



USAID
FROM THE AMERICAN PEOPLE

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***SUBJECT: RFTOP GH-OHA-04-07-001 IQC TASK ORDER FOR BIDDING ON
“U.S. Government Global Fund Technical Support”***

Dear TASC3-Global Health Contractors,

The United States Government (USG), represented by the U.S. Agency for International Development's Global Health office has been requested by the Office of Global AID's Coordinator to negotiate a Task Order (TO) under the Technical Assistance and Support Contract (TASC 3-Global Health) IQC, as more specifically described in the rest of this Request for Task Order Proposal (RFTOP).

It is anticipated that a three (3) year, (estimated), Cost Plus Fixed Fee Task Order (TO) will be awarded for these services. Additionally, there will be two (2) one (1) year options for a potential total of a five (5) year award. The purpose of this Solicitation is to establish a mechanism through which the United States Government (USG) could provide technical support (TS) to grantees worldwide which have received funding from the Global Fund to Fight AIDS, Tuberculosis, and Malaria (Global Fund) but which are experiencing implementation challenges.

If your organization is interested in submitting a Proposal in response to this RFTOP, please carefully review this letter and the contents of this request.

It is requested that questions regarding this RFTOP be submitted by e-mail to Christopher Frost (cfrost@usaid.gov), while proposals should be sent directly to:

Christopher B. Frost
USAID/M/OAA/GH/OHA
Ronald Reagan Building 07.09-040
1300 Pennsylvania Ave, NW
Washington, DC 20523

Proposals are due **May 21, 2007 at 3 pm**. See Section VI for details.

Issuance of this RFTOP does not constitute an award commitment on the part of the U.S. Government, nor does it commit the U.S. Government to pay for costs incurred in the

preparation and submission of proposals. Further, the U.S. Government reserves the right to reject any or all proposals received.

In addition, award of the Task Order contemplated by this RFTOP cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for the award. Proposals are submitted at the risk of the Contractor.

Proposals should be prepared in accordance with the instructions set forth in within this RFTOP, and with Section F.9(b)(2)(i) of the basic IQC.

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

Sincerely,

Lisa M. Bilder
Contracts Officer

Task Order for U.S. Government Technical Support to Global Fund CCMs and Grantees

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Task Order for U.S. Government Technical Support to Global Fund CCMs and Grantees

I. INTRODUCTION

Awardees under the contract awarded by the U.S. Agency for International Development (USAID) under the “Population, Health and Nutrition Technical Assistance and Support Contract, Three” (TASC III) contract are invited to respond to the Statement of Work (SOW) outlined in Section III below. The purpose of this Solicitation is to establish mechanism through which the United States Government (USG) could provide technical support (TS) to grantees worldwide that have received funding from the Global Fund (Global Fund) to Fight AIDS, Tuberculosis, and Malaria, but which are experiencing implementation challenges. The USG anticipates awarding one Task Order for a five-year period, pending availability of funds. The contract will initially be awarded for a three-year period, with two (2) options of a year each, for up to a total of five years. It is anticipated that the program will be operational in July, 2007. The estimated level of effort is the following:

Areas	Person-Days of Effort/Yr
Technical-Support Management	750
Technical-Support Provision	4500
In-Country Capacity-Building	Average \$25,000 per country

II. BACKGROUND

The Global Fund is a public-private partnership dedicated to raising and disbursing large amounts of funding to prevent and treat the pandemics of AIDS, malaria and tuberculosis. Since its establishment in 2002, the Global Fund has committed US \$6.6 billion to over 450 programs in 136 countries. The U.S. Government is a founding member of the Global Fund, and has provided almost \$2 billion in support since 2002. As a financing organization with no regional or country offices, the Global Fund is unable to provide hands-on technical support to improve grant performance, which international and bilateral partners must provide.

A. USG technical support to date. In Fiscal Year (FY) 2005, the Congress authorized the U.S. Global AIDS Coordinator to set aside up to five percent of the funds which the U.S. contributed to the Global Fund for technical support to help Global Fund grants better achieve their intended results. In March 2006, the USG began a pilot program to offer TS to 38 Country Coordinating Mechanisms (CCMs) and Principal Recipients (PRs) experiencing bottlenecks that resulted in slow grant disbursements to and poor performance by Global Fund grants. By September 2006, 25 CCMs and PRs had submitted over 40 requests for TS for bottleneck removal in their Global Fund grants. By March 2007, the majority of those TS requests will have been completed. The USG also provided resources to the Green Light Committee (GLC), the Stop TB Partnership and the Malaria Action Coalition for targeted, disease-specific TS to additional countries. In October

2006, the U.S. Global AIDS Coordinator again agreed to set aside up to five percent of the U.S. Government's FY 2006 contribution to the Global Fund to provide TS to Global Fund grants.

B. Guiding Principles. The purpose of this technical support is to improve the functioning of Global Fund grants, and thereby increase the quality and effectiveness of prevention, care and treatment interventions for HIV/AIDS, tuberculosis and malaria in targeted countries.

1. Focus TS on the most problematic technical areas. Based on information from the Global Fund Secretariat and lessons learned from requests by Global Fund grantees in 2006, TS provided under this program should focus on bottlenecks encountered by Global Fund grants in the following technical areas:
 - Governance and leadership by the Country Coordinating Mechanism (CCM);
 - Program and financial management by the Principal Recipient (PR);
 - Procurement and supply management (PSM); and
 - Monitoring and evaluation of performance.

2. Provide time-limited support. The USG will gear this mechanism to help solve problems which can be addressed on a relatively short-term basis, defined as an estimate of about 18 person-weeks in country, per request. The use of local TS providers will not count against the 18 person-weeks (see Section 3 below on building local capacity). It may be advisable to hire local talent for somewhat longer periods. While understanding that many issues face Global Fund grantees will require longer-term help (health-systems improvement, long-term training, etc.), this USG mechanism is not designed to help with those issues.

