office of Assistance and Acquisition. Additional reports requiring review and clearances, when necessary, are listed under each requirement. The Recipient will consult in a timely manner with the AOR on the format and expected content of reports prior to submission.

1) Financial Reporting

Financial reporting requirements of the Recipient will be in accordance with 22 CFR 226.

2) Sub-award Financial Status Reports

The Recipient will provide periodic financial status reports for all sub-awards issued under this award. The timing and format will be determined in collaboration with the AOR; however, the Recipient must plan to provide sub-award financial status reports no less than twice yearly in years 1 through 4 and as much as monthly in year 5. Sub-award Financial Status Reports will include all information needed by USAID to determine current status, funding obligations and expenditures.

3) Performance Monitoring and Reporting

The Recipient will submit reports to the USAID AOR as described below. The exact format for preparation of and timing for, submission of all reports will be determined in collaboration with the AOR.

a) Annual Work Plan (2 copies)

The Advancing Communities Project will prepare annual work plans for the Cooperative Agreement on a schedule, according to a format agreed upon by USAID and the Project, to be submitted to the AOR for approval. The work plans for the field or other Bureau-supported activities will be submitted to the relevant Activity Manager and then approved by the AOR. For the CA award, the Recipient will follow the work plan year as defined by the AOR and GH/PRH.

b) Performance Monitoring Report (2 copies)

The Recipient shall submit an updated report on progress toward agreed performance targets every twelve (12) months, based on the PMP to be developed by the Recipient in collaboration with the AOR. After the first year, the timing of report submission can be adjusted with the approval of the AOR. This will include information on activities in all countries and regions. The reports will also include the following: 1) explanation of quantifiable output of the programs or projects, as necessary; 2) reasons why established goals were not met, if relevant; and 3) analysis and explanation of cost overruns or high unit costs (Recipients must immediately notify USAID of developments that have a significant impact on award-supported activities.) Further, notification must be given in the case of problems, delays, or adverse conditions which materially impair the ability to meet the objectives of the award. These notifications must include a statement of the action taken or contemplated and any assistance needed to resolve the situation. Annually, the Recipient will be asked to provide under separate cover the key highlights and accomplishments that occurred during the previous year's implementation.

c) Final Report (2 Copies)

USAID requires, 90 days after the completion date of this Cooperative Agreement, that the Recipient shall submit a final report which includes an executive summary of the Recipient's accomplishments in achieving results and conclusions about areas in need of future assistance; an overall description of the Recipient's activities and attainment of results by country or region, as appropriate during the life of the Cooperative Agreement; an assessment of the progress made toward accomplishing the objective and expected results, significance of these activities; important research findings, comments and recommendations, and a fiscal report that describes how the Recipient's funds were used. See 22 CFR 226.51.

d) Environmental Compliance Planning and Reporting (2 copies)

The Recipient must develop and secure USAID clearance of the Supplemental Initial Environmental Examination (SIEE) prior to funding any country level activities

- All ongoing and planned country level activities must include an initial environmental examination under this cooperative agreement
- This examination will be done in collaboration with the USAID AOR, the Mission Environmental Officer, and the Bureau Environmental Officer (BEO)
- A complete environmental mitigation and monitoring plan (EMMP) or a project mitigation and monitoring (M&M) plan shall be prepared by the Recipient as part of the program work plan and integrated into each annual work plan, or the monitoring plan can be included as part of the PMP. An EMMP is a table of conditions and measures to implement those conditions—see the PIEE EMMP Section (attached).

- a. This plan shall describe how the Recipient will, in specific terms, implement all PIEE and/or Environmental Assessment (EA) conditions that apply to proposed project activities within the scope of the award.
- b. The EMMP M&M Plan or the PMP shall include monitoring the implementation of the conditions and their effectiveness.
- c. The results of the EMMP will be reported to the AOR and the BEO annually, no later than November 1 of each year and can be included as an annex to the annual report.

4) Management Reviews

The Annual Work Plan will form the basis for a joint management review by USAID and program staff to review program directions, achievement of the prior year work plan objectives, major management and implementation issues, and to make recommendations for any changes as appropriate. Management reviews will be conducted at a minimum of one time per year; the Recipient may be requested to participate more frequently if needed to ensure the project is meeting results.

5) Distribution of Reports

The Recipient shall submit an original and one copy of the final report to the Technical Advisor and the AOR and one copy to the USAID Development Experience Clearinghouse: E-mail (the preferred means of submission) is: docsubmit@dec.cdie.org. The mailing address via US Postal Service is:

Development Experience Clearing House
8403 Colesville Road
Suite 210
Silver Spring, MD 20910

SECTION II. IMPLEMENTATION ARRANGEMENTS

A. Anticipated Award Schedule

The Advancing Communities Cooperative Agreement is expected to be awarded on or about September 30, 2012.

B. Eligibility Criteria

To be eligible to receive this Cooperative Agreement, an organization must:

- Be a U.S.-based non-profit, for-profit, PVO, or an Institution of Higher Education registered with USAID (as defined in 22 CFR part 228);
- Have managerial, technical, and institutional capacities to achieve the results outlined in this program description; and
- Propose to contribute from their own, private or local sources no less than 10 percent of the amount of funds obligated by USAID for the implementation of this program over the course of the agreement.

C. Implementation Mechanism

The Advancing Communities project is a Cooperative Agreement with a five-year term. The Service Delivery Improvement (SDI) Division, in the Office of Population and Reproductive Health (PRH) within the Global Health (GH) Bureau will manage the Award. The Award may receive both USAID core and field support funds, from all accounts and earmarks.

It is the intent of the USG to make one award for this five-year period. The government, however, reserves the right to fund more than one application, depending on the relative technical merit, relative cost of the proposals received, availability of fund, etc., or to make no award. The Agreement Officer (AO) is the **only** USAID official or representative of the government authorized to change any terms and conditions of the cooperative agreement.

D. Staffing and Key Personnel

Staffing

The Recipient is expected to develop and maintain a staffing plan that enables the Advancing Communities project to achieve the specified results. The staffing plan should demonstrate an appropriate balance of technical and management skills. The Recipient is not required to fill any

positions, including key personnel, on a full-time basis. Instead, the Recipient will determine the combination of staff skills and level-of-effort that is required to successfully implement the work plan using available funding. As the project evolves, the Recipient must be able to reconfigure the staffing, skills, and level-of-effort to respond to increased funding levels, varied funding sources and approved work plan activities.

Key personnel

The following are designated key personnel positions for the Advancing Communities project: Project Director, Deputy Director of Grants Programs, Deputy Director of Technical Programs, and Monitoring and Evaluation (M&E) Advisor. All key personnel must have the demonstrated skills and experience necessary to achieve the goals, objectives and results of the Advancing Communities project.

E. Financial Plan

USAID funding for the Advancing Communities Cooperative agreement will have an estimated ceiling of approximately \$210,000,000 over the five-year implementation period. An estimated \$20 million will be provided through GH/PRH core funding, with an additional amount of funding to be determined from other offices' core funds in GH and other Bureaus, and Mission funding. Of the \$3.5 million in first year GH/PRH core obligations, USAID anticipates that \$1.5 million will support a cost-effective sub-award program described in Result 2.

