The Evidence to Action for Strengthened Reproductive Health for Women and Girls (E2A) Project

Invitation for Proposals to Strengthen Family Planning Service Delivery among Members of the African Christian Health Association Platform (ACHAP)

June 2013
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1. Background

The Evidence to Action Project (E2A) is USAID’s global flagship for strengthening family planning (FP) and reproductive health (RH) service delivery. The project aims to address the reproductive health (RH) needs of girls, women, and underserved communities around the world by increasing support, building evidence, and leading the scale-up of best practices that improve family planning services. Gender, youth and integration are cross cutting themes in the E2A project. A five-year Cooperative Agreement awarded on September 30, 2011, this project is led by Pathfinder International in partnership with other US and regional partners.

The African Christian Health Association Platform (ACHAP) is an E2A regional collaborating partner well known for its advocacy and dissemination expertise in Africa, with 26 member organizations. ACHAP serves its Christian Health Association (CHA) members in 21 countries through biennial conferences and technical, managerial, and personnel exchanges to enhance their health programs. With funding from multiple donors, project and grants management experience, ACHAP is well-poised to serve as a catalyst for a stronger role of CHA health service delivery in Africa.

ACHAP members vary in size and capacity; some receive partial funding from the government for offering their services. Members offer services through multiple in-country affiliates. While some members do face constraints related to inconsistent funding levels, FBO health services, including ACHAP members, are generally recognized for reaching the very hard to reach populations. In some remote areas, where unmet need for family planning is very high, they are the only provider of health services and do so through both fixed and mobile/outreach services. At the same time, they still face important challenges to improve access to services at facility and community levels for both rural and urban hard to reach clientele, to strengthen the quality of service provision in the context of limited funding, to ensure constant supply of contraceptive commodities, improve linkages to the wider public sector referral system and strengthen use of data for decision making.

2. Purpose

E2A will implement a multi-year, multi-country sub-grants program with ACHAP and 4-5 of its members to sustainably strengthen FP services and systems at the community and facility levels. E2A and ACAHP members/ sub-grantees will develop, document and disseminate these approaches in order to serve as models for both NGO and public sector providers. E2A is issuing this Invitation for Proposals to strengthen FP service delivery among ACHAP members.

Funding will be awarded to the member(s) proposing the most effective and innovative approaches that will strengthen FP services and systems and/or, integrate FP in Maternal Neonatal and Child Health (MNCH) and HIV service delivery packages, institutionalize elements that strengthen services and scale up successful high impact FP and/or integrated FP/MNCH and FP/HIV best practices that have been
demonstrated to increase FP use, prevent unintended pregnancy and contribute to reduced maternal, neonatal, and infant/child mortality/morbidity.

In addition, E2A and ACHAP and its members will undertake this initiative with a future goal of using the results for advocacy, dissemination and scaling up of FP and/or integrated FP/MNCH and FP/HIV best practices by ACHAP, its members, and other faith- and community-based organizations that can benefit from the models and lessons learned.

Pathfinder International (PI), the managing partner for the E2A Project, will administer the sub-grants and provide management assistance through PI’s headquarters office, E2A staff and E2A partners at country level. The activity will also include a sub-grant to ACHAP headquarters to support E2A, through ACHAP’s regional capacity, in monitoring and coordination of the sub-grants and in dissemination, advocacy and scaling up of the best practices.

E2A and its partners will provide short term technical assistance (STTA) to the sub-grantees including:

- Introducing select, evidence-based best practices;
- Building capacity in monitoring and evaluation;
- Building capacity in proven, scale-up methodologies such as Fostering Change, the Improvement Collaborative and ExpandNet’s Nine Steps for Scaling- up, as applicable;
- Documentation and preparation of reports and articles as well as linkages to dissemination opportunities;
- Opportunities to participate in an on-line discussion and learning network with other ACHAP members.
- Opportunities to participate in advocacy for successful models and interventions.

The program outputs will include the following:

- Sub-grantees program reports
- Sub-grantees plans for institutionalization of successful interventions, including plans for sustainable expansion among in-country networks where applicable;
- E2A, ACHAP and the members will develop a program brief documenting lessons learned in strengthening FP/RH services among the CHAs, with emphasis on effective implementation approaches that result in favorable FP/RH outcomes.
- Case study/ies will also be produced and disseminated by ACHAP and E2A.
- Individual CHAs may produce tools, training materials and other resources under this program, all of which will be disseminated and made available through ACHAP and other forums.
- Regional dissemination of the experience will be accomplished via biennial ACHAP meetings and newsletters. E2A will also work with ACHAP to actively find additional regional forums and conferences, as well as opportunities for exchange visits, to disseminate knowledge and experiences beyond the ACHAP network to other NGO and public sector partners that are engaged in service delivery.
3. **Award Value and Application Timeline**

E2A expects to award sub-grants to 4-5 ACHAP members and one sub-grant to ACHAP. Each member sub-grant total will range between $30,000- $60,000 annually for a maximum of three years, with the highest funding ceiling for a single award set at $180,000 over three years. Funding will be incremental on an annual basis over the award period and will be subject to availability of funds and applicant’s performance.

Instructions for technical and budget submission are attached. Limited procurement of equipment, management costs, and other commodities can be included. However, the funding will not support procurement of drugs or contraceptive commodities. Support to provider salaries or routine operational costs of the program will only be considered within a context of a sustainability plan.

