



Issuance Date: **April 12, 2013**

Deadline for Questions: **May 3, 2013 at 1 PM EDT/5pm GMT**

Closing Date: **July 12, 2013 at 1 PM EDT/5pm GMT**

Subject: **APC RFA No. GH-005 – WHEELCHAIR SERVICE DEVELOPMENT PROJECT**

The purpose of this announcement is to invite qualified organizations to submit Applications to JSI Research & Training Institute (JSI) under the Advancing Partners & Communities (APC) Project in support of wheelchair¹ service² development in less resourced settings. The goal of the award is for people with disabilities in developing countries to have greater access to affordable and appropriate wheelchairs and services.

JSI is acting at the request of the United States Agency for International Development (USAID). All grants awarded under this solicitation will be sub-grants from APC. The Advancing Partners & Communities Project is a USAID Cooperative Agreement awarded to JSI for the purpose of providing grants solicitation, award, technical assistance and management services on behalf of the USAID Bureau of Global Health and USAID Missions.

It is anticipated that one grant of \$9 Million USD for a project of up to four years will be awarded. It is expected that the project will be implemented in at least five countries and utilize at least ten sub-awards to qualified wheelchair providers. The Application should encompass activities that 1) *expand the provision of wheelchairs*; 2) *provide training for wheelchair service personnel*; and 3) *foster an enabling environment toward effective wheelchair service management and development*.

Applications must be submitted in English by July 12, 2013, at 1 PM EDT/5 PM GMT.

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

¹ Wheelchair is a device providing wheeled mobility and seating support for a person with difficulty walking or moving around.

² Wheelchair service is a comprehensive term that includes the following activities: referral, assessment, prescription, product procurement, product preparation, fitting, user training and follow-up. Additionally it encompasses key personnel involved in service management, service delivery and training.

The Request for Application will consist of this announcement and the following:

- Section A – Project Description
- Section B – Application Instructions
- Section C – Eligibility and Selection Criteria
- Attachment 1 – Past Performance Information Table
- Attachment 2 – Summary Budget Template
- Attachment 3 – Budget Notes

Applications will be reviewed by a technical committee that will evaluate the Applications according to the criteria provided within. The committee will determine which organization will be funded based on the submitted Applications. The APC Grants Officer will use the conclusions and recommendations of the technical evaluation together with an evaluation of the costs to negotiate with the applicant an Award.

Any questions concerning this solicitation should be submitted by email to grants-APC@jsi.com by 1 PM EDT/5 PM GMT on May 3, 2013. A list of all questions and answers will be circulated by May 10, 2013. If you encounter problems accessing the solicitation, please email grants-APC@jsi.com.

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) and/or JSI, nor does it commit the USG and/or JSI 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.

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

Sincerely,



Margaret Anne Baker
Grants Manager
Advancing Partners & Communities
JSI Research & Training Institute

**Wheelchair Service Development Project
APC RFA No. GH-005**

Table of Contents

SECTION A: PROJECT DESCRIPTION 1

- A1. Introduction 1
- A2. Background 1
- A3. Project Goal and Objectives..... 6
- A4. USAID Philosophy..... 8
- A5. Reporting..... 9

SECTION B: APPLICATION INSTRUCTIONS 10

- B1. Application Guidelines 10
- B2. Technical Application 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

SECTION A: PROJECT DESCRIPTION

A1. Introduction

This document describes the purpose, qualification criteria, application process and selection criteria used to select one proposal to be funded for the Wheelchair Service Development Project. The solicitation is specifically intended for U.S. or International Organizations (IO), Private Voluntary Organizations (PVO) or Non-Governmental Organizations (NGO) **having a key focus on community development³ and extensive experience in managing sub-awards.**

One grant is anticipated under this solicitation. The grant to be awarded through this solicitation, and the required ten or more sub-awards, will support the provision of wheelchairs, promote adequate training and professional development for local wheelchair providers, and foster an enabling environment that surrounds wheelchair service delivery.

The total award for this project, including sub-awards, will be up to \$9,000,000 (nine million) USD. Sub-awards may range from \$300,000 up to \$1,500,000 USD per organization. Organizations may receive only one sub-award; however, the single sub-award may support activities in one or more countries.

