



# USAID | UGANDA

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Issuance Date:	May 29, 2012
Deadline for submission of Questions:	June 11, 2012
Anticipated date of response to Questions:	June 20, 2012
Closing date for Expression of Interest Submission:	June 28, 2012
Closing Time:	4 pm (EDT) Washington, D.C.
Closing Date for Full Application Submission:	To Be Determined
Anticipated Announcement and Award Dates:	October 15, 2012
Place of Performance:	Uganda

**Subject: Request for Application (RFA) Number RFA-617-12-000007: “USAID/Uganda Advocacy for Better Health Program”**

The United States Agency for International Development (USAID) Uganda is seeking applications to fund one or more organizations through a Cooperative Agreement for a five (5) year USAID/Uganda Advocacy for Better Health program in Uganda as described in Section I of this RFA. The authority for the RFA is found in the Foreign Assistance Act of 1961, as amended. Subject to the availability of funds, USAID intends to provide approximately \$15,000,000 in total USAID funding to be allocated over the 5 year period. USAID reserves the right to fund any or none of the applications submitted and expects one award as a result of this solicitation; however, more than one award may result.

This solicitation is limited to regional competition, under which any type of organization, large or small, commercial (for profit) firms, faith-based, and non-profit organizations in partnerships or consortia from East African region, are eligible to compete. The local (or regional) organization must perform at least 51% of the work in direct support of the Advocacy for Better Health program. In accordance with the Federal Grants and Cooperative Agreement Act, USAID encourages competition in order to identify and fund the best possible applications to achieve program objectives.

For the purposes of this RFA, the term "Grant" is synonymous with "Cooperative Agreement"; "Grantee" is synonymous with "Recipient"; and "Grant Officer" is synonymous with "Agreement Officer".

Competition under this RFA will consist of a Two-Step process where applicants are required to first submit an Expression of Interest without a corresponding budget for an initial competitive review. All Expressions of Interest received will be evaluated for responsiveness to the application criteria specified in this RFA. USAID/Uganda will then request applicants successful in the first stage (i.e. selected Expressions of Interest) to submit a Full Application. The Full Application will offer the selected applicant/s the opportunity to explain their technical approach in more detail. All Expressions of Interest for the First Step are due by the date **June 28, 2012**.

Pursuant to 22 CFR 226.81, it is USAID policy not to award profit under assistance instruments. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the grant program and are in accordance with applicable cost standards (22 CFR 226, OMB Circular A-122 for non-profit organizations, OMB Circular A-21 for universities, and the Federal Acquisition Regulation (FAR) Part 31 for-profit organizations), may be paid under the grant.

This RFA and any future amendments can be downloaded from <http://www.grants.gov>. Select "Find Grant Opportunities," then click on "Browse by Agency," and select the "U.S. Agency for International Development" and search for the RFA. In the event of an inconsistency between the documents comprising this RFA, it shall be resolved at the discretion of the Agreement Officer. If you have difficulty registering or accessing the RFA, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via e-mail at [support@grants.gov](mailto:support@grants.gov) for technical assistance.

Any questions concerning this RFA should be submitted in writing to [KampalaUSAIDSolicita@usaid.gov](mailto:KampalaUSAIDSolicita@usaid.gov), by **June 11, 2012**. Questions sent to any other e-mail address will not be answered. The e-mail transmitting the questions must reference the RFA number and title on the subject line of the e-mail.

Applicants are requested to submit both Technical and Cost Proposals of their Full Applications in separate volumes. Award will be made to that responsible applicant whose application offers the best value to the Government. Please note, however, that technical application will be significantly more important than cost.

If you decide to submit an application, please note that electronic submission is required. Applications should be sent as email attachments to [KampalaUSAIDSolicita@USAID.gov](mailto:KampalaUSAIDSolicita@USAID.gov), to the attention of Fatumah Mutaasa, A&A Assistant and Tracy J. Miller, Agreement Officer. Late applications will not be considered for award. Applications must be directly responsive to the terms and conditions of this RFA. Telegraphic or fax applications (entire proposal) are not authorized for this RFA and will not be accepted.

An applicant under consideration for an award that has never received funding from USAID may be subject to a pre-award survey to determine fiscal responsibility, capacity, and ensure adequacy of financial controls.

Issuance of this RFA does not constitute an award commitment on the part of the Government, nor does it commit the Government to pay for costs incurred in the preparation and submission of an Expression of Interest or Full Application. Further, the Government reserves the right to reject any or all Expressions of Interest or Full Applications received. In addition, final award of any resultant grant cannot be made until funds have been fully appropriated, allocated, and committed through internal USAID procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award. Applications are submitted at the risk of the applicant. Should circumstances prevent USAID from making an award, all preparation and submission costs are at the applicant's expense.

Sincerely,

Tracy J. Miller  
Agreement Officer.

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## **SECTION I – FUNDING OPPORTUNITY DESCRIPTION**

### **PROGRAM DESCRIPTION**

#### **1.1. EXECUTIVE SUMMARY**

Uganda's development challenges, including a rapid population growth rate of 3.2 percent, a high fertility rate of 6.7 children per woman, HIV prevalence at 6.4 percent, and an unmet need for family planning at 41 percent, continue to greatly impact Uganda's social and economic development indicators. In response, USAID/Uganda's Health, HIV/AIDS and Education Office, whose Development Objective is: "Improved Health and Nutrition Status in Focus Areas and Population Groups" has developed programs that will contribute to Uganda's National Development Plan (NDP) (2010/11 - 2014/15) by helping the Government of Uganda improve the health outcomes of populations in focus districts in the West, East, Central and Northern Uganda.

USAID/Uganda anticipates awarding a five year Cooperative Agreement for the Advocacy for Better Health program with an estimated cost of up to \$15,000,000, subject to availability of funds, to empower<sup>1</sup> communities<sup>2</sup> and strengthen advocacy initiatives that contribute to improvements in health service delivery. The Advocacy for Better Health program shall be implemented in 35 districts which are part of the Missions' focus districts in USAID's Country Development Cooperation Strategy (2011-2015) (CDCS) and the Strengthening Decentralization for Sustainability (SDS) program.

The goal of the Advocacy for Better Health program is to contribute to the improvements in quality, availability and accessibility of health services. The purpose of the program is to increase the citizens' voice for quality service delivery. The objectives are 1) to improve the capacity of communities to better identify and articulate their needs, and their ability to demand for quality services; 2) to build the capacity of civil society organizations to advocate and represent the community demands for better improved quality services; and 3) to support civil society to develop effective advocacy initiatives to achieve well defined goals or policy reforms. The Program Description describes the geographic scope and strategic approach of this project, its goal, objectives, and expected outcomes.

#### **1.2 BACKGROUND**

In recognition of the importance of advocacy in bringing about improvements in service delivery, USAID has employed a range of approaches, including support for providing integrated quality services, capacity building of indigenous organizations and strengthening of health systems. Advocacy, complementing the systems strengthening supported by USAID's Health, HIV/AIDS and Education projects, will promote demand for high-quality social services. Sustainable and quality services can be achieved when

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<sup>1</sup> According to The World Bank's World Development Report 2000/2001 empowerment consists of the following elements: access to information, inclusion and participation, accountability and local organizational capacity. It is defined as "the expansion of assets and capabilities of poor people to participate in, negotiate with, influence, control, and hold accountable institutions that affect their lives."

<sup>2</sup> According to WHO's Health Promotion Glossary 1998, a community is a specific group of people, often living in a defined geographical area, who share a common culture, values and norms, are arranged in a social structure according to relationships which the community has developed over a period of time.

the supply interventions are well matched by customer knowledge and active citizen engagement. This is a weak link in Uganda's social service delivery system which has resulted in corruption, negligence and limited utilization. More background information is provided in Attachment A.

### **1.3 USAID/UGANDA PROGRAM**

USAID's foreign assistance goal is to help build and sustain democratic, well governed states that respond to the needs of the people, reduce widespread poverty and conduct themselves responsibly in the international system. In Uganda the USAID Program contributes to GoU's NDP whose goal is to transform Uganda from a peasant to a modern and prosperous country within the next 30 years. USAID has started implementation of the CDCS with the goal of supporting Uganda's NDP and accelerating Uganda's transition to a prosperous and modern country. The CDCS has four Development Objectives namely: Economic growth from agriculture and the natural resource base increased in selected areas and population groups; Democracy and Governance systems strengthened and made more accountable; Improved Health and Nutrition Status in Focus Areas and Population groups; and Peace and Security improved in Karamoja. These development objectives directly contribute to the NDP objectives of increasing household incomes, increasing access to quality social services as well as strengthening good governance, defense and security.

USAID's Health, HIV/AIDS and Education (HHE) programs, support the Government of Uganda to increase access to family planning; improve reproductive and maternal health, immunization and early treatment of childhood diseases; improve nutrition; and increase tuberculosis detection and treatment. The United States Government's (USG) support is also provided through the President's Emergency Plan for AIDS Relief (PEPFAR) and the President's Malaria Initiative. See Attachment B for more information on United States Government initiatives in Uganda.

The Advocacy for Better Health program shall become a key contributing activity in the HHE office's Development Objective: Improved Health and Nutritional status in focus areas and population groups. The program's expected outcomes shall contribute to each of the sub IRs under HHE, "Health Seeking behavior improved" (IR 3.1.1), "improved quality of health services" (IR 3.1.2), "increased availability of Health Services" (IR 3.1.3), and to "increased accessibility of health services" (IR 3.1.4) through achievement of IR 3.1.3.1: Enhanced enabling environment for health care.

### **1.4 THE CONTEXT**

Uganda's NDP notes that citizens in general are not yet empowered to engage effectively in demanding their rights and insisting that institutions meet their obligations. The program seeks to promote advocacy and strengthen the citizens' voice to demand improved service delivery, in the districts supported by the SDS program and other USAID district based HIV and Health programs<sup>3</sup>.

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<sup>3</sup> District based technical assistance programs include but are not limited to: STAR East, STAR East Central and STAR Southwest, and STRIDES. Attachment B provides more detailed information on the other technical assistance projects for DO3.