The proposal submission deadline for this invitation for proposals is July 28, 2013. E2A expects to award the sub-grants by the end of October 2013.

The ACHAP members are encouraged to develop their proposals that respond to national priorities and strategies, including agreed areas of collaboration between USAID and government. USAID/Washington will seek concurrence for awarding the sub-grants from the relevant USAID country mission before E2A issues the awards.

A pre-award assessment will be conducted for the ACHAP members’ finalists before the award is made. A regional dissemination workshop will be coordinated by ACHAP and E2A towards the completion of the sub-grants, building on existing ACHAP meetings to the extent possible. ACHAP members with the best outcomes will be invited to participate and present their results and lessons learned.

4. **Eligible Applicants**

All ACHAP members, in USAID Population and Reproductive Health (PRH) priority countries,† that offer FP/RH services at the community and facility level may apply. ACHAP members should specify the participating ACHAP affiliate/s included in their proposal. Sub-grants shall be managed by ACHAP members directly; lower tier grants will not be allowed under this sub-grant mechanism.

5. **FP/RH Interventions Considered for E2A Funding**

The proposal should address FP/RH interventions that increase FP use, prevent unintended pregnancy, reduce unmet need for family planning, and contribute to reductions in maternal and child mortality. **Proposals that include integration of FP with MNCH and HIV are encouraged.** Consideration should be

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given to approaches that favor gender equality. In addition, the inclusion of public-private sector partnerships that leverage resources (funds, staffing, networks, and capacities) will enhance a proposal. Special focus should be put on plans to institutionalize the interventions, and to scale them up as relevant.

The following objectives comprise the scope of work for members to consider in their proposals:

**Objective 1. Improved quality and sustainability of and access to FP services and information at the community and facility level**

**Objective 2. Strengthened documentation of process and results of the interventions**

**Objective 3. Dissemination of findings and advocacy for scaling up achieved**

**Objective 1. Improved quality and sustainability of and access to FP services and information at the community and facility level to increase utilization of family planning services and methods, reduce unintended pregnancies, and reduce unmet need**

**Assumptions:** Most ACHAP members working on FP programs have a community outreach program through which community health workers provide FP counseling and services to their community. The community outreach program is linked through referral systems to a facility level such as primary health care centers and/or hospitals where a wider mix of contraceptives is being offered. The community outreach program supports demand generation for FP/RH services offered at the facility level.

A number of illustrative activities are listed below for the applicants’ consideration to address. However, applicants may focus on selected elements and are not required to work on all the illustrative activities. Applicants may also choose to strengthen, expand, and scale up some of the illustrative activities if they have already introduced them successfully.

Members should select activities that address FP/RH service delivery gaps, increase demand, and supply for FP services and improve access to high quality FP counseling and services. The selected activities should result in increased use of contraceptives, and therefore members are encouraged to focus on a full range of contraceptives from long acting methods such as IUDs and implants provided at the facility level to LAM, pills, condoms and injectables that may be offered at both the community and facility level. The selected activities should also have the potential to be *scaled up and sustained in the future*, whether through in-country member networks or by other service providers. Members will select demonstration sites to introduce and/or strengthen a number of activities from those listed below or select sites for scale up of already successful interventions. Please note that the activity list below is not exhaustive and therefore, members are encouraged to propose additional or alternative activities to increase contraceptive use based on country context and their country experience.
Illustrative activities to meet Objective 1:

- Integrate FP counseling and services in immediate postpartum and post abortion services, neonatal and child health services, antenatal and postnatal care and HIV services at the facility and community level.
- Scale up successful FP/RH approaches to institutionalize the practices.
- Review of standards and guidelines for FP/RH services and counseling and provision of needed training to trainers and providers to improve their FP clinical and counseling skills.
- Strengthen approaches that address youth and adolescents when providing FP services and information at community and facility level.
- Encourage men to be supportive partners, clients and change agents in relation to FP.
- Strengthen approaches that address key gender barriers preventing adolescent, young and older women and men (married and unmarried) from accessing FP information and services and acting on their fertility intentions.
- Improve referral systems for FP services and a follow up system for referrals.
- Improve supervision, monitoring and evaluation systems at the community and facility level.
- Strengthen the HMIS and its linkages between the community and facility levels, or linkages between the public and NGO sectors in terms of service data and referrals. Use data for decision making.
- Address the human resources shortages through utilizing quality improvement teams and encouraging task sharing.
- Advocate for supplies and commodities with relevant partners, strengthen the supply system and training in contraceptive/commodity supply chain management and procurement systems of supplies when needed, record keeping, reporting etc.
- Strengthen mobile services for FP counseling and services if the NGO already uses mobile services.
- Address other gaps to access of high quality FP services that will be identified by the sub-grantees.

The remaining objectives 2 and 3 will be implemented in partnership between the sub-grantees, ACHAP and E2A. E2A and ACHAP will support the members to achieve them. Objective 1 also encompasses
proposed activities around the application of systematic approaches to scaling up, where these may be applied in a relevant CHA context at country level. E2A support will include virtual and on the ground TA and on the ground training in quality improvement and scaling up. The local costs for this training should be included in the applicants’ budget (details provided under Annex A: Budget section: X.A.8)

Objective 2. Strengthened documentation of process and results of the interventions:

Assumptions:
- ACHAP members have a reporting system; however, globally and regionally, there is a need for more systematic documentation of the process and results around FP/RH best practice implementation. E2A and ACHAP will therefore build capacity and support the members in documentation efforts that will contribute to knowledge around best practices implementation and support advocacy efforts.
- E2A and ACHAP will build the capacity of the sub-grantees in documentation through virtual and on the ground support. This includes development of shared templates and a set of common indicators, provided in the invitation for proposal, for the subgrantees to select from and adapt. Final Indicators will be discussed and agreed to by E2A and the sub-grantees.