If Missions opt to use the Cooperative Agreement, they will access it through the field support system. Mission funds will be obligated directly into the Cooperative Agreement.

F. Start-up Transition and Annual Workplans

Applicants will provide a draft start-up and transition plan as part of their Application package. This plan will describe a schedule for mobilizing and staffing the project over the initial three months following the award.

Two weeks after the award, all key personnel of the Advancing Communities Project will meet with USAID staff in Washington, DC to review the cooperative agreement with the AO and USAID management team and review the start-up and transition plan for the first three months of the project with the USAID management team. The Advancing Communities Project will propose a format for the annual workplan for concurrence with the AOR.

Over the first three months of the project, the Advancing Communities Project staff will develop a first year workplan for the project. Prior to the end of the three month period, key personnel will meet with the USAID management team to discuss and agree on the workplan to be implemented over the first year of the project. This workplan will be updated annually based on the project year and implementation schedules. The USAID workplan period is July-June; depending on the date of award, the first and last year workplans for the project may cover more or less than 12 calendar months.

In each subsequent year of the project, the Advancing Communities Project team will submit a draft annual workplan and detailed budget estimated associated with the workplan for that year. The draft annual work plan will identify the activities to be carried out and results to be achieved in the coming implementation year and will recommend a funding level for sub-awards. The workplan must include the associated level of effort funding sources to be used for the work and will discuss any technical assistance that will be provided, the counterparts (public, private, and NGO) that will be involved in these activities, the timeline for such activities, and the expected results. The workplan will describe how the Advancing Communities Project plans to collaborate with other USAID funded and other donor projects active and relevant to countries.

In drafting the annual workplans, the Advancing Communities Project team will be expected to identify strategic objectives and intermediate results per activity that have been determined in consultation with the USAID Mission, Office, or Bureaus. Target, indicators, and data source must be identified for each intermediate result. The project is also expected to identify other cooperative agencies (CAs) that are working to achieve the same Strategic Objectives or Intermediate Results and, with GH/PRH direction and concurrence, will collaborate with these CA's to achieve their common objectives and results.

G. Coordination with USAID

The Cooperative Agreement will have one GH/PRH/SDI AOR and a Technical Advisor (TA) from GH/PRH who together will create the management team for this project and technical guidance and handle the day-to-day activities of the Cooperative Agreement. The AOR will retain substantial involvement for activities conducted directly under the Cooperative Agreement, including those supported with Mission funding that are described in Section I of the

program Description. The AOR will regularly meet with project senior leadership and staff to track program and activity design, implementation, progress, and evaluation; and conduct semi-annual management reviews and budgetary analysis, including keeping abreast of sub-award pipelines and expenditures. The Agreement Officer (AO) is the **only** USAID official or representative of the government authorized to change any terms and conditions of the cooperative agreement.

If Missions opt to use the Cooperative Agreement they will obligate their funds directly into the Cooperative Agreement. The AOR will approve the scope of work for Mission funds. Recipient will keep the Mission activity director informed of programs and progress and involved in decisions related to program workplan activities.

The AOR and TA will work in collaboration with other AORs and Contracting Officer's Representatives (CORs) for other projects also working on CBFP that overlap or feed into this project to design a holistic CBFP program that addresses all key areas (e.g., governance and leadership, research, training, data analysis and policy).

H. Substantial Involvement

USAID shall be substantially involved during the implementation of this Cooperative Agreement in the following ways:

- Approval of the Recipient's annual work/implementation plans,
- Approval of specified key personnel and any changes;
- Agency and Recipient Collaboration or Joint Participation
- Agency Authority to Immediately Halt a Construction Activity

I. Cost Share

There is a minimum 10 percent cost share requirement for the Cooperative Agreement. Though the applicant may elect to provide a cost share over this percentage, it is not required. USAID may suggest that the Recipient include a cost share requirement in any grant solicitation conducted by the Recipient, but this should not be attributable to the Recipient's cost share requirement. Cost share will include cash or in-kind contributions and will be determined subject to the requirements of 22 CFR 226.23.

J. Authorized Geographic Code

The authorized geographic code for procurement of services for this action is 937. The authorized geographic code for procurement of commodities for this action is 937.

SECTION III – COOPERATIVE AGREEMENT APPLICATION FORMAT

A. General Instructions for the Submission

All Applications submitted in response to this RFA should address directly the terms, conditions, specifications, and provisions of this RFA. Applications not conforming to the requirements in this RFA may be categorized as non-responsive, thereby eliminating them from further consideration. Applicants are expected to review, understand, and comply with all aspects of this RFA. Erasures or other changes must be initialed by the person signing the application submission. Failure to do so will be at the Applicant's risk.

All applications received by the deadline will be reviewed for responsiveness to the specifications outlined in these guidelines and the application format. Applications submitted late or are incomplete run the risk of not being considered in the review process. Late applications will be considered for award if the Agreement Officer determines it is in the Government's interest.

Section IV, "Evaluation Criteria," addresses the technical evaluation procedures for the applications.

Applications will be submitted in English and in two separate documents: a) Technical Application, and b) Cost Application. The Technical application will be submitted with an original, five (5) copies, and an electronic copy on a CD Rom and formatted in Word 2002 or later. The Cost Application will be submitted as one original and two (2) copies and an electronic copy on a CD Rom and formatted in Excel 2002 or later. Technical and Cost Applications must be submitted to the location indicated in the cover letter accompanying this RFA by the date and time specified. Applications will be submitted in sealed envelopes. The envelopes will be clearly marked on the outside with the following words:

"RFA SOL- OAA-12-000091 with the contents indicated as either "Technical Application" or Cost/Business Application" as appropriate to accurately describe the contents.

Any application with data not to be disclosed should be marked with the following legend:

"This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed in whole or in part for any purpose other than to evaluate this application. If, however, a cooperative agreement is awarded to this Applicant as a result of or in connection with the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting cooperative agreement. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets [insert numbers or other identification of sheets]."

Mark each sheet of data you wish to restrict with the following legend:

"Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."

Applicants should retain for their records one copy of the Cost/Business and Technical Applications and all enclosures that accompany their applications. To facilitate the competitive review of the applications, USAID will consider only applications conforming to the format prescribed in this section of the RFA.

B. Preparation Guidelines for the Technical Application

The technical applications must be specific, complete and concise and prepared according to the structural format set forth below. The pages of the Technical Application will be no more than 35 pages in length (shorted applications are encouraged) and sequentially numbered; they will be on pages of 8-1/2 inch by 11 inch paper (210 mm by 297 mm paper), 12 point or larger font in a single column using a Times New Roman font, single-spaced, and one-inch margins on all sides with no modifications to horizontal spacing between lines. There is no specified font style or size for graphics and charts. However, it is in the best interest of the Applicant for these to be in an easily readable font. Sections and annexes must be listed in the table of contents. The following pieces of the proposal are not included in the 35 page limit and may be included in an annex where appropriate:

- Cover page and executive summary;
- Appendices such as figures, tables, charts referenced in the technical application;
- Performance Monitoring Plan (PMP) and Results Framework;
- Past performance and related documents (e.g. maps, chart);
- Resumes, letters of commitment, skills matrix summarizing the qualifications of proposed personnel, report forms, references, or other forms; and
- Partnership agreements or Memoranda of Understanding.

