

University Research Co., LLC
RFP No. FY12-R03-8700
Amendment No. 1

Health Care Improvement Project:
Africa Child and Family Initiative

Description of Amendment

The purpose of this amendment is to revise the proposal evaluation criteria.

Accordingly, the evaluation table in Section 5.1 of the RFP is hereby deleted in its entirety, and replaced with the table shown on page 2 of this amendment. All other terms and conditions of the RFP, including the proposal deadline and dollar limits, remain in full force and effect.

A full copy of the revised RFP is attached, with changes highlighted.

Effective Date: May 25, 2012

Evaluation Criteria	Maximum Points
Technical Approach	40
Demonstrated understanding of policies, programmatic experience and scientific evidence base related to child protection interventions aimed at vulnerable children and families in Africa	7
Incorporation of improvement methodology into the approach and activities	6
Demonstrated understanding of how strengthening families and communities is essential to the protection and well-being of children	7
Ability to create a regional presence	6
Realism and relevance of expected outcomes of the proposed activities	4
Plan to identify and address challenges, barriers and facilitating factors	6
Communication and knowledge management plan	4
Management Plan and Organization	16
Clear description of how activities will be organized and carried out	4
Clear description of the role of the prime applicant and any collaborating partners or government authorities, NGOs, community organizations	4
Effectiveness of proposed management policies and procedures for budgeting, financial control, personnel management, etc.	4
Description of how local, regional or international institutions might be involved to enhance the applicant's capacity	4
Personnel and Staffing	16
Clear description of the development and composition of the proposed Regional Advisory Group	4
List and description of positions with proposed roles, qualifications, experience and percentage time to be devoted to the project	4
Qualifications of key personnel	8
Capability	20
Demonstrated breadth and depth of experience in the technical area of vulnerable children and their caregivers	10
Demonstrated administrative and financial capability of prime applicant to manage a project of this scale	10
Performance Monitoring Plan	8
PMP table	4
Gantt chart (timeline)	4
TOTAL	100



**REQUEST FOR PROPOSALS
RFP No. FY12-R03-8700**

**HEALTH CARE IMPROVEMENT PROJECT:
AFRICA CHILD AND FAMILY INITIATIVE**

Date of Issue: Friday, May 4, 2012

Revised May 25, 2012

Closing Time and Date for Proposals:

11:59 pm (EDT) Friday, June 15, 2012

Proposals should be emailed to: ACFI@urc-chs.com

Bidder's Webinar: 8 - 10 am (EDT) Thursday, May 24, 2012

Deadline for questions by email: 11:59 pm (EDT) Friday, May 18, 2012

Questions should be sent to: ACFI@urc-chs.com

Email: ACFI@urc-chs.com

List of Acronyms

COR	Contracting Officer's Representative
EDT	Eastern Daylight Time
HCI	Health Care Improvement Project
LOE	Level of Effort
NICRA	Negotiated Indirect Cost Rate Agreement
PMP	Performance Monitoring Plan
QI	Quality Improvement
RFP	Request for Proposals
TRP	Technical Review Panel
URC	University Research Co., LLC
USAID	United States Agency for International Development
USG	United States Government

1. Health Care Improvement (HCI) Project

[The Health Care Improvement \(HCI\) Project](#), funded by the U.S. Agency for International Development ([USAID](#)), supports countries in improving the quality and impact of health, social and education services. Guided by the vision that service quality can be significantly improved by applying proven quality improvement methods, the HCI Project assists national and local programs to scale up evidence-based interventions and improve outcomes in child health, maternal and newborn care, orphans and vulnerable children care, HIV/AIDS, tuberculosis, malaria, and reproductive health. The project also seeks to assist countries in expanding coverage of essential services; help services better meet the needs of underserved populations, especially women and children; improve efficiency and reduce the costs of poor quality; and improve health worker capacity, motivation, and retention. HCI is managed by [University Research Co., LLC](#) (URC), a management consulting firm based in Bethesda, Maryland, USA, that provides technical assistance worldwide.

