



**Amendment 01- 72066920RFA00002  
Liberia Elections and Democracy (LEAD)  
October 05, 2020**

**USAID/Liberia Notice of Funding Opportunity Number: 72066920RFA00002 – Amendment 01**

<b>NOFO Title:</b>	<b>Liberia Elections and Democracy (LEAD) Activity</b>
<b>Amendment No.:</b>	<b>01</b>
<b>Issuance Date:</b>	<b>October 06, 2020</b>
<b>Issued by:</b>	<b>Judy J. Webb, Supervisory Agreement Officer</b>

With this Amendment the United States Agency for International Development (USAID) hereby posts, pursuant to the above-referenced Notice of Funding Opportunity (NOFO), Amendment 1 (Attachments 1, 2 and 3) to:

- 1) Respond to questions submitted by potential applicants,
- 2) Provide a revised version of the NOFO; and
- 3) Provide a copy of the IEE

USAID would like to thank all the prospective applicants who took part in the RFA questions period.

Cordially,

Judy J. Webb  
Supervisory Agreement Officer

**Attachment 1-Respond To Questions Submitted By Potential Applicants.**

**QUESTIONS & ANSWERS**

1. Recognizing USAID is under a deadline to procure the LEAD project with sufficient time to effectively implement activities around the December 2020 electoral event, would USAID consider a short extension on the deadline to ensure sufficient time to propose projects with well-developed designs and sustainability plans with partners?

**USAID Response:**

*The closing date for the NOFO has been extended by two weeks to October 23, 2020. Please see page 1 of the amendment #01 to the NOFO.*

2. A cost share requirement of potentially close to \$1,000,000 depending on the proposed budget will likely reduce the number of organizations that compete for this important program and thus could potentially eliminate innovative or superior development approaches. In addition, recognizing that there are serious public concerns in Liberia about corruption in politics and that providers of cost share may have their own interests and incentives for providing such support which could reduce public confidence in the program, would USAID consider removing the cost share requirement for this activity?

**USAID Response:**

*No, the requirement is maintained.*

3. Does USAID anticipate that LEAD activities, other than nationwide election-specific activities, will be focused in the six counties USAID/Liberia has identified for strategic focus in its CDCS?

**USAID Response:**

*While overall LEAD is expected to work in all 15 counties, and activities under Objective 3 in particular should have a nation-wide scope, USAID welcomes applications that suggest geographic scopes under Objectives 1 and 2 that best meet the Expected Results of the Program Description within the given budget.*

4. The LEAD Notice of Funding Opportunity document includes a development hypothesis and associated results chain. May offerors propose enhancements to this development hypothesis and/or results chain if the purpose and goals of the LEAD project as articulated by USAID are maintained?

**USAID Response:**

*Yes.*

### Start date Questions

5. On Page 23 of the NOFO regarding application instructions, the NOFO notes that the estimated start date identified in Section B of the NOFO must be used in the cost application, however, on page 19, the estimated start date is listed as TBD. Would USAID kindly share the estimated start date of the LEAD project for budget and program design purposes, including to provide an accurate interim work plan?

**USAID Response:**

*Applicants may use an estimated start date of December 1, 2020.*

6. Pg. 26, Interim Work Plan. Can USAID confirm the exact timeframe that the Interim Work Plan, Part (e), should cover (e.g., October 15 – December 8, 2020)?

**USAID Response:**

*There is no specific time frame identified, applicants must propose their approach and interventions related to the 2020 elections using December 1, 2020 as the estimated award start date. This information has been revised in amendment 01 to the NOFO. Kindly take a look at Section D.5.(d) of the amended NOFO to access revised instructions.*

7. On page 25 of the NOFO, USAID notes the application page limit as both 20 and 25 pages. Would USAID please clarify the total page length allowed excluding the cover page and annexes for the technical application?

**USAID Response:**

*The page length excluding the cover page and annexes are 25, please see Section D.5. of the amendment 01 to the NOFO for relevant language.*

8. On page 26 of the NOFO, USAID requests offerors submit an annual implementation plan. Will USAID please confirm this implementation plan is intended to cover the first year of the LEAD project?

**USAID/Response:**

*Annual Implementation plans will be required as part of the award implementation (See Section B.3 Substantial Involvement and Section F.3 Deliverables and Reporting Requirements). There is no requirement to submit an “annual implementation plan.” This has been removed from the NOFO. Please see revised Section D.5 (d) of amendment 01 to the NOFO for revised language requesting an “interim work plan,” a “Civic Education Books Implementation Plan” and a Sustainability Plan.”*

9. On page 26, USAID requests offerors to include a Sustainability Plan in their application, however, the sustainability plan describes information regarding key personnel and staffing. Can

USAID please confirm that the Sustainability Plan was requested in error and offerors should include the information requested in the Sustainability Plan description in the Staffing Plan annex?

**USAID/Response:**

*We confirm that a “Sustainability Plan” is a requirement of the NOFO, however we recognize that the information included in this section is incorrect and it has been removed. Please see Section D.5. (d) of amendment 01 to the NOFO for revised language*

10. On page 27, Section (j) Annexes lists “Resumes of key personnel and long-term professional staff proposed position descriptions.” Can USAID please confirm it would like applicants to submit this information as a separate annex as opposed to incorporating this information into the Staffing Plan Annex?

**USAID/Response:**

*We confirm that resumes of key personnel and long-term professional staff are required, as well as position descriptions as a separate annex. This information has been revised in amendment 01 to the NOFO. Kindly reference Section D.5.(e) of the amended NOFO.*

11. Would USAID please confirm that only prime applicants are required to submit documentation of “Certifications, Assurances, Representations, and Other Statements of the Recipient”?

**USAID Response:**

*Yes only Prime applicants are required to submit documentation of certifications, Assurances, Representations, and Other Statements of the Recipient required on Section D.6. (c).*

12. Would USAID please confirm that applicants may use their own detailed budget templates and budget narrative formats for the Business (Cost) Application so long as they include all of the required information listed in Section 6 of the NOFO?

**USAID Response:**

*No, the template provided as an attachment to the NOFO “Sample Budget Template (Excel)” must be used by all applicants. The Sample Budget Template can be adjusted as needed. The applicants may use their own budget narrative formats with their (Cost) Application.*

13. On page 29, USAID requests applicants provide their established written policies on personnel compensation in the Budget Narrative. Would USAID please confirm that applicants can include the language of their personnel compensation policies in writing in the narrative document?

**USAID Response:**

*Yes, the applicant's Personnel Compensation Policies required on Section D.6. (d) 1) must be used in the budget narrative to explain the applicant's costing methodology. It should also be included as an attachment to the Business (Cost) Application.*

#### Transition Awards Questions

14. On Page 30 section (5) Subawards, USAID notes applicants should include the costs associated with the Transition Awards (Result 3.3.). Would USAID please confirm that applicants should include designated subaward budget allocations for any specific Transition Awards? Can USAID please confirm that Transition Awards will be issued and funded directly by USAID and will be outside of the scope of the LEAD project's funding?

**USAID Response:**

*Applicants should include subaward budget allocations for local partner(s) in preparation to receive Transition Award(s), as described in Result 3.3. The Transition Award(s) will be issued and funded directly by USAID.*

15. On page 33 of the NOFO, USAID requests that applicants provide a History of Performance including information regarding recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs. Would USAID please confirm this History of Performance requirement is requested as part of any requests for approval of subawards as part of the application and not to be provided by the prime applicant?

**USAID Response:**

*As provided under Section D.6. d. 10. "C. History of Performance" applicants are required to provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants or cooperative agreements involving similar or related programs, not to exceed three years or three awards., for the prime applicant, to be . It is not part of any request for approval of subawards Please see modified language on Section D.6. d. 10. "C. History of Performance" and Section E. 1. a) " PAST PERFORMANCE", on Amendment 01 of the NOFO.*

16. Would USAID please confirm that applicants are not required to submit a Branding Strategy & Marking Plan with their initial application?

**USAID Response:**

*As stated on Section D.6. d. 10. "D. Branding Strategy & Marking Plan", only the apparent successful applicant will be asked to submit a Branding Strategy and Marking Plan.*

17. On page 41, Evaluation Criteria #2, USAID notes that applicants will be evaluated based on the overall responsiveness in meeting the requirements of the Management and Staffing Plan,

however this is the first mention of a Management and Staffing Plan in the document. Would USAID please confirm that applicants will be evaluated based on the overall responsiveness in meeting the requirements of the Staffing Plan Annex as described on page 27?

**USAID Response:**

*Section D.5 “Technical Application Format” has been revised in amendment 01 to the NOFO. Kindly reference Section D.5. (e) of the amended NOFO to access information on the Management and Staffing Plan.*

18. On page 41, Evaluation Criteria #2, USAID notes that the applicant will be evaluated based on its responsiveness in meeting or exceeding the requirements for the Chief of Party key personnel position. Would USAID please confirm that USAID has not included any specific requirements for the Chief of Party in the NOFO and applicants will propose key personnel positions including job summary descriptions and designations of which positions it considers key to achievement of activity results as described on page 26?

**USAID Response:**

*Section D.5 “Technical Application Format” has been revised in amendment 01 to the NOFO to include accurate language on the Chief of Party key personnel position. Kindly reference Section D.5 (e) of the amended NOFO to access information on the Chief of Party.*

***Number of Awards and Applications Questions***

19. The LEAD synopsis on Grants.gov states that the expected number of Awards is six (6). However, the NOFO does not state the number of expected awards. The NOFO states on page 21 that “Applicants may submit one or more applications in response to this funding opportunity.”

**USAID Response:**

*As stated on Section C. 3 “Other” Applicants may submit one or more applications in response to this funding opportunity.” We confirm that the expected number of award is one (1). Section B.1 “Estimate of Funds Available and Number of Awards Contemplated” has been revised in amendment 01 to the NOFO to reflect this information. Kindly reference Section B.1 of the amended NOFO to access the information on the number of anticipated awards .*

20. On page 41, the Evaluation Criteria #1 states: USAID will evaluate the extent to which the application has a sound and feasible methodology and technical approach that clearly responds to the three objectives, targets of opportunity, and the key principles of: local ownership, inclusive development, and **mutually reinforcing interventions across the three objectives.**

- a. Will USAID please clarify the number of anticipated awards?

**USAID Response:**

*The number of anticipated awards is one (1). Section B.1 “Estimate of Funds Available and Number of Awards Contemplated” has been revised in Section B.1 of amendment 01 to the NOFO to reflect this information.*

b. Will USAID confirm that organizations may submit more than one application?

**USAID Response:**

*As stated on Section C. 3 “Other” Applicants may submit one or more applications in response to this funding opportunity.”*

b. If organizations are able to submit more than one application, will USAID please clarify if applications must propose interventions across all three objectives? Or may applicants submit an application for each objective?

**USAID Response:**

*As stated in Section E.1.a). “Evaluation Criteria #1” USAID will evaluate the extent to which the application has a sound and feasible methodology and technical approach that clearly responds to the three objectives, targets of opportunity, and the key principles of: Therefore, USAID is seeking applications that respond to the full Program Description..*

21. In section 4. Technical Application Format, the NOFO provides instructions for what should be included under each technical application requirement. However, on page 26 instructions/guides are not provided for g) Sustainability Plan.

Will USAID provide guidance for this component?

**USAID Response:**

*This information has been revised in amendment 01 to the NOFO. Kindly reference Section D.5 of the amended NOFO to access revised instructions. Section D.5 (d) “Methodology and Technical Approach” includes information on the Sustainability Plan.*

22. Does USAID have any guidance regarding whether one or more civil society partners may be anticipated to receive subaward(s) in the domestic observation components of objective 3?

**USAID Response:**

*USAID has not predetermined who will receive subawards. USAID looks forward to the approaches by applicants on how best to address this component of the activity.*

23. Does USAID have specific instructions for the contents of the 25 page technical proposal? It appears that what would normally be included in a management section of a USAID technical application are described as the staffing and sustainability annexes.

**USAID Response:**

*Yes Section D.5 “ Technical Application Format”, has been revised to include instructions for the contents of the 25 page requirement. Kindly reference Section D.5 of the amended NOFO to access revised instructions.*

24. Can USAID please confirm that the requested Interim Work Plan will exclusively focus on the lead up to the 2020 election? Can USAID please clarify what time period should be covered by the implementation plan? For example, should the plan cover proposed program activities from January 1, 2021 - December 31, 2021?

**USAID Response:**

*Section D.5 “ Technical Application Format”, has been revised to include a clear requirement for the interim Work Plan. The requested interim work plan (described on section D.5. (d)) will exclusively focus on the lead up to the 2020 election and the election period including any adjudication. The interim work plan should not cover interventions following the election such as lessons learned.*

25. It appears that the RFA requests both job descriptions and resumes for proposed key personnel. Does USAID have page limits on the length of the resumes of proposed key personnel and position descriptions?

**USAID Response:**

*Section D.5 “ Technical Application Format”, has been revised to include page limits for the resumes of proposed key personnel. Please see section D.5. (h) of Amendment 01 of the NOFO.*

26. For the History of Performance information to be included in the Cost Application, does USAID want a comprehensive list of relevant projects, or should applicants list a specific number of awards, say no more than five or ten?

**USAID Response**

*The applicant must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed three years or three awards..” Section D.6.(d) 10 has been revised to reflect this information. Please see Section D.6. (d) 10. “C. History of Performance”of Amendment 01 of the NOFO,*



27. Given that the Targets of Opportunity listed on pages 15 and 16 of the RFA are potential opportunities that may or may not arise during the course of the program, can USAID provide a figure for the amount of funding associated with these Targets that applicants could include in their budgets?

**USAID Response**

*No, USAID does not have an amount set aside for “target of opportunities. USAID looks forward to applicants’ suggestions on how much should be set aside.*

28. Given the Ministry of Education has already begun activities suggested by USAID under Result 2.1, is USAID open to suggestions for adapting the scope of work to align to the Ministry of Education’s priorities and the progress already made in line with the stated activities?