Required activities:
- The sub-grantees will be responsible, with guidance and support from E2A and ACHAP, for the documentation of the baseline, process, and results of the intervention. Process documentation will be systematic and comprehensive, in order to contribute to the knowledge base of what works and does not work in the implementation of best practices in RH/FP, in particular, in the context of the CHAs and similar NGOs or faith-based organizations.

Objective 3. Dissemination of results and advocacy for scaling up

Assumptions: ACHAP will support the members in dissemination of results and advocacy for scaling up of successful interventions while the sub-grantees will furnish the required results and documentation for this purpose.

Required activities:
- Sub-grantees will document the process and results of the intervention and submit the write up to ACHAP and E2A according to specific templates provided by E2A.
- ACHAP will take the lead in planning and implementing a regional meeting with funding from E2A to ACHAP. The sub-grantees will participate in the regional meeting to:
  - share the challenges and lessons learned
  - develop plans for scaling up
  - advocate for sustainability and scaling up
  - learn about the methodologies of scaling up

*E2A’s Invitation for Proposals to Strengthen Family Planning Service Deliver among ACHAP Members*
Applications may be strengthened by proposing additional dissemination and FP advocacy activities with potential for wide reach and impact.

6. **Criteria for Selection**

All applications will be evaluated by a committee based on the extent to which applications meet the selection criteria outlined below. Evaluation percentage scores are also provided against each of the selection criteria:

**Sub-grantee technical qualifications and organizational capabilities criteria (25%)**
- Sub-grantee has demonstrated capacity of community and clinic-based programs/activities similar to the current application;
- Demonstrated capacity to facilitate implementation of similar activities and programs as those described in the program description above to multiple sites within the applicants network;
- Demonstrated capacity to provide or coordinate training or other capacity building interventions needed by providers to improve quality of FP/RH services and scale-up;
- Potential for policy/advocacy influence and evidence of previous policy influence within CHA members or other stakeholders.

**Project design criteria (35%)**
- Clear description of activities to be implemented, expected results and outputs to address the problem stated in the application; Clarity and appropriateness of proposed interventions with focus on FP/RH integration and strengthening referral systems for FP/RH counseling and services between community and facilities;
- Potential to increase uptake/utilization of FP/RH services;
- Innovation in implementation or scale-up approaches;
- Feasibility of proposed activities within the three year time period;
- Relevance of activities to ensuring that objectives will be met;
- Potential of spread from local to national level if applicable, and to institutionalize and sustain the process for application of evidence-based, FP/MNCH best practices;
- Proposed, effective methods to enhance knowledge sharing, dissemination and advocacy for successful interventions;
- Relevance to country challenges facing family planning counseling and services;
- Evidence of public-private or private-private partnerships, NGO-corporate partnerships, and/or a multi-sectoral approach, and additional funds or in-kind support leveraged from other sources for this activity;
- Clear statement of technical assistance needs.

**Monitoring and evaluation plan criteria (20%)**
- Quality of monitoring and evaluation plan for timely reporting on results and outcomes;
- Adequacy of mechanisms for internal review process of project outputs and results;
- Clarity and relevance of indicators;
- Adherence to the E2A indicators that are relevant to the activity (common indicators are provided with the invitation for proposal).
Financial management criteria (20%)
- Completeness, clarity and reasonableness of proposed budget and appropriate reflection of suggested activities;
- Recipient should have proper financial procedures and accounting systems.
- Recipient proposal for cost share;
- Applicants should pass Pathfinder International’s pre-award assessment.

Once applications have been received, reviewed, and rated, E2A will identify and work with the short-listed applicants to finalize the activities, M&E plan, and budget. The sub-grantees Project Director will be responsible for coordination, financial management, and administration of the award, including reporting. If the applicant proposes a current staff member to fill this role, they may use another title for the position, but the responsibilities remain the same. The Project Director may only dedicate a portion of his/her time to the activity, but the overall division of responsibilities among CHA staff, affiliates and volunteers should be sufficient to effectively implement and manage the activity.

Pre-award Assessment: Pathfinder International will conduct a financial and compliance pre-award assessment for short-listed applicants. This assessment covers, among other topics, the organization’s structure and governance and financial systems and capacity to manage E2A funds. In addition, it assesses and documents the organization’s certification regarding observance of all FP compliance clauses. Short-listed applicants will be contacted with further instructions related to their pre-award assessment.

7. How to Apply

Sub-Grant application format and Instructions for New Proposals

a. Format for Applications: The sub-grant application format and instructions for new proposals are listed under “Annex A” below.

In addition, all necessary templates and annexes for proposal submission, referenced in Annex A, are available in the attached folder: “attachments for IFP”. A summary of the attachments follows:

1. Sub-grant-Project Description Template: Applicants should use this for their proposal narrative.
2. Budget template: Applicants should use this for their proposed budget.
3. Other Annexes: required to be completed and submitted by applicants per provided instructions.

b. Process for Application: this Invitation for Proposals to Strengthen Family Planning Service Delivery among members of the African Christian Health Association Platform (ACHAP) has been sent by email to eligible ACHAP members. It can also be downloaded from the ACHAP website.