3. Build local capacity. An important result of technical support will be improved capacity at the local level, including civil society and faith-based and other local non-governmental organizations, to provide TS to the Global Fund grants in their own or neighboring countries. The USG will encourage Global Fund CCMs and PRs to include locally-led platforms and consultants in their requests for TS, based on the belief that this will lead to the improved capacity of in-country entities to provide TS in the future, and will ultimately contribute to country ownership by all in-country partners. We expect this project will develop the skills of the NGO participants or other members of CCM so they can better participate in the process as full and equal members. By making these partners Global Fund experts, (ideally) the Government portions of the CCM will come to rely on them as the subject matter experts, and thereby increase their standing within the process. Working through the existing NGO or other members of CCMs should address: the time limitations of the technical support, as the learning curve will be faster; local capacity is more likely to exist, as these NGO elements have already gone through a Global Fund review process; and most important, the CCM has already accepted them as members, and the monitoring will be simpler as they will be engaged in the process already. If local technical support is part of the capacity-building, then the Office of the Global AIDS Coordinator could review the limit of 18 weeks. If a CCM civil-society partner is part of an umbrella organization, the TA for capacity building can also support the members. For example, if an association of people living with AIDS is on the CCM,

and the association has numerous members, the TS may also support the member organizations.

4. Provide TS worldwide, based on CCM or PR requests. Global Fund grantees in most countries¹ worldwide are eligible for TS. CCMs or PRs² may request technical support by defining their needs and proposed deliverables in a short scope of work. In general, the support requested should be based on the grantee's need to resolve conditionalities or implementation bottlenecks or delays at key points in the grant's life. Where possible, recipients should identify and hire local expertise as part of the technical support team. Through another contracting mechanism, the USG will be funding three of the Joint United Nations Fund Programme on HIV/AIDS (UNAIDS) Technical Support Facilities (TSF) to provide technical support; their efforts on the country level will need close coordination.
5. Measure results. The USG will closely monitor the success of TS to prove the effectiveness of TS in helping Global Fund grants obtain results. The Annual Report of the President's Emergency Plan for AIDS Relief (PEPFAR), the Annual Report to Congress on the Global Fund, and other USG documents will report results and lessons learned.

C. Prioritize and Respond to Technical Support Requests from Grantees. A key tenet of the Global Fund is that it is "performance-based," e.g., willing to terminate non-performing grants. As a result, CCMs that have received Global Fund grants have been reluctant to admit that grants are under-performing or failing, and many have failed to request technical support until grant failure or termination was practically inevitable. A challenge to both the Global Fund Secretariat and multilateral and bilateral providers of TS is to reassure the countries that TS requests will be seen in a positive light and not used to stigmatize or penalize a country. The USG will use the following mechanisms to prioritize grants in need of support:

1. The Early Alert and Response System (EARS). The Global Fund Secretariat established EARS as a way to identify grants facing implementation challenges likely to delay or derail progress. Once problems are identified, stakeholders, including the CCM, the PR and sub-recipients, should request technical support to resolve the problems through in-country or international partners³. The Secretariat's Operational Partnerships and Country Support (OPCS) Team has recently begun providing to the Global Implementation Support Team (GIST)⁴ the names of countries in which CCMs or PRs potentially could wish to request technical support based on upcoming events or known conditionalities. The list is focused on the following:
 - a) Grants with upcoming Phase 2 panels that currently have B2 (progress inadequate, but potential demonstrated) ratings;

¹ With the exception of those countries on the U.S.State Department's list of state-sponsors of terrorism.

² Where a UN agency is the PR for a grant, technical support should focus on improving the capacity of sub-recipients

³ The Global Fund Secretariat does not have the staff or mandate to provide direct technical support to grantees

⁴ GIST is composed of mostly UN agencies and meets monthly to consider HIV/AIDS Global Fund Grants that need technical support

- b) Global Fund grants in which a Phase 2 grant agreement is pending approval beyond month 24; and
- c) Grants recently approved by the Technical Review Panel (TRP) in a new round submission, but which have significant conditions to address prior to grant signature.

The USG Technical-Support Advisory Panel, in collaboration with other members of the GIST, will use these lists as a starting point to offer support.

2. The GIST, the Country-Implementation Support Teams (CIST) and bilateral partners. The GIST, through its in-country offices shares information about grants thought to be faltering or in need of additional support. The USG will work closely with the GIST or CIST teams to prioritize TS based on these requests. In some instances, we would expect the USG TS provider to work jointly within a larger team funded by multilateral or bilateral partners. In other instances, after consultation with the GIST and other partners, the USG TS provider might work alone.
3. USG country Missions or regional programs. In many countries, USG staff serves on the CCM and have unique insights into problems which the grants are facing. In focus countries of the Presidents Emergency Plan for AIDS Relief, and the President's Malaria Initiative⁵, Global Fund and USG programs are often highly interdependent, particularly in the area of drug procurement and logistics. Other USG bilateral programs have a keen interest in supporting and leveraging Global Fund grants in their countries, as do USG regional platforms in the countries in which they manage programs. Grants identified by these programs will receive invitations to request TS.
4. Other sources of information. Country malaria and tuberculosis programs, the President's Malaria Initiative (PMI), the Green Light Committee (GLC), the Stop TB Partnership, WHO's Malaria and TB Departments, and other partners may have important information about the status of malaria or TB grants that are faltering or at risk of faltering. We will solicit information about faltering grants from these groups, and invite grantees to request TS.

D. Organization and oversight of the USG technical-support activities. Working under the auspices of the Office of the U.S. Global AIDS Coordinator (OGAC), the U.S. Government Interagency Global Fund Core Group⁶ (Core Group) provides general policy guidance for all Global Fund activities. The Technical Support Coordinator (TSC), who is a member of the Core Group, will be the principal analyst and focal point for the planning and execution of the U.S.-led program to provide TS to Global Fund grants. S/he will chair a USG Technical Support Advisory Panel (TSAP) comprised of a sub-set of the Core Group, which will provide leadership

⁵ PEPFAR: Botswana, Cote d'Ivoire, Ethiopia, Guyana, Haiti, Kenya, Mozambique, Namibia, Nigeria, Rwanda, South Africa, Tanzania, Uganda, Vietnam, and Zambia, PMI: Angola, Tanzania, Uganda, Malawi, Mozambique, Senegal, Rwanda.