The Applicant is encouraged to review the technical evaluation criteria and point allocations that are described in Section IV. The maximum number of points available is 120. A USAID Technical Evaluation Panel will evaluate the technical applications in accordance with the evaluation criteria in Section IV. The format of the technical application should follow the outline and order of the evaluation scoring criteria which is aligned with the guidelines below.

B1. Cover Page (1 page)

Include program title, RFA number, name of organization(s) submitting application, contact person, telephone and fax numbers, e-mail, and address. It will reference the total proposed funding level and estimated cost share proposed as well as the names of the individuals responsible for the preparation of the application.

B2. Executive Summary (1-3 pages)

Briefly describe how the Applicant(s) proposes to meet the program results, carry out the activities, and achieve the anticipated results. Briefly describe the technical and managerial resources of the Applicant's organization and describe how the overall program will be managed. If formal partnerships are proposed in the Application, include the expertise, roles and responsibilities of each.

B3. Technical Application Format (maximum 35 pages)

This section represents the technical portion of the RFA and will be no longer than 35 pages in length. The Application should demonstrate the Applicant's capabilities and expertise with respect to achieving the goals of this program. The technical application should fully respond to the technical evaluation criteria found in Section IV.

Outline of the Technical Application

Applicants will use the following outline for their technical application. Applicants may elect to further divide these sections into subcategories of their choosing.

- I. Technical Approach
- II. Staffing, including Key personnel
- III. Management and Institutional Capacity
- IV. Past Performance
- V. Performance Monitoring and Evaluation
- VI. Cost Savings and Financial Information
- VII. Branding and Marking
- VIII. Environmental Compliance

B3A. Technical Approach**B3A1. Overall Strategy, Approach, and Interventions**

In this section Applicants will propose their overall strategy and approaches for achieving the purpose of the Advancing Communities project, which is to advance and support community programs to increase the use of voluntary family planning and achieve health-related impacts. Applicants should describe their approach to achieving each result, using specific, illustrative activities. Applicants may propose sub- results and anticipated outcomes under each proposed

result of the application. Applicants are encouraged to propose additional or modified anticipated outcomes.

For the purpose of the Technical Approach, Applicants should assume they will receive population core funds to achieve Results 1 and 2, and the technical capacity building components of Result 3, with Mission or other bureau funds supplementing Result 2 and supporting the organizational capacity efforts in Result 3.

In the Program Description there are several issues and challenges related to the implementation of this project. The applicant will weave throughout their Technical Approach their plans and strategies for addressing these issues as appropriate.

Result 1: The Applicant will describe how they will provide global support and strengthen commitment for CBFP programming as described in the program description. The Applicant will include key approaches and demonstrate their understanding of this task by including specific activities they will undertake to achieve this result. Specifically, the applicant should include their strategies and approaches for expanding the use of community health workers to administer injectable contraceptives and to expand community access to these and other methods. The Applicant should demonstrate their knowledge of current initiatives and global efforts in CBFP and describe how their approach will complement these efforts.

Result 2: Applicants will address this result by describing their approach to establishing and managing a sub-award program that supports PVOs/NGOs and other partners in family planning and reproductive health or other population, child and maternal health, nutrition, infectious disease or other interventions that improve the quality of life for the individual and community.

Applicants will propose a process for soliciting, evaluating, and executing sub-awards using USG funding. Applicants will include plans for reporting sub-award financial status and program progress to USAID, models or templates of financial reports and sub-award status are requested. The approach will address the roles and responsibilities of the sub-award process and the substantial involvement of USAID described herein, and appropriate congressional legislation.

Should a formal partnership be proposed to achieve this result, the Applicant will include roles and responsibilities for the partner and prime organizations related to achieving these results. Applicants will assume funding from a variety of sources including FP, HIV/AIDS, and other Bureau funding.

Result 3: Applicants will respond to this result in two parts. The first will be referred to as Technical Capacity Building and will address the strategies proposed by the Applicant to ensure effective CBFP programs implemented through the sub-award program and contribute to improving the community-based programs of other public and private sector implementers. The second will be referred to as Organizational Capacity Building and will address the strategies proposed by the Applicant to build the capacity of organizations to be highly functioning and able to receive USAID and other donor funds.

The Applicant will describe the activities they will undertake to ensure community-based programs of grantees are technically sound, meeting implementation benchmarks, and reporting as needed on project indicators.

Finally, Applicants will document lessons learned, develop materials, tools, and job aids, and make available resources to support community-based programs at-large, thereby contributing to the pool of knowledge on community-based family planning accessed not only by sub-grantees of this program but by all that are implementing programs that reach communities, including public and private sectors.

B3A2. Case Studies

Applicants will prepare three case studies as outlined below. The Applicant will illustrate their technical and management approach for the program by responding to illustrative case studies. In their response, Applicants are expected to address the principles and requirements that are described in the Program Description. Each Applicant's response to Case Study 1 should be not more than four pages and Case Studies 2 and 3 should be no more than three pages each. The three case studies should be no more than ten pages in total and are included in the 35 page limit.

Case Study 1: Technical Support for Community-based Family Planning

GH/PRH has identified CBFP as a global TP of the office with a focus on increasing community-based access to injectable contraceptives (CBA2I). USAID has requested that the Advancing Communities project provide support to this TP, particularly as it relates to global leadership for CBFP, including: advocating for and expanding the practice of CHW provision of injectable contraceptives and other strategies to expand CBA2I; increasing the utilization of effective community-based service delivery strategies; and documenting and promoting national models that successfully utilize CHWs as an extension of the health system.

For this case study, the Applicant will describe how they will successfully support the CBFP/TP technical area. The applicant will provide details on specific tasks and priorities based on the current reality, successes, and challenges. This case study should be no more than four pages.

Case Study 2: Building Capacity of Local Non-Governmental Organizations

USAID's Forward calls for USAID to increase the number of local partners and USAID funding to these organizations. To support this procurement reform effort, capacity building services and technical support are needed to improve the ability of evolving NGOs to receive and manage direct awards from USAID. Advancing Communities has been asked to provide capacity building services to two local non-governmental organizations in Malawi that are implementing a three-year community-based family planning program under the Advancing Communities sub-award program for \$150,000 each. Both organizations were formed within the past three years and have never received direct USAID or other international donor funding.

The Applicant will describe the steps they will take to build the capacity of these organizations to prepare them to be eligible to receive a direct award from USAID/Malawi. The Applicant will include any steps taken to ensure cost effectiveness, while not compromising quality. The Applicant will include an estimation of direct costs needed to support these activities. **Assume that the weaknesses of these organizations are limited to organizational, systems, and management capacity and that the organization is implementing a sound technical program with the exception of M&E.**

Case Study #3: An Award Program for the Flexible Fund

USAID has approved the Advancing Communities project to conduct an award solicitation for the Flexible Fund. The sub-award solicitation will target U.S.-based organizations eligible to receive USAID funding. It will request applications for organizations to integrate FP into existing development programs (e.g. child survival programs, HIV/AIDS activities, child sponsorship programs, food distribution programs). The duration of the award will be for three years. USAID anticipates the range of these programs to be \$50,000 to \$300,000 annually, with an anticipated \$1.5 million available to support successful applications. USAID would like to attract into this program organizations that they are not currently funding. Assume that this is the first solicitation that the Recipient has conducted under this project.

