



Issuance Date: **June 17, 2015**

Deadline for Questions: **June 25, 2015 at 1 PM EDT/5pm GMT**

Closing Date: **July 17, 2015 at 1 PM EDT/5pm GMT**

Subject: **APC RFA No. GH-019 – Improving Psychosocial Support and Mental Health in Ukraine**

The Advancing Partners & Communities (APC) project invites qualified U.S.-based organizations, private voluntary organizations, and non-governmental organizations with a presence in Ukraine to submit proposals in support of improving access to psychosocial support and referral to mental health treatment for people affected by conflict in Ukraine. The goal of this award is to increase availability of and access to quality psychosocial support services by conflict-affected populations, primarily children and families in Ukraine. Particular focus will be devoted to strengthening the capacity of individuals and governmental and nongovernmental entities in eastern Ukraine to meet the needs of persons and communities that have borne the brunt of the ongoing conflict.

The sub-grant awarded under this solicitation will be from APC implemented by JSI Research & Training Institute, Inc. (JSI) and FHI 360. APC is a USAID Cooperative Agreement awarded to JSI for the purpose of providing sub-grant solicitations, sub-grants, technical assistance and management services on behalf of the USAID Bureau of Global Health and USAID Missions.

It is anticipated that one sub-grant for up to \$2.5 million for a period of up to two years will be awarded to carry out activities to meet the following objectives:

- 1) Strengthen the provision of mental health and psychosocial support in Ukraine by promoting awareness and understanding of the Inter-Agency Standing Committee Guidelines on Mental Health and Psychosocial Support in Emergency Settings (IASC Guidelines) at national and local levels.
- 2) Strengthen the capacity of relevant local entities (governmental and non-governmental) to apply IASC Guidelines in at least one city in eastern Ukraine through training and accompaniment.
- 3) Strengthen capacity to link psychosocial support to evidence-based mental health services for conflict-affected populations in at least one city in eastern Ukraine.

Applications should clearly articulate how assistance to children, women, men, and families will be provided and how gender issues will be incorporated.

To achieve success, collaboration with the USAID-supported psychotherapeutic mental health training and mentoring underway in Ukraine through Johns Hopkins University (JHU) will be essential. Additionally, monitoring and evaluation of the effectiveness of selected IASC interventions is required. It is expected that the recipient organization will have an in-country technical advisor to guide implementation and that at least 5 sub-awards will be issued to local entities to support and strengthen psychosocial services.

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). Organizations interested in responding to this RFA may retrieve it at <http://www.advancingpartners.org/grants> effective **June 17, 2015**. It is the responsibility of interested organizations to monitor this website for any amendments that may be posted later.

Applications must be submitted in English by July 17, 2015, 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.

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

Any questions concerning this solicitation should be submitted by email to grants-APC@jsi.com by 1 PM EDT/5 PM GMT on **June 25, 2015**. A list of all questions and answers will be posted on the APC website by **June 30, 2015**. 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 organizations will be funded based on the submitted Applications. The APC Finance Director will use the conclusions and recommendations of the technical evaluation together with an evaluation of the costs to negotiate an award 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

Improving Psychosocial Support and Mental Health in Ukraine
APC RFA No. GH-019

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SECTION A: PROJECT DESCRIPTION

A1. Introduction

This document describes the purpose, application process and selection criteria used to determine the winning application. The solicitation is specifically intended for U.S.-based organizations, private voluntary organizations (PVO), or non-governmental organizations (NGO) with a presence in Ukraine, and extensive experience in providing psychosocial support in conflict settings, as well as managing sub-awards.

One sub-grant is anticipated under this solicitation. The total award for this program, including sub-awards, will be for up to \$2.5 million over a period of up to two years.

The sub-grant to be awarded through this solicitation, and required sub-awards, must carry out activities to achieve the following objectives:

- 1) Strengthen the provision of mental health and psychosocial support in Ukraine by promoting awareness and understanding of the Inter-Agency Standing Committee Guidelines on Mental Health and Psychosocial Support in Emergency Settings (IASC Guidelines) at national and local levels.
- 2) Strengthen the capacity of relevant local entities (governmental and non-governmental) to apply IASC Guidelines in at least one city in eastern Ukraine through training and accompaniment.
- 3) Strengthen capacity to link psychosocial support to evidence-based mental health services for conflict-affected populations in at least one city in eastern Ukraine.

