

## Population Services International

### Request for Proposals

#### Evaluation and Learning Partner

<b>Request for proposal number</b>	2020_A360_06
<b>To provide</b>	Evaluation and learning services
<b>Issue date</b>	15/09/2020
<b>Deadline for requests for clarification</b>	23/09/2020 midnight EST
<b>Requests for clarification submission instructions</b>	Submit requests for clarification by email to: <a href="mailto:a360procurement@psi.org">a360procurement@psi.org</a>
<b>Responses to requests for clarification</b>	24/09/2020 midnight EST
<b>Deadline for submission</b>	02/10/2020 midnight EST
<b>Bid submission instructions</b>	Submit bids by email to: <a href="mailto:a360procurement@psi.org">a360procurement@psi.org</a>
<b>Notification of decision</b>	16/10/2020 midnight EST
<b>Intended date services will commence</b>	As soon as contract is signed

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#### Part 1: Bidding instructions and procedures

1. The RfP will be sent out to specific organizations and published on 9/15/2020
2. Bidders prepare bids at their own risk and expense; costs incurred will not be reimbursed.
3. Bids must be submitted in English and US Dollars.
4. All requests for clarification and bids must be submitted as per the instructions stated above.
5. PSI is under no obligation to consider or respond to requests for clarification or bids received after these dates.
6. Bidders must be prepared to commence work on the date stated above.
7. Bids must comprise a technical proposal, financial proposal and confidentiality / non-disclosure agreement.
8. **The technical proposal must comprise:**
  1. Capability statement
    - A summary of the bidder's relevant experience.
    - The bidder's geographical overlap with the project.
    - Bios on the bidder's key technical and research personnel at a global and local level.
    - Any potential conflict of interest disclosures and mitigation measures.
  2. Proposed approach
    - Description of the proposed approach to the RfP's scope of work.
    - How the approach will accommodate protracted restrictions on travel to the field.
  3. References
    - A minimum of 2 references from NGO clients for relevant work.
9. **The financial proposal must detail:**
  1. Staff / consultants, scopes of work, number of days and daily rates.
  2. Any non-personnel costs and the justification for them.
  3. Any relevant charges imposed under the law such as taxes, duties, fees and levies.
  4. Proof of sound financial viability demonstrated by copies of audited accounts.

5. Copies of statutory requirements (legal registration-Certificate of Incorporation/registration, Business Permit, Tax compliance, PIN/VAT, etc.) and registered office physical location (Show proof of Tenancy).
10. For services performed in executing this SOW, the consultant will be paid no more than \$1,000,000.
11. The technical and financial proposals must remain valid for 90 days after the submission date.
11. Bidders must submit a signed confidentiality / non-disclosure agreement.
12. Bids must be signed by an authorized employee using a written or verified digital signature.
13. PSI reserves the right to change the bidding instructions or scope of work; should it do so, the RfP will be updated and bidders notified through a public posting.
14. Bidders are responsible for any errors; however, minor errors such as spelling, transpositions, and arithmetic errors will not prejudice the evaluation of a bid.
15. PSI will evaluate the bids based on value for money, not cost alone.
16. Bids will be evaluated based on:
  1. The relevance and depth of the bidder's experience.
  2. The capacity of the key technical personnel.
  3. The quality of the approach proposed.
  4. The cost.
17. PSI has no legal obligations towards the winning bidder until a contract is signed and executed.
18. The winning bidder will be subject to the terms and conditions contained in the Consulting Services Agreement (Part 3).

