

## A.1 STATEMENT OF WORK

### Reproductive Health /Family Planning NGO Strategy Evaluation September – October 2004

#### Purpose

USAID/DR intends to commission an assessment of our Family planning/reproductive health (FP/RH) NGO support program, as described below. This assessment should evaluate the relevance, viability and feasibility of the USAID/DR strategy and the position of the NGOs in terms of their institutional and programmatic sustainability, and provide recommendations to USAID on future support to the NGOs, in a context of uncertain funding.

The proposal shall not be longer than 6 pages (excluding the attachments) and should contain: a technical proposal describing how your organization will accomplish the work; a description of the team composition; and a cost proposal. Include annexes with past experience relevant to the task involved and CVs for proposed personnel. (Annexes are in addition to the 6-page proposal.

#### Discussion

USAID/DR has provided grant assistance to three FP/RH NGOs since 2001, and in addition has supported Profamilia for many years. The NGO sustainability strategy was supported with technical assistance from CMS in a number of management areas (eg, personnel, cost centers, income generation, financial management, procurement). The purpose of the technical assistance and USAID support was to increase the sustainability of the NGOs (defined as income generated from NGO services ÷ total NGO operational costs); obviously, the higher the percentage, the more self-sustaining the NGO. However, USAID expected that this “business approach” would not lose sight of the mission of the NGOs, to serve the vulnerable populations of the Dominican Republic (especially poor women and adolescents).

LAC Bureau has recently announced a shift of priorities away from RH/FP to other sectors. This will probably result in a gradual reduction of funding to these programs. In a scenario of reduced resources, USAID/DR wants to explore options in terms of possible continued support to one or more of the NGOs. We are looking for creative modes of support, not just the recommendation to “give them more money.” In the context of reduced funding, this obviously will not be feasible.

USAID/DR would like to learn through this evaluation:

1. How successful has the strategy been in strengthening the financial position of the NGOs?
2. Which NGO(s) utilized the support most efficiently to the benefit of their service provision and overall financial position?
3. Which NGOs (if any) are closest to program sustainability and what should be the role of USAID in terms of possible future support?
4. What specific support should be provided to specific NGOs (not necessarily the same mode of support to all three)?
5. What form should that support take and what is the optimal mechanism for delivering it?

The evaluation team will undertake the work necessary to respond to the following specific questions. The team’s analysis should take into account variables such as organizational structures, personnel systems, operational policies and procedures, management information systems, cost recovery and revenue generation, and accounting/financial management systems.

Key Questions to be addressed by the Evaluation Team

1. How have the NGOs utilized the financial and technical resources provided by USAID?
2. What has been the impact of this assistance on NGO operations?
3. Did the NGOs achieve their objectives, as stated in the respective grant documents?
4. What follow up support to which NGOs might be considered for continued improvement of performance?
5. Did all NGOs achieve their objectives over the five year support period? What were some of the constraints encountered?
6. What future support strategies might be considered to deal with those constraints?
7. Were the indicators reasonable, logical, and achievable?
8. To what extent were cost recovery mechanisms and income generation activities successful? What possible future support would help the NGOs improve their self sufficiency?
9. Are resources such as clinics, equipment, programs, and staff being utilized to their maximum capacity? Do the appropriate staff members have access to computers and are they knowledgeable in the use of software?
10. Are the staff of the different programs (physicians, nurses, office staff, counselors, educators, volunteers, etc) receiving the appropriate and timely training?
11. What has been the role of the public sector in promoting maternal health and family planning programs? How effective has that role been? What opportunities exist for collaboration between the two sectors?
12. What opportunities exist for closer collaboration among donors? How might other (ie, non-USAID) donors play a role in the sustainability of the NGOs?

Illustrative Approaches

The following are illustrative approaches for the task and should not limit the possibility of proposing different or additional approaches as part of the technical proposal:

- Review and analysis of pertinent documentation and reports, complemented with interviews to conduct a brief situational analysis that will enable identification of key operational and/or structural problems, which affect the functioning of the NGOs;
- Briefings with USAID/DR health team and Conecta project staff;
- Meet with NGO staff, visit NGO offices, clinics, and field activities;
- Meet with staff of other donors involved with FP/MH programs (eg, GTZ, UNFPA, Child Care International, PAHO);
- Meet with current and former MOH officials in MH/FP, to assess their perspective of the role of the public and private sectors.

Team Composition

The Team should consist of four members, including one local professional. Although we are not defining the team configuration, we recommend that the team possess the following expertise and skills:

- a. Fluency in English and Spanish (all team members should be fluent in Spanish);
- b. Expertise in reproductive health, family planning, organizational development, and program evaluation;
- c. Experience in RH/FP program in the LAC Region, preferable in a country similar to the Dominican Republic;
- d. Familiarity with USAID processes;
- e. The local professional should be familiar with the country and the FP/RH situation; he/she could serve as facilitator to the evaluation team.

