



THE AIDS SUPPORT ORGANIZATION - UGANDA

**REQUEST FOR PROPOSALS FROM POTENTIAL SUB-RECIPIENTS (SRs) TO
THE AIDS SUPPORT ORGANIZATION TO IMPLEMENT ACTIVITIES
SUPPORTED BY THE GLOBAL FUND GRANTS**

2024-2026

HIV/TB GRANT

REF No: TASO/GF/SR/C/2024

April 2024

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ABBREVIATIONS AND ACRONYMS

AGYW	Adolescents, Girls and Young Women
AIDS	Acquired Immune Deficiency Syndrome
BCC	Behavior Change Communication
CAO	Chief Administrative Officer
CBO	Community Based Organization
CoI	Conflict of Interest
CV	Curriculum Vitae
DHIS2	District Health Information Software
eMTCT	Elimination of Mother to Child Transmission of HIV
GBV	Gender Based Violence
GF	Global Fund
HIV	Human Immuno-deficiency Virus
IT	Information Technology
ICR	Indirect Cost Recovery
IEC	Information Education and Communication
LoE	Level of Effort
M&E	Monitoring and Evaluation
MDR	Multi Drug Resistance
MDR-TB	Multi Drug Resistant -Tuberculosis
MoFPED	Ministry of Finance, Planning and Economic Development
MGLSD	Ministry of Gender, Labour and Social Development
MoH	Ministry of Health
PR	Principal Recipient
RFP	Request For Proposal
RMNCAH	Reproductive Maternal Neonatal Child and Adolescent Health
SR	Sub-Recipient
SRH	Sexual Reproductive Health
SSR	Sub-Sub Recipient
TASO	The AIDS Support Organization
TB	Tuberculosis
UCCM	Uganda Country Coordinating Mechanism
URSB	Uganda Registration Service Bureau

OPERATIONAL DEFINITIONS

- a) **Activity** - Refers to the entire scope of tasks and deliverables requested by TASO under the RFP.
- b) **Applicant**- refers to a Civil Society Organization (CSO) that has submitted an application for the provision of services requested for by TASO through this RFP.
- c) **Certified copy**: Refers to a photocopy of an original document with an original stamp of the issuing entity of the document and signature of the authorizing officer
- d) **Civil Society Organizations**: Refer to indigenous membership organizations that are nonprofit making and with focus on promoting livelihoods of the citizens or vulnerable people in the country.
- e) **Cluster**: Represents a group of Districts within which designated activities shall be implemented.
- f) **Contract**-is the agreement that will be signed between TASO and the successful applicant.
- g) **Country**-refers to Uganda, the geographical area of implementation.
- h) **Direct Program costs**: Refers to an expense that can be traced directly to or identified with a specific activity or program for example cost incurred to implement a training activity
- i) **District** – refers to local government sub-national administrative boundaries
- j) **Indirect/Administrative costs**: Refers to an expense that cannot be traced directly to or identified with a specific activity or program. They include personnel, office running costs, office space/rent, utilities among others. This is supposed to facilitate program implementation.
- k) **Indirect cost recovery** - These rates are the maximum that may be applied to any eligible NGO requesting their Headquarters' support costs/ICR for new grant agreements or grant extensions signed
- l) **Grant** – Are funds given to an eligible recipient to implement specified activities for targeted populations
- m) **Instructions to applicants**- refers to the complete set of guidance that provides applicants with all information needed and procedures to be followed in the course of preparing and submitting their Proposals
- n) **Material deviation**-refers to any contents or characteristics of the proposals that are significantly different from an essential aspect or requirement of the RFP, and:
 - i. Adversely impacts the fairness and principles of the procurement process, such as those that compromise the competitive position of other applicants.
 - ii. Limits the rights of TASO and/or the obligations of the applicant; and
 - iii. Substantially alters the scope and quality of the requirements
- o) **Principal Recipient**: Is the entity legally responsible for the grant proceeds and implementation results in a recipient Country.
- p) **Proposals**-refers to the applicant's response to the Request for Proposals, including the Proposals submission face sheet, Administrative documents, Technical and Financial Proposals and all other documentation attached thereto as required by the RFP.
- q) **Reasonable costs**- Costs that are reasonable are defined as those costs that are consistent with prudent business practice and comparable to current market value.

- r) **RFP**-refers to the Request For Proposals consisting of instructions and references prepared by TASO for purposes of selecting the best service provider to perform the services described in this solicitation document.
- s) **Shared costs:** Can be defined as expenses that can be allocated to two or more funding sources (more than 2 donors)
- t) **Sub-Recipient (SR)** – a legal entity to which a sub-award is made and which is accountable to the Principal recipients for the use of the funds provided.
- u) **Sub-Sub Recipient (SSR)** –An SSR is an organization or entity to which the SR provides funding for the implementation of certain activities within a Global Fund program.
- v) **Supplemental Information to the RFP-** refers to a written communication issued by TASO to prospective applicants containing clarifications, responses to queries received from prospective applicants, or changes to be made in the RFP, at any time after the release of the RFP but before the deadline for the submission of Proposals.

INTRODUCTION AND BACKGROUND

The Global Fund to Fight HIV/AIDS, Tuberculosis and Malaria has supported Uganda's fight against the HIV, Tuberculosis and Malaria epidemics since 2003. The Global Fund grants support priority areas in the National Strategic Plans for HIV, Tuberculosis and Malaria and also National priorities of building resilient Health and community systems for delivery of quality services.

Currently, the broad areas supported by The Global Fund are:

1. HIV/ AIDS

Prevention programmes that target; general population, key populations, priority and vulnerable populations including in and out of school Adolescents Girls and Young Women (AGYW) and Prevention of Mother to Child (PMTCT) among others. Other broad areas supported include provision of;

- (i) Treatment, Care and Support services to individuals and communities infected and affected by HIV and TB.
- (ii) Gender, legal and Human Rights related services.

2. Tuberculosis

Tuberculosis interventions in this grant include: Provision of TB drugs, TB treatment and prevention, including MDR-TB, Specimen referral, Provision of adherence enablers to patients on MDR treatment; Community-level activities including contract tracing and Capacity building of health workers to carry out case detection and diagnosis.

The funding for 2024-2026 by the Global Fund supports three disease components (HIV, TB and Malaria) being implemented through two Principal Recipients (PRs), namely, Ministry of Finance, Planning & Economic Development – MoFPED (the public sector PR) and The AIDS Support Organization – TASO (the non-public sector PR).

The AIDS Support Organization (TASO) is 2nd Principal Recipient (PR) of the Global Fund since 2012 and will continue to realize the Global Fund's principles of accountability, performance-based funding and decision making.

SUB- RECIPIENTS FOR GRANT PERIOD 2024 - 2026

In this context, TASO Uganda is seeking for Civil Society Organizations (CSOs) to be Sub-Recipients (SRs) for the next Global Fund HIV/TB grant that commenced in January 2024. The core function of a Sub-Recipient is to lead the implementation of activities supported by Global Fund. The scope of work of a Sub Recipient includes coordination and implementation of program activities, managing sub-grantees (Sub-Sub-Recipients), managing and being accountable for grant funds, and reporting on the grants' programmatic and financial results during implementation. The SRs report to TASO directly on periodic performance of grants.

TASO is responsible for overseeing the performance of grant implementation by the SRs in conjunction with the District local Government where activities are implemented. The SRs are required to coordinate with district leadership and communities to lead implementation for ownership and sustainability.

As part of TASO's commitment to strengthen the role of SRs and private sector in implementation processes, **TASO mandates SRs to work closely with District Local Government and Community Based Organizations (CBOs) to reach out to beneficiaries.** SRs are allocated particular districts for implementation hereinafter referred to as clusters.

SRs have formal legal obligations towards the PR with regards to accountability of grant funds and implementation of program activities set out in the Sub-Grant Agreement. While SRs may contract Sub-Sub Recipients (SSRs) and other CBOs to implement certain programme activities and to reach populations or groups which SRs may not reach effectively, SRs remain responsible for performance of SSRs and CBOs including their actions or omissions as if they were their own. While the PR is responsible for selecting SRs it will also participate in assessment of SSRs and CBOs that SRs nominate to work with. The PR has a right to reject any SSR or CBO that does not meet the recommended criteria.

TASO therefore ***Requests for Proposals (RFP) from eligible indigenous Civil Society Organization(s) that are interested in being Sub Recipients for the period 2024-2026 in Acholi and Lango region.*** This RFP is open to all CSOs that meet the selection criteria for SRs as stated in section "Evaluation of Proposals" herein. The principles and requirements are all laid out in this document. Prospective applicants **must** familiarize themselves with guidelines and requirements for further guidance as they prepare their Proposals. Proposals for this grant are under **UGA-C-TASO (HIV/TB)**. Applicants from Acholi and Lango are encouraged to apply.

Please Note:

- i. Only **non-profit** making Organizations are eligible to participate in this request for proposals.
- ii. Organizations that were successfully assessed to continue implementing GF supported activities under TASO for the period 2024-2026 should **NOT** apply.
- iii. TASO **strongly** advises potential applicants to read and understand the guidelines herein before making a decision to apply.

Please read the guidelines below for submission of proposals and comply accordingly

Applicants **must** hand-deliver **properly bound** Proposals. Applicants should submit one (1) envelope or box **addressed to "The Executive Director TASO"** containing three (3) envelopes as follows;

1. One sealed envelope containing all administrative documents specified herein and clearly labelled "Administrative Documents".