E2A’s Invitation for Proposals to Strengthen Family Planning Service Delivery among ACHAP Members
Applicants should submit their proposals via e-mail. Submission of proposals and questions regarding the preparation of proposals must be submitted in writing to the following:

- Dr. Salwa Bitar, Global Alliance Advisor: sbitar@e2aproject.org
  Email copies should be sent to:

- Dr. Murtala Mai, Advisor on Best Practices and Community-Based Services: mmai@e2aproject.org
  and
- Ms. Stembile Mugore, Senior Advisor for Health Sector Performance and Sustainability: smugore@e2aproject.org.

A copy of all written questions and responses will be provided to all interested ACHAP members who request this package or who send a written request for such information to the E2A contact staff mentioned above. Responses to questions will be sent via e-mail to applicants who provide their e-mail address to the contact persons listed above. Applications must be received by E2A contact staff via email as soon as possible and no later than July 28, 2013.

If you choose not to submit your application via e-mail, please mail your proposal and supporting documentation to the E2A Project office at the address below, ensuring its arrival before July 28, 2013. Faxed applications are also accepted.

Proposals should be submitted using font 11 and must not exceed 12 pages.

Submit to:
Dr. Salwa Bitar
1201 Connecticut Avenue, NW
Suite 700
Washington, DC 20036
Tel: (202) 775-1977
Fax: (202) 775-1988

Please note that no payment is required to apply for or receive a sub-grant from E2A. Please report any irregularities to rburns@pathfinder.org.

<table>
<thead>
<tr>
<th>c. Important Dates:</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Submission of Questions regarding E2A funding or technical instructions</td>
<td>Questions can be submitted any time until the submission date of the proposal</td>
</tr>
<tr>
<td>Application Deadline</td>
<td>As soon as possible, but no later than the deadline for submission date July 28, 2013.</td>
</tr>
<tr>
<td>Short-listed applicants refine and resubmit the proposals for second review</td>
<td>E2A may decline or approve funding for an activity based on the first proposal submission. In cases where a second review is justified, E2A will allow a two week period for the applicant to refine and resubmit the proposal</td>
</tr>
</tbody>
</table>

E2A’s Invitation for Proposals to Strengthen Family Planning Service Deliver among ACHAP Members
### Notification of Award

E2A will notify the winning recipients 3-5 weeks after receiving the final proposal.

### d. Sub-Grant Awards

Once a request has been approved for technical and financial assistance, the applicant will be notified in writing. The E2A Project will prepare the relevant award documents specifying the conditions and terms of the award and the evaluative information needed from the recipient to measure the success of the project.

The E2A Project may negotiate with applicants, to modify the terms of any application (scope of work, evaluation measures, level of funding, other) before it is accepted. However, any or all applications may be declined. Awards will be for a three year period based on availability of funds and performance of the applicant.

The E2A Project reserves the right to issue a best-and-final request for proposals, if a large number of high-quality proposals are received. Pathfinder International has the right to award based on the first round of proposal submission.

NOTE: All materials produced under these awards are in the public domain. The E2A Project and other groups will have the right to use them.

These Sub-grant application format and instructions for new proposals have been prepared to assist ACHAP members interested in submitting proposals to Pathfinder International through the Evidence to Action Project. Proposals must be submitted according to the instructions listed below. Templates in electronic format (Word and Excel) are attached in the “Invitation for Proposal Attachments” folder. Please use the instructions below to guide your use of the project description and the budget. We also require electronic submission of the applicants’ project documents specified in the instructions.

I. Cover Sheet

The Cover Sheet is the standard first page of your subproject document. It contains the vital overview information about your subproject. Fields on the Cover Sheet are described below.

A. PIN/SG#: Leave this blank. Pathfinder will assign at the time of award.

B. Subrecipient: Provide the name, address, and telephone number of the applicant organization. Include your email address, website, and fax numbers, as available.

Data Universal Numbering System (DUNS) Number: template to apply for DUNS number attached

Project Director: Provide the name of the Project Director and his/her title. (This is the person authorized to sign on behalf of the subrecipient organization. Please see description under Section 6: “Criteria for Selection”).

C. Sub-grant Title: Provide a brief title for the subproject. The title will become a permanent way of referring to the subproject.

D. Start Date and End Date: Provide the proposed dates on which the subproject will begin and end. This period of time will constitute the life of the subproject and must be completed by June, 2016.

E. Sub-grant Budget (LC): Provide the total amount of funds, in local currency, needed to conduct the entire subproject during the dates shown above. For multi-year subprojects, indicate the budget for the first year of operations. Also, please specify contributions/cost share, financial, and otherwise to be provided by the applicant organization and by others (e.g., value of salaries, facilities, etc.).