USAID/Uganda supports a number of district based technical assistance programs that aim to increase access, coverage and utilization of TB and HIV/AIDS services and integration of reproductive health, family planning and child survival services (See Attachment B). The Advocacy for Better Health program shall work closely with these and other programs to support the national HIV prevention response through strengthened health communication campaigns; engage with the private sector, schools, networks and structures to deliver quality health care interventions; and work with indigenous organizations to build their capacity to deliver project results.

In addition to the district based technical assistance programs, the SDS program provides technical assistance to improve district local government capacity and facilitates coordination of all USAID partners at the district level. SDS aims to strengthen host government systems for service delivery; improve the efficiency and accountability in district financial systems; and enable responsiveness through supporting participation of all key stakeholders in planning process across all district levels of governance including the communities. One of the key components of SDS is to provide performance based grants (PBG) to the 35 districts; this is aimed at complementing district resources needed for effective and efficient program management. Grants are developed in collaboration with USAID district programs and the districts, and are monitored to ensure that planned activities are implemented. The PBG are in three categories: 1) those directly linked to key service delivery outputs in PMTCT, HIV/AIDS counseling and testing, Anti-Retroviral Therapy, TB, Laboratory, maternal and child health; 2) those for governance capacity building linked to service delivery; and 3) innovation grants for good performing districts.

The recipient shall participate in the coordination meetings organized by SDS and facilitate Civil Society Organizations' (CSO) representation in such meetings to represent the views from the community. SDS is focusing on strengthening the supply side interventions while the program shall focus on the demand side activities to ensure that citizens are able to demand for quality services. The recipient shall be expected to work closely with SDS to facilitate CSOs' engagement at the district in the planning, budgeting and monitoring processes, so that community voices and concerns are raised. The CSOs shall work to ensure that citizens are empowered, better organized, have capacity to prioritize their needs for social services, and exercise their right to demand for improved quality and access to services. Improvements in services particularly those that focus on maternal health, nutrition, family planning, prevention of HIV and orphans and vulnerable children, will contribute to the overall DO3 goal of "Improved health and nutritional status in focus areas and population groups".

In the selected districts, the recipient shall: 1) work with communities, schools and private sector where feasible to increase citizen participation in demanding and monitoring transparency and accountability; 2) work with civil society to become more effective and responsive in advocacy; and 3) collaborate with district programs to improve service delivery to communities in selected districts.

#### **1.4.1 Guiding principles**

Increasing the citizen's voice in target populations shall be guided by a set of principles, particularly germane to the NDP, the USAID's CDCS, as well as USAID Uganda's Results Framework for Development Objective 3; Improve Health and Nutritional Status

in Focus Areas and Populations (refer to Attachment C). Program strategies and approaches should be guided by and reflect the following principles;

**a. Coordination, Collaboration and Partnership** - The principles of coordination, collaboration and partnership are needed to ensure quality services are available and accessible by all communities. Therefore it is important to ensure that USAID partners work in partnership with the government, civil society, private sector and other development partners to maximize efficiencies and effectiveness of resources, harmonize approaches and coordinate activities. Coordination and complementarity with other USG and non-USG supported activities is critical; this activity should not in any way duplicate the support of other partners particularly to CSOs and at the community level. The recipient shall collaborate and share best practices and lessons learned with other USG and non-USG supported activities operating in the same geographical zones. Collaboration and communication with these partners will be essential as is strong partnership with local government (administrative and technical) counterparts.

The recipient shall be expected to collaborate with other development partners such as Danish Agency for International Development (DANIDA), the United Kingdom Department for International Development (DFID), the Swedish International Development Agency (SIDA), and the Democratic Governance Facility for effective and efficient programming and to share lessons during program implementation. This program shall complement USAID's Democracy, Governance and Conflict Resolution work to strengthen advocacy efforts to improve service delivery through the new governance activity - Governance, Accountability, Participation and Performance (GAPP) project - that will support CSOs in selected districts in Northern Uganda, Buganda and Bunyoro regions. The Advocacy for Better Health program shall work in collaboration with GAPP and different USAID programs to compare approaches and lessons in the different geographical regions.

**b. The Network Model** – In Uganda, many CSOs belong to a network for various reasons among them the need to leverage resources, learning and sharing lessons and challenges, and simply networking among the various providers. There are numerous umbrella networks and coalitions, with some based on issues, others on member professions or identity, and still others on geographic location. The recipient shall work with the networks/ coalitions to find a common cause on issues of mutual concern, particularly as they affect the quality of service delivery.

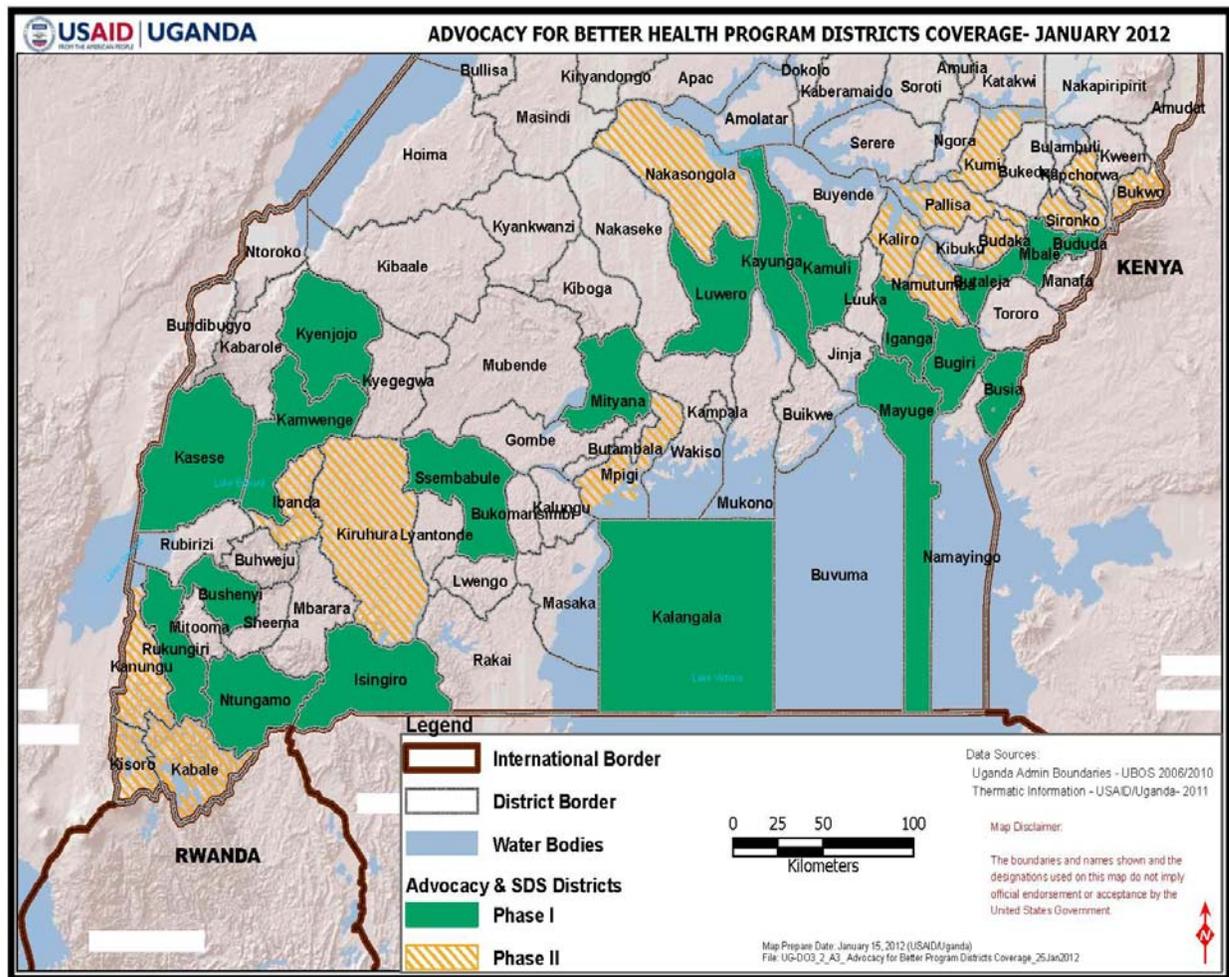
**c. Community involvement** - This is critical to improving health outcomes and systems. The community and CSOs shall be at the core in addressing key service delivery issues. The recipient shall identify champions to serve as critical advocates for improved health services and the citizens to play a central role in improving key health seeking behaviors in the selected districts.

**d. Focus on Sustainability** – It is important to maintain project results and impacts beyond the life of the USAID funding. One of the critical elements of this program shall be to ensure ownership and sustainability. The recipient must describe their planned exit strategy and indicate how this program shall directly contribute to sustainability. Capacity building efforts shall ensure that CSOs are able to compete for and manage donor funds.

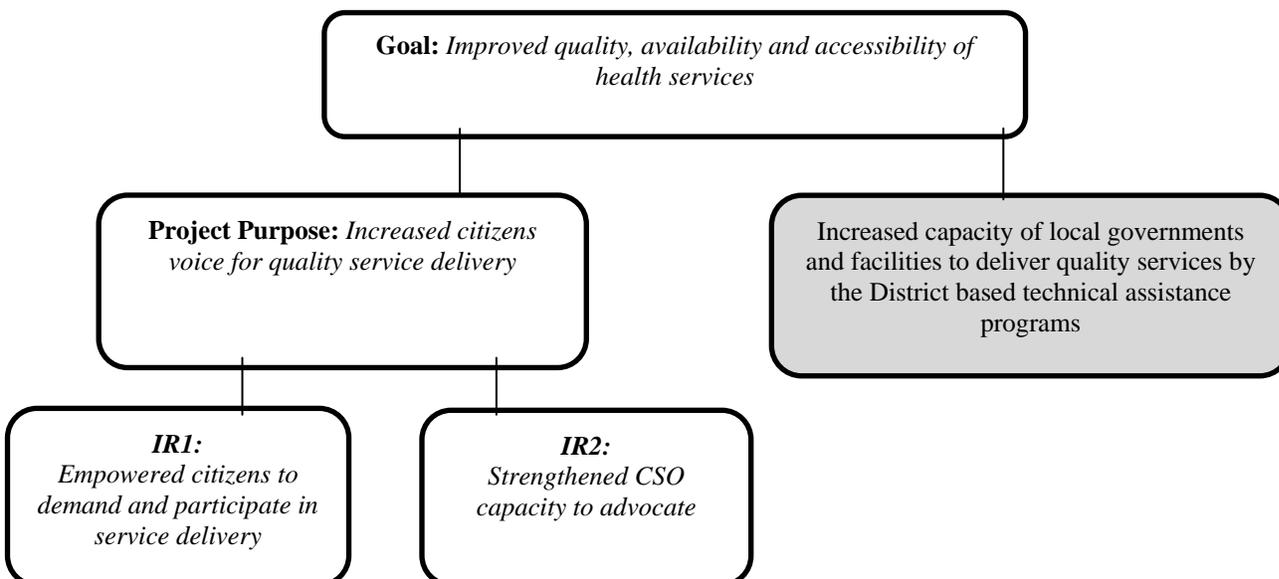
e. **People with Disabilities (PWD)** – USAID/Uganda encourages partners to work with people with disabilities whenever possible to minimize discrimination and promote equal opportunity and their inclusion within USAID funded programs in Uganda. The recipient shall ensure the integration of PWD issues in all program elements and promote universal access to services.