2. One sealed envelope containing all five (5) copies of the Technical Proposal and clearly labelled “Technical Proposals” with one soft copy on a flash disk
3. One sealed envelope containing all five (5) copies of the Financial Proposal and clearly labelled “Financial Proposals” with one soft copy on a flash disk.

Note: In each of the envelopes in 2 and 3 above, one copy should be duly marked “**Original**” and other 4 marked “**Copy**” as appropriate.

Any Technical proposal that bears Financial information or Technical and Financial Proposals inserted in the same envelope shall be disqualified.

The main envelope MUST clearly indicate;

1. Name of the Organization submitting the proposal
2. Name of the Grant
3. Cluster being applied for

Proposals MUST be hand-delivered to **TASO Headquarters, Level II Boardroom, not later than the date published in the Newspapers. Proposals are only considered received after being logged and the submission form duly signed. No Proposal shall be received after 2:00pm on the deadline for submission.**

Proposals shall not be opened before the time and date for commencement of the evaluation. TASO shall NOT be liable for misplaced documents or poorly sealed envelopes, missing pages, improper sealing and/or labelling.

Applicants should submit their proposals in the manner specified in the **RFP**. Where proposals are expected to be in transit for more than 24 hours, applicants must ensure that sufficient lead time has been provided in order to comply with deadline for submission.

TIMELINES FOR APPLICATION REVIEW PROCESS

No.	Activity	Indicative timelines
1.	Advert for Request For Proposal	4 th April 2024
2.	Virtual pre-bid meeting Register in advance for this meeting: https://us02web.zoom.us/meeting/register/tZludOmvrTgsHtZzp9AEnnyXzivO0cE68mIX	19th April 2024, 10:00am –midday.
3.	Deadline for seeking any additional clarifications about the RFP. Clarifications should be sent to email: mail@tasouganda.org	26 th April 2024 at 12:00pm

4.	Deadline for submitting application Note: Proposals received after the deadline will not be accepted.	2 nd May 2024, 2:00pm
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Please Note: Any attempts by applicants to influence the evaluation process and outcome of the application in any way, shall be interpreted as canvassing or lobbying and will lead to automatic disqualification. TASO reserves the right to accept or reject any application at any level prior to the award of the contract without incurring any liability to the applicant.

OBTAINING RFP

Details about the RFP shall be uploaded on online websites – www.tasouganda.org; <https://uac.go.ug/>; <http://globalfundccm.org.ug> and other community on-line social media platforms. This is to ensure that applicants have more than one means of access to the advert and RFP documents. **Starting from 4th April 2024.**

Should you require further clarifications about this RFP kindly communicate through this email address mail@tasouganda.org

GENERAL INSTRUCTIONS

1. TASO hereby solicits proposals in response to this Request for Proposals (RFP). **Applicants should strictly adhere to all the requirements of this RFP.** No changes, substitutions or alterations to the rules and provisions stipulated in this RFP should be made or assumed unless it is instructed or approved in writing by TASO in form of supplemental information to the RFP.
2. Submission of a proposal shall be deemed as an acknowledgement by the applicant that all obligations stipulated by this RFP have been met and, unless specified otherwise, the applicant has read, understood and agreed to all the instructions in this RFP.
3. Any proposal submitted shall be regarded as an offer by the applicant but does not constitute or imply automatic acceptance by TASO. Applicants must be aware that the mere act of submission of proposals in itself, implies that the applicant has accepted the Terms and Conditions in the solicitation document. However, **TASO is under no obligation to award a contract to any applicant as a result of responding to this RFP.**
4. TASO implements a policy of zero tolerance on certain proscribed practices like; fraud, corruption, collusion, unethical practices, and obstruction. TASO is committed to preventing, identifying and addressing all acts of fraud and corruption against herself as well as third parties involved in Global Fund transactions. (See The Global Fund Policy to Combat Fraud and Corruption for full description of the policies). https://www.theglobalfund.org/media/6960/core_combatfraudcorruption_policy_en.pdf?u=636467777510000000
5. In responding to this RFP, TASO requires all applicants to conduct themselves in a professional, objective and impartial manner, and they must at all times hold TASO's interest paramount. **Applicants should strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work.** All applicants found to have a Conflict of Interest (CoI) shall automatically be disqualified. Without limitation on generality of the above, applicants and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:
 - i. Are or have been associated in the past, with a firm or any of its affiliates which have been engaged with TASO to provide services for the preparation, design, specifications, development of scope of work, cost analysis/estimation, and other documents to be used for the procurement of services in this application process;
 - ii. Are found to be in conflict for any other reason, as may be established by, or at the discretion of, TASO.
 - iii. In the event of any uncertainty in the interpretation of what constitutes Conflict of Interest, applicants should seek TASO's clarification before proceeding with the writing of the application. TASO shall ensure that such a clarification is shared with the rest of the applicants.
6. Similarly, applicants must disclose in their proposals their knowledge of the following:

- i. TASO staff that are owners, part-owners, directors, Board members or that serve the applying organization in any other capacity.
- ii. All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competitive practices.
- iii. Current donors, activities funded by respective donors, contract amounts, implementation periods, target population and geographical coverage. *This should be presented in tabular form (Annex VI)*
- iv. Any organizational litigation
- v. Level of indebtedness
- vi. Any relationships with national and international organizations in relation to support rendered and level of autonomy of the organization that is registered locally

Please note that, failure to disclose the above may result in rejection of proposals.

7. All applicants must adhere to the Code of Conduct for Recipients of Global Fund Resources, which can be found at this link:
[corporate_codeofconductforrecipients_policy_en.pdf \(theglobalfund.org\)](https://www.theglobalfund.org/en/corporate-codeofconductforrecipients-policy-en.pdf)
8. An applicant shall bear all costs related to the preparation and/or submission of the application, regardless of whether the application is successful or not. TASO shall in NO circumstance be responsible or liable for those costs, regardless of the outcome of the selection process.
9. **Staffing:** An applicant shall mention details of key staff that will implement the activities including but not limited to those staff in leadership and management structure, finance and administration, programs and Monitoring & Evaluation, procurement, quality assurance, compliance and audit. The applicant should confirm to TASO that the personnel being nominated are in existence and that the organization shall endeavor to keep their positions filled during the life of the grant. Any deliberate substitution of persons and/or positions during the selection process shall be made only with TASO's acceptance of the justification, and approval of competences of the replacement who shall be of equal or superior credentials as the one being replaced.
10. Most of the activities in this RFP are district based, targeting people at community level, and necessitates working with community structures as well as lower level health facilities. Applicants shall therefore be expected to commit to place staff within the district structures, while working with district and community structures on a daily basis.
11. The applicant must have **physical presence** in the region/cluster applied for.
12. An applicant must show the experience of working with the target populations, activities implemented and achievements from the engagement.
13. Proposal write up: Applicants should develop their proposals with original content and context as much as possible. Direct copying information from Global Fund documents, Country Concept notes or Solicitation documents is **strongly discouraged**.

SUBMISSION AND OPENING OF PROPOSALS

Submission of Proposals and late Proposals

- i. Proposals must be submitted in sealed envelopes and clearly labelled as specified in the submission guidance herein.
- ii. Proposals must be received by TASO at the address provided and no later than the date and time specified in the submission guidance herein.
- iii. TASO shall not receive any Proposal that arrives after deadline for submission as specified in the submission guidance herein. **Any Proposal delivered to TASO after deadline for submission shall be declared late and rejected.**
- iv. An adhoc committee shall be instituted to receive and register all proposals within the submission deadline in the presence of an independent consultant and a full list shall be shared with all entities that submitted proposals by email.

Opening Proposals

Proposals shall be opened at the beginning of the evaluation stage in the presence of an adhoc evaluation committee appointed by TASO procurement committee and the independent consultant. The applicant's names, modifications, withdrawals, condition of the envelope labels/seals, number of folders/files and all other such details as the evaluation committee and the independent consultant may consider appropriate, will be recorded. The evaluation committee and the independent consultant will take a roll call for proposals received against those registered. Proposals identified by the evaluation committee that do not appear on the registration form at the time of submission will be rejected.

In the event of any discrepancy between the contents of the original proposals and any of the copies of proposals, contents of the original shall govern. The original proposal should be **signed and initialed on every printed page** by the person duly authorized to do so on behalf of the organization.

Withdrawal, Substitution and Modification of Proposals

- i. Applicants are expected to have sole responsibility for taking steps to carefully examine, in detail, the full consistency of their application to the requirements of the RFP. Applicants should keep in mind that material deficiencies in providing **information and documents** requested for in this RFP, or lack of clarity in the description of services to be provided, may result into rejection of the proposal. An applicant shall assume full responsibility for erroneous interpretation or conclusion made in the course of responding to the RFP.
- ii. An applicant may withdraw, substitute or modify their proposal after it has been submitted by sending a written notice, duly signed by an authorized representative, and shall include a copy of the authorization. All notices to withdraw, substitute or modify their proposal must be received by TASO **prior to the deadline for submission** in

accordance with RFP. The respective envelopes shall be clearly marked “WITHDRAWAL,” “SUBSTITUTION,” or “MODIFICATION”. Proposals requested to be withdrawn shall be returned unopened to the applicants. No applicant shall substitute, or modify their application after the deadline for submission.