F. Subproject Summary: Write a paragraph that briefly summarizes the proposed subproject for the entire implementation period. The summary should answer the following questions:
   1. What specific problems does your subproject address?
   2. What are the goals of your subproject?
   3. What are approaches and strategies you will apply to achieve your goals?
   4. What are some of the main activities you will carry out?
   5. What are some of your major expected achievements?
G. Attachments Included: Tick those included in the proposal submission

<table>
<thead>
<tr>
<th>Articles of incorporation</th>
<th>Statutory compliance certifications/representations/provisions: form included in folder: “attachments for ACHAP IFP”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registration</td>
<td></td>
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<tr>
<td>Organizational chart</td>
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<tr>
<td>Data form for terrorist financing compliance: form included in folder: “attachments for ACHAP IFP”</td>
<td>FFATA subrecipient reporting form (for DUNS number): forms included in folder: “attachments for ACHAP IFP”</td>
</tr>
<tr>
<td>Past performance references: form included in folder: “attachments for ACHAP IFP”</td>
<td>Conflict of interest policy: Provide organizations’ policy or use form included in the folder: “attachments for ACHAP IFP”</td>
</tr>
</tbody>
</table>

The Cover Sheet must be signed by the Project Director as shown below.

Signature of Project Director, title, and date

II. Subrecipient Qualifications (not to exceed one and a half pages)

The Subrecipient Qualifications section addresses WHO will implement and manage this subproject. This section of the proposal has two parts: organizational experience and key personnel. Several annexes are required as explained below.

Pathfinder funds subprojects that are implemented and managed by organizations that clearly demonstrate that they have the following characteristics:

- Technical and management skills to conduct the subproject.
- Ability to adequately staff the subproject.
- Commitment to issues addressed by the subproject.
- Administrative skills to implement the subproject and manage finances.
- Ability and willingness to comply with the Pathfinder Standard Provisions.

A Pathfinder Pre-Award Assessment must be completed for all perspective applicant organizations. The results of this assessment will provide essential information about the organization, including its strengths and weaknesses.

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2 Articles of incorporation: the legal document describing the NGO and assigning authority to the board of directors. It states information about the NGO’s mission, non-profit status, and description of the board of directors.
A. Organizational Capacity

The purpose of this section is to show that the applicant organization has the necessary experience and qualifications to carry out the proposed subproject. Be sure your Organizational Capacity section contains the following information:

- Type of Organization: Select the category that best describes your organization:
  * Non-governmental organization * faith-based organization * community-based organization * local parastatal * local university * international agency

- Description of the organization:
  - When was the organization formed? (Attach articles of incorporation)
  - Is the organization formally registered? If yes, what is the date and type of registration (local, state, federal, or with different government department(s)? (Attach registration)
  - Include details of its organizational/management structure, facilities, and number of employees. (Attach your organizational chart and a list of board members and their titles)

- Mission statement of the organization – a brief, general statement of the organization’s main purpose.

- Any other financial support the organization has received or is presently receiving from other sources. If organization is part of a larger organization, what support does it receive from the parent organization? (Attach Past Performance References)

- Describe the technical, programmatic and management experience of the organization. This should pertain to the geographic or programmatic requirements of the proposal.

B. Personnel

Describe the qualifications and experience of the people who will be responsible for carrying out the subproject. Also include their respective responsibilities on the project.

- Include information for key positions only (e.g., Project Director, Project Manager). If individuals have been identified, also briefly summarize their qualifications (e.g., education, last position held, relevant experience) and their expected role/responsibilities on the project. One paragraph for each person is sufficient.

- List all other technical and senior program staff who will participate in the subproject (2-4 sentences per position).

- Do not list junior administrative and support staff.
III. Justification (not to exceed one and a half pages)

The Justification section answers the question WHY are we supporting this subproject. Each subproject must be developed in response to documented needs or problems in the community or area to be served. Therefore, the Justification has two parts: a problem statement and a proposed solution.

A. Problem Statement

In one or two paragraphs, state the specific problem(s) to be addressed by the subproject. Include sources of data and at a minimum the following information:

- Describe the geographic area and demographic characteristics of the population in the area which the problem exists;
- Provide analysis of the causes of the problem(s); and
- Describe the results of previous efforts to solve the problem, by your organization and others.

Limit your Problem Statement to the particulars of the target areas and particular population(s) you propose to reach.

B. Proposed Solution

This section justifies the design of the subproject. Pathfinder recognizes that problems can be effectively addressed in a variety of ways. The applicant organization should emphasize those aspects of their approach that best address the issues in the Problem Statement. The Proposed Solution section answers to the following questions:

- What approach(es) will be used to minimize the problem and why was/were these approach or approaches selected over other possibilities?
- Is collaboration with other local organizations/donors needed? If yes, include information on linkages and coordination.
- Is the program designed in such a way that it can be replicated in other areas, and if so, how?
- What changes are expected to result from this subproject?
- What sources of support are likely to be available for continuation of the subproject after Pathfinder support ends?

IV. Objectives, Indicators, and Targets: (Please use the same table format provided below in this section, not to exceed one and half pages)
All proposals must specify the objectives, indicators, and targets\(^3\) that reflect **WHAT** will be achieved by this subproject. The subproject’s objectives and indicators will correspond to those of the larger initiative, as stated in section 5 above: “FP/RH Interventions Considered for E2A.” Additional indicators may be suggested by the subproject for approval by Pathfinder. The subproject should indicate which of the initiative’s objectives and indicators apply to its proposed activities and then set realistic targets for the relevant indicators. The following table lists common indicators for the sub-grantees to select from. However, all sub-grantees are required to report on indicators 1-5 unless they do not apply to the intervention.

Once finalized, this table will serve as the indicator table referenced in Section VI, B, Programmatic Reporting and will be an integral part of the quarterly report.

