



USAID | MOROCCO

FROM THE AMERICAN PEOPLE

Issue Date: February 22, 2021
Questions Due: March 1st, 2021, 12pm Noon (Morocco Time)
Closing Date & Time: March 22, 2021, 12pm Noon (Morocco Time)

Subject: USAID/Morocco Notice of Funding Opportunity Number:
72060821RFA00001

Program/Opportunity Title: Religious and Ethnic Minorities Activity (REMA)

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

To: All Interested Respondents/Parties:

The United States Agency for International Development (USAID) in Morocco (USAID/Morocco) is seeking applications for a cooperative agreement from qualified entities to implement the Religious and Ethnic Minorities Activity (REMA).

USAID intends to make an award to the responsible applicant whose application 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. While one award is anticipated as a result of this Notice of Funding Opportunity (NOFO), USAID reserves the right to fund any or none of the applications submitted. Subject to funds availability, the anticipated funding for the USAID/Morocco REMA is \$3 million over a three-year period. Final authority for assistance awards resides with the USAID/Morocco Agreement Officer.

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, and may be amended. Potential applicants should regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity. It is the responsibility of the applicant to ensure that the entire NOFO has been received from the internet in its entirety and USAID bears no responsibility for data errors resulting from transmission or conversion processes. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at 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 detailed in Section D . The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early in the process.

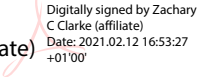
Please send any questions to the point(s) of contact identified in Section D. The deadline for questions is shown above. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted on www.grants.gov .

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,

Zachary C
Clarke (affiliate)



Zachary Clarke
Regional Agreement Officer
USAID/Morocco

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ABBREVIATIONS AND ACRONYMS

ADS	Automated Directive Services
AO	Agreement Officer
AOR	Agreement Officer Representative
BEO	Bureau Environmental Officer
CDCS	Country Development Cooperation Strategy
CFR	Code of Federal Regulations
CRM	Climate Risk Management
DDL	Development Data Library
DEC	Development Exchange Clearinghouse
DUNS	Data Universal Numbering System
GDO	General Development Office
GLAAS	Global Acquisition and Assistance System
GOM:	Government of Morocco
IR	Intermediate Result
LOC	Letter of Credit
M/B/IO	Missions, Bureaus, and Independent Office
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
MTDC	Modified Total Direct Costs
NGO	Non-Governmental Organization
NICRA	Negotiated Indirect Cost Rate Agreement
NOFO	Notice of Funding Opportunity
PAD	Project Appraisal Design
PIEE	Programmatic Initial Environmental Examination
PPI	Past Performance Information
REMA	Religious Ethnic Minorities Activity
RFA	Request for Applications
SAM	System for Award Management
TIN	Taxpayer Identification Number
U.S.	United States
USAID	United States Agency for International Development

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SECTION A: PROGRAM DESCRIPTION

This funding opportunity is authorized under the Foreign Assistance Act (FAA) of 1961, as amended. For US organizations the resulting award will be subject to 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and USAID’s supplement, 2 CFR 700, as well as the additional requirements found in Section F. For non-US organizations the resulting award will be subject to the Standard Provisions for Non-US Non-governmental Organizations found in ADS 303 and the requirements found in Section F.

I. ACTIVITY TITLE

Religious and Ethnic Minorities Activity (REMA)

II. ACTIVITY GOAL AND OBJECTIVES

The goal of this activity is to promote religious tolerance and community efforts that preserve cultural heritage sites of religious and ethnic minorities in Morocco through two overarching objectives:

Objective 1: Enhance Religious and Cultural Preservation, Learning, and Social Cohesion.

Objective 2: Support Initiatives that Promote Tolerance, Interfaith Dialogue, and Multiculturalism.

USAID/Morocco is seeking to support focused, innovative, and realistic approaches that would lead to the achievement of those objectives.

III. BACKGROUND

In recent years, Morocco has emerged as a regional leader in interfaith dialogue. The Government of Morocco (GOM) is taking concrete steps to engage Moroccan and international stakeholders in initiatives that promote tolerance and facilitate intercultural and interfaith dialogue. The GOM recognizes that the country’s rich historical pluralism, tolerance, and protection of religious minorities are key pillars of Morocco’s unique national identity. The preservation of the historic and cultural heritage of these groups supports the country’s social fabric as a whole.

The 2011 Constitution of the Kingdom of Morocco¹ celebrates the shared heritage of its diverse citizenry and the central role that all communities have played in creating Morocco’s unique social makeup:

“A sovereign Muslim State, attached to its national unity and to its territorial integrity, the Kingdom of Morocco intends to preserve, in its plenitude and its diversity, its one and indivisible national identity. Its unity is forged by the convergence of its Arab-Islamic, Amazigh and Saharan-Hassanic components, nourished and enriched by its African, Andalusian, Hebraic and

¹ https://www.constituteproject.org/constitution/Morocco_2011.pdf

Mediterranean influences. The preeminence accorded to the Muslim religion in the national reference is consistent with the attachment of the Moroccan people to the values of openness, of moderation, of tolerance and of dialog for mutual understanding between all the cultures and the civilizations of the world.”

The globalized world in which we all live has resulted in not only global migrations of citizens in search of better economic opportunities elsewhere, but also the influence of intolerant narratives on populations that previously enjoyed amicable and collaborative relationships. This has resulted in many citizens of Morocco emigrating and establishing their lives outside of the Kingdom, particularly minority groups. Some retain religious, cultural, civic and property links with Morocco, but many do not. A result of these trends has been a significant shift in the demographics in the Kingdom, where most of Morocco’s Jewish community now lives outside the Kingdom. Those that remain are concentrated primarily in large urban centers and no longer have an appreciable presence in rural and smaller urban areas. So where many Moroccans previously lived and interacted closely with someone of another faith, today’s Moroccan youth may have little to no experience with someone in their community from a different religious background.

In addition to the diversity that once characterized Morocco’s past, migration has also brought new communities that have established longer-term residency in the kingdom. Christian and other religious communities of many ethno-linguistic cultural groups, particularly from sub-Saharan Africa, driven by economic or educational opportunities, now make Morocco their home, even if not permanently. These communities too, however, are largely concentrated in urban centers and do not necessarily have the same degree of integration as earlier minority religious communities. Morocco has long been and continues to host communities from other countries that have resided in the Kingdom and created distinct short and long-term religious and ethnic communities. This too is an important part of the Moroccan story of tolerance and coexistence.

It is in the spirit of these broader U.S. and Moroccan Government efforts that USAID/Morocco seeks to support programming around the preservation of REM in the Kingdom.

IV. PROGRAM DESCRIPTION

The goal of this activity is to support grassroots local initiatives to celebrate and preserve Morocco’s unique social heritage of peaceful coexistence. Activities may include work to refurbish or rehabilitate important sites, such as former houses of worship, cemeteries, and other institutions or locations of cultural and historical importance and must focus on promoting community efforts to preserve those cultural heritage sites of religious and ethnic minorities in Morocco. Activities that promote religious tolerance and interfaith dialogue are similarly encouraged but should aim to engage broadly within and between communities at all levels, including among youth, and taking into consideration employability as a means to increase the long-term interest in and sustainability of the religious and cultural preservation efforts.

The focus of this activity is on integrated work to increase familiarity with contributions of diverse communities to Moroccan history, particularly those outlined in the preamble to the Moroccan

constitution, but also the historical interactions with Christian residents for short or long periods in the country. A core principle of this activity is that efforts to be funded should not benefit one community; this is a project for Morocco and all Moroccan citizens and residents.

In order to best leverage local knowledge, develop local capacity and ensure local ownership and sustainability, applicants will be required to demonstrate how they will engage with local partner organizations, including working with them as sub-partners.

Broadly, interventions should work towards achieving the following objectives:

A. Objective 1: Promote the Preservation of Religious and Cultural Heritage and Social Cohesion

The focus of interventions that include preservation or rehabilitation of buildings or artifacts should be on the preservation of both tangible and intangible heritage, including memories and experiences, as well as the preservation of structures. This can include immediate-term preservation efforts, albeit through processes that engage the broader majority community through shared Moroccan history and identity. Restoration of buildings and sites, particularly cemeteries, can quickly overwhelm resources and require long-term investments that only community and potentially local public investment can sustain. **Restoration should only be done as part of a broader educational and community engagement effort in order to promote local ownership and commitment to sustainability.**

Expected results:

- Community ownership and appreciation of the shared heritage promoted.
- Preservation and restoration of tangible and intangible Moroccan religious and cultural heritage advanced.
- Long-term interest in and sustainability of the religious and cultural preservation efforts are increased.

B. Objective 2: Support Initiatives that Promote Tolerance, Interfaith Dialogue, and Multiculturalism

As Moroccan diversity becomes more siloed, opportunities to engage with other cultural and religious groups are diminished. Therefore, it is increasingly important to bring diverse social groups together to have opportunities to learn about each other's common values and unique heritages. USAID/Morocco recognizes the need for innovative approaches to sustainably (including economically) preserve heritage while enhancing opportunities for multicultural education for the public. Sustainable partnerships founded on shared values are essential for successful programs. The focus of interventions under this objective should be on supporting locally led initiatives that contribute to advancing tolerance, interfaith dialogue, and multiculturalism.

Expected Results:

- Locally led initiatives that contribute to advancing tolerance, interfaith dialogue, and multiculturalism sustainably implemented.

- Intercultural and interreligious dialogue promoted.
- Sustainable interfaith and intercultural initiatives and partnerships established.

Note: If construction is included in this award then it will be in accordance with ADS 303.3.30 Limitation on Construction under Assistance.

“Construction” for purposes of this policy means: construction, alteration, or repair (including dredging and excavation) of buildings, structures, or other real property and includes, without limitation, improvements, renovation, alteration and refurbishment. The term includes, without limitation, roads, power plants, buildings, bridges, water treatment facilities, and vertical structures.

V. ADDITIONAL CONSIDERATIONS

STRUCTURAL CHANGE

To the extent feasible, in undertaking the above, applicants will engage communities broadly in ways that build up community ownership of the efforts so that they will be sustained beyond the conclusion of the USAID-funded activity. In order to more holistically address these issues, USAID/Morocco encourages work with relevant governmental and non-governmental institutions, including efforts to work with the Ministry of Tourism, the Ministry of Culture, etc.

ENGAGEMENT OF DIASPORAS

Citizenship and residency in the 21st century are not binary. Applicants may explore opportunities to bring members of the Moroccan diaspora into collaborative relationships with compatriots in Morocco. Efforts between communities within Morocco and those in the diaspora could also contribute to improved relations between communities in which the diaspora reside. Applicants may consider how programming is also linked to more directly address these broader bridging dynamics through the engagement of the Moroccan diaspora, particularly in ways that support the sustainability of efforts.

VI. CONCEPTUAL APPROACH AND LINKAGES

A. Conceptual Approach

This overarching approach aims to increase confidence of REM populations in public-serving institutions, while decreasing their vulnerabilities to social, economic, and political marginalization by promoting stronger citizen-to-citizen relations and citizen-to-state relations. Applicants must provide a clear description of the overall objectives, the results to be achieved, the resources and steps required to meet them in an identifiable period of time, and benchmark measures of progress towards achievement by addressing the following:

- ***Sustainability:*** Sustainability is central to the objectives and design of this activity. The applicant must identify the elements of sustainability considered essential to achieve the activity goal and describe how sustainability objectives will be integrated and how benefits and results will continue beyond the life of the program. In addition, proposed

activities must promote, strengthen and be supported by sustainable local organizations that champion sound concepts, innovative practices and changes beyond the life of the award through targeting key people and seeking social and institutional change. USAID/Morocco encourages supporting local organizations and working with new partners to build their capacity to manage the U.S. Government awards.

- ***Gender Equality and Female Empowerment:*** USAID/Morocco is dedicated to gender equality, the empowerment and protection of women and girls as key factors for achieving our broader development and humanitarian objectives. USAID/Morocco is also committed to adhering to USAID ADS Chapters 201 & 205 and USAID’s Gender Equality and Female Empowerment Policy² requirements, which focus on integration of gender equality and female empowerment in all stages of the program cycle. The applicant must assess gender gaps and identify programming opportunities that are essential to promoting gender equal access to, participation in and benefits from services / technical assistance that will be provided under proposed activities.

- ***Local Solutions and Partnerships:*** USAID/Morocco encourages applications from partnerships or consortia, including arrangements whereby local organizations are included in the implementation of the activities. In this context, partnerships are defined as a negotiated arrangement among organizations that provides for a substantive, collaborative role for each of the partners in the planning and implementation of the program. Applicants intending to represent a coalition of providers should be prepared to provide, if requested, a signed partnership agreement stating:

- an intent to commit or receive resources from the prospective partner(s) contingent upon receipt of funds;
- how the partnership arrangement advances the objectives of the program;
- supporting documentation identifying the resources, experience, and expertise of the partner(s);
- evidence that the partner(s) has been involved in the planning of the program; *and* clarification of the role of the partner(s) in the implementation of the program, evaluation, and sustainability and financial relationships.

- ***Collaborating, Learning and Adapting (CLA):*** USAID’s Collaborating, Learning and Adapting (CLA) approach ensures that USAID/Morocco’s Country Development Cooperation Strategy (CDCS) works as a living strategy, providing guidance and reference points not only for implementation, but also for learning and course correction as needed. The Implementing Partner is encouraged to conduct a periodic analysis of results, the enabling environment, context, and key assumptions. This analysis will ensure that the recipient is responding to and implementing within the constraints and opportunities that may influence the ultimate success of the activity. The Implementing Partner will facilitate an innovative learning approach from Morocco’s contextual dynamics and stakeholder engagement. This will enable the activity to evolve implementation to achieve results. To complement the Monitoring, Evaluation and Learning (ME&L) functions, the

² USAID, “Gender Equality and Female Empowerment Policy” (2020), available at https://www.usaid.gov/sites/default/files/documents/USAID_GenderEquality_Policy_MT_WEB_single_508.pdf

Implementing Partner will continuously review progress and challenges, integrate lessons learned, and adapt interventions accordingly. The recipient is encouraged to invest in capacity strengthening in CLA for local actors to achieve results. The implementer should be familiar with the CLA approach outlined on the USAID Learning Lab (<http://usaidlearninglab.org/>) and incorporate a CLA approach or plan into the MEL Plan, described below.