### 1.4.2 Geographic Focus

The program seeks to complement and enhance broader impact with the other Health, HIV/AIDS and Education district based technical assistance programs that focus on strengthening service delivery and the link between the facility and the community, and leveraging support to ensure coordinated efforts and learning. The program will initially work in 20 of the 35 SDS focus districts (Phase I) listed below. According to population projections for 2010 the target districts have a population of approximately 10 million people. Following a review at the end of project year two, the remaining 15 districts may be added to the project scope subject to performance and availability of funds.



### 1.4.3 Results framework



### 1.4.4 Development Hypothesis

If the knowledge and awareness of rights and responsibilities of citizens in the selected districts in the West, East and Central Uganda is increased, and the capacity of CSOs to engage with communities and to advocate is built, the citizens and CSOs will engage and participate in the annual district planning and monitoring cycle, which will influence the way services are delivered.

Achievement of improved health outcomes is contingent upon quality, accessible, available and sustainable services. Quality and sustainability can be greatly enhanced when communities understand what is at stake, their roles and actively engage in decisions and processes that influence health care and education service delivery. Empowered communities can influence the planning and delivery of services, therefore the Advocacy for Better Health program shall facilitate community input in developing and delivering better services.

The expected results are:

- (1) Improved capacity of communities to identify and articulate their needs and to demand for services. Citizens should know and appreciate their roles and responsibilities in service delivery and should regard themselves as part of the process as partners not just mere recipients.
- (2) Capacity built for the CSOs to advocate and represent the community's demand for better services. CSOs must engage with the communities, schools, local governments and the central government, to understand their roles and how they engage with these partners.
- (3) CSOs' develop effective advocacy initiatives to achieve stated goals or policy reforms.

#### 1.4.4.1 Component I: Empowering citizens to demand and participate in service delivery

According to World Health Organization (WHO)<sup>4</sup>, community empowerment refers to the process of enabling communities to increase control over their lives. It implies involvement, participation, engagement of communities, community ownership and actions that explicitly aim at social and political change. Community empowerment is a process of re-negotiating power in order to gain more control. It involves responsive national and local governments to the citizens' needs and priorities. Using a range of interventions and interactions, this component aims to change behavior and attitudes particularly of the citizens, to become organized, to participate, to gain capacity to prioritize their needs and to demand access to improved quality services.

Through this component the CSOs work with communities to increase citizen's knowledge and awareness of rights and responsibilities so they can better understand how they can take deliberate actions to propose solutions to their problems, influence; and, facilitate the communities to engage in planning, monitoring and supervision of services at the local level. It is expected that the CSOs will mobilize and facilitate the communities to actively participate in the Parish development programs.

As noted earlier, this activity is meant to complement the other USAID district programs which focus on providing technical assistance to ensure quality essential services are available and accessible to the communities. The recipient shall ensure that through this activity, citizens in the selected districts are organized, have access to information, are able to analyze it and use it for decision-making. The recipient shall support and facilitate forums for citizens and service providers to evaluate the current and desired conditions of services and, if necessary, negotiate to realize improved standards.

#### **Expected outcomes**

- Citizens demonstrate increased knowledge and awareness of their rights, policies and needs;
- Increased citizen participation in the planning, monitoring and supervision of service delivery;
- District development plans reflect inputs from citizens;
- Local governments address community action plans;
- Community structures (e.g. village health teams, community social worker, extension workers) integrate the rights approach in their routine work;
- Enhanced flow of information to and from the communities;
- Reduced number of teenage pregnancies in targeted schools; and
- Meetings between communities and local leaders regularized and attendance improved.

#### **Illustrative indicators**

- Percentage of districts with annual work plans that include CSOs and citizens' inputs;
- Percentage of citizens who demonstrate improved knowledge and awareness of their rights;

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<sup>4</sup> WHO 7th Global Conference on Health Promotion: Track 1 Community Empowerment

- Quality of citizen inputs in the development of annual work plans and monitoring of services;
- Number of community meetings on a regular basis to report on planning decisions and progress.

#### 1.4.4.2 Component II: Strengthening capacity of CSOs to advocate and organize communities

This component envisions CSOs as key partners not only in formulating, implementing and monitoring good governance in Uganda, but also leading and engaging communities as significant partners in responding to the needs and well-being of all citizens in the selected districts. CSOs also have a role to play as service provider of social services to those marginalized, poor and underserved populations. They are expected to develop effective alliances to influence policies related to the delivery and quality of social services. CSOs however, have limited capacity to develop strategies and effective messages targeting decision makers due to lack of information, skills and capacity.

In line with USAID's Implementation and Procurement Reform, the emphasis under this component will be to strengthen the CSOs capacity to participate in policy development and advocacy. The recipient shall strengthen CSO capacity to improve technical credibility, accountability and transparency; facilitate local CSOs partnerships with the local government and communities and supporting them to become more accountable to the citizenry; and collaborate with and establish partnerships with other development partners funding similar programs. Other interventions will include strengthening the networks at the district and national level, supporting CSOs to identify key specific service delivery policies and practices for advocacy, and supporting and facilitating the benchmarking of health system performance by CSOs. In providing capacity building, the recipient shall use and promote local organizations and consultants to the maximum extent possible. The technical assistance and institutional support to CSOs must be done in an effective and efficient manner and ensure that lessons and experiences are documented.

The needs of CSOs vary enormously and the recipient shall make an assessment of these needs to ensure that the program is relevant and effective. The recipient shall ensure that CSOs are organized to influence the existing power relations by providing them with organizational capacity to identify, organize, articulate and act on the community's needs. The recipient shall ensure that CSOs develop clear indicators and targets to achieve specific well defined policy outcomes. Direct technical assistance and training shall be provided through inclusive, collective events and in targeted assistance to individual CSOs.

The recipient shall in the first year undertake a baseline study, a needs assessment, a mapping and identification of CSOs for capacity building as well as a Request for Applications (RFA) for the sub grants. The assessments shall consider issues such as levels of accountability and fiscal management, possible partners in civil society, the private sector and the levels of capacity.

The program shall draw lessons from previous USAID programs including but not limited to Strengthening Democratic Linkages program (June 2007 – September 2011) and other donor programs, in designing activities to support capacity improvement of CSOs.

The Linkages program highlighted the point that policy advocacy is effective when the program is built upon existing competencies within the CSOs and also works with those with a proven record of policy advocacy work. Additionally Linkages determined that working with CSOs that have a strong base can make good returns. The recipient shall therefore work with credible CSOs including networks already engaged in advocacy and/or delivering services that have considerable on-the-ground experience and have strong partnerships at the district, national and with the private sector. Such CSOs should also have strong relationships and the ability to represent the interests of local communities. CSOs shall include private sector, professional bodies, religious and cultural institutions, community based organizations and other non-state actors. The recipient is encouraged to use the USAID Uganda Advocacy tool box for Civil Society Organizations, August 2009.

### **Expected outcomes**

- Key CSO staff possess and apply advocacy skills and knowledge;
- Advocacy initiatives carried out by CSOs for reform or change;
- Improved CSO capacity in advocacy;
- Action plans to influence or engage decision-makers developed;
- Improved local government response to CSO advocacy efforts;
- Increased number of CSOs fully capable of competing for and managing USAID and other donor funds;
- Increased number of CSOs that graduate and are fully self-sustaining by end of project.

### **Illustrative Indicators**

- Number of policies, administrative directives, ordinances, laws or regulations that have been changed and become operational at the national, district or community level in accordance with CSO advocacy agenda.
- Types and quality of advocacy initiatives.
- Types and number of local government measures taken to incorporate citizens' concerns for improved services.
- Number of CSOs out of target group that demonstrate improved advocacy capacity and/or undertake advocacy activities for the first time.
- Number of CSOs showing improvement on the advocacy index or reaching a certain level of expertise on the index.

### **1.4.5 Grants**

For purposes of strengthening and building upon already existing service delivery efforts in health and education, advocacy strategies shall focus on the following sub-sectors: prevention of HIV including PMTCT and TB, maternal and reproductive health, Orphans & Vulnerable Children (OVC), nutrition and education. The recipient shall provide sub grants to CSOs to support community empowerment and facilitate CSO advocacy for the purposes of improving demand for services and enhancing government accountability and response for delivery of quality services. The recipient shall target CSOs at the district and national level, community based organizations and other non-state actors.

Through the sub grants, the recipient shall support the development of issue based advocacy efforts and shall identify the specific sub-sector issues for advocacy, public interest and policy development. Some key issues are highlighted in Attachment A. Possible areas for grants shall include but not limited to community mobilization and engagement, benchmarking and monitoring services, and organizational/institutional capacity building for advocacy. Capacity building shall include but is not limited to: development of skills in various aspects of advocacy including policy research, analysis, interpretation of policy, understanding of context and processes at the district and national levels, strengthening networks for purposes of advocacy and documentation of lessons and best practices.

The recipient shall be required to execute sub grants on behalf of USAID. The recipient shall be responsible for all aspects of grants management including providing technical inputs, monitoring and evaluation of the grants, financial management and ensuring that grant agreements are negotiated and managed in a cost-effective manner and in compliance with USAID regulations and U.S. law. The total value of an individual sub grant shall not exceed \$ 1 million. USAID shall be substantially involved in establishing the selection criteria and approval of the grant recipients. Grant criteria will require written USAID approval and USAID retains the final authority for approval of awards.