**USAID Response**

*Yes.*

29. Can USAID please confirm that the “Civic Education Impact Evaluation” will be funded directly by USAID?

**USAID Response**

*Yes, this is a third party impact evaluation that will be directly funded by USAID.*

30. In several instances, the RFA refers to programmatic years (eg. Year 1, or Year 2-4). Can USAID please confirm the specific time periods associated with each year to avoid misunderstanding of the specific periods?

**USAID Response**

*No. Specific programmatic years will be determined based on the final award date.*

31. As the RFA includes a range of funding for this proposed program (\$14-\$16 million), can USAID please clarify the specific amount of funding associated with this opportunity? If not, do applicants have the latitude to choose a number within this range?

**USAID Response**

*Applicants have latitude to submit applications within that range as described in Section B 1. Estimate of Funds Available .*

32. Can USAID please confirm that any level of cost sharing between the 3% to 5% range listed in the RFA will be sufficient to satisfy the cost share requirement?

**USAID Response**

*Yes.*

33. What is the geographic scope and coverage for this intervention?

**USAID Response**

*Please see response to question No. 3.*

34. In addition to the DUNS System and SAM required Registration, are organizations expected to also register for the NCAGE Code?

**USAID Response:**

*No, since a NATO Commercial and Government Entity Code (NCAGE Code) is required for all foreign entities prior to registering in SAM, applicants will not require a NCAGE Code in addition to SAM registration.*

35. Pg. 10, Result 1.1 Given the stated importance of “Result 1.1: Women gain campaign and leadership skills to participate in 2020 and 2023 elections and in local political processes,” and since applicants are expected to ‘incorporate lessons learned’ from current and former activities, would it be possible for USAID to share information about the current activities underway that are supporting women candidates for the 2020 elections?

**USAID Response:**

*USAID does not have this information at this time.*

36. Pg. 13-14, Result 3.2. The NOFO states “Domestic election observers monitor and accurately report on the 2020 electoral process.” Can USAID clarify whether any activities related to Result 3.2 are expected to continue beyond the December 2020 elections?

**USAID Response:**

*Activities related to Result 3.2 should include election day, any adjudication period, and lessons learned from the December 2020 election. While activities related to Result 3.2 are not expected to continue for long after the December 2020 election, activities related to Result 3.3 are expected to be working with the same local organization(s).*

37. **Pg. 14, Result 3.2.** The second illustrative activity is to “Assist the domestic observer network to monitor the adherence of parties to registration requirements.” Can USAID clarify which “registration requirements” the RFA is referring to?

**USAID Response:**

*Section C.4. Objectives 3. Result 3.2 “Domestic election observers monitor and accurately report on the 2020 electoral process” has been revised to include National Elections Commission registration requirements”.*

38. **Pg. 15, Result 3.4.** The second illustrative activity under Result 3.4 states, “Campaign against gender bias towards candidates: LEAD may support gender equality promotion efforts in the lead up to 2020 and/or 2023 elections aimed at changing the behavior of Liberians to reduce a noted gender preference for male candidates and to reduce harassment of female candidates.” Would USAID consider listing this activity under Result 1.1 instead of Result 3.4?

**USAID Response:**

*Yes, USAID is open to a revised Results Chain as long as all the original objectives of the Program Description are still met. The Results Chain is designed to have mutually reinforcing interventions across all three objectives.*

39. **Pg. 25, Executive Summary and Table of Contents.** The instructions for the Executive Summary, Part (c), read, “Executive Summary (One page not counted against the 20-page limit)” but the instructions for the Table of Contents, Part (b), state that the page length requirement is 25. Please confirm the technical approach page length limit is 25.

**USAID Response:**

*Confirmed the technical application page length limit is 25. This information has been revised in amendment 01 to the NOFO. Kindly refer to Section D.5.(b) & (c) of the amended NOFO to access revised information on this session*

40. Pg. 25, Technical Approach or other. The Technical Application Format, Part (d) is titled "Technical Approach or other." Can USAID clarify whether the term “or other” is meant to be included in this section?

**USAID Response:**

*This information has been revised in amendment 01 to the NOFO. Kindly take a look at Section D.5.(d) of the amended NOFO to access revised information on this session.*

41. Pg. 26, Implementation Plan. In order to maintain maximum operational flexibility and ensure adaptability, can applicants provide a Draft Year 1 Implementation Plan in lieu of a 5-year annual implementation plan?

**USAID Response:**

*As noted on Section F.3 of the NOFO, only the recipient of the award will be required to submit an Annual Implementation Plan within four weeks from the date of the award. Therefore applicants are not required to submit a 5-year Annual Implementation Plan.*

*Additionally please see Section D.5 (d) of Amendment 01 of the NOFO for revised language on “Civic Education Books Implementation Plan.*

42. Pg. 26, Sustainability Plan. The description for the Sustainability Plan, which reads, “Key Personnel: Key personnel are those considered to be essential to the work being performed under this cooperative agreement....” relates primarily to key personnel and organizational approach. Can USAID clarify whether the description there was meant to be for the Staffing and Key Personnel annex instead? In place of the current description, can USAID also provide details as to what they would like Offerors to provide for the Sustainability Plan annex?

**USAID Response:**

*Please see response to question No. 8.*

43. Pg. 27, Performance Monitoring and Evaluation Plan. The Program Monitoring and Evaluation Plan (PMEP) is cited in Part (i) and then in the list of annexes as a “Monitoring and Evaluation Plan” under Part (j). Section E, (a) further cites an activity Learning, Monitoring and Evaluation plan (ALMEP) as an evaluation criterion. Would USAID please clarify if the ALMEP/AMELP is expected to be an annex or part of the overall 25 page technical? If it is expected to be a separate annex, will there be a page limit? If so, what is the page limit?

**USAID Response:**

*Section D.5 “ Technical Application Format” and Section E. “APPLICATION REVIEW INFORMATION” has been revised to reflect accurate information in amendment 01 to the NOFO. Kindly refer to the above sections to access information on AMELP.*

44. Pg. 29, Required Certifications and Assurances. Could USAID please provide a template/resource location for the “Certificate of Compliance”?

**USAID Response:**

*No. As stated in Section D.6.(c). “Required Certifications and Assurances” number (3) “Certificate of Compliance” only those applicants or organization’s systems have been certified by USAID/Washington’s Office of Acquisition and Assistance (M/OAA) are required to provide the Certificate of Compliance.*

45. Pg. 41, Evaluation Criteria #2. This paragraph refers to “the Chief of Party key personnel position.” However, Section 5. Technical Application Format, (Pages 26-27), does not mention specific key personnel positions. Can USAID confirm it does not intend to designate specific staff positions as key personnel and that applicants can make these designations as part of their applications?

**USAID Response:**

*Please see responses to questions No. 16 and 17.*

46. Pg. 46, Environmental Compliance. Would USAID please provide a copy of the Initial Environmental Examination (IEE) or Environmental Assessment (EA) for Liberia so that we may determine whether a categorical exclusion is in place for the potential activities as prescribed in the LEAD NOFO?

**USAID Response:**

***USAID is sharing the IEE as part of amendment 01 to the NOFO.***

47. Section 4: *Objective 2*, Given the advanced stages of planning for the grades 1-6 curriculum, would USAID also look favorably on the development of a civics curriculum for grades 7-12 to complement the primary school initiatives?

**USAID Response:**

***No.***

48. Section 5: *Targets of Opportunity*  
How does USAID envision the implementing partner managing funds around Target of Opportunity programming? Does USAID have a specific amount of funds that it would like to see "set aside" in order to respond?

**USAID Response:**

***Please see response to question No. 32. Applicants are requested to propose these amounts.***

49. Section C: Cost Sharing or Matching, In light of strained funding environments presented globally (and within Liberia itself) during this COVID-19 pandemic, would USAID please reconsider the inclusion of the 3%-5% cost share requirement as part of this RFA? We recognize that part of the desire for cost share is to promote buy-in and ownership from local partners, but the current and future ability of local organizations to support and document tens (if not hundreds) of thousands of dollars in cost sharing is very uncertain. In addition, funding around the international development sector itself more generally has been increasingly strained, as resources are being diverted and/or withdrawn as donor nations and businesses have sought to respond to new needs arising from the COVID-19 pandemic.

**USAID Response:**

***No. This requirement is maintained.***



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Liberia Elections and Democracy (LEAD)  
October 05, 2020

## Attachment 2- Modification #01

With this Modification the NOFO is amended to reflect changes highlighted in yellow as follows:

**Issue Date:** September 8, 2020  
**Deadline for Question:** October 06 , 2020 5:00 p.m. Local Liberian time  
**Closing Date:** **October 23 , 2020**  
**Closing Time:** 1:00 p.m. Local Liberian Time

Subject: USAID/Liberia Notice of Funding Opportunity Number: 72066920RFA00002

Program Title: Liberia Elections and Democracy (LEAD) Activity

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified entities to implement the Liberia Elections and Democracy (LEAD) program. Eligibility for this award is not restricted.

USAID intends to make an award to the applicant who best meets the objectives of this funding opportunity based on the merit review criteria described in this NOFO subject to a risk assessment. Eligible parties interested in applying are encouraged to read this NOFO thoroughly to understand the type of program sought, application submission requirements and selection process.

To be eligible for award, the applicant must provide all information as required in this NOFO and meet eligibility standards in Section C of this NOFO. This funding opportunity is posted on [www.grants.gov](http://www.grants.gov), and may be amended. It is the responsibility of the applicant to regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity and to ensure that the NOFO has been received from the internet in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion processes. If you have difficulty registering on [Grants.gov](http://Grants.gov) or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at [support@grants.gov](mailto:support@grants.gov) for technical assistance.

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifiers and System for Award Management (SAM) requirements in



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**Liberia Elections and Democracy (LEAD)**  
**October 05, 2020**

[Beta.Sam.gov](#) and detailed in Section D.10.(b). The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early in the process.

Please send any questions to the point(s) of contact identified in Section D. The deadline for questions is shown above. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted to [Grants.gov](#).

Issuance of this notice of funding opportunity does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for any costs incurred in preparation or submission of comments/suggestions or an application. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense.

Thank you for your interest in USAID programs.

Sincerely,

Judy J. Webb  
Supervisory Agreement Officer



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Liberia Elections and Democracy (LEAD)  
October 05, 2020

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## SECTION A: PROGRAM DESCRIPTION

### PROGRAM DESCRIPTION

#### 1) Introduction

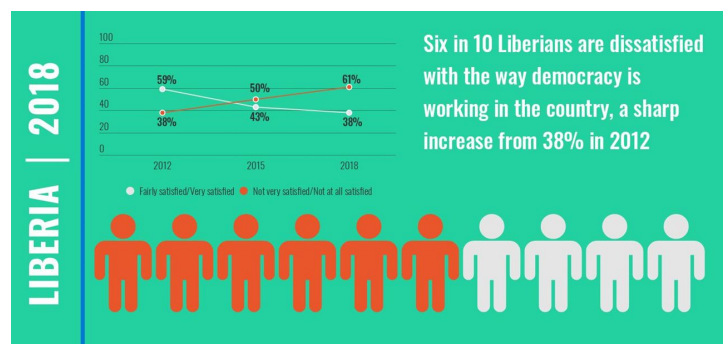
The United States Agency for International Development’s (USAID) Liberia Elections and Democracy (LEAD) Activity aims to **cultivate accountable elected representatives who govern in the interest of their constituents**. LEAD will build on the gains made through prior activities and implement a new suite of interventions to help foster a new generation of leadership and an engaged citizenry that act in tandem to advance responsible and peaceful development of Liberia.

The program seeks to achieve the following objectives through three integrated objectives:

- Objective 1: Leadership of marginalized groups in political processes increased;**
- Objective 2: Civic knowledge and sense of civic duty improved; and**
- Objective 3: Self-reliance of the National Elections Commission (NEC) and civil society organizations to independently manage and observe all stages of the electoral cycle advanced.**

LEAD’s objectives support the following goals of the Government of Liberia’s (GOL) [Pro-Poor Agenda For Prosperity and Development \(PAPD\)](#): 1) increase political participation of women at the national and local levels to reach a target of 30% by 2023 (Pillar Two); 2) Incorporate human rights, peace and civic education into national curricula (Pillar Three); and 3) Election reform to improve political governance (Pillar Four).

LEAD is designed to respond to pervasive mistrust between citizens and officials tied to national institutions, based in part on transactional politics (through practices such as vote buying) and low levels of civic engagement. According to a 2018 Afrobarometer study, while Liberians overwhelmingly support democratic elections as the best way to choose their leaders (84 percent prefer regular, open, and honest elections over other methods), they are increasingly dissatisfied with the way that democracy is working in their country. Six out of ten Liberians are dissatisfied, an increase of 23 percent since 2012. The same Afrobarometer survey shows that 62% of Liberians trust their Representative “Not at all” or “Just a little”, 36% believe their Representatives never listen to what citizens say; and



57% either “Strongly disapprove” or “Disapprove” of the way their Representative has performed their job over the previous 12 months.<sup>1</sup>

The phenomena of vote buying and vote selling for money, rice or clothing is common in Liberia. Similarly, “trucking,” the practice of illegally transporting residents from one district to another to register and vote is also perceived as commonplace. In addition, voting based on personality or cultural ties to a candidate, rather than policy platforms and campaigns, is the norm. These behaviors undermine efforts of some constituents to hold elected representatives accountable. Because many voters exercise low oversight, candidates lack the incentive to run on policy issues reflective of voter preferences.<sup>2</sup>

## 2) **Background:**

Liberia experienced a historic democratic transition of power from President Ellen Johnson Sirleaf, the continent’s first woman president, to Senator George Manneh Weah on January 22, 2018. This was Liberia’s first peaceful transfer of presidential power through credible, democratic, free, and fair elections in over 70 years. The success of the 2017 electoral process, though marred by delays and administrative flaws, was a distinct milestone for Liberia. Immediately following the civil war, the United Nations Mission in Liberia (UNMIL) directly administered elections beginning in 2005, and in 2011 UNMIL partnered with international donors and the NEC to hold elections. In 2017, the NEC took charge of managing a general election for the first time, with USAID and other international donors and partners playing a secondary role through technical assistance and in-kind contributions of some commodities.