- ***Evaluation:*** If USAID decides to conduct an evaluation of this activity, the evaluation will be performed by a third-party contractor. Data and baseline information gathered by the recipient as part of their MEL Plan will be used to facilitate the evaluation to be conducted at the midpoint and/or in the final year of the activity. The Recipient will be expected to cooperate with and provide information to the external evaluation team throughout the life of the activity.

- ***Institutional and Geographic Considerations***
 - a. ***Institutional Considerations:*** “Institutions” include governmental and non-governmental structures that communities interact with in pursuit of their goals such as the commune, local government, the region council, schools, religious establishments, and civil society organizations.

 - b. ***Potential Government of Morocco Partners include:***
 - Wilayas and Prefectures
 - Rabita Al Mohammadia of Oulemas
 - National Initiative for Human Development (INDH)
 - Ministry of Youth, Sports, and Culture
 - Ministry of Tourism
 - National Archives of Morocco
 - National Museum Foundation

 - c. ***Suggested Geographic Considerations:*** The following are the suggested geographic considerations for initial planning and application purposes; this geographic scope may be expanded in the future:
 - Marrakech-Safi region
 - Fes-Meknes region
 - Tangier-Tetouan-Al Hoceima region
 - Beni Mellal-Khenifra region
 - Draa-Tafilalet region
 - Note that suggested geographic considerations are for initial planning and application purposes; this scope may be expanded in the future.

- ***Do No Harm Considerations:*** Throughout the application, the Applicant must reflect thoughtful consideration of any risks that may result by bringing together individuals and groups around sometimes sensitive topics and provide sufficient explanation of how appropriate safeguards will be put in place to avoid intensifying the tensions or creating harmful situations for participants. Do No Harm should not be an

isolated discussion in the application but be addressed holistically throughout all sections. Any program being implemented will become part of the context and thus, the impact of planned activities must be analyzed vis-à-vis how they will affect the environment. It is not satisfactory to simply indicate the program will “Do No Harm”; more thoughtful analysis and specific examples are necessary. The applicant must explain how the proposed program will not exacerbate tensions and explain how the Applicant will mitigate against any risks to do harm and ensure individuals or communities will not be placed at greater risk as a consequence of the program.

B. Linkages

The successful Full Application will also align closely with the broader priorities of USAID/W, USAID/Morocco, and the Government of Morocco including the following strategies and priorities:

USAID/Morocco Strategy (CDCS): The Religious and Ethnic Minority Activity (REMA) will directly contribute to USAID/Morocco’s Country Development and Cooperation Strategy (CDCS) 2020-2025. This activity will support IR.3: Community resilience strengthened, and Sub-IR 3.3: Religious and cultural tolerance initiatives promoted.

Government of Morocco National Strategy: The activity will reinforce the Government of Morocco’s efforts to preserve the kingdom’s religious and cultural heritage, bridge religious divides, and uphold the rights of religious minorities. The applicant will seek collaboration and partnership with various Government of Morocco (GoM) religious and ethnic minorities initiatives. To ensure sustainability, partnerships could include the Ministry of Culture, Ministry of Tourism, National Archives of Morocco, the Rabita Mohammedia for Religious Councils.

Linkages to USAID Learning: The applicant will use lessons learned from previous/ongoing USAID activities to inform implementation. The following are relevant documents and links:

- [Civil Society Organization Sustainability Index MENA](#): Civil society organization report (Morocco starting on page 47s).
- [2019 International Religious Freedom Report](#): State Department annual report on religious freedom (Morocco).
- USAID and [Religious Freedom](#) on USAID’s website.

VII. Award Administration

The authorizing legislation for this award is the Foreign Assistance Act of 1961, as amended, and it will be subject to 2 CFR 700 and 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, for US organizations, or the USAID ADS 303 Standard Provisions, for non-US organizations.

Note: The term “program” as used in 2 CFR 200 and this NOFO is typically considered by USAID to be an Activity supporting one or more Project(s) pursuant to specific Development Objectives.

Please see 2 CFR 700 for the USAID specific definitions of the terms “Activity” and “Project” as used in the USAID context for purposes of planning, design, and implementation of USAID development assistance.

[END OF SECTION A]

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SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

Subject to the availability of funding and at the discretion of the Agency, USAID/Morocco intends to provide \$3,000,000 in total USAID funding and anticipates supporting one (1) Cooperative Agreement over the course of three (3) years pursuant to this notice of funding opportunity.

2. Start Date and Period of Performance for Federal Awards

The period of performance anticipated herein is three (3) years . The estimated start date will be upon the signature of the award, anticipated for **on or about September 30, 2021**.

3. Substantial Involvement

Consistent with [§ 200.24 Cooperative Agreement and the USAID Automated Directive Services \(ADS\) 303.3.11 Substantial Involvement and Cooperative Agreements](#), USAID/Morocco anticipates having substantial involvement throughout the implementation of this Religious Ethnic Minorities Activity Cooperative Agreement.

The Agreement Officer's Representative (AOR) at USAID/Morocco will substantially be involved in the Cooperative Agreement.

The Agreement Officer (AO) may delegate the approval listed in the items below to the AOR, except for authority to change the program description, the period of performance, the approved budget, and key personnel that require AO approval.

USAID's substantial involvement in the program will extend to:

1. Approval of Annual Implementation Plans (workplans);
2. Approval of the detailed Monitoring, Evaluation and Learning Plan (MEL Plan);
3. Approval of Key Personnel and any changes in Key Personnel; and
4. Approval of the Recipient's subawards managed through the award.

4. Title to Property

Property title under the resultant agreement shall vest with the recipient in accordance with the requirements of 2 CFR 200.310-316, or the Standard Provision titled "Title to and Use of Property (December 2014)," as applicable.

5. Authorized Geographic Code

The geographic code for this program is 937 (the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source) for the procurement of commodities and services, per ADS 310.3.1.1.

6. Nature of the Relationship between USAID and the Recipient

The principal purpose of the relationship with the Recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the Religious and Ethnic Minority 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. The Recipient, using its own unique combination of staff, facilities, and experience, has the primary responsibility for employing whatever form of sound organization and management techniques may be necessary in order to assure proper and efficient administration of the resulting award.

7. Other Information

Award will be made to a responsible Applicant(s) whose Full Application best meets the requirements of this NOFO and the selection criteria contained herein. Issuance of this NOFO does not constitute an award commitment on the part of the Government, nor does it commit the Government to pay for costs incurred in the preparation and submission of a Full Application. In addition, final award of any resultant award cannot be made until funds have been fully appropriated, allocated, and committed through internal USAID procedures. While it is anticipated that these procedures will be successfully completed, the potential applicant is hereby notified of these requirements and conditions for award. The Application is submitted at the risk of the Applicant; should circumstances prevent an Award from being made, all preparation and submission costs are at the Applicant's expense.

[END OF SECTION B]

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SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

Eligibility for this NOFO is not restricted.

The Applicant must have established financial management, monitoring and evaluation processes, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations. The successful Applicant(s) will be subject to a positive risk assessment by the Agreement Officer (AO).

A positive risk assessment means that the applicant possesses or has the ability to obtain the necessary management competence to plan and carry out the assistance program to be funded, and that the applicant will practice mutually agreed upon methods of accountability for funds and other assets provided by USAID.

2. Cost Sharing or Matching

There is no cost sharing requirement anticipated under this award.

3. Fee/Profit

While for-profit firms may participate, pursuant to 2 CFR 200.400(g), it is USAID policy not to award Fee/Profit to prime recipients and subrecipients under assistance instruments. However, while Fee/Profit is not allowed for sub-awards, the prohibition does not apply when the recipient acquires goods and services in accordance with 2 CFR 200.317 -326, "Procurement Standards." Forgone profit does not qualify as cost-share.

[END OF SECTION C]

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SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Only the Agreement Officer is authorized to make commitments on behalf of USAID. The Agreement Officer is listed below:

Mr. Zachary Clarke
Regional Agreement Officer
USAID/MERP
zclarke@usaid.gov

The Point of Contact (POC) for information on this NOFO is:

Ms. Salya Yacoubi
Supervisory Acquisition & Assistance Specialist
USAID/Morocco
syacoubi@usaid.gov

The above contact information is only for informational purposes. The NOFO itself and any subsequent amendments can be found at www.grants.gov. All applications must be submitted according to instructions contained in this NOFO.

In order to maintain a fair and transparent funding opportunity, USAID maintains strict guidelines on who within USAID may be contacted regarding applications or questions about the opportunity. Applicants may only contact USAID via the email address provided in this NOFO. Failure to comply with the USAID points of contact guidance mandated in the NOFO may disqualify the Applicant(s).

2. Questions and Answers

Questions and requests for clarification regarding this NOFO should be submitted by email to syacoubi@usaid.gov with a copy to usaidmoroccocontracts@usaid.gov no later than the date and time indicated on the cover letter. The subject line must read “Religious Ethnic Minorities Activity 72060821RFA00001”.

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 on www.grants.gov, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicant. Please check www.grants.gov for any amendments.

3. Applicants responsiveness:

All applications received by the closing date and time will be reviewed for responsiveness to the specifications outlined in these guidelines and the application format. Section E: Application Review Information addresses technical merit review criteria. Applicants must review, understand, and comply with all aspects of this NOFO. Failure to do so may lead to the disqualification of an application. It is the Applicant's responsibility to ensure that all necessary documentation is complete and received on time.

The application received by the submission deadline will be reviewed for responsiveness to the NOFO and the application format. No addition or modifications will be accepted after the submission date. PDF documents are the preferred file format, though MS Word documents will be accepted, if necessary.

4. Content and Form of Application Submission:

In accordance with 5 CFR 1320, which implements the Paperwork Reduction Act, USAID requires an electronic submission of the application.

The Application must be submitted as two separate documents:

- (a) Technical Application (with attachments); and**
- (b) Cost/Business Application.**

This subsection addresses general content requirements applying to the full application. Please see subsections 6 and 7, 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 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);
- Activity name;
- Notice of Funding Opportunity number;
- Name of any proposed sub-recipients or partnerships if applicable (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. The Application 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.
- A 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 start date identified in Section B of this RFA must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost/Business must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets and a budget narrative in PDF format. 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.

5. Application Submission Procedures

The Application must be submitted electronically to Salya Yacoubi, syacoubi@usaid.gov, with a cc: to usaidmoroccocontracts@usaid.gov. The deadline for Full Application submission is Monday, March 22, 2021 at 12pm noon (Morocco Time)

The Complete application received by the submission deadline will be reviewed by a Selection Committee. It is the Applicant's responsibility to ensure that all necessary documentation is complete and received on time. **Applications received after the**

deadline or which do not adhere to the required format will be deemed non-responsive and will not be reviewed.

After you have sent your application electronically, immediately check your own email outbox to confirm that the attachments you intended to send were indeed sent. If you discover an error in your 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. The applicant should retain for their records one (1) copy of the application and all enclosures which accompany it. USAID bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions.

If it is necessary to send an application in multiple emails, please indicate in the subject line of the email whether the email relates to the Technical or Business Application, and the desired sequence of multiple emails (if more than one is sent) and of attachments (e.g. "No. 1 of 4", etc.). For example, if your Business Application is being sent in two emails, the first email should have a subject line which says: "Organization Name – Religious and Ethnic Minorities NOFO 72060821RFA00001 – Business Application, Part 1 of 2".

Our preference is that the Technical Application and the Business Application each be submitted as single email attachments.

USAID will send confirmation emails when the electronic files are successfully received. If no email confirmation has been provided, then the electronic materials were not received.

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/Morocco cannot guarantee their acceptance by the internet server.

6. Technical Application Format

The Technical Application will be the most important factor for consideration in selection for award of the proposed Cooperative Agreement. 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 RFA.

The Technical Narrative portion of the Application (sections e) through g) below shall not exceed 25 pages (excluding the authorized annexes). The application must be

written in English, using Microsoft Word, Times New Roman, 12-point font on standard 8 1/2" x 11" paper (210 mm by 297mm paper), single spaced, each page numbered consecutively, and no less than 1" margins on all sides. Footnotes, charts, and tables will be included in the page limit requirement. A 10-point font can be used for graphs and charts. Tables, however, must comply with the 12-point Times New Roman requirement.

The cover page, table of contents, acronyms list, executive summary, and annexes are not subject to the above page limitation. Anything beyond 25 pages will NOT be read or evaluated.

The format of the technical application must follow the outline and order specified below.

a) Cover Page (1 page): (not included in page limitations)

Please see instructions in subsection 4 above for the information to include in the cover page.

b) Table of Contents (not included in page limitations)

This page shall list all sections of the Technical Application with page numbers and attachments.

c) Acronyms List (not included in page limitations)

This page shall include the list of acronyms used in the Technical Application.

d) Executive Summary: (not included in page limitations; must not exceed 2 pages)

Please provide a concise summary of the Applicant's program description, program methodology, and expected results.

e) Technical Approach

The Technical Approach Section should include information sufficient to evaluate the application under the Technical Approach Criterion.

The Technical Approach Section should include a clear description of the overall objectives, the results to be achieved, the resources and steps required to meet them in an identifiable period of time, and benchmark measures of progress towards achievement by addressing the following:

- i. **Contextual Analysis:** Identify the impediments to understanding as they relate to the Applicant's proposed activities, and should include an assessment of gender dynamics as applicable. The application will describe the specific communities to be engaged and the historical, cultural and social importance of the issue, event or site around which programming will be built.
- ii. **Program Hypothesis** Explain the programmatic logic at the activity level that underlies and informs the programmatic approach taken in the application. The program hypothesis will describe the anticipated causal link between the proposed activities and their intended impact on the problems identified in the

context analysis. Programs are generally stronger when they have a single or few complementary clear and focused program hypotheses that guide their overall implementation and that address specific elements of the social dynamics. Applicants must provide a succinct program hypothesis that does not exceed five lines.