HCI supports the “Care that Counts Initiative” with the mandate to provide technical assistance to country ministries, civil society, and implementing partners to improve the quality of services provided to vulnerable children and their caregivers. Care that Counts is currently providing technical assistance to ministries and other stakeholders in eight African countries (Cote d’Ivoire, Ethiopia, Kenya, Malawi, Mozambique, Nigeria, Tanzania, and Zambia) to develop and scale up minimum standards of care for vulnerable children. The OVC standards development process has been designed to: promote country ownership of the OVC response; strengthen community mechanisms in providing care and support to vulnerable children and their caregivers; improve quality of OVC services through improving accessibility, effectiveness, efficiency and other dimensions of quality; use data to address questions of process and impact and to design methods of scale-up; and engage beneficiaries, including children and caregivers, in a participatory approach to standards development. Through the Communities of Excellence project in Ethiopia, HCI has initiated the development and piloting of tools to measure the capacity of communities to provide coordinated care and support to vulnerable children and their families.

The HCI Care that Counts Initiative is tasked with strengthening the capacity, effectiveness, and reach of Africa’s response to vulnerable children and families. For this project, HCI is seeking the services of one or more local organizations based in Africa, experienced in evidence-based child and family protection systems. The project is intended to cover a regional area of two or more African countries. We propose that focusing on mechanisms and interventions operating at the district level as the entry

point of this project will promote integration of community practices and mechanisms with government policies and guidelines. Particular attention is paid to the systems involved in the protection of most at-risk children, those living outside family care or at risk of being so.

2. Technical Statement of Work

2.1 Background

Families provide the most fundamental and necessary elements of healthy child development including physical supervision and protection, socialization, economic support, love and emotional support, and culture. The most at-risk situation for a child is to live outside of the protection and care provided by his or her family or in a family that is no longer capable of providing the basic elements of support for all its members. These children are often the most difficult to reach and the most easily marginalized within communities. Children living outside of family care are more likely to be exposed to conditions of violence, exploitation, abuse and neglect, and subsequently more at risk of poor physical health including HIV/AIDS infection, mental health problems, poor parenting skills, educational problems, and homelessness.

Due to the long term effects of HIV/AIDS and poverty, the African continent is now home to large numbers of children living without the support of a caring family or in a family that is struggling to maintain its role as primary provider of support and strength for its children. To effectively protect and care for these vulnerable children, it is necessary to create and sustain coordinated protective systems and mechanisms at multiple interrelated levels. Ideally all the systems and processes are functioning in unison, resulting in children protected and cared for by their families within supportive communities, and in alignment with strong national regulations and policies. Due to the weakening effects of poverty, disease, disasters, displacement, and other risk factors, some or all of these systems of protection and care may falter. Additionally, recent evidence suggests a significant disconnect between the formal systems of care subject to regulation by government and the informal systems operating at the community, family, and child level.¹

The protection of vulnerable children and families requires a multisystem and multisectoral response. HCI seeks to better understand and improve the roles of national protection systems, provincial and district government, and the less formal

¹ Regional Reference Group for West and Central Africa (2011). Mapping and Assessing Child Protection Systems in West and Central Africa: A Five-Country Analysis Paper. Child Frontiers

mechanisms occurring at the community and family level. To begin to understand child protection systems within contemporary national contexts, multiple elements must be considered: legal frameworks, including national and customary law; coordination of systems of care; allied systems such as health and education; financial and human resources; formalized service provision by government and other entities; informal mechanisms involving communities, families, and the children themselves.

This project's entry point for creating a community of learning and practice around child protection systems in Africa will be at the district level. This approach opens opportunities to actively engage community individuals and groups that participate in the response to children's needs while at the same time interfacing with governmental and NGO systems. This approach lends itself to a collaborative process between formal and informal systems, promoting the understanding that both types of systems will continue to exist and need to align with one another to function more effectively and efficiently.

In recent years important initiatives relating to vulnerable children have examined services for children through a quality improvement (QI) lens. A QI approach identifies where gaps exist between services provided and expectations for services and then systematically lessens these gaps to improve levels of performance. QI is based on principles of quality management that focus on the client, systems and processes, teamwork, and the use of data. A QI approach seeks to identify, measure, and improve critical dimensions of quality such as accessibility, effectiveness, and efficiency of the care provided, through improvement methodology.