## Part 2: Background

1. Adolescents 360 (A360) is an adolescent sexual and reproductive health programme funded by the Gates Foundation and CIFF. More information can be found at [www.a360learninghub.org](http://www.a360learninghub.org).
2. The current project ends September 2020; a follow-on project will commence October 2020.
3. A360 currently spans Ethiopia, southern and northern Nigeria, and Tanzania; however, under the follow-on project Tanzania will phase out by end of 2021 and Kenya will start up in 2020.
4. Each of the current geographies has a different intervention; these are Smart Start in Ethiopia, 9ja Girls in predominantly southern Nigeria, MMA in predominantly northern Nigeria and Kuwa Mjanja in Tanzania.
5. Kenya will seek to replicate the MMA and Kuwa Mjanja interventions in three target counties (Kilifi, Narok, and West Pokot), adapting to the local context where necessary.
6. Each intervention targets specific segments of adolescent girls, recognizing it is impossible to serve all adolescent girls; these segments are rural married adolescents (Ethiopia), peri-urban married adolescents (northern Nigeria), urban and peri-urban adolescent girls (southern Nigeria), rural and peri-urban adolescent girls (Tanzania).
7. Although each intervention differs, they have all been shaped by similar design insights and all employ human centred design, adaptive implementation, aspirational programming and meaningful youth engagement.
8. The focus of the follow-on project is making adaptations to strengthen the interventions and integrating the interventions into government health systems for scale and sustainability.
9. Each A360 country/region implements a complex intervention combining sexual and reproductive health information, counseling, and services, with low intensity life skills and economic empowerment components. These skills and economic empowerment components differ from intervention to intervention, but each is intended to support self-efficacy and the acquisition of skills such as the ability to plan and set goals, positive beliefs about the future, and positive identity. For instance, one intervention includes goal setting, life skills, demonstration of a vocational skill and an opportunity to practice the skill, while another includes financial planning coaching to help adolescent girls and their husbands think through their goals, the cost associated with these and how they might reduce expenses and increase savings to achieve their goals.
10. These low intensity economic empowerment components are intended to inspire rather than empower. However, they have played an important role in fostering the acceptance of girls, key influencers, and communities, mobilizing adolescent girls and demonstrating the relevance of contraception to their self-defined goals.
11. The follow-on project comprises three workstreams:
  - i. Strengthening key components of A360's interventions (contraceptive continuation, enabling environments and male engagement, and girls' economic empowerment) using human centred design.

- ii. Integrating A360's interventions into government institutions using systematic scale-up practices, so that implementation can be run by government actors at large-scale by the final years of the project.
  - iii. Replicating A360's interventions in Kenya using human centred design to adapt the interventions to the local context.
12. Cutting across these workstreams is a comprehensive research and learning agenda to ensure A360 contributes to the global evidence base. Illustrative research areas are provided below:
- i. **Contraceptive continuation:** What are the predictors of discontinuation among adolescent girls? What strategies to strengthen the quality of counselling and management of side-effects improve 12-month continuation rates among adopters of modern contraception? What strategies to strengthen follow-up and referrals across multiple service delivery sites and product outlets improve 12-month continuation rates among adopters of short-term methods?
  - ii. **Enabling environment / male engagement:** What strategies to strengthen the enabling environment improve demand for modern contraception? What strategies to strengthen the enabling environment improve 12-month continuation rates among adopters of modern contraception?
  - iii. **Economic empowerment:** What impact do A360's group-based events have on adolescent girls' knowledge, agency and productive assets? Which girl-friendly design elements can be added to third-party vocational skills and livelihoods training programs to improve outcomes for adolescent girls? What impact do adolescent empowerment collectives have on adolescent girls' knowledge, agency and productive assets?
  - iv. **Offering holistic services through referrals:** How can referrals be made across multiple sites in low-resource settings with limited digital penetration? What is the most effective way to close the loop and generate data on uptake of referrals and outcomes of referrals? What can referral tracking tell us about our users' journeys, continuation and integrated services?
  - v. **Integration into government systems:** What is the minimum viable product that can be integrated into government health systems? Can this simplification be done without losing fidelity to the original design and effectiveness? Can any trade-off between integration and effectiveness be quantified? What strategies to promote user-centred care within government health systems are effective, scalable and sustainable? What performance management strategies are effective at improving productivity, quality and fidelity?
  - vi. **Process:** What contribution has HCD made to designing and iterating effective solutions? What is the relationship between HCD and adaptive implementation? How can a HCD skillset, process and mindset be built with government? How has A360 approached systematic scale-up? How has A360 approached meaningful youth engagement? What does effective replication of A360 interventions entail? What supportive supervision is required to integrate A360's interventions within government systems?
13. The current project has an external evaluation comprising a process evaluation led by Itad, an outcome evaluation led by LSHTM and a cost-effectiveness study led by Avenir Health. Details of this, the baseline and the process evaluation findings can be found [here](#).