The grants shall constitute \$7,000,000 of the total contract award. For maximum impact, 75% of all grants shall be awarded in the first three years of the program and no new grants shall be awarded in the last nine months of the program.

#### **1.4.6 Gender**

The Government of Uganda (GoU) Gender policy was first designed in 1997 and updated in 2007. The main aim of the policy is to guide all levels of planning, resource allocation and implementation of development programs with a gender perspective. The policy prioritizes gender interventions at national, sectoral, district and community level and is in force for ten years until 2017.

Despite efforts made by the GoU and its development partners to address gender inequities, wide variations remain between men, women, girls, and boys with regard to access to health services, employment, nutrition, education and economic security. Women face constraints in engaging in elective processes due to factors such as limited resources for campaign, low literacy, inadequate skills in public speaking, fear of male counterparts, low presence of women in technical and managerial positions in public and private sector, limited articulation of gender in sectoral policies and programs and limited access to vital information.

The recipient shall utilize the Uganda Government Gender Policy and the USAID/Uganda Mission Gender Assessment in making gender specific program interventions. The interventions shall ensure a gender-sensitive delivery system at the local level that seeks to have both women and men with equal access to and control over resources and services. The development efforts must promote universal access to services.

#### **1.4.7 Youth**

USAID/Uganda has identified youth as one of three game-changers in the CDCS. Uganda has 25% of the population in the category of youth (15-30years), a very high proportion with implications for development. The youth population does not only present high dependency burden on the country, it also faces challenges of education, employment and scarcity of economic opportunities. The program shall also address specific adolescent issues including sexual and reproductive health information and services targeting both in-school and out of school youth.

#### **1.5 PERFORMANCE MONITORING PLAN (PMP)**

The Recipient shall be required to develop and maintain a performance monitoring system to track tangible, measurable progress toward Program Results, toward the strategic goals of the Uganda CDCS, PMI, GHI and PEPFAR. Recipient must report on required indicators in the USAID DO3 PMP, required PEPFAR Next Generation Indicators and PMI indicators. Alignment with MOH key indicators identified in the HSSIP is also encouraged as well key indicators in the National Strategic Plan for HIV/AIDS. Additional indicators, especially impact, and outcome-level indicators designed to capture significant results attributed to this Cooperative Agreement at the community and district-level should also be included. All performance indicators and targets must be gender disaggregated by Male (M)/Female (F)/Total (T) where feasible. Once finalized, USAID requires a Data Quality Assessment for each indicator and semi-annual reporting of data. Please note that USAID may require the Recipient to report on additional performance indicators subject to changing Agency guidance and/or the requirements of specific funding sources.

The recipient shall submit a revised PMP with the draft work plan within 90 days and a final one must be submitted to USAID for approval within the first six months. The PMP shall be developed so as to facilitate results-based programming and management system, as stipulated in chapter 203 of the ADS and guidance and other USAID guidance. The PMP should:

- Define specific performance indicators for each result defined in the project Results Framework or Logical Framework. Define indicators sufficient to measure performance at each of output, outcome and impact levels
- Present baseline values, annual targets and end of year target
- Provide a plan for data collection. Indicate data collection methods and frequency of data collection for each indicator
- Plan for evaluations and special studies
- Demonstrate how performance information will be shared with stakeholders

The PMP shall serve as a road map with discrete landmarks, which shall help management to establish whether the program is on track to achieve the anticipated short-term, medium-term and long-term results and take remedial action. The PMP shall guide development of complementary tools that facilitate the following processes:

- Tracking progress in achieving outputs, results and reporting performance honestly and openly, even when results are not what was expected.
- Involving stakeholders (including communities and CSOs) and partners in assessing the quality, timeliness, and effectiveness of outputs.
- Assessing the reliability and quality of performance measures and correcting weaknesses when these are found.
- Questioning the underlying causal linkages between activities and results and conducting evaluations and research that can identify ways to strengthen that link.
- Learning from both successes and failures.

The PMP shall be reviewed and approved by the AOR and the USAID/Uganda Monitoring and Evaluation Specialist.

## **1.6 EVALUATION**

USAID shall conduct at least one evaluation during the life of the project. All evaluations shall be conducted in a manner that complies with USAID evaluation policy. The recipient shall plan to participate and play a defined role in each evaluation.

Within the last month of the program, the recipient shall submit to USAID/Uganda an end-of activity report, documenting the major achievements, outcomes/impact and issues generated by the program. The report shall also indicate the contextual opportunities remaining that could easily be harnessed to sustain the results of the program.

## **1.7 COLLABORATING, LEARNING AND ADAPTING**

In line with the Collaborating, Learning and Adapting (CLA) USAID guidance for achieving results, the CLA model ensures that USAID's CDCS works as a living strategy, providing guidance and reference points not only for implementation but also for learning and course correction as needed. Knowledge, development and learning are critical for continuous learning and improvement of program results. Learning organizations are organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together.

Given the similarities of this program with USAID's Governance, Accountability, Participation and Performance program, USAID may invite the recipient to participate in the inter-team meetings to be established as a think tank around the programs. The think tank will vary in composition depending on the issues to be discussed; a core standing committee representing USAID and partners is proposed. These discussions are intended to inform and enrich the programs, to change/adapt plans as lessons are gathered, considered and some activities redesigned. The main objective for learning is to document emerging issues and draw lessons for more effective implementation and focused results. Learning shall also include documentation of success stories, quarterly meetings on actions in the field, baseline studies, documentation of innovations, review and update of operational plans based on lessons learnt from implementation. The inter team meetings will provide a good stock taking mechanism, which will deliberate the

monitoring functions, tools and question results along the way, inform evaluations and any other studies.

The program shall contribute to the CLA agenda by testing the development hypothesis of the program. The Advocacy for Better Health program's learning agenda should examine the following: the effectiveness of grants to CSOs for advocacy; the effectiveness of community activities in generating voice for effective service delivery; whether and under what conditions strengthening community advocacy increases the accountability and transparency of local government officials to the citizens; and if being more accountable causes local governments to provide better services.

### **1.8 KEY PERSONNEL**

The recipient shall propose up to five key personnel under this Cooperative Agreement, including a Chief of Party, a Monitoring and Evaluation specialist, a Finance Manager, a Grants Manager and a Capacity Development Specialist.

The Key Personnel specified above are considered to be essential to the work being performed under this Cooperative Agreement. It is expected that Key Personnel shall provide 100% Level of Effort to this USAID-funded Award. No replacement shall be made by the Recipient without the written consent of the Agreement Officer. USAID reserves the right to adjust the level of key personnel during the performance of this Cooperative Agreement.

### **1.9 ENVIRONMENTAL COMPLIANCE**

Section 117 of the Foreign Assistance Act of 1961, as amended, requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) Parts 201.3.11.2.b and 204 (<http://www.usaid.gov/policy/ads/200/>), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. The recipients' environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this RFA.

1a) In addition, the recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern.

1b) No activity funded under this Cooperative Agreement will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in an Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO). Hereinafter, such documents are described as "approved Regulation 216 environmental documentation."

2) An Initial Environmental Examination (IEE) file name: Uganda\_FY08\_S08\_IIP\_IEE\_092408.doc has been approved for the Program

that will fund this cooperative agreement (CA). The IEE covers activities expected to be implemented under this CA. USAID has determined that a NEGATIVE DETERMINATION WITH CONDITIONS applies to the proposed activities. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The recipient shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this award.

3) As part of its initial Work Plan, and all Annual Work Plans thereafter, the recipient in collaboration with the USAID Agreement Officer's Representative and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this CA to determine if they are within the scope of the approved Regulation 216 environmental documentation.

3a) If the recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.

3b) Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID.

4) When the approved Regulation 216 documentation is (1) an IEE that contains a Negative Determination with Conditions the recipient shall:

Prepare an environmental mitigation and monitoring plan (EMMP) or project mitigation and monitoring (M&M) plan describing how the recipient shall, in specific terms, implement all IEE and/or EA conditions that apply to proposed project activities within the scope of the award. The EMMP or M&M Plan shall include monitoring the implementation of the conditions and their effectiveness. If the approved Regulation 216 documentation contains a complete EMMP or project mitigation and monitoring (M&M) plan, the recipient does not need to complete a new plan. Guidance is available to assist with the EMMP and M&M process at <http://www.encapafrika.org/meoEntry.htm>.

4a) Integrate a completed EMMP or M&M Plan into the initial work plan.

4b) Integrate an EMMP or M&M Plan into subsequent Annual Work Plans, making any necessary adjustments to activity implementation in order to minimize adverse impacts to the environment.

5) A provision for sub-grants is included under this solicitation requiring the recipient to use the Environmental Review Form (ERF) or Environmental Review (ER) checklist to screen grant proposals to ensure the funded proposals shall result in no adverse environmental impact, to develop mitigation measures, as necessary, and to specify monitoring and reporting. Use of the ERF or ER checklist is called for when the nature of the grant proposals to be funded is not

known well enough to make an informed decision about their potential environmental impacts, yet due to the type and extent of activities to be funded, any adverse impacts are expected to be easily mitigated. Implementation of sub-grant activities cannot go forward until the ERF or ER checklist is completed by the recipient and approved by USAID. The recipient is responsible for ensuring that mitigation measures specified by the ERF or ER checklist process are implemented and addressed in annual reports. Guidance is available to assist with the ERF and ER checklist process at <http://www.encapafrika.org/meoEntry.htm>

5a) The recipient shall be responsible for periodic reporting to the USAID Contract/Agreement Officer's Representative, as specified in the Program Description.

6) USAID anticipates that environmental compliance and achieving optimal development outcomes for the proposed activities shall require environmental management expertise.

## 2.0 AUTHORIZING LEGISLATION

The authority for this RFA is found in the Foreign Assistance Act of 1961 and the resulting award(s) will be administered in accordance with OMB Circulars, 22 CFR 226, and USAID's Automated Directives Systems (ADS) Chapter 303, "Grants and Cooperative Agreements with Non-Governmental Organizations" as applicable. These policies and regulations can be viewed or downloaded from USAID's Web Site <http://www.usaid.gov/business/regulations/>.