CONFIDENTIALITY

Information relating to the examination, evaluation, and comparison of proposals, and the recommendation to the next level of evaluation, **shall not be disclosed to applicants or any other persons not part of the evaluation committee, except to the Global Fund as may be required**. Any effort by an applicant to influence evaluation committee members and the independent consultant before, during, and after examination, evaluation and comparison of Proposals or award decisions, at any stage will result into automatic disqualification.

In the event that an applicant is unsuccessful, the applicant may seek a meeting with the independent consultant for a debriefing. The purpose of the debriefing is to discuss the strengths and weaknesses of the proposal and documents submitted. The content of how the applicant’s proposal compares with other proposals shall not be discussed.

PRE-BID MEETING WITH APPLICANTS

There will be a virtual pre-bid meeting as specified in the Table for SR proposal review process. All prospective applicants are encouraged to participate. However, non-attendance **shall not** result in disqualification of an interested applicant. TASO shall email the minutes of the pre-bid meeting to all those that shall have attended the meeting. The minutes will also be published on TASO’s website. Any organization that is not represented in the pre-bid meeting is free to request for a copy of the minutes of the meeting by sending an email to mail@tasouganda.org. No verbal statement made during the pre-bid meeting shall modify the terms and conditions of the RFP unless such statement is specifically written in the minutes of the meeting, or issued as an amendment in the form of supplemental information to the RFP. Applicants are advised to use the link below to register and access the meeting. Register in advance for this meeting on:- <https://us02web.zoom.us/meeting/register/tZludOmvrTgsHtZzp9AEennyXzivO0cE68mlX>

CLARIFICATION OF PROPOSALS

- i. Applicants may request for clarifications about the RFP not later than **26th April 2024 at noon** after the call for proposals has been issued. Any request for clarification must be sent on email mail@tasouganda.org. TASO will respond by email and, without revealing the source of inquiry, copy the response to all applicants who would have provided confirmation of their intention to submit proposals.
- ii. TASO shall endeavor to provide such responses to clarifications in an expeditious manner, **but any delay in such response shall NOT cause an obligation on the part of TASO to extend the deadline for submission of the proposals**, unless TASO deems that such an extension is justified and necessary.

AMENDMENT OF PROPOSALS

- i. At any time prior to the deadline of proposal submission, TASO may for any reason, such as in response to a clarification requested by an applicant, modify the RFP in form of supplemental information. All prospective applicants will be notified of all changes/amendments and additional instructions through supplemental information to the RFP through mail, TASO website or/and newspaper or directly communicated to those that have picked RFP documents.
- ii. In order to provide prospective applicants reasonable time to consider the amendments in preparing their proposals, TASO may, at its discretion, extend the deadline for submission of proposals, if the nature of the amendment to the RFP justifies such an extension.

PREPARATION OF PROPOSALS PROPOSAL WRITING FORMAT

Applicants shall submit proposals using the format provided in this solicitation document. The proposals, as well as all the related correspondences between the applicant and TASO, shall be written in English language. The technical proposal should not be more than 18 pages excluding supporting documents/appendices and Table of Contents. It should be written using font “Times New Roman”; font size “12”; “1.5 line spacing”; margins “normal”, with all text “justified”, ***ALL pages should be numbered.***

FORMAT OF THE PROPOSAL

The Proposal should include:

Face submission sheet (1 page)

The applicant shall fill in and submit a face submission sheet. Provide the Name, contact & full address of the Organization, name of the Grant, amount allocated, and other details specified in the face submission sheet (Appendix I).

Executive summary (1/2 page)

Provide an overview of; a brief description of the proposed project, project objectives, proposed geographic location and reason for selection of target region, interventions and key expected results.

TECHNICAL PROPOSAL, FORMAT AND CONTENT

The applicant shall structure the Technical Proposal (should not exceed 18 pages) as follows:

Section I: Introduction (1page)

- (i) Background to the Proposal
- (ii) Briefly explain why the organization wants to be a Sub Recipient (SR) for the 2024-2026 Global Fund grants for HIV/Tuberculosis (UGA-C-TASO).
- (iii) Status of the Organization

- a. Legal registration status
- b. Is the organization an affiliate organization? If so, provide information about the organization affiliated to and elaborate on the nature of affiliation, **indicate if the affiliation has financial implications.**
- c. Provide an overview of the nature of the Organization’s current programmes, target populations, description of how the programmes are being implemented and results being achieved.

Section II: Organization’s Profile (1 page) Includes:

- a) Mission statement
- b) Description of the Governance structure, composition and extent of professional mix of Board of Governors/Trustees/Directors etc.
- c) Description of leadership and management structures
- d) Attach organogram clearly indicating reporting and supervision relationships.

Section III: Organizational capability and competence (3 pages)

Provide details of the organization’s competence to be an SR for Global Fund grants in Uganda, the disease component and the cluster selected.

- a) List of disease specific projects implemented in the last 3-5 years, both completed and on-going, implemented at sub-national and National level which are related or similar in nature to the requirements of the RFP. (Project name, summary of activities, geographical area, budget amount, funding source, Key results. etc.) – **Table format.**
- b) Major achievements of the organization - in relation to sub-granting and managing sub-grantees
- c) Partnerships with line Ministries, Agencies and Departments, Districts and CBOs including period of partnership, results from the partnership.
- d) Relevant specialized knowledge – The Global Fund programmatic and financial reporting requirements and coordination systems.
- e) Reference the Organizational Strategic plan – indicate section/chapter/page that has the disease component in relation to the grant being applied for.

Section IV: Financial Management, Internal controls and Financial Accounting system (2 pages)

i. Financial management and internal controls

The applicant should demonstrate that its fiscal control and accounting procedures permit the tracing of funds to a level of expenditure adequate to establish that funds have been used in accordance with the approved grant application. The applicant must demonstrate an effective internal control system (segregation of duties, layers of review, authorizations, bank reconciliations, accounting policies and procedures etc) and accountability for all funds, property, and other assets.

ii. **Financial accounting system**

The applicant's financial management system should demonstrate provisions for accurate, current and complete disclosure of the financial results of each grant. The financial management system records must adequately identify the funding source and use of funds and must contain information pertaining to grant awards, authorizations, obligations, unobligated balances, assets, outlays (expenditures), income, and interest. The financial accounting system must have inbuilt internal controls such as budget variance analysis, segregation of duties in the system, tracking of fixed asset, reports/statements. Applicants should state the accounting software in place.

iii. **Asset Management**

The applicant should describe processes and procedures for management of assets in the organization

iv. **Risk Management**

The applicant should describe the risk management processes and procedures in the organization.

Section V: Procurement and Supply Chain Management systems (1/2 page)

The applicant should describe;

- i. Different procurement methods used and the circumstances in which they are applied
- ii. Key principles of procurement applied during procurement
- iii. Application of internal controls in procurement processes as documented in their procurement manual/policy.

Section VI: Proposed Methodology. (7 pages)

a) Approach and Implementation Plan for carrying out Sub-grant activities.

This section should demonstrate the applicant's understanding of the Scope of grant interventions and budget allocation by detailing how each of the specific components and their respective activities shall be implemented. Applicants should provide a detailed description of the essential performance characteristics proposed in a sequential manner and demonstrate how the proposed methodology meets or exceeds the specifications, while ensuring appropriateness of the approach to the local conditions and the rest of the project operating environment. Applicants are also expected to describe;

- i Structures, strategies, Innovations, implementation models and processes that the organization will use to manage grants in the districts that will yield desirable results.
- ii Demonstrate understanding of each activity to be implemented in a sequential manner.
- iii Show how they will work with line Ministries, Departments and Agencies
- iv Demonstrate how they intend to implement a district led project and partnership building.

- v Demonstrate how they intend to work with community structures to implement grant activities and to reach the intended beneficiaries in the cluster selected.

b) Monitoring and evaluation

This is a critical component in implementation of the grants. Applicants should demonstrate current systems and expertise in M&E, programming, reporting and documentation.

Target setting: Applicants should demonstrate how they will set targets in line with the funds provided in the budget for each activity.

Monitoring and reporting

- Demonstrate knowledge, experience and use of National reporting systems including showing how it will be useful to the organization in reporting data right from the community to National level in relation to activities to be implemented
- Applicants should demonstrate how regular monitoring of activity progress, data collection, analysis, and storage right from households, community, Health facility, District to the National level will be carried out.
- The applicant should provide output indicators that will be used to monitor progressive performance for each activity
- Description of data quality assurance measures that will be used including assurances for delivery of quality services to the beneficiaries

Section VII: Human Resources and Administration (2 pages)

(a) Management structure and key personnel

The applicants should provide an **approved and updated organogram** and description of staffing levels by departments or units (Finance, Programs, Monitoring and Evaluation, procurement as deemed necessary to the sub grant implementation). Applicants should **attach up-to-date curricula vitae (CVs) of key personnel** that will be assigned to support implementation of the proposed methodology (not more than three (3) pages each CV).

The CVs should clearly **state relevant experience (period of engagement, institution at the time of engagement and accomplishments) to this assignment, in relation to the proposed activities.**

(b) Infrastructure

Applicants should describe infrastructure in place that will be used to implement the grant including; ownership, numbers, functional status and location (office space, computers (desktop/laptop(s)), motorcycle(s), vehicle(s), printer(s) etc.).

FINANCIAL PROPOSAL

Instructions:

General instructions: For the financial proposal, all applicants are required to present a budget associated with each activity to be implemented, and a detailed breakdown of this budget. All inputs of activities leading to the desired outputs (described in the Technical proposal) must be

costed. Any activities and outputs described in the Technical proposal but not costed in the Financial proposal, shall be assumed to be included in the costs of other activities or items, as well as in the final total cost.