### Part 3: Scope of work

1. A360 is seeking an evaluation and learning partner to:
  - i. Serve as an external thought partner.
  - ii. Generate additional evidence on the effectiveness of adaptations.
  - iii. Generate additional evidence on progress along A360's integration pathway (see Annex).
  - iv. Support the replication of A360 in Kenya.
  - v. Monitor changes in design and execution, and the operational context.
2. **Objective 1:** To serve as an external thought partner.
  - i. Lead the participatory development of segment-specific empowerment and economic empowerment indicators with adolescents and key stakeholders (*Once; Ethiopia, Kenya, Nigeria, and Tanzania*).
  - ii. Facilitate A360's annual pause and reflect moments (*Annual; throughout; at global level*).
  - iii. Facilitate A360's global advisory panel meetings (*Quarterly; throughout; at a global level*).
3. **Objective 2:** To generate additional evidence on the effectiveness of adaptations.
  - i. Conduct user journeys mapping to generate insights into mobilisation pathways, fidelity to the intended design, drivers of (dis)continuation, and the uptake and outcome of referrals (*Annual, throughout, Ethiopia, Kenya, and Nigeria*).
  - ii. Conduct sense making workshops with stakeholders to interpret findings and agree on the implications (*Annual, throughout, Ethiopia, Kenya, and Nigeria*).
4. **Objective 3:** To generate additional evidence on progress along A360's integration pathway (see Annex).
  - i. Conduct interviews with government stakeholders to generate insights into progress towards integration of A360 interventions, including on enablers and inhibitors to integration (*Annual; from 2022; Ethiopia and Nigeria*).
  - ii. Evaluate the fidelity of government-led implementation of A360 interventions to the original intervention design (*Annual; from 2022; in each country, Ethiopia and Nigeria*).
  - iii. Conduct annual sense-making workshops with stakeholders to interpret findings and agree on the implications (*Annual; from 2022; Ethiopia and Nigeria*).
5. **Objective 4:** To support the replication of A360 in Kenya.
  - i. Analyze and document the HCD process being employed to test the relevance of A360's interventions to the replication contexts and adapt the interventions accordingly. Highlight where the design insights align and diverge from A360's original design insights (see Annex) (*Ongoing; 2020-2021; Kenya*).
  - ii. Elicit and document learning relating to replication (*Annual; throughout; Kenya*).
6. **Objective 5:** To monitor changes in design and execution, and the operational context.
  - i. In close collaboration with Senior SRH Advisor (Implementation Science & Learning), develop a practical adaptive implementation tool for country teams to: document what aspects of their intervention are core versus periphery and why; capture emerging and evolving insights; document adaptations made, the insights behind them and their impact; and reflect on the implications for what is understood to be core. (*Once; Q4 2020; global level*).
  - ii. Support the country teams to monitor and document A360-led adaptations and government-led adaptations (*Twice a year; throughout; Ethiopia, Kenya, Nigeria, and Tanzania*).
  - iii. Evaluate the fidelity of A360-led implementation and government-led implementation (*Twice a year; throughout; Ethiopia, Kenya, Nigeria, and Tanzania*).
  - iv. Make evidence-based recommendations for course corrections (*As required*).
7. Some activities may be combined such as sense-making workshops and annual pause and reflect moments.
8. Bidders must have experience of:
  - i. Process and / or developmental evaluation.
  - ii. Mixed methods and participatory research.
  - iii. Human centred design and adaptive implementation.
  - iv. Sexual and reproductive health.
  - v. Adolescents and youth.
  - vi. Public sector strengthening.
  - vii. Economic empowerment.
  - viii. Systematic scale-up
9. All support must adhere to the protocols in place to mitigate the risk of contracting or spreading coronavirus.
10. Bidders must share PSI's values and be aligned with its mission.

**Consulting Services Agreement  
Between Population Services International and [Name of Firm]  
Purchase Order # \_\_\_\_\_**

This Consulting Agreement ("Agreement") is entered into as of [DATE] (the "Effective Date"), by and between " ) between **POPULATION SERVICES INTERNATIONAL**, of P.O BOX 14355-00800, Nairobi, Kenya ("PSI"), and [Name of firm] ("[short name of firm or acronym]" or "Consultant"), [ADDRESS] (together, the "Parties").