⁶ The Core Group is composed of interagency staff from the U.S. Department of State; the U.S. Department of Health and Services (HHS), including the Centers for Disease Control and Prevention (HHS/CDC); the Office of the Global Health Affairs (HHS/OGHA); the Office of Management and Budget (OMB); and the U.S. Agency for International Development (USAID)

on TS issues. S/he will also serve as the USAID Cognizant Technical Officer (CTO) for the Task Orders, and will be a direct hire of USAID.

The contractor is expected to keep the TSC informed of any potential conflict situation at the country level. She will be responsible for keeping the Core Group informed and solicit assistance and guidance where needed.

III. STATEMENT OF WORK

Description of Contractor's Tasks and Deliverables

The Contractor will work closely with the TSC to undertake all activities related to the provision of short-term⁷ technical support to Global Fund grants in an estimate of 50 countries per year, as outlined below. Requests for the technical support will most frequently originate from either the CCM or the PR. The philosophical principle we aspire to is to have all scopes of work will be driven by local demand. On occasion, the local USAID or other USG mission will be instrumental in this process of identifying the need and facilitating the request. The following is the estimated LOE for the various tasks:

Areas	Person Days of Effort/Yr
Technical-Support Management	750
Technical-Support Provision	4500
In-Country Capacity-Building	Average \$25,000 per country

NOTE: The \$25,000 for local capacity-building is an anticipated average, not a requirement. It was determined that a funding level estimate was more appropriate than a level of effort estimate given the many forms that such efforts can take. The Contractor should utilize this funding level when developing their local capacity building efforts in accordance with part 3 of the Statement of Work.

1. **Provide support to USG TSC on the requests from Global Fund grantees for technical support.** The Contractor will do the following:
 - a) Attend TSAP meetings and summarize review findings, and communicate with in-country entities to clarify outstanding issues on the development of the SOW;
 - b) Submit the proposed teams and finalized SOWs with budgets to the TSAP panels for final approval;
 - c) Provide, as needed, logistical and analytical support required by the TSC and the TSAP, such as a summary of specific types of requests or analyze by type or region.

⁷ In general, not to exceed a total of 18 person weeks of TA per request

2. **Provide technical support to Global Fund grants requested by CCMs or PRs.** In each designated country the Contractor will do the following:
- a) Work with in-country technical support requestor to define qualifications and dates for technical teams;
 - b) Where the CCM or PR requests TS in more than one area or for more than one entity, ensure coordination of all USG TS efforts on the ground;
 - c) If non-US TS providers are working in the country, ensure the USG TS is coordinated, both in terms of timing as well as recommendations and/or findings;
 - d) Coordinate prior to each trip with the Emergency Plan Core Team leaders for the identified country and possibly with the Strategic-Information point person, depending on the scope of work;
 - e) Coordinate with the UNAIDS Technical Support Facilities (in Africa), to ensure coordination and reduce any possibility of duplication;
 - f) Identify field consultants or consulting team to provide requested TS;
 - g) Communicate and coordinate with the Fund Portfolio Managers (FPMs) of the Global Fund secretariat in Geneva, prior to, during, and after the assignment;
 - h) Complete deliverables in SOW, as agreed with Global Fund grantees;
 - i) Prepare reports of the consulting teams with prioritized recommendations;
 - j) Disseminate all final reports to the in-country entity that requested the TS, and to the USG;
 - k) Disseminate a second, desensitized document to the FPM, the GIST and other TS providers, as appropriate. (The FPMs have agreed with this approach). The summary report shared with the FPM should highlight suggested follow-up by the Global Fund; and
 - l) When a report recommends follow-up support, assure inclusion of an implementation plan with illustrative budgets;
3. **Build the capacity of local civil-society organizations to provide technical support to the Global Fund.** The Contractor will do the following:
- a) Develop the skills of the NGO participants or other representative of the CCMs (Public sector, NGO or private sector) so they can better participate in the process as full and equal members. By making these partners Global Fund experts, (ideally) the Government portions of the CCM should come to rely on them as the subject matter experts, and thereby increase their standing within the process. Using the existing CCM members should address all of the issues: time constraints are eased, as the learning curve will be faster; local capacity is more likely to exist, as these groups have already gone through a Global Fund review process; most important, the CCM has already accepted them as members and the monitoring will be simpler, as they will be engaged in the process already. If the capacity-building identifies local technical support, then the limit of 18 weeks may be reviewed.
 - b) In all countries where TS is provided include at least one representative of a local civil-society organization on each technical-support team, ideally a member of the CCM;

- c) Upon completion of the TS team work, provide virtual mentoring to the local team member(s) so they can provide follow-on assistance (long-term or short-term) to the Global Fund grant, as needed;
 - d) In a sub-set of the countries in which we are providing technical support, (estimate 10), in addition to the inclusion on each TS team of one or more civil-society members, preferably from the CCM, the contractor will propose and facilitate the implementation of a plan to systematically identify and increase the capacity of selected civil-society organizations;
 - e) Track and report the results of the mentoring/training programs above.
4. **Monitor results of the technical support provided to Global Fund grantees.** The LOE for this section is included in the Technical Support Management LOE above. The Contractor shall establish and maintain a simple spreadsheet to show the status of TS underway or completed. The spreadsheet should show TS recipients, TS providers, local groups and consultants the dates of activity related to the TS, a summary of the recommendations, measurable outcomes, and proposed follow-up. The contractor should update the information monthly, and make it available for USG staff at headquarters and Mission levels, the Global Fund Secretariat, GIST members and others, as requested.
- a) Track TS indicators. In addition to the implementation of the technical support, the Contractor will develop, track and report on selected indicators⁸ on a six-monthly basis. This is in addition to the 18 person-weeks of technical support for substantive technical support at the country level (see level-of-effort chart of TS management) :
 - TS providers will work with in-country CCM or PR colleagues at the beginning of the consultancy to select relevant output indicators on which to report. The CTO and the Contractor will agree upon initial indicators in the first two months of the award;
 - Collect output indicators six months after the technical-support effort is completed and;
 - TS providers will establish likely *outcome* indicators at the start of the project. These higher-level indicators should focus on the measurable effects of removing bottlenecks, such as changes in disbursement rates, and will be appropriate for Congressional and other reporting;
 - Brief USG staff in the field and in Washington as needed; and
 - Keep the TSC informed of any sensitive or potentially difficult issues observed during the TS period.
 - b) Document success stories, lessons learned. The Contractor shall collect examples of success stories, good practices, or lessons learned from each TS visit and synthesize them into short (One to two pages) profiles suitable for reporting on the PEPFAR.gov website or elsewhere. The Contractor is expected to produce success stories, lessons learned or other profiles, as agreed in the workplan with the CTO each year. This is estimated at 20 to 25 each year, but will depend on the actual number of TS requests received.