Reports and Deliverables

- a. Work plan and Timeline for the Evaluation: draft version for discussion during the briefing scheduled with USAID at the outset of the visit (approximately September 13, 2004);
- b. Outline of final report: due at the end of the first week in country (approximately September 17, 2004);
- c. Debriefing and outline of final report: prior to departure from the DR (approximately September 23, 2004);
- d. Draft report: due to USAID/DR one week after departure from the DR (approximately October 1, 2004);
- e. Final report: one week after receiving USAID/DR comments on the draft.

Level of Effort and Period of Performance

The level of effort for this task is 26 days for the team and 27 for the chief of party, in accordance with the following calendar:

September 7-10: team will review the relevant documentation in the US;

September 13-October 1: Field work, a total of 17 days (Friday, September 24 is a Dominican holiday, but is an authorized workday for the evaluation team; and two Saturdays, September 18 and September 25, are authorized workdays);

October 4-8: preparation of draft final report (in the US)

One additional workday: Chief of Party incorporates USAID comments on the draft report and submit to USAID/DR.

Five copies of the final report, in English, should be submitted one week after receiving USAID/DR comments on the draft final report.

**A.2 DIFFERENTIALS AND ALLOWANCES (JULY 1996)**

(This clause does not apply to TCN or CCN employees. TCN and CCN employees are not eligible for differentials and allowances, unless specifically authorized by the cognizant Assistant Administrator or Mission Director. A copy of such authorization shall be retained and made available as part of the contractor's records which are required to be preserved and made available by the "Examination of Records by the Comptroller General" and "Audit" clauses of this contract).

(a) Post differential. Post differential is an additional compensation for service at places in foreign areas where conditions of environment differ substantially from conditions of environment in the continental United States and warrant additional compensation as a recruitment and retention incentive. In areas where post differential is paid to USAID direct-hire employees, post differential not to exceed the percentage of salary as is provided such USAID employees in accordance with the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 500 (except the limitation contained in Section 552, "Ceiling on Payment") Tables-Chapter 900, as from time to time amended, will be reimbursable hereunder for employees in respect to amounts earned during the time such employees actually spend overseas on work under this contract. When such post differential is provided to regular employees of the Contractor, it shall be payable beginning on the date of arrival at the post of assignment and continue, including periods away from post on official business, until the close of business on the day of departure from post of assignment en route to the United States. Sick or vacation leave taken at or away from the post of assignment will not interrupt the continuity of the assignment or require a discontinuance of such post differential payments, provided such leave is not taken within the United States or the territories of the United States. Post differential will not be payable while the employee is away from his/her post of assignment for purposes of home leave. Short-term employees shall be entitled to post differential beginning with the forty-third (43rd) day at post.

(b) Living quarters allowance. Living quarters allowance is an allowance granted to reimburse an employee for substantially all of his/her cost for either temporary or residence quarters whenever Government-owned or Government-rented quarters are not provided to him/her at his/her post without charge. Such costs are those incurred for temporary lodging (temporary quarters subsistence allowance) or one unit of residence quarters (living quarters allowance) and

include rent, plus any costs not included therein for heat, light, fuel, gas, electricity and water. The temporary quarters subsistence allowance and the living quarters allowance are never both payable to an employee for the same period of time. The Contractor will be reimbursed for payments made to employees for a living quarters allowance for rent and utilities if such facilities are not supplied. Such allowance shall not exceed the amount paid USAID employees of equivalent rank in the Cooperating Country, in accordance with either the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 130, as from time to time amended, or other rates approved by the Mission Director. Subject to the written approval of the Mission Director, short-term employees may be paid per diem (in lieu of living quarters allowance) at rates prescribed by the Federal Travel Regulations, as from time to time amended, during the time such short-term employees spend at posts of duty in the Cooperating Country under this contract. In authorizing such per diem rates, the Mission Director shall consider the particular circumstances involved with respect to each such short-term employee including the extent to which meals and/or lodging may be made available without charge or at nominal cost by an agency of the United States Government or of the Cooperating Government, and similar factors.

(c) Temporary quarters subsistence allowance. Temporary quarters subsistence allowance is a quarters allowance granted to an employee for the reasonable cost of temporary quarters incurred by the employee and his family for a period not in excess of (i) 90 days after first arrival at a new post in a foreign area or a period ending with the occupation of residence (permanent) quarters, if earlier, and (ii) 30 days immediately preceding final departure from the post subsequent to the necessary vacating of residence quarters, unless an extension is authorized in writing by the Mission Director. The Contractor will be reimbursed for payments made to employees and authorized dependents for temporary quarters subsistence allowance, in lieu of living quarters allowance, not to exceed the amount set forth in the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 120, as from time to time amended.