Budgeting instructions:

Reasonable costs: All costs MUST be reasonable according to **prevailing market prices** and with **sufficient justification** as to how they will contribute to successful implementation of the sub-grant. If the applicant has no reference policies for facilitating Human Resources, the applicant is advised to benchmark 2008 public service standing orders. A cost can be considered reasonable if it meets the following standards:

- a. The cost is of a type generally recognized as ordinary and necessary for the operation of the organization or grant performance.
- b. Restrictions or requirements are imposed for generally accepted, sound business practices, arms-length bargaining, and government laws and regulations.
- c. Individuals are acting with prudence in the circumstances of responsibility to the organization, its members, employees, clients, the public, and the government.
- d. There are no significant deviations from established practices of the organization that may unjustifiably increase costs.

Technical assistance should not be budgeted for in this proposal. It will be covered during implementation after assessing the organizational need. Such costs if included will lead to loss of marks.

Administrative costs: Administrative costs **do not exceed 15%** of the total program budget. Administrative costs include both direct and indirect costs.

Direct administrative costs: Direct administrative costs may include those costs associated with the following sub-grant specific costs:

- a. Accounting and other fiscal activities, including reporting expenditures
- b. Auditing
- c. Overall program administration
- d. Evaluating and reporting on the progress and results of the grant program
- e. Monitoring compliance with the program requirements
- f. Salaries and benefits for staff who supervise activities of program staff

All direct administrative costs budgeted for should be detailed and itemized by nature, showing assumptions, quantities and unit costs.

Where relevant and available, historical costs should be taken into account. Deviations from historical costs should be clearly justified.

Indirect administrative costs: Indirect administrative costs are costs that are not directly attributable to the sub-grant. While budgeting for indirect costs e.g. if an applicant requires to share the cost of electricity, rent, water, etc.; the applicant should:

- a. Provide sufficient details of the total cost of the item (by type, with all assumptions including quantities and unit costs);
- b. Show the contribution expected from the grant;
- c. Provide rationale and method upon which allocation of costs to the grant should be verifiable; and
- d. Ensure that the grant will be charged with no more than the fair share of costs required for the level of effort of the activity(ies).

Budgeting currency: All budgets shall be prepared in Uganda shillings.

Detailed Budget: The applicant should provide a detailed activity-based budget (activity, cost input, unit cost, quantity/target, frequency and duration) for the cluster applied for, and according to the budget format provided. Lumping up of costs is not permitted, see **Appendix V**. The applicant should work within budget ceilings in **Appendix III**.

Budget Narrative: The budget should be accompanied by a detailed narrative that explains how the costs contribute to achieving results for each activity implemented. **There should be clear justification of cost input, unit cost, quantity, frequency and duration explained in detail.**

More details on budgeting for Global Fund grants can be accessed from the Global Fund website: https://www.theglobalfund.org/media/3261/core_budgetingglobalfundgrants_guideline_en.pdf.

EVALUATION OF PROPOSALS

PRELIMINARY EXAMINATION OF PROPOSALS

TASO shall examine proposals to determine whether they are complete in respect to minimum documentary requirements spelt out below;

- Submission of **ALL** administrative documents as specified in the RFP.
- Duly **signed and stamped** documents as requested for in RFP.
- All technical and financial proposals are submitted, in order and responsive to requirements in the RFP.

OTHER CONSIDERATIONS FOR INELIGIBILITY:

- i. Applicants that have been blacklisted by TASO and/or listed by other donors or appear on the list of terrorists, terrorist financiers and engaged in money laundering as listed by Financial Intelligence Authority shall not be considered for evaluation.
- ii. **TASO reserves the right not to consider any applicant that has poorly performed or had recurrent audit issues leading to refunding, is currently refunding money resulting from ineligible expenditures, fraud or misappropriation during the previous Global Fund grants and/or any other donor.** Any application that does not meet the administrative requirements spelt out in this RFP shall not proceed beyond the preliminary evaluation stage.

ADMINISTRATIVE REQUIREMENTS TO BE SUBMITTED BY APPLICANTS

For an applicant to pass the preliminary evaluation stage, the following documents or requirements **MUST** be submitted **exactly as specified below**;

- i. Duly **signed** and **stamped** submission face sheet by head of the organization or person authorized to do so. The authorized person should have powers of attorney permitting him/her to do so.
- ii. **Valid** copy of the **workplace** identity card of the person authorized to represent the organization. Workplace identity is verifiable during evaluation.
- iii. Copy of an **approved** and **current** Organizational Strategic plan that has the disease component in relation to the grant being applied for. Reference the page that has the disease component in relation to the grant being applied for.
- iv. Copy of Certificate of Incorporation **certified by Uganda Registration Service Bureau (URSB)** or Copy of Certificate of Registration certified by the NGO Bureau, **not earlier than January 2024**
- v. **Certified** copy of a valid permit of the organization from the NGO Bureau **not earlier than January 2024**.
- vi. Copy of a Transactional Tax clearance certificate addressed to TASO for this procurement.
- vii. **Certified** Audited Financial statements duly signed by the Audit firm and representative of the organization with **accompanying management letters for last three consecutive years (2020,2021,2022) or (2020/21, 2021/22, 2022/23)**
Please note that applicants should submit a complete set of organizational audited financial statements and **NOT project specific audit reports**.
- viii. Any two signed Annual performance organizational reports for the years **(2021,2022,2023) or (2020/21, 2021/22, 2022/23)**
Please note that project specific reports shall not be accepted.
- ix. **Recommendation letter(s) from current or previous Donor(s) (Not more than 5 years ago) addressed to Executive Director, TASO.**

Please Note:

- ALL recommendation letters should not be dated before **4th April 2024**.
 - Letters that were used for another purpose and not this RFP are not valid.
 - The letter obtained from the donor should clearly state the **amount and purpose** of funding to the applicant in current or previous years addressed to the Executive Director, TASO.
 - TASO being the procuring and disposing entity, **shall not issue** recommendation letters to intending applicants, to avoid being conflicted.
 - Recommendation letters from Donors should be signed by the Accounting Officers (head of institution) of the Donor Agency or Contracting/Responsible Officer for International Donor Agencies and shall be subjected to verification.
- x. **Recommendation letters from Chief Administrative Officers, from not less than 60% of the districts in the cluster being applied for addressed to Executive Director, TASO.**

Please Note:

- ALL recommendation letters should not be dated before **4th April 2024**— this is to avoid multiple use of recommendation letters which were meant for other purposes and NOT for this RFP.
- The recommendation letters should address willingness of the district to work with the applicant and to permit staff to be stationed at the district office.
- Recommendation letters from the Districts should be signed and stamped strictly by the Office of the Chief Administrative Officer (CAO) as the Accounting Office of the District and addressed to the Executive Director, TASO. All letters are verifiable at evaluation.
- Recommendation letters from Chief Administrative Officers of **ALL** districts in the cluster being applied for is emphasised as a satisfactory level of acceptability of the applicant by the District.
- Signed Memorandum of Understanding with Local Government of the district where office premises are located in the region applied for.

Please note:

Certified copy: Refers to a photocopy of an original document with an ***original stamp*** of the issuing entity of the document and signature of the authorizing officer

*Certification by relevant authorities is a requirement for ALL certificates of incorporation, registration and valid permit submitted. Certificate of incorporation is issued and certified by **URSB**, permit to operate as an NGO is issued by the **NGO Bureau periodically**.*

TECHNICAL EVALUATION OF PROPOSALS

The evaluation team shall review the proposals to confirm that General Terms and Special Conditions have been accepted by the applicant without any deviation or reservation.

The evaluation team shall review and evaluate the technical proposals on the basis of their quality, responsiveness to the scope of interventions and what was requested for in the RFP, applying the evaluation criteria, sub-criteria, and scores. A proposal will be considered responsive if it achieves the minimum score of 70% of the total score of the technical proposal. The evaluation committee shall **NOT** make any changes to the criteria, sub-criteria and scores indicated in the **RFP** after all proposals have been received. **The technical proposal shall be weighted out of 70% of the total score in the technical proposal.**

Evaluation criteria for technical proposal

The following are the evaluation factors or standards that will formulate a basis for scoring proposals. Refer to detailed criteria in **Appendix II**.

EVALUATION OF FINANCIAL PROPOSALS

This section details projected costs as a Sub Recipient (SR) for the grant (cluster selected).

