



Issuance Date: **May 15, 2018**

Deadline for Questions: **May 21, 2018 at 1pm EDT/5pm GMT**

Closing Date: **June 5, 2018 at 1pm EDT/5pm GMT**

Subject: **APC RFA No. GH-025 – INTEGRATING HEALTH AND FAMILY PLANNING INTO ENVIRONMENT AND NATURAL RESOURCE MANAGEMENT, FOOD SECURITY AND LIVELIHOODS PROGRAMS IN GHANA**

The Advancing Partners & Communities (APC) project invites local, regional and international organizations currently implementing programs focused on environment and natural resource management, food security, resilience, and/or livelihoods program in Ghana to submit applications for a population, health and environment (PHE) project to advance community-based family planning (CBFP) and other health services through the use of an integrated PHE approach. The goal of the solicitation and resulting award is to build on the existing technical and organizational capacities of the grant Recipient so that it will be able to integrate family planning and health into one or more existing environment and natural resource management, food security, resilience, or livelihoods programs within Ghana, using the PHE approach.

Any grant awarded under this solicitation will be a subgrant from APC implemented by JSI Research & Training Institute, Inc. (JSI) and partner FHI 360. APC is a Cooperative Agreement funded by the United States Agency for International Development (USAID) and awarded to JSI for the purpose of providing grant solicitations, grants, technical assistance and management services on behalf of the USAID Bureau of Global Health and USAID Missions.

It is anticipated that one subgrant for up to \$175,000 USD, for a period of up to twelve months, will be awarded to carry out activities to meet the following objectives:

- 1) Integrate CBFP and other health services (e.g. malaria) into an existing environment and natural resource management, food security, resilience, or livelihoods program.
- 2) Increase access to CBFP services (including community-based distribution of selected contraceptives) and referral for other methods.
- 3) Work closely with APC to build the organizational capacity and/or close links with government or other service delivery partners to continue providing services after the project ends.
- 4) Collect and analyze data to add to the global body of knowledge on the impact a PHE model can have on sustainability and the feasibility of integrating CBFP and health into ongoing environment and natural resource management, food security, resilience, livelihoods or similar projects.

Please read the RFA in its entirety and ensure that the application addresses all of the items listed in the Application Instructions (Section B) and in the Evaluation Criteria (Section C4).

Applications must be submitted in English by June 5, 2018, at 1pm EDT/5pm GMT.

Applications submitted after the closing date/time will not be considered. One (1) electronic copy of the application should be sent to grants-APC@jsi.com.

The RFA will consist of this announcement and the following:

Section A – Overview of Activity and Requirements

Section B – Application Instructions

Section C – Eligibility and Selection Criteria

Attachment 1 – Past Performance Information Table

Attachment 2 – Budget Template

Attachment 3 – Budget Notes

Attachment 4 - Preliminary Monitoring and Evaluation Plan and Timeline template

Any questions concerning this solicitation should be submitted by email to grants-APC@jsi.com by **1pm EDT/5pm GMT on May 21, 2018**. A list of all questions and the responses to these questions will be posted on the APC website by **May 25, 2018**. If you encounter problems accessing the solicitation, please email grants-APC@jsi.com.

Applications will be reviewed by a technical committee that will evaluate the applications according to criteria provided within. The committee will determine which organization will be funded based on the submitted applications. The APC Finance Director will use the conclusions of the Technical Committee, together with an evaluation of the costs, as the basis for a subgrant with the successful Applicant.

Issuance of this solicitation, or the submission of an application, does not constitute an award commitment on the part of the United States Government (USG), JSI, and/or FHI 360, nor does it commit the USG, JSI, and/or FHI 360 to pay for costs incurred in the preparation or submission of an Application. The USG reserves the right not to fund any of the applications received. All recommendations for funding are contingent on the approval of the Agreement Officer's Representative at USAID.

Thank you for your consideration of this initiative. We look forward to your organization's participation.

Sincerely,

Stephen Katz

Finance Director, Advancing Partners & Communities

JSI Research & Training Institute, Inc.