USAID/Liberia is a lead donor in the elections and political processes (EPP) space. Well in advance of the 2017 elections, USAID began implementing a comprehensive suite of electoral activities, including:

- Technical and administrative support to the NEC;
- Election observation, with support to Liberia’s largest domestic electoral observation network and long- and short-term international observation missions;
- Women’s political leadership training, coaching, and mentoring to enhance the campaign skills of women candidates and activists, and increase the number of women with the skills, resources, and confidence to participate in politics;
- Civil society engagement in the electoral process to promote civic and voter education in all 15 counties to increase informed citizen participation in the electoral process, with a particular focus on women, first-time voters, persons with disabilities, and other hard-to-reach voters; and

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<sup>1</sup> Afrobarometer Data, Liberia, Round 7, 2018, available at <https://afrobarometer.org/publications/liberia-summary-results-2018>

<sup>2</sup> Bowles, Jeremy and Horacio Larreguy. *Who Debates, Wins? Evidence on Debate Participation and Radio Broadcasting in a Liberian Election*. Department of Government Harvard University Working Paper, 2019. Available for download at <https://sites.google.com/site/hlarreguy/research?authuser=0>

- Training of political party poll watchers through a Train-the-Trainers model.

Most of USAID’s EPP activities concluded in 2018. The Strengthening Political Parties Program (SP3) which will end in 2022. Other Mission activities have components that relate to the EPP portfolio: the Liberia Accountability and Voice Initiative (LAVI) supports civil society working to advance electoral reform, and the Liberia Media Development (LMD) Activity is training journalists to objectively and professionally cover electoral reform. Both activities will end in 2020. However, USAID/Liberia does not currently have an activity that primarily supports elections or works directly to support the NEC.

Senatorial elections, during which 50 percent of the Senate (a total of 15 seats) will be contested, is scheduled for December 2020. The same ballot is also expected to include several constitutional propositions. The next general election will occur in 2023, at which time 100 percent of seats in the House of Representatives, 50 percent of Senate seats, and the presidency and vice presidency will be contested. With the upcoming elections acting as a backdrop, the challenges facing Liberian elections and democracy fall into three distinct areas:

#### 1. Marginalization Leaves Important Voices out of the Political Process

Liberian women, certain ethnic and religious minorities, persons with disabilities, youth, and other marginalized communities are not represented proportionally in public office or appointed positions, and in many cases do not feel that their leaders represent their interests. While 2017 saw significant improvements in the number of women registering and voting, resulting in an equal number of women and men participating in elections,<sup>3</sup> Liberian women continue to remain underrepresented in political life, including in the legislature, political party leadership, senior ranks of the public service, and electoral administration. Only nine women were elected to the House in 2017 out of 73 seats. Only one woman currently serves in the Senate. Only 16 percent of the nearly 1,000 approved candidates in the 2017 elections were women,<sup>4</sup> and only one of 22 presidential candidates was female. The Carter Center reported that Muslim and Mandingo populations alleged facing challenges in registering and voting in the 2017 election, and that they felt excluded from political party structures, elected positions, and appointed government jobs. Liberians living outside of Monrovia and persons with disabilities are also underrepresented. USAID’s 2019 cross-sectoral youth assessment found that Liberian youth often described politicians and community leaders as making promises to garner youth support, but not delivering on those promises.<sup>5</sup> Along with complaints of feeling used by political candidates, youth lament poor leadership and government corruption, despite the fact that Liberia’s National Youth Policy recognizes that “Liberia’s youth have the potential to be the most powerful agents of change.”

<sup>3</sup> NORC at the University of Chicago. *Final Survey Report: Liberia Electoral Access and Participation Survey, Iteration II (LEAP II)*. May 2018.

<sup>4</sup> See How Women Bring about Peace and Change in Liberia at <http://theconversation.com/how-women-bring-about-peace-and-change-in-liberia-86670>

<sup>5</sup> USAID/Liberia Youth Situational Analysis, February 7, 2019, <https://www.youthpower.org/resources/liberia-youth-situational-analysis>.

## 2. Poor Civic Engagement and Lack of Civic Education Limits Accountability of Elected Officials

The 2018 Social Cohesion and Reconciliation (SCORE) Index indicates a low level of civic engagement in Liberia, giving a nation-wide score of 2.4 out of 10.<sup>6</sup> Contributing to low civic engagement are several overlapping problems with Liberia’s civic education system writ large. Following the 2017 elections, the domestic Elections Coordinating Committee (ECC), Economic Community of West African States (ECOWAS), and the South Africa-based Electoral Institute for Sustainable Democracy in Africa (EISA) observer groups all recommended that civic education, including democratic rights related to elections, take place on a continual basis. The Ministry of Education (MOE) and the Governance Commission collaborated to produce a National Curriculum on Citizenship Education in 2014, and Minister of Education, Dr. Ansu Sonii, has emphasized “the need for civics to be taught in all schools in Liberia,”<sup>7</sup> However, the state has not integrated civics into the primary or secondary schooling since the Samuel Doe administration in the 1980s. While the MOE has begun collaborating with a local organization, WAHALA, on civic education materials for Grades 1-6, materials have not been finalized or introduced into schools. With no formal education in good citizenship, civic responsibilities, and how government works, Liberia lacks a critical component of a foundation to support an active and engaged citizenry that holds leaders to account.

## 3. Flawed Election Administration Threatens Trust in Electoral Process

The NEC has been widely commended for its administration of the 2017 elections, especially because it was the first time the Commission had administered a general election on its own since the end of the civil war. A USAID-funded survey found that 94% of a representative sample of Liberians perceived the NEC’s performance organizing elections as either “very good” or “fairly good.”<sup>8</sup> However, flaws and irregularities observed during the process show that there is still room for improvement. The most serious irregularities occurred during the voter registration period, including misspelled names, voters assigned to incorrect polling stations, or individuals missing from the Final Registration Roll (FRR). In addition, although the NEC, with support from civil society organizations (CSOs) and community-based organizations (CBOs), was able to ensure an equal number of men and women registered and voted, illiterate voters, rural voters, persons with disabilities, and other marginalized groups faced challenges registering and voting. Finally, an overreliance on staff from Monrovia and other urban centers meant that the effectiveness of voter education efforts was limited by cultural and linguistic barriers. To address these technical and administrative lapses, observation reports by the ECC, European Union (EU), Carter Center, The National Democratic Institute

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<sup>6</sup> <https://www.scoreforpeace.org/en/liberia>

<sup>7</sup> <http://www.governancecommissionlr.org/others.php?7d5f44532cbfc489b8db9e12e44eb820=OTQ5>

<sup>8</sup> NORC at the University of Chicago. *Liberia Electoral Access and Participation Survey, Iteration II*. Chicago. May 2018.

(NDI) and others recommended several improvements to be made by the NEC.<sup>9</sup> Evidence from other contexts shows that when improvements are not made in response to similar deficiencies, public opinion could backslide and trust in the electoral process could erode.<sup>10</sup>

### 3) Program Goal and Strategic Approach

The new, five-year Liberia Elections and Democracy (LEAD) Activity will help to address the key challenges facing Liberian elections and democracy to help foster a new generation of leadership and an engaged citizenry that act in tandem to advance the responsible and peaceful development of Liberia.

The LEAD activity is aligned with USAID/Liberia's 2019-2024 Country Development Cooperation Strategy under Development Objective 2, "Effective and Inclusive Governance Catalyzed through Reforms and Greater Accountability." LEAD will contribute directly to Intermediate Result 2.1, "Diverse political leaders and active citizens cultivated to protect and promote Liberian interests."

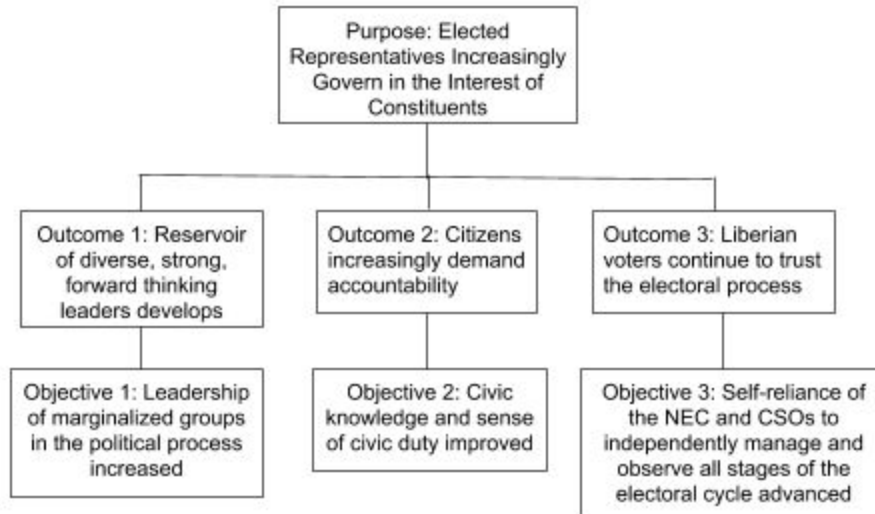
**Program Purpose: The LEAD Activity will cultivate more accountable elected representatives who govern in the interest of their constituents.** The activity is designed around the following Development Hypothesis:

*By promoting responsive leaders from marginalized groups in the political process, by supporting the institutionalization of civic education, and by increasing the self-reliance of the National Elections Commission and civil society organizations to manage and observe all stages of the electoral cycle, the LEAD activity will generate elected representatives in Liberia who increasingly govern in the interest of constituents.*

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<sup>9</sup> For example, see Elections Coordinating Committee. *Final Technical Observation Report of the 2017 Presidential and Legislative Elections*. Monrovia, Liberia. May 2018.

<sup>10</sup> Norris, Pippa and Alessandro Nai, eds. *Election Watchdogs: Transparency, Accountability, and Integrity*. London: Oxford University Press. 2017.



**Figure 1:** LEAD Results Framework Summary, showing the LEAD Theory of Change (TOC), Purpose, Outcomes, and Objectives. To see the full TOC to include Results, Interventions, and how the objectives are interrelated, please refer to the attached Results Chain.

#### 4) Program Objectives, Illustrative Activities, and Anticipated Results

USAID/Liberia invites approaches to meet the purpose and objectives of the Program Description. Prospective partners will determine the most appropriate and feasible interventions for the current political context. LEAD interventions should take into account Liberia’s historical context and the current electoral context.

USAID/Liberia encourages an inclusive development approach to incorporate persons with disabilities, religious minorities, gender and sexual minorities, non-English speaking groups, illiterate Liberians, and other vulnerable populations into proposed interventions.

For the purpose of this Request for Applications and consistent with global USAID definitions, *voter education* refers to interventions tied to the electoral cycle (including, but not limited to, voter registration period and election day), while *civic education* refers to interventions not tied to the electoral cycle.

Because LEAD will begin shortly before the scheduled 2020 elections, Applicants should submit an interim work plan with the application that includes proposed interventions related to the 2020 election that could reasonably be implemented as the activity is starting up. USAID/Liberia places a high priority on interventions related to Result 3.2 (domestic election observation), in the lead up to the 2020 election. USAID welcomes plans that demonstrate flexibility to adapt to evolving local context and implementation timelines.

USAID/Liberia considers sustainability as a key factor across all objectives in order to generate lasting change beyond the life of the LEAD activity. In particular, sustainability will be key for the NEC, which will continue to independently implement elections with limited to no international support in the years and decades following LEAD.

LEAD objectives, illustrative activities, and anticipated results are as follows:

**Objective 1: Leadership of marginalized groups in political processes increased**

USAID/Liberia is interested in interventions that will enhance the skills of marginalized populations, enabling them to play increased roles in political processes. In particular, USAID/Liberia places a high priority on increasing women’s political participation in support of the GOL PAPD 30% target. The peaceful involvement of youth in political processes will also be critical to maintaining the peace and channeling the energy of the large youth population. As the PAPD notes, “greater interest in political activism by youths and women will sustain the increasingly democratic and inclusive nature to our politics.”

USAID/Liberia takes an expansive view of what leadership in political processes look like. Political leadership includes but is not limited to individuals running for and gaining political office. Leadership may also include community leaders, town chiefs, school principals, community members who advocate for change to national and local officials, local business owners engaging with government officials, etc.

USAID/Liberia welcomes creative “branding” of leadership interventions to generate interest and enthusiasm, in addition to a description of how the interventions under Objective 1 will complement and reinforce the other two objectives.

***Result 1.1: Women gain campaign and leadership skills to participate in 2023 elections and in local political processes***

**Illustrative activities include:**

- Women’s leadership training (Years 2-4, 2021-2023): While including modules specific to working on campaigns and running for office, training may also take a broader approach to leadership training, including exploring the meaning of leadership in political processes, or organizing issues-based campaigns.
- Support to targeted female legislators: LEAD may offer individualized mentoring to leadership training graduates who have won seats in the Liberian Legislature on leading with integrity and constituent engagement.

**Illustrative Indicators:**

- Applicants should propose one indicator or more that measures political participation and leadership of women, youth, and other marginalized groups.

- Number of USG-supported activities designed to promote or strengthen the civic participation of women.

***Result 1.2: Youth gain campaign and leadership skills to participate in 2023 general elections and local political processes***

Liberia’s National Youth Policy defines “youth” as a male or female within the age range of fifteen to thirty-five years old. According to Liberia's Constitution, individuals must be at least 25 years old in order to run for the House of Representatives, at least 30 for the Senate, and 35 years old for the Presidency and Vice Presidency. Youth leadership training could focus on political aspirants, as well as other leadership positions.