(d) Post allowance. Post allowance is a cost-of-living allowance granted to an employee officially stationed at a post where the cost of living, exclusive of quarters cost, is substantially higher than in Washington, D.C. The Contractor will be reimbursed for payments made to employees for post allowance not to exceed those paid USAID employees in the Cooperating Country, in accordance with the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 220, as from time to time amended.

(e) Supplemental post allowance. Supplemental post allowance is a form of post allowance granted to an employee at his/her post when it is determined that assistance is necessary to defray extraordinary subsistence costs. The Contractor will be reimbursed for payments made to employees for supplemental post allowance not to exceed the amount set forth in the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 230, as from time to time amended.

(f) Educational allowance. Educational allowance is an allowance to assist an employee in meeting the extraordinary and necessary expenses, not otherwise compensated for, incurred by reason of his/her service in a foreign area in providing adequate elementary and secondary education for his/her children. The Contractor will be reimbursed for payments made to regular employees for educational allowances for their dependent children in amounts not to exceed those set forth in the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 270, as from time to time amended. (See Standardized Regulation 270)

(g) Educational travel. Educational travel is travel to and from a school in the United States for secondary education (in lieu of an educational allowance) and for college education. The Contractor will be reimbursed for payments made to regular employees for educational travel for their dependent children provided such payment does not exceed that which would be payable in accordance with the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 280, as from time to time amended.

(See Standardized Regulation 280) Educational travel shall not be authorized for regular employees whose assignment is less than two years.

(h) Separate maintenance allowance. Separate maintenance allowance is an allowance to assist an employee who is compelled, by reason of dangerous, notably unhealthful, or excessively adverse living conditions at his/her post of assignment in a foreign area, or for the convenience of the Government, to meet the additional expense of maintaining his/her dependents elsewhere than at such post. The Contractor will be reimbursed for payments made to regular

employees for a separate maintenance allowance not to exceed that made to USAID employees in accordance with the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 260, as from time to time amended. (See Standardized Regulation 260)

(i) Payments during evacuation. The Standardized Regulations (Government Civilians, Foreign Areas) provide the authority for efficient, orderly, and equitable procedure for the payment of compensation, post differential and allowances in the event of an emergency evacuation of employees or their dependents, or both, from duty stations for military or other reasons or because of imminent danger to their lives. If evacuation has been authorized by the Mission Director the Contractor will be reimbursed for payments made to employees and authorized dependents evacuated from their post of assignment in accordance with the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 600, and the Federal Travel Regulations, as from time to time amended. (See Standardized Regulation 600)

(j) Danger pay allowance. (1) The contractor will be reimbursed for payments made to its employees for danger pay not to exceed that paid USAID employees in the cooperating country, in accordance with the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 650, as from time to time amended. (See Standardized Regulation 650)

(2) Danger pay is an allowance that provides additional compensation above basic compensation to an employee in a foreign area where civil insurrection, civil war, terrorism or wartime conditions threaten physical harm or imminent danger to the health or well-being of the employee. The danger pay allowance is in lieu of that part of the post differential which is attributable to political violence. Consequently, the post differential may be reduced while danger pay is in effect to avoid dual crediting for political violence.

### **A.3 TECHNICAL DIRECTIONS**

Technical Directions during the performance of this task order shall be provided by the Technical Officer as stated in Block 5 of the cover page pursuant to Section F of the contract.

### **A.4 TERM OF PERFORMANCE**

a. Work shall commence on the date noted in Block 7 of the cover page. The estimated completion date is reflected in Block 8 of the cover page.

b. Subject to the ceiling price of this task order and the prior written approval of the Technical Officer (see Block No. 5 on the Cover Page), the contractor may extend the estimated completion date, provided that the extension does not cause the elapsed time for completion of the work, including the furnishing of all deliverables, to extend beyond calendar days from the original estimated completion date. Prior to the original estimated completion date, the contractor shall provide a copy of the Technical Officer's written approval for any extension of the term of this task order to the Contracting Officer; in addition, the contractor shall attach a copy of the Technical Officer's approval to the final voucher submitted for payment.

c. It is the contractor's responsibility to ensure that the Technical Officer-approved adjustments to the original estimated completion date do not result in costs incurred that exceed the ceiling price of this task order. Under no circumstances shall such adjustments authorize the contractor to be paid any sum in excess of the task order.

d. Adjustments that will cause the elapsed time for completion of the work to exceed the original estimated completion date by more than calendar days must be approved in advance by the Contracting Officer.