At financial evaluation stage, only financial proposals of those applicants who achieve a minimum technical score of 70% will be opened for evaluation, comparison and review. Financial proposal envelopes that do not meet the minimum technical evaluation score shall be returned to the applicants unopened. **The financial application will constitute a weighted score of 30% of the total score of the financial proposal.**

Evaluation Criteria for Financial Proposals

	Criteria	Points
1.	Direct Program Costs	21
a)	Clear budget with detailed assumptions and logical justification <ul style="list-style-type: none">Detailed activity-based budget prepared in <u>Microsoft Excel</u> using the <u>format provided</u> in ANNEX V (3 points)Detailed and logical narrative justifying <u>direct program budget assumptions</u>:<ul style="list-style-type: none">cost input (1 point)unit cost (1 point)quantity (1 point)frequency (1 point)duration (1 point)	8
b)	<u>Sufficiency & Consistency</u> with project activities and goals <ul style="list-style-type: none">Activities budgeted for should be the <u>same</u> as those in the RFP (2 points)Cost inputs/items should be <u>adequate</u> to give the desired results for each activity (5 points)	7

	Criteria	Points
c)	<p>Reasonableness (according to prevailing market prices and key assumptions)</p> <ul style="list-style-type: none"> Unit costs for facilitation/allowances should be <u>comparable with existing government rates or organizational policy</u> (for example public fare rates, per diem etc.). A stamped copy of the extract of the policy being referred to should be submitted. (3 points) Unit costs for goods and services should be <u>comparable to prevailing average market prices or benchmarked with existing public price list</u> (where used, they should be clearly referenced). (3 points) 	6
2	Administrative costs	21
a)	<p>Human Resource Costs</p> <ul style="list-style-type: none"> <u>Detailed breakdown</u> (names/positions, number of staff, months on the project, level of effort on the project) of the Human resource (1 point) Remuneration levels in general <u>should be consistent</u> with local market averages for similar jobs in similar organizations. (1 point) Fringe benefits should be <u>in conformity with local labour laws.</u> (3 points) <p>Note;</p> <ol style="list-style-type: none"> Unreasonable salaries (too low to attract competent staff or too high to deliver program results within the program budget available) and fringe benefits will lead to loss of marks. Stamped copy of the Organizational <u>salary structure</u> and <u>policy extracts</u> for fringe benefits should be submitted. 	5
b)	<p>Shared Costs (reasonableness in contribution to Indirect costs)</p> <ul style="list-style-type: none"> Detailed budget prepared in <u>Microsoft Excel</u> using the <u>format provided in ANNEX V</u> (2 points) Detailed and logical narrative justifying <u>indirect/administrative budget assumptions for each of the following:</u> <ol style="list-style-type: none"> cost input (2 points) unit cost (2 points) quantity (2 points) frequency (2 points) duration (2 points) level of effort/contribution (2 points) Unit costs for goods and services should be <u>comparable to prevailing average market prices or benchmarked with existing public price list</u> (where used, they should be clearly referenced). (2 points) <p>Note: Provide a basis for allocation of shared costs to the grant applied for</p>	16
3.	Budget should be within activity, total program and administrative/indirect costs	8

	Criteria	Points
	<ul style="list-style-type: none"> • Total Program budget should not be less than 85% of the total budget ceiling for the cluster (2 points) • Total Administrative budget should not be more than 15% of the total program budget (3 points) • The budget for each activity should be equal to the funds allocated to it (3 points) <p>Note: All allocated activities should appear in the budget.</p>	

The overall evaluation score will be based on a combination of the technical score and the financial score.

Rating the technical proposal (TP)

TP Rating= Total score obtained by the application *divided* by Maximum obtainable score for (TP) x 100.

Rating financial proposal (FP)

FP Rating = Score of the application being reviewed divided by Maximum Obtainable Score for (FP) X100

Total combined and final rating of the proposals

= (TP Rating) x (Weight of TP = 70%) + (FP rating) x (Weight of FP = 30%)

DUE DILIGENCE

The evaluation committee shall undertake due diligence using an evaluation tool and score aimed at determining validity of information provided by an applicant, compliance with best practices, adherence to organizational policies, manuals and internal control systems in place, assurance systems in place among others. The applicant should be willing and prepared to provide all relevant documents required for this exercise. A list of the relevant documents that will be required by the evaluation team is appended (Appendix VII). Any applicant that does not comply with any of these requirements shall not be considered.

Applicants who meet the minimum requirements shall undergo due diligence that shall include but not limited to: - walk throughs of documents, processes, systems among others. This exercise shall be fully documented and areas of focus may include, but need not be limited to the following:

- i. Verification of accuracy, correctness and authenticity of information provided by an applicant on legal, administrative, technical and financial documents submitted.
- ii. Inquiry and reference checking with Government entities with jurisdiction on an applicant, or any other entity that may have done business with an applicant.
- iii. Inquiry and reference checking with other previous clients on quality and quantity of performance on ongoing or previous contracts.
- iv. Physical inspection of an applicant’s office, branches or other places where an applicant transacts business.
- v. Qualitative and quantitative review of ongoing and completed achievements, works and activities similar to requirements in the RFP, where available.
- vi. Other verification that the evaluation team may deem appropriate, at any stage within the selection process, prior to awarding the contract.
- vii. Although findings from the above will be kept confidential, information obtained will be used to make a final decision about an applicant.

NON-CONFORMITIES, REPARABLE ERRORS AND OMISSIONS

Provided that the application is substantially responsive, evaluation committee shall correct arithmetical errors as follows:

If there is a discrepancy between unit cost and the line item total that is obtained by multiplying the unit cost by quantity, the unit cost shall prevail and the line item total shall be corrected. Unless, in the evaluation committee's opinion, there is an obvious misplacement of a decimal point in the unit cost, in which case the line item total as quoted shall govern and the unit cost shall be corrected; however, this shall apply only if it does not disadvantage other applicants.

CLARIFICATION OF PROPOSALS

To assist in the examination and evaluation of proposals, the evaluation committee at its discretion, may ask any applicant for clarification of its proposal. This should not be seen to compromise the evaluation committee.

Request for clarification and response shall be made in writing. Notwithstanding the written communication, no change in budgets or substance of proposals shall be sought, offered, or permitted, except to provide clarification, and confirm the accuracy of any arithmetic errors discovered by the evaluation committee during evaluation of proposals, in accordance with the RFP.

Any unsolicited clarification submitted by an applicant in respect to their application, which is not a response to a request by the evaluation committee, shall not be considered during evaluation of proposals.

AWARD OF CONTRACT

Right to Accept, Reject, or Render Non-Responsive Any or All Proposals

TASO reserves the right to accept or reject any proposals, to render any or all proposals as non-responsive, and to reject all proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected applicant(s) of the grounds for TASO's action.

Although the Grant is running for three years, TASO recognizes the performance-based funding principle of the Global Fund grants. Successful Applicants will be awarded Contracts on an annual basis and renewal of contracts will be based on satisfactory programmatic and financial performance.

APPENDICES



APPENDIX I: SUBMISSION FACE SHEET.

I hereby submit this application on behalf of my organization consisting of the following details;

No.	Data	Specific Instructions / Requirements
1	Name of the organization
	Contacts of the organization (physical address, mailing address, office telephone, email address)
	Name and title of the contact person
	Contacts of the contact person (telephone and email address)
2	Name of Grant being applied for
3	Number of copies of Technical Proposals submitted	Original: Copies:
4	Number of copies of Financial Proposals submitted	Original: Copies:
5	Electronic copy submitted (Flash disk) (Tick)	Technical proposal; YES <input type="checkbox"/> NO <input type="checkbox"/>
		Financial proposal; YES <input type="checkbox"/> NO <input type="checkbox"/>
6	<p>Documents requested and submitted for preliminary evaluation should be arranged in the order below; (Tick against the document only if submitted)</p> <p>i. Duly signed and stamped submission face sheet by head of the organization or person authorized to do so. The authorized person should have powers of attorney permitting him/her to do so.</p> <p>ii. Valid copy of the workplace identity card of the person authorized to represent the organization. Workplace identity is verifiable during evaluation.</p>	

	<p>iii. Copy of an approved and current Organizational Strategic plan that has the disease component in relation to the grant being applied for. Reference the page that has the disease component in relation to the grant being applied for.</p> <p>iv. Copy of Certificate of Incorporation certified by Uganda Registration Service Bureau (URSB) or Copy of Certificate of Registration certified by the NGO Bureau, not earlier than January 2024</p> <p>v. Certified copy of a valid permit of the organization from the NGO Bureau not earlier than January 2024.</p> <p>vi. Copy of a Transactional Tax clearance certificate addressed to TASO for this procurement.</p> <p>vii. Certified Audited Financial statements duly signed by the Audit firm and representative of the organization with <u>accompanying management letters</u> for last <u>three consecutive years</u> (2020,2021,2022) or (2020/21, 2021/22, 2022/23)</p> <p style="padding-left: 40px;">a. Please note that applicants should submit a complete set of organizational audited financial statements and <u>NOT</u> project specific audit reports.</p> <p>viii. Any two signed Annual performance organizational reports for the years (2021,2022,2023) or (2020/21, 2021/22, 2022/23)</p> <p style="padding-left: 40px;">a. Please note that project specific reports shall not be accepted.</p> <p>ix. Recommendation letter(s) from current or previous Donor(s) (Not more than 5 years ago) addressed to Executive Director, TASO.</p> <p style="padding-left: 40px;">Please Note:</p> <ul style="list-style-type: none"> • ALL recommendation letters should not be dated before 4th April 2024. • Letters that were used for another purpose and not this RFP are not valid. • The letter obtained from the donor should clearly state the amount and purpose of funding to the applicant in current or previous years addressed to the Executive Director, TASO. • TASO being the procuring and disposing entity, shall not issue recommendation letters to intending applicants, to avoid being conflicted. • Recommendation letters from Donors should be signed by the Accounting Officers (head of institution) of the Donor Agency or Contracting/Responsible Officer for International Donor Agencies and shall be subjected to verification. <p>xi. Recommendation letters from Chief Administrative Officers, from not less than 60% of the districts in the cluster being applied for addressed to Executive Director, TASO.</p> <p>Please Note:</p> <ul style="list-style-type: none"> • ALL recommendation letters should not be dated before 4th April 2024 this is to avoid multiple use of recommendation letters which were meant for other purposes and NOT for this RFP.
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	<ul style="list-style-type: none"> • The recommendation letters should address willingness of the district to work with the applicant and to permit staff to be stationed at the district office. • Recommendation letters from the Districts should be signed and stamped strictly by the Office of the Chief Administrative Officer (CAO) as the Accounting Office of the District and addressed to the Executive Director, TASO. All letters are verifiable at evaluation. • Recommendation letters from Chief Administrative Officers of ALL districts in the cluster being applied for is emphasised as a satisfactory level of acceptability of the applicant by the District. • Signed Memorandum of Understanding with Local Government of the district where office premises are located in the region applied for. 	
	Name of Authorized Officer	
	Designation	
	Date (day, month, year)	
	<p>I certify that, to the best of my knowledge, the information presented in the Application is correct and truly represents the organization's position</p> <p><i>Signature and Stamp</i>.....</p>	