<table>
<thead>
<tr>
<th>Objectives and Performance Indicators</th>
<th>Operational definition</th>
<th>Target (dates)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1: Improved quality and sustainability of and access to FP services and information at the community and facility level to increase utilization of family planning services and methods</strong></td>
<td></td>
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</tr>
<tr>
<td>Performance Indicator 1: Number of E2A assisted service delivery points (SDPs) providing FP/RH counseling and/or services by type of SDP and FP/RH service</td>
<td>Count of E2A assisted service delivery points (SDPs) providing FP/RH counseling and/or services by type of SDP and FP/RH service</td>
<td></td>
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<tr>
<td>Performance indicator 2: Number of FP acceptors by age and method</td>
<td>Number of individuals who started using a modern FP method disaggregated by age and method</td>
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</tr>
<tr>
<td>Performance indicator 3: Number of women/men counseled on family planning use, reproductive intentions (delaying, spacing, limiting) and/or Healthy Timing and Spacing of Pregnancy (HTSP)</td>
<td>Number of women/men counseled on FP use, or reproductive intentions (delaying, spacing, limiting) and/or HTSP disaggregated by age</td>
<td></td>
</tr>
<tr>
<td>Performance Indicator 4: Number of health workers trained to provide FP/RH information and/or services by sex and method type</td>
<td>Count of health workers trained to provide FP/RH information and/or services by sex and method type</td>
<td></td>
</tr>
<tr>
<td>Performance Indicator 5. Percentage of clients that are youth (below age 25) among those receiving FP services in E2A supported interventions</td>
<td><strong>Numerator:</strong> Number of clients aged below 25 who received FP services (counseling and methods) in E2A supported activity (facility and community)</td>
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</tr>
</tbody>
</table>

\(^3\) **Objectives** describe changes that will result from project inputs. An **indicator** is a measurable statement of program objectives and activities; changes in indicators demonstrate the positive or negative effects of the program. A **target** is an estimate of what will be achieved within a particular timeframe.

*E2A’s Invitation for Proposals to Strengthen Family Planning Service Deliver among ACHAP Members*
**V. Implementation Plan** (not to exceed seven pages, excluding the chronogram)

The implementation plan addresses HOW the subrecipient will achieve its objectives. It provides details of all proposed activities, including a description of tasks, who will carry them out, where, how, when, etc. The implementation plan contains [5] parts: Narrative, Chronogram, Sustainability Plan, Cost Share and commodities management.

**A. Narrative**

Each subproject activity must be described in the narrative. This description allows Pathfinder to see how each objective will be achieved and to determine whether the budget is consistent and appropriate. The activities in the Narrative should be organized by objective as defined in Section IV. Be sure the activities in the narrative include information on:

- **Management**: Description of the infrastructure supporting these activities (e.g., supervision, management information systems, financial management, etc.).

- **Activities**: Description of all activities to be carried out, answering the questions: what, where, by whom and when? Again, the activities should be organized by objectives in keeping with Section IV.

- **Links with Budget**: Items contained in the budget need to be substantiated in the implementation plan. In other words, the implementation plan should clearly make evident the need for each budget item.

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• **Inputs by Others**: Activities that will require Pathfinder staff and inputs from others in order for the subproject to proceed on schedule should be noted in the implementation plan (i.e. technical assistance from Pathfinder or a time schedule for the shipment of supplies from another donor).

**B. Chronogram**

*The chronogram is a chart that outlines subproject activities, sequencing of events, and persons responsible. At a glance, the chronogram enables the project managers to see the workload of each staff member and to ensure appropriate levels of effort. The information in the chronogram comes directly from the implementation plan narrative - it is not a substitute for it. Every activity in the narrative must be included in the chronogram, and vice versa. Additionally, all activities in the chronogram should also be accounted for in the detailed budget. The chronogram must follow the sequencing of the narrative, which is in keeping with the objectives. A template is included for your use.*

**C. Sustainability Plan**

This section should be used to discuss how your organization intends to continue subproject activities after Pathfinder support.

**D. Cost Share Plan**

A cost sharing proposal will strengthen the application. Cost share helps meet objectives in the program description, ensures greater programming by the applicant to provide enhanced services, contributes to sustainability of the program, and helps ensure that the applicant and any proposed partners have additional capacity to mobilize resources.

Cost sharing or matching means the portion of project or program costs not borne by Pathfinder International. It includes all contributions, including cash and in-kind, that a subrecipient makes to a project. Since E2A is USAID (federal funding), only non-federal costs qualify as cost sharing and must conform to other necessary and reasonable provisions to accomplish the program objectives.

An example of cost sharing is any personnel listed on the project budget (showing % effort) for whom no salary is requested in the budget, or if salary is requested, it is less than what is needed to pay for the entire % effort. In this instance, the individual's portion of salary equivalent to that % effort not in the budget, in addition to the fringe benefits and indirect costs associated with those costs, would be considered cost sharing.

Cost sharing is allowable under the following circumstances:

• Verifiable from recipient's records
• Not included as contributions for any other sponsored or federally assisted project or program (cannot be used twice)
• Necessary and reasonable for proper and efficient accomplishment of project or program objectives
• Allowable under applicable cost principles *(OMB Circular A-122)*

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• Not paid by the Federal Government under another award, except where authorized by federal statute to be used for cost sharing or matching
• Included in the approved budget when required by the Federal awarding agency
• Expended during the performance period

E. **Commodities Management**

In this section, indicate how you will manage the commodities for this subproject if they are purchased through sub-grant funds. This refers to non-contraceptive, non-drug commodities (e.g., equipment and audiovisual equipment)

**Where necessary, subrecipients** should provide the following information concerning the management of commodities used in this project.