Illustrative activities towards Result 1.2 include:

- Youth leadership training: Beginning in Year 2, LEAD may support training for youth on community leadership and peaceful participation and in political processes. Youth training may target student councils, youth activists, political candidates, or campaign workers.
- Support to targeted youth legislators: LEAD may offer individualized mentoring to leadership graduates who have won seats in the Liberian Legislature or who work for a member of the Legislature. Topics could include leading with integrity and constituent engagement.

Illustrative Indicators:

- One or more indicators that measure political participation and leadership of women, youth, and other marginalized groups.
- Number of youth in leadership roles in political campaigns

**Objective 2: Civic knowledge and sense of civic duty improved**

USAID/Liberia has a strong interest in interventions that will increase the civic knowledge and sense of civic duty among Liberians.

***Result 2.1: Civic education of Grades 1-6 students of selected schools improved***

Stakeholder consultations with civil society across Liberia emphasized the need to target primary school students (grades 1-6) to build a foundation for children who will one day be voters and full participants in Liberia’s democracy. By targeting the youngest grades, this result will help increase citizen engagement by initiating a generational shift in how Liberians understand their democracy, the role of citizens and the government, and what it means to be a good citizen. Proposed strategies should align with and leverage existing GOL efforts, including the 2014 National Curriculum on

County	Primary Schools
Montserrado	949
Bomi	137
Bong	292
Gbarpolu	117
Grand Bassa	272
Grand Cape Mount	158
Grand Gedeh	129
Grand Kru	108
Lofa	306
Margibi	251
Maryland	149
Nimba	573
River Cess	117
River Gee	104
Sinoe	192

Table 1

Citizenship Education, and build on civic education materials already produced by the local organization, WAHALA, but not yet approved. Strategies should also promote political inclusion of women and other marginalized groups.

Applicants should propose a plan for re-introducing civics to schools through a phased approach, starting with a specified number of pilot schools during Years 1 and 2 of the activity, and expanding to additional schools in later years, based on lessons learned through an impact evaluation (see Section 6) and stakeholder consultations. USAID/Liberia anticipates reaching 2% of Liberian primary students during the pilot phase, and 10% of students by the end of the activity.<sup>11</sup>

Illustrative activities include:

- Finalize civics materials developed by WAHALA, including textbooks, workbooks, and teachers' manuals for grades 1-6, in coordination with MOE and consistent with the existing 2014 curriculum, and implement materials in pilot schools.
- Teacher training on civics curriculum and materials.
- Conduct public outreach to parents and communities on introduction of civics.

Illustrative Indicators:

- Number of individuals receiving civic education through USG-assisted programs.
- Number of teachers trained on civics education curriculum and class materials.
- Number of USG-supported activities designed to promote or strengthen the civic participation of women.
- Applicants should propose one indicator or more that measures the degree to which targeted students improve their knowledge of Liberian democracy, civil rights, and civic responsibility.

***Result 2.2: Civic education of voting-age students and adults improved***

Applicants should propose a clear strategy for enhancing civic knowledge of Liberian youth and adults who have not received civics education in school, specifying key target groups, interventions and outcomes.

Illustrative activities include:

- Community outreach: To target voting-age youth and adults, LEAD may work through CSOs to deliver civic education messages through a variety of media such as community radio and palava huts.

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<sup>11</sup> According to the most recently available data, Liberia has more than 3,854 primary schools, broken down by county in Table 1. This includes all schools in Liberia, both public and private (<https://www.epdc.org/epdc-data-points/epdc-spotlight-liberia>). The MOE approved number of students per teacher ratio is 45 students.

- Student clubs: CSOs and CBOs may partner with schools to leverage existing clubs, if any, or establish new democracy or civic education clubs, to promote learning opportunities.
- Campaign against gender bias: LEAD may support gender equality promotion efforts aimed at changing the attitude of Liberians towards women in leadership positions.

Illustrative Indicators:

- Number of individuals receiving civic education through USG-assisted programs.
- Number of USG supported activities designed to promote or strengthen the civic participation of women.
- Applicants should propose one indicator or more that measures the degree to which targeted youth and adults improve their knowledge of Liberian political processes, civil rights, and civic responsibility.

**Objective 3: Self-reliance of the National Elections Commission and civil society organizations to independently manage and observe all stages of the electoral cycle advanced**

Because the GOL and Liberian civil society have made significant strides in election management, election observation, and voter education, USAID/Liberia has a strong interest in the use of Liberian and regional experts and in avoiding international consultants from outside of the Africa region when possible. When local expertise is not available, bringing in consultants from Africa, and from West Africa in particular when possible, will allow Liberian beneficiaries to draw on best practices from similar contexts.

***Result 3.1: National Elections Commission increases organizational sustainability***

USAID/Liberia is interested in approaches to increasing the self-reliance of the NEC that build on past gains, that are targeted and cost-effective, and that include consulting with the NEC and USAID/Liberia to identify specific sections, offices, policies and/or procedures for intervention. Beginning in Year 2, interventions targeting the NEC should be contingent on achievement of milestones in the prior-year's work plan.

Illustrative activities include:

- NEC institutional capacity building: Capacity building efforts could focus on improving access to under-represented or marginalized groups, financial management, use of ICT in elections management, or improving the ability of NEC to effectively engage rural voters. To ensure sustainable and continuously improving capabilities, capacity building efforts might also focus on the NEC's ability to independently self-assess and implement improvements.
- Supporting the NEC to improve the Final Registration Roll (FRR): by providing technical assistance to the NEC to reduce errors on the voter roll.
- Technical assistance to improve inter-agency processes to plan for, fund and administer elections.

Illustrative Indicators:

- Percentage of Liberians who perceive NEC performance during 2020 and 2023 elections as fairly good or very good.
- One or more indicators to measure the quality of NEC's organizational sustainability.

***Result 3.2: Domestic election observers monitor and accurately report on the 2020 electoral process***

Illustrative activities include:

- Small grants to CSOs to enable them to more effectively provide oversight of electoral processes.
- Assist the domestic observer network to monitor the adherence of parties to **National Elections Commission** registration requirements.

Illustrative Indicators:

- Number of domestic election observers and/or party agents trained with USG assistance.
- Number of observation reports on electoral processes, including observation findings and analysis, by CSOs distributed to the media, international community, general public, and election authorities.

***Result 3.3: Domestic election observers achieve capacity to be direct recipient of USAID funding to observe and report on elections***

USAID/Liberia places a high priority on increasing the self-reliance of domestic election observers so that Liberian civil society can continue to fulfill their critical watchdog role after the LEAD activity ends, to ensure the integrity of future electoral processes. Sub-awardees are expected to be supported to develop the capacity to receive direct USAID assistance to observe and report on the 2023 election. Proposed interventions could include preparing subawardee(s) to be the direct recipient(s) of USAID Transition Award(s) to observe and report on the 2023 election. Transition Awards allow a USAID Agreement Officer to restrict eligibility to a local entity that has been a subrecipient under a USAID prime assistance award. (See ADS 303.3.6.5)

Illustrative activities include:

- Technical assistance to domestic observers: LEAD may provide specialized technical assistance to build capacity of domestic observers to independently observe phases of the 2020 electoral process.
- ICT adoption: LEAD may assist domestic observers to adopt appropriate ICT that can be managed by the domestic observers sustainably through future electoral cycles.
- Organizational capacity building: LEAD may review organizational capacity of sub-awardees in areas such as financial management, reporting, human resources, procurement, etc., and support subrecipients to address weaknesses when applicable.

- Capacity building to enable local organizations to receive direct assistance from USAID: LEAD may analyze domestic observer sub-recipients' readiness to pass a [Non-U.S. Organization Pre-Award Survey](#) (NUPAS), develop an action plan to address gaps, and support sub-recipients to address gaps.

Illustrative Indicators:

- The Applicant should propose one or more indicators to measure domestic observer CSOs' capacity to independently observe future election cycles and to become direct recipient(s) of USAID funding

***Result 3.4: Citizens understand critical electoral issues and events***

The Recipient should leverage the inclusive development strategy to ensure that diverse organizations can deliver tailored messages to various groups across geographic locations, languages, religions, gender and sexual identities, and socio-economic status.

Illustrative activities include:

- Voter mobilization: LEAD may assist CSOs and/or CBOs to conduct voter mobilization activities to encourage eligible citizens, and in particular first-time voters and citizens from traditionally marginalized groups, to register and to turn out to vote.
- Campaign against gender bias towards candidates: LEAD may support gender equality promotion efforts in the lead up to 2023 elections aimed at changing the behavior of Liberians to reduce a noted gender preference for male candidates and to reduce harassment of female candidates.
- Supporting civil society to improve the Final Registration Roll: LEAD may also work with civil society to support eligible voters to better navigate NEC processes and to be their own advocates.

Illustrative Indicators:

- Number of individuals receiving voter education through USG-assisted programs.
- Percentage of marginalized populations who self-report voting.

**5) Targets of Opportunity**

To retain flexibility for the activity to respond to a set of potential opportunities or risks as they arise, USAID/Liberia has estimated that the following opportunities may come about during the LEAD activity. These targets of opportunity should be included in the award total estimated amount of the award. Responding to targets of opportunity would not require a modification to the Program Description but would require USAID's approval through the implementation planning process.

- *Redistricting*: If the GOL completes a new census, LEAD may offer technical assistance to the NEC on delineating new voting districts based on the new census data. The Constitution of Liberia – and regional and international best practice – requires that

legislative constituency boundaries have populations of approximately equal size, which should ideally be drawn from updated census data. Uneven boundaries are a source of conflict. Current boundaries in Liberia are not census-based, and in 2017 the electoral district with the largest number of registered voters (in Montserrado) had six times as many voters as the district with the lowest number of registered voters (in River Gee).<sup>12</sup> Under the Constitution a new census should have been completed in 2018. Liberia launched a new census in 2019.

- *Biometric Voter Registration*: If the GOL finalizes a strategic plan to implement a nation-wide civil registry, and a plan to leverage civil registry data for voter registration, including devoting sufficient resources, LEAD may provide technical support towards a successful transition to a passive voter registration system, with voter data extracted from a larger civil registry. Using biometrics for voter registration could increase electoral integrity and reduce costs of elections management in the long run.
- *Implementing Electoral Reform*: If pending constitutional propositions are adopted at the polls in 2020, or if the Liberian Legislature amends the New Elections Law or Code of Conduct, changing electoral processes in Liberia, LEAD may provide technical assistance to implement electoral reforms. LEAD may also support domestic civil society to monitor implementation. The House Committee on Elections and Inauguration, the NEC, the ECC, and the Liberia Elections Observation Network (LEON) are all engaged in dialogues to reform the New Election Law and the Code of Conduct in response to issues and challenges raised by Liberians and international observers during the 2017 elections.
- *Early Warning/Early Response to Election Violence*: If stakeholders observe early warning signs of impending election violence, LEAD may have the opportunity to organize additional interventions such as dialogues to mitigate conflict or outreach to share information about the electoral process, the latter of which was critical during the unanticipated delay in the 2017 runoff election when misinformation was rampant.

## 6) Civic Education Impact Evaluation

Since civic education has not been formally taught in Liberia for several decades, USAID/Liberia recognizes the unique opportunity to shape Liberians' relationship with civics. An external, independent impact evaluation will test the fundamental hypotheses and theory of change embedded in Objective 2 and assess to what extent changes in outcome measures are directly attributable to the activity. This aligns with the USAID Evaluation Policy, which requires new or pilot projects to be subject to an impact evaluation in order to determine whether the new approach is effective and what factors play a role in its effectiveness. This information will be used to guide implementation of the program itself and to derive potential lessons learned that can be generalized to other contexts. We also recognize the particular importance of being able to show attributable results in USAID democracy and governance

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<sup>12</sup> The Carter Center. *National Elections in Liberia, Fall 2017: Final Report*. Atlanta, GA. 2018.

programming, and see evaluation of this project as an opportunity to provide evidence of this intervention's efficacy.

USAID/Liberia intends to conduct an impact evaluation for the activities under Objective 2, focusing on Result 2.1, the re-introduction of civics back into Liberian primary schools. The impact evaluation will be conducted by a third-party evaluator managed by USAID during Years 1 and 2 of the activity. The evaluation questions and precise methodology will be developed in collaboration with the LEAD activity, the LEAD AOR, and USAID/Liberia/M&E Specialist in order to adhere to the activity theory of change and implementation design.

The evaluation design will be finalized in consultation with the Recipient. Activity design, data collection, implementation, and performance monitoring will need to be developed in a way that allows for rigorous impact evaluation. This relates in particular to the ability to isolate activity inputs for the outcomes being measured, as well as to establishing equivalent control groups. The Recipient will work in collaboration with the third-party evaluator and the LEAD AOR to develop a final M&E plan, a plan for baseline data collection, and annual work plans.

Some examples of potential research questions include:

- a) Does civic education programming increase students' civic, democratic, and pro-social attitudes?
- b) Are there gaps in civic, democratic, or pro-social attitudes and activities between students of different genders, ethnoreligious groups, and socioeconomic status (SES), and if so, how are these gaps impacted by civic education?
- c) Does civic education programming increase civic, democratic, and pro-social behaviors of students' parents?

## **7) Coordination with Other Donors, Implementers, and NGOs**

Many bilateral, multilateral, and international organizations support electoral processes and civic education in Liberia. These programs may have complementary or overlapping objectives and, as such, fluid communication and coordination is vital to prevent the waste of assistance resources. Find below an illustrative list of stakeholders with whom implementing partners should closely coordinate over the life of the project.