Pursuant to 22 CFR 226.81, it is USAID policy not to award profit under assistance instruments. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to this program and are in accordance with applicable cost standards (22 CFR 226, OMB Circular A-122 for non-profit organization, OMB Circular A-21 for universities, and the Federal Acquisition Regulation (FAR) Part 31 for-profit organizations), may be paid under the cooperative agreement. **USAID reserves the right to fund any or none of the applications submitted.**

[END OF SECTION I]

## SECTION II – BASIC AWARD INFORMATION

**II.1 ESTIMATED FUNDING:** The total estimated budget for this RFA is \$15 million.

USAID may make one or more award(s) without discussions to responsible applicants whose applications offer the greatest value to the extent they are necessary, negotiations will be conducted with the apparently successful applicant(s). Award(s) will be made to the responsible applicant(s) whose application(s) offers the greatest value, cost and other factors considered. USAID reserves the right to fund any or none of the applications submitted.

**II.2 PERFORMANCE PERIOD:** The anticipated program start date is October 2012 for a period of five (5) years from the date of Award.

**II.3 AWARD TYPE:** USAID anticipates the award will be a **Cooperative Agreement**. **Substantial Involvement** under the award is expected to be as follows:

- Approval of the recipient's annual Implementation Plans and Performance Monitoring Plan, Annual Work Plans;
- Approval of Personnel deemed key to the successful achievement of the program outputs and any changes to specified Key Personnel;
- Monitoring (Site Visits and Periodic Program Reviews) and Direction and Redirection of Activities: USAID may conduct site visits and organize and/or participate in periodic program reviews, and may direct or redirect activities because of interrelationships with other USG programs, program elements/activities. However, such directed or redirected activities must fall within the scope of activities outlined in the Program Description, negotiated in the budget, and made part of the Cooperative Agreement;
- Approval of sub-recipients/sub-grants;
- USAID participation as a member of any program advisory committee. The advisory committee will only deal with programmatic or technical issues, not routine administrative matters;
- Agency authority to immediately halt a construction activity, as applicable.

**II.4 AUTHORIZED GEOGRAPHIC CODE:** The Authorized Geographic Code is **935** for the procurement of goods and services. Reference ADS 310 for current information.

[END OF SECTION II]

### SECTION III – ELIGIBILITY INFORMATION

III.1 This is a limited regional competition, under which any type of organization, large or small, commercial (for profit) firms, faith-based, and non-profit organizations in partnerships or consortia from East African region, are eligible to compete. Eligibility for an award is limited to local (or regional) entities only. The local (or regional) organization must perform at least 51% of the work in direct support of the Advocacy for Better Health program. In accordance with the Federal Grants and Cooperative Agreement Act, USAID encourages competition in order to identify and fund the best possible applications to achieve program objectives.

III.2 In order to be considered a “local organization/entity”, an applicant must,

- Be organized under the laws of the recipient country;
- Have its principal place of business in the recipient country;
- Be majority owned by individuals who are citizens or lawful permanent residents of a recipient country or be managed by a governing body, the majority of whom are citizens or lawful permanent residents of a recipient country; and
- Not be controlled by a foreign entity or by an individual or individuals who are not citizens or permanent residents of the recipient country.

The term “controlled by” means a majority ownership or beneficiary interest as defined above, or the power, either directly or indirectly, whether exercised or exercisable, to control the election, appointment or tenure of the organization’s governing body by any means, e.g., ownership, contract or operation of law.

“Foreign entity” means an organization that fails to meet any part of the “local organization” definition.

Government controlled and government owned organizations in which the recipient government owns a majority interest or in which the majority of a governing body are government employees, are included in the above definition of local organization.

III.3 USAID encourages applications from potential new partners.

III.4 There shall be a mandatory minimum cost share of **1%** in all applications. Cost-sharing, once accepted, becomes a condition of payment of the federal share.

[END OF SECTION III]

## SECTION IV - APPLICATION AND SUBMISSION INFORMATION

### **IV.1 Electronic Submission of Applications via E-mail is required.**

Expressions of Interest and Full Applications are to be submitted via email. Please submit your Expressions of Interest by **June 28, 2012** and Full Applications by a date to be determined to the email address below. RECEIPT TIME IS WHEN THE APPLICATION IS RECEIVED BY THE AID/Washington INTERNET SERVER. **Paper copies of the applications are not accepted.** The address for the receipt of applications is: [KampalaUSAIDSolicita@USAID.gov](mailto:KampalaUSAIDSolicita@USAID.gov), to the Attention of **Fatumah Mutaasa**, Acquisition & Assistance Assistant and **Tracy J. Miller**, Agreement Officer. Applications which are submitted late or do not follow the instructions contained herein run the risk of not being considered in the review process.

All applications received by the deadline will be reviewed for responsiveness to the specifications outlined in these guidelines and the application format. Note; this RFA includes a mandatory minimum cost share percentage of **1%** of the total proposed USAID contribution to the program. Per ADS 303.3.10.3, applications that do not meet this minimum cost sharing requirement are not eligible for award consideration.

Applicants should retain for their records one copy of the application and all enclosures which accompany their application. Erasures or other changes must be initialed by the person signing the application. To facilitate the competitive review of the applications, USAID will consider only applications conforming to the format prescribed below.

Applications submitted under this RFA will be reviewed based on the evaluation criteria set forth in section V of this RFA. Competition under this RFA will consist of a Two-Step process where applicants are required to first submit an Expression of Interest for an initial competitive review upon which successful applicants (i.e. selected Expressions of Interests) will then be requested by USAID to submit a Full Application. To be considered for funding under this RFA, applications must meet all of the following requirements for the Expression of Interest and Full Application, respectively.

### **FIRST STEP-EXPRESSION OF INTEREST:**

#### **IV.2 Expression of Interest Content and Format**

Expressions of Interest must be submitted electronically in MS Word and .pdf (Adobe Acrobat) versions. In case of any conflicts between the MS Word and .pdf versions of the Expression of Interest, the .pdf version will govern as it will be the version presented to the Technical Evaluation Panel.

**Applicants are advised that any pages exceeding the prescribed limits below will not be considered for evaluation.**

Expressions of Interest must be legible and must *not* require **magnification** (!). Please be kind to the evaluators and keep the Expression of Interest clear, concise, easy to follow, while also in complete compliance with the instructions herein.

The Expression of Interest (**MAXIMUM 5 PAGES**) should clearly and concisely

demonstrate the extent to which:

- 1) The Applicant possesses the necessary organizational and technical capacity to implement the activities effectively.
- 2) The proposed interventions will directly contribute to the expected outcomes as outlined in the PD.

**Applicants are advised that any pages exceeding any of the prescribed limits will not be considered for evaluation.**

The Expression of Interest should be developed using the following format:

a. **Cover Page: (Exclusive of the 5 page limit)** The Cover Page must include:

- i. Name and address of organization;
- ii. Type of organization (e.g., for-profit, non-profit, university, etc.);
- iii. Contact point (lead contact name; relevant telephone, and e-mail information); and
- iv. Signature of authorized representative of the applicant.

b. **Technical Information: (Inclusive of the 5 page limit)**

The applicant will specifically:

- 1) Identify a vulnerable group that they worked with; describe the problems the vulnerable group was facing, and briefly share how the applicant supported the community to identify their needs, solutions and how the applicant created demand for services.
- 2) Describe an experience where their organization enhanced the capacity of one or more CSOs in advocating for community demands. What were the community demands and how were they managed? What were the successes and challenges?
- 3) Building on their experiences above, describe how lessons learnt will inform the Advocacy for Better Health program outcomes. Provide a brief description of the M&E plans including targets, indicators and methods of collecting data.
- 4) Demonstrate their organizations' capability to manage an award of similar size and scope as this solicitation.

Expressions of Interest will be evaluated according to the Technical Evaluation Criteria described in Section V. If applicants are successful at the Expression of Interest stage, USAID will request the applicant to submit a Full Application in line with the format described below and any additional instruction from the USAID/Uganda Agreement Officer. Instructions from the Agreement Officer will include a deadline for the submission of the Full Application. The Full Application will offer the applicant an opportunity to explain the technical approach in more detail. The Full Applications will be evaluated according to the Evaluation Criteria described in Section V.

**Note: DO NOT submit a Full Application unless requested to do so by USAID. An invitation to submit a Full Application does not constitute an award. Please note that USAID may choose not to fund applications even after they have been requested.**

## **SECOND STEP-FULL APPLICATION**

### **IV.3 Full Application Content and Format**

Applicants are required to certify that they meet the definition of local (or regional) entity. Applicants must include in their submission documented proof of meeting the definition of local (or regional) entity. Documented proof must include a certificate of registration and information that fulfills requirements under Section III.

Applications should take into account the evaluation criteria provided in **Section V** and must include the Representations and Certifications provided in **Attachment D**. In the event that Representations and Certifications are not submitted with the Application, they must be completed before final award is made.

Please note that Technical and Cost Applications should be kept separate. USAID wants to leverage its assistance and applicants must make a clear commitment to provide cost sharing and a statement of how much (in percentage terms) of the budget they are going to raise from other sources. The Cost Application must contain a clearly identified section on cost sharing including sources for those funds.

#### **IV.3.1 Technical Application Format**

Applications must be submitted electronically in MS Word and .pdf (Adobe Acrobat) versions. In case of any conflicts between the MS Word and .pdf versions of the application, the .pdf version will govern as it will be the version presented to the Technical Evaluation Panel.

**Applicants are advised that any pages exceeding any of the prescribed limits below will not be considered for evaluation.**

Applications must be legible and must *not* require **magnification** (!). Please be kind to the evaluators and keep the technical application clear, concise, easy to follow, while also in complete compliance with the instructions herein.

The technical application (**maximum 30 pages – not including annexes**) should clearly and concisely outline how the Applicant proposes to meet the critical needs identified in the objective(s) and how the Applicant shall achieve its expected results.

#### **IV.3.2 Technical Approach**

The program description outlines objectives and results that are expected to be achieved under the Cooperative Agreement Award. The technical application must present how the applicant intends to achieve the objectives and results as outlined in the Program Description. The technical approach will be evaluated on the overall merit and feasibility

of the program approach and strategies proposed to achieve the results. It must set forth the conceptual approach, methodology, and techniques for the accomplishment of the stated objectives. It must be specific, complete and presented concisely. It shall reflect a thorough understanding of the current context and policy environment in Uganda; demonstrate the applicant's capabilities and expertise; and discuss how resources shall be organized to obtain expected results.