- iii. **Activities:** Provide a detailed description of proposed activities, target audiences and expected results. Proposed interventions will employ an approach that increases broad support for preserving Morocco’s shared pluralistic heritage in order to reach common goals or solve shared issues. Activities will not focus solely on minority groups, but rather seek to engage other elements of Moroccan society. Applicants must describe what activities will contribute to achieving the programmatic goals as described in the program hypothesis.
- iv. **Sustainability:** USAID seeks applications that demonstrate impact that lasts beyond the life of the program. In addition, proposed activities must promote, strengthen and be supported by sustainable local organizations that champion sound concepts, innovative practices and changes beyond the life of the award through targeting key people and seeking social and institutional change. USAID encourages supporting local organizations and working with new partners to build their capacity to manage U.S. Government awards.

The “Technical Approach” will form the basis of the “Program Description” that will be incorporated into any eventual cooperative agreement. Therefore, the applicant must write the Technical Approach from the perspective of the agreement; that, the Technical Approach will say things such as, “REMA will...” or “[organization name] will..., as opposed to “we will...” (i.e., do not use “we” in the Technical Approach).

In addition to the information authorized in this Section, the following annexes are authorized:

- Draft First-year Implementation Plan; and
- Draft Monitoring, Evaluation, and Learning Plan.

Please refer to the annexes section h below for additional information.

f) Management Approach and Staffing Plan

The Management Approach and Staffing Plan Section should include information sufficient to properly evaluate the application under the Management Approach and Staffing Plan Criterion.

This section should describe organizational structure(s) and how individual projects/activities will be managed and staffed. This should include detail about both administrative and technical aspects of the management approach, as well as the specific role(s) of each organization contributing to the proposed activities.

The proposed staffing plan should be in line with and adequate to the technical and management approaches proposed by the applicant. The plan should include

proposed key personnel roles and responsibilities with a description of their specific duties and qualifications. It should also include non-key personnel that will be part of the team.

The Key Personnel positions and basic expectations for each position under this Award are provided below.

Chief of Party (COP): Estimated Level of Effort: full-time employee

Description:

- The COP will serve as the main point of contact for USAID for the REMA Activity in Morocco, responsible for accomplishing the major goals and objectives of the project.
- The COP provides vision, leadership, direction, guidance, management, and oversight of the programmatic operations and implementing team of national and international staff, consultants, and volunteers.
- The COP represents REMA in Morocco with all partners, regulatory bodies, other agencies, community and civic organizations, donors and supporters, visitors, and the general public. The COP keenly understands the collective past and present experiences of religious and ethnic minority groups in Morocco, and as such oversees the participatory design and implementation of REMA to be entirely respectful of their traditions and to promote an environment that invites sincere and enduring collaboration.
- S/he will serve as the Contractor's primary representative for all agreement-related issues, concerns, or problems.

Required Qualifications:

- Master's Degree (or higher) in an appropriate interdisciplinary subject such as economics, education, management, business administration or related fields with a minimum of eight (8) years of managerial and operational experience or a Bachelor's Degree with a minimum of twelve (12) years of relevant experience is highly desired;
- Business proficiency, written and spoken, in English and French (Arabic is a plus). Professional working proficiency (Level 3) as defined by the International Language Roundtable (<http://www.govtilr.org/>) is acceptable. Full professional proficiency (Level 4) is preferred;
- Demonstrated experience in managing programs with a technical scope similar to the RFA;
- Track record of successfully implementing large-scale development and interfaith projects to completion, particularly involving Muslim, Jewish, and Christian communities;
- Close familiarity with the requirements of data gathering procedures that integrate local citizens and residents and their interactive dialogue in order to develop oral histories;
- Experience in supporting the creation of narrative presentations of cultural history in different formats, securing cultural preservation and public access, and designing and facilitating engaging workshops for the diversity of Moroccan society;

- A keen understanding based on experience of Moroccan public administrative systems and the process of securing partnership agreements and activity authorizations at the different administrative tiers;
- Extensive experience in public speaking - in English, as well as in Arabic or French - in diverse forums, such as with youth and at education centers that service people of all ages, public policy and government representatives, multicultural settings, and with business community and civil society members;
- A willingness to travel and visit community groups and project areas in different parts of Morocco, and internationally as needed to share the REMA experience at conferences and with government officials and among others with the intent to promote partnerships and replication.

Program Coordinator/Deputy Chief of Party (D/COP): Estimated Level of Effort: full-time employee

Description:

- The Program coordinator will act as a deputy to the Chief of Party, supporting the COP in the provision of leadership and oversight.
- S/he will provide technical and contractual management to the USAID-funded Religious and Ethnic Minorities Activity (REMA) in Morocco, ensuring that proposed interventions are planned and executed with quality, accountability, and measurable impact.
- Sh/e will also engage in various community and external relations and will coordinate activities that result in enhanced visibility of the program on the local, national, and international levels.
- Other key responsibilities include: oversee program reporting and monitoring; quality control and compliance; maintain cooperative relationships with local partners and beneficiary community representatives; ensure effective program finance and administration; and supervise and mentor program staff as appropriate.

Required Qualifications:

- Master's Degree in International Development, Social Sciences, Management, or other relevant field; or a Bachelor's degree in a relevant field and 5 additional years of relevant experience, is desired;
- A minimum of 5 years of relevant work experience, particularly in program management, monitoring and evaluation, external relations, sustainable development, and/or culture- and faith-based programs is desired;
- Excellent written and interpersonal communication, with the ability to craft messaging according to audience;
- Willingness to travel extensively to project sites for purposes of planning, monitoring, implementation, and visibility;
- At least two years of experience living and working in Morocco with an understanding of local work culture and methods of mobilizing communities;
- Business proficiency, written and spoken, in English, knowledge of Arabic (especially the Moroccan dialect/Darija), working knowledge of French is

helpful. Professional working proficiency (Level 3) as defined by the International Language Roundtable (<http://www.govtilr.org/>) is acceptable. Full professional proficiency (Level 4) is preferred.

In addition to the information authorized in this Section, the following annexes are authorized:

- Organizational Chart; and
- Resumes and letters of commitment for the key personnel positions.

Please refer to the annexes section h below for additional information.

g) Organizational Capacity and Past Performance

The Organizational Capacity and Past Performance Section should include information sufficient to evaluate the application under the Organizational Capacity and Past performance criterion.

The Applicant must demonstrate technical resources and expertise. The Applicant must make sure that at least three (3) Past Performance Questionnaires are submitted by the referees (Please use the template in annex 4) for itself and for each major sub-awardee (if applicable) for relevant projects or awards for which the Applicant has served as the prime implementer in the past 5 years. If the Applicant has not served as the prime implementer for a relevant project/award in the past 5 years, the Applicant may submit the PPI form for any relevant projects/awards on which the Applicant has served as a subawardee/subcontractor in the past 5 years (please note this clearly on the submission).

In addition, an annex should be provided that contains reference information for the applicant and any proposed major sub-awardee.

Please refer to the annexes section h below for additional information.

h) Annexes (not included in page limitations; be concise, includes supporting information for the technical narrative, as needed)

In addition to the 25 page Technical Application, the following annexes are required. No additional annexes and other supporting documentation will be reviewed and evaluated.

➤ Draft First-year Implementation Plan (Annex 1): The applicant must propose a draft implementation plan and timeline that will allow for rapid initiation of the proposed projects, activities, and partnerships. The Draft First-year Implementation Plan inputs, outputs, and measurable outcomes should be realistic and achievable within the proposed budget and timeframe and reflect a grasp of the necessary steps to ensure efficient, effective execution of project activities.

➤ Draft Monitoring, Evaluation, and Learning Plan (Annex 2): The Applicant is required to include a draft Monitoring, Evaluation, and Learning (MEL) Plan

covering the life-of-activity, which describes how the Applicant will measure the achievement of results. The Draft MEL Plan must describe how it will measure the impact and track progress towards achievement of the component's results and include a description of the methodology for gathering and analyzing baseline data and for gathering outcome data or impact/results during each year of activity implementation. The Draft MEL Plan must identify the specific indicators used to measure output, outcome and impact per the results outlined above. The Draft MEL Plan must demonstrate how activities will have an integrated, gender aware approach and how proposed indicators will be used for timely management decisions and credibly reflect the actual performance of the activity.

➤ Draft List of Partners and Letters of Commitment (Annex 3): The applicant is required, if applicable to include a list of all partners (if applicable) who it expects to contribute to its implementation of the Activity. The list should include

- The legal name of the entity;
- What type of organization it is (e.g. non-profit, for profit company, educational institution, religious organization etc.);
- A brief summary of its capabilities relevant to its role in the implementation of the Activity.

This annex should also include letters that demonstrate a firm, specific commitment of the referenced organization to participate in the program.

➤ Organization Chart (Annex 4): The Applicant is required to include an organizational chart. The chart should present in a clear manner the detailed proposed organization structure of its personnel and partners, as well as the location and organization of any field offices. It should also show the proposed organization for the Program; this chart should include, but is not limited to, a representation of the staff reporting lines and relationships between the different positions that fully illustrates the management structure of both full time and non-full time staff for the Recipient and all subrecipients; it should be sufficient to illustrate the complete human resources needs necessary to achieve the objectives of this Program.

➤ Resumes/CVs & Letters of Commitment (Annex 5): This annex should include a complete and current resume/CV for each key personnel position, detailing the requisite qualifications and experience of the individual and references with contact information. Resumes/CVs may not exceed two (2) pages in length. Qualifications, experience and skills shall be placed in chronological order starting with most recent information. Each resume/CV shall be accompanied with a commitment letter from each candidate indicating his or her: (a) availability to serve in the stated position, in terms of days after the award; (b) intention to serve for the stated term of service; and (c) agreement to the compensation levels which correspond to the levels set forth in the cost application. Each resume/CV shall include a minimum of three (3) references of professional contacts (current phone, e-mail address information for each reference contact) within the last five years; with complete current contact information, including email addresses and telephone numbers, for each proposed key personnel candidate. The applicant must request that referees

send references directly to USAID/Morocco to the email address specified for receipt of applicants in Section D of this NOFO. The references provided must speak to the candidates ability to succeed in the proposed key personnel position.

➤ Reference Information (Annex 6): The Applicant is authorized to include reference information for up to three (3) projects/activities for itself and for each major sub-awardee (if applicable). This annex should consist of the completed “Past Performance Questionnaire Template” in Annex 4 to this NOFO for every reference. The applicant must request that referees send the following information directly to USAID using the format provided in Annex 4 Past Performance Questionnaire. Please see below for more details.

The applicant must request that referees send the following information directly to USAID using the format provided in Annex 4 Past Performance Questionnaire:

- Name of applicant requesting the reference;
- Scope of work or complexity/diversity of tasks completed;
- Primary location(s) of work;
- Period of performance;
- Dollar value; and
- Contract type, i.e., fixed-price, cost reimbursement, etc.
- Performance information regarding quality, cost control, schedule, management and regulatory compliance, in accordance with the evaluation subfactor.

The information must be sent to the email address specified for receipt of applications in Section D of this NOFO, in advance of the application submission date and time. Please note that it is the applicant’s responsibility to ensure that USAID/Morocco receives the requested information.

Additionally, the applicant must describe the relevance of the referenced awards in its applications.

Finally, the applicant must include the name of the Contracting/Agreement Officer’s Representative and Alternate Contracting/Agreement Officer’s Representative for each referenced award, if applicable.

USAID/Morocco reserves the right to verify the experience and past performance record of cited projects or other recent projects/activities by reviewing performance reports, or to interview cited references or other persons knowledgeable of the Applicant’s performance on a particular project.

The Agreement Officer may also consult other resources and references not provided by the applicant related to the applicant’s past performance.

7. Business (Cost) Application Format

The Cost or Business Application portion of the Full Application shall be submitted separately from the Technical Application. While there is no page limit for this portion of the application, the Applicant is encouraged to be as concise as possible, but still provide 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, the applicant 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.

The Applicant should not submit any additional information with their initial application.

The Business Application must contain the following sections:

a) **Cover Page** (Please see instructions in subsection 4 above for the information to include in the cover page.)

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

The applicant must sign and submit the cost application using the SF-424 series at <https://www.grants.gov/web/grants/forms/sf-424-family.html>

- (1) SF-424 - Application for Federal Assistance;
- (2) SF-424A - Budget Information – Non-Construction Programs;
- (3) SF-424B - Assurances – Non-Construction Programs; and

c) **Required Certifications and Assurances**

The applicant must complete the following documents and submit a signed copy with their application: “Certifications, Assurances, Representations, and Other Statements of the Recipient” document found at:

<http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf>

d) **Summary Budget:** inclusive of all Activity costs broken out by major budget category and by fiscal year for interventions to be implemented by the Applicant and any potential sub-recipients for the entire period of the Activity. See Annex 5 for Summary Budget Template.

e) **Budget and Budget Narrative**

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 includes :

1. a budget with a breakdown by activity year, sufficient to allow the Agency to determine that the costs represent an efficient use of funding to implement the Applicant's activity.
2. a detailed budget for each sub-recipient, broken out by budget category and by year, for the entire implementation period of the Activity with an accompanying budget narrative which provides, in detail, the total costs for implementation of the Activity.

The applicant shall include a budget with an accompanying budget narrative which provides, in detail, the total costs for implementation of the Activity.

- a. The budget must be submitted in US dollars, in Excel format using the provided template in Annex 5 with unlocked cells to enable USAID to check the formulas and calculations included. All cells that are derivative calculations from other information submitted on the budget template must be calculated in the cell from the relevant equation and cannot be submitted as just a final value.
- b. The following major line items with a budget narrative must be included. Each major line item must be supported by detailed breakdowns of each expected sub-expense under that line:

- i. **Personnel** : 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. A detailed level of effort estimate must be included for 3 key personnel. Other non-key personnel costs should be estimated based on the estimated number of full- and part-time staff needed to successfully enable the Applicant to meet their technical scope of work. Allowances, when proposed, must be broken down by specific type and by position. The applicant 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. The Applicant 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.