Electoral Processes: Aside from USAID, the main funder of electoral processes in Liberia has been the United Nations Development Program (UNDP) basket fund, which has managed contributions provided by the EU, the Swedish International Development Agency (SIDA), the Government of Canada, and Irish Aid. The basket fund ended in July 2020. The value and implementation period of the next iteration of a basket fund is not yet known. During the past fifteen years of implementation, UNDP and USAID implementing partners have coordinated efforts, dividing the areas of responsibility between the two projects to ensure that there is no duplication of activities.

In addition to the UNDP project, South Africa provided key support to the NEC during the 2017 election, and in the post-election period has sponsored study tours for NEC staff to the Electoral Commission of South Africa.

**Domestic Observation:** With support from USAID, seven CSOs representing over thirty CSOs joined together under the banner of the Election Coordinating Committee (ECC) to observe the 2011 constitutional referendum and presidential and legislative elections. The ECC observed the 2014 senatorial elections, the 2017 general elections, and July 2019 by-elections, and have established themselves as a leading domestic voice on the credibility of election results and suggestions for improving the electoral process. The ECC currently receives USAID funding to advocate for electoral reform based on lessons learned from the 2017 elections. The ECC has also received limited funding from the Open Society Institute of West Africa (OSIWA). A second observation network, the Liberia Elections Observation Network (LEON), is a platform of four Liberian CSOs that came together as a coalition to observe the 2017 elections and observed by-elections in 2018 and 2019. LEON has received funding from SIDA, through projects implemented by The Carter Center.

**Inclusion:** Additional projects will overlap with the electoral cycle. In late 2019 Irish Aid commenced an “Inclusive Governance and Pre-election Peacebuilding” project through ZOA, which supports the Liberia Peacebuilding Office (Ministry of Internal Affairs) to: include women and girls in local and national peacebuilding structures; promote peaceful approaches to pre-election campaigning; and respond a timely way to emerging threats to peace in the context of the 2020 senatorial elections. Additionally, the Carter Center, funded by SIDA, works in rural Liberia to increase inclusion of marginalized populations in electoral processes.

**Civic Education:** No other donors have funded civic education efforts through the Liberian school system. The United Nations Population Fund (UNFPA), with funding from SIDA, has supported the MOE to draft a revised national curriculum. The draft curriculum includes social studies, a topic that overlaps with civic education.<sup>13</sup> Additionally, an EU-funded ZOA project that will last through 2022 supports civil society efforts on reconciliation through civic engagement, and includes elements on civic rights.

**Related USAID Activities:** USAID/Liberia is currently funding the Strengthening Political Parties Program (SP3), which will end in June 2022. The goal of SP3 is to enhance the democratic efficacy of political parties to participate in Liberia’s electoral and political processes. SP3’s activities include working to increase the number of parties that comply with NEC financial reporting requirements and party agent election observation training.

USAID/Liberia is also currently funding the Liberia and Media Development (LMD) project, which will end in March 2021. LMD’s scope includes training journalists to report on elections, supporting community forums broadcast on community radio, and candidate debates.

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<sup>13</sup> The draft national curriculum is available online at <http://moe-liberia.org/national-curriculum/>



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In addition, USAID/Liberia is currently funding several contracts and cooperative agreements that work closely with the MOE. Read Liberia will end in September 2022. Accelerated Quality Education (AQE) will end in March 2021. Learning Links will end in May 2020. While none of these activities involve civic education, the Recipient should coordinate with each activity to leverage insights gained into best practices supporting the MOE.

Implementing partners will be expected to work together and with USAID to identify and capitalize on linkages between USAID and other donor programs and to coordinate to avoid potential overlap and redundancies.

**[END OF SECTION A]**



## SECTION B: FEDERAL AWARD INFORMATION

### 1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award **one (1)** Cooperative Agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide \$14,000,000 - \$16,000,000 in total USAID funding over a five (5) year period.

### 2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five (5) years. The estimated start date is December 1, 2020.

### 3. Substantial Involvement

USAID/Liberia considers collaboration with the Recipient crucial for the successful implementation of this program. USAID's substantial involvement in the program will extend to:

- **Approval of Annual Implementation Plan:** To ensure that the activity remains in line with the GOL strategies and USG priorities, USAID will approve annual implementation plans, as well as any subsequent amendments to the plan. USAID will review and approve changes to the implementation plan intended to seize new opportunities or mitigate risks.
- **Approval of Specified Key Personnel:** USAID will be involved in the approval of key Personnel for the activity to ensure compliance with statutory requirements such as the Equal Employment Opportunity Act and ensuring that the project has the appropriate expertise to meet the program objectives. USAID will approve the selection of key personnel considered to be essential to the successful implementation of the award.
- **Approval of Sub-Awards:** USAID approval is required for the evaluation criteria, the selection of all sub-award recipients, and substantive provisions of the sub-awards. USAID involvement is for the benefit of the activity to ensure the activity is well coordinated with other USAID and additional donor-funded interventions.

### 4. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is 937.



**5. Nature of the Relationship between USAID and the Recipient**

The principal purpose of the relationship with the Recipient under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the Liberia Elections and Democracy (LEAD) Activity which is authorized by Federal statute. The successful Recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award.

**6. Selection of Instrument**

The principal purpose of the relationship between USAID and the awardee is to transfer funds to the recipient to support organizations to help cultivate diverse political leaders and active citizens to protect and promote Liberian interests. This Activity reflects a grantor- grantee relationship between the Agency and the recipient as it supports Liberia’s Pro-Poor Agenda for Prosperity and Development, and in line with USAID’s Liberia Country Development Cooperation Strategy 2019-2024 and the organizations own projects for their beneficiaries. USAID’s design work is informed by market research based on consultations with 23 local civil society organizations, more than 40 Government of Liberia (GOL) stakeholders, and four international donors, and in responses to a publicly-released Request for Information from seven international organizations and five Liberian organizations. This market research identifies areas for USAID engagement in electoral and political processes, and shows there are a sufficient number of qualified and eligible organizations which have democratic governance-related mandates and capacity to implement this program.

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**[END OF SECTION B]**



## **SECTION C: ELIGIBILITY INFORMATION**

### **1. Eligible Applicants**

Eligibility for this NOFO is not restricted.

USAID welcomes applications from organizations that have not previously received financial assistance from USAID.

### **2. Cost Sharing or Matching**

USAID has established a mandatory minimum recipient cost share of 3% - 5% of the total estimated cost for the award. Such funds may be provided directly by the recipient; other multilateral, bilateral, and foundation donors; host governments; and local organizations, communities and private businesses that contribute financially and in-kind to implementation of activities at the country level. This may include contribution of staff level of effort, office space or other facilities or equipment which may be used for the program, provided by the recipient. For guidance on cost sharing in grants and cooperative agreements see 2 CFR 200.306. Cost share will be a component of the cost effectiveness evaluation criterion.

### **3. Other**

Applicants may submit one or more applications in response to this funding opportunity.

**[END OF SECTION C]**

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## SECTION D: APPLICATION AND SUBMISSION INFORMATION

### 1. Agency Point of Contact

- |         |  |
|---------|--|
| A. Name | Pertaingber Lawrance Noauh                                   |
| Title   | Assistance Specialist  |
| Email   | <a href="mailto:pnoauh@usaid.gov">pnoauh@usaid.gov</a>       |
| B. Name | Luisa Alvarado   |
| Title   | Senior Assistance Specialist                                 |
| Email   | <a href="mailto:lalvarado@usaid.gov">lalvarado@usaid.gov</a> |

### 2. Questions and Answers

Questions regarding this NOFO should be submitted via email no later than the date and time indicated on the cover letter, as amended. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

### 3. General Content and Form of Application

Preparation of Applications:

Each applicant must furnish the information required by this NOFO. Applications must be submitted in two separate parts: the Technical Application and the Business (Cost) Application. This subsection addresses general content requirements applying to the full application. Please see subsections 5 and 6, below, for information on the content specific to the Technical and Business (Cost) applications. The Technical application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues.

Both the Technical and Business (Cost) Applications must include a cover page containing the following information:

- Name of the organization(s) submitting the application.
- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address);
- Program name
- Notice of Funding Opportunity number

- Name of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations, per USAID’s definition of ‘local entity’ under ADS 303.

Any erasures or other changes to the application must be initiated by the person signing the application. Applications signed by an agent on behalf of the applicant must be accompanied by evidence of that agent’s authority, unless that evidence has been previously furnished to the issuing office.

Applicants may choose to submit a cover letter in addition to the cover pages, but it will serve only as a transmittal letter to the Agreement Officer. The cover letter will not be reviewed as part of the merit review criteria.

Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- Written in English
- Use standard 8 ½” x 11”, single sided, single-spaced, 12 point Times New Roman font, 1” margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant’s name.
- 10 point font can be used for graphs and charts. Tables however, must comply with the 12 point Times New Roman requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated period of performance identified in Section B of this NOFO must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost application Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the applicant’s discretion, however, the official cost application submission is the unlocked Excel version.

Applicants must review, understand, and comply with all aspects of this NOFO. Failure to do so may be considered as being non-responsive and may be evaluated accordingly. Applicants should retain a copy of the application and all enclosures for their records.

#### **4. Application Submission Procedures**

Applications in response to this NOFO must be submitted no later than the closing date and time indicated on the cover letter, as amended. Late applications may be considered at the



discretion of the Agreement Officer. Applicants must retain proof of timely delivery in the form of confirmation from the receiving office.

Applications must be submitted by email to Pertaingber Lawrance Noauh at [pnoauh@usaid.gov](mailto:pnoauh@usaid.gov) with a copy to Luisa Alvarado at [lalvarado@usaid.gov](mailto:lalvarado@usaid.gov). Email submissions must include the NOFO number and applicant's name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g. "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line that states: "[NOFO number], [organization name], Cost Application, Part 1 of 2".

USAID's preference is that the technical application and the cost application each be submitted as consolidated email attachments, e.g. that you consolidate the various parts of a technical application into a single document before sending it. If this is not possible, please provide instructions on how to collate the attachments. USAID will not be responsible for errors in compiling electronic applications if no instructions are provided or are unclear.

After submitting an application electronically, applicants should immediately check their own email to confirm that the attachments were indeed sent. If an applicant discovers an error in transmission, please send the material again and note in the subject line of the email or indicate in the file name if submitted via grants.gov that it is a "corrected" submission. Do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

Applicants are reminded that email is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, applicants are requested to send the application in sufficient time ahead of the deadline. For this NOFO, the initial point of entry to the government infrastructure is the USAID mail server.

There may be a problem with the receipt of \*.zip files due to anti-virus software. Therefore, applicants are discouraged from sending files in this format as USAID/Liberia cannot guarantee their acceptance by the internet server. File size must not exceed 20mb in total file/data size.

**Sample language for uploading to Grants.gov:**

Applicants may upload applications to <http://www.grants.gov> as an option, but applications must be submitted by email to Pertaingber Lawrance Noauh at [pnoauh@usaid.gov](mailto:pnoauh@usaid.gov) with copy to Luisa Alvarado at [lalvarado@usaid.gov](mailto:lalvarado@usaid.gov). As stated on the cover page to this NOFO, USAID bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions.

## 5. Technical Application Format

The technical application should be specific, complete, and presented concisely. The application must demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program. The application should take into account the requirements of the program and merit review criteria found in this NOFO.

The Technical Application narrative section ***must not exceed 25 single-spaced typed pages in English*** (12 font size Times New Roman Font, single spaced, typed in standard 8.5 x 11 paper size with one-inch margins both right and left and each page number consecutively). **INFORMATION SUBMITTED OVER 25 PAGES WILL NOT BE EVALUATED.**

### (a) Cover Page **(not counted against the 25 page limit)**

See Section D.3 above for requirements.

### (b) Table of Contents **(not counted against the 25 page limit)**

Include major sections and page numbering to easily cross-reference and identify merit review criteria.

### (c) Executive Summary **(One page, not counted against the 25 page limit)**

The Executive Summary must provide a high-level overview of key elements of the Technical Application.

### (d) Methodology and Technical Approach **(counted against the 25 page limit).**

The approach must reflect application of best practices and lessons learned, demonstrate an understanding of the local context, and produce measurable results.

The application must, at a minimum, provide a full description of the proposed approach for achieving, or exceeding the objectives outlined in the Program Description. Applicants are to thoughtfully assess the Program Description and propose solutions that consider the development constraints. The Applicant should describe in detail the following:

- Proposed strategy and methodology timelines and milestones for results;
- A clear and compelling justification for the selected activities
- Approach to assure all plans, designs, and interventions are in line with the national policy context and strategic plans of the National Elections Commission (NEC) and the Ministry of Education (MOE) including current donor contributions;

The technical approach must include an interim draft work plan that includes proposed interventions related to the 2020 election that can reasonably be implemented as the activity is starting up. The application should prioritize interventions related to Result 3.2 (domestic election observation) in the interim draft work plan. Applicants should submit a plan that demonstrates flexibility to adapt to local context and to implementation timelines.

The technical approach must include a Civic Education Books Implementation Plan to detail implementation of interventions towards Result 2.1. The Plan should include how the Applicant would collaborate with a third-party Impact Evaluation and incorporate lessons learned from the Impact Evaluation. The implementation plan should detail how many schools, students, and teachers will be targeted in each year of implementation and include a plan for reusing and/or reprinting materials from year to year as applicable.

Included in the Technical Approach, the Applicant must submit a Sustainability Plan for generating sustainability beyond the performance period, detailing strategies for each of the three objectives. The Plan should include a discussion of the constraints to sustainability that are specific to Liberia.

The Technical Approach must include an approach to prepare subawardee(s) implementing interventions towards Result 3.3 (domestic election observation) to be direct recipients. The Approach must include the selection process for subawardee(s) and an estimated date for their readiness to receive Transition Awards.