A2. Background

According to the World Health Organization (WHO) World Report on Disability (2011), there are over one billion people with disabilities in the world⁴. This corresponds to about 15% of the world's population and is higher than previous WHO estimates, which date from the 1970s and suggested a figure of around 10%. The prevalence of disability is growing due to population ageing and the global increase in chronic health conditions. Patterns of disability in a particular country are influenced by trends in health conditions and trends in environmental and other factors –such as road traffic crashes, natural disasters, conflict, diet, and substance abuse. WHO estimates 110-190 million people experience very significant difficulties.

Over the past ten years there has been notable increase in the number and type of wheelchairs available to individuals in developing countries. There have also been key developments with regard to guidance documents and training materials. USAID has been a leader in providing financial and technical support for a number of initiatives; two of these initiatives/guidance documents are:

- The WHO /ISPO 2006 Consensus Conference on Wheelchairs for Developing Countries⁵; and

³ This means the organization main level of involvement is with individuals within communities or community groups. Well-established relationships with communities are vital.

⁴ WHO (2011). *World report on disability*. Geneva, World Health Organization.

⁵ Conference report is found at http://www.who.int/disabilities/technology/Wheelchair_full_report.pdf

- The Guidelines on the Provision of Manual Wheelchairs in Less Resourced Settings⁶.

Based on the content of the two documents noted above, it is estimated that 70 million people need a wheelchair. On average, if one wheelchair lasts for three years, then the world requires nearly 23 million wheelchairs annually. At present, production levels are estimated at 3 million wheelchairs a year, which suggests that only 13% of people who are in need of a wheelchair have access to one. This mirrors the WHO estimate that only 5-15% of people can access assistive devices.

The fundamental aspects of a comprehensive wheelchair program include:

- *Service management and development*: promoting the service, sourcing funding, developing referral base, liaising with other organizations, and service evaluation (see Section A.2.1.).
- *Service delivery*: The “Eight Steps” as described in Section A.2.2.
- *Training and Professional Development*: training referral network personnel, and service delivery personnel. More details are provided in Section A.2.3.

A2.1. Service Management and Development

Although this RFA deals with three key components, it is expected that the Applicant will undertake most of the “Service Management and Development” activities through the strong community development networks and programs that the Applicant is already engaged in. It is expected that most (if not all) of the other two components (service delivery and training) will be undertaken by qualified wheelchair provision organizations in partnership (sub-awards) with the Applicant.

As background, there are three fundamental areas to address in planning wheelchair provision.

1. Identify the Need

Prior to initiating a wheelchair program it is vital to identify the need for such a program. Key information should include number of users and their location, existing wheelchair actions, the location, and level of service provided. Other information could include the number and type of personnel providing chairs and/or trained in wheelchair provision. With such a vast need and with limited resources, it is vital that a clear rationale for any intervention is articulated.

2. Engage Governments

Ideally, government should be engaged in planning, establishment and continuing of wheelchair services. This may be in the form of funding, joint collaboration with non-

⁶ Guidelines are found at <http://www.who.int/disabilities/publications/technology/wheelchairguidelines/en/index.html>

governmental providers and civil society, developing national plans, and adopting national standards (quality of wheelchairs, personnel training, and service delivery).

3. Empower Consumers

Wheelchair users should be fully informed, have the opportunity to choose the right product and service for themselves, receive training on how to use and repair the product, and should be directly engaged in policy and planning discussions (as individuals or part of disabled peoples networks).

Once a decision has been made to initiate a wheelchair program, five key activities should be addressed as part of service management and development:

- *Promoting the service* – building awareness of wheelchair service delivery and promotion of the wheelchair service and its functions, promoting benefits of wheelchairs.
- *Sourcing funding* – whether through international donors or government.
- *Developing referral base* – links with health and rehabilitation personnel, community-based rehabilitation personnel, education of referral network personnel, community volunteers and local leaders.
- *Liaising with other organizations* – health and rehabilitation institutions or programs, disabled people’s organizations, national/international wheelchair providers.
- *Service evaluation* – effectiveness of the service in meeting users’ needs, costs, population served, provision or referral targets, product or service quality.

These steps should be clearly outlined in any application for initiating a wheelchair program.

A2.2. Wheelchair Service Delivery

The necessity for increased number of wheelchairs made available worldwide is clear. While USAID acknowledges that a number of strategies involve distribution of high numbers of wheelchairs in relatively short time periods with little or no service provision provided, this strategy is not supported through this RFA.