- ii. **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 comprised 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.

iii. Travel and Transportation: The application should 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.

iv. Supplies: The application should specify the procurement of all tangible personal property other than those described in Equipment. A computing device is a supply if the acquisition cost is less than the lesser of the capitalization level established by the non-Federal entity for financial statement purposes or \$5,000, regardless of the length of its useful life. The application should indicate the quantity of the equipment to be purchased, the unit cost and the total price.

v. Equipment: The application should specify the procurement of any tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost which equals or exceeds the lesser of the capitalization level established by the non-Federal entity for financial statement purposes, or \$5,000. The application should indicate the quantity of the equipment to be purchased, the unit cost and the total price.

vi. Other Direct Costs: The application should provide a breakdown of all anticipated other direct costs (i.e. the amount, type, and unit cost with as much detail as possible) 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 also 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.

vii. Subawards: (If applicable) The application should 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 subtier entity is a subrecipient and any identified consortium partners or contractor. The subrecipient budgets must align with the same requirements as the Applicant's budget, including those related to fringe and indirect costs.

viii. Construction: Detail of all construction costs related to the rehabilitation, if applicable. Any construction costs must be budgeted separately and included as a separate budget category. Each construction

intervention (i.e., site) must have a separate budget within this category. If construction is included, the total amount budget should not exceed \$100,000 (USD).

ix. Total Direct Costs

x. Indirect Costs - The application should indicate whether the applicant is 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 versus 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 this method, 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.

xi. TOTAL COSTS

Note: The Agreement Officer (AO) may request additional detailed budget information, particularly for responsibility determination, following notification to an Applicant that it is under consideration for an award. If necessary, the AO may verify cost data, evaluate specific elements of costs, and examine data to determine the necessity, reasonableness and allocability of the costs reflected in the budget and their allowability pursuant to the applicable cost principles. The AO may require other information to determine responsibility and cost efficiency.

f) 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.

g) Approval of Subawards

The applicant must submit 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.

h) Unique Entity Identifier Dun and Bradstreet and System for Award Management 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. The applicant is required to:

- i. Be registered in SAM before submitting its application. 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 (www.sam.gov);
- ii. Provide a valid DUNS number for the applicant and all proposed sub-recipients; and
- iii. 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.

i) Potential Request for Additional Documentation

Upon consideration of Award or during the negotiations leading to an Award, the Applicant may be required to submit additional documentation deemed necessary for the Agreement Officer to make an affirmative determination of responsibility. The Applicant should not submit the information below with their application! The information in this section is provided so that the Applicant may become familiar with additional documentation that may be requested by the Agreement Officer.

The information submitted should substantiate:

1. Bylaws, constitution, and articles of incorporation, if applicable.
2. Whether the organizational travel, procurement, financial management, accounting manual and personnel policies and procedures, especially regarding salary, promotion, leave, differentials, etc., submitted under this section have been reviewed and approved by any agency of the Federal Government, and if so, provide the name, address, and phone number of the cognizant reviewing official. The Applicant should provide copies of the same.

j) 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 (Please use the template in Annex 2)

1. Branding Strategy – Assistance (June 2012)

a. The Applicant 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 requires the applicant to use the "USAID Identity," comprised of the USAID logo and landmark, with the tagline "from the American people" as found on the USAID Web site at <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.

Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

(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 program to beneficiaries.

(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.

The Applicant must incorporate the USAID Identity and the message, “ 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 the 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.

e. The Agreement Officer will review the Branding Strategy 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.

f. If the applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement

(END OF PRE-AWARD TERM)

2. Marking Plan – Assistance (June 2012)

a. The Applicant 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 landmark, 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 <http://www.usaid.gov/branding>

Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

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, audiovisual 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 recipient 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 Development 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 Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or 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.

(END OF PRE-AWARD TERM)

k) Funding Restrictions

USAID policy is not to award profit under assistance instruments. However, all reasonable, allocable and allowable expenses, both direct and indirect, which are related to the agreement program and are in accordance with applicable cost principle under 2 CFR 200 Subpart E. of the Uniform Administrative Requirements may be paid under the anticipated award.

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. The Applicant should address any issues with these funding restrictions in this Section of the Business (Cost) Application.

Significant changes to the budget post-award, such as a request for additional funding, a request to raise the total obligation/award ceiling or a request to modify the award budget to more closely align with expected expenditures, will require prior approval.

l) 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 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 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 nonpublic 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.

(END OF PRE-AWARD TERM)

[END OF SECTION D]

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SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

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

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 evaluated by a Selection Committee (SC) using the ratings described in this section.

2. Review and Selection Process

a) **Rating**

USAID will conduct a merit review of the application received that comply with the instructions in this NOFO. The application will be reviewed and evaluated using an adjectival rating system (Exceptional, Very Good, Satisfactory, Marginal, Unsatisfactory) in accordance with the following criteria, listed in descending order of Importance:

Adjective	Merit Review Criterion
Exceptional	<p>An Exceptional application has the following characteristics:</p> <ul style="list-style-type: none"> • A comprehensive and thorough application of exceptional merit. • Application meets and fully exceeds the Government expectations or exceeds NFO objectives and presents very low risk or no overall degree of risk of unsuccessful performance. • Strengths significantly outweigh any weaknesses that may exist.
Very Good	<p>A Very Good application has the following characteristics:</p> <ul style="list-style-type: none"> • An application demonstrating a strong grasp of the objectives. • Application meets NOFO objectives and presents a low overall degree of risk of unsuccessful project performance. • Strengths significantly outweigh any weaknesses that exist.
Satisfactory	<p>A Satisfactory application has the following characteristics:</p> <ul style="list-style-type: none"> • An application demonstrating a reasonably sound response and a good grasp of the objectives. • Application meets NOFO objectives and presents a moderate overall degree of risk of unsuccessful project performance. • Strengths outweigh weaknesses.
Marginal	<p>A Marginal application has the following characteristics:</p> <ul style="list-style-type: none"> • The application shows a limited understanding of the objectives.

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

b) Merit Review Criteria

The technical applications will be reviewed in accordance with the three (3) review criteria set forth below. The table below outlines the evaluation criteria which include:

- (1) Technical Approach
- (2) Management Approach and Staffing
- (3) Organizational Capacity and Past Performance

The criteria are listed in descending order of importance:

1	Criterion Name	Technical Approach	Importance	1
2	Criterion Name	Management Approach & Staffing Plan	Importance	2
3	Criterion Name	Organizational Capacity & Past Performance	Importance	3

Criterion 1: Technical Approach

The Technical Approach Criterion will be evaluated in terms of overall quality as follows (the following are not subcriteria; rather they are aspects that will be considered when evaluating the Technical Approach):

- Extent to which the technical approach demonstrates a clear understanding of Religious and Ethnic Minorities;
- Extent to which the technical approach is comprehensive, demonstrates an understanding of the technical and contextual challenges, can realistically achieve the stated objectives and expected results in the program description, integrates gender considerations, and utilizes appropriate local partners to ensure feasibility and sustainability;

- Extent to which the proposed draft First-year implementation plan is clear and reasonable for the proposed projects and activities and the extent it demonstrates a rapid, yet realistic, launch and initiation of activities;
- Extent to which the proposed Draft Monitoring, Evaluation, and Learning (MEL) Plan is sound, effective, and efficient.

Criterion 2. Management Approach and Staffing Plan:

The Management Approach and Staffing Plan Criterion will be evaluated for its effectiveness to successfully implement activities and to achieve Activity objectives and the quality, clarity and responsiveness of the Applicant's overall Management Approach, including the subcontractors and home office technical support. This includes the following considerations (the following are not subcriteria; rather they are aspects that will be considered when evaluating the Management Approach and Staffing):

- Extent to which the management structure is clear, is consistent with the Activity objectives and results, including the extent to which the proposed organizational structure, roles of the team, staffing and partnerships maximize flexibility and adaptive management;
- Effectiveness and efficiency of the proposed overall Staffing Plan, such that personnel possess the full range of complementary experience, skill, and expertise required to successfully implement the necessary technical and managerial tasks required to implement the Activity, as well as the extent to which the Staffing Plan maximizes the use of local resources;
- Extent to which the staffing plan effectively maximizes the use of locally-resident Moroccan expertise; and
- Extent to which Key Personnel possess relevant and demonstrated qualifications, experience, performance and skills applicable to the roles/positions being proposed.

Criterion 3. Organizational Capacity and Past Performance:

The Organizational Capacity and Past Performance Criterion will be evaluated on the existing capacity of the Applicant to successfully implement the specified activities and achieve desired results. This includes the following considerations (the following are not subcriteria; rather they are aspects that will be considered when evaluating the Organizational Capacity and Past Performance):

- Institutional capacity and past performance records for both Applicant and its proposed subawardees/partners will be closely reviewed and evaluated for their relevance and performance experience on similar projects performed within the last 3-5 years. Relevance is defined as projects performed of a similar scope, magnitude and scale. The Applicant and its partners have the technical and management experience and skills to implement the proposed interventions.
- Past Performance information will be used for the responsibility determination. USAID may use performance information obtained from sources other than those identified by the Applicant. USAID will utilize existing databases of agreements performance information if any and solicit additional information from the references provided in and from other sources if and when the Agreement Officer finds the existing databases to be insufficient for evaluating an applicant's performance.

In cases where an Applicant lacks relevant past performance history or in which information on past performance is not available, the Applicant will not be evaluated favorably or unfavorably on past performance. In such cases the Applicant will be rated “neutral”. The “neutral” rating provided to these applicants is at the Agreement Officer's discretion based on the past performance ratings for all other applicants. Prior to assigning a "neutral" past performance rating, the Agreement Officer may take into account a broad range of information related to an applicant's past performance.

c) Business (Cost) Review

The Agency will evaluate the cost application of the applicant(s) under consideration for an award as a result of the merit criteria review to determine whether the costs are reasonable and allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.

The Agency will also consider

- (1) the extent of the applicant's understanding of the financial aspects of the program and the applicant's ability to perform the activities within the amount requested;
- (2) whether the applicant's plans will achieve the program objectives with reasonable economy and efficiency; and
- (3) whether any special conditions relating to costs should be included in the award.

Other considerations are the completeness of the application, adequacy of budget detail, and consistency with elements of the Technical Application. In addition, the organization must demonstrate adequate financial management capability, to be measured for a responsibility determination.

The AO will perform a risk assessment (2 CFR 200.205). The AO may determine that a preaward 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]

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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/Morocco anticipates that these procedures will be successfully completed, the potential applicant is hereby notified of these requirements and conditions for the award.

The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Agreement Officer.

The Cooperative Agreement signed by the Agreement Officer is the authorizing document, which shall be transmitted to the Recipient for countersignature to the authorized agent of the successful organization(s) electronically.

Notification will also be made electronically to unsuccessful applicants pursuant to ADS 303.3.7.1.b. USAID/Morocco will consider requests for additional information pursuant to ADS 303.3.7.2.

2. Administrative & National Policy Requirements

No deviations are currently contemplated to the standard provisions for the Cooperative Agreement contemplated by this RFA. The standard provisions to be used will be the Mandatory Standard Provisions for U.S. Non-governmental Recipients or the Mandatory Standard Provisions for Non-U.S. Non-governmental Recipients.

For U.S. organizations, the resulting federal award will be administered in accordance with the following policies and regulations: [ADS 303](#), [2 CFR 700](#), [2 CFR 200](#), and [ADS 303maa](#), Standard Provisions for U.S. NGOs are applicable. For complete copies of 2 CFR 200 and 2 CFR 700, please also see [ADS 303.4](#).

For non-U.S. organizations, [ADS 303mab](#), Standard Provisions for Non-U.S. NGOs will apply.

This NOFO only contains provisions that are required at this stage. Final provisions will be incorporated in the final award as applicable to the selected Recipient.

3. Reporting Requirements

Program Reports shall be in accordance with applicable USAID Standard Provisions.

All written documentation must be submitted in professional-level English. The reports listed below are the initial reports required by the recipient. Based on the evolving nature of the

agreement, USAID may provide modified reporting requirements.

Note: USAID's fiscal year starts on October 1 and ends on September 30. Four fiscal quarterly periods begin on October 1, January 1, April 1, and July 1.

a. Financial Reporting:

Financial Reports shall be in accordance with applicable USAID Standard Provisions.

Quarterly Financial Report: Quarterly Financial Reports shall be due within 30 days following the end of each quarter corresponding to USAID's fiscal year from October 1 through September 30.

In accordance with 2 CFR 200.327, Standard Form 425 (SF-425) and SF-425A (available at http://whitehouse.gov/omb/grants_forms/) are used to report accrued expenditures. Reporting periods are calendar quarters. Quarterly financial reports are due no later than 30 days after the end of each calendar quarter (January 30, April 30, July 30, and October 30).

Quarterly Accruals Reporting: Accruals are the estimated cost of the liability recognized during the period for goods and/or services received but not disbursed, or goods and/or services invoiced but not recorded.

USAID performs a quarterly accrual exercise at the end of each quarter; i.e. December 31, March 31, June 30, and September 30. The Recipient is expected to submit four quarterly accrual expenditures reports 15 days before the end of a quarter per year. The Recipient must submit a spreadsheet showing cumulative disbursements and estimated (un-disbursed) accruals to the AOR.

Final Financial Report: The Final Financial Report shall be due within 90 days following the expiration of the award. Financial Reports shall be in accordance with 2 CFR 700. USAID requires recipients to use the Standard Form 425 or Standard Form 425a, Federal Financial Report, or such other forms authorized for obtaining financial information as may be approved by OMB.

Financial reports shall be submitted as follows: Financial Analyst, Office of Financial Management (email: RabatFM@usaid.gov) and the AOR.

Foreign Tax Reports: Reporting of foreign taxes under this agreement shall follow the standard provision entitled "Reporting Host Government Taxes (December 2014)" of this award document.

Host government taxes are not allowable where the Agreement Officer provides the necessary means to the recipient to obtain an exemption or refund of such taxes, and the recipient fails to take reasonable steps to obtain such exemption or refund. Otherwise, taxes are allowable in accordance with the Standard Provision, "Applicability of 2 CFR 200 and 2 CFR 700 (December 2014)," and must be reported as required in this provision.

The Recipient must include this reporting requirement in all applicable sub-agreements, including subawards and contracts.

b. Performance Reporting and Plan Requirements:

The Recipient shall be responsible to USAID/Morocco for all matters related to the execution of

the agreement. Specifically, the Recipient shall report to the Agreement Officer (AO) and to the Agreement Officer’s Representative (AOR), who will be designated by the AO prior to award.