2.2 Overall Objective and Activities

The overall objective is to strengthen the capacity, effectiveness, and reach of Africa's response to vulnerable children and families through formal and informal systems at the district level. The subcontractor will be responsible for the following phases (this is not an exhaustive list):

1. Organize a regional action-oriented community of learning around standards-based and evidence-based child and family protection systems. The community of learning is expected to cross national boundaries. Bidders are invited to propose locations depending on their presence in countries. Bidders should demonstrate a presence in multiple African countries or consider proposing a teaming arrangement that works across countries. If a teaming arrangement is proposed, one institution will need to be named as the prime contractor.

2. Implement improvement activities as agreed to by URC, including district level technical support (trainings, workshops, coaching, technical support to government and civil society, etc).
3. Prepare periodic reports and end-of-project report and recommendations.

Description of primary activities:

1. Organize an action-oriented community of learning around standards-based and evidence-based child and family protection systems.
 - a. Project planning and design – work with the HCI regional and headquarters team for the design of this proposed work in Africa, including outlining the proposed activities and overall work plan for the project.
 - b. Establish/identify a Regional Advisory Group for the protection and preservation of children and families with representatives from across the region. The Regional Advisory Group will be comprised of child and family experts, donor representatives, quality improvement experts, etc., and offer strategic vision to the project.
 - c. Engage national, provincial and district level stakeholders. Meet with ministries and other partners to establish priorities and identify which sites to include in the project, with the goal of building capacity of the local systems to protect vulnerable children and families.
 - d. Forward strategies for bridging policy, science, and practice through the engagement of governments (national, provincial, and local), international organizations, academic and research institutions, nongovernmental organizations (NGO), faith-based organizations, communities, traditional leaders, families, donors, and the private sector to broaden the reach and effectiveness of care provided to vulnerable children and families. Ensure participation of all these stakeholders in the community of learning.
 - e. Facilitate discussions on child protection mechanisms at the community level. Topics might include roles and responsibilities of local community actors, such as teachers, police, district social workers, etc.
 - f. Create a website for the project.
2. Implement improvement activities as agreed to by URC:
 - a. Promote evidence-driven practices and seek to eliminate the research-to-policy and -practice gap in the response to vulnerable children and families and to improve the standards of evidence in the area of child protection.

- b. Synthesize and contextualize the growing body of evidence on outcomes for children in vulnerable situations, including child marriages, children living in orphanages, child labor, commercial sexual exploitation, and teenage pregnancy, all which have implications for child well-being and safety.
- c. Consolidate and disseminate evidence-based best practices and capacity building efforts in child protection, and family preservation as a means of child protection, across the region.
- d. Ensure a participatory approach through collaboration with individuals and organizations with representation by the children, youth, and families ultimately served. The work will be informed by, reflect, and respond to the significant role played by communities, families, and children.
- e. Coordinate and/or provide technical assistance for district trainings, workshops, and/or conferences for shared learning of principles, best practices, and model-approaches. These sessions could be conducted as webinars. The goal is to strengthen the capacity of key stakeholders (district government, NGOs, community groups, beneficiaries, etc) to provide protection of children and preservation of families.
- f. In collaboration with other stakeholders, initiate efforts to create community-focused activities, such as community study groups, protection hotlines, radio programs addressing local child protection problems, etc.
- g. Advocate for integration of national policies with local community practices within a contemporary national context, addressing the disconnect between formal and informal systems of support
- h. Provide technical assistance to national and local governments and other stakeholders for developing and implementing standards of care.