**(e) Management and Staffing Plan (count against the 25 page limit - except for resumes and job descriptions)**

The Applicant must submit a Management and Staffing Plan that will best achieve the results as described in the Program Description. Based on the technical approach, the applicant must propose three key positions. One of those positions must be a Chief of Party as described below which will be considered essential and require USAID approval. Personnel should have extensive experience and expertise in designing, implementing and evaluating activities similar to those described in the program description, as well as managing the relationships with high ranking government officials, international donors, and other key stakeholders, demonstrated experience in similar developing country context, and their required technical and management competencies to effectively and efficiently implement the program. Given the great range of possible effective skill combinations among potential staff members, USAID is not specifying the organizational configuration and staffing plan. The Applicant should describe the positions that will be key to the project and provide resumes of the proposed key positions (including POC and references names) and summary job descriptions for long term and key positions

The Management and Staffing Plan should include qualified personnel, the provision of STTA, and limited reliance on headquarters support, to successfully undertake the proposed approach. The Recipient should utilize local personnel for both short-term and permanent positions as much as possible, including for key personnel positions if applicable, to increase sustainability of the interventions beyond the life of LEAD.

The Plan must include an organogram that briefly describes each proposed staff member's role and technical expertise, for both key and non-key personnel, including long and short-term personnel, home office support, county/field staff, if applicable, and estimated amount of time s/he will dedicate to the Activity. The plan has to address a reasonable timeframe for mobilizing relevant technical staff and activity start up if awarded.

The Applicant is expected to describe the role and location of any specific proposed sub-partners (local NGOs, or other appropriate entities) that will implement activities in partnership with the Applicant; the comparative advantage of the team in implementing the proposed activities; and the approach for managing any proposed sub-partners. LEAD is expected to work in all 15 counties but independent field offices are not anticipated. Applicants should propose how their staffing pattern will support interventions outside of Monrovia.

It is expected that the key personnel will serve the full term of the agreement.

**Chief of Party: 100% Time.**

**Role:** The Chief of Party will be responsible for overall technical leadership and management of the activity and will serve as the principal institutional liaison to USAID, the National Elections Commission, and the Ministry of Education.

**Qualification:** The Chief of Party must have demonstrated expertise in election administration assistance, voter education programs, and capacity building. Experience in civic education will be a plus. The Chief of Party must also have a minimum 10 years of increasingly responsible experience in program management, and excellent oral, written, and interpersonal skills with evidence of ability to productively interact with a wide range and levels of organizations (government, private sector, NGOs, research institutions), and at least a master's degree in a relevant field.

(f) **Monitoring & Evaluation Plan (counted against the 25 page limit).**

The Applicant must develop a draft Activity Monitoring, Evaluation and Learning Plan (AMELP). The draft AMELP should reflect the expected activity main results and specific output and outcome indicators and targets by year. The AMELP must demonstrate how all outcomes will support the interventions' robust and evidence-based results. The AMELP will also include: the development hypothesis and critical assumptions; baseline values and



targets to show progress over time; a summary of the key performance monitoring information; and Performance Indicator Database System (PIDS) or equivalent system submission for each indicator that include detailed descriptions of performance indicators to be tracked, source, method and schedule of data collection, known data limitations, and planned actions to address the limitations. The draft Plan should include external data sources as baselines to track outcomes. Additional baselines will be established within three months of award.

Key components of the AMELP typically include:

- The activity's monitoring approach, including relevant performance indicators of activity outputs and outcomes;
- Any proposed internal evaluations;
- Regular learning activities, including knowledge capture at activity close out;
- Estimated resources for these monitoring, evaluation and learning activities that are a part of the implementing partner's budget; and
- Roles and responsibilities for all proposed monitoring, evaluation and learning actions.

The draft AMELP should be developed in accordance with ADS 201 and USAID's Evaluation Policy.

**(h) Annexes:**

Promotional literature and materials regarding the applicant must not be submitted as part of the annexes. The following items **are not subject to the page limitation** and will not be counted (a page in the technical application, which contains a table, chart, graph, etc., not otherwise excluded below, is subject to the "page" limitation):

- Interim draft work plan (includes interventions related to the 2020 election.)
- Civic Education Books Implementation Plan
- Sustainability Plan
- Management and Staffing Plan
- Resumes of key personnel (not to exceed three pages each including POC and reference names) and long-term professional staff proposed position description (not to exceed one page each);
- Organogram
- Activity Monitoring Evaluation and Learning Plan (AMELP)

**6. Business (Cost) Application Format**



The Business (Cost) Application must be submitted separately from the Technical Application. While no page limit exists for the full cost application, applicants are encouraged to be as concise as possible while still providing the necessary details. The business (cost) application must illustrate the entire period of performance, using the budget format shown in the SF-424A.

Prior to award, applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the applicant’s risk in accordance with 2 CFR 200.205. Applicants should not submit any additional information with their initial application.

The Cost Application must contain the following sections (which are further elaborated below this listing with the letters for each requirement):

**(a) Cover Page:**

See Section D.3 above for requirements.

**(b) SF 424 Form(s)**

The applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at [www.grants.gov](http://www.grants.gov) or using the following links:

<b>Instructions for SF-424</b>	<a href="http://www.grants.gov/web/grants/form-instructions/sf-424-instructions.html">http://www.grants.gov/web/grants/form-instructions/sf-424-instructions.html</a>
<b>Application for Federal Assistance (SF-424)</b>	<a href="https://www.grants.gov/web/grants/forms/sf-424-family.html">https://www.grants.gov/web/grants/forms/sf-424-family.html</a>
<b>Instructions for SF-424A</b>	<a href="http://www.grants.gov/web/grants/form-instructions/sf-424a-instructions.html">http://www.grants.gov/web/grants/form-instructions/sf-424a-instructions.html</a>
<b>Budget Information (SF-424A)</b>	<a href="https://www.grants.gov/web/grants/forms/sf-424-family.html">https://www.grants.gov/web/grants/forms/sf-424-family.html</a>
<b>Instructions for SF-424B</b>	<a href="http://www.grants.gov/web/grants/form-instructions/sf-424b-instructions.html">http://www.grants.gov/web/grants/form-instructions/sf-424b-instructions.html</a>
<b>Assurances (SF-424B)</b>	<a href="https://www.grants.gov/web/grants/forms/sf-424-family.html">https://www.grants.gov/web/grants/forms/sf-424-family.html</a>

Failure to accurately complete these forms could result in the rejection of the application.

**(c) Required Certifications and Assurances**

The applicant must complete the following documents and submit a signed copy with their application:

- (1) “Certifications, Assurances, Representations, and Other Statements of the Recipient” document found at <http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf>
- (2) Assurances for Non-Construction Programs (SF-424B)
- (3) Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

**(d) Budget and Budget Narrative**

The Budget must be submitted as one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make an award, and may result in a rejection of the cost application. The Budget Narrative must contain sufficient detail to allow USAID to understand the proposed costs. The applicant must ensure the budgeted costs address any additional requirements identified in Section F, such as Branding and Marking. The Budget Narrative must be thorough, including sources for costs to support USAID’s determination that the proposed costs are fair and reasonable.

The Budget must include the following worksheets or tabs, and contents, at a minimum:

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the applicant and any potential sub-applicants for the entire period of the program. See Section H, Annex 1 for Summary Budget Template
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant’s program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.
- Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

The Detailed Budget must contain the following budget categories and information, at a minimum:

- 1) Salaries and Allowances – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The applicant’s budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed

compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.

- 2) Fringe Benefits – (if applicable) If the applicant has a fringe benefit rate approved by an agency of the U.S. Government, the applicant must use such rate and provide evidence of its approval. If an applicant does not have a fringe benefit rate approved, the applicant must propose a rate and explain how the applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.
- 3) Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant's normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.
- 4) Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.
- 5) Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200.330 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the applicant's budget, including those related to fringe and indirect costs. This section should include the costs associated with the Transition Awards (Result 3.3.)
- 6) Construction – Not applicable
- 7) Other Direct Costs – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences

and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.

- 8) Indirect Costs – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200.414. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

Method 1 - Direct Charge Only

Eligibility: Any applicant

Initial Application Requirements: See above on direct costs

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)

Eligibility: Any applicant with a NICRA issued by a USG Agency must use that NICRA

Initial Application Requirements: If the applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices. If your NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Additionally, at the Agency's discretion, a provisional rate may be set forth in the award subject to audit and finalization. See [USAID's Indirect Cost Rate Guide for Non Profit Organizations](#) for further guidance.

Method 3 - De Minimis rate of 10% of modified total direct costs (MTDC)

Eligibility: Any applicant that has never received a NICRA

Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200.414(f) for further information.

Method 4 - Indirect Costs Charged As a Fixed Amount

Eligibility: Non U.S. non-profit organizations without a NICRA may request, but approval is at the discretion of the AO

Initial Application Requirements: Provide the proposed fixed amount and a worksheet that includes the following:

- Total costs incurred by the organization for the previous fiscal year and estimates for the current year. .
- Indirect costs (common costs that benefit the day-to-day operations of the organization, including categories such as salaries and expenses of executive officers, personnel administration, and accounting, or that benefit and are identifiable to more than one program or activity, such as depreciation, rental costs, operations and maintenance of facilities, and telephone expenses) for the previous fiscal year and estimates for the current year
- Proposed method for prorating the indirect costs equitably and consistently across all programs and activities of using a base that measures the benefits of that particular cost to each program or activity to which the cost applies.

If the applicant does not have an approved NICRA and does not elect to utilize the 10% de minimis rate, the Agreement Officer will provide further instructions and may request additional supporting information, including financial statements and audits, should the application still be under consideration after the merit review. USAID is under no obligation to approve the applicant's requested method.

**9) Cost Sharing:** – Cost share of 3% - 5% (cash or in-kind) is required for this agreement. Cost share will be added to the amount of funds provided by USAID in the Total Estimated Amount and it will be a key component of the cost effectiveness evaluation criterion..

#### **10) Prior Approvals in accordance with 2 CFR 200.407**

Inclusion of an item of cost in the detailed application budget does not satisfy any requirements for prior approval by the Agency. If the applicant would like the award to reflect approval of any cost elements for which prior written approval is specifically required for allowability, the applicant must specify and justify that cost. See 2 CFR 200.407 for information regarding which cost elements require prior written approval.

##### **A. Approval of Subawards**

The applicant must submit with the application information for all subawards that it wishes to have approved at the time of award. For each proposed subaward the applicant must provide the following:

- Name of organization
- DUNS Number
- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM)

- Confirmation that the subrecipient is not listed in the United Nations Security designation list
- Confirmation that the subrecipient is not suspended or debarred
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.331(b)
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

### **B. Dun and Bradstreet and SAM Requirements**

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier (DUNS number) and System for Award Management (SAM) requirements included in beta.sam (<https://beta.sam.gov/>). Each applicant (unless the applicant is an individual or Federal awarding agency that is exempted from requirements under 2 CFR 25.110(b) or (c), or has an exception approved by the Federal awarding agency under 2 CFR 25.110(d)) is required to:

- A. Provide a valid DUNS number for the applicant and all proposed sub-recipients;
- B. Be registered in beta.sam (<https://beta.sam.gov/>) before submitting its application. Beta.SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient (<https://beta.sam.gov/>)
- C. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency using the <https://beta.sam.gov/>.

The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin the process early. If an applicant has not fully complied with the requirements above by the time USAID is ready to make an award, USAID may determine that the applicant is not qualified to receive an award and use that determination as a basis for making an award to another applicant.

DUNS number: <http://fedgov.dnb.com/webform>

SAM registration: <http://www.Beta.SAM.gov>

Non-U.S. applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video on how to obtain an NCAGE code, on [www.beta.sam.gov](http://www.beta.sam.gov), navigate to help, then to International Registrants.

### **C. History of Performance**



The applicant must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed three years or three awards, as follows:

- Name of the Awarding Organization
- Award Number;
- Activity Title
- A brief description of the activity;
- Period of Performance;
- Award Amount;
- Name of Activity Manager/A/COR, email and telephone number
- A summary or description of Reports and findings from any audits performed in the last three years; and
- Name of at least two (2) updated professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and e-mail address for each proposed individual.

If the applicant encountered problems on any of the referenced Awards, it may provide a short explanation and the corrective action taken. The applicant should not provide general information on its performance. USAID reserves the right to obtain relevant information concerning an applicant's history of performance from any sources and may consider such information in its review of the applicant's risk. The Agency may request additional information and conduct a pre-award survey if it determines that it is necessary to inform the risk assessment.

#### **D. Branding Strategy & Marking Plan**

The apparently successful applicant will be asked to provide a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer and incorporated into any resulting award.

##### **1. Branding Strategy - Assistance (June 2012)**

- a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.
- b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- e. The Branding Strategy must include, at a minimum, all of the following:
- (1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.
  - (2) The intended name of the program, project, or activity.
    - (i) USAID prefers to have the “USAID Identity,” comprised of the USAID logo and brand mark, with the tagline “from the American people” as found on the USAID Web site at [www.usaid.gov/branding](http://www.usaid.gov/branding), unless Section VI of the RFA or APS states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.
    - (ii) USAID prefers local language translations of the phrase “made possible by (or with) the generous support of the American People” next to the USAID Identity when acknowledging contributions.
    - (iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
    - (iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.
    - (v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos.
  - (3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.
  - (4) Planned communication or program materials used to explain or market the



- (i) Describe the main program message.
  - (ii) Provide plans for training materials, posters, pamphlets, public service announcement, billboards, Web sites, and so forth, as appropriate.
  - (iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicants must incorporate the USAID Identity and the message, “USAID is from the American People.”
  - (iv) Provide any additional ideas to increase awareness that the American people support this project or program.
- (5) Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.
- (6) Any other groups whose logo or identity the applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.
- f. The Agreement Officer will consider the Branding Strategy's adequacy in the award criteria. The Branding Strategy will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.
- g. If the applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement

## 2. **Marking Plan – Assistance (June 2012)**

- a. Applicants recommended for an assistance award must submit and negotiate a “Marking Plan,” detailing the public communications, commodities, and program materials, and other items that will visibly bear the “USAID Identity,” which comprises of the USAID logo and brand mark, with the tagline “from the American people.” The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at [www.usaid.gov/branding](http://www.usaid.gov/branding).
- b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

- c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- e. The Marking Plan must include all of the following:
  - (1) A description of the public communications, commodities, and program materials that the applicant plans to produce and which will bear the USAID Identity as part of the award, including:
    - (i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;
    - (ii) Technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;
    - (iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and
    - (iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
    - (v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the Applicant is encouraged to otherwise acknowledge USAID and the support of the American people.
  - (2) A table on the program deliverables with the following details:
    - (i) The program deliverables that the applicant plans to mark with the USAID Identity;

- (ii) The type of marking and what materials the applicant will use to mark the program deliverables;
  - (iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;
  - (iv) What program deliverables the applicant does not plan to mark with the USAID Identity, and
  - (v) The rationale for not marking program deliverables.
- (3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if USAID marking requirements would:
- (i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Strategic Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.
  - (ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.
  - (iii) Undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or product.
  - (iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.
  - (v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.
  - (vi) Offend local cultural or social norms, or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.