**INTEGRATING HEALTH AND FAMILY PLANNING INTO ENVIRONMENT AND NATURAL RESOURCE
MANAGEMENT, FOOD SECURITY AND LIVELIHOODS PROGRAMS IN GHANA
APC RFA No. GH-025**

Table of Contents

SECTION A: OVERVIEW OF ACTIVITY AND REQUIREMENTS	4
A1. Introduction.....	4
A2. Background.....	4
A3. Project Overview	6
SECTION B: APPLICATION INSTRUCTIONS.....	9
B1. Application Guidelines.....	9
B2. Technical Application (Maximum: 10 pages).....	10
SECTION C: ELIGIBILITY AND SELECTION CRITERIA	14
C1. Introduction.....	14
C2. Eligibility.....	14
C3. Selection Process	14
C4. Technical Evaluation Criteria	15
C5. Weighing of Evaluation Criteria	17
Attachment 1: Past Performance Information Table.....	18
Attachment 2: Summary Budget Template.....	19
Attachment 3: Budget Notes	20
Attachment 4: Preliminary Monitoring and Evaluation Plan and Timeline Template.....	22

SECTION A: OVERVIEW OF ACTIVITY AND REQUIREMENTS

A1. Introduction

Advancing Partners and Communities (APC), a Cooperative Agreement funded by USAID and implemented by JSI and partner FHI 360, supports community programs to improve the overall health of individuals and their communities. APC provides global leadership in community health systems, mobilization, and community-based programming; executes and manages small- and medium-sized grants; and builds the capacity of organizations to manage and implement effective programs.

JSI received funding for a USAID population, health and environment (PHE) program to work with one organization in Ghana to integrate CBFP into existing environment and natural resource management, food security, resilience, or livelihoods efforts. This RFA seeks organizations that currently implement programs focused on these efforts in Ghana. The resulting subaward will support the family planning needs of remote or underserved populations living in and around fragile ecosystems while ensuring the sustainability of the environment upon which they depend.

This document describes the goal and objectives, purpose, application process, and selection criteria for applications. The successful Applicant will demonstrate strong commitment to adding family planning and other health services to their existing work and will be expected to achieve the project goal and objectives (see next section). Partnerships with local family planning organizations are encouraged.

Overall Project Goal. This project's goal is to ***support the family planning needs of remote or underserved populations living in and around fragile ecosystems while ensuring the sustainability of the environment upon which they depend.*** To achieve this goal, the successful Applicant will work closely with APC to build on existing technical and organizational capacities to integrate family planning services into existing environment and natural resource management, food security, resilience, and/or livelihoods programs.

A2. Background

Increasing access to family planning services has profound health, economic and social benefits for families and communities. USAID's Office of Population and Reproductive Health (PRH) advances and supports voluntary family planning and reproductive health programs in more than 40 countries around the world, and advances the centrality of family planning and reproductive health as a multifaceted approach for sustainable development.

The PHE approach to community development aims to simultaneously improve access to and equity of primary health care services, particularly family planning, while also helping communities conserve biodiversity, manage natural resources, and develop sustainable livelihoods.

In recognition of the close links between humans, their health, and the environment they live

in, the PHE model offers a holistic approach to development that typically benefits from increased community buy-in, broader message reach, improved gender equality, and cost savings. PHE activities play an important role in areas where rapid population growth, a very young population, migration, and unsustainable use of natural resources put pressure on the environment, where degraded natural resources have an impact on the health and livelihoods of local communities, and where a lack of health services – especially family planning – threatens long-term prospects for sustainable development.

PHE projects work to promote this objective by integrating family planning into other programs focused on conservation, natural resource management, rural development, livelihoods, and/or health. PHE programs are built on the principle that there is “value added” in providing integrated services in fragile ecosystems. Typically, PHE projects address several technical areas and integrate staff, operation costs, training and monitoring.

The purpose of this project is to build on the existing technical and organizational capacities of the Recipient and/or its local partners to integrate family planning services into their ongoing program in Ghana. During this process, the Recipient will be expected to work collaboratively with APC to identify and fill its capacity building needs.

Within the worldwide PHE community of practice, there have been numerous successful efforts in coastal conservation, conserving fragile ecosystems, and population/health, particularly in East Africa, Madagascar, and the Philippines. To date, there are few PHE partnerships in West Africa, including in Ghana.

This project will be integrated into existing programs in at least one of two areas in Ghana – the Northern Region and the country’s coast. Both regions host an abundance of natural resources that provide vital ecosystem services. These resources help drive economic growth (fisheries and forestry industries), boost resilience in the face of climate change, and provide the livelihoods of many poor people.

However, unsustainable infrastructure development, inadequate management of natural habitats and resources, and pollution threaten the productivity of both ecosystems. Climate change-related events such as sea-level rise and warming, land subsidence, storm surge, and increased coastal flooding contribute to the vulnerability of the region. Loss of animal and plant biodiversity in Ghana has been a concern in recent years as well, due in part to deforestation from increased agricultural production in order to feed the rapidly growing population.