APPENDIX II: TECHNICAL EVALUATION CRITERIA

No.	Criteria	Points																		
1.	Leadership and Governance	15																		
a)	Governance structures of the organization (Description of the Board structure, composition and professional mix) – <i>5 points</i>																			
b)	Leadership/Management Structures of the Organization (Description of the structure, composition and experience of the Management team) <i>10 points</i>																			
2.	Expertise/Competence of the Entity/Organization	50																		
a)	<p>Organizational Capability which is likely to affect implementation</p> <ul style="list-style-type: none"> - Demonstrate history of implementing activities/interventions similar or related to those detailed in the cluster applied for <i>2 points</i> - Demonstration of quantitative and qualitative achievements for the projects as listed in the previous bullet. <i>1 point</i> - List of all projects implemented and their budgets in the last 5years <i>2 points</i> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th>R ef</th> <th>Na me of proj ect</th> <th>Do nor</th> <th>Contr act amou nt (curre ncy)</th> <th>Implemen tation period</th> <th>Target popula tion</th> <th>Geograp hical coverag e</th> <th>Intervent ions/ activities funded</th> <th>Outco me(s)</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <ul style="list-style-type: none"> - Demonstrate experience in sub granting or managing Sub-grantees indicating achievements, challenges encountered and the strategies used to address them <i>2 points</i> - Up to date and approved Organizational Strategic plan – reference the section/chapter/page that has the disease component in relation to the grant being applied for <i>1 point</i> 	R ef	Na me of proj ect	Do nor	Contr act amou nt (curre ncy)	Implemen tation period	Target popula tion	Geograp hical coverag e	Intervent ions/ activities funded	Outco me(s)										
R ef	Na me of proj ect	Do nor	Contr act amou nt (curre ncy)	Implemen tation period	Target popula tion	Geograp hical coverag e	Intervent ions/ activities funded	Outco me(s)												
b)	<p>Partnership</p> <ul style="list-style-type: none"> - Experience working in partnership with each of the following; Line Ministries, Departments and Agencies, Districts and Community Based Organizations <i>2 points</i> - Explain the kind of partnership, period of partnership and results/outcomes from this partnership with each of the above entities. <i>2 points</i> 																			

No.	Criteria	Points
c)	<p>Relevant Specialized Knowledge</p> <ul style="list-style-type: none"> - Description of The Global Fund programmatic and financial reporting requirements. <i>1 point</i> - Description of The Global Fund coordination relationships among in-country structures such as but not limited to (Line Ministries or agencies, LFA, CCM, PRs). <i>1 point</i> 	
d)	<p>Financial management and internal controls</p> <p>Description of effectiveness of internal controls and accounting procedures for accountability of funds, property and assets that permit tracing of funds to a level of expenditure adequate to establish that funds have been used in accordance with the approved grant budget;</p> <ul style="list-style-type: none"> • strategies in place to detect and minimise financial risks and potential fraud (<i>1 point</i>) • internal control procedures (authorization levels, segregation of duties, management control) (<i>2 points</i>) • management of assets in the organization (<i>1 point</i>) • structure and terms of reference of the Internal Audit function (<i>1 point</i>) 	
e)	<p>Financial accounting system</p> <ul style="list-style-type: none"> • Description of the accounting system (<i>2 points</i>) • Description of procedures used to segregate funds and expenditure by donor, grant, and expenditure category (<i>2 points</i>) • Description of procedures used to track commitments and obligations (<i>2 points</i>) 	
f)	<p>Asset Management</p> <p>Description of processes and procedures for managing assets. (5 marks)</p>	
g)	<p>Risk Management</p> <p>Description of risk management processes and procedures. (5 marks)</p>	
h)	<p>Procurement and supply chain Management systems</p> <ol style="list-style-type: none"> i. Description of different procurement methods used and the circumstances in which they are applied. (5 marks) ii. Description of key principles of procurement applied during procurement. (5 marks) iii. Description of how internal controls are applied in procurement processes as documented in their procurement manual/policy (5 marks) 	
3.	Methodology	36
a)	Quality of the presentation and responsiveness to the requirements set forth in this RFP	

No.	Criteria	Points
	<ul style="list-style-type: none"> • Adherence to the proposal format provided (<i>1 point</i>) • Evidence of understanding requirements (<i>1 point</i>) • Consistency of description of activities in the Cluster applied for as laid out in the RFP (<i>2 points</i>) • Description of each activity in a sequenced manner leading to desired results (<i>4 points</i>) 	
b)	<p>Illustration of innovative but feasible methodology/strategies and implementation models. The strategies should be results oriented, district led, and demonstrate community involvement.</p> <ul style="list-style-type: none"> • Desired objectives of implementing each activity (<i>2 points</i>) • Implementation approach for each activity to achieve desired results (<i>4 points</i>) • Description of modalities for reaching the target population for each activity (<i>1 point</i>) • Description of expected results at outcome level in line with National indicators (<i>3 points</i>) • Description of how line Ministries, Departments and Agencies will be involved in the implementation of activities (<i>1 point</i>) • Description of how the applicant will work with district local government in implementation of activities. (<i>2 points</i>) • Description of how the applicant will involve targeted beneficiaries or community structures in implementation. (<i>2 points</i>) <p>Please note; for each of the above descriptions, show how logical, realistic and efficient implementation models/innovations are to reach beneficiaries.</p>	
c)	<p>Availability of M&E systems appropriate for the activities applied for;</p> <ul style="list-style-type: none"> • Description of the M&E systems in place including project evaluations and performance monitoring systems with well-defined output indicators. This should include the following; M&E structure, M&E plan, availability and type of existing database, routine monitoring /support supervision activities, routine reporting, data utilization and assurance plan for M&E, evaluation and performance monitoring plans. (<i>3 points</i>) • Demonstration of knowledge, experience and use of National HMIS tools used. (<i>3 points</i>) • Description of how the organization will use the National reporting system from community to National level. (<i>2 points</i>) 	
d)	<ul style="list-style-type: none"> • Description of data quality assurance mechanisms that will be used during implementation of activities. (Standard Operating Procedures – SOPs, client satisfaction assessments etc.) (<i>3 points</i>) 	

No.	Criteria	Points
	<ul style="list-style-type: none"> Description of service quality assurance mechanisms that will be used during implementation of activities. (2 points) 	
4.	Human Resource and Administration	20
a)	<p>Staffing and competencies in Key departments; Finance, Programs, Monitoring and Evaluation, Audit, Compliance, Procurement and any other specific to the components in the RFP such as Adolescent specialists, Gender Specialists, HIV specialists</p> <ul style="list-style-type: none"> Describe and provide details of staffing; numbers, qualifications and experience in the organization to implement the tasks. (7 points) Describe the proposed Human Resource (HR) structure for the project applied for and how the skills of these staff will be utilized to achieve the desired results in project implementation. (5 points) 	
b)	<p>Organogram</p> <ul style="list-style-type: none"> Approved structure, clear and understandable, reflecting key positions and reporting relationships (2 points) Detailed narrative of reporting and supervision/authority relationships among key staff in the organogram. (2 points) 	
c)	<p>Description of available infrastructure that will facilitate implementation of the task (office space, computers/laptops, printers, photocopiers, vehicles, motorcycles, internet accessibility). State ownership, numbers, functional status and location. (4 points)</p>	