The applicant shall demonstrate clearly how it will build relationships with local government, CSOs and beneficiaries to ensure the program has buy-in and represents relevant priorities and goals of stakeholders. The proposal shall demonstrate how the applicant will collaborate with other USG programs and development partner programs to prevent duplication and ensure complementarities. The applicant shall demonstrate how it proposes to manage a project across districts in a decentralized environment with a multitude of Ugandan, USG and other partners focusing on strengthening and improving services to the communities. Specifically, the applicant shall describe how they propose to work with the SDS program.

The applicant shall demonstrate innovativeness and creativity in its proposed approach and how the program will build on past successes. The applicant shall demonstrate how its approach will contribute to the big picture objectives of increasing the citizens' voice and how this will in turn contribute to improved quality, availability and accessibility of services. The applicant shall propose approaches and measures to build community coalitions/ alliances and facilitate effective participation and engagement with local government representatives. Data and evidence-based interventions related to community empowerment and advocacy are available in Uganda, regionally and internationally. The technical applications shall demonstrate strategies and approaches that are reflective of available data and evidence.

The applicant shall demonstrate how they propose to address the following:

- Integration of youth, gender, disability and social exclusion issues into all program activities;
- Support capacity building and systems development for long-term sustainability;
- Empower leadership of the community structures to undertake their roles;
- Facilitate partnerships with the private sector and other non-state actors;
- Create demand for health and education services;
- Build effective linkages and networks of CSOs;
- Implement interventions using the results-based approach;
- Reposition advocacy as a top agenda for the selected CSOs.

This activity will directly support the implementation of the Government of Uganda and USAID's commitment to strengthen the citizens' voice to demand for accountability, transparency and quality social services. USAID/Uganda seeks an indigenous or regional organization to support increased citizens' voice for services in the selected districts.

### **IV.3.3 Management Plan and Personnel**

Full mobilization of staff is expected within 30 days and implementation of activities within 60 days after initiation of the award. Applicants shall provide a management plan consistent with the project's technical complexity and stakeholders. The composition and organization structure of the entire implementation team shall be provided. The staffing pattern shall reflect the minimum number of highly experienced technical staff sufficient to manage and implement activities under this award; the degree to which the proposed staffing plan establishes well-defined lines of authority, responsibility, communication and how management techniques will facilitate the early identification and resolution of problems and allow the Applicant to respond to changes and challenges. The guiding principles focusing on Gender and Greater Involvement of People Living with HIV/AIDS (GIPA) shall be applied to the management plan as well.

If the applicant presents as a consortium / partnership of organizations or groups, the proposal shall clearly demonstrate the need for participating partners, and the unique set of experience and expertise they bring to strengthen the activities undertaken within this RFA. At the same time, the management plan needs to be efficient in response to budgetary constraints.

Key personnel shall be proposed by name and position. Each key personnel position requires USAID approval, as noted in substantial involvement provisions. Applicants should seek to maximize the use of available and qualified local technical expertise. The applicant should take into consideration USAID's and the Government of Uganda's desire to have Ugandans and regional nationals into leadership and technical positions, a key aspect for the successful operation and sustainability of the program. Key personnel must demonstrate an impeccable knowledge and understanding of the Ugandan Government, the economic and sociopolitical environment, decentralization policies, governance and leadership at the district, community empowerment, capacity building, local civil society and private sector practices.

The following key personnel positions shall be a required component of the project management team.

**Chief of Party:** The proposed candidate shall provide overall strategic leadership and oversight to the project. S/he shall have depth and breadth of technical expertise and experience, a solid professional reputation, interpersonal skills and professional relationships to fulfill the requirements of the program description. Experience interacting with host country government agencies including local governments, development partners, and civil society organizations including community based organizations is essential. Specifically s/he shall have:

- A Masters' degree or higher and a minimum of 10 years of experience in development working with local governments, civil society and communities.
- Demonstrated understanding and knowledge of decentralization policies in Uganda, governance, political economy, health and education sectors;
- Demonstrated team player with visionary leadership;
- Excellent managerial and operational experience, preferably in managing large donor projects involving coordination with multiple program partners or institutions in Uganda or the region.

- Past experience of working with USG supported projects and knowledge of financial rules and regulations at a senior level is an advantage.
- Experience in developing program work-plans, budgets, managing implementation, staff and short-term technical assistance.
- Excellent representational and communication skills, written and oral proficiency in English, and verbal communication skills in one or more local languages.
- Excellent past performance references (contacts should be provided)

**Capacity Development Specialist:** The proposed candidate is expected to have a Masters' degree or higher in Economics, Development Planning or related field, leadership qualities, depth and breadth of technical expertise and experience, management experience and interpersonal skills, to fulfill the diverse requirements of the program description. The proposed candidate shall demonstrate skills and experience in the development of interventions to improve quality, efficiency and sustainability of civil society and community programs in Uganda or other regional countries. Experience at senior management level and in capacity building initiatives preferably with a USAID funded program/project or other donor funded projects/programs in Uganda and/or region is desirable; excellent past performance references /contacts should be provided. Demonstrated knowledge and experience in planning and program/project management for Government/donor initiatives is essential; Familiarity with Public expenditure management and accountability; Experience in organizational development, in development of effective communication and advocacy strategies are desirable.

**Financial Management Specialist:** The proposed candidate is expected to have a Master's Degree or higher in Business Administration, Finance, Accounting or other relevant field. S/he must be a certified chartered accountant. S/he must possess at least eight (8) years' experience in administrative and financial management of large donor projects; experience in auditing and accounting, grants and fund management; demonstrated experience and skills in developing and managing large budgets; proficient in relevant computer applications and databases; and strong analytical, oral and written communication skills; and capacity building support.

**Monitoring and Evaluation Specialist:** The proposed candidate is expected to have a Master's Degree in Development Studies or any relevant discipline; demonstrated practical skills in monitoring and evaluation of voice and accountability and civil society projects; demonstrated ability and skills in analysis and report writing is essential. Excellent knowledge of monitoring and evaluation principles and practices; knowledge and significant experience in the development and implementation of monitoring and evaluation frameworks and systems required for community development programs are essential.

**Grants Management Specialist:** The proposed candidate is expected to have an advanced degree in finance, business administration, public administration, economics, or other relevant field; have demonstrated training, skills and experience in all aspects of grant management, including appraisal and evaluation of proposals, disbursement, controls, monitoring and evaluation. Demonstrated record of successfully managing grants for donor funded programs is essential. S/he shall have experience in capacity building of sub grantee organizations and in financial and forensic audits of donor-funded projects and programs. S/he shall possess management and communication skills.

For each of the key personnel, the section on personnel capability in the main body of the application shall include brief statements of staff member's role, technical expertise, and estimated amount of time each will devote to the project. For each Key Personnel position, provide a short Position Description including key management, technical, and supervisory responsibilities. Resumes of key personnel shall be limited to four pages in length and should be included in the annexes. The annexes shall include letters of intent to participate for those not already employed by the proposing organization and letters of commitment from proposed key personnel.

The applicant should include the following:

- Organizational chart with roles and responsibilities
- Management structure of all proposed partners and their roles and contributions
- Lines of authority
- Plans for rapid start up, including first year work plan that identifies the major activities to be undertaken for each objective; a detailed timeline for implementation of activities is not necessary.
- Financial management, reporting and cost containment strategies.

The application must include a detailed description of the management approach for implementing the proposed program, which includes specifying the composition and organizational structure of the entire implementation team, and describing each team member's role and level of effort.

#### **IV.3.4 Institutional Capacity and Past Performance**

Implementation of activities should be undertaken by a partner(s) with the relevant strategic, technical and experience in community empowerment, governance, decentralization, capacity building and advocacy. Strong partnership with the local government, private sector and civil society organizations is essential. Indigenous organizations are encouraged to apply in partnership with local or regional organizations as necessary if such partnership is believed to lead to solid management structures and quality outputs.

**Past Experience:** The applicant shall describe its performance on directly related or similar activities, of similar scope, magnitude and complexity to that which is detailed in this PD. It must be clear whether the work was done by the applicant as a prime or a sub. Please provide contact information for verification.

This activity shall require delivery of outputs and outcomes within the shortest possible time. It is expected that within two years, the applicant shall begin reporting against outcome indicators. Care should therefore be taken to establish the relevance of past experience to this program and the basis for reliance upon that experience as an indicator of success on this program. Information in this section should include (but is not limited to) the following:

- Brief description of organizational history/expertise;

- Pertinent work experience and representative accomplishments in developing and implementing programs of the type required under the proposed RFA;
- Relevant experience with proposed approaches;
- Institutional strength as represented by the breadth and depth of experienced personnel in projects in relevant disciplines/areas;

The applicant shall provide relevant past performance references which describe any contracts, grants, cooperative agreements which the applicant organization has implemented involving similar or related programs over the past **three years**. Please provide these references in an attachment and include the following information: current telephone number and email address of responsible representative from the organization for which the work was performed; contract/grant name and number (if any), annual amount received for each of the last three years and beginning and end dates; brief description of the project/assistance activity and key project accomplishments/results achieved to date.

USAID will contact the named references and use the past performance data along with other information, to evaluate the applicants' quality of performance and responsibility.

#### **IV.3.5 Performance Monitoring Plan**

The applicant shall provide an illustrative performance monitoring plan (PMP) with the application. The PMP shall include ambitious but achievable performance targets and benchmarks that will be achieved by the end of the five years.

The applicant shall propose meaningful indicators and milestones for the expected results, which are measurable and impact-oriented (as opposed to input/output oriented). The applicant must also incorporate and define results that reflect gender equality and participation with clear indicators and targets. The applicant shall demonstrate use of innovative methods and instruments to not only collect information but also to empower the CSOs and communities. The applicant shall include proposals for measuring impact surveys where applicable; and allocate up to 10% of the budget to monitoring and evaluation including operations research. The applicant is advised to plan for mid-term and final evaluations in addition to own assessments.