**PREAMBLE**

A. PSI wishes to engage Consultant, and Consultant agrees to be engaged by PSI, to perform the services identified in Section 1 of this Agreement ("Scope of Work").

B. The Parties have determined that Consultant will perform those services as an independent contractor, and not as an employee, in that the services to be provided require Consultant to exercise its independent judgment as to the time, place, manner and method of performance to accomplish the objectives desired by PSI.

The Parties hereby agree as follows:

**1. Services.**

Consultant will perform the services detailed in the Scope of Work attached as Annex 1 to this Agreement (the "Services"). Consultant will make qualified employees available to perform the Services as and when requested, and for reasonable periods of time. *[Could name specific employees here who will provide services, if appropriate, and require prior approval of PSI for any proposed changes in such employees.]* In performance of the Services, Consultant shall at all times comply with all applicable PSI policies and procedures. The Consultant shall also, at its own expense, comply with all laws, rules and regulations applicable to its performance of the Services hereunder.

**2. Term of Agreement.**

The term of the Agreement will commence on the Effective Date and will expire on XXXXXX unless extended by agreement of the Parties in accordance with Section 21 herein or terminated in accordance with Section 16 herein (the "Term"). PSI will not be obligated to pay Consultant for any work performed or expenses incurred outside the Term.

**3. Compensation.**

[Option 1: For Services performed during the Term, Consultant will be paid in accordance with the rates set forth in Annex 2 hereto *[Annex 2 should list Consultant's employees and their daily or hourly rates (and overhead or indirect rates, as appropriate)]*.]; or

[Option 2: For Services performed during the Term, Consultant will be paid a fixed fee of US\$XXXX (the "Fixed Fee"). The budget for the Services is included in Annex 2 hereto.]

Consultant's fees will be paid monthly based on invoices submitted [for days worked or work completed]. The total compensation paid to Consultant under this Agreement will be up to and under no circumstances shall exceed US\$XXXX.

**4. Tax Reporting.**

PSI will not deduct or withhold any taxes from amounts paid to Consultant under this Agreement. Consultant will be solely liable without reimbursement from PSI for payment of any taxes or contributions as required by applicable laws, rules and regulations of the United States or any state or locality thereof, or any other jurisdiction(s) which may assert the right to collect taxes from Consultant. PSI will report all payments made to Consultant to the Internal Revenue Service (IRS) and on Consultant's IRS Form 1099. If Consultant is not an entity organized under the laws of the United States, the reporting of all payments to the proper government authorities will also be the sole responsibility of the Consultant. **(Resident withholding tax is withheld at source based on Kenyan law.)**



## 5. Expenses.

PSI will reimburse Consultant for reasonable, necessary and properly documented expenses incurred by Consultant's employees in connection with the performance of the Services, in accordance with the established policies of PSI and, where applicable, the policies of the relevant donor agency.

In addition to the consulting fee, and where applicable, Consultant's employees will be entitled to per diem rates in USD commensurate with the prevailing published per diem rates of the U.S. Department of State, to cover meals, incidental expenses and lodging, not to exceed US\$XX. Allowable and documented other direct expenses will be covered in accordance with the policies of PSI and where applicable, policies of the donor agency. Other direct expenses to be covered are limited to work-related travel and travel-related expenses including taxis.

Any allowable other direct expenses exceeding \$25 must be supported with original receipts and be a part of the Consultant's invoices.

## 6. Payment.

[a] Invoices. Payment to Consultant will be based on invoices submitted to [Assignment Manager], [Title]. All invoices must be accompanied by a detailed Status Report, containing an itemized description of work performed and tasks completed. The Status Report and invoice templates to be used are attached hereto as Annex 3. Invoices without a completed status report will not be accepted by PSI. All expense claims over \$25 must be supported with original receipts attached to the invoice. [All financial reports should reference Purchase Order No. \_\_\_\_\_.] Copies of financial reports and invoices should be sent to PSI, Accounts Payable, 1120 Nineteenth Street, NW, Suite 600, Washington, DC 20036.

[b] Manner. Payment under this Agreement will be made by [check/wire transfer] to Consultant.

[c] Schedule. Payment will be made within 30 days of receipt and acceptance by PSI of required invoices and deliverables.

## 7. Independent Contractor.

[a] Consultant acknowledges that it is an independent contractor, it is not an agent of PSI, and it has no authority, express or implied, to assume or create any obligations on behalf of PSI.