The Applicant will only describe their approach to the solicitation and award process, including all aspects of grant-making processes and how the Applicant will engage USAID in the process.

B3B. Staffing, including Key Personnel

Applicants should propose a staffing plan that demonstrates an appropriate balance of skills, experience, and accountability to achieve the goal and purpose of this RFA. Applicants should present a plan that enables achievement of the three Results outlined in the program description,

with special emphasis on strengthening service delivery at the family, community, and facility levels, and use and scaling-up of evidence-based FP/RH interventions to address the FP/RH needs of women and girls (See Section I, Program Description). The Applicant may elect to submit a staffing and management structure that differs from what is described in the Program Description. If alternate staffing or management structures are proposed, the Applicant should ensure that the proposed structure meets the staffing requirements described herein. To be responsive to the staffing section, the Applicant should provide the following items:

- A complete staffing plan, including key personnel, core technical staff, and the underlying rationale for the proposed plan. The plan should include an organizational chart demonstrating lines of authority and staff responsibility, accompanied by position descriptions. Staffing plans are expected to include non-program staff, core technical staff and an explanation of how additional technical expertise will be obtained with attention to cost-containment, while avoiding unnecessary staff increases. Staffing charts are also to include the percentage of time on project per staff.
- If a formal partnership is proposed, the Applicant will indicate which staff assignments are attributed to each partner. A matrix of relevant programmatic and technical skills and experience necessary to implement the Applicant's plan. The matrix should show how all proposed staff (including short-term consultants) in the staffing plan meet these requirements. Please provide staff LOE for long-term and short-term staff, including consultants.
- An annex that includes letters of commitment and resumes (three pages maximum per candidate), as well as a half-page summary of qualifications, for all candidates for key positions.
- Summary biographical statements (no more than a half page each) of personnel other than those designated for key positions that are considered important to implementation of the project

B3C. III Management and Institutional Capacity

Applicants should provide a management plan for project implementation. The management plan should show how responsibility and lines of authority will be managed within the project and across any proposed partnerships. Applicants should describe plans for rapid project start-up, including plans for rapidly accessing and deploying key personnel and essential technical staff to support program implementation. Applicants should describe how they will meet USAID Washington's and USAID Missions' needs on the ground and priorities, in a timely manner, while avoiding excess staffing.

Applications are strongly encouraged to propose creative and innovative collaborations with U.S. and international organizations to implement activities under this program as well, which may extend to formal partnerships. If a partnership is proposed, the Applicant will demonstrate that the proposed administrative structure is the most cost effective partnership arrangement and clearly define the relationship, roles and responsibilities.

Applicants should describe the proposed management and administrative structure, policies and practices for overall program implementation, including personnel, financial, and logistical support and coordination. Applicants should include management of allocable costs under the budget narrative.

To enable the Recipient to maintain a cost effective project, it is not required that key personnel be employed full time in their project positions. Instead, the Recipient is asked to create the most cost effective staffing structure for achieving project objectives and results. The level of effort of key and other personnel attributed to this project may fluctuate over time as priorities and funding levels shift. The Applicant will describe plans for managing these funding shifts and fluctuating needs.

B3D. Past Performance

Within the technical proposal, Applicants should include a brief narrative that describes how their past performance meets or exceeds the eligibility criteria provided in the RFA. Specifically, Applicants should describe past performance that demonstrates strong project management, financial management and reporting, and successful relationships with all collaborators and partners, including donors. Past Performance forms should be included as an attachment for at least three previous projects. A template for this form can be found in Annex D.

B3E. Performance Monitoring and Evaluation

Applicants should propose a preliminary Performance Monitoring Plan (PMP) to track progress. The Applicant should include a half-page summary of the PMP in the Technical Application and greater details attached as an appendix to the Technical Application. Specifically, the PMP should include proposed performance indicators with specific illustrative targets and benchmarks for achievement of the project objective and each of the three Results and any sub-Results identified by the Applicant. Applicants should describe how the PMP indicator data will be regularly collected and reported to facilitate results reporting to USAID Washington and USAID Missions.

Applicants should describe how the overall impact of project activities will be assessed and, in keeping with the GHI focus on M&E, how baselines will be established and how target and benchmark achievements will be measured and attributed to project activities. Applicants should also describe how the data provided by the PMP, and any other proposed studies to monitor activities, would be used to advance global and country learning both about project Results and sub-Results and GHI principles and objectives. Applicant should be prepared to measure success in strengthening the capacity of sub-grantees and propose indicators to measure capacity building of sub-grantees. Illustrative indicators are included in Section I of the Program Description in this RFA. Applicants are encouraged to review these indicators and may modify or replace with indicators that are more appropriate to monitoring their proposed program.

B3F. Cost Savings Strategies and Summary Financial Information

Cost Saving Strategies

The Applicant will describe any cost saving strategies that they will use to minimize project costs, including those that are inherent in the design, services, and partnership arrangement of their Application. Applicants may provide any pertinent information and clarity for the Reviewers.

Summary of Budget Scenario Information

In Section D of the Cost/Business Application, each Applicant is asked to prepare and submit four budgets based on the budget scenarios in that same section. In Section E of the Cost/Business Application the Applicant is asked to calculate the percentage of funding that will be channeled to the sub-award program using the formula provided.

In the application, the Applicant will provide the percentage of funding that will be channeled to the sub-award program for each budget scenario. This will provide Reviewers with an understanding of the costs to manage the sub-award program and any economies of scale that result with additional programming activities. Applicants may include a narrative that provides additional information and clarity for the Reviewers.

The table below is for illustrative purposes only.

Budget Scenario	Percentage of funding that will be channeled to the sub-award program
Scenario #1	
Scenarios #2	
Scenario #3	
Scenario #4	

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B3G. Branding and Marking Plan

The Applicant will propose a plan addresses the branding and marking requirements outlined in Annex C.

B3H. Environmental compliance

The Foreign Assistance Act of 1961, as amended, Section 117, requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216 http://www.usaid.gov/our_work/environment/compliance/22cfr216.htm) and in USAID's Automated Directives System (ADS) Parts 201.5.10g and 204 (<http://www.usaid.gov/policy/ADS/200/>), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities.

To demonstrate their capability to meet all environmental compliance requirements, Applicants will submit an Environmental Capability Statement (ECS) presenting their approach to achieving environmental compliance and management, i.e., how they will implement the Programmatic Initial Environmental Examination (PIEE) (attached). This statement, which should be limited to ½ -1 page, must include a description of:

- The Applicant's approach to developing and implementing any 22 CFR 216 documentation, including provisions for an Environmental Monitoring and Management Plan (EMMP)⁶ to be updated and revised throughout the life of the award as detailed in the annual Environmental Status Report (ESR); and

⁶ An EMMP is a table of conditions and measures to implement those conditions. See the PIEE EMMP section.

- The Applicant’s approach and staff who will provide the necessary environmental management expertise. This will include examples of past experience of environmental management of similar activities and a description of the technical expertise of identified individuals.