Wheelchair services provide the framework for assessing individual user needs, assist in selecting the appropriate wheelchair, train users and caregivers, and provide on-going support and follow-up. Wheelchair services are most appropriately delivered in a sequence of steps. The Eight Steps to Wheelchair Service Delivery are found within the WHO Guidelines on the Provision of Manual Wheelchairs in Less Resourced Settings⁷. These Eight Steps to Service Delivery include: 1) appointment and referral, 2) assessment, 3) prescription (selection), 4)

⁷ WHO Guidelines on the Provision of Manual Wheelchairs in Less Resourced Settings (pages 76-85).

funding and ordering, 5) wheelchair preparation, 6) fitting, 7) user training, and 8) maintenance repairs and follow-up. The applicant is strongly encouraged to read more about the Eight Steps, as these will be fundamental elements in any proposed program. The WHO Guidelines are available at:

<http://www.who.int/disabilities/publications/technology/wheelchairguidelines/en/index.html>.

The essence of each of the Eight Steps:

1. *Referrals and appointments*: ensure that users have equitable access to wheelchair service delivery, to increase the efficiency and productivity of the service, and to minimize waiting lists.
2. *Assessment*: accurately assess the needs of each individual user in order to prescribe the most appropriate wheelchair available.
3. *Prescription (selection)*: match the needs of the user, as identified through the assessment, with the most suitable wheelchair available.
4. *Funding and ordering*: order or procure the selected wheelchair for the user, as early as possible.
5. *Product preparation*: prepare the wheelchair for the fitting, including modifications or custom postural support components.
6. *Fitting*: ensure that the selected wheelchair has been correctly assembled and to make final adjustment to ensure the best fit.
7. *Training of users, families and caregivers*: all users are given the information and training they need to be able to use their wheelchair safely and effectively.
8. *Follow-up maintenance and repair*: evaluate the effectiveness of the wheelchair in maximizing the user's functioning, comfort and stability, and to ensure that the equipment has been maintained appropriately and is in good condition.

A2.3. Training Wheelchair Service Personnel

The intended beneficiaries to receive training through this project include personnel responsible for wheelchair service provision, their managers and related key stakeholders⁸.

As with the key guidance documents, USAID has also provided financial and technical support in the development of three important training materials:

⁸ Stakeholders include, but are not limited to users and their families, government authorities, disabled people's organizations, rehabilitation services, local authorities, volunteers, and care givers.

- The Wheelchair Service Training Package – Basic Level (WSTP - B)⁹.
- The Wheelchair Service Training Package– Intermediate Level (WSTP -I) (expected mid-2013).
- Management and Stakeholders Modules (expected mid-2013).

The two WSTP packages focus on service delivery personnel while the Management and Stakeholders Modules provide training for a broader audience. A brief summary of these training modules is provided in the text box below. The Applicant and/or sub-grantees are expected to utilize these resource materials for all proposed training activities; where needed, costs for translation may be included in the proposed project.

Training packages to be utilized for training provided within this project:

The Wheelchair Service Training Package – Basic Level

The Wheelchair Service Training Package - Basic Level (WSTP-B) comprises a disc that has a trainer’s manual, reference manual and participant workbook. The main purpose of the training package is to develop the minimum skills and knowledge required by personnel involved in wheelchair service delivery. The course includes specific information on cushions and seating needs as part of basic service provision. The WSTP-B was launched in July 2012. It is currently being translated into French.

The Wheelchair Service Training Package – Intermediate Level (WSTP – I) (expected mid-2013)

The WSTP Intermediate level is designed to build on the skills learned in Basic. The key difference is that individuals in the WSTP Intermediate will focus more on postural support needs of the user. In the Basic course, there is an assumption that the user is able to control his/her trunk and needs minimal postural support. It is expected that this course will be available in English in mid-2013 and will be translated into French in 2014.

Management and Stakeholders Modules (expected mid-2013)

In addition to practitioners developing awareness, appreciation and skills for wheelchair service provision, it is vital for managers as well as the broader stakeholder community to have this knowledge and awareness. WHO, with support from USAID, is currently developing training modules for these two target groups. It is expected that these training tools will be available by mid-2013.

For those directly involved in service delivery, it is important to measure the individual provider’s skills and knowledge after attending the training. USAID supports a global vision to

⁹ The training package can be found at <http://www.who.int/disabilities/technology/wheelchairpackage/en/index.html>

craft a standard measurement tool for skills and knowledge that may be applicable for wheelchair providers and currently supports the development of this tool. All proposed partners will be expected to use Knowledge/Skill Measurement for Basic Wheelchair Providers (expected mid-2013) to assess levels of knowledge and skills with regard to basic wheelchair service provision.