[b] Consultant understands and acknowledges that performance of the Services may expose its employees to a variety of risks and dangers including, without limitation, disease or infection, acts of terrorism, hostage taking, other physical violence or threats to safety, theft, armed conflict, or civil unrest. These risks could result in injury, illness, temporary or permanent disability, property or financial loss, psychological trauma, or death. Consultant agrees that it will take full responsibility for its employees who are performing Services under this Agreement and that its employees have agreed to undertake any assignment under this Agreement voluntarily, and with full knowledge of its risks and dangers. Consultant further agrees that it will:

[i] take full personal responsibility for its employees' safety, security and health;

[ii] freely assume all risk of harm to or loss of health, life or property for its employees;

[iii] release and forever discharge PSI (including its directors, officers, employees, agents and insurers) from any and all costs, claims, losses, damages, or liability of any nature arising in connection with any injury, illness, physical or mental trauma, property or financial loss, disability or death Consultant's employees may suffer as a result of performance of the Services for PSI; and

[iv] secure from each of its employees performing Services under the Agreement a written release and discharge forever of PSI (including its directors, officers, employees, agents and insurers) from any and all costs, claims, losses, damages, or liability of any nature arising in connection with any injury, illness, physical or mental trauma, property or financial loss, disability or death Consultant's employees may suffer as a result of performance of the Services for PSI.

## 8. Travel, Medical and Evacuation Insurance and Security Training

Consultant's employees, prior to mobilization, must be in possession of travel, medical and evacuation insurance which is valid through the Term of this consultancy and be sufficient to provide for emergency air transport from the country(ies) of assignment to his/her country of domicile.

In addition and prior to mobilization Consultant shall certify in writing that each of its employees performing Services under the Agreement is in possession of such insurance and shall provide emergency contact details. (See form of certification at Annex 5)

It is the Consultant's responsibility to ensure that where its employees are required to travel internationally for terms longer than six (6) months that, **prior to mobilization**, such employees have completed appropriate security awareness training applicable to the country of assignment.

By signing this agreement the Consultant certifies that its employees have completed such security awareness training.

#### **9. Non-Solicitation.**

During the Term, and for a period of one (1) year thereafter, Consultant will not directly or indirectly solicit or induce, or attempt to solicit or induce, any PSI employee or consultant to leave his/her employment or consultancy with PSI for any reason whatsoever.

#### **10. Work Product.**

Consultant acknowledges that any work conceived, designed or produced in the course of performing or providing the Services (including, without limitation, services, deliverables, copyrightable works, technical or other data, and intangible property of all kind) is the sole and exclusive property of PSI ("Work Product"). Consultant waives any rights, including intellectual property rights, in all Work Product, and will not distribute or make any other use of Work Product outside PSI without PSI's express written authorization. Consultant hereby assigns to PSI all right, title and interest in any Work Product, and/or any other work conceived, designed or produced by Consultant's employees performing Services under this Agreement, alone or with others, in the course of, or as a result of, this consultancy with PSI, and agrees to execute and deliver to PSI any additional documents that may be necessary to effectuate such assignment.

#### **11. Return of Property.**

At the end of the Term, or at any time upon PSI's request, Consultant will return to PSI (i) all keys, passwords, and any other access devices in the possession or control of Consultant's employees that may be used for any PSI office, warehouse, safe, or equipment, including computers and other electronic equipment; (ii) all documents or copies of documents, or material of any nature, whether stored electronically, in hard copy, or by any other means, in the possession or control of Consultant's employees, that belong to PSI, contain or are derived from PSI's confidential or proprietary information (as specified in Section 11), or relate in any way to PSI, any of PSI's activities or operations, or any of its employees; and (iii) all other PSI property including, without limitation, physical and financial assets, bank accounts, credit, debit or charge cards, funds, computer hardware and software and other equipment.

#### **12. Confidentiality.**

Consultant acknowledges that any information obtained by its employees in performing this Agreement regarding PSI's operations, products, services, policies, systems, programs, procedures, employees, strategies, research, budgets, proposals, finances, plans, donor or business relationships, or any other aspect of its business that is not generally known to the public, is confidential and proprietary. During and after the Term, Consultant and its officers, directors, employees and any other agents will hold such information secret and will not: (i) use such information for any purpose other than performance of this Agreement; or (ii) disclose such information, directly or indirectly, to anyone outside PSI, without in each instance the prior written consent of PSI.