Applicants need to include anticipated costs for implementing and monitoring the environmental compliance activities in the budget and describe these costs in detail to the degree possible in the budget narrative.

B3I. Preparation of Application

Applicants shall provide the names of the key individuals responsible for preparing the technical application. They should identify the specific sections of the proposal and the approximate percentage of the final document to which each individual contributed.

C. COST/BUSINESS APPLICATION

The following sections describe the documentation that applicants for an assistance award must submit to USAID prior to award in order for an Agreement Officer (AO) to make a determination of responsibility. While there is no page limit for this portion, applicants are encouraged to be as concise as possible, while providing the necessary information and details to respond to all items in this Cost/Business Application section.

Applicants must include two detailed five-year budgets with accompanying budget narratives for the application, which provides in detail the total costs for implementation of the proposed program. Applicants are asked to create a budget for the technical and capacity building activities of the program and another budget for the sub-award program.

The first budget will capture the costs of the sub-award program. Applicants will include any and all expenses related to implementing the sub-award program as described in Result 2 of the program description using the budget categories described below. This budget will include the expenses necessary to ensure the grantees are knowledgeable and comply with USAID rules and regulations but will not include any customized organizational or technical capacity building. Further, the Applicant will include a budget line item for “sub-awards”, which will be the full amount of funding that will be allocated to sub-awardees and will not include any additional Applicant fees or costs associated with soliciting, executing, or managing the sub-awards. This will allow a means of comparing among applicants the fully loaded costs of implementing the programs. Applicants should follow the USAID Budget Format found in Annex E.

The second budget will capture the costs associated with providing global support for community based family planning and the utilization of effective community approaches and the provision of technical support for program (found in results 1 and 3 in the program description.)

The Applicant will combine the two budgets into one budget and submit using the Standard Form 424, which can be downloaded from the following links <http://www.usaid.gov/forms/sf424.pdf> (Standard Form 424).

In addition to hard copies, technical and Cost/Business applications must be submitted on separate CDs in MS Word. Graphic/tables must be formatted in Microsoft Excel.

If the Applicant has established a consortium or another legal relationship among its partners, the Cost/Business application must include a copy of the legal relationship between the parties. The agreement should include a full discussion of the relationship between the Applicants including: identification of the Applicant with which USAID will treat for purposes of Agreement administration; identity of the Applicant that will have accounting responsibility; how Agreement effort will be allocated; and the express agreement of the principals thereto to be held jointly and severally liable for the acts or omissions of the other.

Over the course of the Agreement, in addition to USAID funds, Applicants are expected to contribute from their other sources, no less than 10 percent of the amount obligated by USAID for the implementation of this program, over the life of the program. Cost share will include cash or in-kind contributions from U.S. NGOs, local counterpart organizations, program clients, and other donors (no other USG funding sources) and will be determined subject to the requirements of 22 CFR 226.23. Cost share reported by sub-awardees of the Recipient should not be attributed to the cost share requirements of the Recipient. Information regarding the proposed cost-share should be included in the SF 424 and the Cost Matrix as indicated on those documents. The cost-share should be discussed in the budget narratives to the extent necessary to realistically access these sources and funds and the feasibility of the cost-sharing plan. Applications that do not meet the minimum cost-share requirement are not eligible for award consideration. It should be noted that there is no separate/additional evaluation criteria category for cost share because cost-share is included within cost-effectiveness.

Additionally, if an Applicant proposes a higher than minimum cost share, this may be considered with the “cost effectiveness” evaluation.

To support the proposed costs, please provide detailed budget notes/narrative for all costs that explain how the costs were derived. The following items must be addressed in the proposal:

- a. The breakdown of all costs associated with the program according to the costs of, if applicable, headquarters, regional, and/or country offices; program management and administrative costs will be shared equitably across all funding sources
- b. The breakdown of all costs according to each partner organization involved in the program

- c. The costs associated with external, expatriate technical assistance and those associated with local in-country technical assistance (if applicable)
- d. The breakdown of any financial and in-kind contributions of all organizations involved in implementing this Cooperative Agreement
- e. Potential contributions of non-USAID or private commercial donors to this Cooperative Agreement
- f. Procurement plan for commodities (if applicable)

The cost application should contain the budget categories listed below:

- Salary and Wages: Direct salaries and wages should be proposed in accordance with the Applicant's personnel policies;
- Fringe Benefits: If the Applicant has a fringe benefit rate that has been approved by an agency of the U.S. Government, such rate should be used and evidence of its approval should be provided. If a fringe benefit rate has not been so approved, the application should propose a rate and explain how the rate was determined. If the latter is used, the narrative should include a detailed breakdown comprised of all items of fringe benefits (e.g., unemployment insurance, workers compensation, health and life insurance, retirement, FICA, etc.) and the costs of each, expressed in dollars and as a percentage of salaries;
- Travel and Transportation: The application should indicate the number of trips, domestic and international, and the estimated costs. Specify the origin and destination for each proposed trip, duration of travel, and number of individuals traveling. Per Diem should be based on the Applicant's normal travel policies;
- Equipment: Estimated types of equipment (i.e., model #, cost per unit, quantity);
- Supplies: Office supplies and other related supply items related to this activity;
- Contractual: Any goods and services being procured through a contract mechanism;
- Other Direct Costs: This includes communications, report preparation costs, passports, visas, medical exams and inoculations, insurance (other than insurance included in the Applicant's fringe benefits), equipment, office rent abroad, etc. The narrative should provide a breakdown and support for all other direct costs; and
- Indirect Costs: The Applicant should include a current negotiated indirect cost rate (NICRA) from a cognizant government audit agency. Applicants who do not currently

have a NICRA from any agency of the United States government shall also submit the following information:

- Copies of the applicant’s financial reports for the past three years, which has been audited by a certified public accountant or other auditor satisfactory to USAID;
- Programmed budget, cash flow and organizational chart; and
- A copy of the organizations accounting manual.

A. Budget Scenarios

The Recipient is expected to receive funds from a variety of USAID entities to support sub-awards and sub-award programs. To build an understanding of the costs to manage GH/PRH sub-awards along with non-GH/PRH sub-awards, Applicants are asked to respond to the budget scenarios below.

These illustrative budget scenarios prepared by the Applicants will be taken under consideration determine the Recipient costs when new grant programs are added to the Advancing Communities Project and economies of scale that may be gained when new awards are issued. The budget scenarios are not to be included as part of the budgets prepared for the overall program that is requested above.

Parameters of the Budget Scenarios

Each budget scenario will be no more than three (3) pages in length and will include a narrative and a budget that utilizes the format in the budget summary spreadsheet #1 found in Annex E. Applicants are encouraged to address any USAID rules and regulations that apply. Applicants will not submit the Standard Forms 424 and 424A for the budget scenarios.

Preparation of Budgets for the Scenarios

The budgets prepared for each scenario will be a two year budget. The Applicant will include any and all expenses related to implementing the sub-award program described, including but not limited to personnel and fringe benefits, travel, consultants, legal support, overhead cost, etc. The Applicant will include the budget line item for “sub-awards”, which will be the total funding to be allocated to sub-awardees, no other Applicant fees or costs associated with soliciting, executing, or managing the sub-awards will be associated with this single line item. To provide an understanding of how costs will fluctuate with additional grant programs, the budget for each scenario will be added to the previous budget scenario(s).