APPENDIX III: DETAILED SCOPE OF THE TB/HIV (UGA-C-TASO) GRANT

Budget Line No.	Module	Intervention	Description of Activities	Districts of coverage	Level of implementation	Total Allocation
1	Prevention package for adolescent girls and young women (AGYW) and male sexual partners in high HIV incidence settings	HIV prevention communication, information and demand creation for male sexual partners of AGYW in high HIV incidence settings	Facilitate out of school tournaments in order to mobilize AGYW and ABYM for health services	3 Districts (Pader, kitgum, and Dokolo)	Community Level	106,969,398
2	Prevention package for adolescent girls and young women (AGYW) and male sexual partners in high HIV incidence settings	HIV prevention communication, information and demand creation for male sexual partners of AGYW in high HIV incidence settings	Facilitate out of school tournaments in order to mobilize AGYW and ABYM for health services	3 Districts (Pader, kitgum, and Dokolo)	Community Level	9,128,931
3	Prevention package for adolescent girls and young women (AGYW) and male sexual partners in high HIV incidence settings	HIV prevention communication, information and demand creation for male sexual partners of AGYW in high HIV incidence settings	Conduct community dialogues aimed at addressing harmful social and cultural norms, perceptions, and practices, gender and other structural factors that drive the HIV epidemic at multiple levels- individual, couple, family, community, and society.	3 Districts (Pader, kitgum, and Dokolo)	Community Level	54,607,176
4	Prevention package for adolescent girls and young women (AGYW) and male sexual partners in high HIV incidence settings	HIV prevention communication, information and demand creation for male sexual partners of AGYW in high HIV incidence settings	Support to GBV response (SASA) aimed at addressing harmful social and cultural norms, perceptions, and practices, gender and other structural factors that drive the HIV epidemic at multiple levels- individual, couple, family, community, and society, including PSEAH	3 Districts (Pader, kitgum, and Dokolo)	Community Level	201,000,000
5	Prevention package for adolescent girls and young women (AGYW) and male sexual partners in high HIV incidence settings	HIV prevention communication, information and demand creation for male sexual partners of AGYW in high HIV incidence settings	Support to GBV response (SASA) aimed at addressing harmful social and cultural norms, perceptions, and practices, gender and other structural factors that drive the HIV epidemic at multiple levels- individual, couple, family, community, and society, including PSEAH - Conduct biannual reflection meetings for GBV responders from 24 districts	3 Districts (Pader, kitgum, and Dokolo)	Community Level	41,580,000
6	Prevention package for adolescent girls and young women (AGYW) and male sexual partners in high HIV incidence settings	Comprehensive sexuality education for adolescent girls and young women (AGYW) and adolescent boys and young men (ABYM)	Facilitate the AGYW peers and mentors with monthly stipend to get commodities from communities to facilities and back to safe spaces.	3 Districts (Pader, kitgum, and Dokolo)	Community Level	334,826,793
7	Prevention package for adolescent girls and young women (AGYW) and male sexual partners in high HIV incidence settings	HIV prevention communication, information and demand creation for male sexual partners of AGYW in high HIV incidence settings	Conduct outreaches/mobile clinics/door-to-door HIV testing/ fixed community sites like youth centres, workplace, markets, boda-boda stages and educational institutions (including index testing, HIV testing/ TB identification and management services provided by lay providers), (1 outreach in each of the 10 sub counties every month for three years) in the targeted 24 districts	3 Districts (Pader, kitgum, and Dokolo)	Community Level	202,603,413

Budget Line No.	Module	Intervention	Description of Activities	Districts of coverage	Level of implementation	Total Allocation
			and TB identification and management services provided by lay providers.			
8	Prevention package for adolescent girls and young women (AGYW) and male sexual partners in high HIV incidence settings	Sexual and reproductive health services, including STIs, hepatitis, post-violence care for AGYW and male sexual partners in high HIV incidence settings	Organise and use of Idea generation and SRH Adolescent Innovation Camps (training and SSP) targeting 200 girls per semester per year per district in 24 districts	3 Districts (Pader, kitgum, and Dokolo)	Community Level	1,294,110,342
9	Prevention package for adolescent girls and young women (AGYW) and male sexual partners in high HIV incidence settings	Sexual and reproductive health services, including STIs, hepatitis, post-violence care for AGYW and male sexual partners in high HIV incidence settings	Organise and use of Idea generation and SRH Adolescent Innovation Camps (training and SSP) targeting 200 girls per semester per year per district in 24 districts	3 Districts (Pader, kitgum, and Dokolo)	Community Level	724,119,213
10	Prevention package for adolescent girls and young women (AGYW) and male sexual partners in high HIV incidence settings	Social protection interventions for AGYW in high HIV incidence settings	Provide socio-economic enablers for AGYW to adhere to treatment and retention in the program through Vocational skilling of AGYW (training and SSP) targeting 100 girls per semester per year per districts in 24 districts	3 Districts (Pader, kitgum, and Dokolo)	Community Level	417,141,750
11	Prevention package for adolescent girls and young women (AGYW) and male sexual partners in high HIV incidence settings	Social protection interventions for AGYW in high HIV incidence settings	Provide socio-economic enablers for AGYW to adhere to treatment and retention in the program through Vocational skilling of AGYW (training and SSP) targeting 100 girls per semester per year per districts in 24 districts	3 Districts (Pader, kitgum, and Dokolo)	Community Level	119,468,453
12	Prevention package for adolescent girls and young women (AGYW) and male sexual partners in high HIV incidence settings	Comprehensive sexuality education for adolescent girls and young women (AGYW) and adolescent boys and young men (ABYM)	Comprehensive training for Peers and mentors carrying out referrals to HIV/STI prevention, testing, treatment, care and clinical monitoring, hepatitis B vaccination, other Primary Health Care (PHC) services (using the adapted HIV ambassadors toolkit), screening tool and supervision of implementation, life skills, personal risk assessment, risk reduction counselling and HIV/TB prevention methods;	3 Districts (Pader, kitgum, and Dokolo)	Community Level	155,331,066
13	Prevention package for adolescent girls and young women (AGYW) and male sexual partners in high HIV incidence settings	Removing human rights-related barriers to prevention for AGYW in high HIV incidence settings	Reduce stigma and discrimination against AGYW accessing SRHR/HIV services through Y+ campaign	3 Districts (Pader, kitgum, and Dokolo)	84,951	21,243,000
14	Prevention package for adolescent girls and young women (AGYW) and male sexual partners in high HIV incidence settings	Social protection interventions for AGYW in high HIV incidence settings	Provide psychosocial and mental health support services to affected individuals and families -Support strengthening of referral systems and access to health, including friendly community follow up and referral services/support services, to provide psychosocial and mental health support services to affected individuals and families	3 Districts (Pader, kitgum, and Dokolo)	Community Level	188,572,773

Budget Line No.	Module	Intervention	Description of Activities	Districts of coverage	Level of implementation	Total Allocation
15	Prevention package for adolescent girls and young women (AGYW) and male sexual partners in high HIV incidence settings	HIV prevention communication, information and demand creation for male sexual partners of AGYW in high HIV incidence settings	Roll out Protect the Goal and Yeah Campaign for social behavioural change for in and out of school AGYW to accelerate access to services that maximize ART uptake and retention; by scaling-up age & audience-specific SBCC messaging on HIV prevention among AGYW	3 Districts (Pader, kitgum, and Dokolo)	Community Level	17,009,217
16	Prevention package for adolescent girls and young women (AGYW) and male sexual partners in high HIV incidence settings	HIV prevention communication, information and demand creation for male sexual partners of AGYW in high HIV incidence settings	Roll out Protect the Goal and Yeah Campaign for social behavioural change for in and out of school AGYW to accelerate access to services that maximize ART uptake and retention; by scaling-up age & audience-specific SBCC messaging on HIV prevention among AGYW	3 Districts (Pader, kitgum, and Dokolo)	Community Level	102,680,451
22	Prevention package for adolescent girls and young women (AGYW) and male sexual partners in high HIV incidence settings	HIV prevention communication, information and demand creation for male sexual partners of AGYW in high HIV incidence settings	Conduct comprehensive community dialogues for AGYW's male partners and adolescent boys above 17 years on comprehensive prevention services for AGYW and male partners who are found to be HIV negative	3 Districts (Pader, kitgum, and Dokolo)	Community Level	151,396,824
48	Reducing human rights-related barriers to HIV/TB services	Legal literacy ("Know Your Rights") (HIV/TB)	Training workshops on human rights, legal literacy and empowerment interventions for, AGYW, ABYM in all their diversity	3 Districts (Pader, kitgum, and Dokolo)		15,899,853
163	Differentiated HIV Testing Services	Facility-based testing for key population (KP) programs	Facilitate screening, follow-up, linkage and psychosocial support on testing and counselling, including assisted partner notification and index testing through outreaches (emphasis on strengthening linkage and index testing services conducted among vulnerable populations)	3 Districts (Pader, kitgum, and Dokolo)	171,842	39,856,507
164	Differentiated HIV Testing Services	Facility-based testing for key population (KP) programs	Facilitate HIV testing in family planning clinics, KP-friendly clinics and DICs - through outreaches	3 Districts (Pader, kitgum, and Dokolo)	52,042	12,070,576
165	Differentiated HIV Testing Services	Community-based testing for KP programs	Facilitate Outreaches/mobile (including index-testing), door-to-door, fixed community sites, workplace, and HIV testing in educational institutions.	3 Districts (Pader, kitgum, and Dokolo)	30,169	6,997,435
166	Differentiated HIV Testing Services	Self-testing for KP programs	Facilitate demand creation for self-testing through door-to-door, community peers, brothel managers radio programs, community dialogues and sex worker symposiums (virtual and physical)	3 Districts (Pader, kitgum, and Dokolo)	110339	25,591,764
167	Differentiated HIV Testing Services	Self-testing for KP programs	Facilitate distribution of self-test kits at facility, community and DICs -through outreaches	3 Districts (Pader, kitgum, and Dokolo)	74,335	17,241,185
168	Differentiated HIV Testing Services	Self-testing for KP programs	Facilitate health workers and DIC human resource to undertake targeted outreaches to support HIV testing in KP-friendly clinics	3 Districts (Pader, kitgum, and Dokolo)	99,980	23,189,005

Budget Line No.	Module	Intervention	Description of Activities	Districts of coverage	Level of implementation	Total Allocation
169	Differentiated HIV Testing Services	Facility-based testing outside of key population (KP) and adolescent girls and young women (AGYW) programs	Support to adherence clubs / peers to link clients to HIV testing, treatment and care for those found positive and provide linkage to prevention services for those found negative	3 Districts (Pader, kitgum, and Dokolo)	74,335	17,241,185
170	Differentiated HIV Testing Services	Community-based testing for KP programs	Undertake outreaches (including index-testing), door-to-door, fixed community sites, workplace, and HIV testing for vulnerable populations.	3 Districts (Pader, kitgum, and Dokolo)	239,101	55,456,582
	Total Program cost					4,355,332,890
	Total Admin costs					653299933.6
	Total Amount					5,008,632,824