The Recipient will be expected to provide the following reports. All approved quarterly, annual reports, implementation plans, MEL plans, and technical reports shall be posted to the Development Experience Clearinghouse (DEC) as appropriate.

All reports listed below shall be submitted by the specified due dates for approval by the USAID AOR unless otherwise agreed upon with the AOR. Recipients will consult the AOR on the format and expected content of reports prior to submission. The Recipient should always be ready for revision in program indicators and reporting requirements.

TYPE OF REPORT	DUE DATE (Counted from Effective Award Date)	DISTRIBUTION
Quarterly Performance Reports	Within 30 calendar days after the end of each quarter. [English and a summary in French and/or in Arabic, soft copy]	AOR or A/AOR. Acceptance will be provided in writing after AOR review and revisions made by Recipient.
Annual Implementation Plan	Within 60 calendar days of the date of award. By September 15 of each subsequent year. [English and French, soft copy]	AOR or A/AOR. Approval will be provided in writing after AOR review and revisions made by Recipient.
Grants Manual	Within 90 calendar days of the date of the award [English, soft copy]	AOR or A/AOR and AO
Trafficking In Persons Compliance Plan	Within 90 calendar days of the date of award. [English, soft copy]	AO and AOR. Approved, in writing, by the AO.
Monitoring, Evaluation and Learning Plan (MELP)	A final MELP is expected to be submitted within 90 calendar days of the date of award. Updates to the MELP will be submitted by October	AOR and A/AOR. Approval will be provided in writing after AOR review and revisions made by Recipient.

	30 for subsequent years. [English, soft copy]	
GIS Reporting	Quarterly: Sep 30, Dec 30, Mar 30, Geospatial (geo-referenced) data will be submitted or updated for each project site.	AOR and A/AOR
Environmental Mitigation and Monitoring Plan (EMMP)	Within 60 calendar days of the date of award. Updated and submitted minimum once per year using the USAID/Morocco template. [English, soft copy]	AOR and MEO (Mission Environment Officer). Approval will be provided in writing after AOR and MEO review and revisions made by Recipient.
Gender Analysis and Action Plan	Within 90 calendar days of the date of award. [English, soft copy]	AOR or A/AOR. Acceptance will be provided in writing after AOR review and revisions made by Recipient.
Final Report	90 calendar days after completion of the award. [English and French, soft copy] No page limit.	AOR, AO and DEC (Reference to M.21) AO approval after AOR review and approval after revisions made by Recipient.
Closeout/Demobilization Plan	120 calendar days prior to award completion date.	Approved, in writing, by the AO.
Other Reporting	Submitted upon request [English/French/Arabic, soft copy]	AOR

Project Fact sheet	Updated and submitted quarterly using the USAID/Morocco template. [English/French/Arabic]	AOR
Highlights & Success Stories	<u>Highlights and Success Stories</u> : Submitted regularly during the project lifetime. [English]	AOR
Reporting reference in Standard Provisions		
Reporting of Foreign Taxes – Reference to RAA13. Reporting Host Government Taxes	The recipient must annually submit a report by April 16 of the next year.	FMO/AOR/AO
Participant Training (TEAMS)	Within 30 days after the end of each Federal Fiscal year quarter. Recipient is responsible for submitting data into TEAMS directly. [English]	AOR, A/AOR and Mission R-1 Initiator

• **Quarterly Performance Reports:**

The Recipient will report performance progress for the program under the award and monitor and track indicators as reviewed and agreed to with USAID on a quarterly basis, by submitting a quarterly report. Quarterly performance reports will be submitted **30 calendar days** after the end of each quarter and contain the following information:

- (1) A comparison of actual accomplishments with the goals and objectives established for the period, including up-to-date figures for indicators identified in the Monitoring, Evaluation & Learning Plan (MELP). Whenever appropriate, and the output of programs or projects can be readily quantified, such quantitative data should be related to cost data for computation of unit costs.
- (2) Reasons why established goals were not met, if appropriate.
- (3) Other pertinent information including, when appropriate, analysis and explanation of cost overruns or high unit costs.

A general quarterly performance report template, in addition to the indicator reporting, will be provided by the AOR. The Recipient must submit via email a copy of quarterly, annual, and final performance reports to the AOR in accordance with 2 CFR 200.328. The Quarterly Performance Plan must be in English and a summary must be submitted in French and/or in Arabic.

The timing, format and other instructions will be agreed by the AOR and the Recipient's Key Personnel at the outset of implementation.

- **Annual Implementation Plan:**

Submitted annually to the AOR for approval, the first Implementation Plan, including activity planning and timeframe, **is due 60 calendar days of the date of the award**. For the subsequent years, the implementation plan will be submitted for approval by **September 15 of every year**. The plan shall include subcontract and sub-grants planning.

Annual Implementation Plans are to be submitted in English and French to the AOR and Alternate via email.

- **Grants Manual:**

The Recipient shall submit a Grants Manual to the AOR and the Agreement Officer **within 90 days of the date of the award**.

- **Trafficking in Persons Compliance Plan:**

The Recipient must submit the compliance plan **within the 90 days of the date of the award**. Refer to Standard Provisions M.20 Trafficking in Persons (April 2016) for complete details.

- **Monitoring, Evaluation and Learning Plan (MELP):**

The applicant will be responsible for developing and tracking activity targets, outputs and impact, and overall activity indicators in the application which gauge individual program activities and program effectiveness. Within 90 days following the award, the implementing partner must submit the first annual implementation plan. In addition to the initial implementation plan, the recipient will develop and submit a Monitoring, Evaluation and Learning Plan (MELP). The MELP must adequately track and document progress against activity components. The MELP also reflects the award progress over the life of the program and is a critical tool for planning, managing, documenting, and evaluating performance. The MELP will be reviewed and validated annually and revised if appropriate.

The Recipient shall submit the Activity Monitoring, Evaluation and Learning Plan **within 90 days of the date of the award** to the AOR for approval. It is the AOR responsibility to review, collaborate on any necessary changes and finally approve the

MELP. An updated MELP report is due by October 30 of every year. The performance year is identified as October 1- September 30 of each year.

Indicators: The applicant's MELP shall propose illustrative indicators that are realistic, attainable and that will be effective as guides to management and reporting; and explain how the MELP will be implemented and applied as a management and evaluative tool. The following illustrative indicators, should be taken into consideration (at the CDCS IR level as well as at the REMA objective levels):

IR 3: Community resilience strengthened

- Number of initiatives that promote tolerance and dialogue between religious and ethnic groups
- Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities

Sub-IR 3.3: Religious and cultural tolerance initiatives promoted

Objective 1

- Number of documents secured and the effectiveness of their preservation
- Number of viewers (and their gender makeup) that participate in the educational activities
- Number of online viewers of the preserved documents
- Number of public, civil, and cooperative support and partnerships that help maintain sustainability.

Objective 2

- Number of training and capacity-building activities conducted with USG assistance that are designed to promote the protection, participation, inclusion, and/or integration of REM, disaggregated by REM and non-REM communities.
- Number of activities that promote tolerance and dialogue between religious and ethnic groups.
- Number of activities that ensure that the voices of REM groups are represented in their communities.
- Number of individuals reporting access to livelihood opportunities, disaggregated by REM and non-REM communities.
- Number of activities that raise awareness about the priorities of REM communities.
- Number of REM and non REM community meetings held.

For each indicator, the MELP must include a [Performance Indicator Reference Sheet](#) which provides a precise definition, information on disaggregation, the data source, frequency of data collection, collection method, the party responsible for data collection, when baseline information will be collected, and expected annual/outyear targets.

Indicators should be disaggregated by gender, youth age groups, urban/rural, and disability, as feasible.

USAID's website contains further background on [USAID's MEL approach](#) as well as more detail on [developing a MELP](#). A MELP template is provided below, in Annex 3.

In line with the Agency's recent directives on agency-wide implementation of the Development Information Solution (DIS), USAID/Morocco will likely transition to the DIS during the life of this activity, potentially in the first or second year of implementation. In anticipation of this transition, the Recipient should review publicly available information (<https://www.usaid.gov/work-usaid/resources-for-partners/development-information-solution>) and be prepared to transition to data entry into the DIS should it be required by USAID in the future.

The Recipient is responsible for oversight of the operations of the supported activities. The Recipient must monitor its activities under this Agreement to assure compliance with applicable Federal requirements and performance expectations are being achieved. Monitoring by the Recipient must cover each program, function, or activity. Events may occur between the scheduled performance reporting dates that have significant impact upon the supported activity. In such cases, the Recipient must immediately notify the AOR and the AO as soon as the following types of conditions become known:

- ❖ Problems, delays, or adverse conditions which will materially impair the ability to meet the objective of the award. This disclosure must include a statement of the action taken, or contemplated, and any assistance needed to resolve the situation.
- ❖ Favorable developments which enable meeting time schedules and objectives sooner or at less cost than anticipated or producing more or different beneficial results than originally planned. Notifications must include a statement of actions taken and / or any assistance needed to resolve the situation.

- **GIS Reporting:**

The Implementation Plan will also apply geospatial methods using Geographic Information Systems (GIS) technology to support USAID's effort to incorporate geographic data and analysis into USAID's overall development planning, design, and monitoring & evaluation. The Recipient is not expected to purchase or utilize GIS software unless it is relevant for implementation of their activities. The Recipient can utilize any of the GIS tools publicly available. When geographic data is acquired through data use or ownership agreements with the host-country government or other entity, the Recipient must ensure that the agreement makes it permissible for the geographic data to be submitted to, and used by, USAID and other U.S. Embassy agencies.

- **Environmental Mitigation and Monitoring Plan (EMMP):**

Submitted annually to the AOR and MEO for approval, the first Environmental Mitigation and Monitoring Plan (EMMP), **is due 60 calendar days of the date of the award**. For the following subsequent years, the Recipient shall update and submit minimum once per year using USAID/Morocco template.

Refer to Section Environmental Compliance Requirement for complete details.

- **Gender Analysis and Action Plan:**

The Recipient shall submit a Gender Analysis and Action Plan **within 90 calendar days of the date of the award** to the AOR for approval.

The Recipient will conduct a gender analysis that assesses context and gender gaps and needs, including access, time constraints and participation limitations. This analysis will inform a subsequent gender action plan, which will be developed in collaboration with USAID management team and finalized within 90 calendar days of the award. The gender action plan will inform the Activity's technical approach as it relates to gender throughout the life of the Activity. It also will be used to inform the design of activities that seek to reduce opportunity gaps between men and women and or address power differentials to promote gender equity. The gender action plans should be developed in conjunction with the Activity's monitoring, evaluation and learning plan, and progress should be reflected in annual work plans and performance reports.

- **Final Report**

The Recipient must prepare and submit the final report required by this Agreement to the Agreement Officer's Representative in English and French **within 90 calendar days** after completion of the award and to the Development Experience Clearinghouse (DEC) at <http://dec.usaid.gov>. Refer to Attachment C, Standard Provisions Section M.21 Submissions to the Development Experience Clearinghouse and Publications (June 2012).

The final performance report should contain, but not be limited to the following information:

- ❖ Executive summary
- ❖ Describe the methods of assistance used and the pros and cons of these methods
- ❖ Brief description and mapping of the results of the program
- ❖ How this program assisted USAID in meeting targets
- ❖ Success stories
- ❖ Problems and how they were overcome
- ❖ Cost-effectiveness
- ❖ Final-year (and/or final fiscal year) as well as cumulative life-of-activity indicator reporting

- ❖ Lessons learned, and
- ❖ Recommendations for USAID's future interventions

- **Close out/Demobilization Plan**

In order to efficiently close-out this activity and reduce time and costs for both parties, USAID/Morocco requests that, **120 calendar days prior to award completion**, the Recipient shall submit a closeout/demobilization plan for AOR approval. The closeout/demobilization plan shall include:

- a) a draft property disposition plan,
- b) plan for the phase-out of operations,
- c) delivery schedule for all reports or other deliverables required under the agreement, and
- d) timetable for completing all required actions in the demobilization plan, including the submission date of the final property disposition plan to the Agreement Officer.

- **Other Reporting**

During the life of the award, the Recipient may be required to prepare and submit other special reports concerning specific activities and/or analyses as directed by the AOR or other USAID Officials in English, French and/or Arabic. These requests will be in writing and will specify the due date.

4. Program Income

Program income is not anticipated.

5. Environmental Compliance

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.

Environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this NOFO. In addition, the recipient must comply with host country environmental regulations unless otherwise directed in writing by USAI. In case of conflict between host country and USAID regulations, the latter shall govern.

This NOFO is issued with the acknowledgement that a deferral (ME 19-68) received concurrence from the Middle East Bureau Environmental Officer on 9/23/2019 based on the justification that there is insufficient information available concerning which sites will be supported by the activity

to evaluate their potential environmental impacts, thereby qualifying the activity for a deferral per 22 CFR 216.3 (a)(7)(iv) for the purpose of issuing this NOFO. **No activity funded under this solicitation will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity. Based on the accepted proposal and prior to sub-obligation of funds, USAID will prepare an IEE which will be incorporated as part of the award.**

While USAID anticipates that many of the likely activities will fall under one or more of the Categorical Exclusions described in 22 CFR 216, respondents to the NOFO must include as part of their proposal their approach to achieving environmental compliance and management, especially those relevant to any and all interventions pertaining to rehabilitation/refurbishment, to include:

1. The respondent's approach to selecting and screening the proposed sites while taking into consideration the climate risks to these sites.
2. The respondent's approach to developing and implementing an environmental review process for a grant fund and/or an EMMP which will include:
 - health and safety (including hazards such as structural integrity, asbestos containing materials, lead, mold, etc.)
 - water and sanitation
 - material selection
 - construction oversight
 - Operations and Maintenance plan
3. The respondent's approach to providing necessary environmental management expertise, including examples of past experience of environmental management of similar activities.
4. The respondent's illustrative budget for implementing the environmental compliance activities. For the purposes of this solicitation, applicants should reflect illustrative costs for environmental compliance implementation and monitoring in their cost proposal.