A3. Project Goal and Objectives

The goal of the potential Award and subsequent sub-awards is for people with disabilities in developing countries to have greater access to affordable and appropriate wheelchair and services.

To achieve this goal, there are three inter-related topics that must be addressed through this project:

- *Service management and development*: promoting the service, sourcing funding, developing referral base, liaising with other organizations, and service evaluation (Section A.2.1.).
- *Service delivery*: The “Eight Steps” (Section A.2.2).
- *Training and Professional Development*: training referral network personnel, and service delivery personnel, (Section A.2.3).

All three topics are to be included in the proposal and are represented by the three objectives below.

Objective 1: Foster an enabling environment toward effective wheelchair service development and management in at least five less resourced countries.

Wheelchair service delivery requires careful planning and extensive networking to ensure all stakeholders have a clear understanding of their opportunities and responsibilities. Organizations that have been engaging in community development and have strong links with local authorities and individual community members are well positioned to launch new initiatives and provide the framework for follow-on care and support to increase chances of sustainability.

Activities could include, but are not limited to:

- Awareness raising on wheelchair service provision and benefits of using a wheelchair.
- Determine referral networks.
- Identify individuals who could benefit from available services.
- Liaise with government and non-government organizations for collaboration and policy development.

- Support efforts for accessible buildings and places.
- Select most appropriate wheelchair service approaches (center vs. community based).
- Evaluate impact of wheelchair and user satisfaction.

Results expected:

- Service models are established or strengthened in at least five countries.
- Wheelchair provision is integrated into community development programs.

Objective 2: Expand the provision of wheelchairs in at least five less resourced countries.

Though the need is great, it is hoped that this model of pairing a community development organization with a qualified wheelchair provider would result in a solid framework that builds on the strengths of the organization. It is expected that a number of sub-awards will be provided to at least ten organizations to supply the wheelchairs required utilizing the Eight Steps as detailed in Section A.2.2. This approach will lead to more diverse products available in a country and greater collaboration among key wheelchair providers. Organizations may receive only one sub-award; however, the single sub-award may support activities in one or more countries.

Activities must include sub-awards to at least ten qualified wheelchair providers to implement the Eight Steps, and may also include potential utilization of the Applicant organization for some of the Eight Steps as indicated.

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 disbursement, conduct pipeline analysis through the life of the sub-award, and monitor compliance with USAID rules and regulations.

Results expected:

- Five countries have increased number and diversity of wheelchair products available.
- Increased agreement and communication among wheelchair providers.
- Increased number of people accessing appropriate wheelchairs and services.
- Sub-award successfully solicited and awarded in a timely manner, with donor satisfaction.
- Sub-awards managed and monitored successfully, with funding and expense status, progress, and results easily and reliably made available upon request.

Objective 3: Provide training for wheelchair service personnel (managers, clinicians, technicians, trainers) in at least five less resourced countries.

Training of all personnel involved in wheelchair provision ensures that service delivery can be maintained at a nationally accepted level. As noted in Section A.2.3, a number of training resource materials have been developed and are currently being utilized worldwide. As with wheelchair service delivery, it is expected that a number of sub-awards are provided to qualified wheelchair providers to help implement this objective.

Activities include but are not limited to:

- At least forty-eight wheelchair service personnel are trained in each country (thirty-two basic and sixteen intermediate).
- At least three management and two stakeholder training events are held in each country.

Results expected:

- At least twenty-five wheelchair service personnel have passed knowledge/skill testing (twenty basic and ten intermediate).

A4. USAID Philosophy

USAID believes that a number of fundamental principles should be incorporated into the implementation of all programs for persons with disability. These principles are:

1. Measurable Impact

Process and outcomes are key elements in monitoring project activities, but without identifying the impact of the intervention the focus becomes the number and not the person. This information should be used as a decision making tool and should be part of a larger, more comprehensive performance management plan. Program planning should take full advantage of and contribute to global initiatives in research and evidence based practice.