1. Briefly, describe the responsibilities of the person who will manage commodities

2. Describe the logistics management and distribution systems to service points. This section should describe:
   - the record-keeping and reporting system
   - when physical inventories will be performed (at least annually).

VI. **Programmatic Monitoring and Reporting** (not to exceed one and a half pages)

Monitoring is essential for successful subproject management and implementation. Close and careful review of subproject information (data) and use for decision-making is an important way of ensuring progress and eventual success of your subproject.

A. **Monitoring**

Monitoring is the regular review of subproject activities, which is conducted by subproject personnel and by Pathfinder. Monitoring ensures that there is adequate progress being made on the implementation plan and verifies if/how progress is being made towards achieving objectives.

Describe how the subproject will be monitored. This includes daily or weekly monitoring by supervisors as part of general management as well as a schedule of all planned visits to subproject sites by various managers.

B. **Reporting**

**Narrative:**

Project Directors of all Pathfinder-funded subprojects are required to submit regular narrative reports that provide detailed information on the implementation of the subproject. The narrative reports should refer directly to the objectives, implementation plan, and reporting criteria and include a description and analysis
of project progress. Any challenges or impediments to implementation should be identified, as well as solutions to address them. Also, successes or lessons learned should be identified in these reports.

Programmatic reports are usually required on a quarterly basis (every three months) and are due 15 days after the end of each quarter. The following standard language can be used:

Subrecipient organizations will be required to submit regular narrative programmatic reports that provide detailed information on the implementation of the subproject. The programmatic reports should refer directly to the objectives, implementation plan, and reporting criteria and include a description and analysis of project progress. Any challenges or impediments to implementation should be identified, as well as solutions to address them. Successes or lessons learned should also be identified in these reports.

Indicator Table:
In addition to narrative programmatic reports, the subrecipient is required to submit an indicator table of subproject data summarizing program activities. This table is the same indicator table developed under section IV by the sub-grantee and approved by Pathfinder International. The subrecipient will use this indicator table to report pertinent data for their activities, and track progress toward targets (if applicable). The indicator table will usually be submitted on a quarterly basis (every three months) along with the narrative report.

VII. Financial Management and Reporting

Financial monitoring ensures that the accounts are managed according to the detailed budget, and are in keeping with Pathfinder Standard Provisions. It also provides opportunity for subproject staff and Pathfinder to discuss problems and necessary technical assistance to resolve such problems.

The proposed approach for financial management must describe effective strategies to contain costs and how the subrecipient will assure accountability, and timely and accurate financial reporting while maintaining internal financial control systems and procedures.

A. Financial Management

- Describe ways the project will manage finances, contain costs, and ensure accountability.
- Identify the signatories to the subproject account (usually, the Project Director, Project Coordinator and Project Accountant)
- Identify who will be in charge of cash and cashbook (normally the project accountant)
- Confirmation that a separate account will be opened for the project is required.

B. Financial Reporting

Using the forms provided by Pathfinder, the subrecipient is required to report quarterly on receipt and use of funds. The following language should be included in the proposal, which if selected, will serve as the subproject document:
(Name of subrecipient) will be responsible for the management of funds made available under this award and will submit quarterly financial reports on Pathfinder-supplied forms along with project bank account statements and reconciliation. Additional financial reports may be required by Pathfinder.

VIII. Environmental Compliance

E2A is required to adhere to an approved Environmental Monitoring and Mitigation Plan (EMMP). Compliance applies to its sub-grantees as well. E2A will work with subrecipients to develop, plan for, monitor and report on environmental compliance. Examples include application of healthcare waste management action plans for use at health facility level, infection prevention training, proper storage and disposal procedures for public health commodities, and inclusion of information on activities that affect the environment and their mitigation in educational activities, among others. **Subrecipients should ensure that compliance activities are taken into consideration in the proposed budget.**

In this section, subrecipients should describe in a paragraph or two their experience with EMMPs as well as proposed activities to ensure compliance and reporting.

IX. Reporting Schedule

The following language should be included in the subproject document and can be modified based on the reporting requirements of the Country Office and mother award:

(Names of subrecipient) will submit quarterly programmatic and financial reports using formats and instructions provided by Pathfinder. These reports will be submitted together according to the schedule shown below.

<table>
<thead>
<tr>
<th>Quarter #</th>
<th>Start Date</th>
<th>End Date</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>October 1</td>
<td>December 31</td>
<td>January 15</td>
</tr>
<tr>
<td>2</td>
<td>January 1</td>
<td>March 30</td>
<td>April 15</td>
</tr>
<tr>
<td>3</td>
<td>April 1</td>
<td>June 30</td>
<td>July 15</td>
</tr>
<tr>
<td>4</td>
<td>July 1</td>
<td>September 30</td>
<td>October 15</td>
</tr>
</tbody>
</table>

Programmatic and financial reports should be sent to: Dr. Salwa Bitar; sbitar@e2aproject.org

X. Budget

The subproject budget reflects the goals and objectives of the subproject in monetary terms, and provides a tool with which to monitor financial activities throughout the subproject's life. A well-prepared budget, together with accurate financial reporting, is a useful indication of subproject performance.