In case of a sub-grants component, the recipient will be required to use an Environmental Review Form (ERF) or Environmental Review (ER) checklist using impact assessment tools to screen grant proposals to ensure the funded proposals will result in no adverse environmental impact, to develop mitigation measures, as necessary, and to specify monitoring and reporting. Use of the ERF or ER checklist is called for when the nature of the grant proposals to be funded is not well enough known to make an informed decision about their potential environmental impacts, yet due to the type and extent of activities to be funded, any adverse impacts are expected to be easily mitigated. Implementation of sub-grant activities cannot go forward until the ERF or ER checklist is completed and approved by USAID. The recipient is responsible for ensuring that mitigation measures specified by the ERF or ER checklist process are implemented.

The recipient will be responsible for periodic reporting to the USAID Agreement Officer Representative, as specified in this solicitation. As part of its initial Work Plan, and all Annual Work Plans thereafter, the recipient, in collaboration with the USAID Agreement Officer Representative and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this solicitation to determine if

they are within the scope of the approved Regulation 216 environmental documentation. 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.

Any 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.

[END OF SECTION F]

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SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

The Agreement Officer for this Award is:

Mr. Zachary Clarke
Regional Agreement Officer
USAID/MERP
zclarke@usaid.gov

The Acquisition and Assistance Specialist for this Award is:

Ms. Salya Yacoubi
Supervisory Acquisition & Assistance Specialist
USAID/Morocco
syacoubi@usaid.gov

[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

The Applicant who includes 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.”

- Other relevant information:
Links to applicable regulations and references:
 - Data Universal Numbering System (DUNS) / Systems for Award Management (SAM) <http://www.dnb.com> and www.sam.gov
 - ADS Series 300 Acquisition and Assistance <https://www.usaid.gov/who-we-are/agency-policy/series-300>
- Further background on USAID’s Gender can be found here:
Gender: [Gender Equality and Women's Empowerment](#) and [ADS Chapter 205 - Integrating Gender Equality and Female Empowerment in USAID's Program Cycle](#).

[END OF SECTION H]

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SECTION I: ANNEXES

ANNEX 1 - STANDARD PROVISIONS

- The actual Standard Provisions included in the award will be dependent on the organization that is selected. The award will include the latest Mandatory and “required as applicable” Standard Provisions in full text for either U.S. or non-U.S. Non-Governmental Organizations.

Please refer to the following website to access the Mandatory Standard Provisions for U.S. and Non-U.S. Non-Governmental Organizations:

<http://www.usaid.gov/ads/policy/300/303maa>

<http://www.usaid.gov/ads/policy/300/303mab>

- The new special award requirement below will be incorporated in the award:

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

FOR U.S. ORGANIZATIONS

USAID has been granted a temporary waiver under Section 889(d)(2) that will allow the recipient to use award funds through September 30, 2022, to procure certain telecommunications and video surveillance services or equipment as specified in 2 CFR 200.216. Based on this waiver, all costs incurred for covered telecommunications and video surveillance services or equipment will be allowable through September 30, 2022, without regard to the cost principle at 2 CFR 200.471. Procurements made on or after October 1, 2022, will be unallowable in accordance with 2 CFR 200.471.

[End of Special Award Requirement]

FOR NON-U.S. ORGANIZATIONS

USAID has been granted a temporary waiver under Section 889(d)(2) that will allow the recipient to use award funds through September 30, 2022, to procure certain telecommunications and video surveillance services or equipment as specified in the standard provision “Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment (AUGUST 2020).” Based on this waiver, all costs incurred for covered telecommunications and video surveillance services or equipment will be allowable through September 30, 2022, without regard to the standard provision “Allowable Costs” and the cost principle at 2 CFR 200.471. Procurements made on or

after October 1, 2022, will be unallowable in accordance with the standard provision “Allowable Costs” and 2 CFR 200.471.

[End of Special Award Requirement]

- **The new provision below related to the Personal Protective Equipment (PPE)/Covered Material purchase will be incorporated in the award:**

Procurement of “Covered Material”

1. Except as provided in paragraph 2 below, and notwithstanding anything in this award to the contrary, no funds under this award may be used for the procurement of “Covered Material” as listed below without the prior written consent of the Agreement Officer. For purposes of this provision , “Covered Material” shall consist of the following:

- N95 Filtering Facepiece Respirators, including devices that are disposable, half-face-piece, non-powered, air-purifying particulate respirators intended for use to cover the nose and mouth of the wearer to help reduce the wearer’s exposure to pathogenic, biological, airborne particulates;
- Other Filtering Facepiece Respirators (e.g., those designated as N99, N100, R95, R99, R100, P95, P99, or P100), including single-use, disposable, half-mask respiratory protective devices that cover the user's airway (nose and mouth) and offer protection from particulate materials at an filtration- efficiency level 3 equivalent to an N95 filtering facepiece respirator according to Section 84.181 of Title 42 of the Code of Federal Regulations (CFR);
- Elastomeric, air-purifying respirators and appropriate particulate filters/cartridges;
- PPE surgical masks, including masks that cover the user's nose and mouth and provide a physical barrier to fluids and particulate materials;
- PPE gloves or surgical gloves, including those defined at Sections 880.6250 (exam gloves) and 878.4460 (surgical gloves) of Title 21 of the CFR and such gloves intended for the same purposes;
- Ventilators; and
- COVID-19 test kits that are meant for the United States market.

For clarity, non-medical grade masks, including cloth masks, are not included in the list of “Covered Material” above. Further, USAID may modify the list of "Covered Material" from time-to-time, in writing; any such changes to the list shall apply prospectively.

2. The restrictions set forth in paragraph 1 above shall not apply to the procurement of Covered Material:

(a) for the protection of and use by the recipient's or sub-[recipient's or contractor's] staff; or

(b) for the safe and effective continuity of USAID-funded programs, including for the protection of beneficiaries, provided that such items are manufactured locally or in the same geographical region as the country in which USAID is providing assistance, as defined by the U.S. Department of State's regional system ([Africa](#), [East Asia and the Pacific](#), [Europe and Eurasia](#), [Near East](#), [South and Central Asia](#), and [Western Hemisphere](#)), and provided that such items are not, and could not reasonably be expected to be, meant for the United States market.

The Agreement Officer may change the exemptions set forth in this paragraph in writing; any such changes shall apply prospectively.

[End of Special Award Requirement]

- **Special award requirement relating to the prohibition on certain telecommunication and video surveillance services or equipment (November 2020)**

USAID has been granted a temporary waiver under Section 889(d)(2) that will allow the Recipient to use award funds through September 30, 2022, to procure certain telecommunications and video surveillance services or equipment as specified in 2 CFR 200.216. Based on this waiver, all costs incurred for covered telecommunications and video surveillance services or equipment will be allowable through September 30, 2022, without regard to the cost principle at 2 CFR 200.471. Procurements made on or after October 1, 2022, will be unallowable in accordance with 2 CFR 200.471.

[End of Special Award Requirement]

[END OF SECTION I]

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ANNEX 2 – BRANDING STRATEGY & MARKING PLAN

GUIDANCE AND GENERAL INSTRUCTIONS - BRANDING/MARKING FOR ASSISTANCE AWARDS

GUIDANCE

USAID’s policy is that programs, projects, activities, public communications, or commodities implemented or delivered under co-funded instruments – such as grants, cooperative agreements, or other assistance awards that usually require a cost share – generally are “co-branded or co-marked.” In accordance with [2 CFR 700.16](#), this policy applies to these assistance awards even when the award does not require any cost sharing.

The Religious and Ethnic Minorities Activity is an assistance award and will therefore be co-branded.

Co-branding and co-marking means that the program name represents both USAID and the implementing partner and the USAID identity and implementer’s logo must both be visible with equal size and prominence on program materials produced for program purposes. However, the AO, after consulting with the activity manager/requesting office, may determine that activity goals require that the USAID Identity be larger and more prominent. A host-country symbol or ministry logo or other U.S. Government seal or logo may also be added, if applicable.

Marking is not required for recipient’s offices, vehicles, and items the recipient procures for its own administrative use. The prohibitions on use of the USAID Standard Graphic Identity (see **ADS 320.3.1.4** and **320.3.6**) apply by USAID policy to recipients of grants and cooperative agreements.

The branding and marking plan shall be in accordance with **2 CFR 700.16** and the provision entitled Marking and Public Communications under USAID Funded Assistance. For more information on Branding Strategy and Marking Plan, please visit USAID’s branding policies documentation in **ADS 320**: <https://www.usaid.gov/sites/default/files/documents/1868/320.pdf>.

Marking requirements, including requests for presumptive exceptions and waivers for assistance awards must be in accordance with **2 CFR 700.16(h)**.

Additional information materials on USAID branding, including the USAID Graphic Standards Manual and Partner Co-Branding Guide, can be downloaded here: <https://www.usaid.gov/branding>.

Templates, logos, and brand identity logos may be found here: <https://www.usaid.gov/branding/resources#downloads>

GENERAL INSTRUCTIONS

With reference to **ADS 320.3.3.2** and **2 CFR 700.16**, the Recipient shall prepare a Branding Strategy and Marking Plan containing information responding to the electronic file template

provided as a separate Microsoft Office Word file entitled “Annex 2 - Branding Strategy and Marking Plan Outline”.

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**ANNEX 3 – ACTIVITY MONITORING, EVALUATION & LEARNING PLAN
TEMPLATE**

Electronic version of the plan template is provided as a separate Microsoft Office Word file - see the document “Annex 3 - MEL Plan Outline”.

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ANNEX 4 – PAST PERFORMANCE QUESTIONNAIRE TEMPLATE

Electronic version of the form template is provided as a separate Microsoft Office Word file - see the electronic file “Annex 4 - Past Performance questionnaire Template”.

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ANNEX 5 – DETAILED AND SUMMARY BUDGET TEMPLATE

Electronic version of the form template is provided as a separate Microsoft Office Word file - see the electronic file “Annex 5 - Detailed and Summary Budget Template”.

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[END OF SECTION I]

[END OF NOFO 72060821RFA00001]

ANNEX 2

TEMPLATE

“USAID [ACTIVITY NAME] BRANDING STRATEGY”

AWARD TITLE

AWARD NUMBER

DATE OF PLAN

With reference to ADS 320.3.3 and 2 CFR 700, below is the required Branding Strategy:

1) Program Name

[Name] (Follow naming guidelines in March 16, 2016 USAID Graphic Standards Manual and Partner Co-branding Guide, Section 4 entitled Grants, Cooperative Agreements & Assistance.

Identify activity name in English and host-country language(s).

2) Desired level of visibility: Select high, medium or low visibility determined by considerations for each activity and its communication strategy and include rationale.

3) Positioning

This section discusses how to publicize the program, visibility considerations, and includes a description of the communications tools to be used.

The Recipient may use co-branding and co-marking in accordance with ADS 320.3.3.1 for visual, textual and verbal materials and communications, which may be translated into host-country languages as appropriate. Presumptive exceptions will be outlined in the Marking Plan and if/when a situation arises that is not considered in the Marking Plan, it will be evaluated on a case-by-case basis by the Agreement Officer’s Representative (AOR) and Agreement Officer (AO).

- Will a program logo be developed and used consistently to identify this program? If yes, please attach a copy of the proposed program logo. (Please note that all logos must be approved by Branding Champions in Washington).

4) Program Communications and Publicity

- Who are the primary and secondary audiences for this activity?
- What communications or activity materials will be used to explain or market the program to beneficiaries?
- What is the main activity message?
- Will the recipient announce and promote publicly this activity to host country citizens? If yes, what press and promotional events are planned?
- Please provide any additional ideas about how to increase awareness that the American people support this activity.

5) Key milestones and opportunities

The following key milestones are anticipated to generate awareness that the program is from the American people. These milestones may be linked to specific points in time, such as at the beginning or end of a program, or to an opportunity to showcase reports or other materials (consult ADS ADS 320 and 2 CFR 700). These include, but are not limited to:

- training events,
- publishing reports,
- highlighting success stories,
- promoting final or interim reports, and
- communicating program impact/overall results
- speaking engagements, including in communities.

6) Acknowledgements

- Will there be any direct involvement from a host country government ministry? If yes, please indicate which one or ones. Will the recipient acknowledge the ministry as an additional co-sponsor?

“USAID [ACTIVITY NAME] MARKING PLAN”

AWARD TITLE

AWARD NUMBER

DATE OF PLAN

Marking Plan for the [Name] Activity

With reference to ADS 320.3.3 and 2 CFR 700, below is the required Marking Plan:

I. MARKING

I.1 MARKING PLAN

Table I outlines the types of materials and activities that may be produced under the USAID [Name] Activity. Any materials and activities that are not anticipated below, but are produced under the initiative, will also be subject to branding guidelines and AO approval, as appropriate. The goal is to mark activities, and not implementing partners.

All materials, activities and deliverables marked with the USAID logo for the [Name] Activity will follow design guidance for color, type, and layout in the USAID Graphic Standards Manual and Partner Co-Branding Guide (March 2016) as related to equipment, reports, studies, events, and public communication (including printed products, audio, visual, and electronic materials), etc. The USAID logo will be used for programmatic correspondence. Recipient’s letterhead will be used for administrative correspondence and will not have the USAID logo. Business cards will not show the USAID logo but may use text: USAID Recipient.

After award and prior to printing, please provide graphic examples of visual marking of materials, activities and deliverables using the USAID logo and activity name in situations of co-branding and no-branding, in both English and Arabic.

There are two criteria used to determine when the disclaimer provision must be used:

- a) As per 2 FR 700.16(c) (1) Studies, reports, publications, Websites, and all informational and promotional products not authored, reviewed, or edited by USAID; and
- b) As per the discretion of the AOR and Recipient’s consideration of a specific situation.

However, AOR should review and approve all public communication materials where USAID logo is used.

The provision is as follows in English and Arabic:

This study/report/Website/video (specify) is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this (specify) are the sole responsibility of (name of organization) and do not necessarily reflect the views of USAID or the United States Government.