Applications must include one in-country technical advisor and at least 5 sub-awards. Sub-awards may range in size. Sub-award recipients may be identified and included in the proposal submission, and/or may be identified through a competitive process during the project period. If the latter, the competitive process for sub-awards must be clearly outlined in the application.

Any proposed technical advisor must be subject matter experts in providing field-based psychosocial support, versed in IASC Guidelines and their practical application, and have at least five years of experience undertaking such work in conflict-affected countries. Specific in-country experience, as well as proposal review/project management is a plus. Technical Advisor is considered key personnel and must be identified within the proposal.

The applicant must articulate how people who may utilize the services supported by the project will be engaged in its design and how women will contribute to and benefit from the proposed activities.

A2. Background

The Victims of Torture fund was established in 1999 as part of the Torture Victims Relief Act (PL105-320). The Act authorizes assistance for the rehabilitation of victims of torture and trauma; programs that treat the physical and psychological effects of torture/trauma; and research and training to those who provide services to survivors of torture/trauma. Communities are an integral component to facilitating the recovery of the survivors. To this end, USAID supports programs that affirm the dignity of the survivor by restoring his or her position as a functioning and contributing member of the family and community.

Programs work with various community stakeholders to treat and rehabilitate individuals and communities affected by torture/trauma. In particular, effort is made to increase access to and strengthen the quality of services that improve the status and function of survivors; bolster the capacity of organizations and individuals delivering services to torture/trauma-affected individuals, families, and communities; and improve the quality of interventions through evaluation and the dissemination of findings related to long-term improvement in function.

USAID Principles of Practice in Assisting Torture Survivors

USAID believes that a number of fundamental principles must be incorporated in the implementation of all programs for torture/trauma-affected populations. These principles derive from an underlying commitment to (1) increase access to services that treat and thus improve the status and function of victims of torture/trauma and promote healing; and, (2) improve the quality of interventions for torture/trauma-affected individuals through the study of the impact of interventions.

Recipients shall adhere to the following USAID principles in programming for victims of trauma/torture:

- ❖ *Community-based.* To be accessible, interventions need to be based in communities where survivors live. Referral networks incorporating professionals at all levels of technical expertise in rural and urban settings improve coverage and opportunities for survivors to receive the services they most need.
- ❖ *Culturally grounded.* USAID recognizes the importance of understanding local definitions of function and well-being.
- ❖ *Impact focused.* The organizations that USAID supports must demonstrate the effectiveness and impact of interventions to improve the functioning and well-being of victims of torture/trauma and build an evidence base for practice.
- ❖ *Holistic.* Affected populations have multiple needs and not all survivors may suffer the long-term effects of torture/trauma. Torture/trauma specific interventions should be applied only if indicated through appropriate screening.
- ❖ *Collaborative.* Collaboration with and among other organizations is critical to ensuring a holistic and integrated approach. USAID supports interventions that build and strengthen existing community networks and resources.

- ❖ *In-country capacity.* The human factor is the key to sustainable, quality care and services. Appropriately trained, supervised and supported service providers are essential to success.
- ❖ *Sustainable practice.* Follow-up is vital to the success of any program, during implementation and after a project cycle has ended. Applications must demonstrate a clear and feasible exit that contributes to sustainability.
- ❖ *Does no Harm.* Approaches and activities must not exacerbate the harm suffered by individuals' or communities, nor should assistance be provided in a way which further divides individuals or communities.
- ❖ *Coordinated.* Coordination with complementary programs for people affected by conflict, including those funded or implemented by the USG (OFDA, OTI, BPRM), other donors, international organizations, U.N. humanitarian agencies and Clusters, local and international nongovernmental organizations (NGOs), and the Government of Ukraine.

A3. Project Management

The Recipient organization will manage the Improving Psychosocial Support and Mental Health in Ukraine project. This Project will promote and support the three objectives outlined herein directly and/or through sub-award mechanisms, the program will allow for a flexible and expedient allocation of resources while promoting partnerships with indigenous organizations.