#### **13. Representations.**

Consultant represents and warrants that (i) all information provided by Consultant to PSI regarding the qualifications of its employees and of Consultant as an entity is true and correct in all material respects; (ii) the Services will be performed in a professional and workmanlike manner; (iii) Consultant is not restricted in any way, by agreement or otherwise, from entering into this Agreement and performing the Services, and there are no actual or potential conflicts of interest in Consultant's engagement by PSI; (iv) the work produced under this Agreement will constitute the original work of Consultant's employees, and will not infringe any copyright, trade secret, contract or other

intellectual property, proprietary or personal rights of any person, and will be free of any liens, encumbrances or other claims; and (v) Consultant is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this consultancy by any Federal department or agency.

#### 14. Legal Compliance.

In addition to all other laws applicable to Consultant and/or the Services,

[a] Consultant agrees that its officers, directors, employees or any other agents will not pay, offer or promise to pay, or authorize anyone else to pay or offer to pay money or anything of value to a foreign official, political party or party official, or any candidate for foreign political office, directly or indirectly, including through agents or intermediaries, with the intent to induce the recipient to misuse his/her official position to obtain or retain business for PSI or to direct business to any other person; and

[b] Consultant understands and acknowledges that U.S. Executive Orders and laws prohibit transactions with, and the provision of material support or resources to, individuals and organizations associated with terrorism. It is the legal responsibility of Consultant to ensure compliance with these Executive Orders and laws.

[c] Should Consultant have any concerns related to fraud, waste, abuse or corruption under this Contract; either with their employees or anyone working for, or affiliated with PSI, Consultant should report allegations and concerns to the PSI Country Representative or through PSI's third-party whistleblower hotline, EthicsPoint. The website for reporting is: [www.psi.ethicspoint.com](http://www.psi.ethicspoint.com).

#### 15. Liability.

Consultant will not be liable to PSI, or to anyone who may claim any right due to any relationship with PSI, for any acts or omissions by Consultant's employees in the performance of the Services, except where such acts or omissions are due to the negligence or the willful or intentional misconduct of Consultant's employees. PSI will hold Consultant harmless for any obligations, costs, claims, judgments, attorneys' fees and expenses arising from the services performed by Consultant's employees under this Agreement, except when the same are due to the negligence or the willful or intentional misconduct of Consultant's employees.

#### 16. Termination.

[a] This Agreement may be terminated by either Party at any time prior to its scheduled expiration date without cause by thirty (30) days written notice. In the event of such termination, PSI will pay Consultant for the services performed by Consultant's employees prior to the effective date of termination. In addition, PSI will reimburse Consultant for its employees' travel time, if any, to their points of origin, and any days for final report preparation, all as specified in the notice of termination.

[b] This Agreement may be terminated by PSI at any time prior to its scheduled expiration date by written notice to Consultant in the event that Consultant materially fails to comply with any covenant contained in this Agreement. In the event of such termination, PSI will determine the extent to which Consultant's employees have satisfactorily delivered Services prior to the effective date of termination and will determine the extent to which fees, if any, are payable to Consultant for the services performed.

#### 17. Force Majeure.

In the event of **force majeure** - that is, an event not in existence on the Effective Date that is beyond the control and without the fault of either of the Parties, such as an act of God, natural or man-made disaster, strike, epidemic, lock-out, foreign or civil war, quarantine restriction or any other similar event, PSI shall be entitled to terminate the Agreement or any part thereof if the performance of the Services is prevented or significantly impaired by any such **force majeure**. In the event of such termination, Consultant shall be entitled to payment for Services completed and expenses incurred prior to termination, in accordance with this Agreement.

#### 18. Disputes.

[a] Any dispute arising out of this Agreement shall be resolved by arbitration before a single arbitrator in the city of Washington, D.C., in accordance with the rules of the American Arbitration Association. Judgment upon the award rendered by the arbitrator will be final and binding upon the Parties, and may be entered in any court of competent jurisdiction.