3. Deliverable schedule

In implementing the activities described above, the subcontractor will be expected to produce the following deliverables:

Deliv. No.	Description of Deliverable	Delivery Target Date- End of Month____	Price - % of contract
1	Work plan	1	
2	Establish Regional Advisory Group	2	
3	Develop project website	2	
4	Report on engagement and partnering with national to community level stakeholders	2	
5	Report to synthesize and contextualize regional evidence on child and family vulnerability, best practices and capacity building efforts in child protection across the region	4	
6	Training/Workshop #1 at district level: Coordinate and provide TA for sharing principles, best practices and model-approaches	6	
7	Training/Workshop #2 at district level (same)	8	
8	Report: Follow up to trainings/workshops with coaching visits	10	
9	Assessment tool developed and report on changes in community as a result of trainings	10	
10	Report: Initiate/coordinate efforts to carry out a community focused improvement activity, addressing identified gaps in system and processes	10	
11	Report: Advocacy activity	11	
12	Final report on project activities and recommendations for future strategy and activities	12	

This schedule should be included in the cost proposal, with proposed prices filled in by the offeror. Offerer should expand on the descriptions of the deliverables in the proposal to provide details of how activities would be approached and implemented.

The price of each deliverable should be proportional to its value, and similar items should be similarly priced.

Please note: If an advance is required to cover start-up costs, this will be issued separately from the payments due for completed deliverables, and repaid through deductions from those payments. In this case, the offeror may add a separate column to the above table to show the proposed payment schedule with the advance included. If an advance is requested, offeror must provide audited financial statements for the last two years.

4. Instructions for the proposal

4.1 Eligibility

The successful applicant must meet all the following criteria:

- Is registered in the countries where it proposes to operate
- Has existing offices in the countries where it proposes to operate

Proposals must be submitted in English.

The applicant must be an organization of one of the following types:

- Public and state controlled institutions of higher education
- Private institution of higher education
- Non-profit organization
- For-profit organization

4.2 General Instructions

4.2.1 Key Information

- Due date for questions about the RFA – 11:59 pm (EDT), Friday, May 18, 2012
- Answers to questions will be provided at a bidder's webinar scheduled for 8 – 10 am (EDT), Thursday, May 24, 2012. Questions submitted by the due date will be addressed in the webinar first and if time allows, participants can ask additional questions.
- Detailed information regarding connecting to the webinar will be posted to <http://www.hciproject.org/africa-child-family-initiative> by 11:59 pm (EDT) Wednesday, May 16, 2012.
- Answers to questions will be posted to <http://www.hciproject.org/africa-child-family-initiative> as soon as possible after the webinar.
- Number of awards expected – one to three, depending on proposals received
- Expected duration of award – twelve months
- Award levels – up to \$150,000
- Contract type – Firm Fixed Price (with payments based on completion and approval of deliverables)
- Technical and Cost Proposals must be sent at the same time as attachments in separate e-mails.

- Page length of Technical Proposal: Not more than 20 pages (not including Cover Page, Table of Contents, List of Acronyms, Executive Summary, or Appendices)
- Language for proposal: English only

As noted above, URC contemplates the award of one to three fixed-price subcontracts as a result of this solicitation. All payments for each subcontract will be fixed lump sums, based on satisfactory completion of deliverables, and will not be subject to adjustment based on actual costs. Cost proposals should be developed with this in mind.

While URC fully expects to award up to three subcontracts as a result of this solicitation, issuance of this solicitation does not obligate URC to make an award, nor does it obligate URC to pay for any costs incurred in the preparation and submission of a proposal.

4.2.2 Other General Instructions

All proposals received by the deadline will be reviewed for responsiveness to the specifications outlined in these guidelines and the proposal format. Proposals may be judged as nonresponsive if they do not follow the instructions in the RFP. Section 5 addresses the technical evaluation procedures and award criteria for the proposals. Applicants are advised to carefully read the instructions.

Questions about the RFP must be written in English and emailed to ACFI@urc-chs.com by the time and date indicated above. URC's responses will be provided by email to all who submit questions, on the HCI portal <http://www.hciproject.org/africa-child-family-initiative> , and at the bidder's webinar.