⁸ Annex 5

IV. STAFFING

The Contractor should propose one key staff member, other full- or part-time staff, and numerous consultants or intermittent staff. The following provides an overview and illustrative LOE of these positions. The USG may make changes in the final staffing pattern, depending on the final contracting configuration.

- **Project Director** (Key personnel). The Applicant must propose one Project Director at a 100 percent LOE (260 days) to oversee all activities required to undertake this Task Order. If a lower level of effort is proposed, the Contractor should give a rationale;
- **Senior Program Officer (key personnel)** to work in coordination with the Project Director to manage technical support teams (50percent 130 days);
- **Operations support** (100 percent, or 260 days);
- **Monitoring-and-Evaluation Specialist** to develop and track indicators: (20percent 52 days);
- **Editor/writer** for final reports and for the regular case studies (25percent, or 65 days); and
- **Consultants/Intermittent staff (roster)** to address the technical and regional needs of the technical support.

Illustrative job descriptions for these positions appear in Annex 2.

PERFORMANCE MONITORING

A. Contract oversight. The CTO for this Task Order, the CTO of TASC III, who is responsible for the overall performance of the entire contract, and the Contracting Officer will monitor and evaluate the Contractor's overall performance. The Contractor should propose a simple Performance-Monitoring Plan (PMP) for monitoring and evaluating the performance of the four key tasks required under this Task Order.

B. Reporting. Reports include yearly work plans, semi-annual and annual reports, and quarterly financial reports. A final report synthesizing the work, deliverables and results of the project over the entire Task Order duration will be due after the Task Order ends. In addition to regularly scheduled meetings with the Task Order CTO, the Contractor must give informal briefings to the Core Group and/or the TSAP on the principal activities, accomplishments and funding during each six-month implementation period. Details on the reports required appear in Annex 3.

C. Performance reviews. The Task Order CTO will conduct yearly performance reviews of the Contractor by using the PMP proposed by the Contractor (above), and other indicators mutually agreed upon by the Task Order CTO, the Contract Officer (CO), and the Contractor in the first 90 days of the contract. A final performance review of Task Order will be scheduled for the final year of the Task Order. An external evaluation of the Task Order will be held in conjunction with any evaluations scheduled for the overall TASC III contract.

V. PROPOSAL SUBMISSION INSTRUCTIONS

USAID will review all proposals received by the deadline will be reviewed for responsiveness to the technical specifications in the format outlined below. Applicants must submit proposals to the location indicated in the cover letter accompanying this solicitation by the date and time specified. Proposals submitted late or are incomplete will not enter the review process.

A. Technical Proposal Format. The technical portion of the proposal shall be no more than **20 pages**, excluding attachments. Proposals will be on pages of 8-1/2 inch by 11-inch paper (210 mm by 297-mm paper), single-spaced, 12-point or larger type in a single column, with one-inch margins on all sides, with tabs to distinguish each section. Proposals may contain text boxes, but all text must be in 12-point font, and the boxes formatted as to not unduly interfere with readability. Applicants may include Résumés of proposed key personnel (two-to three pages maximum) and the other proposed staff (one pages maximum) may be included in an annex. Cover pages, dividers, table of contents, and attachments (i.e., key personnel resumes, and letters of commitment) do not count against the 20-page limitation.

Contractor should submit one original and six hard copies of the technical proposal, and one original and two hard copies of the cost proposal. Email submissions are not acceptable as a sole submission. Applicants must include six hard copies if submitted by email. Please also submit on CD Rom an electronic copy of the technical proposal in MS Word and cost proposal in MS Excel or compatible format. Adobe PDF format is not acceptable. Applicants may submit proposals in the binding of the bidder's choice, but must index sections in a Table of Contents and tab them for easy reference. USAID must receive both the electronic copy (CD Rom or email) **and** the hard copies by the submission deadline for the proposal to be eligible for consideration.

The Cost Proposal should have a cover page with the title of the program, name of organization(s) submitting Proposal, contact person, telephone and fax numbers, address, and e-mail.

The technical-evaluation criteria, with the hierarchy for each element, appear below. Illustrative line items applicants should include in the cost proposal also appear outlined below.

B. Technical Proposal Content. The proposal should demonstrate the contractor's capabilities and expertise with respect to undertaking the activities outlined in Section III, *Statement of Work*, above. In addition, the contractor will show it understands the complex issues involved in providing technical support to Global Fund grantees by completing the Case Study. An important consideration in evaluating this proposal will be how the contractor proposes to set up its consortia to include new, local, and regional sub-partners, and how it will include indigenous partners in every TA team to assure capacity-building at local levels. The solicitation requires the contractor to describe how they would staff this effort as well to explain its past experience with large, multi-donor-funded health grants and building the capacity of indigenous organizations. The Applicant can divide the 20-page limit as it desires; however, the following areas must be included.

Applicants may present in an Annex tables showing levels of effort, and a timeline associated with the activities outlined.

1. **Technical approach.** The contractor should explain how its proposed approach to meeting the technical-support needs in the four key tasks described in Section III and repeated here:
 - Governance and leadership by the Country Coordinating Mechanism (CCM);
 - Program and financial management by the PR;
 - Procurement and supply management (PSM); and
 - Monitoring and evaluation of performance.