APPENDIX IV: ACTIVITIES TO BE IMPLEMENTED

Budget Line No.	Description of Activities
1	Facilitate out of school tournaments in order to mobilize AGYW and ABYM for health services
2	Facilitate out of school tournaments in order to mobilize AGYW and ABYM for health services
3	Conduct community dialogues aimed at addressing harmful social and cultural norms, perceptions, and practices, gender and other structural factors that drive the HIV epidemic at multiple levels- individual, couple, family, community, and society.
4	Support to GBV response (SASA) aimed at addressing harmful social and cultural norms, perceptions, and practices, gender and other structural factors that drive the HIV epidemic at multiple levels- individual, couple, family, community, and society, including PSEAH
5	Support to GBV response (SASA) aimed at addressing harmful social and cultural norms, perceptions, and practices, gender and other structural factors that drive the HIV epidemic at multiple levels- individual, couple, family, community, and society, including PSEAH - Conduct biannual reflection meetings for GBV responders from 24 districts
6	Facilitate the AGYW peers and mentors with monthly stipend to get commodities from communities to facilities and back to safe spaces.
7	Conduct outreaches/mobile clinics/door-to-door HIV testing/fixed community sites like youth centres, workplace, markets, boda-boda stages and educational institutions (including index testing, HIV testing/ TB identification and management services provided by lay providers.), (1 outreach in each of the 10 sub counties every month for three years) in the targeted 24 districts and TB identification and management services provided by lay providers.
8	Organise and use of Idea generation and SRH Adolescent Innovation Camps (training and SSP) targeting 200 girls per semester per year per district in 24 districts
9	Organise and use of Idea generation and SRH Adolescent Innovation Camps (training and SSP) targeting 200 girls per semester per year per district in 24 districts
10	Provide socio-economic enablers for AGYW to adhere to treatment and retention in the program through Vocational skilling of AGYW (training and SSP) targeting 100 girls per semester per year per districts in 24 districts
11	Provide socio-economic enablers for AGYW to adhere to treatment and retention in the program through Vocational skilling of AGYW (training and SSP) targeting 100 girls per semester per year per districts in 24 districts
12	Comprehensive training for Peers and mentors carrying out referrals to HIV/STI prevention, testing, treatment, care and clinical monitoring, hepatitis B vaccination, other Primary Health Care (PHC) services (using the adapted HIV ambassadors toolkit), screening tool and supervision of implementation, life skills, personal risk assessment, risk reduction counselling and HIV/TB prevention methods;
13	Reduce stigma and discrimination against AGYW accessing SRHR/HIV services through Y+ campaign

Budget Line No.	Description of Activities
14	Provide psychosocial and mental health support services to affected individuals and families -Support strengthening of referral systems and access to health, including friendly community follow up and referral services/support services, to provide psychosocial and mental health support services to affected individuals and families
15	Roll out Protect the Goal and Yeah Campaign for social behavioural change for in and out of school AGYW to accelerate access to services that maximize ART uptake and retention; by scaling-up age & audience-specific SBCC messaging on HIV prevention among AGYW
16	Roll out Protect the Goal and Yeah Campaign for social behavioural change for in and out of school AGYW to accelerate access to services that maximize ART uptake and retention; by scaling-up age & audience-specific SBCC messaging on HIV prevention among AGYW
22	Conduct comprehensive community dialogues for AGYW's male partners and adolescent boys above 17 years on comprehensive prevention services for AGYW and male partners who are found to be HIV negative
28	Contact tracing, and evaluation of PBC (both DS and DR TB) contacts for treatment for active or latent TB.
48	Training workshops on human rights, legal literacy and empowerment interventions for , AGYW, ABYM in all their diversity
163	Facilitate screening, follow-up, linkage and psychosocial support on testing and counselling, including assisted partner notification and index testing through outreaches (emphasis on strengthening linkage and index testing services conducted among vulnerable populations)
164	Facilitate HIV testing in family planning clinics, KP-friendly clinics and DICs - through outreaches
165	Facilitate Outreaches/mobile (including index-testing), door-to-door, fixed community sites, workplace, and HIV testing in educational institutions.
166	Facilitate demand creation for self-testing through door-to-door, community peers, brothel managers radio programs, community dialogues and sex worker symposiums (virtual and physical)
167	Facilitate distribution of self-test kits at facility, community and DICs -through outreaches
168	Facilitate health workers and DIC human resource to undertake targeted outreaches to support HIV testing in KP-friendly clinics
169	Support to adherence clubs / peers to link clients to HIV testing, treatment and care for those found positive and provide linkage to prevention services for those found negative
170	Undertake outreaches (including index-testing), door-to-door, fixed community sites, workplace, and HIV testing for vulnerable populations.

APPENDIX V: BUDGET TEMPLATE

PROGRAMMATIC/ ACTIVITY BUDGET												
Budget line	Activity description	Budgeting assumptions							Scheduling of expenditure (State amount to be spent in each quarter)			
Note: As per Appendix III	Note: As per Appendix III	Cost input	Unit cost	Quantity	Unit of measure	Freq.	Unit of frequency	Amount	Q1	Q2	Q3
43	Conducting community sensitizations on Human rights, roles and responsibilities of duty bearers and rights holders	Facilitators Honorarium	80,000	2	People	2	Days	320,000				
		Facilitators transport	20,000	2	People	1	Once	40,000				
		Participants transport refund	20,000	20	Participants	2	Days	800,000				
		Meals for participants	10,000	20	Participants	2	Days	400,000				
		Airtime for mobilization	5,000	1	Once	1	Once	5,000				
		Hall Hire	100,000	1	Hall	2	Days	200,000				
		Vehicle Hire	150,000	1	Vehicle	2	Days	300,000				
		Fuel for Hired vehicle (Petrol)	3,500	15	Liters	1	Once	525,000				
	Coordinators per diems	100,000	1	Person	3	Nights	300,000					
Sub-total								2,890,000				
44											
Sub-total												
ADMINISTRATIVE COSTS (15% OF PROGRAM COSTS)												
No.	Items	Unit cost	Quantity	Frequency	Duration	LoE				
1.												
Sub-total												
Grand Total												
<i>Please note: Figures inserted in the budget template are for illustrative purposes only.</i>												

APPENDIX VI: TABLE OF CURRENT DONORS

The table format below should summarize current donors, activities funded by respective donors, contract amounts, implementation periods, target population and geographical coverage

Name of current donors	Contract amounts	Implementation periods	Activities funded	Target population	Geographical coverage

APPENDIX VII: LIST OF DOCUMENTS REQUIRED FOR DUE DILIGENCE

- 1. Monitoring and Evaluation**
 - i. M&E plan
 - ii. Data collections tools (HMIS & organizational)
 - iii. M&E Database
 - iv. Evidence of regular activity planning & reporting - Work plans (annual work plan, Departmental plans), activity reports
 - v. M&E Data flow/Reporting structure
 - vi. Evidence of program reviews and evaluations
 - vii. Evidence of reporting to Donors/MoH.
 - viii. Evidence of programmatic reviews
 - ix. Performance review reports
 - x. Activity reports

 - 2. Procurement and Asset Management**
 - i. Procurement manual
 - ii. Procurement plan
 - iii. Procurement committee
 - iv. Procurement minutes
 - v. Physical and technological infrastructure – access, use, security of IT systems – computers, internet and telephone reliability, office space, vehicles & motorcycles. Records of repairs and maintenance, insurance renewals where applicable

 - 3. Financial, Audit Management and Systems**
 - i. Finance manual, audit manual
 - ii. Finance/Accounts staff, CVs and qualifications – Level of Effort on (LoE) project
 - iii. Approved annual budget aligned with strategic plan & used to guide expenditures
 - iv. Documents – ledgers, cash books, receipt books, Trial balance
 - v. Internal Audit plan and reports
 - vi. External Audit reports for the past 3 years
 - vii. Funding sources and implementation progress reports
 - viii. Grant specific bank accounts & signatories
 - ix. Payrolls
 - x. Financial/Audit Risk management plan
 - xi. Risk Register
 - xii. Fixed Asset Register
 - xiii. Fraud policy

 - 4. Governance and Program Management**
 - i. Constitution of Organization
 - ii. Registration certificate.
 - iii. Tax clearance certificate (Ignore for now)
 - iv. Organizational Strategic plan
 - v. Board Charter
 - vi. Evidence of Management oversight
-

- Board meeting minutes over the past one year
 - Management meeting minutes over past one year
 - Staff meeting minutes over past one year
- 5. Human Resource:**
- Human Resource policy/manual, Staff code of conduct
 - Organizational structure
 - Daily Attendance register
 - Advert
 - Staff file: Appointment letters for key staff, CVs, Offer Letter, Acceptance letters, JDs, Passport photo, appraisals, Academic documents, Application letter, Interview results/report, contract, etc.
 - Staff training lists in key capacity areas
 - Staff leave forms and delegation notes
- 6. Strategic documents**
- i. National strategic documents
 - National Health Sector Development Plans
 - HIV policies, relevant bills/laws etc)
 - ii. Evidence of strategic partnerships with served population groups, NGOs, local governments, line Ministries, Donors (meeting minutes, agreements/MoUs).
 - iii. Evidence of management of Sub-grantees/ implementing agencies