The Recipient will provide ongoing oversight and management of all potential 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. All sub-awards are subject to review and approval by USAID/W, as well as the USAID Mission in Ukraine.

In addition to grants management, the Recipient will also engage a full-time technical advisor who will provide input on proposal reviews and oversee on-going projects.

Management results expected:

- ❖ Sub-awards successfully solicited and awarded in a timely manner (100% of sub-awards awarded by end of year 1).
- ❖ Sub-awards managed and monitored successfully to ensure technical and financial soundness. This includes easy accessibility to reliable and up-to-date information on funding and expense status, technical progress, and results to be provided to USAID upon request.

A4. Technical Approach

This RFA is in response to concerns about mental health of conflict-affected people in Ukraine. Ukraine presents a unique set of circumstances for treating people who have experienced/are

experiencing torture/trauma. Psychiatrists, though large in number, are unable to keep up with the number of people needing more specialized care. Conflict and its mental health effects are a new experience for the current generation of Ukrainians. The country has an extensive system of mental health services but these services are founded upon a Soviet model of in-patient, drug-based treatment. This approach is not designed to deal with trauma from conflict or with large numbers of patients. The urgent need however is at the community level with interventions and training that transition from emergency work to a more coordinated and sustained psychosocial approach.

Mental health advocates within Ukraine express an urgent need for appropriate treatment methods, protocols, and training. Those trying to address mental health and psychosocial trauma stemming from the conflict in Ukraine find it difficult to decide among a wide array of possible approaches, many of which are not evidence-based. Similar problems arise with trainings offered and provided by outside agencies and individuals. Current research suggests that many of these approaches do not meet the mental health needs of more severely affected individuals.

Budget cuts, frustration with slow and, at times, inappropriate responses by State and non-governmental entities, and the ongoing conflict have contributed to increased volunteerism in Ukraine. Many Ukrainians have dedicated themselves to assisting those internally displaced (IDP) by the conflict. Nevertheless, many volunteer groups are stretched thin as they attempt to take on more and more services. There is value in supporting such groups in the short term, but volunteers are not a sustainable basis for medium or long term efforts to meet psychosocial or mental health needs. Therefore, any such support must include a strategy to transition these efforts (and perhaps some of the persons involved) to appropriate formal entities.

The Project seeks to develop a model system that builds capacity in layers two and three of the IASC Guidelines (non-specialized care: community and family supports and focused, non-specialized supports) while effectively linking to specialized care, therefore addressing all levels of the IASC service pyramid. The Project will work primarily with local NGOs and local Government of Ukraine (GOU) entities, as well as with volunteer groups and/or educators. It will also support services for children and families, children with disabilities, and other at risk groups.

General Project Principles

- ❖ Build local consensus on the approach(es) to be taken among various stakeholders prior to implementation.
- ❖ Build governmental and non-governmental capacity.
- ❖ Support emergency programming for children and adults through services provided in target communities.
- ❖ Promote systemic, sustainable advances – current emergency programs meet short term needs through short term additional services. This project should focus on systemic, sustainable improvements in the provision of psychosocial services that

meet current emergency needs while also furthering medium and long-term improvements in psychosocial capacity.

- ❖ Meet the needs of persons with moderate and severe mental health disorders through appropriate screening and referral to evidence-based services.
- ❖ Provide assistance in ways that minimize risk of misappropriation of funds.