These environmental problems are exacerbated by unsustainable population growth. The fertility rate in proposed target areas is high due to a large extent to low contraceptive knowledge and use. In addition, maternal and infant mortality remain because of poverty and poor child spacing. According to The World Bank, Ghana has a population growth rate of 2.2 percent¹. The 2017 Ghana Maternal Health Survey Key Indicators Report shows a total fertility rate of 3.9, and contraceptive prevalence rates ranging from 25 percent for married women to

¹ <https://data.worldbank.org/indicator/SP.POP.GROW>

30.6 percent for unmarried sexually active women². Maternal and infant mortality remain high (319³ per 100,000 live births and 41 per 1,000 live births⁴ respectively). Both fertility and maternal-infant mortality are higher in underserved areas covered by this subgrant.

In sum, there are strong reasons favoring programs/collaborations which simultaneously (and efficiently) address coastal resources, forest cover, fragile ecosystems, and health/family planning services. Providing access to voluntary contraceptive services also plays a key role in improving maternal and child health, empowering women, and enabling families to have the number of children they want and can care for. Other positive results are easing population pressures on the region's natural resources and reducing the risk of infectious disease associated with crowding and poor nutrition.

A3. Project Overview

The successful Applicant will integrate family planning services into an existing environment and natural resource management, food security, resilience, or livelihoods program in coastal and/or northern Ghana. Illustrative examples of programs into which family planning services might be integrated are listed in the box below. Applicant(s) may propose integrating family planning into other types of programs, as long as they are implemented in the context of protecting a fragile ecosystem and meet the other eligibility requirements.

- Environmental conservation
- Natural Resource management
 - Coastal resources
 - Fisheries
 - Forestry
- Livelihoods
- Food security and nutrition
- Resilience
- Microfinance

The successful Applicant is expected to describe the existing program and activities its organization is implementing, including the target beneficiaries and how the focus population would benefit from adding family planning services. Applicants should describe how they propose to integrate family planning activities into their existing program in a rapid and sustainable way, including any proposed local partners, sourcing of contraceptive supplies, and how they will approach training, supporting, and motivating existing staff.

² <https://www.dhsprogram.com/publications/publication-PR95-Preliminary-Reports-Key-Indicators-Reports.cfm>

³ Trends in Maternal Mortality: 1990 to 2015.

http://apps.who.int/iris/bitstream/handle/10665/194254/9789241565141_eng.pdf?sequence=1

⁴ Ghana Demographic and Health Survey 2014. <https://www.dhsprogram.com/publications/publication-FR307-DHS-Final-Reports.cfm>

For each of the four objectives, the Applicant(s) shall describe and demonstrate how it will implement them. All activities are the responsibility of the Applicant(s); however, subgrants to local Ghanaian organizations are allowed.

Geographic Priority Areas.

The project will be implemented in the Northern and/or coastal regions of Ghana. The Successful Applicant must already operate an environment and natural resource management, food security, resilience, or livelihoods program in one or both of these regions. A strong preference will be given to Applicants that propose adding these activities to existing USAID-funded programs. The successful Applicant will work in close collaboration with government and local health and administration authorities and other health sector partners to implement this program.

Project Objectives and Implementation Requirements/Scope of Work.

Applications should be submitted for the entire technical program described herein. For each of the four objectives of the project, the Applicant(s) will describe the activities it will undertake to achieve these objectives. The Applicant(s) may offer alternative strategies to meeting any of the four objectives defined in this RFA, keeping in mind the general project goal, and specifically, APC's interest in increasing access to family planning services at the community level. The Applicant(s) must articulate how beneficiaries will be reached and how they will benefit from the proposed activities.

The four objectives of this project are to:

- 1) Integrate CBFP and other health services (e.g. malaria) into an existing environment and natural resource management, food security, resilience, and/or livelihoods program.
- 2) Increase access to CBFP services (including community-based distribution of selected contraceptives) and referral for other methods.
- 3) Work closely with APC to build the organizational capacity and/or close links with government or other service delivery partners to continue providing services after the project ends.
- 4) Collect and analyze data to add to the global body of knowledge on the impact a PHE model can have on sustainability and the feasibility of integrating CBFP and health into ongoing projects.

Illustrative activities/strategies that Applicants should consider include:

- Training existing staff on family planning messaging and how to refer clients to appropriate health centers, community-based agents or other source of services.
- Creating and promoting family planning messages to be integrated into existing efforts.
- Using social and behavior change communication strategies.
- Hiring health personnel to provide family planning services and/or technical assistance in conjunction with existing activities.