#### **IV.3.6 Annexes**

The following six annexes should be submitted within the page limits indicated. The total page limit for the annexes is **50 pages**. Any pages exceeding the limits for each annex will not be considered.

##### **Annex I. CVs for Key Personnel – Three (3) pages maximum per CV.**

A more detailed description of proposed key personnel including the Chief of Party and up to four additional key personnel. For all Key Personnel, a CV and Contractor Biographical Data Sheet (USAID FORM 1420-17) including the candidate's employment history and past performance references for each long-term position held within the last ten years must be included for each proposed candidate. The use of local expertise is highly encouraged. Equal consideration should be given to equally-qualified women and men when recruiting for the project.

**Annex II. Draft Implementation Plan (Max. 5 pages)**

A draft implementation plan for all activities through the end of the current fiscal year, including milestones.

**Annex III. Draft Performance Monitoring Plan (Max. 5 pages)**

A draft PMP shall be submitted with the application, and shall include performance indicators, planned data sources, data collection and calculation methods, baseline data and annual targets directly linked to proposed activities.

**Annex IV. Past Performance References and Information – ONE (1) page maximum per reference.**

Please provide a list of current US Government and/or privately funded contracts, grants, cooperative agreements, etc., for similar or related programs during the past three years. Include the performance location, award number (if available), a brief description of the work performed, and a point of contact list with current telephone numbers.

**Annex V. Representations and Certifications, Assurances (Max 12 pages):** (See Attachment D for the required representations and certifications that are to be included as Annex V to the technical proposal).

NOTE: When these Certifications, Assurances, and Other Statements of Recipient are used for cooperative agreements, the term “Grant” means “Cooperative Agreement.”

**Annex VI: Sustainability Plan (Max. 5 pages)**

The applicant shall submit to USAID a sustainability plan as part of this application that includes milestones demonstrating full program sustainability by the time the award ends. This must include, but is not limited to, how the program will build sustainable services/leadership within the CSOs from its financial assistance, technical assistance and capacity building role, and what it will “leave behind” that may continue beyond the life of the program. The applicant shall describe the anticipated sustainable elements of the program and any specific approaches proposed to achieve more sustainable outcomes (e.g. improved community and CSO capacity and advocacy etc).

**Annex VII: Proof of meeting the definition of local (or regional) entity**

The applicants must include in their submission documented proof of meeting the definition of local (or regional) entity. Documented proof must include a certificate of registration and information that fulfills requirements under Section III.

**IV.4 Cost Application Format**

The Cost Application is to be submitted via a separate email from the Technical Application. Certain documents are required to be submitted by an applicant in order for the Agreement Officer to make a determination of responsibility. However, it is USAID

policy not to burden applicants with undue reporting requirements if that information is readily available through other sources. A Cost Application consists of:

- **SF-424\***, Application for Federal Assistance;
- **SF-424A\***, Budget Information – Non-Construction Program;
- **SF-424B\***, Assurances – Non-Construction Programs;
- a summary budget;
- a detailed itemized budget
- a budget narrative explaining costs to be incurred; and
- other administrative documentation as required.

\*These forms may be downloaded from the following website:  
[http://www.grants.gov/agencies/aforms\\_repository\\_information.jsp](http://www.grants.gov/agencies/aforms_repository_information.jsp)

The following sections describe the documentation that applicants for Assistance award must submit to USAID prior to award. While there is no page limit for this portion, applicants are encouraged to be as concise as possible, but still provide the necessary detail to address the following:

The required budget format is found in Attachment E of this RFA.

Please be sure that the budget includes at least the following elements:

- the breakdown of all costs associated with the program according to costs of, if applicable, headquarters, regional and/or country offices;
- the breakdown of all costs according to each partner organization involved in the program, in the same detail and format as the budget template;
- potential contributions of non-USAID or private commercial donors to this Cooperative Agreement, including, the breakdown of the financial and in-kind contributions (cost sharing) of all organizations involved in implementing this Cooperative Agreement.

**NOTE: The award will not provide for the reimbursement of pre-award costs.**

Also include:

- a) Information that confirms and ensures that the proposed cost sharing will materialize.
- b) Details of sub-award arrangements to the extent they are known at the time of application development: In case there are multiple organizations and partners, please explain as clearly as possible the management structure and how the parties are going to interact. If there are formal legal arrangements such as sub awards or sub contracts please clearly explain how these are to be structured and list past experience between the organizations.

NOTE: If sub-awards are anticipated and not explained in the original application, the agreement officer's approval (after award) is required before the sub-agreement may be executed.

- c) A copy of the self-certification for compliance with USAID policies and procedures for personnel, procurement, and travel.
- d) A copy of the organization's U.S. Government Negotiated Indirect Cost Rate Agreement (NICRA), if applicable.
- e) Applicants should submit additional evidence of responsibility they deem necessary for the Agreement Officer to make a determination of responsibility. The information submitted should substantiate that the Applicant:
  - 1. Has adequate financial resources or the ability to obtain such resources as required during the performance of the award.
  - 2. Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the applicant, non-governmental and governmental.
  - 3. Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance.
  - 4. Has a satisfactory record of integrity and business ethics; and
  - 5. Is otherwise qualified and eligible to receive a cooperative agreement under applicable laws and regulations (e.g., EEO).

#### **IV.5 Marking and Branding**

**MARKING AND BRANDING:** Pursuant to ADS 303.3.6.3.f and ADS 320.3.1.2, the Recipient shall be requested to submit a Branding Strategy and Marking Plan that will have to be successfully negotiated before the cooperative agreement is awarded. These plans shall be prepared in accordance with the guidance in ADS 320.3.3, 22 CFR 226.91 and the references therein. Please note that the Branding Strategy and Marking Plan shall not be included with the original application but shall be provided only after a written request from the Agreement Officer.

[END OF SECTION IV]

## SECTION V – APPLICATION REVIEW INFORMATION

### Overview

The Technical Evaluation Criteria are tailored to the requirements of this particular RFA and are set forth below. Applicants should note that these criteria serve to: (a) identify the significant matters which applicants should address in their applications and (b) set the standard against which all applications will be evaluated. To facilitate the review of applications, applicants must organize the narrative sections of their applications with the same headings and in the same order as the selection criteria.

### V.1 FIRST STEP EVALUATION

#### Expression of Interest Evaluation Criteria

The Expression of Interest will be evaluated based on the following criteria of equal importance:

- 1) Technical capability to undertake community empowerment, capacity building for CSOs and advocacy.
- 2) Past experiences: the relevance and ability to adapt lessons and experiences to inform community empowerment, capacity building for CSOs and advocacy.
- 3) Organizational capacity for monitoring and evaluation.
- 4) Organizations' capability to manage an award of similar size and scope of this solicitation.

**Note; DO NOT submit any corresponding budget or cost information at the first step of submitting an Expression of Interest.**

### V.2 SECOND STEP EVALUATION

#### Full Technical Application Evaluation Criteria

USAID Uganda intends to evaluate the Full Applications and award an agreement without discussions with the applicants. However, USAID reserves the right to conduct discussions if the latter is determined by the Agreement Officer to be necessary. Therefore, the initial offer should contain the applicant's best terms from a Technical and Cost/Price stand point.

The criteria by which the Grant Application will be assessed are as follows, in descending order of importance:

#### Technical Criteria

##### 1. Technical Approach

The sub criteria will be assessed in descending order of importance:

- The proposed technical approach will be evaluated based on the extent to which the following have been considered: relevance, effectiveness, efficiency, impact and sustainability<sup>5</sup>
- The extent to which the application focuses interventions in the PMP in a strategic manner that will attain measurable results within the timeframe and resources. The applicant should clearly demonstrate the relationship between the proposed technical approach and Program Results at the community, district and national levels. Applicants shall demonstrate an understanding of which development partners work in similar technical areas to the proposed scope of this program, and include strategies for promoting collaboration and avoiding overlap in planned interventions.
- The extent to which the proposed grant management process is efficient including rigorous financial control and reporting systems, transparent and functional management processes with clear guidelines and formats, and comprehensive performance monitoring plans for the sub grants and an articulated capacity building plan.

## 2. Personnel & Management Structure

The sub criteria will be assessed in descending order of importance:

- The extent to which the proposed Key Personnel as listed in Section I, have requisite breadth and depth of technical expertise, relevant professional qualifications and relevant previous experience necessary for achievement of program results.
- The extent to which the overall staffing plan demonstrates the applicant's ability to implement the proposed technical approach effectively and has used local or regional (East Africa) professionals and managers in significant positions in the management and implementation of this program.

## 3. Institutional Capacity and Past Performance

Past performance will be evaluated on:

- how well an applicant performed; relevancy of work performed by prime and any subs in implementing similar programs;
- instances of good and poor performance;

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<sup>5</sup> **Relevance** - responds to the stated objectives and requirements in the project description and is appropriate for the country and beneficiaries; **Effectiveness** - is logical and technically sound; **Efficiency** - is innovative and creative in a challenging environment; **Demonstrated impact** - on program goal and objectives, and contributes to overall USG goals in Uganda; and **Sustainable** - addresses ownership and continuation of activity after funding ends

- Significant achievements and problems; and any indications of excellent or exceptional performance in the most critical areas.

The applicant must provide a list of all its contracts, grants, or cooperative agreements involving similar or related programs during the past three years. The reference information for these awards must include the performance location, award number (if available), a brief description of the work performed, and a point of contact listed with current telephone number and email address. The Agreement Officer may also consult other resources and references not provided by the applicant related to the applicant's past performance.

### **COST EVALUATION**

Cost has not been assigned a score but will be evaluated for cost reasonableness, allocability, allowability, cost effectiveness - including cost share - and realism, adequacy of budget detail and and cost sharing. While cost may be a determining factor in the final award(s) decision, especially between closely ranked applicants, the technical merit of applications is substantially more important under this RFA. Applications providing the best value to the Government, including cost share, will be more favorably considered for award. Applications will be ranked in accordance with the selection criteria identified above. USAID reserves the right to determine the resulting level of funding selected for award.