Specific Recommendations

1. *Dissemination and implementation of IASC Guidelines.* These Guidelines are currently the internationally accepted standards for implementing psychosocial and mental health services in emergencies, including conflict. They should be translated and disseminated to the GOU, local NGOs, and professional organizations and negotiated as the standard for mental health services.
2. *Strategize with interested stakeholders on how to implement IASC Guidelines in Ukraine layers two and three of the IASC Guidelines (non-specialized care: community and family supports and focused, non-specialized supports).* This should include a national conference to reach consensus on how to best adapt and implement the IASC Guidelines to meet the psychosocial and mental health needs of trauma affected persons, both in the short and long term.
3. *Support central and regional workshops on implementation of IASC Guidelines.* Workshops should be held in Kiev and in eastern Ukraine to train local providers on the Guidelines. These workshops should include discussions on how to best adapt the Guidelines to the local context, followed by training in their implementation. Trainees should be groups and individuals providing services within their communities.
4. *Adapt protocols and training materials to the Ukrainian context.* This should be done through ongoing discussions among international experts and Ukrainian psychiatrists, psychologists and social workers employed by the GOU and nongovernmental entities.
5. *Implement a regionally-based system of training and long term supervision for providers in Ukraine.* USAID proposes exploring partnerships with universities and training institutes in Ukraine. The aim would be for the GOU, local NGOs, and professional organizations to recognize the training and support the provision of the resulting services to children and adults, including IDPs and the elderly.

A5. Project Goal, Objective, and Activities

The goal of this award is to increase availability of and access to quality psychosocial support services by conflict-affected populations, primarily children and families in Ukraine. Particular focus will be devoted to strengthening the capacity of individuals and governmental and nongovernmental entities in eastern Ukraine to meet the needs of persons and communities that have borne the brunt of the ongoing conflict.

Objective 1: Strengthen the provision of mental health and psychosocial support in Ukraine by promoting awareness and understanding of IASC Guidelines at national and local levels.

Illustrative activities include but are not limited to:

- ❖ Develop training materials on IASC Guidelines in Ukrainian and/or Russian languages or build on already existing materials, in collaboration with GOU stakeholders, other international donors, and local NGOs.
- ❖ Promote consensus around IASC Ukraine Guidelines and their application, culminating in a nationwide conference on the issue.
- ❖ Promote official recognition of IASC Ukraine Guidelines and training materials.
- ❖ Develop national and local leadership on application of IASC Guidelines.

Results expected:

- ❖ IASC Ukraine Guidelines officially recognized and promoted.
- ❖ Service providers post training are able to identify psychosocial interventions that they use in practice.

Objective 2: Strengthen the capacity of relevant local entities (governmental and non-governmental) to apply IASC Guidelines in at least one city in eastern Ukraine through training and accompaniment.

Provide training and mentoring to committed local entities on the application of IASC Guidelines to strengthen grassroots mental health and psychosocial support. Particular emphasis should be given to the provision of community-based support for conflict-affected people, with referrals for people in need of specialized mental health services.

Illustrative activities include, but are not limited to:

- ❖ Develop, implement, and evaluate IASC-based training for local governmental and non-governmental entities/individuals providing mental health and psychosocial support and referrals to relevant medical institutions. These could include local government; hotline services; school-based support services; local volunteer groups; CTIP Partners Coalition providing direct psycho-social support to vulnerable population; and international organizations working in the area, among others.
- ❖ Mentor such entities/individuals in the application of IASC Guidelines.
- ❖ Provide small sub-awards to support the application of IASC standards across various interventions (peer groups, mothers' groups, etc.).
- ❖ Support outreach efforts through volunteers and others to identify persons at risk.
- ❖ Cross train with other USAID partners.

Results expected:

- ❖ At least 2,000 people seeking psychosocial support/mental health services, including men and women, receive psychosocial assistance, directly or through referral services, in accordance with IASC Guidelines.
- ❖ Organizations commit to training and implementation of IASC Guidelines and widespread access to psychosocial services.
- ❖ All persons working for partners and directly providing psychosocial services work in an environment with appropriate mentors.

Objective 3: Strengthen capacity to link psychosocial support to conflict-affected populations to evidence-based mental health services, as needed in at least one city in eastern Ukraine.

This requires ready access to evidence-based treatments for the priority mental health problems of the local population, including non-drug treatments provided by local Ministry of Health workers or other workers in places accessible to those in need. Currently, under the existing Soviet model, most mental health services are restricted to inpatient, drug-based treatment provided by psychiatrists. This RFA is part of an effort by USAID to supplement this model with access to effective non-drug services for common mental disorders provided by non-psychiatrists (including psychologists) in community settings. USAID has an existing cooperative agreement with JHU that supports collaboration with local organizations in eastern Ukraine to provide such treatment. Therefore, it is recommended that prospective grantees reach out to JHU and explore these and the nature and sites of these and similar services in Ukraine, as part of proposal development.