APC RFA No. GH-025 INTEGRATING HEALTH AND FAMILY PLANNING INTO ENVIRONMENT AND NATURAL RESOURCE MANAGEMENT, FOOD SECURITY AND LIVELIHOODS PROGRAMS IN GHANA

- Recruiting and training volunteer community health workers (CHWs) who will promote family planning and health and distribute contraceptives to community members (Optional).
- Incorporating activities that aim to advance gender equity (e.g., women’s empowerment, engaging men in family planning)
- Incorporating activities targeted toward meeting the family planning and other needs of youth (e.g., youth-friendly services, youth groups or clubs, life skills education)
- Conducting field visits to monitor progress and provide site-specific guidance on implementation and on-site training and mentoring.
- Engaging in peer-to-peer mentoring and south-to-south exchanges to build capacity and improve family planning service delivery programs.
- Sourcing contraceptives and implementing effective supply and distribution monitoring systems to ensure timely and sustainable availability of family planning (contraceptive) commodities for community-based distribution, as well as referral mechanisms for long acting methods.
- Training adult and/or youth peer educators and leaders to provide information on sexual and reproductive health.
- Integrating other, related health interventions into the program (e.g. malaria, nutrition, etc.) (Optional)

Expected results include:

- Increased capacity of the successful Applicant to implement a PHE program, with a family planning focus, in northern or coastal Ghana.
- Documentation on integrating effective family planning programs into their program, with results and experience.
- Demonstrated improvements in the knowledge, attitudes and commitment of the successful Applicant, partners, and communities to family planning and healthy timing and spacing of births.
- Improved outcomes for gender equity and/or attitudes towards gender equality.
- Increased use of youth-focused approaches, where appropriate.
- Family planning acceptor data (new users, continuing users, completed referrals, and methods disaggregated by age and sex) which shows increased use of family planning in the target areas.
- Lessons learned from integration of PHE approaches, particularly family planning and documentation of linkages between the sectors.

Applicant(s) are encouraged to use the Family Planning High Impact Practices (HIPs) as a guide for designing evidence-based family planning activities to have the greatest impact. HIPs are “a

set of evidence-based family planning practices vetted by experts against specific criteria and documented in an easy-to-use format.”⁵

Monitoring, Evaluation and Reporting

The successful Applicant must submit a workplan and Monitoring and Evaluation Plan to measure progress toward results. The workplan is due for approval within 30 calendar days of signing a subaward agreement with APC. The successful Applicant is expected to meet all reporting requirements of USAID and APC, which include but are not limited to brief quarterly updates and more detailed quarterly performance reports, periodic financial reports, and annual reporting on an Environmental Mitigation and Monitoring Plan (to be developed by the successful Applicant/s), as required by USAID. The successful Applicant must also comply with all USAID family planning guiding principles and U.S. legislative and policy requirements, such as voluntarism and informed choice.⁶ All compliance requirements will also apply to any sub-partners, if applicable. Specific reporting templates and guidelines will be provided.

The successful Applicant will facilitate access of the APC staff to project implementation sites and provide any information needed to that team for monitoring purposes. The successful Applicant will cooperate with this team to provide information regarding the program and services being carried out under this grant.

The successful Applicant will actively support APC program monitoring and evaluation activities. In addition, an end-of-project assessment may be conducted to tell the story and document outcomes of the project and lessons learned from implementation.

If at the end of the project additional funding becomes available, USAID may issue a follow-on award, either directly or through another mechanism to continue implementation beyond the original twelve months. However, Applicant(s) should design a project for only twelve months at this time, as a project follow-on is not guaranteed.

SECTION B: APPLICATION INSTRUCTIONS

B1. Application Guidelines

Applicants are encouraged to read the solicitation in its entirety, and ensure that the application addresses all of the items cited in the application instructions and meets the eligibility criteria. All applications must be submitted by **June 5, 2018, at 1pm EDT/5pm GMT**.

⁵ HIP briefs are available at <http://www.fphighimpactpractices.org/>

⁶ USAID family planning guiding principles can be found here: <https://www.usaid.gov/what-we-do/global-health/family-planning/usaid-family-planning-guiding-principles-and-us-0>

U.S. Government legislative and policy requirements around family planning can be found here: <https://www.usaid.gov/what-we-do/global-health/cross-cutting-areas/legislative-policy-requirements>

Applications submitted after the closing date and time will not be considered.

The application must be accompanied by a cover letter typed on official organizational letterhead and signed by a person who has signatory authority for the Applicant. Submit a complete application package (electronic format) on or before the due date and time to grants-APC@jsi.com.

Receipt of an application to this request does not constitute an award commitment on behalf of the USG, JSI, and/or FHI 360, nor does it commit the USG, JSI, and/or FHI 360 to reimburse any costs incurred in the preparation and submission of an Application. JSI, FHI 360, and the USG reserve the right not to fund any and/or all of the applications received.