Sub-recipient: As specified in the standard provisions, the marking requirements will “flow down” to sub-recipients or sub-awards, and will include the USAID-approved marking provision in all USAID funded sub-awards, as follows: “As a condition of receipt of this sub-award, marking with USAID identity of a size and prominence equivalent to or greater than the recipient’s, sub-recipient’s, other donor’s or third party’s is required.”

TABLE I. MARKING PLAN FOR MATERIALS AND ACTIVITIES (illustrative examples only)

Follow the guidelines contained in the USAID Graphic Standards Manual and Partner Co-Branding Guide (March 2016).

Category/Material	Type of Marking	Visual, Verbal, Textual Disclaimer
Administrative		
Activity related stationery products	The USAID logo will be used.	Visual Textual
Contract Deliverables: documents, publications, studies, reports, papers, technical assistance consultant reports	Follow guidelines for exclusive marking. Use specific language for deliverables when submitted to USAID for review.	Visual Textual
Program Communication		
Technical reports, publications, documents, studies	The USAID logo will appear on the cover; design follows guidelines for exclusive branding unless co-branding is acceptable or an exemption is provided for no branding.	Visual Textual — Consider Disclaimer
Training materials, manuals and sessions	The USAID logo will appear on the cover of documents and verbal branding will be used at training sessions; design follows guidelines for exclusive branding unless co-branding or an exception for no marking is indicated.	Visual, Textual, Verbal — Consider Disclaimer for Visual & Textual

Audiovisual: Video, CDs-ROM, Animated Infographics	The USAID logo will be printed on CD labels, splash screen/menus, and packaging; design follows guidelines for exclusive branding unless co-branding or an exemption is indicated for no marking.	Visual
PowerPoint presentations	The USAID logo is required as per USAID presentation template; design follows guidelines for the exclusive branding unless co-branding is acceptable or an exemption for no branding is indicated. Templates available at www.usaid.gov/branding/resources	Visual
Posters, banners, exhibition booth signs, event signage	The USAID logo will appear on the material; design follows guidelines for exclusive branding unless co-branding or an exemption for no branding is indicated.	Visual
Program public awareness, advocacy and behavior change materials and activities	The USAID logo will appear on each material based on the purpose and type of material, target audience and how to be used. Design follows guidelines for exclusive branding unless co-branding or an exemption for no branding is indicated.	Visual, Textual or Verbal
Web portal and social media platforms (Facebook, Twitter, Flickr, blogs, others)	Follow guidelines in ADS 558 for appropriate branding and marking.	Visual Textual
Institutional Communication		
Photographs, Infographics	The USAID logo or “USAID” in text will appear on the material; design follows guidelines for exclusive branding unless co-branding or an exemption for no branding is indicated.	Visual Textual — Consider Disclaimer on Infographics
Collateral, print information material (i.e., success stories, fact	The USAID logo will appear on printed materials; design follows guidelines for exclusive branding.	Visual Textual

sheets, articles, feature stories, others)		
Equipment purchased for their own use	The USAID logo will appear on items; exclusive branding unless co-branding is acceptable or an exemption for no branding is indicated.	Visual

Table 2. Exceptions to Contract Marking Requirements

If applicable, use one or several of the following exceptions to fill out Table 2, depending on the circumstances. In addition to the table below, details about why the exception is required must be attached to this marking plan for AO approval.

2 CFR 700.16 (h) Presumptive Exceptions

The following exceptions reflect USAID’s non-emergency practices in not marking certain communication materials for programmatic reasons. The AO, in consultation with the Activity Manager/AOR, has the authority to determine that marking is not appropriate when:

- a. Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. This includes, but is not limited to, the following: Election monitoring or ballots, and voter information literature; Political party support or public policy advocacy or reform; Independent media, such as television and radio broadcasts, and newspaper articles and editorials; and PSAs or public opinion polls and surveys.
- b. Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent.
- c. Undercut host-country government “ownership” of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, PSAs, or other communications better positioned as “by” or “from” a cooperating country ministry, organization, or government official.
- d. Impair the functionality of an item, such as sterilized equipment or spare parts.
- e. Incur substantial costs or be impractical, such as items too small or other otherwise unsuited for individual marking, such as food in bulk.
- f. Offend local cultural or social norms, or be considered inappropriate on such items as condoms, toilets, bed pans, or similar commodities.
- g. Conflict with international law, such as the international recognized neutrality of the International Red Cross (IRC) or other organizations.
- h. Deter achievement of program goals, such as cooperating with other donors or ensuring repayment of loans.

Category/Material for exception	Specific Exception(s)	Visual, Verbal, Textual
Administrative		
Program Communication		

Institutional Communication		
Commodities and Equipment		

ADS 201 Additional Help

ACTIVITY MONITORING, EVALUATION, AND LEARNING PLAN TEMPLATE

Introduction

The template that follows this introductory page provides a suggested outline and basic guidance for the development of an Activity Monitoring, Evaluation, and Learning Plan (Activity MEL Plan) by a USAID implementing partner. As noted in USAID's ADS 201.3.4.10:

Activities must have an approved Activity MEL Plan in place before major implementation actions begin. USAID Project Managers should work with the USAID Contracting Officer's Representative (COR), Agreement Officer's Representative (AOR), Government Agreement Technical Representative (GATR), or Activity Manager to ensure that the Activity MEL Plan is consistent with and meets the data collection needs of the Project MEL Plan, the Mission's Performance Management Plan (PMP), and the Mission's annual Performance Plan and Report (PPR).

For Acquisition and Assistance (A&A) awards, implementing partners must submit a proposed Activity MEL Plan to the COR/AOR in accordance with the guidelines in their award or agreement, often within 90 days of an award. In cases of partner country government agreements, the monitoring approach, including performance indicators, should be jointly agreed upon by the Mission and the host-country government entity as part of the direct agreement with the government.

How to Use This Template

While Activity MEL Plans are required, this template is not required. Nor is there any Agency-wide required structure or format of Activity MEL Plans. This template is merely offered as a helpful tool for USAID staff and implementing partners.

USAID Missions and other Operating Units that choose to provide a standard Activity MEL Plan template to their implementing partners may adopt this template, adapt it, or devise a standard template of their own. USAID Missions and other Operating Units may also leave the decision of how to structure and format the Activity MEL Plan to their implementing partners.

USAID implementing partners should consult with their COR or AOR about specific requirements or recommendations for their Activity MEL Plan.

The italicized guidance text in each template section provides recommendations for what to include in that section, including examples and sample text. For additional guidance on Activity MEL plans see the USAID [How-To Note: Activity Monitoring Evaluation and Learning Plan](#).

Please note: This document uses terminology based on [USAID ADS Chapter 201: Program Cycle Operational Policy](#). Per ADS 201, this document refers to A&A awards (e.g., contracts, grants,

cooperative agreements) as activities, not projects. Projects typically incorporate multiple activities planned to achieve a shared purpose.



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FROM THE AMERICAN PEOPLE

[ACTIVITY TITLE]

ACTIVITY MONITORING, EVALUATION AND LEARNING PLAN

Approved Date: [e.g., January, 2019]

Version: [1]

Contract/Agreement Number: [Insert number]

Activity Start and End Dates: [e.g., January 1, 2018 to December 31, 2023]

AOR/COR/Activity Manager Name & Office: [Insert name, office]

Submitted by: [Insert name, position]
[Name of Prime Implementing Partner (IP)]

DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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List of Acronyms

[Insert acronyms here]

1. INTRODUCTION

This section introduces the Activity MEL Plan and provides summary background information relevant to the MEL Plan.

Start with a brief introduction of the Activity MEL Plan, its purpose and intended use. Please note that this plan will be updated periodically in response to changes in the activity theory of change, implementation, or feedback received on MEL efforts. Sample text:

Updates to this plan will be provided to the [USAID COR/AOR] for review and approval on a [quarterly/semi-annual/annual basis] (*per contract or agreement*) or whenever revisions to the plan are proposed.

1.1 Project Theory of Change and Logic Model

If this activity is part of a USAID project and information about the USAID project has been provided by USAID, then:

- *Provide a brief (no more than one page) summary description of the project's theory of change;*
- *Include the project logic model; and*
- *Highlight where this activity fits in the project logic model.*

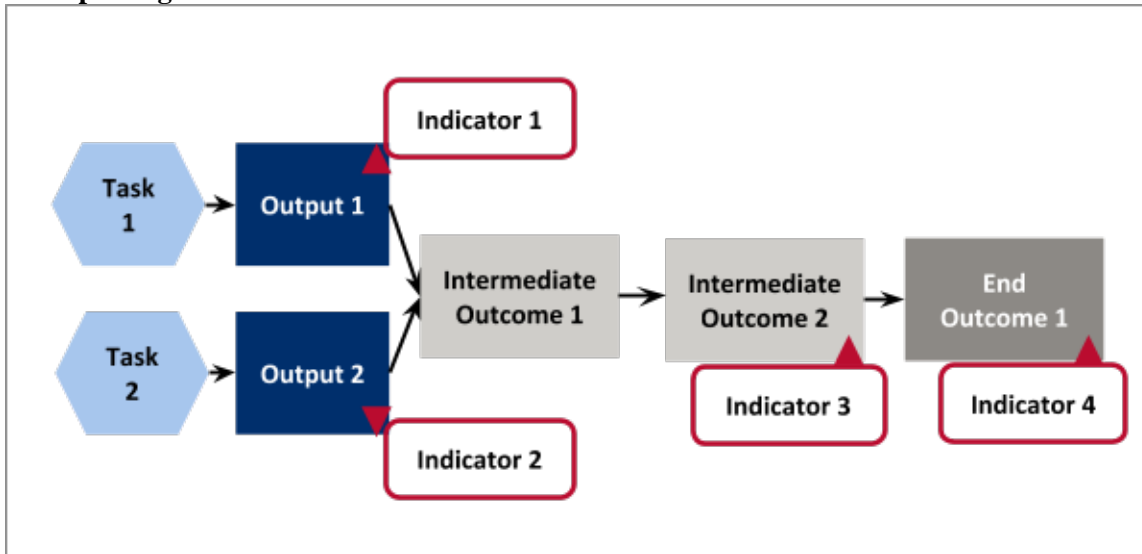
1.2 Activity Theory of Change

Include a brief summary description of the activity theory of change based on activity planning documents or work plans. Typically, this will include the following information:

- *The context in which the development problem is situated;*
- *If-then (causal) outcomes needed to achieve the desired change and evidence used to support those causal predictions;*
- *Major interventions that the activity will undertake to catalyze these outcomes; and*
- *Key assumptions that underlie the success of this theory.*

A logic model that graphically depicts the activity theory of change is also recommended to be included in this section. If included, it is recommended that the logic model highlight the activity's most important performance indicators, linking each performance indicator to the result in the logic model measured by that indicator, as shown in the example on the following page.

Example Logic Model with Attached Performance Indicators



Note: There is no standard format for logic models. Please see the [Project Logic Model How-to Note](#) for examples of different types of logic models.

2. MONITORING PLAN

This section provides information on how the activity implementing partner will monitor the performance of the activity and contextual factors that may affect activity performance and inform learning and adaptation throughout implementation. For additional information on Monitoring at USAID, visit the [USAID Monitoring Toolkit](#).

2.1 Performance Monitoring

Describe the efforts that the activity implementing partner will undertake to monitor performance. This should include monitoring the quantity, quality, and timeliness of **outputs** and relevant **outcomes** to which the activity is expected to contribute. Efforts to monitor performance may include a range of quantitative and qualitative methods such as surveys, direct observation, qualitative interviews, focus groups, expert panels, the recording of administrative actions, etc.

The Activity MEL Plan must include relevant performance indicators of activity outputs and outcomes. For more information about performance indicators, see the [Selecting Performance Indicators](#) guidance document.

A summary of all performance indicators that the activity implementing partner will report to USAID should be listed in a summary table in Annex I. Include all performance indicators required or requested by USAID, including required foreign assistance standard indicators, and all additional performance indicators deemed necessary by the activity implementing partner for monitoring and reporting on progress.

Each performance indicator must:

[Insert Short Activity Name] Activity MEL Plan

[Date]

- *Be linked to an intended result (output or outcome) that it measures.*
- *Have a corresponding [Performance Indicator Reference Sheet \(PIRS\)](#) that is complete and sufficient, and included in Annex II. The PIRS should be completed in coordination with USAID, or even provided by USAID, when multiple partners are collecting data on the same performance indicator. If the PIRS is not complete at the time the plan is submitted to USAID, it must be completed within three months of the start of indicator data collection.*
- *Have a [baseline](#). If baseline data have not been collected at the time this plan is submitted to USAID, the plan should note when baselines will be collected. Baseline data collection should be completed before the start of implementation actions related to that performance indicator.*
- *Have [targets](#). If targets have not been set at the time this plan is submitted to USAID, the plan should note when targets will be set. Targets should be set prior to collecting and reporting data (other than baseline data) on an indicator.*
- *Be disaggregated by sex when measuring person-level data.*

2.2 Context Monitoring

The Activity MEL Plan should include, if relevant, a description of any efforts that the activity implementing partner may undertake to monitor the conditions and external factors relevant to activity implementation. These may include: environmental, economic, social, or political factors, programmatic assumptions, and operational context. Efforts to monitor context may include a range of quantitative and qualitative methods such as surveys, direct observation, qualitative interviews, focus groups, expert panels, tracking of independent third-party indicators, etc.

If the activity implementing partner is planning to track context indicators, these should be reported in the summary list of indicators in Annex I. The [Context Indicator Reference Sheets \(CIRSSs\)](#) should be included in Annex II, if any context indicators are planned.

3. EVALUATION PLAN

3.1 Internal Evaluations

Internal evaluations are evaluations that are conducted by the activity implementing partner or its sub-contractor(s), often with the intent to learn and adapt during implementation. Implementing partners are not required to conduct an internal evaluation unless it is stipulated in their contract or agreement. Implementing partners may propose to conduct an internal evaluation in their Activity MEL Plan.

This section of the Activity MEL Plan identifies any internal evaluations that the activity implementing partner plans to manage over the life of the activity. For each internal evaluation, the plan should include (at minimum):

- *the type of evaluation (performance or impact);*
- *purpose and expected use;*
- *proposed evaluation questions;*
- *estimated budget;*
- *planned start date; and*
- *the estimated completion date.*

The evaluation plan should also clarify the expected level of USAID involvement, if any, such as reviewing an evaluation Statement of Work (SOW) or draft report.