Illustrative activities include, but are not limited to:

- ❖ Development of criteria for referral to new or existing evidence-based mental health services, including training and orientation materials for workers to implement these criteria.
- ❖ Develop links with local and international organizations providing emergency services, to improve referrals.

Results expected: Service providers and others in contact with conflict-affected populations are capable of identifying persons in need of assessment for specific mental health services, referring them for such assessment and treatment if needed, and communicating with providers of these services.

Evaluation:

The program should include pre- and post-assessments of service recipients on key outcome indicators of distress and functioning using locally adapted and valid instruments. Due to the paucity of supporting evidence of many psychosocial interventions in emergencies, proposals that include evaluation of counterfactual comparisons (such as comparison to control groups) are particularly encouraged.

Program Activities Not Encouraged by this RFA

Applicants are encouraged to demonstrate innovative ways of doing things. Examples of programs that would not be considered innovative are: stand-alone services or training not linked to existing structures, meetings or conferences without substantial preparation and buy-in.

A6. Reporting

The Recipient 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 30 days of signing a sub-grant agreement with APC. The Recipient and any potential sub-awardees will be expected to meet all quarterly reporting requirements required by USAID for APC, including submitting data quarterly to meet USAID reporting requirements. Specific reporting templates and guidelines will be provided.

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 **July 17, 2015 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 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 sub-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 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.

Applications may be no more than 13 pages in length. The following are NOT included in the 13-page proposal 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 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 technical and organizational capacity, and the proposed plan for project implementation. Greater detail than necessary, as well as insufficient detail may detract from a proposal’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. September 1, 2015-August 31, 2017), 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 features of the proposed project, including organization’s approach to rehabilitation services and delivery, and should provide specific partners (as possible) and targets for training and rehabilitation provision.

3. Existing Capacity (1 page)

The Applicant will describe their organizational philosophy, their current capacity for providing sub-awards, experience in providing psychosocial support in conflict settings, and experience in Ukraine.

4. Core Proposal (10 pages)

I. 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 provision of mental health and psychosocial support 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 Stakeholders:** 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. Discuss the differences in approaches, if any, to be used with male and female beneficiaries and how gender disparities will be addressed.
- b. **Problems to be Addressed:** Describe and, as far as possible, quantify the conditions that the project will address and how these issues differ for men and women.
- 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. Describe how locales were selected for inclusion in the project;
 - iv. Describe how sub-awards will be used and managed during the project;
 - v. Describe the training curricula that will be used 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 considerations will be incorporated into the activity areas.
- 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. The outcomes to be achieved should be clearly described and quantified.
- e. **Assumptions and Constraints:** Describe the assumptions that underlie the project design and casual framework. Describe any constraints that may affect operations or outcomes.

III. Monitoring and Evaluation

Effective internal monitoring and evaluation of activities, outputs, and outcomes are essential for transparency and lessons learned from this project. 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 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. Describe how gender-relevant data and information will be gathered and used.

IV. Management, Implementation and Staffing

Provide an overview of how the proposed project 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. Describe how gender will be addressed within both project and organization personnel. The budget should reflect the portion of the project that will be implemented through sub-awards.

5. Summary Budget (4 pages -- see Attachment 2)

Include a general budget using the following categories of cost (exclude any do that do not apply): Labor, Allowances/Staff Benefits, Consultants, Travel, Expendable Equipment, Other Direct Costs, Program Costs, and Sub-awards¹. 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 an Indirect Rate calculated and certified by an acceptably recognized public accounting firm. 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.

SECTION C: ELIGIBILITY AND SELECTION CRITERIA

C1. Introduction

Selection criteria presented in Section C4 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 sub-grant 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.

C2. Eligibility

USAID is seeking Applications from U.S.-based organizations, non-governmental organizations (NGOs), or private voluntary organizations (PVOs). All Applicants must be legally recognized entities. For their proposal 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

¹ Sub-awards must also have sufficient detail (following the same format as the budget submitted by the Applicant).

satisfying 22.CFR.228 requirements.