Scenario #1:

GH/PRH's Flexible Fund has requested that the Advancing Communities Recipient conduct a one-time competitive sub-award solicitation to support U.S.-based PVOs to implement family planning service delivery programs and to provide basic administrative and oversight. The Recipient has been given \$2.0 million to support this program and anticipate issuing 4-5 sub-awards ranging from \$150,000-500,000 that are two years in length. Based on the substantial involvement parameters, USAID will design and prepare the solicitation documents and will participate on the review panels. Minimal capacity building will be required for these organizations but some oversight and general capacity building regarding compliance to USAID financial rules and regulations will be necessary.

To build an understanding of the actual costs to manage this activity alongside the GH/PRH sub-award program, the cost to manage the awards in this scenario will be considered the baseline budget.

Scenario #2:

The Ethiopia Mission has identified Assistance Worldwide as an organization with predominant capability to provide health services to the nomad populations in rural Ethiopia because of the unique relationship they have established over the past 20 years working with this population. This population is a priority for the Mission and they have committed \$1,000,000 to the Advancing Communities project to support the FP service delivery program for two years. With insufficient contracting capability in the Mission, USAID/Ethiopia request that the Advancing Communities project execute and manage this single sub-award. The USAID Mission will provide minimal in-country oversight to the program. Assume that Assistance Worldwide is an organization eligible to receive funding that has established systems and receives funding from a variety of sources. This will be added to the budget of Scenarios #1.

To build an understanding of the actual costs to manage this activity alongside the GH/PRH sub-award program described before, the cost to manage the awards in this scenario will be added to the budget in scenario #1.

Scenario #3:

USAID Forward calls for USAID to increase the number of local partners and USAID funding to these organizations. To support this procurement reform effort, USAID/Ghana has issued direct awards to four local NGOs totaling \$2 million and are two years in length. The Mission lacks the staff to provide administrative and management oversight of these programs. All of these organizations have been sub-awardees under several bi-lateral projects and have a fairly good understanding of USAID requirements and regulations. The Advancing Communities project has been asked to provide administrative and management oversight of these USAID-funded

projects to ensure funding is expended on track, benchmarks are achieved in a timely manner, USAID rules and regulations are followed.

To build an understanding of the actual costs to manage this activity alongside the GH/PRH sub-award program, the cost to manage the awards in this scenario will be added to the budget in scenario 1 and 2.

Scenario #4:

The Office of Health and Infectious Disease and Nutrition (HIDN) has requested that the Advancing Communities project conduct two solicitation for U.S.-based PVO/NGOs and their partners to address child blindness in the developing world. HIDN anticipates that 13 two-year awards ranging from \$500,000 to \$1,500,000 will be executed as a result of the solicitation. HIDN will participate in the review and selection of awardees and will provide \$12 million to support the solicitation, selection, management and oversight, and the sub-awards. It is anticipated that the awardees will receive USAID funding and are familiar with the regulations and requirements related to these programs.

To build an understanding of the actual costs to manage this activity alongside the GH/PRH sub-award program, the cost to manage the awards in this scenario will be added to the budgets in scenario 1-3.

B. Percentage of Funding for the Sub-Award Program Channeled to Sub-awards

Using the budget information from budget scenarios 1-4 described above, Applicants will calculate the percentage of total funding for sub-awards of the total USAID funding allocated to the sub-award program for **each** of the four budget scenarios above.

Applicants will calculate the percentage of all USAID funds that will be distributed through sub-awards using the following formula:

Percentage of Funding for the Sub-Award Program Channeled to Sub-awards

Percent of USAID Funding to Sub-Awards = Total amount of the Sub-awards(s)
Executed / Total amount of USAID Funds allocated for the sub-award Activity

The four percentages calculated for each budget scenario will be reported in this Cost/Business Application and in the Section VI. of the Technical Application.

ADDITIONAL DOCUMENTATION

Please include information on the organization's financial status and management, including:

- a.** Copies of the Applicant's financial reports for the previous 3-year period, which have been audited by a reputable certified public accounting firm;
- b.** A current Negotiated Indirect Cost Rate Agreement;
- c.** Organizational chart;
- d.** If the Applicant has made a certification to USAID that its personnel, procurement, and travel policies are compliant with applicable OMB circular and other applicable USAID and Federal regulations, a copy of the certification should be included with the application. If the certification has not been made to USAID/Washington, the Applicant should submit a copy of its personnel (especially regarding salary and wage scales, merit increases, promotions, leave, differentials, etc.), travel and procurement policies, and indicate whether personnel and travel policies and procedures have been reviewed and approved by any agency of the Federal Government. If so, provide the name, address, and phone number of the cognizant reviewing official; and
- e.** Applicants that have never received a grant, cooperative agreement or contract from the US government are required to submit a copy of their accounting manual. If a copy has already been submitted to the US government, the Applicant should advise which Federal Office has a copy.

Applicants must submit any additional evidence of responsibility deemed necessary for the Agreement Officer to make a determination of responsibility. The information submitted must substantiate that the Applicant:

- Has adequate financial resources or the ability to obtain such resources as required during the performance of the cooperative agreement;
- Has the ability to comply with the cooperative agreement conditions, taking into account all existing and currently prospective commitments of the Applicant, nongovernmental and governmental;
- 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;
- Has a satisfactory record of integrity and business ethics;
- Is otherwise qualified and eligible to receive a cooperative agreement under applicable laws and regulations (e.g., Equal Employment Opportunity laws); and

- Completed copy of certifications and representations.

In addition to the aforementioned guidelines, the applicant is requested to take note of the following:

1. Unnecessarily Elaborate Applications

Unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this RFA are not desired and may be construed as an indication of the Applicant's lack of cost consciousness. Elaborate artwork, expensive paper and bindings, and expensive visual and other presentation aids are neither necessary nor wanted.

2. Acknowledgement of Amendment to the RFA

Applicants shall acknowledge receipt of any amendments to this RFA by signing and returning the amendment. The government must receive the acknowledgement by the time specified for receipt of applications.

3. Receipt of Applications

Applications must be received at the place designated and by the date and time specified in the cover letter of this RFA.

4. Submission of Applications

Applications and modifications thereof shall be submitted in sealed envelopes or packages (1) addressed to the office specified in the Cover Letter of this RFA, and (2) showing the time specified for receipt, the RFA number, and the name and address of the applicant.

5. Preparation of Applications

- Applicants are expected to review, understand, and comply with all aspects of this RFA. Failure to do so will be at the applicant's risk.
- Each applicant shall furnish the information required by this RFA. The applicant shall sign the application and print or type its name on the Cover Page of the technical and cost application. Erasures or other changes must be initialed by the person signing the application. Applications signed by an agent shall be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.
- Applicants who include data that they do not want disclosed to the public for any purpose or used by the US government except for evaluation purposes, must:
 - Mark the title page with the following legend:
"This application includes data that shall not be disclosed outside of the U.S. Government and shall not be duplicated, used, or disclosed – in whole or part –

for any purpose other than to evaluate this application. If, however, a cooperative agreement is awarded to this applicant as a result of, or in connection with, the submission of this data, the U.S. government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting agreement. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets__"; and

- Mark each sheet of data it wishes to restrict with the following legend:

"Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."