The [USAID Evaluation Toolkit](#) includes an [evaluation plan template](#) that may be adapted for use in this section.

3.2 Plans for Collaborating with External Evaluators

It is USAID's responsibility to inform the activity implementing partner if an external evaluation of the activity is planned. An external evaluation is an evaluation that is contracted directly by USAID. If such an evaluation is planned, this section may explain how the implementing partner will interact with the evaluation team to support the external evaluation. Even if one is not planned, this section could outline expectations for collaboration in the event that an external evaluation is later determined to be necessary.

Sample text:

[The implementing partner] will assist external evaluators commissioned by USAID by:

- Reviewing and providing feedback on draft evaluation designs, draft evaluation data collection instruments, and the draft evaluation report.
- Sharing data used for performance monitoring. If this includes person-level data, [the implementing partner] will anonymize the data prior to providing it to the evaluation team.
- Providing written responses to an evaluation self-assessment questionnaire.
- Making staff available to answer questions related to the activity.
- Supporting the evaluation team in identifying and obtaining access to activity stakeholders, beneficiaries, and sites of operation.
- Supporting the evaluation team in holding stakeholder meetings to discuss and develop recommendations based on evaluation findings.

4. LEARNING PLAN

This section explains the activity's approach to learning from monitoring data, evaluation findings (if applicable) and other learning efforts, and how the activity implementing partner – in collaboration with USAID and other key stakeholders – will seek to pause, reflect, learn, and adapt throughout implementation. Activity implementing partners may broaden the scope of this section to function as a Collaborating, Learning, and Adapting (CLA) plan for the activity. The plan may include:

- *Learning questions based on the activity or project's logic model or potential gaps in the technical knowledge base, and efforts to explore those questions.*
- *Knowledge generation, capture, and sharing efforts, including at activity close-out.*
- *Reflection opportunities (e.g., during work planning or quarterly reporting, after-action reviews, or other learning events). Information on potential participants, frequency, and utilization should be included.*
- *Plans for adaptive management, based on learning and knowledge gained during implementation, including from identified learning questions that will enable the implementing partner and its key stakeholders to prompt course corrections as needed.*
- *Strategic collaboration activities designed to support learning and adapting with and for key stakeholders (including USAID) relating to specific questions identified in the learning plan.*

For more information on CLA and learning plans, visit the [USAID CLA Toolkit](#).

5. ROLES, RESPONSIBILITIES, AND SCHEDULE

This section provides a schedule of individual and recurring MEL tasks during the life of the activity. This may be a simple matrix outlining tasks, responsible parties, and dates for initiation and completion. A calendar (including a link to a shared calendar) or Gantt chart may be included to illustrate the schedule. A more detailed narrative may also be included to address roles and responsibilities among multiple partners (such as sub-awardees) and involvement from USAID or other stakeholders. MEL tasks to include in this schedule may include data collection efforts, data quality assurance activities, data analysis and visualization, special studies, assessments, learning processes and events, quarterly report preparation, etc.

This section may also describe the various monitoring, evaluation, and learning reports and other information (including ad hoc and recurring reports) that will be provided to USAID during the life of the project. This may include, for example, quarterly reports, performance indicator data, activity location data, research documents, [TrainNET](#) data, learning products (i.e., syntheses, event readouts, learning and adaptation summaries), etc.

Include a summary of the content and how information will be transmitted to USAID and in what format (for instance through a partner portal of a management information system, in-person check-ins, as part of a quarterly report submission, or in an Excel file). A table may be a useful way to summarize anticipated reports and related information.

Example Table: Schedule of Monitoring, Evaluation, and Learning Reports to USAID

Report	Frequency	Transmission to USAID	Description of Content/ Expected Format

6. RESOURCES

Specify the budget allocated to monitoring, evaluation, and learning by listing the tasks, estimated costs, and proportion of the budget. Please use a table to present the information.

7. CHANGE LOG

The Activity MEL Plan should be adjusted in response to changes in activity (or relevant project) implementation, feedback received on MEL efforts, changes in the operational context, and other new information. This section includes a table to describe the changes that are made to the Activity MEL Plan

over time. For more information about making changes to an Activity MEL Plan, please see [USAID's How-to Note: Activity Monitoring, Evaluation, and Learning Plan](#).

Example Change Log

Date	Change by:	Change to:	Description of Change:
<i>Effective date of change</i>	<i>Person who made the change</i>	<i>Section of the Activity MEL Plan changed. If an indicator has been changed, include the indicator number.</i>	<i>Summarize the change that was made to the Activity MEL Plan and the reason the change was made.</i>

ANNEXES

Annex I: Indicator Summary Table

An example Indicator Summary Table is provided below and a [template](#) is available in the [USAID Monitoring Toolkit](#). This plan may be adapted to include other information based on what is most relevant to the needs of the activity implementing partner or the USAID Operating Unit.

Please note that an Indicator Summary Table is not the same as an Indicator Tracking Table or monitoring information system. The Indicator Summary Table is a text table found in a PMP, Project MEL Plan, or Activity MEL Plan. It contains information about the indicators for which USAID plans to collect data. The Performance Indicator Tracking Table is a spreadsheet or database form where indicator data is recorded. Per [ADS 201.3.5.7](#), performance indicator data must be stored in an Indicator Tracking Table or monitoring information system. Also, including information from an indicator’s PIRS in the Indicator Summary Table does not replace the need for a PIRS for each performance indicator. A [template and guidance for developing a PIRS](#) is available in the [USAID Monitoring Toolkit](#).

Example Indicator Summary Table

Indicator	Result Measured by Indicator	Type of Indicator	Data Source	Frequency	Unit of Measure	PPR (Y/N)	Baseline		Endline	
							Date	Value	Date	Target
<i>Examples...</i>										
<i>Indicator DR.1.5-1 Number of USG-assisted courts with improved case management systems</i>	<i>Improved operations of East Tambou civil courts.</i>	<i>Performance / Standard</i>	<i>Implementing Partner count of courts assisted.</i>	<i>Reported annually.</i>	<i>Number</i>	<i>Y</i>	<i>09/2017</i>	<i>0</i>	<i>09/2022</i>	<i>120</i>

Indicator	Result Measured by Indicator	Type of Indicator	Data Source	Frequency	Unit of Measure	PPR (Y/N)	Baseline		Endline	
							Date	Value	Date	Target
<i>Indicator 3.4.1(a) Neonatal mortality rate (number of deaths of infants during the first 28 days of life per 1,000 live births) in childbirth facilities in the southern region of East Tambou.</i>	<i>Improved child birth outcomes in the southern region of East Tambou.</i>	<i>Performance / Custom</i>	<i>Survey of child birth facility vital registration data.</i>	<i>Reported quarterly.</i>	<i>Number per 1,000</i>	<i>Y</i>	<i>01/2016</i>	<i>55.3</i>	<i>09/2021</i>	<i>40.0</i>
<i>Indicator 3.4.1(b) FEMALE - Neonatal mortality rate (number of deaths of infants during the first 28 days of life per 1,000 live births) in childbirth facilities in the southern region of East Tambou.</i>	<i>Improved child birth outcomes in the southern region of East Tambou.</i>	<i>Performance / Custom</i>	<i>Survey of child birth facility vital registration data.</i>	<i>Reported quarterly.</i>	<i>Number per 1,000</i>	<i>Y</i>	<i>01/2016</i>	<i>55.2</i>	<i>09/2021</i>	<i>40.0</i>
<i>Indicator 3.4.1(c) MALE - Neonatal mortality rate (number of deaths of infants during the first 28 days of life per 1,000 live births) in childbirth facilities in the southern region of East Tambou.</i>	<i>Improved child birth outcomes in the southern region of East Tambou.</i>	<i>Performance / Custom</i>	<i>Survey of child birth facility vital registration data.</i>	<i>Reported quarterly.</i>	<i>Number per 1,000</i>	<i>Y</i>	<i>01/2016</i>	<i>55.4</i>	<i>09/2021</i>	<i>40.0</i>

Instructions:

- 1. Indicator:** State the name and unique identifier for the indicator that will measure the expected result listed in the next column. Disaggregates of an indicator may be listed on a separate row below the parent indicator.
- 2. Result Measured by Indicator:** State the result statement and the unique identifier for the expected result in the theory of change that the indicator intends to measure.
- 3. Type of Indicator:** State whether the indicator is a (1) a “Performance” indicator or a “Context” indicator, and (2) a “Standard” indicator or a “Custom” indicator.
- 4. Data Source:** State the source of the data
- 5. Frequency:** State how often the data are reported to USAID.
- 6. Unit of Measure:** State the unit of measure (e.g., number of hours, percent of households).
- 7. PPR:** State “Y” if this indicator is included in the PPR or “N” if this indicator is not included in the PPR. (Note: standard indicators are required to be reported in the PPR.)
- 8. Baseline Date:** State the month and year (mm/yyyy) when the baseline data were collected.
- 9. Baseline Value:** State the value of the indicator at “baseline,” i.e., before major implementation actions of the planned USAID-supported activity.
- 10. Endline Date:** State the month and year (mm/yyyy) when the endline data will be collected.
- 11. Endline Value:** State the specific value of the indicator expected at “endline,” i.e., when major implementation actions of the planned USAID-supported activity have been completed.

Annex II: Indicator Reference Sheets

All performance indicators require a PIRS. Completed [Performance Indicator Reference Sheets \(PIRS\)](#) for all indicators in the Activity MEL Plan may be included in this annex.

For Standard Foreign Assistance Indicators, see the [Standard Foreign Assistance Indicator Reference sheets](#) and [Standard Foreign Assistance Indicators and USAID PIRS Cross Walk](#).

While not required, it is recommended that context indicators have completed indicator reference information, stored in a [Context Indicator Reference Sheet \(CIRS\)](#). They may also be included in this annex.

USAID Performance Indicator Reference Sheet
Name of Indicator:
Name of Result Measured (DO, IR, sub-IR, Project Purpose, Project Outcome, Project Output, etc.):
Is This a Performance Plan and Report Indicator? No _____ Yes _____ for Reporting Year(s) _____
If yes, link to foreign assistance framework:
DESCRIPTION
Precise Definition(s):
Unit of Measure:
Data Type:
Disaggregated by:
Rationale for Indicator (optional):
PLAN FOR DATA COLLECTION
Data Source:
Method of Data Collection and Construction:
Reporting Frequency:
Individual(s) Responsible at USAID:
TARGETS AND BASELINE
Baseline Timeframe:
Rationale for Targets (optional):
DATA QUALITY ISSUES
Dates of Previous Data Quality Assessments and Name of Reviewer(s):
Date of Future Data Quality Assessments (optional):
Known Data Limitations:
CHANGES TO INDICATOR
Changes to Indicator:
Other Notes (optional):
THIS SHEET LAST UPDATED ON:

Annex III: Data Management

A section or annex on managing data is an opportunity to explain how data will be managed at all stages, from collection to reporting. If several organizations are jointly managing the activity, this section should touch on how data will be consistently handled across the partners to ensure a high quality of aggregated data. Potential topics to cover in this section include the following:

- **Data Collection** summarizes the data collection methods included in the PIRS or evaluation plans and explains the methods and frequency with which data will be gathered, including potential limitations or challenges.
- **Data Quality** for indicators should reasonably meet USAID’s five data quality standards of validity, integrity, precision, reliability, and timeliness. This section may address findings from [Data Quality Assessments](#) and note whether any mitigating actions are being taken to improve data quality.
- **Data Storage** sections detail the formats in which data will be held and shared. This includes file types (for example, Microsoft Word, Excel, paper copies), larger storage units (for example, a private server, a cloud-based system, file cabinets), and processes for sharing knowledge internally and externally. For more information, see [ADS 579](#).
- **Data Security** protocols for every activity should meet a basic threshold of restricting access to key offices and workspaces, preventing unauthorized computer access, and safeguarding data during both storage and transfer. This section should detail data security protocols. In particular, personally identifiable information (PII) must be protected. For more information, see the USAID Monitoring Toolkit [Data Security Guidance](#).
- **Data Analysis and Use** details how USAID or the implementing partner will analyze and use data. If specific software will be employed for this purpose, it may be useful to identify it by name or function.

ANNEX 4

PAST PERFORMANCE QUESTIONNAIRE

Applicant- please fill out the following questionnaire as clearly and as objectively as possible. The information you provide will be used for source selection purposes. **Applicant, please send the completed questionnaire (Section A by the Applicant and B by the Reference) directly to the United States Agency for International Development (USAID) by email to usaidmoroccocontracts@usaid.gov and Ms. Salya Yacoubi, Supv. Senior Acquisition and Assistance Specialist, at syacoubi@usaid.gov with a copy to Zachary Clarke, Regional Agreement Officer, at zclarke@usaid.gov by the time and date indicated on the RFA cover page.**

SECTION A: (To be filled by the Applicant)

Applicant's Name: _____

Was the Applicant the Prime or Subawardee on the project: _____

Project Name: _____

Project Scope/Description: _____

Period of Performance: _____ Dollar Value of Award: _____

Primary Location(s) Work: _____

Name of Contact Person: _____ Phone: _____

Date Contacted: _____ Employer: _____

Contact's Role or Knowledge of the Project: _____

SECTION B: (To be filled by the contact person named in Section A above)

“QUALITY”: 1. Please comment on your satisfaction with the Awardee's quality of work:

“SCHEDULE”: 2. Please comment on the Awardee’s timeliness of award performance:

“MANAGEMENT”: 3. Please comment on the quality of your relations with the Awardee during award performance: _____

“COST CONTROL”: 4. Please comment on the Awardee’s ability to control costs: _____

“REGULATORY COMPLIANCE”: 5. Please comment on the awardee’s ability to comply with applicable regulations: _____

“SMALL BUSINESS CONCERNS”: 6. For prime applicants who are not small business concerns, please comment on the Awardee’s utilization of Small Business concerns as subcontractors, including efforts in achieving small business participation goals: _____

Please provide comments on Awardee’s Key Personnel: _____