2. Meaningful Participation

All too often programs and activities are developed without the input, feedback or involvement of those they are designed to serve. USAID views the grassroots-level participation of people with disabilities critical to the success and long-term integrity of its programs. **This RFA strongly encourages partners to include people with disabilities (especially wheelchair riders), and promote their participation in developing and implementing programs.**

3. Capacity Building

The human factor is the key to sustainable, quality care and services. Appropriately trained, supervised and supported service providers are essential to a successful

program. Equally important is the management capacity of organizations – to include leadership, accountability, transparency and effectiveness in work. Capacity building is essential in development work.

4. Host Country Priorities

In considering programs for persons with disability, there must be consideration of the host country government and the development plan that exists. In order to help promote ownership and buy-in, activities should fit within existing plans.

5. Sustainability

Follow-up is vital to the success of any program. This is applicable during the implementation of the project as well as continued monitoring of the activities even after the project cycle has ended. Monitoring mechanisms comprising project staff, local government, or a peer committee (individuals of integrity with experience in disability) can all be effective in furthering ownership, transparency and accountability of the implementing organization.

A5. Reporting

The grantee will be required to work with APC to submit a workplan and a monitoring and evaluation plan that can measure progress toward results. The workplan must be submitted for approval within forty-five days of signing a grant agreement with APC. The Grantee and Sub-Grantees will be expected to meet all reporting requirements required by USAID for Advancing Partners & Communities, contributing data quarterly to meet USAID reporting requirements. Specific reporting templates and guidelines will be provided.

SECTION B: APPLICATION INSTRUCTIONS

B1. Application Guidelines

No more than one (1) proposal may be submitted by each organization. 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. An Applicant must meet the requirements of a local or indigenous organization. All Applications must be submitted by **July 12, 2013 at 1 PM EDT/5 PM GMT**. Applications submitted after the closing date and time may 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 United States Government and/or JSI, nor does it commit the US Government and/or JSI to reimburse any costs incurred in the preparation and submission of an Application. JSI and the US Government reserve the right not to fund any and/or all of the Applications received.

All proposals received 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 Applications response to the evaluation criteria. All applicants will be notified in writing whether or not their Application is recommended for funding. A recommendation for funding is contingent on the availability of funds and the approval of the Agreement Officer Representative (AOR) of APC at USAID/Washington. The successful Applicant will be awarded a grant from JSI on behalf of USAID.

B2. Technical Application (Guideline: 13 pages)

The Technical Application describes the Applicant's existing technical and organizational capacity for providing Wheelchair Service Development in order 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. The Technical Application must be submitted in English.

Proposals may be no more than 13 pages in length. The following are NOT included in the 13-page Application limit: table of contents, acronym list, or 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 (10-font minimum). At this initial stage, Applicants should NOT submit any additional documents with their Application. JSI will confirm receipt via email of all

Applications within ten (10) 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.

Include only information necessary to provide a clear understanding of the organization's existing 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, countries where the proposed project will be implemented, proposed project dates (e.g. October 1, 2013-September 30, 2017), requested amount (in USD) of USAID funding, and name, office address, phone, fax, and 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 features of the proposed project, including the organization's approach to wheelchair service development (executive summary should provide countries, specific partners, and targets for training and wheelchair provision).

3. Existing Capacity to Provide Wheelchair Service Development (1 page)

The applicant will describe their organizational philosophy and approach to community development and how their current work will be conducive to wheelchair service development, their current capacity for providing sub-awards, and any experience they have with wheelchair provision.

4. Core Proposal (10 pages)

1. Situation Analysis

The situation analysis should present a sound analytic basis for the proposed approaches, strategies and interventions, including an understanding of the cultural, demographic, and socio-economic factors related to the develop, delivery and participation in wheelchair-related services. It should give attention to existing, as well as absent, resources and capabilities. This section should establish that the applicant has sufficient understanding of the current and evolving situation of the proposed project.