The proposal must be divided into two parts, the Technical Proposal and the Cost Proposal. These should be labeled as such and be submitted in separate emails of not more than 5MB each (one for technical, one for cost). If necessary due to size limitations, more than one e-mail may be sent, but please keep the technical and cost messages separate. Submissions should be sent to ACFI@urc-chs.com by the time and date specified on the cover page. **Please be sure that your organization's name and the word "Technical" or "Cost," as appropriate, appear in both the e-mail subject line and the individual filenames.**

The page limit for the Technical Proposal is 20 pages (not including Table of Contents, List of Acronyms, Executive Summary or Appendices pages) and should be typed in a 12 point font and submitted as a Word or PDF document, with numbered pages. The Technical Proposal and appendices should be submitted as a single document in Microsoft Word or pdf format. The budget must be sent as a **Microsoft Excel (not PDF)** document as part of the Cost Proposal. The budget narrative should also be typed in a 12 point font, sent as a MS Word or as a PDF file, and emailed as part of the Cost Proposal. Please see **Appendix A** for a detailed Proposal Checklist.

4.3 Instructions for the Technical Proposal

The applicant will prepare a Technical Proposal containing the following sections in the order shown, using clear and concise language. This will enable the reviewers to easily understand the applicant's approach and judge their ability to complete the work as described. The proposals should take into account the technical evaluation criteria found in Section 4. **Please be sure that no cost information is included in the Technical Proposal.**

4.3.1 Executive Summary (1 page maximum)

4.3.2 Technical Approach (13 pages maximum)

The applicant will describe its approach to designing and carrying out the activities so as to meet the purpose and requirements of the RFP. The applicant should provide:

- Its understanding of policies, programmatic experience and scientific evidence base related to child protection interventions aimed at vulnerable children and families in Africa.
- Its understanding of how improvement methodology would be incorporated into the approach and activities.
- Its understanding of how strengthening families and communities is essential to the protection and well-being of children.
- A description of how the applicant would create a regional presence through the project.
- Expected outcomes of the proposed activities.
- How the applicant will identify and address challenges, barriers and facilitating factors for the program.
- Plan for communication and knowledge management activities.

4.3.3 Management Plan and Organization (2 pages maximum)

This section must describe the following:

- How activities will be organized and carried out.
- The role of the applicant and any collaborating implementing partners or governmental authorities, NGOs, or community organizations should be clearly described.
- The management functions necessary for implementation and how the applicant will carry them out. These functions include budgeting, financial control, personnel management, adherence to USAID and USG regulations, travel, telecommunications, and procurement of equipment and supplies.
- How local, regional or international institutions might be involved as partners, including any activities to enhance the capacity of the applicant. The applicant may consider proposing a consortium structure.
- The management policies and procedures that the applicant will use for the implementation of this project (i.e. personnel policies, consortium communications and lines of authority, collaboration with other relevant programs, adherence to USG and USAID regulations, monitoring and evaluation, and financial management).

4.3.4 Personnel & Staffing (maximum 2 pages)

- This section should clearly describe the development and composition of the proposed Regional Advisory Group which will provide strategic vision for the project.
- A list and description of positions with their proposed roles, qualifications, experience for the position proposed, and their percent time to be devoted to this project. In addition, the applicant should provide a description of any short-term technical assistance experts that will be utilized for specific purposes in the project.
- The applicant should identify those persons it considers to be key personnel. Key personnel need not be assigned full time to the project, but should be a full time staff member of the applicant. For each of the key personnel, the applicant must provide in the Appendix to its Technical Proposal, CVs and signed letters of

commitment indicating availability to serve at the beginning of project start-up, for the duration of the project, and for the percent of time proposed for that position.

4.3.5 Capability (maximum 2 pages)

- The proposal should demonstrate that the applicant and any sub-awardee organizations have the depth and breadth of experience in the technical area of vulnerable children and their caregivers.
- The applicant must demonstrate experience and capability in administratively and financially managing a project of this scale.

4.3.6 Performance Monitoring Plan

In the appendix to the Technical Proposal, the applicant must provide a one-year Performance Monitoring Plan (PMP) consisting of:

1. A table detailing the main categories of activities and specific activities to be carried out in each category, which will be reported on at the end of each quarter in which the activity is taking place or to be completed; the implementation timeline; milestones and deliverables. In the first column on the left of the table would be the list of the main categories of activities and the specific activities in each category, a second column would list the indicators (e.g. expected outputs/products) for each activity, and a third column would show the expected date of completion or delivery of the output/product. This will be used by the applicant and by URC to monitor project performance in relation to expectations. In the Quarterly Technical Report (see section 6.1), the awardee will list those activities to be completed during the quarter, whether they occurred according to the original schedule and, if not, why. The PMP table can be placed in the appendix.
2. A time line, preferably presented as a Gantt chart, showing in the left column, the main categories of activities and the activities in each category. Across the top of the chart, in the first header row, will be the months of the project.