All applications, except those determined to be non-responsive, submitted on or before the due date and time will be reviewed by a technical committee that will evaluate the applications according to the criteria provided below. The committee will determine which organization will be funded based on the submitted responses to the evaluation criteria. All Applicants will be notified in writing whether their application is recommended for funding. A recommendation for funding is contingent on the availability of funds and the approval of the Agreement Officer's Representative (AOR) of APC at USAID/Washington. The successful Applicant will be awarded a subgrant from JSI on behalf of USAID.

B2. Technical Application (Maximum: 10 pages)

The Technical Application describes the Applicant's existing work in the environment and natural resource management, food security, resilience, or livelihoods sector plus their technical and organizational capacity to meet Program Objectives and Goals (see Section A). It should be concise, specific, complete, and demonstrate a clear understanding of the goals and objectives of the project and strong commitment to family planning. The Technical Application must be submitted in English.

Applications may be no more than 10 pages in length. The following are NOT included in the 10-page application limit: table of contents, acronym list, or appendices and attachments (i.e., Past Performance Information Tables – limit 3, and Budget Documents). All applications should be typed on standard letter-sized paper (8 ½ x 11") with 1" margins, using a font size of 12 Times New Roman, except within tables and in the budget section where the font size may be smaller but must be easily readable (size 10 font minimum). At this initial stage, Applicants should NOT submit any additional documents with their application. APC will confirm receipt via email of all applications within seven (7) calendar days of the submission deadline.

Applicants should submit all documents as email attachments. It is not necessary to send a hard copy of the application via mail or fax. The Technical Application and the corresponding Budget Documents should be submitted as separate attachments. Applicants should not include photographs as part of their applications.

Applicants should include only information necessary to provide a clear understanding of the

organization's technical and organizational capacity, and the proposed plan for project implementation. Greater detail than necessary, as well as insufficient detail may detract from an application's clarity. Assume that the reader is not familiar with the particular context in which the project will be implemented. Minimize or avoid the use of jargon and acronyms as much as possible. If acronyms or abbreviations are used, include a separate page explaining the terms.

1. Cover Page (1 page)

Include the name of the organization submitting the application, project title, location, proposed project dates (e.g. July 1, 2018-June 30, 2019), requested amount (in USD) of USAID funding, and name, office address, phone, fax, email of the primary individual responsible for the application and one alternate.

2. Executive Summary (1 page)

The executive summary should provide an overview of critical elements of the application, including the organization's overall approach to supporting project objectives. Roles of specific partners (if included) should be briefly described. Applicant(s) should also address why the organization is suitable to provide the services requested in this RFA.

3. Existing Capacity and Program (1 page)

The Applicant(s) will describe organizational philosophy, mission and goals, current capacity for supporting APC Project objectives and overall experience in Ghana related to the technical areas included in this RFA. The Applicant(s) should describe the existing environment and natural resource management, food security, resilience, and/or livelihoods program into which it proposes to integrate family planning services. This will include the size and characteristics of their current target population(s), program time period, accomplishments to date, and how the program is funded.

4. Technical Approach (7 pages)

I. Situation Analysis

The situation analysis can be brief, but it should present a sound analytic basis for the proposed approaches, strategies and interventions, including a justification for importance of adding family planning to existing activities. It should give attention to existing, as well as absent, resources and capabilities, such as the current unmet need for contraceptives. This section should establish that the applicant has sufficient understanding of the current and evolving situation of the proposed project and a vision of the needs and challenges.

II. Strategic Approach, Implementation Plans, Assumptions and Constraints.

This section should describe **how** the Applicant proposes to achieve the goal to **support the family planning needs of remote or underserved populations living in and around fragile eco-systems while ensuring the sustainability of the environment upon which they depend** and the project objectives. The Applicant(s) should provide justification for their proposed geographic locations.

This section also focuses on activities proposed under this project, not past activities or achievements. Approaches used to achieve objectives should be highlighted, and activities described. Applicants are encouraged to elaborate further activities that would meaningfully contribute to achieving project objectives. The section also should describe the approach to integration of family planning and health into existing programs. This grant is not intended to support a stand-alone or “parallel” family planning activity.

The Applicant(s) should provide clear information on its conceptual framework and technical approach to integrating family planning services into its existing program in a rapid and sustainable way. The Applicant(s) should articulate how it will perform assessments, develop the plans and ensure continued progress towards plan objectives. The Applicant(s) should address how they would source contraceptives under this program. In addition, the Applicant(s) should provide a plan for how it will ensure the support and motivation of existing staff for introducing family planning to the program. The Applicant(s) also should detail any planned collaboration and partnership with local organizations or government entities. The Applicant(s) should describe ways in which considerations regarding gender and youth will be incorporated into the activity areas.

Finally, there should also be a section which describes key assumptions and/or constraints which might impact the ability to achieve results or outcomes.