Organizations must clearly outline collaborative partnerships and 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

Applications will undergo a preliminary review by APC 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 may not be considered for an award. Applications deemed to be complete will then be reviewed against the selection criteria outline in Section C4.

The Technical Application will be evaluated in accordance with the criteria in Section C4. Thereafter, the cost/business application of Applicants submitting a technically acceptable Application will be reviewed for general reasonableness, allowability, and allocability of costs. The award will be made to the Applicant whose Application offers the greatest value, and will be made based on the ranking of Applications according to the technical selection criteria.

The APC project reserves the right to request further information from all Applicants deemed to have met initial selection criteria as needed to make a final selection. The APC Finance Director 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. A recommendation for funding is contingent on the availability of funds and the approval of the AOR of the APC project at 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. Situational Analysis [20 points]

1. Does the analysis of the country context provide an accurate and convincing case for the proposed locations and interventions?
2. Are the causes of the problems adequately identified to inform the causal framework?
3. Have relevant actors been identified?
4. Has a gender analysis been conducted and findings included in the proposal?
5. Has the applicant adequately addressed how people most affected are involved in the development, implementation and monitoring of the project?

II. Programming Approach and Causal Framework [35 points]

a. Intended Stakeholders and Problems to be Addressed [5 points]

1. Are the intended stakeholders and problems to be addressed clearly described and appropriately quantified?
2. Have the needs of both men and women been carefully considered?

b. Technical Interventions and 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 used to identify and award sub-grants clearly described?
3. How do IASC guidelines inform proposed programming?
4. Is it clear how the project will be managed and why the locale within Ukraine is appropriate?
5. What coordination is proposed for other USAID-funded programs (e.g. OTI and OFDA)?
6. Are the roles of any partner organizations or governmental bodies clear and appropriate?
7. Does the causal framework detail a clear, realistic process for achieving intended outcomes?
8. Are the outcomes to be achieved measurable and in line with expected results?
9. Have gender gaps been addressed and is women's empowerment clearly evident in the proposed plan?

III. Monitoring and Evaluation [15 points]

1. Is the M&E plan clear, realistic, and likely to generate information that helps strengthen the functions or outcomes of the activity?
2. Are viable indicators specified for proposed outcomes?
3. Does the project structure/staffing include elements to undertake M&E actions?
4. Is data and information clearly disaggregated by sex?
5. Are outcomes related to gender been identified and is it clear how they will be measured?

IV. Management, Implementation and Staffing [15 points]

1. Is there a clear timeline for the major stages of the proposed project?
2. Does the organizational chart/proposed structure seem appropriate addressing the goals and objectives?
3. Does the staff proposed appear well-qualified for their proposed positions, are they gender-sensitive and are women included?
4. Is the role of partner organizations adequately and clearly described?
5. Is the oversight of the sub-awards adequate and clearly described?

V. Institutional Capabilities and Past Performance [15 points]

1. Does the organization have a strong track record for the type of work proposed?
2. Does it have necessary technical expertise?
3. Does past performance indicate the ability to manage a program of this scale?

C5. Weighing of Evaluation Criteria

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

I.	Situational Analysis	20 points
II.	Programming Approach and Causal Framework	35 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)	
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: Summary Budget Template

ORGANIZATION NAME

Summary Budget

	Line Item	Year 1	Year 2	Total
1	STAFF/LABOR	0	0	0
2	ALLOWANCES/STAFF BENEFITS	0	0	0
3	CONSULTANT COSTS	0	0	0
4	TRAVEL COSTS	0	0	0
5	EXPENDABLE EQUIPMENT	0	0	0
6	OTHER DIRECT COSTS	0	0	0
7	PROGRAM COSTS	0	0	0
8	SUB-AWARDS	0	0	0
9	INDIRECT COSTS	0	0	0
	TOTAL COSTS	0	0	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 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 937 – U.S., recipient country, and developing countries (but not advanced developing 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 Negotiated Indirect Cost Rate Agreement (NICRA). If there is no NICRA, Applicants may include an Indirect Cost Rate calculation that has been certified by an acceptably recognized public accounting firm. Describe the approved indirect rate(s) and the base to which it/they apply.