The PMP table and Gantt chart can be placed in the appendix of the Technical Proposal.

4.3.7 Appendices to the Technical Proposal

These will include the organizational chart, CVs, past performance references, letters of commitment from personnel, letters of commitment for proposed sub-contractors, if any, a signed endorsement letter from the government and/or USAID mission supporting the applicant conducting the activities, the PMP table and Gantt chart. The appendices should be submitted in the same document with the Technical Proposal.

4.4 Estimated Funds Available, Number of Awards and Length of Project

URC intends to issue one or more awards on a competitive basis to the applicant best responding to the requirements and objectives for this project as described in this RFP. Anticipated awards will be up to \$150,000. While URC fully expects to award a subcontract as a result of this solicitation, issuance of this solicitation does not obligate URC to make an award, nor does it obligate URC to pay for any costs incurred in the preparation and submission of the proposal.

4.5 Instructions for the Cost Proposal

The Cost Proposal should be prepared in accordance with the instructions in Appendices A and B. No cost information should be included in the Technical Proposal. The applicant should propose a line item budget for one year.

The detailed line item budget will be the prime applicant's budget to manage the project and for the activities to be conducted. If there are sub-contracts to other organizations, the prime's budget should include a line for each sub-award and a separate detailed budget should be provided for each sub-award.

5. APPLICATION REVIEW AND SELECTION PROCESS

5.1 Proposal Evaluation Criteria for Technical Proposals

Complete Technical Proposals will be reviewed by a Technical Review Panel (TRP) convened by URC and evaluated against the following criteria:

(see next page)

Evaluation Criteria	Maximum Points
Technical Approach	40
Demonstrated understanding of policies, programmatic experience and scientific evidence base related to child protection interventions aimed at vulnerable children and families in Africa	7
Incorporation of improvement methodology into the approach and activities	6
Demonstrated understanding of how strengthening families and communities is essential to the protection and well-being of children	7
Ability to create a regional presence	6
Realism and relevance of expected outcomes of the proposed activities	4
Plan to identify and address challenges, barriers and facilitating factors	6
Communication and knowledge management plan	4
Management Plan and Organization	16
Clear description of how activities will be organized and carried out	4
Clear description of the role of the prime applicant and any collaborating partners or government authorities, NGOs, community organizations	4
Effectiveness of proposed management policies and procedures for budgeting, financial control, personnel management, etc.	4
Description of how local, regional or international institutions might be involved to enhance the applicant's capacity	4
Personnel and Staffing	16
Clear description of the development and composition of the proposed Regional Advisory Group	4
List and description of positions with proposed roles, qualifications, experience and percentage time to be devoted to the project	4
Qualifications of key personnel	8
Capability	20
Demonstrated breadth and depth of experience in the technical area of vulnerable children and their caregivers	10
Demonstrated administrative and financial capability of prime applicant to manage a project of this scale	10
Performance Monitoring Plan	8
PMP table	4
Gantt chart (timeline)	4
TOTAL	100

5.2 Evaluation of Cost Proposal

Cost Proposals will be evaluated for cost reasonableness and realism, as well as consistency with the Technical Proposal. There will be no points given for the Cost Proposal. However, if two or more proposals have similar technical scores then cost may become a deciding factor.

6. ADMINISTRATION OF CONTRACT

6.1 Reporting Requirements

Subcontractor must provide URC with:

- **Workplan:** within 30 days of signing the contract, the subcontractor must provide a workplan of activities to be carried out for the year.
- **Quarterly Technical Progress Reports** describing progress made and any problems encountered. These reports will consist of annotated update of progress on the activities listed in the approved PMP.
- **Advance copies of any reports, publications or presentations** of activities shall be submitted to URC for review and approval as early as possible, but at least 3 weeks prior to submission of an abstract or article to a journal or conference. Any materials presented for publication or presentation must comply with HCI Project Branding and Marking Requirements.
- **End-of-project report within 30 days of ending activities**, summarizing key accomplishments, problems encountered and recommended steps forward.