6. Explanation to Prospective Applicants

Any prospective applicant desiring an explanation or interpretation of this RFA must request it in writing. Oral explanations or instructions given before award of a cooperative agreement will not be binding. Any information given to a prospective applicant concerning this RFA will be furnished promptly to all other prospective applicants as an amendment of this RFA, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

7. Cooperative Agreement Award

It is USAID's intent to award a cooperative agreement to build upon its previous work to support PVOs/NGOs and advance community health. This Request for Applications (RFA) is issued for a cooperative agreement covering a specified worldwide activity as described in the Program Description.

The Government may, without discussions or negotiations, award an agreement resulting from this RFA to the responsible Applicant, whose application conforming to this RFA offers the best proposal, including a calculation of costs that are reasonable and clearly explained. Therefore, the initial application should contain the Applicant's best effort from a technical standpoint, with reasonable allocation of costs. The Government may reject any or all applications, accept other than the lowest cost application, and waive informalities and minor irregularities in applications received.

Although technical evaluation factors are significantly more important than cost factors, the closer the technical evaluations of the various applications are to one another, the more important cost considerations become. The Agreement Officer may determine what a highly ranked application based on the technical evaluation factors would mean in terms of performance and what it would cost the Government to take advantage of it in determining the best overall value to the Government.

8. Authority to Obligate the Government

The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed agreement may be incurred before receipt of either a fully executed cooperative agreement or a specific, written authorization from the Agreement Officer.

9. Terrorism

The Applicant is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the contractor/recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all subcontracts/sub-awards issued under this agreement.

10. Foreign Government Delegations to International Conferences

Funds in this agreement may not be used to finance the travel, per diem, hotel expenses, meals, conference fees, or other conference costs for any member of a foreign government's delegation to an international conference sponsored by a public international organization, except as provided in ADS Mandatory Reference "Guidance on Funding Foreign Government Delegations to International Conferences"

[<http://www.info.usaid.gov/pubs/ads/300/refindx3.htm>] or as approved by the Agreement Officer.

11. Period of Performance

The Cooperative Agreement will be issued for a performance period of five (5) years.

SECTION IV –EVALUATION CRITERIA

A. Overview

Each technical application submitted in response to this RFA will be evaluated in relation to the evaluation factors set forth in this solicitation and which have been tailored to the requirements of this RFA to allow USAID to choose the highest quality application.

The Government intends to evaluate applications and award an agreement without discussions with Applicants. However, the Government reserves the right to conduct discussions if later determined by the Agreement Officer as necessary. Therefore, each initial offer should contain the Applicant's best terms from a cost or price and technical standpoint.

B. Acceptability of Proposed Non-Price Terms and Conditions

An offer is acceptable when it manifests the Applicant's assent, without exception, to the terms and conditions of the RFA, including attachments and provides a complete and responsive proposal without taking exception of the terms and conditions of the RFA. If an Applicant takes exception to any of the terms and conditions of the RFA, then USAID will consider its offer to be unacceptable. Applicants who wish to take exception to the terms and conditions stated within this RFA are strongly encouraged to contact the Agreement Officer before doing so. USAID reserves the right to change the terms and conditions of the RFA by amendment at any time prior to the Applicant selection decision.

C. Application Ranking and Selection Process

The technical applications will be evaluated in accordance with the Technical Evaluation Criteria set forth below. The evaluation criteria presented below have been tailored to the requirements of this RFA. Also, Applicants should note that these criteria serve to: (a) identify the significant areas that Applicants should address in their applications and (b) serve as the standard against which all applications will be evaluated and ranked, which will be the basis of determining if an application is technically acceptable.

The cost application of all Applicants submitting a technically acceptable application will be opened and costs will be evaluated for general reasonableness, allowability, and allocability. To the extent that they are necessary (if award is made based on initial applications), negotiations will be conducted with all Applicants, whose application after discussion and negotiation has a reasonable chance of being selected for award. An award will be made to responsive Applicants whose applications offer the greatest value, cost reasonableness and other factors considered.

D. Evaluation Criteria

The technical evaluation criteria are presented below including the relative importance of each area. The sub-criteria identified under each evaluation criteria are not in descending order of importance, but rather are considered as one but are separated for clarity. The technical

evaluation criteria are intended to signify the most important matters that applicants should address in their application and a standard against which all applications will be evaluated. Applicants will be evaluated based on the extent to which they meet each criterion. To facilitate the review of applications, applicants should organize the narrative portions of their application with reference to the format guidelines found in Section III, Cooperative Agreement Application Format, which is aligned with the evaluation criteria found below.

D1. Technical Approach

45 Points

The Technical Approach will be evaluated on the extent to which the application reflects an in-depth understanding and knowledge of the overall program description, purpose, and results. The technical approach reveals a current understanding of the dialogue, best-practices, and thinking around community-based family planning and strengthening programs and demonstrates organizational ability to provide technical leadership for CBFP. The technical approach demonstrates comprehensive knowledge and understanding of the complexities inherent in managing a sub-award program and the link to using these programs as capacity building approaches for evolving organizations.

The technical approach will be evaluated on the overall merit (creativity, clarity, analytical depth, state-of-the-art technical knowledge, and responsiveness) and feasibility of the program approach and strategies proposed to achieve the program's objective, results, and sub-results.

1. Overall quality of proposed strategies, approaches, and interventions (25 Points)

The extent to which the Applicant is responsive to each of the bullets or sub factors below the technical review committee will determine an overall score. Each bullet or subfactors are of equal importance

- A comprehensive approach is given for actively engaging a variety of partners at the global level, including donors, and at the local level, including governments and the non-governmental sector, to strengthen global support and commitment for the utilization of effective community-based family planning approaches. The application describes how these partnerships will leverage funding, political will, and other resources to achieve this result.
- Technical leadership, creativity, innovation and soundness in developing and advancing evidence-based best practices and state-of-the-art approaches that strengthening and expand CBFP programs and key strategies is demonstrated.
- Sub-award program is described that addresses USAID's role in solicitations, implementation, management, and oversight, incorporates USAID rules and regulations, including compliance with FP legislative requirements and policy. A comprehensive financial monitoring and reporting on sub-awards and status is presented.

- A comprehensive plan for building the capacity of evolving local and U.S.-based organizations, plan for organizational assessments, the use of a variety of strategies and approaches to meet the needs of a wide-range of organizations, and monitoring of organizational progress is provided. The application includes creative strategies for preparing organizations to receive USAID funds and assisting organizations from a near and far geographic distance.
- Illustrative activities are relevant and likely to achieve the anticipated outcomes for each result and proposed sub-result. Sub-results and activities reflect sound knowledge and approaches to address the challenges in developing countries. Gender considerations including a girl and woman centered approach are addressed throughout the proposed approaches and strategies.
- Key issues and challenges, application of best practices, and achievement of the specific results needed for meeting the requirements of the program description are addressed. Roles and responsibilities of any formal partnership are clearly stated, including any division of labor related to achieving one or more key results (e.g. managing the sub-award program).