Pathfinder requires a detailed first year subproject budget as well as a budget summary, all in local currency. Be sure to use the Pathfinder-provided template. Applicants should also prepare an illustrative summary budget for year two and three of the sub-grant.
A. **Detailed Project Budget (Year I): Cost Categories**

Organize all anticipated expenditures for the first year of subproject activities into the standard budget categories listed below. It is possible that not all line items will apply to your proposal. In this case, you may leave a line item blank. All line items should be labeled such that they are easily traceable to an activity in the subproject implementation plan. You must ensure consistency with the implementation plan (e.g., # of workshops, number of participants, etc.)

The subproject budget should only contain **direct** project costs. Contingency, indirect costs, overhead, and profit, as well as non-specified general administration costs, will not be accepted.

1. **Salaries and Wages**: State how the project staff will be remunerated throughout the subproject period. Usually, the staff time and salary equivalent to the number of hours a staff puts into the project is reflected in this category. Be sure level of effort for subproject staff is consistent with the amount in the Qualifications section.

2. **Benefits**: Benefits are usually applicable to direct salaries and wages of bona fide employees and include those benefits that are consistent with the organization’s personnel policies and are in accordance with, or required by, local law. Benefits must be allocable to the award charged and proportional to the relative amount of time or effort actually devoted to the award.

3. **Fees**: Include here all costs for professional services performed by individuals, including consultants as well as contract personnel (accounting services, lecturers, trainers, researchers, and evaluators) not listed under Salaries and Wages. Customarily, fees are paid via contractual agreements with individuals and/or companies for a specific period. Generally, individuals receiving fees are not entitled to benefits. These contractual obligations may be between the subrecipient and its parent and/or umbrella organization as well as an independent third party. List the type of service, the individual or firm providing the service, the cost of the service and the basis for calculation.

4. **General Administration**: List all expenditures anticipated in the normal course of doing business which are not contractual agreements. The specific item of cost must be directly identifiable to the subproject. It cannot be included as part of an indirect cost rate. These include expenditures for: postage, photocopying, telephone, utilities, bank charges, vehicle registration, employment advertising, and other usual and customary administrative costs.

5. **Travel and Associated Expenses**: The type of travel associated with this cost category is the regular and customary travel associated with the activities of the project. Examples include: supervisory travel, staff meetings, outreach, field visits. Include all estimated costs for travel, such as bus/train fare, taxis, out-of-pocket expenditures, short-term vehicle rental, fuel, mileage, per diem, etc. Do not include any costs connected with Education and Training (#8).

6. **Supplies and Equipment**: List here all supplies (office and clinic) and equipment to be purchased in-country by the subrecipient. Provide a unit cost and number of units for each item. Items listed for local purchase may not be bought or ordered from another country. Examples or items to be included in this category include: office supplies, clinic supplies, cleaning supplies, office furniture,
E2A’s Invitation for Proposals to Strengthen Family Planning Service Delivery among ACHAP Members

clinic furniture, audio-visual equipment, computer hardware/software, and others. Please note that equipment and furniture should not be budgeted for as recurrent cost.

7. **Purchased Services**: These types of costs generally refer to contractual services with institutions, rather than an individual whose services would be listed under Fees (#3). Examples include: building rental, equipment and/or vehicle lease, equipment and/or vehicle maintenance and repairs, construction, advertising/promotion of an approved project activity (e.g., a radio spot promoting family planning services at a clinic). These contractual obligations may be between the subrecipient and its parent and/or umbrella organization as well as an independent third party. List the type of service contracted, the individual or firm providing the service, the cost of the service, and the basis for calculation.

8. **Education and Training**: Education and Training covers workshops and activities where there is a transfer of skills and/or knowledge. This category should not be confused with IEC/behavior change efforts, which focus on information sharing and behavior change. Expenses associated with this cost category are for specific trainings, workshops, seminars, or conferences where the goal is skills improvement. Include all amounts for trainees’ per diem, travel costs, training materials. Do not include any Education and Training costs shown under Fees (#3) or Travel and Associated Expenses (#5).

N.B: All submitted budgets should include up to 9,000 dollars (divided between year one and two), to cover local costs of Quality Improvement and Scaling up training sessions led by E2A technical experts. The proposed training is for three different sessions of 3 days each. The total number of participants is projected at 40 coming from different service sites and management level. The purpose of those sessions is different and will not substitute the clinical or management training that the sub-grantees may propose in their plans.

At the end of the detailed one-year project budget, show the total budget; indicate the total contributions made to the project by Pathfinder and the subrecipient, in local currency.

B. **Budget Notes**

This section in the subproject budget template should explain the assumptions in the subproject’s budget.

C. **Summary Budget**

Develop a summary budget using the eight budget categories in Pathfinder’s budget template. This summary budget should include actual figures for year 1 (pulled from detailed budget) as well as illustrative figures for years two and three.
### Chronogram Template:

<table>
<thead>
<tr>
<th>Objectives and Activities</th>
<th>Project Months</th>
<th>Person Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td><strong>Objective 1:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity 2</td>
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<td></td>
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<tr>
<td>Activity 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective 2:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity 1</td>
<td></td>
<td></td>
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<tr>
<td>Activity 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity 3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>