In addition to providing support in the above four areas, the contractor also is expected to describe its capacity-building approach, both as a participant of the TS team, as well as identifying NGOs on CCMs with whom the contractor can work to strengthen NGOs' ability to be effective and strong members of CCMs.

Case Study

In this section the contractor should use the Case Study to illustrate how it would approach problems and issues encountered by Global Fund grants in the focus areas (CCM governance, financial management, procurement and logistics management, and monitoring and evaluation). The contractor should review the issues encountered by the Global Fund HIV grant in Guinea Bissau. Information about the grant performance and scores appear on the Global Fund website: www.theglobalfund.org.

Please use the information provided on the website, including the nature of the grant agreements, progress updates, performance reports, grant scorecards and any other information on the website, to frame your discussion showing how your team would approach providing technical support to Guinea Bissau. The case study should demonstrate the contractor's understanding of the key implementation challenges and priorities for this grant, including the deliverables needed to resolve the key issues; knowledge of Global Fund cycles and reporting requirements; roles and responsibilities of the CCM, PR, Fund Portfolio Manager, and Local Funding Agency (LFA); how the contractor will ensure local capacity-building, how consultants and staff proposed in this solicitation configure themselves in a team or teams to respond to the needs outlined; whom should debrief and how, and how to facilitate follow-up and future TS by other entities, including local groups.

Please limit your case study discussion to eight (8) pages.

PLEASE NOTE: THIS IS A PAPER EXERCISE AIMED AT EVALUATING YOUR PROPOSED TECHNICAL APPROACH TO GRANTS WITH MULTIPLE AND COMPLEX PROBLEMS. THE USG HAS NO CURRENT PLANS TO PROVIDE SHORT-TERM TECHNICAL SUPPORT TO GUINEA BISSAU AT THIS TIME. THEREFORE, PLEASE DO NOT CONTACT THE GLOBAL FUND SECRETARIAT, GLOBAL FUND AUTHORITIES, OR NGOS OR CIVIL SOCIETY IN GUINEA BISSAU ORDER TO COMPLETE THIS EXERCISE.

Proposed Monitoring & Evaluation (M&E) Plan (See Annex 5 for Template). Please propose output and outcome indicators for the key objectives listed as well as how you would measure them in a cost-effective manner. The M&E Plan is comprehensive, includes proposed indicators, and proposes a routine and systematic approach to monitoring and reporting annual and end-of-contract achievements, filling in information gaps as needed, and assessing periodic performance of the entire contract.

2. **Staffing Pattern.** In this section, the Contractor should propose names of key personnel, other personnel and consultants show how the staff proposed will accomplish the tasks required. Applicants may provide in an annex a matrix indicating complementary skills and expertise.

3. Management

The Contractor should propose a mechanism for a dynamic and collaborative process with relevant subcontractors to ensure USAID is offered the best expertise available, regardless of contractual arrangement. The Contractor must provide a clear plan to mobilize its partners both under the IQC, as well as identify and work with in-country organizations. Proposals must be clear on how they will identify the expertise needed for each assignment, how the experts will be briefed, what the approach to gathering further information on the SOW will be, how the Contractor will monitor and support the teams in the field, how it will share the reports, and how it will negotiate and hand-over the follow-up plans to groups able to work more in the long term, as appropriate.

The Contractor should also include a description of how it will coordinate with other entities that provide TS to Global Fund grants such as (TSFs, U.S. Government in-country Emergency Plan teams, other bilaterals such as United Kingdom Department for International Development (DFID), the German Technical Cooperation (GTZ), multilaterals (UN agencies).

4. Past Performance Related to Previous Work With Large, Multi-Donor -Funded, Performance-Based Health Grants.

Demonstrated capacity in providing similar services with a track record of quality, timeliness, good business practices, customer satisfaction and attention to cost control, all performed while working with challenging political and developmental contexts.

C. INSTRUCTIONS FOR PREPARATION OF THE COST/BUSINESS PROPOSAL

1. **Budget Submission:** The cost/business proposal must be completely separate from the Contractor's technical application. The Cost/Business Proposal should be for the basic period of July 2007 –September 2010 with two additional option years. In addition to two (2) hard copies, cost/business applications must be submitted on a CD in Microsoft Word 2000. Any graphics/tables must be formatted in MS Word 2000 or Excel 2000.
2. **Budget Format:** A budget with narrative providing detailed justification of costs anticipated under this proposed task order in the following format:

a. For each line item proposed, please provide a breakdown, by element, of the respective anticipated costs of performing under this task order, unless a plug figure is required. The elements include: salaries, fringe benefits, consultant fees, travel/transportation/per diem, other direct costs, equipment, subcontracts, grants, indirect costs (overhead, G&A, etc., if applicable), and fee.

b. Detailed level of effort and labor cost estimates must be submitted in accordance with the Statement of Work. Please provide a separate line item for each proposed individual and identify each by name, labor category, daily rate, and the level of effort for that individual. Please provide a salary history for the prior three years, for "key" individuals and professional staff.

c. Detailed level of effort and cost estimates for consultants who will perform under the task order. Additionally, please provide ceiling rates for consultant positions for which an individual is not specifically named according to the following position classification: US Senior Level, US Junior Level, CCN Senior Level, CCN Junior Level, TCN Senior Level, and TCN Junior Level.

d. The Cost Proposal should have a cover page with the title of the program, name of organization(s) submitting Proposal, contact person, telephone and fax numbers, address, and e-mail.