6.2 Billing and payment terms

URC anticipates that awards for this work will be made on a fixed-price basis. All payments will be lump sums, based on satisfactory completion of deliverables, and will not be subject to adjustment based on actual costs. Cost proposals should be developed with this in mind.

6.3 Oversight by URC

- The selected awardee(s) will be responsible for the development of workplans and budgets, which will be reviewed for approval by URC. No work will be initiated before the approved start date.
- URC approval is required for awardees workplans, international travel plans, knowledge management plans, event planning/management, and changes to any activity to be carried out under the Subcontract.
- URC will monitor activities to permit specified kinds of direction or redirection because of interrelationships with other projects as described in the HCI program description.
 - Approval of the initial PMP, or later substantive changes
 - Approval of any changes to specified key personnel
 - Any substantive changes in the implementation plan
 - Any lower-tier subcontracts
- In addition to URC, the USAID/HCI Contracting Officer's Representative and other USAID Technical Advisors will closely monitor the progress of the activities and at times may ask URC to consult with the organization to request additional information or to suggest or require changes in the activities.
- URC expects to hold a meeting with the successful applicant soon after award to discuss the purpose and design of the project, the timeline, and expected results. There may be other such periodic meetings to help modify and/or improve activities during the course of the work.

6.4 Other Management Issues and Policies

1. Issuance of this RFP does not constitute an award commitment on the part of URC nor does it commit URC or the US Government to pay for costs incurred in the submission of a proposal. Furthermore, URC reserves the right to reject any and all proposals, or to award a purchase order without further discussion or negotiations if it is considered to be in the best interests of the project.
2. Successful applicants must commit to initiate implementation within **thirty (30) days** of the award.
3. Any reports, publications or other communications materials produced with funding from the HCI Project must follow the Branding Strategy and Marking

Plan, which will be provided upon award. Note that the subcontractor will be able to use its own name, but not its own logo, on such materials, as they will need to carry the USAID logo only.

7. Appendices to this RFA

Appendix A: Proposal Checklist (Technical and Cost)

Appendix B: Cost Proposal Instructions

Appendix A: Proposal Checklist

1. Technical Proposal

Format Requirements

- Written in English
- Typed in a Microsoft Word compatible program, single-spaced with a 12 point font.
- Maximum of 20 pages not including cover page, table of contents, list of acronyms, executive summary and annex/appendices
- Saved and submitted by email as one document in MS Word or pdf format
- Labeled with page numbers, the RFP number, **FY12-R03-8700**, and the name of the applicant organization on every page

Content Requirements

- Cover Page (including the name of your organization, any major lower-tier subcontractors, the RFP number and the date of submission)
- Table of Contents
- List of Acronyms
- Executive Summary
- Technical Approach
- Organization and Management
- Personnel
- Organizational Capability
- Appendices to the Technical Proposal, to include the following:
 - i. Performance Monitoring Plan Table and Gantt chart
 - ii. CVs of key personnel

- iii. Letters of commitment for key personnel
- iv. Letters of commitment from any proposed sub-contractors
- v. Signed letter of endorsement from country USAID mission, if available
- vi. Signed letter of endorsement from ministry official
- vii. Past Performance References

2. Cost Proposal

The Cost Proposal must include each of the following elements:

1. Summary and Detail Budgets for your organization, including any proposed lower-tier subcontractors. A separate cost breakdown should be included for each partner organization.
2. Detailed Budget Notes explaining the assumptions on which each line item in the budget is based. Please also indicate in your Budget Notes, if this contract is awarded to your organization at the price proposed, approximately what percentage of your annual operating budget would it comprise?
3. Negotiated Indirect Cost Rate Agreement from the U.S. Government (if your organization has such an agreement) to support any proposed indirect cost rates.
4. Deliverable schedule from Section 3, with proposed prices and payment schedule. The price of each deliverable should be proportionate to its value. The total of all proposed payments should equal the total budget.
5. If an advance is requested for startup costs, please include the amount requested and repayment plan, as well as your organization's audited financial statements for the last two years.
6. A list of the owners, directors, and key officers of your organization.
7. Evidence of your organization's registration in the country (or countries) where you propose to carry out this activity.
8. A list of the five largest contracts, grants and/or cooperative agreements that the prime applicant organization has received within the past three years, including

the effective dates, amounts and client references for each. In addition, two references should also be provided for each partner proposed as a sub-contractor, if any.