[b] If a judicial proceeding is brought by either Party to resolve a dispute that is subject to arbitration hereunder, or to challenge an arbitral award rendered hereunder, the defendant in that proceeding, if it prevails, will be awarded its costs and reasonable attorneys' fees. If a Party fails to comply with an arbitral award rendered hereunder, and the other Party seeks enforcement of the award in court, the plaintiff in that proceeding, if it prevails, will be awarded its costs and reasonable attorneys' fees.

#### **19. Notices.**

Except as otherwise specifically provided herein, any notice, request, document, or other communication submitted by either Party to the other under this Agreement will be in writing, by e-mail or fax, and will be deemed duly given or sent when delivered to such Party at the following address:

To PSI: Population Services International, Inc., 1120 Nineteenth Street, N.W., Suite 600, Washington, D.C. 20036 (Attention: XXXXX), Telephone: 202/785-0072, Telefax: 202/785-0120, and email: XXXXXX@psi.org

To Consultant: [Contact Name], [Full Mailing Address], Telephone: [XXX-XXX-XXXX], Telefax: [XXX-XXX-XXXX], and email: [Consultant@email.com].

Other addresses may be substituted for the above upon the giving of written notice to the other Party in accordance with this provision.

#### **20. Assignment.**

Neither this Agreement nor any of the duties and obligations under this Agreement may be assigned or subcontracted by Consultant without the prior written consent of PSI.

#### **21. Amendment.**

This Agreement may be amended only by a written instrument signed by the duly authorized representatives of both Parties.

#### **22. Partial Invalidity.**

If any provision of this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions will nevertheless continue in force without being impaired or invalidated in any way.

#### **23. Governing Law.**

This Agreement will in all respects be governed by and construed in accordance with the laws of the District of Columbia, United States of America, without regard to its conflicts of laws provisions.

#### **24. Survival.**

The following provisions shall survive the termination or expiration of this Agreement: Sections 9, 11-13, 15, 18, 19, and 23.

#### **25. Entire Agreement.**

This Agreement, including all Annexes, constitutes the entire agreement of the Parties with respect to the subject matter hereof, and supersedes all other agreements and understandings between the Parties, whether oral, written or electronic.

#### **26. Self-Certification.**

A. In accepting this Purchase Order (Supplier) certifies that:

1. It has not provided and will not provide material support or resources to any individual or entity that it knows or has reason to know is an individual or entity that advocates, plans, sponsors, engages in, or has engaged in terrorist activity, including but not limited to the

individuals and entities listed in the Annex to United States Government Executive Order 13224.

2. It is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal agency as outlined in United States Government Executive Order 12549 and United States Government 13 CFR 145.

IN WITNESS WHEREOF Population Services International and Consultant have each caused this Agreement to be executed on their behalf, as of the Effective Date.