3. Budget Categories: The cost/business proposal should contain the following budget categories:

Salary and Wages	Units	No. of Units	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Fringe Benefits								
Sub Contractors								
Consultants								
Travel and Transportation	Plug	1	\$2,400,000	\$2,520,000	\$2,646,000	\$2,778,300	\$2,917,215	\$13,261,515
Other Direct Costs	Plug	1	\$1,600,000	\$1,680,000	\$1,764,000	\$1,852,200	\$1,944,810	\$8,841,010
Indirect Costs								
Fee								
Total								

a. Salary and Wages: Direct salaries and wages should be proposed in accordance with the applicant's personnel policies;

- b. Fringe Benefits:** If the Contractor has a fringe benefit rate that has been approved by an agency of the U.S. Government, such rate should be used and evidence of its approval should be provided. If a fringe benefit rate has not been so approved, the cost proposal should propose a rate and explain how the rate was determined. If the latter is used, the narrative should include a detailed breakdown comprised of all items of fringe benefits (e.g., unemployment insurance, workers compensation, health and life insurance, retirement, FICA, etc.) and the costs of each, expressed in dollars and as a percentage of salaries;
- c. Sub-Contractors:** Any goods and services delivered by a subcontractor
- d. Consultants:** Any goods and/or services delivered by a consultant.
- e. Travel and Transportation:** Annual Plug Figure \$2,400,000. This figure includes international and in-country air travel. Per diem is calculated based on current 2007 rates. These estimates reflect the assumptions outlined below in section C4 Budget Assumptions.
- f. Other Direct Costs:** Annual Plug Figure \$1,600,000. This includes communications, report preparation costs, passports, visas, medical exams and inoculations, insurance (other than insurance included in the applicant's fringe benefits), equipment, office rent abroad, office supplies and other related supply items related to this activity; etc. These estimates reflect the assumptions outlined below in section C4 Budget Assumptions.
- g. Indirect Costs:** The Contractor should support the proposed indirect cost rate with a letter from a cognizant U.S. Government audit agency, a Negotiated Indirect Cost Agreement (NICRA), or with sufficient information for USAID to determine the reasonableness of the rates. Indirect Costs in accordance with your approved NICRA but not to exceed any indirect cost ceilings set forth in the IQC.
- h. Fee:** Proposed fee, if any, not to exceed the ceiling set forth in the IQC.

To support the proposed costs, please provide detailed budget notes/narrative for all costs that explain how the costs were derived. Note that Plug Figures show a 5% increase each year. This is neither a ceiling nor a floor as each contractor is expected to price according their own expectations and corporate practices.

4. Budget Assumptions: For purposes of budget preparations, proposals should be based on 50 separate TS interventions or SOWs. For budgeting purposes, these interventions will have the following regional breakdown: Africa 40%; Latin America and Caribbean 20%, Europe and Eurasia 20%, Asia and the Near East 20%. The categories equate to USAID's Regional Bureaus.

5. UNECESSARILTY ELABORATE PROPOSALS

Unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective proposal in response to this RFTOP are not desired and may be construed as an indication of the applicant's lack of cost consciousness. Elaborate artwork, expensive

paper and bindings, and expensive visual and other presentation aids are neither necessary nor wanted.

6. CONTRACT AWARD

The Government may, without discussions or negotiations, award a task order resulting from this RFTOP to the responsible Contractor whose proposal conforms to this RFTOP and offers the best value. Therefore, the initial proposals should contain the Contractor's best terms from a cost and technical standpoint. However, the Government may reject any or all proposals, accept other than the lowest cost proposal, and waive informalities and minor irregularities in proposals received, should it be in the best interest in Government.

Although technical evaluation factors are significantly more important than cost factors, the closer the technical evaluations of the various proposals are to one another, the more important cost considerations become. The Contracts Officer may determine what a highly ranked proposal based on the technical evaluation factors would mean in terms of performance and what it would cost the Government to take advantage of it in determining the best overall value to the Government.

7. AUTHORITY TO OBLIGATE THE GOVERNMENT

The Task Order Contracting Officer (TOCO) is the only individual who may legally commit the U.S. Government to the expenditure of public funds. No costs chargeable to the Task Order proposal may be incurred before receipt of either a Contract signed by the TOCO or a specific, written authorization from the TOCO.

D. EVALUATION CRITERIA

1. Overview

The criteria listed below are presented by major category in descending order of importance for evaluation purposes so that Contractors will know which areas require emphasis in proposals. Sub-criteria within each criterion are of equal importance. Contractors should note that these criteria serve as the standard against which all technical information will be evaluated.

These technical evaluation criteria have been tailored to the requirements of this RFTOP to allow USAID to choose the highest quality proposal. These criteria serve as the standard against which the Technical Evaluation Committee (TEC) shall evaluate all acceptable proposals. USAID will award to the Contractor whose proposals best meet(s) the Scope of Work description and Performance Standards and represent(s) the best value to the U.S. Government, all things considered.

2. Technical Approach:

- Applicant must propose an overall approach for how it will meet the needs for technical support of the Global Fund grantees. The level of technical support by the end of the

contract should be ambitious, but feasible, and in clear areas. The Applicant must convey clearly how the proposed technical -support approach will address the grantee bottlenecks; improve performance as measured by the grant performance ratings; and expenditures; and help to achieve results towards the indicators proposed in the monitoring and evaluation (M&E) plan.

- Applicant must propose a technical approach which is feasible, complete, state-of-the-art, creative and innovative, evidence-based and appropriate to achieve the objective and results under the contract. The proposal should present comprehensive understanding of the Global Fund and how it works, how to work effectively with the Global Fund Secretariat staff and grantees, and a realistic approach for planning, implementing and tracking the technical support work effectively. The technical approach must address capacity-building at the local level. The proposed capacity-building approach must be logical and timely and ensure the transfer of technical skills to the local organization. Each contractor should propose its approach for local capacity building.
- Case study: Approach to the problem scenario for each of the four key focus areas (CCM governance, financial management, procurement and logistics management, and M&E). USAID will assess applicants on the problem identification based on data gathered from the website, proposed intelligence-gathering plan to supplement the website, the roles proposed for the Fund Portfolio Managers, CCM, PR, SR, the LFA, and other stakeholders.
- Proposed Monitoring & Evaluation (M&E) Plan (See Annex 5 for Template). Applicants should propose output and outcome indicators for the key objectives listed, as well as how they will measure them in a cost-effective manner. The M&E Plan, as a component of the draft Work Plan, should be comprehensive, include proposed indicators, and propose a routine and systematic approach to monitoring and reporting annual and end-of-contract achievements, filling in information gaps as needed, and assessing periodic performance of the entire contract.