Please see Appendix B for detailed budget instructions.

Appendix B: Cost Proposal Instructions

The budget should be submitted in U.S. dollars, in MS Excel (or compatible) format with all formulas visible, and should include the following elements:

1. A summary sheet showing estimated costs for each of the categories below:
 - i. Labor (showing the number of days budgeted for each person) –
 - ii. Fringe Benefits
 - iii. Travel and Per Diem
 - iv. Equipment (if any)
 - v. Subcontracts (if any)
 - vi. Other Direct Costs (list individually by line item)
 - vii. Indirect Costs (only if supported by Negotiated Indirect Cost Rate Agreement with U.S. Government; otherwise, all costs should be treated as direct)
 - viii. Total Costs
 - ix. Fee, if any
 - x. Total Proposed Fixed Price
2. A detailed breakdown of estimated costs for each of the above line items.
3. Detailed budget notes explaining the assumptions on which each line of the budget is based (see below). Please also indicate in your budget notes, if this contract is awarded to your organization at the price proposed, approximately what percentage of your annual operating budget would it comprise?

In addition to the budget and budget notes, the cost proposal must also include all applicable items from the Cost Proposal checklist in Appendix A.2 above. Omission of any of these items may result in the elimination of your proposal.

An explanation of each budget line item follows below:

Labor

Please list each individual separately, with his/her job title, and explain in the narrative what his/her responsibilities will include. The budget detail must clearly indicate each person's salary or daily rate and anticipated level of effort (LOE). LOE is the number of work days or percentage of overall work time that will be dedicated to the subcontract.

Fringe Benefits

Fringe benefits are additional personnel costs that are either required by local law or are provided according to common practice and your organization's written policies applicable to all staff. Examples include 13th month bonuses, mandatory contributions to the national health and social insurance fund; and private health and accident insurance.. For staff expected to work only part-time on this activity, Fringe benefits should be pro-rated accordingly.

Travel and Per Diem

Please include all costs for airfare or other long-distance travel as well as any per diem to be provided to travelers for lodging and meals. Per diem rates must be consistent with your organizations' policies applicable to all projects and may not exceed USAID maximum rates, which may be obtained at http://aoprals.state.gov/web920/per_diem.asp.

Equipment

Equipment is defined as items having an expected life of two years or more and a unit price of at least US\$500, which are complete in themselves and do not become part of another item when put into use. If any such items need to be purchased especially for the performance of this subcontract, over and above those already in use by your organization, they should be listed individually in the detail schedule with their corresponding estimated costs. Please explain in the narrative why each item is needed and how it will be used to support the activity.

Subcontracts

Please list each lower-tier subcontract separately and provide a detailed breakdown of estimated costs from the lower-tier subcontractor, following the same general guidelines as for your own organization..

Other Direct Costs

All costs which your organization expects to incur specifically for the performance of this subcontract, but which do not fit any of the above categories, should be listed on this line. These may include (among others) local transportation, printing, photocopying, translation, long-distance phone charges for calls related to this activity, and a

reasonable proportion of office costs (rent, utilities, security, internet access) if not covered by a U.S. Government-approved indirect cost rate. For the proportion of office costs, applicants must specify the method they used to determine how much was allocable to the project (e.g., a percentage based on the proportion the budget represents of the organization's total budget; or on staff time devoted to project as a proportion of the organization's total staff time on all projects).

Indirect Costs

If you have a Negotiated Indirect Cost Rate Agreement (NICRA) with the U.S. Government, please include a copy of that agreement with your proposal and use the indirect rates and bases listed in the agreement when preparing your budget. If not, then all costs associated with this work should be budgeted as direct costs.

Fee

If your organization would charge a fee to carry out this work, please indicate the fee amount.