[END OF SECTION V]

## SECTION VI – AWARD ADMINISTRATION INFORMATION

- 1) Following selection for award, a Recipient shall receive an electronic copy of the notice of award signed by the Agreement Officer which serves as the authorizing document. USAID will issue the award to the contacts specified by the applicant in its application documents and/or the Authorized Individuals submitted by the applicant.
- 2) The applicable Standard Provisions that will apply in any resulting award document can be viewed or downloaded from USAID's Web Site:  
<http://www.usaid.gov/policy/ads/300/303.pdf>.
- 3) The following programmatic reporting requirements shall be made part of any award issued under this RFA:

### Program Reporting

The Recipient shall submit one original, two (2) hard copies and an electronic copy of the following reports in English to the USAID/Uganda Agreement Officer Representative (AOR) for approval:

#### 1. Annual Implementation Plans and Budgets

##### First Implementation Plan

- Due no later than **30 days after the effective date of this award**.
- Shall cover the period from the effective date of award through the end of the fiscal year in which the award was made.
- Shall describe planned activities arranged by the overall objectives of the Program Description and further broken down by sub-activities and tasks and by geographic location. Also include budgetary forecasts and notes tied to proposed activities.

##### Annual Implementation Plans

- Due no later than **30 days after the end of the fiscal year**.
- Shall contain the same information as described above covering the fiscal year.

#### 2. Performance Monitoring Plan (PMP)

- Due no later than **90 days after the effective date of this award**.
- Shall cover the entire period of performance of this Award and may be adjusted based on any changes in planned activities. Requires USAID approval.
- Shall include relevant indicators to measure performance annually and at the end of the program, with baselines and targets for each indicator. Indicators shall be quantitative and qualitative and used to track program impact. Where applicable, indicators should be disaggregated by gender, age cohorts, and geographical location. Program management and cross-cutting indicators are

encouraged. The data collection process and tools to be used, and proposed plans for periodic evaluations, assessments, studies, documentation on data source and quality etc. shall also be included.

### 3. Reports

#### Quarterly Progress Reports

- Due to the AOR every three months, no later than **30 days after the end of each calendar quarter**.
- Shall be no longer than 20 pages summarizing, at minimum: (1) progress toward agreed upon Program Results; (2) identification of specific problems and delays and recommendations for adjustments and corrective action; (3) any high-level meetings held and field visits; (4) planned activities for the next reporting period; (5) assessment of the validity and efficacy of progress against the goal and results; (6) progress against cross-cutting issues, including but not limited to, any environmental compliance issues.
- Recipient may be required to present results un verbal and/or visual format
- *Accruals*: Shall be due **three weeks** before the end of each quarter.
- *Quarterly Financial Reports*: 45 days after the end of each calendar quarter along with the progress report. Shall include a report on expenditures accrued during the report period and projected accrued expenditures for the next quarter, against Award line items.

#### Final Performance Report

- Shall be submitted 90 days after the award end date. A draft shall be submitted 45 days after the award end date. The final report shall be in English. It shall cover the entire five-year period of the award and include the cumulative results achieved, an assessment of the impact of the program, lessons learned and recommendations, any particularly notable impact stories, and detailed financial information. It should be grounded in evidence and data. A copy of the final results shall be filed with the Development Experience Clearing house at: <http://dec.usaid.gov> or <http://www.DocSubmit@usaid.gov>.

### 4. Progress Reporting

USAID/Uganda may request special studies, ad hoc information and reports for use in the routine progress monitoring, in response to requests from Washington and/or to improve the quality of the services.

#### Quarterly Reports

USAID uses quarterly reports to assess project performance using indicators that change fast, and whose data are available on a quarterly basis or more frequently. Typically, quarterly reports measure implementation progress, mainly focusing on inputs, processes and outputs. In some cases, changes at outcome level are perceivable, and should be reported. The purpose is to provide the bigger picture context. The model quarterly report shall include but is not limited to the following:

- Performance overview/highlights for significant achievements and major breakthroughs that will enhance program performance;
- Output level performance data table for each result for output indicators with the following columns: Activity, output, target this quarter, actual this quarter, comment to explain any significant variations in achieving outputs, target next quarter;
- Outcome level performance data table for each result for outcome indicators that have data collected on a quarterly or more frequent basis. Key information includes: Outcome Indicator, baseline value, target for the year, quarterly targets, actual this quarter, comment to explain any variations in achieving results.
- Challenges/issues that will affect program performance positively or negatively.

Within 30 days after the end of each quarter, the recipient shall submit the quarterly report and following receipt of the report a quarterly review meeting will be held to discuss results, challenges and way forward.

### Annual Reports

At the end of each implementation year, USAID expects a performance report that answers the following questions:

- Does the program have an accurate view of the development needs of the target population, an obtainable vision for reducing key constraints, and a clear road map for achieving this vision? Is this roadmap cognizant of the current developments and adaptable to possible future changes?
- Has a clear and practical stakeholder owned framework been developed, showing how the results relate to one another? (Log-frame or results frameworks showing goal, strategic objectives, intermediate results and lower levels)
- Has a set of necessary and sufficient activities been established? Who are the implementing partners?
- Is the development hypothesis proving to be accurate? How well is this entire system (activities → outputs → objectives → purpose) working?
- What are the prospects of achieving positive results in the coming year(s)?
- Does the indicator data support the above assertions?
- What resources are needed to continue achieving expected results?

The annual report shall combine discussions on implementation, outputs, outcomes and some early impacts. Both tables and narratives are recommended to answer these questions. A fourth quarterly report does not replace the need for an annual report; the two serve different needs.

Within two months after the close of each activity year, the recipient shall submit to the AOR an annual report and the annual statement of accounts, audited by an external and reputable organization. Following the signing of the Cooperative Agreement, the AOR shall provide a list of firms approved to audit USG resources in Uganda.

Special Reporting

Depending on the final PMP agreed by USAID and the recipient, USAID may require additional reporting to fulfill Agency, congressional, or presidential requirements (such as PEPFAR, Global Health Initiative, Saving Mothers Giving Life). The recipient shall be notified of these requirements in advance and expected to incorporate them into the PMP.

In executing the monitoring and evaluation functions under this program, the recipient shall also collaborate and coordinate with the USAID’s Monitoring and Evaluation Management Services and the Monitoring and Evaluation of the Emergency Plan Progress (MEEPP) contractors.

**SYNOPSIS of PLANS & REPORTS**

<b>Name/Title of Report/Plan</b>	<b>Frequency of Report/Plan</b>	<b>Content</b>
<b>Implementation Plan</b>	Initial plan due 30 days after award.  Annual plan – 30 days prior to the end of the activity year.	Planned activities arranged by overall objectives – sub-activities and tasks by geographic location. Budgetary forecasts
<b>Performance Monitoring Plan</b>	Revised plan due no later than 90 days after award. Final plan due within the first six (6) months after the award.	Outline key activities, targets, results, etc.
<b>Quarterly Progress Reports</b>	No later than 30 days after the end of each quarter.	As determined by the AOR
<b>Accruals report</b>	Three weeks before the end of each quarter	Report format as designated by USAID/Financial Management Office.
<b>Quarterly Financial Reports</b>	45 days after the end of each quarter.	As required.
<b>Annual Report</b>	60 days after the close of each activity year.	As required.
<b>Final Performance Report</b>	Draft – 45 days after the end of award. Final due 90 days after the award end date.	As required.

[END SECTION VI]

**SECTION VII – AGENCY CONTACTS**

Agreement Officer  
USAID/Uganda  
US Embassy Compound  
Plot 1577 Ggaba Road  
Kampala, Uganda

[END SECTION VII]

## SECTION VIII – OTHER INFORMATION

Resulting awards to U.S. Non-government Organizations will be administered in accordance with Chapter 303 of USAID's Automated Directives System (ADS 303), 22 CFR 226, applicable OMB Circulars (i.e., A-21 for Universities or A-122 for Non-Profit Organizations, and A-133), and Standard Provisions for Non-Governmental Organizations.

- ADS 303 is available at: <http://www.usaid.gov/policy/ads/300/303maa.pdf>.
- 22 CFR 226 is available at: [http://www.access.gpo.gov/nara/cfr/waisidx\\_06/22cfr226\\_06.html](http://www.access.gpo.gov/nara/cfr/waisidx_06/22cfr226_06.html). Applicable
- OMB Circulars are available at: <http://www.whitehouse.gov/OMB/circulars/index.html>.
- Standard Provisions for U.S. Non-Governmental Organizations are available at: <http://www.usaid.gov/policy/ads/300/303maa.pdf>.

Resulting award to Public International Organizations (PIOs, or IOs) will be administered in accordance with Chapter 308 of USAID's ADS including the Standard Provisions set forth in ADS 308.5.15.

Potential for-profit applicants should note that USAID policy prohibits the payment of fee/profit to the prime recipient under grants and cooperative agreements. However, if a prime recipient has a subcontract with a for-profit organization for the acquisition of goods or services (i.e., if a buyer-seller relationship is created), fee/profit for the subcontractor is authorized.

Standard Provisions for Non-U.S. Non-Governmental Organizations are available at: <http://www.usaid.gov/policy/ads/300/303mab.pdf>. ADS 308 is available at: <http://www.usaid.gov/policy/ads/300/308mab.pdf>. A

The USAID Inspector-General's "Guidelines for Financial Audits Contracted by Foreign Recipients" is available at: <http://www.usaid.gov/oig/legal/audauth/rcapguid.pdf>.

[END SECTION VIII]

**SECTION IX – REFERENCES AND ATTACHMENTS**

Attachment A	Background
Attachment B	Other USAID District Level Programs in Target Districts
Attachment C	Results Frame Work
Attachment D	Representations, Certifications & Assurances
Attachment E	Budget Template
Attachment F	Mandatory Standard Provisions for Non-U.S. Nongovernmental Recipients
Attachment G- Ref 1	Advocacy in the Health and Education Sectors in Uganda – A Situational Analysis, Feb 2011
Attachment H- Ref 2	Strengthening Democratic Linkages Program Evaluation, final report, Nov 2010
Attachment I- Ref 3	USAID Forward: Implementation and Procurement Reform

Attachment G – Reference Document List

<b>Reference</b>	<b>Title</b>
1	Advocacy in the Health and Education Sectors in Uganda – A Situational Analysis, Feb 2011
2	Strengthening Democratic Linkages Program Evaluation, final report, Nov 2010
3	USAID FORWARD: IMPLEMENTATION AND PROCUREMENT REFORM

[END SECTION IX]