3. Personnel

- Proposed technical key personnel must meet or exceed requirements to carry out key functions of each position. Applicants must proposed key personnel in the organizational chart, and give them defined duties that will enable the contractor to effectively execute the contract. Proposed key personnel must demonstrate experience in working in with the key technical areas, have experience working in difficult organizational contexts, and ideally, have experience working with large, multi-donor, health grantees on addressing systemic areas and have experience at least one of the three diseases. The staffing pattern proposed must provide an adequate skill mix to meet the needs for technical implementation and management of the Task Order.

4. Management

- The Management Plan proposed must have a mechanism for a dynamic and collaborative process with relevant subcontractors to ensure USAID and the Office of the Global AIDS Coordinator receive the best expertise available, regardless of contractual arrangement. Applicants must provide a clear plan to mobilize their partners, both under the IQC, as well as identifying and working with in-country organizations.

- The Management Plan proposed must be logical, organized, and appropriately staffed to effectively manage the contract towards the achievement of the technical support needs of the Global Fund grantees. Proposals must be clear on how they will identify the expertise needed for each assignment, how the experts will be briefed, what the approach to gathering further information on the SOW will be, how the must monitor and support the teams in the field, how it will share the reports and how it will negotiate and hand-over the follow-up plans to groups able to work more in the long term, as appropriate. The Management Plan must meet all required reporting requirements and contract-management processes, as specified in the Task Order in Section V.
- Applicant must propose an effective coordination mechanism with all other TS providers (TSF, UN, U.S. Government in-country Emergency Plan teams, GTZ, DFID, etc.)

5. Past Performance

- Applicants must prove demonstrated capacity in providing similar services with a track record of quality, timeliness, good business practices, customer satisfaction and attention to cost control, all performed while working with challenging political and developmental contexts.

USAID reserves the right to obtain past performance information from other sources, including those not named in this application. The TEC may use any other past-performance information obtained as part of the review and evaluation of the past performance of the Contractor and proposed sub-partnerships.

6. Cost / Business Proposal

Cost is of significantly less importance than the technical evaluation criteria. However, where proposals are considered essentially equal, cost may be the determining factor. The overall standard for judging cost will be whether the cost proposal presents the best value for the cost. The cost proposal will be judged on: (i) whether it is realistic and consistent with the technical proposal; (ii) overall cost control (avoidance of excessive salaries, excessive home office visits, and other costs in excess of reasonable requirements); and (iii) amount of proposed fee.

VI. ANNEXES

Annex 1. Acronyms

Annex 2. Illustrative Position Descriptions

Annex 3. Reporting requirements

Annex 4. Reference Documents

Annex 5. Illustrative indicators

Annex 1

Acronyms

CBO – Community-based Organization
 CCM – Country Coordinating Mechanism
 CDC – The U.S. Centers for Disease and Control and Prevention
 CIST - Country Implementation Support Team
 Core Group – U.S. Government Interagency Global Fund Core Group
 CO – Contract Officer
 CTO - Cognizant Technical Officer
 EARS - Early Alert and Response System
 FBO – Faith-based Organization
 FPM – Fund Portfolio Manager
 GIST - Global Implementation Support Team
 GLC – Green Light Committee
 Global Fund – Global Fund to Fight AIDS, Tuberculosis and Malaria
 HHS – The U.S. Department of Health and Human Services
 LFA-Local Fund Agent
 M&E- Monitoring and evaluation
 NGO – Non-governmental Organization
 OGAC – Office of the U.S. Global AIDS Coordinator
 OMB – Office of Management and Budget
 OPCS - Operational Partnerships and Country Support
 PEPFAR - President’s Emergency Plan for AIDS Relief
 PLWHA – People Living with HIV or AIDS
 PMI – President’s Malaria Initiative
 PMP – Performance Monitoring Plan
 PR – Principal Recipient
 PSM - Procurement and Supply Management
 RFP – Request for Proposal
 SOW – Statement of Work
 SR-Sub Recipient
 TASC III - Population, Health and Nutrition Technical Assistance and Support Contract Three
 TO – Task Order
 TS – Technical support
 TSAP - USG Technical Support Advisory Panel
 TRP- Technical Review Panel
 USAID – United States Agency for International Development
 USG – United States Government
 WHO – World Health Organization

Annex 2 - ILLUSTRATIVE POSITION DESCRIPTIONS

Project Director (100%)

Responsibilities:

- Provide leadership and manage the overall responsibilities of providing technical support to Global Fund grants. Illustrative tasks include the following:
 - Ensure that the scopes of work are clear and sufficiently detailed;
 - Staff the teams with the highest quality technical experts;
 - Hold team planning meetings for teams going to the field;
 - Maintain on-going contact with the teams in-country throughout the assignment;
 - Ensure substantive coordination with the Global Fund's Portfolio Managers;
 - Ensure that the final reports are succinct, accurate and reasonable;
 - Brief USG staff after each trip; and
 - Trouble-shoot for unexpected issues.
- Ensure communication with the Core Group through the TSC/CTO as the point of contact;
- Ensure timely, high quality, progress and financial reports submitted to the USG;
- Supervise and manage the Contractor TS teams; and
- Maintain communication with the Global Fund Secretariat and with other key bilateral and multilateral partners when needed.

Qualifications:

- Knowledge of and successful experience with large international, multi-donor health grantees;
- Understanding of the USG objectives and role vis-à-vis health and development work;
- At least ten years professional program management experience, preferably in the public health, social or development sectors and in developing countries;
- Knowledge of management principles and processes in order to direct or oversee program initiatives in the three diseases in both the domestic and international arenas;
- Excellent management and coordination skills;
- Excellent negotiation and diplomatic skills;
- Outstanding written and oral communication skills;
- Extensive experience working in developing country settings; and
- Proven experience fielding and managing technical support teams.
- Minimum Masters in Public Health or comparable

Senior Program Officer (50%)

Responsibilities:

- Work in coordination with the project director to manage technical support teams;
- Assume specific country oversight of the technical support teams as decided with the Project Director; and
- Assist the Project Director with coordination with the appropriate stakeholders to establish fiscal controls and reporting systems to track funds accurately and control disbursements so that resources will be correctly directed to their intended use for technical support activities and reporting requirements.