III. Monitoring and Evaluation

Effective internal monitoring and evaluation of activities, outputs, and outcomes are essential for transparency and lessons learned, as well as for meeting the project reporting requirements. This section should describe the Applicant’s capacity to monitor and evaluate project performance; how the proposed project will gather relevant implementation data, monitor implementation progress and outputs and measure project outcomes; how gender-relevant data and information will be gathered and used; how data and information on youth populations will be gathered and used; and what indicators the Applicant proposes for monitoring and evaluating results. The Applicant(s) should propose appropriate indicators for its enumerated approaches and interventions. In the technical approach, the Applicant’s activities should be clearly linked to achieving positive results on their chosen indicators. Applicants are encouraged to propose additional process and outcome indicators to measure activity progress, all of which will be included in a Preliminary Monitoring and Evaluation Plan and Timeline. A table of proposed indicators and measurement criteria can be included as an attachment to the application.

In addition, the Applicant(s) should use the Preliminary Monitoring and Evaluation Plan

and Timeline template (Attachment 4) to chronologically outline project activities and indicators/targets. The Applicant(s) should include illustrative indicators for each activity and proposed targets for the life of the subgrant.

IV. Management, Implementation and Staffing

This section briefly elaborates how the Applicant(s) intends to manage the project. The Applicant(s) will identify a staffing plan, including the personnel positions and a brief description of their roles, responsibilities and level of effort (if less than 100 percent). Two page CVs of one or two key personnel or key consultants should be provided as attachments to the application. Given the short time frame of this project, recipients are encouraged to not overstaff, but rather to present a staffing plan which will maximize the ability of the effort to continue once funding ends. This could involve using part-time staff, consultants or re-training existing staff. However, one key person or consultant must have experience in clinical family planning, counseling and training. An organization chart specific to the project and staff relationships (and not the parent organization) should be supplied. If tables are used, both the staffing plan and the organization chart can be placed in an attachment.

V. Summary and Detailed Budget (see Attachment 2)

Include a general budget using the following categories of cost (exclude any that do not apply): Labor, Allowances/Staff Benefits, Consultants, Travel, Expendable Equipment, Other Direct Costs, Program Costs, and Subawards.⁷ The category Overhead or Indirect Costs may be used only if the organization has a Negotiated Indirect Cost Rate Agreement (NICRA) from a US federal agency or elects to use a 10% De Minimis rate. Otherwise please include all overhead costs (share of rent, utilities, management costs, etc.) within the other categories.

No profit or fee may be charged. The budget notes need to be detailed and should indicate a reasonable amount of care and thought in terms of general budgetary assumptions.

VI. Attachments to the Technical Application (not included in the page limit)

Documents listed below should be submitted as separate Attachments to the email.

- CVs for key personnel or main consultants (maximum two pages per CV) as noted above.
- Past Performance Information Tables: Applicants should submit no more than three (3) Past Performance Information Tables (Template in Attachment 1) for similar projects implemented within the past three years in Ghana.
- Staffing Plan/Organizational Chart for this project.
- Preliminary Monitoring and Evaluation Plan and Timeline: The Applicant(s) should use the template provided in Attachment 4. Illustrative indicators.

⁷ Subawards must also have sufficient detail (following the same format as the budget submitted by the Applicant).

- Letters of support from proposed partners, if applicable.
- Budget and Budget Notes Format.

SECTION C: ELIGIBILITY AND SELECTION CRITERIA

C1. Introduction

Selection criteria presented in Section C4 serves: (1) to identify the significant matters which the Applicant should address in its application; and (2) as the standard against which all applications will be evaluated. The Applicant must organize the narrative sections of its application in the same order as the selection criteria. Applications found to be ineligible will not be reviewed and Applications that deviate significantly from this structure may not be reviewed. The Technical Application will be evaluated in accordance with the criteria set forth below. A subgrant shall be made to the applicant whose submission, based on indicated evaluation criteria, represent the most solid technical approach, include the recommended organizational components, address the identified objectives, and provide the best value for the cost.

C2. Eligibility

APC is seeking applications from local, regional, or international organizations who meet the following minimum criteria. The organization must:

- a) Be actively implementing a program with current funding, focused on environment and natural resource management, food security, resilience, and/or livelihoods in the Coastal and/or Northern geographical regions of Ghana, characterized as a fragile ecosystem.
- b) Have existing organizational capacity to rapidly plan and implement activities.
- c) Exhibit strong commitment to family planning and health and an understanding of the PHE approach.

Applicants must be legally registered in Ghana. For the application to be considered under this solicitation, the organization must have adequate financial controls and can reasonably expect to be eligible to receive USAID funds by satisfying 2 CFR 200 requirements. No funds shall be paid as profit to any Applicant. Profit is any amount in excess of allowable direct and indirect costs.