II. Program Approach and Causal Framework

- a. **Intended Beneficiaries:** Identify the intended beneficiaries of the project and how their situation will be changed as a result of the proposed project. Estimate the number of beneficiaries disaggregated by sex.
- b. **Problems to be Addressed:** Describe and, as far as possible, quantify the conditions that the project will address.
- c. **Technical Interventions and Project Activities:** Explain what the proposed project will do, how, and by whom. Include a time frame for project activities.
 - i. Describe the technical approach and particular interventions that will be used to address the identified problems and the Applicant organization's relevant experience in these interventions;
 - ii. Describe the major activities necessary to achieve the anticipated project outcomes and impacts;
 - iii. Please describe how locales were selected for inclusion in the project;
 - iv. Describe the training curricula that will be used during the project;
 - v. Describe how sub-awards will be used and managed during the project;
 - vi. Describe any involvement on the part of national/local government(s) or other organizations; and
 - vii. Describe ways in which gender and disability considerations will be incorporated into the program.
- d. **Causal Framework:** For each problem or issue to be addressed, indicate the proposed project activities. For each activity or set of interrelated activities, specify the anticipated project outputs, outcomes, and impacts.
 - i. The outcomes to be achieved should be clearly described and quantified.
- e. **Post-project Plan:** The proposal should clearly indicate what is foreseen beyond the period for which funding is requested (e.g. phase down, phase out, and exit strategy; anticipated ongoing activities and sources of support for them, etc.).
- f. **Assumptions and Constraints:** Describe the assumptions that underlie the project design and causal framework. Describe any constraints that may affect project operations or outcomes.

III. Monitoring and Evaluation

Effective internal monitoring and evaluation of activities, outputs, and outcomes are essential aspects of project management. This section of the Application should contain a

description of the monitoring systems and mechanisms to be used.

For each project outcome included in the casual framework, identify an objectively verifiable prospective indicator for measuring it and the means of verification. Use gender-sensitive indicators and sex-disaggregated data where appropriate.

Describe your organization’s current capacity to monitor and evaluate project performance.

Describe how the proposed project will gather relevant baseline data, monitor implementation and outputs, and measure project outcomes. Identify any significant lessons that you anticipate can be learned from the project.

IV. Management, Implementation and Staffing

Provide an overview of how the proposed program will be managed. Include a concise overview of the timeline for the major stages of the proposed project’s initiation and implementation. Identify the key personnel positions for this project and briefly describe their areas of responsibility.

For proposed sub-agreements, Applicants must identify those organizations to which they will make sub-awards, outlining the country and specific role of the organization. The budget should reflect the portion of the project that will be implemented through sub-agreements.

5. Summary Budget (4 pages - 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, Equipment & Supplies, Other Direct Costs, and Sub-grants¹⁰. The category Overhead or Indirect Costs may be used only if the organization has normally included this cost in previous activities funded by international donors. 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 (see Attachment 3) need to be detailed and should indicate a reasonable amount of care and thought in terms of general budgetary assumptions.

NOTE: TOTAL PAGES FOR THE APPLICATION MUST NOT EXCEED 17 PAGES AND STRICTLY FOLLOW THE GUIDELINES GIVEN ABOVE. APPLICATIONS THAT EXCEED THESE PAGE TOTALS MAY NOT BE REVIEWED.

¹⁰ Sub-grants must also have sufficient detail (following the same format as the budget submitted by the Applicant).

SECTION C: ELIGIBILITY AND SELECTION CRITERIA

C1. Introduction

Selection criteria presented in Section C3 serves: (1) to identify the significant matters which Applicants should address in their Applications; and (2) as the standard against which all Applications will be evaluated. Applicants must organize the narrative sections of their Applications in the same order as the selection criteria. Applications found to be ineligible 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. The Award shall be made to the Applicant whose submission, based on indicated evaluation criteria, represents the most solid technical approach, has much of the recommended organizational components, and addresses the identified results.

Applications will undergo a preliminary review by JSI staff for completeness and responsiveness. Incomplete Applications, Applications judged to be unresponsive to the solicitation, and Applications submitted after the due date and time will be considered to be ineligible and will NOT be considered for an award.

C2. Eligibility

USAID is seeking Applications from U.S. or International Organizations (IOs), Non-Governmental Organizations (NGOs) or Private Voluntary Organizations (PVOs). All Applicants must be legally recognized entities. For their Application to be considered under this solicitation, the organization must be already registered in all of the countries proposed for work and be eligible to receive, or have adequate financial controls and can reasonably expect to be eligible to receive, USAID funds by satisfying 22 CFR 228 requirements.

Organizations must clearly outline collaborative partnerships and or sub-awards with other international or local entities to undertake activities that meet the objectives of this project.

No funds shall be paid as profit to any recipient that is a commercial organization. Profit is any amount in excess of allowable direct and indirect costs.

C3. Selection Process

Review of the proposals will be made against the following broad criteria: completeness of the Application and responsiveness of the Application to the solicitation. All Applications deemed complete by APC staff will then be reviewed and evaluated against the selection criteria described below.