Qualifications:

- Knowledge of and experience working successfully with large, international, multi-donor health grantees;
- Understanding of the USG objectives and role vis-à-vis working in health and development;
- Understanding of basic budgetary and financial management principles and techniques as they relate to the planning of programs and objectives;
- Expert knowledge (and commensurate experience) of on-going efforts to combat HIV/AIDS, tuberculosis and malaria in developing countries through integrated prevention, treatment and care interventions;
- Knowledge of management principles and processes in order to direct or oversee an important aspects of program initiatives in both the domestic and international arenas;
- Knowledge and application of best practices in the issuance and day-to-day management of monetary grants;
- Ability to initiate, establish and maintain liaison activities with the major multilateral and bilateral stakeholders;
- Five-to-eight years work in developing country context in health care;
- Excellent negotiation and interpersonal skills, and
- Minimum of a Masters in Public Health or comparable degree.

Operations support (100%)

Responsibilities:

- Establish fiscal controls and reporting systems to track funds accurately and control disbursements so that resources will be correctly directed to their intended use for technical support activities and reporting requirements;
- Work in coordination with the Project Director to manage the operational aspects of the technical support teams;
- Develop and maintain budget detail for each technical support team visit and USG reporting tasks;
- Maintain an intranet for easy communication within the GF teams; and
- Efficiently handle all aspects of travel for the technical support teams.

Qualifications:

- Excellent administrative and budgeting skills;
- Strong knowledge of USG contract management; and
- Demonstrated experience in facilitating work of technical support teams in the field.

Editor/writer (25%)

Responsibilities:

- Finalize trip reports, annual and semi-annual reports;
- Draft success stories or lessons learned

Qualifications:

- Excellent writing and editing skills

Monitoring and Evaluation staff to develop and track indicators: (20%)

Responsibilities:

- Work in coordination with the project staff and USG team to establish a working set of process, output and outcome (where feasible) indicators; and

- Provide regular reports to the CTO on progress made towards the indicators.

Qualifications:

- Excellent understanding of evaluation design and processes as well as the development and tracking of indicators; and
- Demonstrated understanding of working in the healthcare field in developing countries.

Consultants/Intermittent Staff

Overall, the roster of consultants must include individuals capable of responding to requests in all of the focus areas (governance, financial management, procurement and logistics management, monitoring and evaluation). The contractor should submit up to six CVs for each of the technical areas. Each CV should be no longer than one page and should clearly demonstrate expertise in the focus areas as well as developing country experience. Within each of the focus areas, the minimum competencies and experience of consultants should be as follows:

- At least five years working in a leadership role in the focus area of the proposed SOW;
- At least five years working in the developing country context;
- Understanding of and (preferably) previous experience with large international, multi-donor, health grants;
- Demonstrated experience negotiating difficult topics with senior-level officials;
- Demonstrated experience working with multiple stakeholders such as the National AIDS Councils, NGOs, bilateral and multilateral donors; and
- Previous experience with HIV/AIDS, TB or malaria activities.

ANNEX 3 - REPORTING REQUIREMENTS

First year work plan. Within 30 days of signing the Task Order, the Contractor will submit for approval a work plan which includes a monitoring and evaluation plan. These plans should describe all activities, their proposed sequence and time frames, all targets and results, and output/milestone and performance indicators against which the U.S. Government will measure results achieved by the Contractor.

Yearly work plans. The Contractor, the CTO and the Contracts Officer will agree on format, content and timing of subsequent work plans which are expected to be similar in content to the first year work plan.

Semi-annual reports. The Contractor will submit these reports every six months. The format and contents will be agreed upon with the CTO, and will contain, at a minimum, the following information:

- Progress (achievements) since the last report;
- Problems described in previous report that were solved or are still outstanding, and intentions to address outstanding problems;
- New problems encountered since previous report;
- Proposed solutions to outstanding and new problems;
- Plan for next half year;
- Current data for output and performance indicators;
- Individual-level success stories; and
- Documentation of better practices that grants can replicate or take to scale.

Financial reports. Financial reports will be prepared quarterly. The format and line items for the financial report will be agreed upon by the Contractor, the CTO and the Contract Officer prior to submission of the first report. The financial report should contain at a minimum the following information:

- Total funds committed to date by USAID into the Agreement;
- Total funds expended by the Applicant to date, including direct and indirect administrative costs;
- The funding pipeline (committed funds minus expended funds and estimated accruals in the most recent quarter); and
- Funds and time remaining in the Award.

Final report. The Contractor will provide final technical and financial reports to the Contracts Officer ninety days after the completion of the Task Order based on a format provided by USAID.

Meetings and periodic briefings. In addition to regular meetings with the CTO, the Contractor may be requested to brief the members of the Core Group on the principal activities, accomplishments and funding during each six month implementation period.

ANNEX 4. REFERENCE DOCUMENTS

Global Fund Website, www.theglobalfund.org

PEPFAR website, www.PEPFAR.gov

2004 US Global Fund Report to Congress, www.state.gov/documents/organization/43885.pdf

2005 US Global Fund Report to Congress,

<http://www.state.gov/documents/organization/60950.pdf>

2006 US Global Fund Report to Congress,

<http://www.pepfar.gov/press/c21604.htm>

Annex 5 – Illustrative Indicators for USG Global Fund TA

Objective	Illustrative Output indicators	Illustrative Outcome indicators	Method of measurement
Promote local ownership and sustainability			
Improved capacity of indigenous organizations and/or local consultants to provide TA address Global Fund issues			
Promote multi-sectoral involvement			
CCM governance structures improved			
Ensure performance- based management			
PRs and SRs have functional program and/or financial management skills and tools to meet GF project indicators			
Procurement/logistics systems functional			
M&E systems functional			
Financial Management			
Rapid investment of resources			
Grants have timely access to operating funds			