C3. Selection Process

Applications will undergo a preliminary review by APC staff for completeness and responsiveness. Incomplete applications and applications judged to be unresponsive to the solicitation will be considered ineligible. Applications submitted after the due date and time will not be considered. Applications deemed to be eligible will then be reviewed against the selection criteria outlined in Section C4. The Technical Application will be evaluated in accordance with the technical evaluation criteria as per Section C4. Thereafter, the Budget of

Applicants selected for a potential subgrant will be reviewed for general reasonableness, allowability, and allocability of costs.

A subgrant will be awarded to the Applicants whose submission offers the greatest value, and will be made based on the ranking of applications according to the technical selection criteria. APC reserves the right to request clarifications, further information or revisions from any Applicant deemed to have met initial selection criteria as needed to make a final selection. The APC Finance Director will use the conclusions of the technical committee, together with an evaluation of costs to determine if negotiations with an Applicant are required. A recommendation for funding is contingent on the availability of funds and the approval of the project's Agreement Officer's Representative and/or Agreement Officer within USAID/Washington.

C4. Technical Evaluation Criteria

Applicants should note that these criteria serve: (1) identify the significant matters which Applicants should address in their applications; and (2) as the standard against which all applications will be evaluated.

The application will be evaluated against the following criteria:

I. Existing Capacity and Program [20 points]

This section should describe the existing environment and natural resource management, food security, resilience, or livelihoods program into which it proposes to integrate family planning services. A strong Existing Capacity and Program section will:

1. Provide an overview of the existing program.
2. Provide a justification for why this program can support the addition of family planning services.
3. Describe the accomplishments to date of the existing program.
4. Identify the target beneficiaries of the existing program.
5. Convincingly present organizational commitment.

II. Situational Analysis [10 points]

1. Demonstrate clear justification for importance of adding family planning to existing activities. Include data and information from reliable sources to justify analysis.
2. Analysis of the context provides an accurate and convincing case for the proposed locations and interventions.
3. Demonstrate in-depth understanding of needs of the community residents.
4. Relevant partners have been identified (if applicable) and incorporated into a plan for engagement.

III. Strategic Approach and Implementation Plan [40 points]

This section should provide a clear description of the Applicant's overall strategies and details of the proposed technical interventions and activities to achieve project objectives.

Reviewers will evaluate overall quality and feasibility of the technical approach. A strong technical design will:

1. Provide an overview of the Applicant's strategy and describe how the proposed approaches are sufficient to effectively achieve the objectives described in this RFA and can be moved to scale quickly and efficiently.
2. Demonstrate sound approaches to fully integrating family planning services into an existing program in a rapid and sustainable way.
3. Ensure a reliable supply of contraceptives.
4. Detail plans for how to approach ensuring the support and motivation of existing staff for introducing family planning to the program.
5. Detail ways in which considerations around gender and youth will be incorporated into the activity areas.
6. Detail any planned collaboration and partnership with local organizations or government entities.
7. Clearly articulate key assumptions used in relation to the proposed plan of action.
8. Identify constraints which might impact the ability to achieve results or outcomes.

IV. Monitoring and Evaluation [10 points]

This section provides a description of the monitoring systems and mechanisms to be used. The monitoring and evaluation plan should be clear, realistic, and likely to generate information that helps strengthen the functions or contribute to the outcomes of the project. The Preliminary Monitoring and Evaluation Plan and Timeline will also be evaluated under this section.

1. The Applicant has clearly described how it will monitor and evaluate progress.
2. The project's structure/staffing includes adequate resources for undertaking monitoring and evaluation and reporting activities.
3. Indicators are specified in the Preliminary Monitoring and Evaluation Plan.
4. The Applicant has described its approach to routine quality assurance and health care worker performance monitoring.
5. Data and information is disaggregated by sex and age groups.
6. Outcomes related to gender have been identified and it is clear how they will be measured.
7. Outcomes related to youth populations have been identified and it is clear how they will be measured.
8. Applicant's timeline is realistic yet sufficiently ambitious to meet project's objectives.
9. Note that references may be checked to assess the Applicant's past performance based on the factors listed above.

V. Management and Staffing Plans [10 points]

This section provides an overview of the Applicant's proposed management of the project.

1. The Plan demonstrates qualifications of proposed personnel or key consultants to carry out technical and managerial requirements of the project.

2. Plan demonstrates strong organizational, human resources, financial, and information management structures and mechanisms, with clear roles and responsibilities for key staff. If part-time staff or consultants are proposed, the plan demonstrates how they will fulfil all their various roles effectively and efficiently.
3. The Plan demonstrates focus on quality and effectiveness of interventions and activities (including consistency in meeting goals and targets and effectiveness in solving problems and constraints).
4. The organizational chart/proposed structure is appropriate for addressing the goals and objectives of the project within the governorate.
5. The Plan demonstrates capacity to develop an effective system for working with national or local level health actors and other organizations in the geographic or content areas, as needed, in the conduct of the program.

VI. Budget [10 points]

Applicants must demonstrate the reasonableness, allowability, and allocability of costs in order to offer the greatest value.

C5. Weighing of Evaluation Criteria

Applicants will be evaluated by the Technical Evaluation Committee and scored based on the following weighted criteria:

I. Existing Capacity and Program	20 points
II. Situational Analysis	10 points
III. Strategic Approach and Implementation Plan	40 points
IV. Monitoring and Evaluation	10 points
V. Management and Staffing Plans	10 points
VI. Budget	10 points
TOTAL	100 Points

Attachment 1: Past Performance Information Table

Organization Name	
Project Name	
Project Objective	
Activities undertaken	
Geographic Location (region, district, sub-district, and community)	
Donor Contact Information (name and address of donor and name and phone number/email address of project contact)	
Period of Implementation	
Total Project Budget	
Results Statement A strong results statement includes the number of people who benefitted in a specific way from the project. It is a description of the changes or improvements that occurred due to the project.	

Attachment 2: Budget Template

SEE ATTACHED EXCEL SPREADSHEET

Attachment 3: Budget Notes
ORGANIZATION NAME

Budget Notes

1. Staff/Labor Costs

Direct salaries and wages must be in accordance with the organization's established personnel policies and according to any local labor legislation. To be considered adequate, the policies must be in writing, applicable to all employees of the organization, is subject to review and approval at a high enough organizational level to assure their uniform enforcement and result in costs which are reasonable and allowable in accordance with applicable cost principles.

2. Allowances/Staff Benefits

All allowances and benefits provided as part of staff compensation that is above the salary base must be listed and described in this section.

Staff Benefits - If accounted for as a separate item of cost, fringe benefits must be based on the Applicant's audited fringe benefit rate or historical cost data in accordance with local legislation.

3. Consultant Costs

Direct consultants hired as part of this project must be listed. Daily rates and planned number of days must be included along with a brief description of the type of work the consultant will undertake to support the aims of the project.

4. Travel and Transportation

The narrative must indicate number of expected trips for all personnel and the estimated unit cost for each, specifically the origin and destination for each proposed trip, duration of travel, and number of individuals traveling. Per diem, if paid, should be in accordance with the organization's established travel policies and USAID travel regulations.

5. Expendable Equipment

Expendable equipment can be budgeted under this category but non-expendable equipment will not be funded under this sub-grant. (NOTE: Non-expendable equipment is defined as tangible personal property which has a useful life of more than one year and an acquisition cost of US \$5,000 or more for each equipment).

The standard provision USAID Eligibility Rules for Goods and Services will apply to any award. These rules can be found in Section M8 of [Standard Provisions for U.S. Organizations](#) and Section M6 of [Standard Provisions for Non-U.S. Organizations](#) and mainly pertain to the "source and origin" of the items to be purchased. The Geographic Code for this RFA is 935 –Applicant may purchase items from any area or country including the recipient country, but excluding the foreign policy restricted countries.

6. Other Direct Costs

All costs in this category must be specifically described in detail. Examples of other direct costs are communication, printing, postage, supplies, etc.

7. Program Costs

All costs in this category must be specifically described in detail.

8. Sub-awards

Any sub-awards anticipated as part of the project must be included here along with the name of recipient, the amount of the award, and a complete cost breakdown (following the same format as submitted by the Applicant).

9. Indirect Cost Rates

Funds should be budgeted here only if the Applicant has a currently approved NICRA. Describe the proposed indirect rate and the base to which it applies. If the organization does not have a NICRA, it can request a De Minimis 10% rate instead of budgeting overhead costs within the other categories.

Attachment 4: Preliminary Monitoring and Evaluation Plan and Timeline Template

	ACTIVITY	INDICATOR	TARGET (total over the life of the grant)	PERIOD OF IMPLEMENTATION (broken down by quarter)				
				Q1	Q2	Q3	Q4	Q5
Objective #1								
Activity 1								
Activity 2								
Activity 3								
Activity 4								
Activity 5								
etc.								
Objective #2								
Activity 1								
Activity 2								
Activity 3								
Activity 4								
Activity 5								
etc.								
Objective #3								
Activity 1								
Activity 2								
Activity 3								
Activity 4								
Activity 5								
etc.								