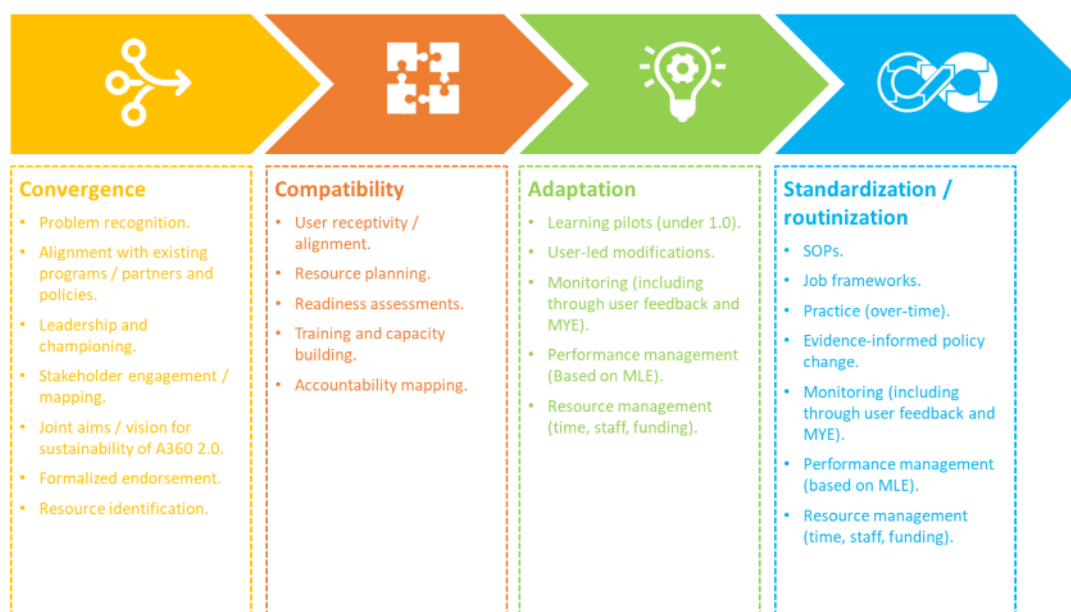
POPULATION SERVICES[CONSULTANT]  
INTERNATIONAL

\_\_\_\_\_  
SignatureSignature

\_\_\_\_\_  
Printed Name/Title Printed Name /Title

\_\_\_\_\_  
DateDate

## Integration Plans | Integration Pathway



## Integration Plans | Assessment framework

<b>Convergence</b> 	<b>1. There is convergence around the 'problem' and solution</b>	1a. There is recognition of teenage pregnancy as a problem. 1b. There is recognition of [insert A360 intervention] as a solution. 1c. There is alignment of [insert A360 intervention] with policy priorities. 1d. There is formalized endorsement of the solution.	1-4 1-4 1-4 1-4
	<b>2. There is institutional and partner convergence for solution integration</b>	2a. There is institutional receptivity for solution integration. 2b. There is partner receptivity for solution integration. 2c. There is a shared vision for sustaining [insert A360 intervention]. 2d. Public / other partner resources are identified for solution integration.	1-4 1-4 1-4 1-4
<b>Compatibility</b> 	<b>3. There is organizational compatibility for solution integration</b>	3a. There is organizational planning for solution integration. 3b. There is organizational capacity for solution integration. 3c. There is organizational accountability for solution integration. 3d. There is organizational resourcing for solution integration.	1-4 1-4 1-4 1-4
<b>Adaptation</b> 	<b>4. There is adaptation, learning, and evidence generated from solution integration</b>	4a. The integrated solution is piloted. 4b. The integrated solution is monitored. 4c. The integrated solution is course corrected (based on 4b and user feedback). 4d. Learning and evidence are documented.	1-4 1-4 1-4 1-4
<b>Standardisation / routinisation</b> 	<b>5. Solutions / elements are standardized and routinized into service delivery</b>	5a. The solution is integrated into SOPs. 5b. The solution is integrated into practice. 5c. The solution is integrated into policy. 5d. There is quality assurance of standards and routines (at SDP).	1-4 1-4 1-4 1-4
<b>Performance management</b> 	<b>6. There is joint accountability to guide performance management</b>	6a. There are accountable agents with clear roles and responsibilities. 6b. Accountable agents meet on a regular basis to assess performance. 6c. The content of meetings and decisions are documented with clear actions. 6d. There is regular feedback to state / regional authorities.	1-4 1-4 1-4 1-4

### A360's six dominant insights

<p><b>Anxiety and uncertainty about how to secure a stable future.</b></p>	<p><b>Misalignment between sexual behaviour, contraceptive use and identity.</b></p>	<p><b>Motherhood as the achievable dream.</b></p>	<p><b>Contraception as a threat to their dreams.</b></p>	<p><b>Isolation and mistrust.</b></p>	<p><b>Girls' complex connections to their mothers.</b></p>
<p>"My parents give me N100 for [all meals]. It's not enough. Not even enough for breakfast. So how do I eat? I need to take care of myself." -Unmarried girl, Nigeria</p>	<p>"I'm not having sex. He had sex with me!" -Unmarried girl, Nigeria</p>	<p>"If you don't have a job and can't continue your education, then having a child is the only profit you have." -Married girl, Ethiopia</p>	<p>"They say contraception is good, but not for me it's not good. It will destroy your womb." -Unmarried girl, Nigeria</p> <p>"The girl will be toad-jumping if contracepted- from one man to another." -Father of unmarried girl, Nigeria</p>	<p>"If a [unmarried] girl is sexually active, the community will hate her and isolate her." --Unmarried girl, Ethiopia</p>	<p>"My mom would understand, but she would scold me." -Unmarried girl, Nigeria</p>