The APC Grants Officer will use the conclusions and recommendations of the technical evaluation from the technical committee together with an evaluation of costs to determine if negotiations with an Applicant will be required.

C4. Technical Evaluation Criteria

The Technical Application will be evaluated in accordance with the criteria set forth below. Thereafter, the Cost/Business Application of Applicants submitting a technically acceptable Application will be reviewed for general reasonableness, allowability, and allocability of costs.

Awards will be made to Applicants whose Applications offer the greatest value, and will be made based on the ranking of proposals according to the technical selection criteria identified below:

I. Situational Analysis [10 points]

1. Does the analysis of the context provide an accurate and convincing case for the proposed interventions?
2. Are the causes of the problems adequately identified to inform the causal framework?
3. Have relevant actors been identified?
4. Have gender and disability inclusion adequately been taken into account?

II. Programming Approach and Causal Framework [45 points]

a. Intended Beneficiaries and Problems to Addressed [10 points]

1. Are the intended beneficiaries and problems to be addressed clearly described and appropriately quantified?

b. Technical Interventions, Project Activities and Causal Framework [30 points]

1. Is there a clear explanation of what the proposed project will do, how, and by whom?
2. Are the specific approaches and methods to be used clearly described?
3. Is a convincing case made that these are appropriate and likely to be effective?
4. Has research or evaluation of previous projects informed proposed programming?
5. Is it clear where the project will be implemented and why the locale is appropriate?
6. Are the roles of any partner organizations or governmental bodies clear and appropriate?
7. Does the casual framework lay out a clear, credible process for achieving intended outcomes?

8. Are the outcomes to be achieved both significant and measurable?

c. Post-project Plan and Assumptions and Constraints [5 points]

1. Is the post-project plan clear and achievable?
2. Have underlying assumptions been made clear?
3. Are potential constraints identified and addressed?

III. Monitoring and Evaluation [15 points]

1. Is the M&E plan clear, realistic, and likely to generate adequate project management information?
2. Are viable indicators specified for proposed outcomes?
3. Does it appear that the organization has or can secure the expertise needed for effective M&E?

IV. Management, Implementation and Staffing [15 points]

1. Is there a clear overview of the timeline for the major stages of the proposed project?
2. Does the organizational chart seem appropriate to good project management?
3. Do the staff proposed appear well-qualified for their proposed positions?
4. Are the roles partner organizations adequately and clearly described?
5. Are the sub-granting mechanisms described credibly?

V. Institutional Capabilities and Past Performance [15 points]

4. Does the organization have a strong track record for implementing this type of project?
5. Does it have necessary technical expertise?
6. In the experience of the reviewers, has the organization demonstrated strong management and implementation in the past?

C5. Weighing of Evaluation Criteria

Applicants will be evaluated by the technical committee and scored based on the following weighted criteria:

I. Situational Analysis	10 points
II. Programming Approach and Causal Framework	45 points
III. Monitoring and Evaluation	15 points
IV. Management, Implementation and Staffing	15 points
V. Institutional Capabilities and Past Performance	15 points
TOTAL	100 Points

Attachment 1: Past Performance Information Table

Organization Name	
Project Name	
Project Objective	
Activities Undertaken	
Geographic Location (district, sub-county, village, parish)	
Name, address and phone number of Donor and Project Contact	
Period of Implementation	
Total Project Budget	
<p>Results Statement</p> <p>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.</p>	

Attachment 2: Summary Budget Template

	Total Cost
1 TOTAL STAFF/LABOUR	0
2 TOTAL ALLOWANCES/STAFF BENEFITS	0
3 TOTAL CONSULTANT COSTS	0
4 TOTAL TRAVEL COSTS	0
5 TOTAL EQUIPMENT & SUPPLIES	0
6 TOTAL OTHER DIRECT COSTS	0
7 TOTAL PROGRAM COSTS	0
8 TOTAL SUBGRANTS	0
9 TOTAL INDIRECT COSTS	0
TOTAL COSTS	0

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 and for personnel according to 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.

5. Equipment & Supplies

Expendable supplies can be budgeted but non-expendable equipment will not be funded under these grants. (NOTE: Equipment is defined as tangible non-expendable 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).

6. Other Direct Costs

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

7. Program Costs

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

8. Sub-grants

Any sub-grants 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

Description of approved indirect rates and the base to which they are applied.