- (vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.
- f. The AO will consider the Marking Plan's adequacy and reasonableness in the award criteria, and will approve and disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.
- g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

#### **E. Funding Restrictions**

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.330 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

Construction will not be authorized under this award.

USAID will not allow the reimbursement of pre-award costs under this award without the explicit written approval of the Agreement Officer.

Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in Section B.4 of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

#### **F. Conscience Clause**

N/A no HIV/AIDS activities are contemplated under this award.

#### **G. Conflict of Interest Pre-Award Term**

#### **CONFLICT OF INTEREST PRE-AWARD TERM (August 2018)**

##### **a. Personal Conflict of Interest**

1. An actual or appearance of a conflict of interest exists when an applicant organization or an employee of the organization has a relationship with an 8 Agency official involved in the competitive award decision-making process that could affect that Agency official's impartiality. The term "conflict of interest" includes situations in which financial or



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other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or recipient employee.

2. The applicant must provide conflict of interest disclosures when it submits an SF-424. Should the applicant discover a previously undisclosed conflict of interest after submitting the application, the applicant must disclose the conflict of interest to the AO no later than ten (10) calendar days following discovery.

**b. Organizational Conflict of Interest**

The applicant must notify USAID of any actual or potential conflict of interest that they are aware of that may provide the applicant with an unfair competitive advantage in competing for this financial assistance award. Examples of an unfair competitive advantage include but are not limited to situations in which an applicant or the applicant's employee gained access to non-public information regarding a federal assistance funding opportunity, or an applicant or applicant's employee was substantially involved in the preparation of a federal assistance funding opportunity. USAID will promptly take appropriate action upon receiving any such notification from the applicant.

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**[END OF SECTION D]**

## SECTION E: APPLICATION REVIEW INFORMATION

### 1. Criteria

The merit review criteria prescribed here are tailored to the requirements of this particular NOFO. Applicants should note that these criteria serve to: (a) identify the significant matters which the applicants should address in their applications, and (b) set the standard against which all applications will be evaluated.

The below chart details the rating scheme and definitions applicable to review **criteria**.

Adjective	Merit Review Criterion
<b>Exceptional</b>	<p>An <b>Exceptional</b> application has the following characteristics: Technical and other factors will be evaluated relative to each other, as described here and prescribed by the Technical Application Format. The Technical Application will be scored by a Selection Committee (SC) using the criteria described in this section.</p> <p><b>2. Review and Selection Process</b></p> <p>The SC will use an adjectival approach when evaluating the applications. The below chart detail</p> <ul style="list-style-type: none"> <li>● A comprehensive and thorough application of exceptional merit.</li> <li>● Application meets and fully exceeds the Government expectations or exceeds NOFO objectives and presents very low risk or <b>no</b> overall degree of risk of unsuccessful performance.</li> <li>● Strengths <b>significantly outweigh</b> any weaknesses that may exist.</li> </ul>
<b>Very Good</b>	<p>A <b>Very Good</b> application has the following characteristics:</p> <ul style="list-style-type: none"> <li>● An application demonstrating a <b>strong</b> grasp of the objectives.</li> <li>● Application meets NOFO objectives and presents a <b>low</b> overall degree of risk of unsuccessful project performance.</li> <li>● <b>Strengths significantly outweigh any weaknesses that exist.</b></li> </ul>
<b>Satisfactory</b>	<p>A <b>Satisfactory</b> application has the following characteristics:</p> <ul style="list-style-type: none"> <li>● An application demonstrating a reasonably sound response and a <b>good</b> grasp of the objectives.</li> <li>● Application meets NOFO objectives and presents a <b>moderate</b> overall degree of risk of unsuccessful project performance.</li> <li>● <b>Strengths outweigh weaknesses.</b></li> </ul>
<b>Marginal</b>	<p>A <b>Marginal</b> application has the following characteristics:</p>

	<ul style="list-style-type: none"> <li>• The application shows a <b>limited</b> understanding of the objectives.</li> <li>• Application meets some or most of the NOFO objectives, but presents a <b>significant</b> overall degree of risk of unsuccessful project performance.</li> <li>• Weaknesses <b>equal or outweigh</b> any strength that exists.</li> </ul>
<b>Unsatisfactory</b>	<p>An <b>Unsatisfactory</b> application has the following characteristics:</p> <ul style="list-style-type: none"> <li>• The Application <b>does not meet</b> the NOFO objectives or requires a major rewrite of the application.</li> <li>• Presents an <b>unacceptable</b> degree of risk of unsuccessful project performance.</li> <li>• Weaknesses demonstrate a <b>lack of understanding</b> of the Government’s needs.</li> <li>• Weaknesses <b>significantly outweigh</b> any strength that exists.</li> </ul>

## 2. Merit Review

USAID will conduct a merit review of all applications received that comply with the instructions in this NOFO. Applications will be reviewed and evaluated in accordance with the following criteria shown in descending order of importance:

- **Evaluation Criteria #1:**

USAID will evaluate the extent to which the application has a sound and feasible methodology and technical approach that clearly responds to the three objectives, targets of opportunity, and the key principles of: local ownership, inclusive development, and mutually reinforcing interventions across the three objectives.

Applicants will be evaluated on the Methodology and Technical Approach to be used in implementing this activity, including all components described in the instructions sections. The Approach will be evaluated on the extent to which the Applicant proposes a technically sound and feasible approach that reflects application of best practices, demonstrates an understanding of the local context, and demonstrates how to achieve the objective and results outlined in the program description.

- **Evaluation Criteria #2:**

The Applicant will be evaluated based on the overall responsiveness in meeting the requirements of the Management and Staffing Plan, including the extent to which the positions designated as key personnel reflect a personnel plan with clear roles, structure and lines of accountability, and the extent to which the Plan is efficient and includes an appropriate mix of skills required to meet the objectives and results **with high quality experts**. The applicant will

also be evaluated in its responsiveness in meeting or exceeding the requirements for the Chief of Party key personnel position.

- **Evaluation Criteria #3:**

USAID will evaluate the soundness of an Activity Monitoring, Evaluation and Learning Plan (AMELP) and methodology that objectively assesses the overall progress and impact of the activity as outlined in the program description, and that includes external data sources as baselines to track outcomes.

The Applicant's draft Activity Monitoring, Evaluation and Learning Plan (AMELP) will be evaluated on the extent to which the approach is comprehensive, realistic and based on the proposed strategy. The Plan will be evaluated on the merit of the proposed approach, in light of the criteria described below:

- The quality of the draft Plan with output and outcome indicators and realistic annual targets to measure achievement of objectives presented in the Funding Opportunity Document; including proposed additional output and outcome indicators that are well-defined, measurable and use appropriate disaggregation and data sources to monitor achievement of expected program results, and including the use of external data sources as baselines and to track outcomes.
- A description of the proposed system to collect, analyze, track, and report on indicator/performance data: this includes identifying what data will be collected, the frequency, the method/instrument, and the responsible parties. This includes establishing baselines and collecting quarterly data for indicators, including tracking external data sources.

### **3. PAST PERFORMANCE:**

Past Performance will not be part of the merit review criteria. Past Performance will be reviewed as part of the Pre-Award Risk Assessment. USAID will validate the apparently successful applicant's past performance reference information.

The Applicant must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed three years or three awards, in accordance with the following outline.

- Program description/Scope of work
- Location of the work and term of performance
- Relevance to the successful implementation of this activity/program
- Dollar value of each project

- Contract type and number
- Name of Activity Manager/A/COR, email and telephone number

The Applicant is expected to submit a summary of previous end of project evaluations conducted by a third party within the last 3 - 5 years indicating adherence to reporting schedules, timely delivery of short-term technical advisors, and effectiveness of home and field office management to make prompt decisions and ensure efficient operation of tasks; quality of product of services provided and how well it was done as described in an end of project evaluation conducted by a third party or evident in a past performance review reference provided by previous activity managers; effectiveness and timeliness of mobilizing and unboarding key personnel, including effectiveness and appropriateness of personnel for the job, and prompt and satisfactory changes in personnel when problems with clients were identified.

As part of the review of performance, USAID will review the extent to which the Applicant complies with the following:

- A. Demonstrated recent and relevant technical and field experience in the implementation of programs of similar technical content and scope as described in the Funding Opportunity Description
- B. Demonstrated record in quality of product of services provided and how well it was done as described in an end of project evaluation conducted by a third party or evident in a past performance review reference provided by previous activity managers.
- C. Demonstrated record in effectiveness and timeliness of mobilizing and unboarding key personnel, including effectiveness and appropriateness of personnel for the job, and prompt and satisfactory changes in personnel when problems with clients were identified.

#### 4. **Business Review**

The cost application of the apparently successful applicant(s) will be evaluated by the Agreement Officer for completeness, realism, reasonability and allocability.

Cost Share should meet minimum requirements as outlined in the Funding Opportunity Description. Cost share will be considered as part of the cost effectiveness analysis. Cost share contribution should be broken down per implementation year with actual expenses description reported in annual reports. If Cost share is in-kind such as, staff time, office space, accommodation, etc. USAID will determine that the cost share in-kind value is necessary, reasonable to achieve program objectives, verifiable and equivalent to the stipulated percentage range in the Funding Opportunity description. USAID requires applicants to demonstrate their commitment to program success by addressing the requirement for cost sharing. The cost application of the apparently successful applicant(s) will be evaluated by the Agreement Officer



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for completeness, realism, reasonability and allocability. The minimum cost-share expected is in the range of 3 - 5%

The AO will perform a risk assessment (2 CFR 200.205). The AO may determine that a pre-award survey is required to inform the risk assessment in determining whether the prospective recipient has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with “specific conditions” (2 CFR 200.207).

**[END OF SECTION E]**

## SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

### 1. Federal Award Notices

Award of the agreement contemplated by this NOFO cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for the award.

### 2. Administrative & National Policy Requirements

The resulting award from this NOFO will be administered in accordance with the following policies and regulations.

For US organizations: [ADS 303](#), [2 CFR 700](#), [2 CFR 200](#), and [Standard Provisions for U.S. Non-governmental organizations](#).

For Non US organizations: [Standard Provisions for Non-U.S. Non-governmental Organizations](#).

See Annex 2, for a list of the Standard Provisions that will be applicable to any awards resulting from this NOFO.

### 3. Deliverables and Reporting Requirements

The Recipient is required to provide the reports outlined below.

- **Annual Implementation Plans:**

The Recipient shall submit an Annual Implementation Plan within four weeks from the date of the award and at the beginning of every project year thereafter. The Recipient shall incorporate AOR comments and provide a revised draft within one week of receiving USAID's comments. The Annual Implementation Plan will include major activities that will be undertaken, rationale behind these activities, anticipated results of these efforts and how they will be measured, any outside technical assistance that may be required to complete the activity, and a timeframe for when activities will commence and end. Details of collaboration with other USAID-funded democracy and governance partners and with key local stakeholders will also be included.

- **Inclusive Development Strategy:**

The Recipient shall submit an inclusive development strategy within their first annual implementation plan that details efforts to engage marginalized groups and to identify and address their development priorities. The Recipient shall update the strategy annually and incorporate it with the annual implementation plan. The Recipient may reference [Suggested Approaches for Integrating Inclusive Development Across the Program Cycle and in Mission Operations \(Additional Help for ADS 201\)](#) for additional information. A discussion of how an

inclusive development strategy will be implemented shall take place in a post-award meeting(s) with the Recipient.

- **Annual Risk Assessment:**

The Recipient shall conduct an annual risk assessment to assess the overall context, monitor risks and key assumptions, and identify mitigating measures that can be put in place. This annual risk assessment will be incorporated with the annual Implementation Plan. Given the inherent risks in working on election processes, including with electoral management bodies, USAID reserves the right to suspend activities should the situation change. For example, should the NEC cease to be a non-partisan, independent organization, then it will be unlikely that USAID will continue the activities supporting this institution.

- **Activity Monitoring, Evaluation and Learning Plan (AMELP)**

At the beginning of each agreement year, the Recipient shall submit an AMELP Plan with the Annual Implementation Plan. The AMELP Plan shall be updated and revised as needed in collaboration with USAID and the third-party civic education evaluator. The Plan will include specific benchmarks and indicators for measuring progress for all activities that are ongoing, including indicators specified in the Program Description and USAID/Liberia's Performance Management Plan (PMP), along with additional benchmarks and indicators developed by the Recipient and third party evaluator. The plan will specify how data will be collected and analyzed for each of the benchmarks and indicators. The AMELP Plan will also highlight how data collected will show the impact and effectiveness of program approaches and methodologies employed and how the data will contribute toward enhancing understanding of best practices in the sector. Measurement will focus on both output and outcome data as well as on higher levels of impact, to demonstrate the impacts and results of program activities. For each objective, there should be at least 2 outcome-oriented indicators. All data should be disaggregated to measure implementation of the inclusive development strategy, whenever applicable. Please note that the Recipient should incorporate external data sources as much as possible into the AMELP Plan to use as baseline data and to measure progress over the life of the activity. External data could be drawn from the NEC, LEAP Survey, Afrobarometer Survey, SCORE Index, etc. When external data sources are not available, the Recipient should plan to collect detailed, in-depth baseline data for all results. The Recipient should anticipate an annual reporting schedule that will accommodate the collection and analysis of performance data for each fiscal year (October-September), with compilation and presentation to USAID/Liberia by October 31 in order to allow USAID sufficient time to prepare the Mission's Annual Report for timely submission to USAID/Washington in December of each year.