2. Case Studies

(20 Points)

The extent to which the Applicant is responsive to each of the bullets or sub factors below the technical review committee will determine an overall score. Each bullet or sub factors are of equal importance

- Reflects an understanding of the current status of CBFP, evidence-based practices, the importance of technical leadership, and the role of the public and private sectors.
- Proposed approaches recognize challenges and limitations in working with partners.
- Proposed approaches to strengthening and community-based programming through leadership, partnerships, and working through sub-awards are strategic.
- Proposed activities reflect a strong understanding of the role of USAID in this project, the rules and regulations of managing USAID funds, and compliance to family planning legislation and other rules and regulations.
- Proposed activities are feasible and appropriate to the specific setting and efficient in use of technical and financial resources.
- Proposed activities reflect understanding of the diverse nature of relationships and partnerships that need to be fostered and the importance of gender including a girl and woman centered approach considerations.
- Proposed activities reflect strategic collaboration with other USAID-funded projects and partners via tools, models, and/or approaches.

D2. Staffing including Key Personnel**30 Points**

The extent to which the Applicant is responsive to each of the bullets or sub factors below the technical review committee will determine an overall score. Each bullet or subfactors are of equal importance

Consideration will be given to the complementarities of the collective team of personnel proposed and the extent to which the mix of skills and qualifications are deemed able to meet the requirements set forth in the Program Description:

Qualifications for the proposed Project Director

The proposed Project Director must have the leadership qualities, technical skills and expertise, experience, management experience, and interpersonal skills to fulfill the diverse managerial and technical requirements of the project as specified in the Program Description of this RFA.

Qualifications for the proposed Deputy Director for Grants Programs

The proposed Deputy Director for Grants Programs meets the qualifications outlined in the Program Description of this RFA.

Qualifications for the proposed Deputy Director for Technical Programs

The qualifications of the proposed Deputy Director for Technical Programs meets the qualifications outlined in the Program Description of this RFA.

Qualifications for the proposed Monitoring and Evaluation Advisor

The proposed Monitoring and Evaluation Advisor meets the qualifications outlined in the Program Description of this RFA.

Additional Staffing

Additional staff complements skills of the Project Director and two Deputies to successfully implement and achieve the purpose and results of the projects.

The staffing pattern and the number and type of positions proposed demonstrate responsiveness to the financial management/administration and technical requirements of the proposed approach, with an optimal configuration for efficiency and cost containment. Regarding the organizational arrangements (e.g., consortium, recipient/sub recipients), the staffing pattern and the number and type of positions proposed should reflect the specific expertise of each organization, should not be duplicative, and should represent an efficient use of resources. The additional staff proposed demonstrates technical expertise and background to successfully implement this program.

D3. Management and Institutional Capacity**15 Points**

The extent to which the Applicant is responsive to each of the bullets or sub factors below the technical review committee will determine an overall score. Each bullet or sub factors are of equal importance

- The application presents a solid management and administrative structure, policies, and practices for overall implementation of the program including personnel, financial, and logistical support, with appropriate role and level of effort for staff supporting these functions and a realistic plan for monitoring the technical and financial activities and reporting on results.
- The application describes realistic plans for rapid startup of the project, including the first year plan of activities and timeline and plans for rapid response to requests from USAID/Washington and/or USAID Missions. The application should describe how the program will manage a complex set of activities in multiple countries and regions of the world and balance the competing demands from USAID/Washington and USAID Missions, including the reporting requirements.
- The proposal reveals workable division of responsibilities and funding among partners to manage and implement activities; plans to work with local partners, other USAID programs, and other implementing organizations to achieve results; and a management structure that is mutually reinforcing, optimally efficient, and effective in its use of technical and financial resources, and not duplicative.
- The application demonstrates the Applicant's institutional capacity, organizational systems, and competence to creatively plan, implement, monitor, and report on the range of activities outlined in this RFA in both global and country-specific contexts.

D4. Past Performance**10 Points**

The past performance of the Applicant will be evaluated on the references submitted by the Applicant and the extent to which the references demonstrate excellent project management, strong and consistent financial management and reporting, and successful collaboration with all partners, including donors.

D5. Performance Monitoring and Evaluation**10 Points**

The extent to which the Applicant is responsive to each of the bullets or sub factors below the technical review committee will determine an overall score. Each bullet or sub factors are of equal importance

- The application presents a comprehensive Performance Monitoring Plan (PMP) that

clearly outlines its approach to monitoring and evaluation. The plan delineates ambitious but achievable performance targets and benchmarks for achieving the results outlined in the program description. It includes a plan for the oversight of compliance with USAID family planning legal and policy requirements.

- The plan describes a feasible methodology for data collection.
- The plan demonstrates what will be achieved by year three and by the end of the project. Indicators for targets and benchmarks should be established to show achievement and results.

D6. Cost Savings Strategies and Summary Financial Information **10 Points**

The extent to which the Applicant is responsive to each of the bullets or sub factors below the technical review committee will determine an overall score. Each bullet or sub factors are of equal importance

- Reasonable and feasible strategies to achieve economies of scale, minimize administrative and other costs associated with administering a sub-award program are described and address a variety of tasks associated with administering this sub-award program.
- The ranking of the percentages of funds set aside by USAID for sub-awards that the Applicant will distribute as sub-awards calculated from the budget scenarios requested in the Cost/Business Application of this RFA. Applicant with the highest average percentage will be given the highest ranking.

Summary:

Technical Approach	45 points
Staffing/Key Personnel	30 points
Management/Institutional Capacity	15 points
Past Performance	10 points
Monitoring and Evaluation	10 points
Cost Savings and Financial Information	10 points

TOTAL	120 points
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Annex D: Past Performance Short Form

PERFORMANCE REPORT - SHORT FORM	
PART I: Award Information (to be completed by Prime)	
1.	Name of Awarding Entity:
2.	Award Number:
3.	Award Type:
4.	Award Value (TEC): (if subagreement, subagreement value)
5.	Problems: (if problems encountered on this award, explain corrective action taken)
6.	Contacts: (Name, Telephone Number and E-mail address)
6a.	Agreement/Contract Officer:
6b.	Technical Officer (AOTR/COTR):
6c.	Other:
7.	Recipient:
8.	Title/Brief Description of Product/Service Provided:
9.	Information Provided in Response to RFA/RFP No. :
PART II: Performance Assessment (to be completed by Agency)	
1. How well Recipient/Contractor performed:	
1a.	Quality of product or service, including consistency in meeting goals and targets, and cooperation and effectiveness in fixing problems. Comment:
1b.	Cost control, including forecasting costs as well as accuracy in financial reporting. Comment:
1c.	Timeliness of performance, including adherence to schedules and other time-sensitive project conditions, and effectiveness of home and field office management to make prompt decisions and ensure efficient operation of tasks. Comment:
1d.	Customer satisfaction, including satisfactory business relationship to clients, initiation and management of several complex activities simultaneously, coordination among subawardees and developing country partners, prompt and satisfactory correction of problems, and cooperative attitude in fixing problems. Comment:
1e.	Effectiveness of key personnel including: effectiveness and appropriateness of personnel for the job; and prompt and satisfactory changes in personnel when problems with clients were identified. Comment:
2.	Specify instances of good or poor performance, especially in the most critical areas. Comment:
3.	List significant achievements and/or problems. Comment: