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FROM THE AMERICAN PEOPLE

Issue Date: July 08, 2011
Closing Date: July 25, 2011
Closing Time: 1600 hours Nigeria Time

Subject: Draft Program Description (PD) “Scale-Up of Care and Support Services for Orphans and Vulnerable Children (OVC) in Selected States in Nigeria” future request for Application (RFA)

Ladies/Gentlemen:

The United States Government, represented by the U.S. Agency for International Development (USAID) in Nigeria requests comments/clarifications on the attached DRAFT Program Description (PD) for the implementation “Scale-Up of Care and Support Services for Orphans and Vulnerable Children (OVC) in Selected States in Nigeria”.

The purpose of this Program Description is to define parameters and results for a new Orphan and Vulnerable Children (OVC) Program to improve the accessibility and quality of OVC services in Nigeria. The goal of the proposed Cooperative Agreement is to improve the well- being of OVC and caregivers through a sustainable, comprehensive and coordinated program. USAID/Nigeria anticipates awarding two umbrella Cooperative Agreements for up to \$13 million annually for a period of five years (\$65 million) through 2016.

The activity will support the State and Local Government response by establishing an umbrella mechanism that will allocate 70% of the funds to grants and sub-grants to Nigerian entities only. The award will provide a mechanism for rapidly providing assistance, through grants, to local, state, national, and international organizations including, but not limited to, Non-Governmental (NGO), Community-based (CBO) and Faith-Based Organizations (FBOs) that have the potential to support both the USG objectives and those of the Government of Nigeria (GoN). The remaining 30% will be the cost for administrative and personnel support to the awardees. Further, in order to work towards sustainability, the prospective applicants must emphasize host country, organizational capacity building and technical assistance as important elements of an effective sub-grant program.

The Request for Application is planned for issue in early August, 2011. It is anticipated that two Umbrella Grant Mechanisms will be awarded for the period of five years. One Cooperative Agreement will be awarded for the **Northern central Region** which will include the following states: Kano, Kaduna, Plateau and Bauchi and Sokoto. The second Cooperative Agreement will be awarded for the **Central Region** which will include the following states: Edo, Nasarawa, Benue and Kogi and the Federal Capital Territory. Eligible organizations are strongly encouraged to consider

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submitting applications in response to the resulting final RFA. This Draft Program Description and any future amendments can be downloaded from <http://www.grants.gov>.

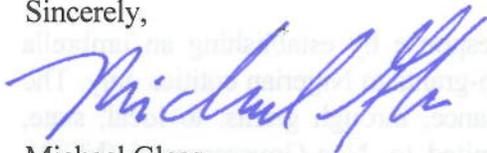
THIS IS NOT A REQUEST FOR APPLICATIONS, THEREFORE DO NOT SUBMIT APPLICATIONS. We are soliciting comments and suggestions from eligible organizations and all interested parties. You are strongly encouraged to review the document and provide comments/suggestions in order to further refine the draft PD and enhance the quality of the RFA. Comments/suggestions will be appreciated however, USAID reserves the right to incorporate suggestions and comments and/or to reject suggestions and comments on the draft PD. Please refrain from submitting questions or requests for clarifications in regards to the draft PD, as responses will not be provided.

Issuance of this draft PD does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for any costs incurred in the submission of comments/suggestions. The Government reserves the right to defer issuance of the RFA or not to issue an RFA, if such action is considered to be in the best interest of the Government.

Please submit all comments/suggestions by the closing date indicated above electronically to the following E-mail addresses: abujasolicitations@usaid.gov; bdiah@usaid.gov and mglees@usaid.gov. Please quote Draft PD "Scale-Up of Care and Support Services for Orphans and Vulnerable Children (OVC) in Nigeria" on the subject line.

Thank you for your interest in USAID/Nigeria programs.

Sincerely,



Michael Glees
Agreement Officer

Attachment: Draft Program Description

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Scale-Up of Care and Support Services for Orphans and Vulnerable Children (OVC) in Selected States in Nigeria

KEY ACRONYM

ACCORD	Assistance & Care to Orphaned and at Risk Children
AIDS	Acquired Immune Deficiency Syndrome
AIM	Capacity Building for AIDS Impact Mitigation
ARI	Acute Respiratory Tract Infection
APR	Annual Program Results
ART	Anti-Retroviral Therapy
AOTR	Agreement Officer Technical Representative (AOTR)
CA	Cooperative Agreement
CBO	Community-Based Organizations
COP	Country Operating Plan
CRC	Convention on the Rights of the Child
CSO	Civil Society Organization
CSWs	Commercial Sex Workers
DFID	Department for International Development
ECD	Early Childhood Development
ENHANSE	The Enabling HIV/AIDS+TB and Social Sector Environment Project
FBO	Faith-Based Organization
FGN	Federal Government of Nigeria
FHI	Family Health International
FMWASD	Federal Ministry of Woman Affairs and Social Development
FIDA	International Federation of Women Lawyers
FMOH	Federal Ministry of Health
FMWA & SD	Federal Ministry of Women Affairs and Social Development
GHAIN	Global HIV/AIDS Initiative Nigeria
GFATM	Global Funds to fight AIDS, Tuberculosis and Malaria
HBC	Home-based Care
HES	Household Economic Strengthening
HIV	Human Immunodeficiency Virus
HR	Human Resources
IA	Implementing Agency
IHVN	Institute of Human Virology, Nigeria
IDUs	Injection Drug Users
IYCN	Infant and Young Child Feeding Project
LACAS	Local Action Committees on AIDS
LGA	Local Government Area
LWA	Leader with Associates
MARPS	Most-at-Risk Populations
MSM	Men having sex with men (MSM)
MWASD	Ministry of Women's Affairs and Social Development
NACA	National Agency for the Control of AIDS
NASCP	National HIV/AIDS and Sexually Transmitted Infection Control Program
NSF	National Strategic Framework
NGO	Non-Governmental Organization
NHMIS	National Health Management Information System

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NNRIMS	Nigeria National Response Information Management System
NPA	National Plan of Action on OVC
NPopC	National Population Commission
NTWG	National Technical Working Group
OGAC	Office of the Global AIDS Coordinator
OVC	Orphans and Vulnerable Children
OVI	Orphan Vulnerability Index
PEPFAR	United States President's Emergency Plan for AIDS Relief
PP	Priority Plan
PLWH	Person(s) Living with HIV
PMTCT	Prevention of Mother-To-Child Transmission
PMP	Performance Monitoring Plan
PSS	Psychosocial Support
RFA	Request for Applications
SAA	Situation Assessment and Analysis on OVC in Nigeria
SACA	State and Action Committees on AIDS
S/APR	Semi-Annual Program Results
SDP	Service Delivery Point
SI	Strategic Information
SLA	Savings and Loan Association
SOP	National Guidelines and Standards of Practice on OVC
TBD	To Be Determined
TB	Tuberculosis
TWG	Technical Working Group
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development

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1. PROGRAM DESCRIPTION SUMMARY

Around the globe, hundreds of thousands of lives, societies, and economies have been devastated by the HIV/AIDS pandemic. When disease strikes, children are one of the most vulnerable populations. Not only are they at risk of illness, but they also suffer if their parents are infected. Increasingly, particularly in Africa, children are becoming the head of households; robbed of their childhood, they are forced to take on responsibilities that require a level of maturity that, adults, not children, are expected to have. Children in this position often cannot go to school because they are providing for the surviving family members, and often live in dangerous areas without protection. Instead, they take on the role of primary care providers for sick parents and younger siblings.

Nigeria is one of the countries with large population of orphans and vulnerable children. In 2008, it was estimated that there were 17.5 million orphans of whom 2.3 million are orphans due to AIDS (*OVC Situation Analysis FMWASD 2008*). Despite the absence of accurate data on the number of vulnerable children in Nigeria, directly or indirectly, all the orphan and vulnerable children are vulnerable to HIV/AIDS and other health, socio-economic, psychological and legal problems. This vulnerability is due to poverty, hunger, armed conflict and harmful child labor practices, among other threats, all of which fuel and are fuelled by HIV/AIDS.

The majority of children orphaned as a result of HIV/AIDS are in the North-Central and South-East regions of Nigeria. According to the 2008 DHS/Nigeria, 10.7 percent of the children under age 18 are considered vulnerable, i.e., they live in a household in which at least one adult was chronically ill for three months during the past 12 months, or they had a parent living in the households (or elsewhere) who had experienced chronic illness in the past year. Overall, 11 percent of children under age 18 were considered orphans and/or vulnerable. Lack of parental care and support exposes children to increased vulnerability, such as food insecurity and chronic malnutrition, lack of protection, shelter, psychosocial support, education, and physical and sexual abuse. Children on the move due to parental loss, family breakdown, or escaping early marriage often migrate alone to urban areas with greatly increased odds of exposure to HIV.

USAID's strategy is designed to address President Obama's priorities: food security, education, global climate change, Muslim outreach, and gender equity and women's empowerment. It will also meet U.S. foreign assistance strategic goals in the areas of: accountable governance, economic growth and prosperity, a healthy and well-educated population, as well as peace and security. Resource requirements for each Assistance Objective are as follows:

- Strengthening Civic Engagement for Good Governance:
- Increasing Rural Incomes and Jobs in Assisted Areas
- Increased Use of High-Impact Health Interventions:
- Improved Quality and Efficiency of Basic Education:
- Increasing Nigerian Capacity for a Sustainable HIV/AIDS and TB Response

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The proposed activities under this Request for Application (RFA) will be benefitted from activities currently being supported by the mission. Resources under this RFA will contribute to the objective of Increasing Nigerian Capacity for a Sustainable HIV/AIDS and TB Response.

2. PROGRAM BACKGROUND

2.1 Country Context

The purpose of this Program Description is to define parameters and results for a new Orphan and Vulnerable Children (OVC) Program to improve the accessibility and quality of OVC services in Nigeria. The goal of the proposed Cooperative Agreement is to improve the well-being of OVC and caregivers through a sustainable, comprehensive and coordinated program. USAID/Nigeria anticipates awarding two umbrella grants agreement for up to \$13 million annually for a period of five years (\$65 million) through 2016.

The intention of this Request for Application (RFA) is to support the State and Local Government response by establishing an umbrella mechanism that will allocate 70% of the funds to sub-grants and sub-contracts to Nigerian entities only. The award will provide a mechanism for rapidly providing assistance, through grants, to local, state, national, and international organizations including, but not limited to, Non-Governmental (NGO), Community-based (CBO) and Faith-Based Organizations (FBOs) that have the potential to support both the USG objectives and those of the Government of Nigeria (GoN). The remaining 30% will be the cost for administrative and personnel support to the awardees. Further, in order to work towards sustainability, the awardees should emphasize host country, organizational capacity building and technical assistance as important elements of an effective sub-grant program.

Capacity building is a key PEPFAR strategy, aimed at promoting more sustainable programs and organizations. Within this RFA, capacity building support should be understood as: “*activities that strengthen the skills of indigenous organizations to implement OVC programs efficiently, with diminishing reliance on external technical assistance and support*” as well as encompassing *systems strengthening* support for State and Local Government Area (LGA) offices responsible for OVC.

Indigenous organizations refer to a range of civil society organizations (CSOs). CSOs can include national Non-Governmental Organizations (NGOs), Community-based Organizations (CBOs), Faith-Based Organizations (FBOs), child and youth-led organizations and civil society networks and coalitions.

2.2 HIV and AIDS and OVC Prevalence in Nigeria

The HIV epidemic in Nigeria is characterized as generalized with a prevalence of 3.1%. Prevalence is significantly higher among Most-At-Risk Populations (MARPs), including Commercial Sex Workers (CSWs), Injection Drug Users (IDUs) and Men having Sex with Men (MSM). Nigeria has the second largest burden of HIV infection in the world, with more than 2.6 million HIV positive individuals out of a total population of approximately 140 million. Nigeria also has one of the largest OVC populations in the world – approximately 17 million. The 2008 HIV Sero-Prevalence study has reported that 2.39 million were orphaned¹ as a result of HIV/AIDS².

¹ According to the Federal Ministry of Women Affairs and Social Development (FMWASD) OVC National Plan of Action (2006), a child is defined as a boy or girl below 18 years of age; and an orphan is any child who has lost one or both parents, irrespective of the cause of death. Those who have lost both parents are referred to as “double orphans”.

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Additionally, it is estimated that up to 10.7% of the 69 million Nigerian children can be categorized as *vulnerable*³ (including orphans)⁴.

The 2008 Situation Assessment and Analysis on OVC in Nigeria, conducted by the Federal Ministry of Women Affairs and Social Development (FMWASD),⁵ indicate several significant challenges faced by OVC. According to the analysis, shelter and basic services for children surveyed were generally sub-standard. Most homeless or street children (approximately 80%) were not currently attending school. Among OVC attending school, the analysis indicated that approximately 46% were homeless and 15% lived in institutions. Twenty percent of OVC living in families were likely to miss school within a period of two weeks. Health data collected by the assessment indicated that OVC were more likely to fall sick more than non-OVC. Nutritional data indicates that OVC were also more likely to go without food for most of the day, have smaller quantities of food, eat fewer meals and sleep without food. Finally, OVC were found to be significantly more likely to experience psychological and emotional stress than non-OVC.

2.3 Federal Government of Nigeria (FGoN) Support for OVC and Capacity Concerns

The Federal Ministry of Women's Affairs and Social Development (FMWASD) is the lead agency for OVC affairs in Nigeria. In September 2004, the FMWASD established a Federal-level Department dedicated to Children's Affairs and a Division dedicated to OVC issues. This Division has the mandate to coordinate, facilitate, monitor and evaluate multi-sectoral national response to OVC. The FMWASD serves as co-chair (with UNICEF and USAID) of the National OVC Technical Working Group (TWG). The FMWASD works in close collaboration with the National Agency for the Control of AIDS (NACA) to coordinate support for OVC. NACA is responsible for overall leadership of the HIV and AIDS response in Nigeria, including, coordination, planning, mobilizing resources and advocacy. State Ministries have also established Departments of Children's Affairs. In addition, State-level OVC Desk Officers have been appointed to attend specifically to issues affecting OVC. Social Welfare Officers, hired by LGAs, are responsible for the care and support of children and other vulnerable populations at the LGA level. Government policies and plans for HIV and AIDS are outlined in a series of documents including the Strategic Document for 2010-2015, the FMWASD National Plan of Action for OVC 2011-2016, the Priority Plan for National Plan of Action on Orphans and Vulnerable Children (NPA) 2009 – 2010 and the National Plan for Monitoring and Evaluating OVC Programs and Standards of Practice on Orphans and Vulnerable Children (January 2007).

Several factors have prevented the FGN from providing the necessary leadership to effectively address the needs of OVC in Nigeria. The capacity of government offices and government staff, particularly at the State and LGA-levels, has traditionally been low. These offices have suffered from insufficient staff levels and significant staff turnover. Staff have poorly defined and often over-lapping job descriptions and insufficient resources to carry out key functions (such as, coordination, planning, monitoring, reporting and referrals). Government staff have received insufficient training to carry out key government functions, poor supervision, little mentoring and few opportunities for ongoing professional development. Their reporting lines are often unclear and confusing and mechanisms for

² Federal Ministry of Women Affairs and Social Development [Nigeria], 2008. Key Findings from the Situation Assessment and Analysis on OVC in Nigeria, 2008, Federal Ministry of Women Affairs and Social Development, Nigeria. pg. xi.

³ According to the FMWASD a child is considered vulnerable if because of circumstance of birth or immediate environment they are prone to abuse or deprivation of basic needs, care and protection and thus disadvantaged relative to his or her peers (FMWASD, 2006a).

⁴ UNICEF, 2007.

⁵ Federal Ministry of Women Affairs and Social Development [Nigeria], 2008. Key Findings from the Situation Assessment and Analysis on OVC in Nigeria, 2008, Federal Ministry of Women Affairs and Social Development, Nigeria.

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collecting data on OVC and the effectiveness of current or past OVC programming have been insufficient. State and Local Government offices also have few mechanisms for collecting data on their own performance and limited opportunities to contribute to national OVC priorities and work plans.

2.4 Civil Society Support for OVC and Capacity Concerns

OVC in Nigeria have also benefited from the support of an active and committed civil society. Several CSOs, including many national organizations, community-based organizations, faith-based organizations (both Christian and Muslim), child and youth-led organizations and civil society networks and coalitions, have worked alongside government to provide direct and targeted support to OVC and their households. In addition, Child Welfare Committees and Children's Councils are in place in some States/LGAs whereas support is mobilized for OVC at the community and village-levels.

Similar to the GoN, several factors have constrained CSOs from identifying most vulnerable OVC and providing the services required to effectively address the needs of OVC. The capacity of CSOs has likewise been low. They have been expected to scale-up programming and manage increasingly larger funds over a relatively short period of time. Often, they are unaware of organizational and technical best practices and resources as well as PEPFAR requirements.

2.5 PEPFAR and USAID/Nigeria Support for OVC

The United States Government (USG), through PEPFAR, has provided support for 219,245 OVC in 20 states in Nigeria since FY 2005, making the USG the largest donor for OVC programs to date. In FY 2009, USAID/Nigeria allocated nearly \$39 million for OVC care and support. OVC projects have focused on efforts to improve the capacity of civil society partners involved in OVC service delivery as well as efforts to improve the leadership and capacity of the FMWASD to coordinate and monitor OVC programming. The USG currently funds a number of partners to build to capacity of CSOs providing OVC direct services. The USG also supports national capacity building initiatives and technical assistance for OVC programming that the grantee is expected to work with.

Moving forward with PEPFAR II, the USG and FGN have developed a Framework for increasing Nigerian ownership of the fight against HIV/AIDS. While recognizing that significant challenges confront Nigeria's national HIV and AIDS response, there has been substantial progress in harmonizing Nigerian Federal resources, USG support and a revitalized Global Fund program. Over the next few months, Nigerian policymakers, the USG and other stakeholders will assess financial, technical and other FGN needs and establish goals and commitments for the next five-years.

A functioning social welfare system serves as a vital safety net for children and families made vulnerable by HIV/AIDS and other challenging circumstances. In its reauthorization of PEPFAR, Congress recognized that *Social Welfare Systems Strengthening (SWSS)* is critical to achieving both PEPFAR's goals and broader, long-term USG development goals. When the system is functioning effectively, families and children have access to an array of quality services that promote wellness and protect them from harm. Services can include family support and early intervention, child protection to address abuse and neglect, and alternative care for children separated from their family of origin. Historically, social workers have played a vital role within the social welfare systems, from provision of direct services, to administration of government agencies, policy development, research, workforce education and preparation, and advocacy.

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The President's Emergency Plan for AIDS Relief (PEPFAR) has prioritized efforts to mitigate the impact of HIV/AIDS on children orphaned or made vulnerable by the disease. Over the past six years, PEPFAR has successfully provided critical support to nearly 4 million children, most of whom live in Sub-Saharan Africa. The second phase of PEPFAR emphasizes strategies intended to improve the sustainability of these initiatives. As a result, there has been a growing interest in strategies to strengthen systems – primarily health systems but also social welfare systems. Likewise, PEPFAR has increased its efforts to strengthen the healthcare and social welfare workforce. PEPFAR has established Technical Working Groups focusing Health Systems Strengthening and Human Resources for Health and funded several workforce strengthening projects and training programs. Several additional initiatives supported by UNICEF, DFID, and others concerned with the welfare of vulnerable children have contributed to the development of a growing body of knowledge and resources to support efforts to strengthen the social welfare workforce and social welfare systems. The results of these initiatives indicate that successful efforts require a multi-faceted approach. This activity is expected to integrate Social Welfare System Strengthening into their approach to improve planning for, development of, and support to the social welfare workforce.

2.6 Linkages with USG Strategic Plan and Result Framework

The USG's transformational diplomacy goal in Nigeria is to support continued progress in expanding and deepening democracy, strengthening public and private institutions, and supporting policies that promote economic growth and poverty reduction. Implicit in this goal is the USG commitment to address challenges in security and law enforcement; supporting policies and programs that accelerate and strengthen public institutions and the creation of a more vibrant local government, civil society and media, encouraging economic policies and strengthening institutional capacity to promote broad-based growth, and introducing prevention and mitigation strategies for human emergencies while also addressing emergency needs.

Under the Foreign Assistance Framework, USAID investments in Nigeria concentrate on five objectives:

- Peace and Security
- Governing Justly and Democratically
- Investing in People
- Economic Growth
- Humanitarian Assistance

The new USAID/Nigeria OVC Program will operate within the “investing in people” objective with an overall life-of-program (LOP) goal of “mitigating the impacts of HIV/AIDS on children and families.” This goal covers the following foreign assistance program areas: health, education, economic growth, social services and protection for vulnerable populations. The OVC program will focus on health, education, economic growth, capacity building and other social services.

To reach the LOP goal, USAID/Nigeria will invest in achieving coordinated, community care to ensure provision of comprehensive services to OVC and their families. USAID/Nigeria will work at the federal, state and local levels to enhance government and civil society's capacity to provide, manage, and monitor services. Through a robust monitoring and evaluation effort, the

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OVC Program will build the evidence and knowledge base to: a) refine existing program approaches, b) inform policy dialogue and c) inform government and other stakeholder programming.

3. PROGRAM OBJECTIVES

The purpose of this program description is to improve the well-being of OVC and caregivers through a sustainable, comprehensive and coordinated program.

Specifically the objectives are:

- a. Strengthen institutional and technical capacity of State and Local Government to provide, manage and monitor integrated comprehensive care to OVC and their families
- b. Strengthen organizational and technical capacity of civil societies to management OVC programs
- c. Increase caregivers access to Household Economic Strengthening (HES) Resources
- d. Increase OVC households access to nutrition and food security resources

4. PROGRAM SCOPE AND FUNDING ESTIMATES

4.1. Geographic Scope

The proposed two Cooperative Agreements will be awarded to the Northern Central Region and the Central Region for the period of five years from the date of award. The **Northern central** region will include the following states: Kano, Kaduna, Plateau and Bauchi and Sokoto. The **Central** region will include the following states: Edo, Nasarawa, Benue and Kogi and the Federal Capital Territory (Kaduna and Enugu are recommended the Recipient headquarters office location).

Communities targeted within these states should be selected based on HIV and OVC prevalence. In order to comply with the overall goal of the solicitation which is to support the provision of sustainable high-quality services in Nigeria, the applicants must propose strategic approaches that address specific needs with practical, pragmatic business plans for implementation.

4.2 Partners

Eligible applicants include non-governmental organizations that have demonstrated technical skills, experience and the necessary competence to plan and efficiently manage organizations delivering HIV and AIDS assistance programs using mutually agreed, international standards of accountability. Eligible organizations include, for example, registered Nigerian and international non-governmental organizations, faith-based organizations, community-based organizations, foundations, private organizations affiliated with public academic institutions, parastatals, professional associations, non-profit organizations and for-profit organizations willing to forego profit. Multi-lateral organizations are not eligible. Existing prime partners receiving PEPFAR Nigerian country funding and sub-partners receiving PEPFAR Nigeria funding are eligible to apply for the prospective RFA.

4.3 Estimated Dollar Amount

Subject to the availability of funds, USAID intends to allocate a total of \$32.5 million dollars to each two Cooperative Agreements for the two identified regions (Northern Central and Central regions)

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where a significant amount of the funding is expected to pass through to the grantees over a five year period. Estimated allocation per program year is as follows.

Estimated Budget <i>(subject to the availability of funds)</i>	
Year	Funding
Year 1	\$11,650,000
Year 2	\$15,000,000
Year 3	\$15,000,000
Year 4	\$12,500,000
Year 5	\$10,850,000

The Recipient will not directly implement program activities, but rather act as a grant management partner, issuing sub-grants and building the organizational and technical capacity of grantees and sub-grantees who are the implementers of PEPFAR OVC programs and provide assistance to OVC. A significant amount of funding should be allocated as grantees and sub-grants, (seventy percent of the grant should be allocated for grants and sub grantees while 30% will be allocated for the administration of the grants).

4.4 Period of Implementation

The two Cooperative Agreements will be awarded for a period of five years from the date of award. USAID will conduct a mid-term assessment or process evaluation to review overall progress, assess the continuing appropriateness of the program and identify any factors impeding effective implementation. This assessment will be used to make changes as necessary, and to help determine appropriate future directions. The Awardee will be expected to make periodic, unplanned oral and written briefings to USAID/Nigeria as appropriate.

4.5 Estimated Targets

As this is a new program under Nigeria's Country Operational Plan (COP) FY 2010, final award targets will be vetted by the Office of the Global AIDS Coordinator (OGAC) after the final award negotiations. The following are estimated targets⁶ based on the OVC prevalence in targeted states. The two proposed awards will support approximately **150,000** caregivers of orphans and vulnerable children.

YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
FY 2011	FY 2011	FY 2012	FY 2013	FY 2014
Target	Target	Target	Target	Target

⁶ Targets are estimated based on a minimum of 50% of total funding for sub-grants; we estimate targets of approximately 600,000 over five (5) years for both UGMs; Year 1 (12.5 %), Year 2 (20%), Year 3 (21.0 %), Year 4 (22.5 %), Year 5 (24%).

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200,000	400,000	600,000	600,000	600,000
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4.6 Umbrella Grant Mechanism Strategic Approach

With the overall goal of this RFA supporting the provision of sustainable high-quality orphans and vulnerable children services in Nigeria, the proposed strategic approaches should address specific needs with practical, pragmatic business plans for implementation.

4.6.1 Comprehensive Programming

The applications that address or demonstrate linkages with multiple program objectives are encouraged. For example, a responsive application might build on existing grants management program or capacity-building program. USAID intends for the two awards to maximize synergy with other USAID-funded efforts by USAID/Washington or field Missions and State offices, as well as those of other international agencies. This would include coordinated work planning and programming in terms of location and activities.

4.6.2 Sustainability

Applicant should be aware that PEPFAR is a five-year program designed to end after September 2016. There is no assurance of any continued program or funding for any particular applicant after this period. All applicants must clearly describe their plans for sustainability of the projects after the end of the program. Sustainability includes the development of technical competence, human capacity, management systems, infrastructure, relationships with government programs and financial independence.

4.6.3 Institutional Capacity Development

The applicants should emphasize host country and local organization capacity-building as an important element of the overall grants management program. Umbrella grant programs include significant technical assistance in strategic planning, registration, financial management, human resource management, networking, monitoring and evaluation, quality service delivery etc. Technical assistance is the responsibility of the recipient. Examples from best practices encourage proposing to spend a relatively small proportion of the overall grant funds on these services and are quite specific as to the responsibilities of the prime grantee in strengthening local partners. Such awards must decrease the proportion of funds spent on technical assistance on a rapid timeframe as the technical capacity of local partners' increases.

4.6.4 Quality of Services

A key focus for PEPFAR is ensuring that quality services are provided. Quality includes meeting the client's individual needs in a timely manner, providing services within the appropriate policies and guidelines, and ensuring that systems are in place to ensure sustainability, and able to measure and evaluate the services provided.

4.6.5 Strategic Information

Strategic information is a cornerstone of PEPFAR. All applicants must address how they will monitor and evaluate their program. In addition, the RFA is open to projects supporting

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USAID's efforts to monitor and/or evaluate PEPFAR, capacity-building around strategic information interventions, and increasing skill sets of M&E staff. These are only examples of responsive strategic approaches; applicants are encouraged to propose other innovative solutions to providing umbrella grant mechanism services.

4.6.6 Technical and Economic Components

The proposed OVC program will be a continuation of past closed out PEPFAR I funded programs which has been successful in providing services to OVC in Nigeria. Technically, the new program will build on success of these programs as well as strengthening areas which were weak in implementation. The proposed activities are also aimed at improving the economic status of the beneficiaries. Previous program had not focused on economic sustainability which is a big focus for this program.

4.7 Gender analysis

Issues of gender are important in OVC programs. Careful attention should be given in conceptualizing and implementing OVC activities to ensure that differing needs of boys and girls are identified and addressed appropriate to their developmental stage. Girls and boys living outside of caring families often face additional discrimination and threats of violence, exacerbated for girls as they reach puberty. Within HIV/AIDS-affected communities, the girl child often faces a disproportionate level of risk and vulnerability for exploitation, physical and sexual abuse, trafficking, HIV infection and burdens of caring for family members.

This program must address these risks and strive to relieve the excessive burden that caring for family members often places on children and youth. Strategies for addressing these issues may include interventions that ensure girls have all that is necessary to continue in school, including secondary or vocational level schooling. Other strategies could include creating safe social spaces for pre-adolescent and adolescent girls, such as through youth centers or kids' clubs. These can provide psychosocial support, along with age-appropriate learning materials in the areas of reproductive health, nutrition, and HIV prevention. Linking girl heads of households to supportive local women's groups, faith-based programs, or local NGOs can also provide them with both psychosocial support and protection.

5. ILLUSTRATIVE PROGRAM ACTIVITIES

The following are the description of the three main activities and sub-activities anticipated through this program. We have included illustrative activities, however, applicants are encouraged to develop their own innovative activities and provide detailed descriptions of how they will implement them within their technical applications.

Activity 1: Strengthened Capacities of State and Local Government to provide manage and monitor integrated comprehensive care to OVC and their families

Sub-Activity 1: Strengthening the Organizational Capacity for States/LGAs

Applicants should also propose organizational capacity building assistance to government partners at the State and LGA-level in order to equip partners with the skills and resources required to effectively manage government offices and government programs and to coordinate activities within their

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purview. The applicant should propose a method to conduct pre-award assessments of the management and operational capacity of State and LGA offices responsible for OVC care and support. Capacity building assistance should be coordinated with capacity building efforts carried out at the Federal-level.

Illustrative Activities

- Facilitating/supporting the recruitment of qualified management/operational staff
- Seconding temporary staff to support key operational functions and mentor staff
- Conducting organizational assessments or using existing information to develop capacity building plans
- Supporting the implementation of institutional strengthening plans. This may include:
 - The strengthening/creating and managing of supervisory committees or boards
 - Strategic planning and project design
 - Strengthening financial management
 - Development of work plans
 - Development of administrative policies and procedures
 - Support for procurement
 - Strengthening of management of sub-grants
 - Developing/strengthening of monitoring and evaluation, data use and data quality and reporting
 - Strengthening HR management, including the management of both staff and volunteers
 - Developing strategies to reduce corruption and increase cost-effective/efficient management of resources
 - Developing policies and procedures to prevent and respond to the abuse and/or exploitation of children
 - Strengthening private public partnerships and resource mobilization to improve sustainability
- Facilitate partners to participate in national and State management/operational initiatives.

Sub-Activity 2: Strengthening Technical Capacity of State and LGAs

Applicants should describe how the sub grantees would implement activities designed to strengthen the technical capacity of State and LGA offices to carry out quality OVC programming. Technical

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capacity building assistance for sub-grantees should be customized for each organization using a formal assessment process or existing information and should encourage the use of best practices with regards to key OVC services, including but not limited to: identification of OVC, assessment and ongoing monitoring of the needs of OVC and OVC households, building local service referral mechanisms and linking OVC and OVC households with local resources and services and ensuring the quality of and access to Food and Nutrition services, Health services, Economic Strengthening services Shelter and Care services, Psychosocial support services, Education/learning services, Protection services. It is important to understand that there is overlap between strengthening organizational capacity and strengthening technical capacity and that neither can be done completely independent of the other. Applicants should describe how each aspect is strengthened by inclusion of the other and what synergies will be gained by the project.

The applicant will be expected to coordinate closely with technical capacity building initiatives at the Federal-level as well as to participate in the OVC TWG. Technical assistance and training should be customized, but of standard quality, build on earlier training and address technical program weaknesses and gaps. Again, the applicant should draw on Nigerian and State expertise as much as possible using established mechanisms to source support as when required. The applicant should use existing tools, resources and training materials, wherever possible. While during the final years of the project the issue becomes more urgent, the applicant will be expected to design activities with an eye toward sustainability to reduce the effect of the end of the project on the organization.

Activity 2: Sub-Granting/Sub-Grant Management

Applicants should describe how they would award and administer grants, monitor program implementation and progress and ensure adherence to USG reporting requirements, financial regulations and grant closeout.

Applicants will be expected to award new grants to sub-grantees through a competitive and transparent process. This process should be carried out in coordination and with substantial involvement from USAID. At least one award process should be carried annually, and most sub-grantees selected at this time. However, the process should also allow for rolling submissions to fill programming gaps, as needed. Throughout the project, the successful implementing partners is encouraged to work with grantees and sub-grantees that have successfully implemented OVC programming under previous USG awards, as well as identify new sub-grantees. Where possible, applications should describe how they will extend services to beneficiaries currently supported by USAID-funded OVC programs. The grant mechanism proposed should be efficient, rapid and flexible and involves States and LGA's in the grant making process to support their role as service coordinators and monitoring bodies. Application Review Teams should include representatives from USAID and Federal or state Ministry of Women Affairs and Social Development. The prospective applicants should describe the criteria used to select grantees and sub-grantees, the milestone for starting up new grants and sub-grants, how they will ensure that services for currently supported OVC are not interrupted in the transition, and how they will manage the grants and sub-grants.

Applicants should propose mechanisms to issue grants and sub-grants to CSOs to facilitate direct services for OVC and OVC households and coordinate care of OVC, as appropriate. Applicants should also propose mechanisms to issue sub-grants to government partners at the State and LGA-level to coordinate, plan, monitor, report on and refer services for OVC. In addition, applicants should

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clearly describe their role vis-à-vis the role of local government sub-grantees in the management of CSO sub-grantees under the RFA. The RFA should seek to facilitate close collaboration between CSO and government partners.

Illustrative Activities

- Managing the sub-award process and executing sub-grants
- Facilitating activities to improve project development and implementation
- Supporting partners to meet documentation requirements (including documentation requirements for registration with local government offices and/or non-profit tax benefits – CSOs only)
- Ensuring compliance of sub-partners with PEPFAR/USG and FGN rules and regulations, including, but not limited to fiscal responsibilities, project monitoring and evaluation and documentation and reporting
- Conducting quarterly project implementation review visits with additional site visits, as needed to monitor achievement of targets and address performance concerns
- Developing and providing a comprehensive close out package to prepare partners for the end of award
- Supporting quarterly meetings (to be led by government) at State/LGA levels for all partners to strengthen coordination/collaboration

Activity 3: Strengthening Civil Society Organizational Capacity

Applicants should describe how they would implement activities designed to strengthen the organizational capacity of sub-grantees to ensure effective and efficient management of OVC programming. Organizational capacity building assistance for sub-grantees should be customized for each organization using a formal assessment process or existing information and should encourage the use of best practices with regards to key operational/management functions, including but not limited to: strategic planning and project design, financial management and administration, procurement, sub-grant management, reporting, monitoring and evaluation, human resources (HR) management (including volunteer recruitment, retention and management), maintaining internal controls and reducing corruption, ensuring cost-effective/efficient management of resources, policies and procedures to prevent and respond to the abuse and/or exploitation of children, maintaining private public partnerships and mobilizing resources to improve sustainability.

Applicant will be expected to coordinate closely with organizational capacity building and systems strengthening initiatives initiated at the Federal-level. Organizational capacity building assistance and training should be standardized, and whenever possible coordinated, meaning group activities to facilitate efficiencies are encouraged, and should build on earlier training and address organizational and management weaknesses and gaps. Applicant should draw on Nigerian and State expertise using established mechanisms to source support when required. Applicant should use existing tools, resources and training materials, wherever possible.

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Applicants should propose organizational capacity building assistance to CSOs in order to equip partners with the skills and resources required to effectively manage their organizations. Activities will focus on what is necessary for the organization to manage itself, including governance, management, sustainability and monitoring and evaluation. From the start of the project, they will be expected to understand that the life of these sub-grants is limited and begin to prepare the sub-grantees to cope after these sub-grants have ended. Therefore, the applicant will initiate activities designed to increase the self-sufficiency of partners and the sustainability of partner activities from the start. Such activities may be more intensive in the final years of the project; however, it is important for CSOs to build into their strategic plans start-up and close-out of different funding sources and resource mobilization.

Sub-activity 3.1: Strengthening the Technical Capacity for Local Sub-Grantees

Applicants should propose technical capacity building assistance to CSOs in order to equip partners with the skills and resources required to deliver quality services for OVC.

The applicant will also be expected to ensure appropriate integration of OVC programs into work plans based on targets and work with them to ensure appropriate staff levels at the State and LGA level while providing supportive supervision for key technical functions, as needed. Applicants should also propose technical capacity building assistance to government partners at the State and LGA-level in order to equip partners with the skills and resources required to effectively coordinate, plan, support and strengthen, monitor, report on and refer services for OVC.

Illustrative Activities:

- Conducting pre-award assessments of technical capacity or using existing information to develop capacity building plans (Note, plans for both organizational and technical capacity building should be consolidated and incorporated into each annual workplan for individual sub-grantees).
- Facilitating the recruitment of qualified technical staff
- Seconding temporary staff to carry out support key technical functions or mentor new staff.
- Organizing peer-learning networks for technical staff.
- Facilitating partners to participate in national and State initiatives to improve technical programming such as quality improvement activities, advocacy efforts to improve community support for OVC.
- Supporting implementation of capacity building activities through centralized trainings, mentoring and individual technical assistance in key technical areas, as appropriate (Applicants should make use existing and tested training materials, where appropriate). These capacity building activities should encourage CSOs to use best practices to improve:
 - Identification of OVC.
 - Assessment and ongoing monitoring of the needs of OVC and their households.
 - Linkages with local resources and services.

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- Delivery of Services to OVC, such as:

<i>Food and Nutrition Services</i> –introducing new techniques to maximize the productive capacity of family and community-based agriculture; developing guidelines for mobilizing community food donations; continuing support for established public-private partnerships to improve nutrition; identifying community food security solutions
<i>Health Services</i> –introducing innovative community-based health financing strategies and/or block grants for health facilities; coordinating with other public health initiatives
<i>Economic Strengthening Services</i> –facilitating access to a full range of economic strengthening options depending on the needs and resources available to households (i.e. market opportunities assessments, group savings, income generation, micro-enterprise development training, other vocational training opportunities, etc...)
<i>Shelter and Care Services</i> –assessing shelter to identify safety and health hazards; improving access to clean water and good sanitation; mobilizing community and government support to carry out repairs or find alternative housing of OVC, as needed
<i>Psychosocial Support Services</i> – increasing access to age appropriate, community and school-based social opportunities, such as recreational activities and social clubs; psychosocial training for OVC caregivers, teachers and others who come into regular contact with children; and activities intended to address the psychosocial needs of OVC caregivers and enhance their ability to address the full range of OVC needs
<i>Education/Learning Services</i> –expanding supplementary and accelerated learning programs; introducing early childhood development interventions; increasing initiatives to prepare young people for adulthood and graduate or exit from OVC programs; and general strategies to increase the quality and relevance of education, (i.e. expand access to educational opportunities (particularly for OVC who are out of school) and improve the self-sufficiency of schools through school block grants and/or school-based businesses
<i>Protection Services</i> –strengthening community-based Child Protection Committees; encouraging the development of succession plans; ensuring access to quality legal counsel, where necessary; and strengthening systems/strategies prevent and respond to child abuse and exploitation and in a comprehensive way

- Developing and implementing technical strengthening plans to encourage government partners at the State and LGA-level to use of best practices to improve:
 - Coordination of OVC partners
 - Development of state and LGA-level targets and work plans
 - Assessment, registration and monitoring of OVC partners
 - Collection of data on OVC
 - Reporting on OVC issues and program results
 - Referral mechanisms for additional services

Sub-activity 3.2: Increasing Access to Household Economic Strengthening (HES) Resources

Although all services outlined within the seven technical areas listed above are critical to the well-being of OVC, applicants should make special efforts to provide technically sound services in the areas of Household Economic Strengthening (HES) and Food and Nutrition (see below). Financially

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secure households are less vulnerable to future shocks (such as illness), and thus better able to meet the range of challenges faced by OVC. Successful HES efforts require a range of interventions to reduce household vulnerability and the flexibility to adjust to the specific needs and assets available to OVC households over a period of time.

Applicants should describe how the RFA will ensure that partners have the necessary resources and can access appropriate technical expertise in order to reduce economic vulnerability and increase economic security of OVC households. The RFA should draw on Nigerian and State expertise using established mechanisms to source support as and when required. The RFA should use existing tools, resources and training materials, wherever possible.

Illustrative Activities

- Building awareness of key HES concepts and principles among partners.
- Developing and instructing partners in more effective methodologies for identifying appropriate HES interventions for specific households, depending the needs and resources of specific households.
- Establishing and instructing partners in principles and standards for designing and implementing economic strengthening activities (Applying a growing evidence base to further refine and extend principles and standards, as needed).
- Instructing partners to use HES resources, tools, processes and methodologies (including tools to facilitate market assessments, manage group savings programs, access micro-finance, support households to develop and scale-up businesses and identify value chains, etc.).
- Facilitating relationships between partners, market actors and organizations with special expertise in HES activities (i.e. micro-finance, micro-enterprise development, etc.).
- Inventorying methods and survey instruments for measuring priority indicators along with criteria and guidance to help partners choose appropriate criteria for measuring the effectiveness of HES activities.
- Equipping partners with skills and resources to assess outcomes, as well as strengths and weaknesses of HES activities.
- Financing pilot or demonstration projects to test and adopt specific HES activities.
- Facilitation staff exchanges among partner organizations to foster peer-to-peer learning.
- Engaging in regular monitoring visits to evaluate the success of HES activities.
- Delivering intensive technical assistance to mentor partners as they re-engineer their activities or undertake new activities.

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Sub-activity 3.3: Increasing Access to Nutrition and Food Security Resources

HIV and malnutrition are interrelated and mutually exacerbating, causing progressive damage to the immune system and increased susceptibility to infection, morbidity and mortality. Activities to promote nutrition and food security are particularly important among children affected by HIV and other children made vulnerable by HIV and AIDS, many of whom are malnourished and more vulnerable to severe health risks.

Applicants should describe how the grantees and sub partners have the necessary resources and can access appropriate technical expertise in order to improve nutrition and food security for OVC and OVC households. The RFA should draw on Nigerian and State expertise using established mechanisms to source support as and when required. The applicant should use existing tools, resources and training materials, wherever possible.

Illustrative Activities:

- Encouraging local production of nutritional supplements (including those funded through previous USAID projects)
- Identifying and immediately addressing severe malnourishment among OVC, with a particular focus on children under-five
- Supporting food distribution efforts (and ensuring compliance with international standards for food storage and distribution)
- Address nutritional needs through longer-term and more sustainable household and community food security initiatives
- Ensuring access to appropriate nutrition, food security and agricultural expertise
- Collaborating with the Infant and Young Child Feeding Project (IYCN)
- Skills building for caregivers on farming and agro-businesses to increase entrepreneurship/business skills aimed at improving household incomes and ensuring food security within the households
- Tracking and reporting on specific food and nutrition targets.

6. TECHNICAL CONSIDERATIONS

Throughout implementation of the activities outlined above, the applicant is expected to incorporate a description of how each of these considerations will be addressed within their proposed technical approach.

6.1 Family/Household-Centered Approach

It is estimated that over 95% of children affected by AIDS in Sub Saharan Africa, continue to live in families. For this reason, approaches designed to preserve and strengthen families - including importantly, extended families, which care for OVC - offer an effective means for delivering services and preventing further vulnerability. The well-being of children is often strongly associated with the

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well-being of their parents or caregivers and the presence of a stable and loving caregiver can significantly contribute to a child's resiliency or ability to "bounce-back" during times of crisis.

Approaches should seek to:

- Empower caregivers
- Target households (as appropriate to the intervention) rather than for specific children (or only children)
- Emphasize the full participation of caregivers and children within project planning, implementation and evaluation of OVC programs

6.2 Community-Based Approach

Communities are often the first responders to children and families in crisis. They help to identify children and families at risk and often provide vital resources and services in the form of food, household help, emotional support and advocacy for OVC and OVC issues.

Approaches should seek to:

- Sustain and enhance existing community structures (including informal neighborhood groups, groups associated with Christian, Muslim and other faiths, civil society and politically structured committees)
- Engage communities in efforts to advocate for and monitor the quality and access to essential community services (such as schools, health services, protection services, etc.) to reduce discrimination and stigma
- Involve communities in the planning, implementation and evaluation of OVC programs

6.3 System-Strengthening Approach

The PEPFAR II strategic plan encourages country teams to promote efforts to strengthen country ownership of HIV/AIDS programs. To this end, a system strengthening approach encourages a better functioning social service system that will provide a vital safety net for children and families under stress and coordinate a successful OVC response at country level. In addition, strengthening local governmental coordinating bodies at state and LGA levels contributes to having strong institutions to coordinate OVC programs beyond the life of this project and to put the GON in a better position to manage its OVC support. Approaches should seek to:

- Promote linkages with justice systems, social services ministries and departments.
- Refer to national strategies, initiatives, standards, policies, etc. when developing State and LGA-based capacity building initiatives.
- Leverage host country investment in building social services policies, systems and human resources through partnership frameworks.
- Co-fund and plan with other key donors (I.e., UNICEF, DFID, World Bank) investment in strengthening social service systems.

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- Coordinate with national capacity building efforts for the FMWASD.
- Coordinate with national pre-service and in-service social work training initiatives.
- Involve all appropriate government entities in the planning, implementation and evaluation of OVC programs.
- Promote to all relevant partners the role of government at state and local levels partners in coordinating and supporting CSOs and others providing OVC services.
- Develop within government institutions their respective roles in supporting OVC services and other organizations supporting OVC services.

6.4 Needs-Based, Targeted and Age Appropriate Approach

The needs of OVC vary according to age, gender, socio-economic status and geography. Approaches should seek to:

- Emphasize outcomes over outputs.
- Offer a menu of services rather than package of services, in an effort to promote cost-effective, needs-based programming.
- Develop strategies to address the needs of specific sub-sets of the OVC population, such as children under five, adolescents, abused, exploited and neglected children and OVC living outside the care of families (i.e. child-headed households, street children), etc.

6.5 Quality-Focused Approach

Quality improvement (QI) approaches systematically monitor and evaluate overall OVC care/services to ensure that program standards are being met and are regularly updated to reflect current knowledge and that gaps between expectations and actual results/outcomes are routinely identified and addressed.

Approaches should seek to:

- Make use of national frameworks, standards, guidelines and training curricula where appropriate.
- Participate in the USG-initiated OVC Quality Improvement project (collaborate with the USAID/Healthcare Improvement Project (HCI) which incorporates a participatory, field-tested QA process)
- Use the Child Status Index (CSI) tool to inform OVC partner consensus on setting service outcomes, evaluate the correlation between program services and a child's well-being to the extent possible.
- Use organizational assessment tools that base results on standards for the different organizational areas and that base capacity building interventions on the standards to be achieved (the winning bids will confer with USAID/Nigeria on standards and possible tools).
- Develop a robust set of indicators of capacity building based on standards.

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- Develop a program mentoring system and/or build “communities of practice” for sharing best practice.
- Introduce performance-based financing which links motivational incentives (performance fee) as well as sanctions (little or no performance fee), to achieving performance agreed upon in a sub-grant. Areas that could be incentivized through this award include: increased access to and quality of OVC services; improved collaboration with the State/LGA; and enhanced implementation of the OVC at the community level, among others.

6.6 Gender-Sensitive Approach

Traditional, cultural and social gender norms and behaviors can contribute to public health problems such as domestic and sexual violence and increasing rates of sexually transmitted infections (STIs) including HIV/AIDS.

Approaches should seek to:

- Mainstream gender sensitive approaches into all OVC programs
- Address five cross-cutting gender strategic areas:
 1. Increasing gender equity in OVC activities and services
 2. Reducing violence and coercion
 3. Addressing male norms and behaviors
 4. Increasing women’s and vulnerable children’s legal protection
 5. Increasing women’s and vulnerable girl’s access to income and productive resources

6.7 Sustainable Approach

Prioritizing interventions, appropriate to the Nigerian context, rather than costly and highly technical strategies, are more likely to ensure continuity of care well beyond the life of a project.

Approaches should seek to:

- Build local ownership of OVC programs
- Outline a comprehensive exit strategy and transition plan, clearly articulating how the applicant will seek to enhance sustainability of OVC support services of sub-grantees throughout the life of the project.
- Support key policy interventions intended to increase OVC access care and treatment
- Integrate OVC care and support children into existing PEPFAR programs as well as maternal, newborn and child health services.
- Develop private-public partnerships

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6.8 Coordinated Approach

OVC program implementers rarely have the technical expertise and resources required to address the full range of needs that an OVC may present. Coordination can ensure that OVC receive comprehensive and holistic care.

Approaches should seek to:

- Use tested and proven models, tools, and resources developed under previous projects
- Promote coordination and referrals among partners, encouraging partners to provide services according to their strategic advantage and/or areas of expertise
- Coordinate programming with existing USG supported OVC partners providing direct services in other geographical regions and well as several USG supported national initiatives, including: the ***MEASURE Evaluation Program*** to roll out the National OVC Monitoring and Evaluation Plan and OVC Database; the ***Health Care Improvement Program (HCI)*** to establish and implement quality standards for OVC services; the ***AIHA Twinning Center*** to continue their pre and in-service training for Social Workers and Para Social Worker to provide OVC services; and other capacity building efforts with the FMWASD
- Coordinate with other PEPFAR and USG health programs
- Coordinate with other USG education programs, legal programs, poverty reduction and economic strengthening programs, and other relevant programs, etc. where appropriate
- Coordinate with UNICEF, DFID, the Clinton Foundation, and other donors and programs funded by these donors
- Access relevant government services and resources, where appropriate.
- Leverage relevant services and resources provided by other donors, where appropriate.

6.9 Evidence-based and Cost Effective Approaches

OVC programs have historically operated with limited information on what works best to improve the well-being of OVC in resource-poor settings. Existing research analyzing the cost-effectiveness of interventions can prevent the replication of poor performing, inappropriate interventions and support identification of effective and efficient interventions for scaling-up. Using existing data on needs and resources available to OVC in Nigeria can ensure that interventions target most vulnerable populations, leverage existing resources and use resources effectively.

Approaches should seek to:

- Use existing research analyzing the cost effectiveness of OVC strategies
- Use data from relevant Nigerian OVC assessments, surveys, studies, Demographic Health Surveys (DHS) data, HIV prevalence and incidence rates, and other population-based surveys from appropriate sectors (e.g. agriculture, poverty reduction, education) to guide targeting and intervention planning to establish priorities and targets for OVC-focused programs

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- Utilize Geographic Information Systems (GIS) OVC service mapping to make decisions regarding the location and types of OVC services
- Build the evidence base for OVC programming by documenting innovative program models and identifying lessons learned and challenges.

6.10 Exit Strategy & Transition Plan

The applicant should articulate an exit strategy and transition plan. Close out packages for sub-grantees should include a customized roadmap/work plan based on the organization's goals and capabilities. The roadmap should include the following:

- A review of the progress made by the partner;
- Areas in which the organization can improve;
- A program opportunity analysis identifying how the partner might expand geographically or programmatically in the future
- A funding opportunity analysis identifying what funding might be available and recommendations for securing future funding

7. PROGRAM INDICATORS

All applications must include plans to document, monitor and evaluate program performance. USAID Nigeria will evaluate progress by monitoring selected indicators and assessing these in relation to the overall objectives set by program staff. A limited set of program monitoring indicators will be used to track the progress of key USAID-funded activities. These are based on administrative records, project reports, and routine, logistical, and community-based information systems. Applications for funding under the proposed RFA should clearly state how proposed activities relate to these program monitoring indicators and how data will be collected, verified and reported to document progress toward these objectives, including a staffing plan. Data quality is a critical component of this program, and all applicants must develop systems to ensure data quality and must be prepared for data quality audits. Applicants should be prepared for revisions in required program indicators and reporting requirements during the lifetime of the award and as part of project closeout processes.

Applicants must report on the required indicators relevant to OVC, as laid out by the Office of the Global AIDS Coordinator. These indicators are listed in **Annex 1**. In addition to the specific indicators listed in Annex 2 applicants will be responsible for ensuring that their sub-partners report on Nigerian Monitoring and Evaluation Plan for Orphans and Vulnerable Children (OVC) Response in Nigeria listed in **Annex 2**.

8. PARTNERSHIP

Successful applicants will ensure that, prior to implementation; their sub-partners must comply with Nigerian Government policies and guidelines and obtain approval from State Ministry of Women Affairs in each State in which they will conduct activities.

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9. SUBSTANTIAL INVOLVEMENT

USAID substantial involvement in awards are limited to cooperative agreements per Automated Directive Systems (ADS) 303.3.11. USAID will be substantially involved in the following ways:

- Approval of the Recipient's Implementation Plans
- Approval of Specified Key Personnel
- Agency and Recipient Collaboration or Joint Participation
- Agency Authority to Immediately Halt a Construction Activity

10. MANAGEMENT PLAN

The applicant should propose management plans that specify clear lines of supervision, communication, accountability, decision-making and responsibility among staff and sub-grantees. The geographical location of the proposed applicant offices and personnel should ensure efficiencies in operational and financial management. Note that applicants from the North central area are encouraged to establish their headquarters offices in Kaduna. Applicants from the central area are encouraged to establish their headquarters office in Enugu. Applicants should address how they intend to manage operational partnerships in order to maximize the input and utility of all sub-grantees.

The Management Plan should also describe how the applicant will ensure coordination and communication with a wide range of stakeholders, including FGN, USG agencies, and local public/private sector partners, other USG partners in other geographic regions, other donors and targeted communities. Applications should reflect a willingness to partner with non-traditional and creative partners and utilize diverse human resources effectively.

11. PERSONNEL AND STAFFING PLAN

The applicant should propose an overall staffing pattern that demonstrates the technical expertise and experiences required to design and implement the “Scale-Up of Care and Support Services for Orphans and Vulnerable Children (OVC) project and support the proposed technical approach. The staffing plan should demonstrate a solid understanding of key technical and organizational requirements and an appropriate mix of skills, while avoiding excessive staffing. Recognizing the complex array of stakeholders, including partners, sub-grantees and USG in-country and headquarters personnel, the applicant should address communication flows in the staffing plan.

This section should include:

- A detailed organizational chart (*Appendix 1*)
- A brief description of relevant experience of key personnel

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- A skills matrix for proposed program staff (*Appendix 2*) identifying skills and expertise of proposed staff appropriate to the activities in the Scope of Work.
- Curricula Vitae's (CVs) and profiles for Key Personnel (3 pages maximum per position) and other proposed key staff (2 pages maximum per position), where appropriate (*Appendix 4*) and
- Chart reflecting the staffing Pattern) (*Appendix 6*)

Proposed personnel should have relevant international and/or national experience, expertise and knowledge, including in program management, strong technical skills, capacity building, grant/contracts management and institutional development. The USG may make changes in the final staffing pattern, depending on the final award configuration. Preference should be given to Nigerian candidates, where possible.

11.1 Staffing and Key Personnel

Applicants are encouraged to identify specific individuals for the following Key Personnel positions that require USAID/Nigeria approval: a **Chief of Party (COP)** (100%), **Organizational Development Director** (100%), **Technical Program Director** (100%), **Monitoring and Evaluation (M&E) Director** (100%) and **Grants Manager** (100%). Below are summary job descriptions for each of the Key Personnel positions. Applicants should provide more detailed job descriptions in Appendix 3. For all the key personnel positions, the applicant must provide descriptions for the position qualifications for the positions.

- **Chief of Party (COP) (100%)**

The COP is responsible has authority and oversight for the entire program. The COP provides managerial and technical project support to the project throughout design implementation key personnel and sub-grantees. The COP is responsible for the development and submission of the Annual Country Operating Plan (COP), Annual Program Results (APR) and Semi-Annual Program Results (S/APR), in collaboration with the M & E Director and develops requests for supplemental funding. The COP bears ultimate responsibility for ensuring that the grantees and sub-grantees meet USAID, PEPFAR and program requirements. The COP must have contractual experience and in-country delegation of authority.

- **Organizational Development Director (ODD) (100%)**

The ODD is responsible for building the organizational capacity of sub-grantees. The ODD works with sub-grantees to manage their operations as effectively and efficiently as possible and designs and closely monitors the implementation of organizational capacity building initiatives. The ODD participates in national capacity building and systems strengthening initiatives intended to promote local ownership and contribute to the sustainability of HIV and OVC programming. The ODD directs and supervises senior OD staff and short and long term technical assistance for the organizational development program.

- **Technical Program Director (TPD) (100%)**

The TPD is responsible for building the technical capacity of sub-grantees. The TPD works with sub-grantees to plan and execute quality OVC services and designs and closely monitors the implementation of technical capacity building initiatives. The TPD participates in national initiatives

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intended to improve the technical quality of OVC programming. The RPD directs and supervises senior technical staff and short and long term technical assistance for the technical program.

- **Monitoring and Evaluation Director (MED) (100%)**

The MED is responsible for all monitoring, evaluation and reporting activities under the award. The MED works in collaboration with the FMWASD M & E OVC counterpart and develops and manages the Project's Performance Monitoring Plan (PMP). The MED develops and maintains systems to collect and analyze information on inputs, outputs, outcomes and impact of the program. She/he conduct supportive supervisory visits to States/LGAs and sub-grantees to observe, monitor, provide guidance and quality feedback on the use of OVC data and indicators; analyze monthly data and support training of M&E personnel in quality assurance methods.

- **Grant Management Specialist (100%)**

Grant Management Specialist is responsible for managing and coordinating the complex grants portfolio. He/She will serve as experts for the planning, implementation and evaluation of grant applications and provide guidance on cooperative agreements, cost-share agreements, participating agreements, collection agreements, and memoranda of understanding. Grant Management Specialist negotiate, grants and review all reimbursement requests for appropriateness, and ensure that awardees are in compliance with established administrative and financial policies, procedures, and sound business practices. Following awards, the Grants Manager will provide post award administration including monitoring all phases of grant agreements and close-out, including assessment of technical progress and performance. This position require knowledge and skill in applying analytical and evaluative techniques to the identification and resolution of grants administration issues and knowledge of laws, regulations, agency policy, precedent cases, and other requirements that affect grant program administration.

11.2 Other Personnel

In addition to Key Personnel, the applicant should propose other full- or part-time staff and consultants or intermittent staff necessary to fulfill the requirements of the scope of work. The applicant should also propose key short term and long term technical assistance in accordance to the needs of the program.

12. PROGRAM REPORTING

12.1 Quarterly Progress Reports: The Awardee must prepare and submit to the USAID/Nigeria AOTR a quarterly report within 30 days after the end of the Awardee's first full quarter, and quarterly thereafter. These reports will be used by USAID/Nigeria to fulfill electronic reporting requirements to Washington; therefore, they need to conform to certain requirements. The report must contain, at a minimum (See **ANNEX 3**):

- Progress (activities completed, benchmarks achieved, performance standards completed) since the last report by country and program area
- Problems encountered and whether they were resolved or are still outstanding
- Proposed solutions to new or ongoing problems
- Success stories with at least two photos
- Documentation of best practices that can be taken to scale

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- List of upcoming events with dates.

12.2 Semi-Annual Progress Reports: The Awardee must prepare and submit to the USAID/Nigeria AOTR a semi-annual report within 30 days after the end of the Awardee's first full six months. The time-frame for Progress Reports will be synchronized with the USG fiscal year reporting cycle, October 1 to September 30. These reports will be used by USAID/Nigeria to fulfill electronic reporting requirements to Washington; therefore, they need to conform to certain requirements. The report must contain, at a minimum:

- Progress (activities completed, benchmarks achieved, performance standards completed) since the last report by country and program area
- Problems encountered and whether they were resolved or are still outstanding
- Proposed solutions to new or ongoing problems
- Success stories with at least two photos
- Documentation of best practices that can be taken to scale
- List of upcoming events with dates

12.3 Quarterly Financial Reports

The Awardee must submit quarterly financial reports to USAID within 30 calendar days following the end of each quarter. They must be disaggregated at the program area and contain, at a minimum:

- Total agreement budget
- Total funds awarded to date by USAID into the agreement (Total funds obligated to date)
- Total funds previously reported as expended by Awardee by main line items
- Total funds expended in the current quarter by the Awardee by main line items
- Total funds expended (actual plus estimated accrued) towards the end of the report period
- Total unliquidated obligations by main line items
- Unobligated balance of USAID funds
- Estimated expenditures for remainder of year
- Estimated monthly burn rate

12.4 Final Cooperative Agreement Report

Pursuant to 22 CFR 226.51(b) and the Program Description, a final performance report will be required under this award. The recipient shall prepare and submit three copies of a final/completion report to the AOTR which summarizes the accomplishments of this agreement, methods of work used, budget and disbursement activity, and recommendations regarding unfinished work and/or program continuation. The final/completion report shall also contain an index of all reports and information products produced under this agreement. The report shall be submitted within 90 days after the estimated completion date of this agreement.

The report shall:

- Contain an overall description of the activities under the Program during the period of this Cooperative Agreement, and the significance of these activities;
- Describe the methods of assistance used and the pros and cons of these methods;

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- Present life-of-project results towards achieving the project objectives and the performance indicators, as well as an analysis of how the indicators illustrate the project's impact on the accomplishment of the program's overall objectives;
- Summarize the program's accomplishments, as well as any unmet targets and the reasons for them including leveraging; and
- Discuss the issues and problems that emerged during program implementation and the lessons learned in dealing with them.

Compliance with USAID requirements - All reporting will comply with the USAID requirements tied with the use of different funding accounts and other agency requirements.

13. MONITORING AND EVALUATION PLAN

Monitoring and Evaluation of results is a key element of USAID programs to improve performance and effectiveness, inform planning and management decisions and demonstrate program impact. Accurate and timely monitoring and evaluation enables programs to adapt to changing conditions and make mid-course corrections as necessary. All applications must include plans to document baseline information, and monitor and evaluate program performance. The Recipient is expected to fully engage the grantees and sub-grantees in planning and monitoring of program efforts. M&E support of sub-grantees includes measurement of program progress, provision of feedback for accountability and quality and integration with existing OVC information management systems. In addition, the applicant should describe how they would provide supportive supervision, guidance, monitoring, mentoring and oversight through site visits, technical assistance and performance evaluation.

Given the complexity of activities that are to be undertaken and the multitude of relevant stakeholders including the FGN, other USG partners and other donors, special efforts will be required to keep all parties informed and engaged in the planning, implementation and reporting of activities. At program mid-term, USAID will conduct performance assessment to determine need for program review, redirection, lessons learned, challenges and possible continuation of funding.

13.1 Reporting Indicators and Targets

The applicant will be expected to report on relevant OVC PEPFAR new generation indicators and FGN OVC program monitoring indicators to track the progress of key USAID-funded activities. These are based on administrative records, project reports and routine, logistical and facility-based information systems. USAID/Nigeria will evaluate progress by monitoring selected indicators and assessing these in relation to the overall program objectives. Applications for funding under the proposed RFA should clearly state how proposed activities relate to these program-monitoring indicators and how data will be collected, verified and reported to document progress toward the objectives. All data must be disaggregated by sex and age as appropriate.

Indicators and targets for each result should illustrate how each award will contribute to scaling-up and improving the quality of OVC programming. Applicants should propose reasonable targets for each indicator. The targets should consider baseline data established by the targeted States/LGAs.

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13.2 Performance Monitoring Plan (PMP)

The Performance Monitoring Plan must, as a minimum, address the following: Description of the Recipient's established system within which the particular PMP operates. The system refers to:

- Organization-wide policies and procedures for monitoring and their relation to the immediate PMP.
- Organizational staffing/expertise, roles, and responsibilities and how the staffing and expertise is to be used in the particular PMP, including the roles of subcontractors and sub-grantees.
- Automated and other methods used to gather, store, manipulate, summarize, analyze, and/or report performance data.
- Procedures for regular communication with USAID regarding the status of monitoring activities, including a means for early notification of problems.
- Means of addressing a discovered lack of progress or success. Procedures should focus on learning from mistakes, analyzing them, and ascertaining the reason for missteps.
- Information about all activities to be monitored under the PMP. The list of activities should be provided in a logical framework which:
- Links activities to Agreement results—both those dictated by USAID in the solicitation and lower level or complementary results contained in the Recipient's approach.
- Describes assumptions being made about the relationship of the activity to the Agreement result. Identifies the indicators against which progress is to be measured.

The PMP describes the methods to be used for monitoring. Methods for monitoring vary according to what it is monitored. Some activities can be observed easily and costs and outputs can be measured against the original targets and timetable. Other activities are less easy to monitor in terms of quantitative achievements, especially such intangible effects as awareness and empowerment and their direct link to program interventions. Indirect or proxy indicators may have to be identified, even if these cannot be verified. By considering these factors at the planning stage, expected results can be kept realistic and cost-effective and the Recipient can recognize that not all available and useful indicators are 'objectively verifiable'. **Annex 3** provides an illustrative schedule for discrete monitoring activities tied to the overall program workplan.

Both periodic and annual progress reports shall be submitted in English electronically and in hard copy to the AOTR. Performance reports must meet the general requirements included in 22 CFR 226.51; however, the information required by 22 CFR 226.51 must be supplied in the following standardized format:

Executive Summary – This section is a narrative summary of overall achievements against planned achievements and a brief description of any realized or potential performance challenges¹. Achievements should be quantified against both principal and collateral agreement targets/indicators wherever possible, leaving detailed analysis for later sections.

Summary Table - The Executive Summary should be followed by a table which identifies all results and their corresponding targets/indicators. Overall agreement goals for each target and indicator shall be identified as well as planned and actual goals for the reporting period. In addition, costs incurred by result or group of results should be identified as well as planned and

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actual expenditures for the reporting period. This table is intended to serve as an at-a-glance data summary. An illustration is provided in **Annex 4**

13.3 Program Evaluation

Evaluations shall be planned by the designated Agreement Officer Technical Representative and conducted during the life of the project. The recipient shall maintain a database of monitoring data that will be used in evaluating the performance of the project. The recipient shall prepare the database and other information necessary for a thorough evaluation accessible to the evaluation team.

13.4 Environmental Examination:

The program will comply with USAID's Environmental Procedures regulations at the pre-obligation phase of its specific activities. To ensure adherence to USAID's environmental requirements, the applicant should be guided by ADS Chapter 204. Separate Initial Environmental Examinations (IEEs), Categorical Exclusions, requests for deferrals, or exemptions will be recommended as appropriate when sufficient information is known about the specific intervention to permit a meaningful threshold determination.

13.5 Branding and Marking

Branding Strategy and Marking Plan. The applicant will be requested to propose a branding strategy and marking plan which provides for appropriate acknowledgment of USAID support, and which will be required as a material element of the award. Information on USAID's branding and marking policy can be found in ADS Chapter 320. ADS Chapter 320 sections concerning "assistance" applies to this program description. ADS Chapter 320 can be found on USAID website: <http://www.usaid.gov/policy/ads/300/320.pdf>.

13.6 Cost Share

Cost share refers to the resources a recipient contributes to the total cost of an agreement. Cost sharing must be verifiable from the recipient's records, is subject to the requirements of [22 CFR 226.23](#), and can be audited. The proposed contributions must meet the standards set in [22 CFR 226.23](#) for U.S. organizations or the Standard Provision "Cost Sharing" for non-U.S. organizations. In-kind contributions are allowable as cost sharing in accordance with [OMB Circular A-110](#) and [22 CFR 226.23](#). This includes things such as volunteer time; valuation of donated supplies, equipment, and other property; and, use of unrecovered indirect costs.

The program is expected to leverage community resources. This applicants must demonstrate minimum cost share of 10 percent to support program implementation leveraged from community, Local and State of their operations. Applicants with a cost-share of less than 10% will be deemed non-responsive and will not be considered for the award. The cost-share is expected to be in cash or in-kind, supporting OVC services directly or indirectly. Illustrative possible cost-share areas are shown below but are not limited to:

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Table 1: Illustrative Cost-Share Areas

State	# of LGA	Services for Orphans and Vulnerable Children							Others	
		Household Economic Strengthening	Nutrition /Food Security	Protection	Psychosocial support	Education	Health	Shelter and Care	Personnel	Infrastructure
Kaduna										
Bauchi										
Kano										
Plateau										
Sokoto										
Edo										
Nassarawa										
Benue										
Kogi										
FCT										

14. ELIGIBLE APPLICANTS

Eligible applicants include non-governmental organizations that have demonstrated technical skills, experience and the necessary competence to plan and efficiently manage organizations delivering HIV and AIDS assistance programs using mutually agreed, international standards of accountability. Eligible organizations include, for example, registered Nigerian and international non-governmental organizations, faith-based organizations, community-based organizations, foundations, private organizations affiliated with public academic institutions, parastatals, professional associations, non-profit organizations and for-profit organizations willing to forego profit. Multi-lateral organizations are not eligible. Existing prime partners receiving PEPFAR Nigerian country funding and sub-partners receiving PEPFAR Nigeria funding are eligible to apply under this proposed RFA.

Prospect Applicants must have established financial management, monitoring and evaluation, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations. All potential awardees will be subject to a responsibility determination (may include a pre-award survey) issued by a warranted Agreement Officer in USAID.

Any recipient must be a responsible entity. Details on USAID’s pre-award responsibility determination policy and procedure can be found on our agency website, in its automated directive system (ADS) chapter 303, section 303.3.9: <http://www.usaid.gov/policy/ads/300/303.pdf>

15. APPLICATION AND SUBMISSION INFORMATION

15.1 General Application Guidelines

The Technical Application will be the most important item of consideration in selection for award of the proposed activity. The applications must demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program. All applications received by the deadline will be reviewed for responsiveness and programmatic merit in accordance with the specifications outlined in these guidelines and the application format.

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The hard copies of applications and modifications thereof shall be submitted in sealed envelopes or packages addressed to the office specified in the cover letter of the RFA, with the solicitation number, the name and address of the applicant, and whether the contents contain technical and/or cost applications noted on the outside of the envelopes/packages. Both E-mail submissions and hard copies must be successfully received by the due date and time. It is recommended that applicants use courier service instead of international mail for submission of the hard copies. The submission address is specified in the RFA cover letter.

Applicants are expected to review, understand, and comply with all aspects of this RFA. Failure to do so will be at the applicant's risk. Each applicant shall furnish the information required by this RFA. On the hard copies of applications, the applicant shall sign the application and the certifications, and print or type its name on the Cover Page of the technical and cost applications. Erasures or other changes must be initialed by the person signing the application. Applications signed by an agent shall be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.

Unnecessarily elaborate applications that include brochures or other presentations beyond those sufficient to present a complete and effective application in response to this RFA are not desired and may be construed as an indication of the applicant's lack of cost consciousness. Elaborate art work, expensive paper and bindings, and expensive visual and other presentation aids are neither necessary nor wanted.

Applicants shall confirm receipt of the RFA by written e-mail notification to the contact person specified in the RFA cover letter. Applicants shall also acknowledge receipt of any amendment to this RFA by signing and returning the amendment. The Government must receive the acknowledgement by the time specified for receipt of applications.

The Government may award two Cooperative Agreements resulting from the proposed RFA to the responsive applicant(s) whose Application(s) meet the requirements of this RFA and offer the best value, cost and other factors considered. The Government may (a) reject any or all applications, (b) accept other than the lowest cost application, (c) accept more than one application, (d) accept alternate applications meeting the applicable standards of this RFA, and (e) waive informalities and minor irregularities in the application(s) received.

Applications should respond directly to the terms, conditions, specifications and clauses of the proposed RFA (including all portions of the program description). Applications that do not meet the requirements of this RFA will not be considered for award.

Number of Copies: One original and four copies of the technical application and one original and two copies of the cost application should be submitted as instructed on the cover page. The application should be prepared according to the structural format set forth below and must include the completed form SF-424, which Applicants can download together with the RFA. Applications must be submitted no later than the date and time indicated on the cover page, to the location indicated on the cover letter accompanying the proposed RFA. Applicants should retain a copy of the application and all submissions for their records.

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16. TECHNICAL APPLICATION PREPARATION AND FORMAT

Technical applications should be concise and complete. The applications should demonstrate the applicant's capabilities and expertise with respect to achieving the purposes and activities outlined for this program.

Technical applications should be in English and no longer than 30 pages (excluding cover pages, table of contents, dividers and Appendices). Applications should be on pages 8½ by 11 inch or A4 (please specify which in cover page with submission), single-spaced, 12-point font type with a 1-inch margins on all sides.

16.1 The Technical application should include the following sections:

- Executive Summary
- Technical Approach
- Management Plan
- Key Personnel
- Implementation and Monitoring and Evaluation Plan
- Institutional Capacity and Past Performance

16.2 Technical application Required Appendices that do not count towards the page limitation

Appendices should include the following (no more appendices are allowed):

- **Appendix 1: Organizational chart**
- **Appendix 2: Skills matrix**
- **Appendix 3: Job descriptions** for Key Personnel positions
- **Appendix 4: Curricula Vitae's (CVs)** and profiles for Key Personnel (3 pages maximum per position) and other proposed key staff (2 pages maximum per position), where appropriate.
- **Appendix 5: Letters of Commitment** for all Key Personnel.
- **Appendix 6: Level of Effort Chart** for staff other than key personnel, including short-term technical assistance (STTA) and long-term technical assistance (LTTA).
- **Appendix 7: Past Performance References** and a list of all contracts, grants or cooperative agreements (CAs) involving similar or related programs over the past 3 years.
- **Appendix 8: Implementation Plan/Work Plan for the first year of the award**

16.3 Technical Approach

Applicants must demonstrate an understanding of the context and responsiveness to design considerations, as well as PEPFAR goals and USG strategies and objectives for OVC programming in

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Nigeria. In addition, the applicant must be creative and propose feasible, realistic activities that link to desired results. Such activities must be evidence-based or best practices, which can be replicated beyond stated targets. Similarly, applicants must demonstrate an innovative, effective and efficient approach for implementing a grants management system for rapid awards and disbursements and innovative, effective and efficient approach for providing technical and organizational capacity building support also need to be clearly outlined.

16.4 Management Plan

Applicants should demonstrate how overall management of the activities will be achieved. This may include clear delineation of mechanisms for managing multiple complex activities simultaneously and collaboratively. Systems for managing sub-grants, particularly financial management systems and mechanisms for ensuring that sub-grantees meet USAID requirements needs to be clearly indicated. Other systems that allow for the flexibility to respond to the technical needs and scope of the program as well as management roles and responsibilities also need to be clearly delineated.

16.5 Key Personnel

Applicant's technical approach document must demonstrate appropriate qualifications for key personnel to be hired, as part of a streamlined, cost-effective staffing structure. All key personnel must be identified and supported with Curricula Vitae and a skills matrix. The plan must demonstrate a thorough understanding of the Nigerian context. The staffing pattern should maximize the use of qualified and experienced Nigerian staff. The involvement of expatriates (including Third Country Nationals (TCNs) should be limited to the maximum extent possible. Key personnel should also demonstrate relevant international and/or national experience, expertise and knowledge, including in the areas of program management, services for OVC, capacity building, grant/contracts management and institutional development. Adequate professional information, including names, short descriptions of experience and capacity relevant to proposed position should be included.

16.6 Implementation and Monitoring and Evaluation Plan

The technical approach must include a proposed Performance Implementation Plan and a Monitoring and Evaluation plan which suggests both quantitative and qualitative indicators and proxy indicators to measure effectiveness of OVC programs. Applicants should also indicate a clear description of a monitoring and evaluation system to track indicators that correlates with both the PEPFAR and National Nigerian OVC standards, including a proposed timeline for achieving results.

16.7 Institutional Capacity and Past Performance

Applicants must demonstrate a record of quality and accomplishments that are relevant to the RFA's scope of work. In addition, applicants must demonstrate the ability to provide a range of capacity building assistance and administrative support to sub-grantees and also provide evidence of experience managing programs that are similar in scope and magnitude. A clear indication of capacity to manage multiple complex activities simultaneously and transparently must be demonstrated.

16.7.1 Past Performance Providing Similar Technical Assistance

Applicants must demonstrate the capacity and experience to provide the services outlined in the program description. Applicants for this RFA should have experience and competencies suited to supporting sub-grantees with little or no experience managing government funding or implementing OVC programming. Applicants should demonstrate a track record of quality, timeliness, good business practices, customer satisfaction and attention to cost control.

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Applicants must submit up to five past performance references relevant to this scope of work, which will also be evaluated as Appendix 7. These references should list all awards involving similar or related programs over the past three years. Reference information should include the name and address of the awarding organization, the name, telephone number and e-mail address of the contact person, the award amount and number, if appropriate and a brief description of work performed.

USAID reserves the right to obtain past performance information from other sources, including those not named in this RFA. The Technical Evaluation Committee may use any other past performance information obtained as part of the review and evaluation of grantee past performance.

17. APPLICATION EVALUATION INFORMATION

17.1 Overview

The criteria listed below are presented by major category in order of descending importance, so that Applicants will know which areas require emphasis in applications. Applicants should note that these criteria serve as the standard against which all technical information will be evaluated and serve to identify the significant matters which Applicants should address.

These technical evaluation criteria have been tailored to the requirements of this RFA to allow USAID to choose the highest quality application(s). These criteria: a) identify the significant areas that Applicants should address in their applications; and b) serve as the standard against which the Technical Evaluation Committee (TEC) shall evaluate all applications. USAID will award to the Applicant(s) whose application(s) best meet the program description and represent(s) the best value to the Government, all things considered.

USAID intends to evaluate applications and award two (2) Cooperative Agreements without discussions with Applicants. However, the Government reserves the right to conduct discussions if later determined by the Agreement Officer as necessary. Therefore, each initial application must contain the Applicant's best terms from a cost or price and technical standpoint.

17.2 Adjectival Rating

Applications for the activity will be evaluated based on adjectival ranking for overall application and each section of the application, respectively. The following adjectives will be used in assessing the criteria set forth:

Outstanding: The application exceeds the fullest expectations of the Government. The Applicant has convincingly demonstrated that the requirements have been analyzed, evaluated, and should result in an outstanding, effective, efficient, and economical performance under the agreement. An assigned rating within "outstanding" indicates that the application demonstrates an "outstanding" capacity, and exceeds the fullest expectations of the Government.

Very Good: The application demonstrates a level of effort that fully meets the RFA's requirements and that this effort has produced, or could produce, results which should prove to be substantially beneficial to achievement of the strategic objective and intermediate results. The application may or may not have any weaknesses. Fulfilling the definition of "very good"

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indicates that, in terms of the overall application and/or specific application sections, the application demonstrates a level of effort that fully meets the evaluation 's requirements and that this effort has produced , or could produce , results which should prove to be substantially beneficial.

Good: The application meets the requirements. The application may contain weaknesses and/or significant weaknesses that are correctable but no deficiencies. An assigned rating of "good" indicates that, in terms of the overall application and/or specific sections, the application demonstrates a "good" understanding and ability to fulfill the requirements.

If any weaknesses and/or significant weaknesses are noted, they should not seriously affect the Applicant's performance.

Marginal: The application demonstrates a shallow understanding of the requirements and approach and marginally meets the minimum evaluation standard. The application contains weaknesses and/or significant weaknesses and may contain deficiencies. If deficiencies exist, they may be correctable. A rating of "marginal" indicates that, in terms of the overall application and/or specific sections the application marginally meets the standard for minimal but acceptable performance. The Applicant may address the strategic objective and intermediate results; however there is at least a moderate risk that the Applicant will not be successful.

Unacceptable: The application fails to meet a minimum requirement or contains a major deficiency or major deficiencies. The application is incomplete, vague, incompatible, incomprehensible, or so incorrect as to be unacceptable. The Evaluator thinks that the deficiency or deficiencies is/are uncorrectable without a major revision of the application. The assignment of a rating within the bounds of "unacceptable" indicates that in terms of the overall application and/or specific application sections the application fails to meet performance or capacity standards.

17.3. Evaluation Criteria

Overview

The criteria presented below have been tailored to the requirements of the proposed RFA. Each category of criteria has been arranged in descending order of importance. Sub-criteria within each category are of equal importance.

Major Category	RATING
Technical Approach	
a. Demonstrates an understanding of the context and responsiveness to design considerations	
b. Demonstrates understanding PEPFAR goals and USG strategies and objectives for OVC programming in Nigeria	
c. Demonstrates creativity and proposes feasible, realistic activities that link to desired results	
d. Includes activities that rely on evidence-based or best practices, which can be replicated beyond stated targets.	
e. Demonstrates an innovative, effective and efficient approach for implementing a grants management system for rapid awards and disbursements.	

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f. Demonstrates of an innovative, effective and efficient approach for providing technical and organizational capacity building support.	
Management Plan	RATING
Demonstrates how overall management of the activities will be achieved including:	
a. Mechanisms for managing multiple complex activities simultaneously and collaboratively.	
b. Systems for managing sub-grants, particularly financial management systems and mechanisms for ensuring that sub-grantees meet USAID requirements	
c. Systems that allow for the flexibility to respond to the technical needs and scope of the program.	
d. Clearly delineated management roles and responsibilities	
Key Personnel	RATING
a. Demonstrate appropriate qualifications and are part of a streamlined, cost-effective staffing structure. All key personnel must be identified and supported with Curricula Vitae and a skills matrix.	
b. Demonstrate a thorough understanding of the Nigerian context. The staffing pattern should maximize the use of qualified and experienced Nigerian staff. The involvement of expatriates (including Third Country Nationals (TCNs) should be limited to the maximum extent possible.	
c. Demonstrate relevant international and/or national experience, expertise and knowledge, including in the areas of program management, services for OVC, capacity building, grant/contracts management and institutional development.	
d. Provide adequate professional information, including names, short descriptions of experience and capacity relevant to proposed position	
Implementation and Monitoring and Evaluation Plan	RATING
a. Includes a proposed Performance Implementation Plan	
b. Includes a Monitoring and Evaluation plan which suggests both quantitative and qualitative indicators and proxy indicators to measure effectiveness of OVC programs	
c. Includes a clear description of a monitoring and evaluation system to track indicators that correlates with both the PEPFAR and National Nigerian OVC standards	
d. Includes a proposed timeline for achieving results	
Institutional Capacity and Past Performance	RATING
a. Demonstrate a record of quality and accomplishments that are relevant to the RFA's scope of work. Applicants must demonstrate the ability to provide a range of capacity building assistance and administrative support to Grantees and Sub-grantees.	
b. Provide evidence of experience managing programs that are similar in scope and magnitude	
c. Demonstrate an ability to simultaneously and transparently manage multiple complex activities	

18 ANNEXES AND KEY REFERENCE DOCUMENTS

18.1 ANNEXES

- Annex 1. The President's Emergency Plan for AIDS Relief Next Generation Indicators Reference Guide. Version 1.1; August 2009. This document is available publicly at

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www.PEPFAR.gov and replaces all previous versions of PEPFAR Indicator Reference Guides. This guidance will go into effect for the FY 2010 PEPFAR planning and reporting cycle and will stay relevant until such a time that a new version of the guidance is published.

- Annex 2. Monitoring and Evaluation Plan for the Orphans and Vulnerable Children (OVC) Response in Nigeria. Federal Ministry of Women Affairs and Social Development. September 2009. <http://www.ovcnigeria.org>
- Annex 3. Performance Monitoring Plan (See Attachment 1)
- Annex 4. Quarterly Report Format (See Attachment 2)

18.2 KEY REFERENCE DOCUMENTS

- Strategic Document for 2010-2015 and is in the process of costing the plan at the National and State-levels. (NACA is working on; Draft out Oct 15, 2009). <http://www.naca.gov.ng/>
- National Plan of Action for OVC 2011-2016--The MWASD is in the process of developing a new National Plan of Action for OVC 2011-2016. <http://www.ovcnigeria.org>
- National Guidelines and Standards of Practice on Orphans and Vulnerable Children (January 2007). Federal Ministry of Women Affairs and Social Development. <http://www.ovcnigeria.org>.
- NACA AND SACA Strategic Plans <http://www.naca.gov.ng/>
- Federal Ministry of Women Affairs and Social Development (FMWASD) Nigeria], 2008. Key Findings from the Situation Assessment and Analysis on OVC in Nigeria, 2008, Federal Ministry of Women Affairs and Social Development, Nigeria. <http://www.ovcnigeria.org>
- Priority Plan for National Plan of Action on Orphans and Vulnerable Children 2009 – 2010 <http://www.ovcnigeria.org>

DRAFT PROGRAM DESCRIPTION FOR COMMENTS ONLY
Scale-Up of Care and Support Services for Orphans and Vulnerable Children (OVC) in Selected States in Nigeria

Attachment 3

Annex 3: Performance Management Plan Summary Table

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION OR CALCULATION	DATA ACQUISITION BY MISSION		ANALYSIS, USE AND REPORTING	
				SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)	SCHEDULE/ FREQUENCY	BY WHOM (PERSON/ TEAM)
Intermediate Result Name:							
1.	Definition: Unit of Measurement:						
2.	Definition: Unit of Measurement:						
3.	Definition: Unit of Measurement:						
Intermediate Result Name:							
1.	Definition: Unit of Measurement:						
2.							

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ATTACHMENT 2

ANNEX 4: QUARTERLY REPORT FORMAT

<i>ACTIVITY SUMMARY</i>
Implementing Partner:
Activity Name:
Activity Objective:
USAID/Nigeria SO:
Life of Activity:
Total Estimated Contract/Agreement Amount:
Obligations to date:
Accrued Expenditures this Quarter:
Activity Cumulative Accrued Expenditures to Date:
Estimated Expenditures Next Quarter:

Title of Activity

	This year target	This year actual	This quarter target	This quarter actual	Explanation for variance or why not reported during this quarter	Next quarter target
Project Objective:						
Indicator 1:						
Indicator 2:						
Result 1:						
Indicator 1.1:						
<ul style="list-style-type: none"> • Output 1.1.1: • Output 1.1.2: 						
Result 2:						
Indicator 2.1:						
<ul style="list-style-type: none"> • Output 2.1.1: 						
Indicator 2.2:						
<ul style="list-style-type: none"> • Output 2.2.1: • Output 2.2.2: 						
Result 3:						
Indicator 3.1:						
<ul style="list-style-type: none"> • Output 3.1.1: • Output 3.1.2: 						
Indicator 3.2:						
<ul style="list-style-type: none"> • Output 3.2.1 						
Indicator 3.3:						
<ul style="list-style-type: none"> • Output 3.3.1: 						

The information in this table is to be based on the IP's Mission-approved PMP and work plan, and should focus on whether targets were met, not met or have been exceeded during the reporting period. The IP should report on all of the results and performance measures in the PMP and work plan if possible. Where reporting is not applicable, the IP may enter "N/A" and explain why in the "Explanation for variance" column (e.g., this data is collected and reported on annually). Discrepancies between targets and actuals must be explained. Please report according to the USG financial year calendar: Q1 = Oct-Dec 2005, Q2 = Jan-Mar 2006, FY 2006, etc. Refer to the sample table below as a guide.

Sample Table: Rural Nigerians Growing Groundnuts Project

	This year target	This year actual	This quarter target	This quarter actual	Explanation for variance or why not reported during this quarter	Next quarter target
Objective: Increased groundnut-based economic opportunities						
Indicator 1: Income from groundnut and products						
Indicator 2: Job creation						
Result 1: Increased productivity of groundnuts						
Indicator 1.1: Productivity of groundnuts						
<ul style="list-style-type: none"> • Output 1.1.1: Quantity of improved seeds distributed to target farmers • Output 1.1.2: Number of farmers who attended farmer extension trainings 						
Result 2: Increased value-added of groundnuts						
Indicator 2.1: Volume of value-added groundnut products						
<ul style="list-style-type: none"> • Output 2.1.1: Number of hectares planted with improved groundnut variety 						
Indicator 2.2: Value of value-added groundnut products						
<ul style="list-style-type: none"> • Output 2.2.1: Number of groundnut products tested on the market • Output 2.2.2: Number of groundnut products approved by Nigerian Board of Standards 						
Result 3: Increased commercialization of groundnuts						
Indicator 3.1: Proportion of groundnut production sold						

<ul style="list-style-type: none"> • Output 3.1.1: Number of farmers trained in groundnut marketing • Output 3.1.2: Number of farmers receiving market information bulletins 						
Indicator 3.2: Sustainable groundnut producer associations						
<ul style="list-style-type: none"> • Output 3.2.1 Number of producer associations trained in group management 						
Indicator 3.3: Membership in groundnut producer/ marketing associations						
<ul style="list-style-type: none"> • Output 3.3.1: Number of associations completing membership drive campaigns 						

Narrative section

I. Background

The IP is to summarize briefly what are the project's objectives, results and basic interventions, preferably in one or two paragraphs. Mention the life of the project, as well as the SO and the intermediate results to which the activity contributes.

II. Quarter Progress

Report the progress in implementing the activity against each Intermediate Result (IR). Provide qualitative statements that describe the achievements in table above.

The IP should also report on its inputs, outputs and their respective budgets that were laid out in its annual work plan. Doing so will help USAID determine whether inputs and outputs are being delivered in sufficient quantity and quality to contribute to the desired results. However, the IP should be reporting more and more on results as the life of its activity progresses.

If no interventions or components of the activity were accomplished for a particular indicator or output for this quarter, then note this (e.g., No intervention this quarter). If the intervention or component was completed in a previous quarter, then say so (e.g., This component has been completed and was reported in the quarterly report for July-September 2005).

III. Problems and Opportunities

This section should provide a synopsis of technical, management and/or financial problems that must be resolved as well as follow-up and next steps. If any activity has fallen behind, explain why, and what steps will be taken to bring it back on track.

IV. Success Stories

USAID/Nigeria strongly encourages its implementing partners to include success stories in their quarterly reports. Success stories are an excellent way for USAID to show the US Government, the American people and the rest of the world how the United States helps those in need. These stories personalize how US taxpayer money directly improves people's lives. For guidance on the proper format and content of a success story, visit the "Telling Our Story" weblink http://4.21.100.189/usaid/jsp/success_story.jsp. IPs must not submit their success stories on their own, but rather to USAID/Nigeria so as to ensure quality and consistency.

V. Next Quarter Results and related Tasks

In this section, the IP must report on the progress it expects to make in the next quarter. Provide qualitative statements that describe what will be achieved, in support of the targets laid out in the table above. This section should not discuss plans for addressing

components or elements that have lagged behind in the current quarter, as these are captured in Section III above.

Other guidance

The IP is to submit one original and two hardcopies and one electronic copy of each quarterly report in the format described above.

To avoid confusion as to what achievements the IPs are to report on, the following USAID definitions are to be used:

- *Activity* - A set of actions through which inputs, such as commodities, technical assistance, training, or resource transfers, are mobilized to produce specific outputs, such as vaccinations given, schools built, microenterprise loans issued, or policies changed.
- *Input* - A resource, such as technical assistance, commodities, training, or provision of USAID staff that is used to create an output.
- *Output* - A tangible, immediate, and intended product or consequence of an activity within USAID's control. Examples of outputs include people fed, personnel trained, better technologies developed, and new construction.
- *Result* - A significant, intended, and measurable change in the condition of a customer, or a change in the host country, institutions, or other entities that will affect the customer directly or indirectly. Results are typically broader than USAID-funded outputs and require support from other donors and partners not within USAID's control. Another word for "result" is "outcome."

For further clarification, **ACTIVITY** is basically the project the IP is implementing, the set of actions necessary to achieve the project's goal. Components and interventions are the more discreet actions themselves, which feed into the overall **ACTIVITY**.

Training is an **INPUT** that results in people trained, which is an **OUTPUT** that contributes to a desired **RESULT**, such as increased capacity of these people to improve their or their community's health, economic wellbeing, etc. In differentiating outputs from results, the USAID Results Framework approach explains the usefulness of thinking of "results as developmentally significant events that may influence customers, while outputs are lower-level steps that are essential in achieving results."