- **Branding and Marking Plan:**

The apparently successful applicant will be asked to submit a branding and marking. Applicants should allocate funding as part of its cost proposal for Branding and Making.

Marking shall comply with the USAID "Graphic Standards Manual" available at: [www.usaid.gov/branding](http://www.usaid.gov/branding), or any successor branding policy.

- **Quarterly Reports:**

The Recipient shall deliver a single quarterly progress report to USAID within 30 days from the end of the quarter (January-March; April-June; July-September, October-December). These reports shall include a descriptive analysis of the activities conducted; a quantitative and/or qualitative description of actual achievements versus planned activities for the life of the project, in both narrative and in data performance table formats; and targets for the next reporting period, as well as information detailing how the programmatic outputs are linked to financial reporting. Reports will specify any problems encountered and indicate resolutions or proposed corrective actions. Quarterly reports will utilize USAID/Liberia's PMP as a baseline for reporting results and will provide examples of how the program is meeting these targets and list activities proposed for the next reporting period, noting where they deviate from the approved Implementation Plan. The July-September report should summarize progress made for the entire year and report against all agreed upon indicators. In addition, the recipient will provide, in electronic form, a copy of this annual report to the Development Experience Clearinghouse. Complementing the annual report, the implementing partner may, at the AOR's request, hold annual project reviews with USAID and selected stakeholders to present results, review progress, and determine adjustments to the project. Agenda for the review should be determined in collaboration with USAID.

- **Quarterly Financial Reports:**

The Recipient shall submit the SF425 financial reporting form quarterly. Financial Reports shall be in keeping with 22 CFR 226.52.

- **Demobilization Plan:**

Ninety days prior to the completion date of the Cooperative Agreement, the recipient shall submit a demobilization plan including the proposed disposition of equipment.

- **Final Report:**

The Recipient shall submit a final report of the program within 90 calendar days after the expiration or termination of the award. The final report contents shall meet requirements as set in 22 CFR 226.51 and include major success stories, best practices, and lessons learned. It shall include a description of the cumulative results achieved; final data for all indicators included in the M&E plan; an assessment of the impact of the program; a summary of the problems/obstacles encountered during the implementation and how they were addressed or overcome; and recommendations regarding unfinished work and/or future needs and directions for further strengthening elections and political transitions in Liberia. The Recipient shall submit an electronic copy of the program final report to the AOR and the Agreement Officer. In addition, the recipient will provide, in electronic form, a copy of this report to the Development Experience Clearinghouse.

- ***Suggested Reporting:***

It is suggested that USAID and implementing partners have regular communication, provide regular updates, and engage in informal reporting practices out of good faith.

#### **4. Program Income**

Program income is not anticipated.

#### **5. Environmental Compliance**

- 1 (a) The Foreign Assistance Act of 1961, as amended, Section 117 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 201.5.10g 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. [recipient] environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this NOFO/cooperative agreement.
- 1(b) 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.
- 1 (c) No activity funded under this [CA] will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE), 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 (a) As part of its initial Work Plan, and all Annual Work Plans thereafter, the [/recipient], in collaboration with the USAID Cognizant Technical Officer 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.
- 2 (b) 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.

- 2 (c) 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.

## 6. Other Requirements

### A. FOR U.S. ORGANIZATIONS

#### **Special Award Requirement Relating to the Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment (August 2020)**

1. 2 CFR 200.216, “Prohibition on certain telecommunications and video surveillance services or equipment” implements [Pub. L. 115-232, Section 889](#).
2. USAID has been granted a temporary, limited waiver under Section 889(d)(2) that will allow the recipient to use award funds for the duration of this award to procure internet, cellular and landline services from communication service-providers who use covered telecommunications. All other costs incurred for covered telecommunications and video surveillance services or equipment, such as phones, video surveillance, and cloud servers specified in 2 CFR 200.216 remain unallowable in accordance with 2 CFR 200.471.

**[End of Special Award Requirement]**

### B. FOR NON-U.S. ORGANIZATIONS

#### **Special Award Requirement Relating to the Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment (August 2020)**

1. The mandatory standard provision “Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment (AUGUST 2020)” implements [Pub. L. 115-232, Section 889](#).
2. USAID has been granted a temporary, limited waiver under Section 889(d)(2) that will allow the recipient to use award funds for the duration of this award to procure internet,



cellular and landline services from communication service-providers who use covered telecommunications. All other costs incurred for covered telecommunications and video surveillance services or equipment, such as phones, video surveillance, and cloud servers specified in the standard provision in paragraph a. above remain unallowable in accordance with the mandatory standard provision “Allowable Costs” and 2 CFR 200.471.

**[End of Special Award Requirement]**

**[END OF SECTION F]**

**SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)**

**Agreement Officer:**

Judy J. Webb  
Supervisory Agreement Officer  
USAID/Liberia/OAA  
Benson Street  
Monrovia, Liberia  
Email: [jwebb@usaid.gov](mailto:jwebb@usaid.gov);

**Agreement Officer’s Representative TBD.**

**[END OF SECTION G]**

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**SECTION H: OTHER INFORMATION**

USAID reserves the right to fund any or none of the applications submitted. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. Any award and subsequent incremental funding will be subject to the availability of funds and continued relevance to Agency programming.

**Applications with Proprietary Data**

Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purpose, should mark the cover page with the following:

“This application includes data that must not be disclosed, duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this application. If, however, an award is made as a result of – or in connection with – the submission of this data, the U.S. Government will have the right to duplicate, use, or disclose the data to the extent provided in the resulting award. This restriction does not limit the U.S. Government’s right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets {insert sheet numbers}.”

Additionally, the applicant must mark each sheet of data it wishes to restrict with the following:

“Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application.”

**Value added tax**

Taxes must meet requirements under 2 CFR 200.470

**[END OF SECTION H]**



**ANNEX 1 - SUMMARY BUDGET TEMPLATE**

Budget template attached: The applicant must submit the SF-424A. Additionally, applicants must provide a summary and detail budget (as shown below) and sample provided as an attachment to the NOFO.

Cost Category	Year 1			Year 2			Year 3			Year 4			Program Total		
	USAID	Cost Share	Total Program Cost	USAID	Cost Share	Total Program Cost	USAID	Cost Share	Total Program Cost	USAID	Cost Share	Total Program Cost	USAID	Cost Share	Total Program Cost
a. Personnel													-		
b. Fringe Benefits													-		
c. Travel													-		
d. Equipment													-		
e. Supplies													-		
f. Contractual													-		
g. Construction													-		
h. Other Direct Costs													-		
i. Total Direct Charges													-		
j. Indirect Charges													-		
<b>l. TOTALS</b>													-		

## ANNEX 2 - STANDARD PROVISIONS

(Note: the full text of these provisions may be found at: <https://www.usaid.gov/ads/policy/300/303maa> and <https://www.usaid.gov/ads/policy/300/303mab>). The actual Standard Provisions included in the award will be dependent on the organization that is selected. The award will include the latest Mandatory Provisions for either U.S. or non-U.S. Nongovernmental organizations in full text.

The following Mandatory Standard Provisions for U. S. o Non-U. S. Nongovernmental organization is included in full text:

1. **For U. S. Organizations 2 CR 200.216, “Prohibition on certain telecommunications and video surveillance services or equipment” implements [Pub. L. 115-232, Section 889](#).**

### 2. **MANDATORY STANDARD PROVISIONS FOR NON-U.S. NONGOVERNMENTAL ORGANIZATIONS**

#### **M29. Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment (August 2020)**

a. The Recipient is prohibited from using grant funds, including direct and indirect costs, program income, and any cost share to:

(1) Procure or obtain;

(2) Extend or renew a contract to procure or obtain; or

(3) Enter into a contract (or extend or renew a contract) to procure or obtain equipment, services, or systems that use covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system.

b. Telecommunication costs and video surveillance costs incurred for telecommunications and video surveillance services and equipment such as phones, internet, video surveillance, and cloud servers are allowable except for those referenced in paragraph a. above.

c. Definitions. The terms used in this provision have the following meanings:

(1) “Covered telecommunication equipment or services” as defined in Pub. L. 115-232, Section 889, means any of the following:

- i. Telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities).
- ii. For the purpose of public safety, security of government facilities, physical security surveillance of critical infrastructure, and other national security purposes, video surveillance and telecommunications equipment produced by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities).
- iii. Telecommunications or video surveillance services provided by such entities or using such equipment.
- iv. Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of the National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country.

(2) “Covered foreign country” is defined in Pub. L. 115-232, Section 889 as the People’s Republic of China.

(3) “Telecommunications costs” as defined in 2 CFR 200.1 means the cost of using communication and telephony technologies such as mobile phones, land lines, and internet. d. This provision must be incorporated into all subawards.

**[END OF PROVISION]**

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The award will also contain the following “required as applicable” Standard Provisions:

**REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL ORGANIZATIONS**

Required	Not Required	Standard Provision
TBD		RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (DECEMBER 2014)
		RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (DECEMBER 2014)
		RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2014)
	N/A	RAA4. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	N/A	RAA5. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	N/A	RAA6. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
	N/A	RAA7. CARE OF LABORATORY ANIMALS (MARCH 2004)
		RAA8. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)
	N/A	RAA9. COST SHARING (MATCHING) (FEBRUARY 2012)
		RAA10. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
	N/A	RAA11. INVESTMENT PROMOTION (NOVEMBER 2003)
		RAA12. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2014)
		RAA13. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	N/A	RAA14. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	N/A	RAA15. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	N/A	RAA16. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
		RAA17. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)
	N/A	RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	N/A	RAA19. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	N/A	RAA20. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	N/A	RAA21. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)



		RAA22. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)
		RAA23. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
	N/A	RAA24. PATENT REPORTING PROCEDURES (DECEMBER 2014)
	N/A	RAA25. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013)
		RAA26. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
		RAA27. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
	N/A	RAA28. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2017)

**REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR NON-U.S. NONGOVERNMENTAL ORGANIZATIONS**

Required	Not Required	Standard Provision
TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (DECEMBER 2014)
		RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
TBD		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (DECEMBER 2014)
		RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
		RAA5. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)
		RAA6. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
		RAA7. SUBAWARDS (DECEMBER 2014)
		RAA8. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
		RAA9. OCEAN SHIPMENT OF GOODS (JUNE 2012)
		RAA10. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
	N/A	RAA11. PATENT RIGHTS (JUNE 2012)
		RAA12. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	N/A	RAA13. INVESTMENT PROMOTION (NOVEMBER 2003)
	N/A	RAA 14. COST SHARE (JUNE 2012)



	N/A	RAA15. PROGRAM INCOME (DECEMBER 2014)
	N/A	RAA16. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	N/A	RAA17. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	N/A	RAA18. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
	N/A	RAA19. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	N/A	RAA20. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	N/A	RAA21. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
	N/A	RAA22. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	N/A	RAA23. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	N/A	RAA24. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	N/A	RAA25. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING(ASSISTANCE) (SEPTEMBER 2014)
		RAA26. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
		RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
		RAA28. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
	N/A	RAA29. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2017)

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### ANNEX 3 - ABBREVIATIONS AND ACRONYMS

ADS	USAID’s Automated Directives System
AMELP	Activity Monitoring, Learning and Evaluation Plan
AO	Agreement Officer
AOR	Agreement Officer Representative
AQE	Accelerated Quality Education
CBOs	Community-based organizations
CFDA	Catalog of Federal Domestic Assistance
CSOs	Civil society organizations
DUNS	Data Universal Numbering System
EA	Environmental Assessment
ECC	Elections Coordinating Committee
ECOWAS	Economic Community of West African States
EISA	Electoral Institute for Sustainable Democracy in Africa
EPP	Elections and political processes
FAA	Foreign Assistance Act
FRR	Final Registration Roll
GOL	Government of Liberia’s
GRTL	Getting Ready to Lead
ICT	Information and Communications Technology
IEE	Initial Environmental Examination or
LAVI	Liberia Accountability and Voice Initiative
LEAD	Liberia Elections and Democracy
LEON	Liberia Elections Observation Network
LEPT	Liberia Elections and Political Transitions
LMD	Liberia Media Development
NDI	The National Democratic Institute
NEC	National Elections Commission
NICRA	Negotiated Indirect Cost Rate Agreement
NOFO	Notice of Funding Opportunity Number
NUPAS	Non-U.S. Organization Pre-Award Survey
M/OAA	USAID/Washington’s Office of Acquisition and Assistance
M&E	Monitoring and Evaluation
MOE	Ministry of Education
MTDC	Modified total direct costs
OFAC	Treasury Department’s Office of Foreign Assets Control



OSIWA	Open Society Institute of West Africa
PAPD	Pro-Poor Agenda for Prosperity and Development
RCE	Request for Categorical Exclusion
SAM	System For Award Management
SCORE	Social Cohesion and Reconciliation
SES	Socioeconomic Status
SIDA	Swedish International Development Agency
SP3	The Strengthening Political Parties Program
STTA	Short Term Technical Assistance
TOC	Theory of Change
UNDP	United Nations Development Program
UNFPA	The United Nations Population Fund
UNMIL	United Nations Mission in Liberia
USAID	United States Agency for International Development

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