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Issue Date: August 22, 2024

Deadline for Questions: September 6, at 17:00 Ghana Local Time

Closing Date & Time  
for Concept Papers: September 26, 2024, at 17:00 Ghana Local Time

Closing Date & Time  
for Full Applications: 30 days after receiving Request for Full Application, at 17:00  
Ghana Local time

**Subject: Notice of Funding Opportunity (NOFO) –  
72062424RFA00011**

**Program Title: Community-led Monitoring of Integrated Primary Health  
Care Services Activity (INTEG-CLM-PHC) in Togo**

To All Interested Parties:

The United States Agency for International Development (USAID) is seeking applications for a Cooperative Agreement from qualified entities to implement USAID/West Africa's Community-led Monitoring of Integrated Primary Health Care Services and Activity (INTEG-CLM-PHC) in Togo. Eligibility for this award is restricted to local entities only; please see Section C of this Notice of Funding Opportunity (NOFO) for additional details.

Subject to availability of funds, USAID intends to make an award to the applicant that best meets the objectives of this NOFO based on the Merit Review Criteria described in this NOFO, subject to a Risk Assessment.

Please note that USAID reserves the right to conduct co-creation sessions with applicants at any stage of this process. This process would entail technical meetings/workshops between USAID and Applicant Representatives to review and further develop the proposed technical approach.

Eligible parties interested in submitting an application are encouraged to read this NOFO thoroughly to understand the type of program sought, application submission requirements and selection process. This is a multi-tiered NOFO in accordance with the Automated directives System (ADS) 303.3.6.1(c). Selection under this NOFO will be based on a two-step process:

- **Phase 1** - Concept Paper submissions: open to all eligible organizations as described in this RFA.
- **Phase 2** - Full Application submissions: by invitation only to applicants selected as a result

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of the evaluation conducted in Phase 1.

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

USAID expects that applicants will have equal access to all local organizations needed to implement this contract and strongly discourages exclusivity agreements with local organizations.

USAID may not award to an applicant unless the applicant has complied with all applicable Unique Entity Identifier (UEI) and System for Award Management (SAM) requirements detailed in Section D (D-3.2.3.8). The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early in the process (if not already registered). Subrecipients must also acquire a UEI and therefore any proposed subawardees are also encouraged to begin the registration process early in the process (see Section D.3.2.3.7).

Please send any questions regarding this solicitation to the point of contact identified in Section D. The deadline for questions is shown above. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted to [www.grants.gov](http://www.grants.gov). For organizations selected to submit Full Applications as a result of the Phase I Concept Paper evaluations, another opportunity for questions will be provided prior to the submission due date for Full Applications.

Issuance of this NOFO does not constitute an award commitment on the part of the U.S. Government nor does it commit the U.S. 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,

Yves Kore  
Director, Regional Acquisition and Assistance Office  
USAID/West Africa

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## SECTION A: PROGRAM DESCRIPTION

This funding opportunity is authorized under the Foreign Assistance Act (FAA) of 1961, as amended. The resulting award will be subject to the Agency Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and the applicable Standard Provisions, as well as the additional requirements found in Section F.

### 1. **Introduction**

Sub-Saharan Africa, the region with the highest HIV prevalence, also has the highest prevalence of unmet need for contraception, where one in five women has unmet need for spacing or limiting pregnancies (UNFPA [2016](#)). Family planning (FP) for women living with HIV has the dual goals of preventing unintended pregnancies and facilitating safe and healthy pregnancy among women who want to become pregnant. Enabling women and couples living with HIV to prevent unintended pregnancies and to plan for safe and healthy pregnancies will also prevent perinatal transmission of HIV (Halperin, Stover, and Reynolds [2009](#)). Integrating FP services with HIV services is an approach to make both services more accessible to women and couples living with HIV. Integration is positively associated with increased contraceptive uptake. Integrated HIV and FP programs serve as a one-stop-shop where women could obtain FP services and commodities without leaving the building where they received HIV care and treatment.

### 2. **Background**

Primary health care (PHC) is a whole-of-society approach to effectively organize and strengthen national health systems to bring services for health and wellbeing closer to communities. PHC should ensure that health care is delivered in a way that is centered on people's needs and respects their preferences. The fundamental premise of PHC is that all people, everywhere, have the right to achieve the highest attainable level of health. Integrated health services help to meet the health needs of communities throughout their lives, addressing the broader determinants of health through multisectoral policy and action. PHC should empower individuals, families and communities to take charge of their own health.

PHC should widely be seen as the most inclusive, equitable and cost-effective way to achieve universal health coverage.

The poor uptake of primary health care services (PHC) by communities is due to existing barriers to good quality services, lack of accountability on the part of service providers and lack of engagement of the communities in the monitoring of those services. In most cases, PHC services are not responsive to community needs in West Africa.

Community-led monitoring is an approach that combines systematic and routine data collection by the communities themselves (civil society organizations) with evidence-based advocacy to improve access to, and quality of services, accountability, and governance. It thus contributes to the early identification of shortfalls and barriers to access to services, bringing corrective actions to them, adapting the quality of services to the points of view of beneficiaries and strengthening community engagement.

The Regional Health Office intends to collaborate with local civil society organizations in West Africa focusing on Togo, to conduct community-led monitoring of integrated Primary Health Care service delivery activities at selected sites in the focus countries.

**Theory of Change:**

If PHC service providers engage communities, if community voices are heard, if good quality PHC services are responsive to community needs, uptake of integrated PHC services will increase.

**3. ACTIVITY STRATEGIC APPROACH**

**Goal and Objective:**

The goal of the Community-led monitoring of Integrated PHC services is to increase community uptake of integrated PHC services in the selected sites (health facilities where both EAWA and Expand PF activities are being implemented) in Togo.

**Objective:** The objective of the activity is to improve the quality of integrated PHC services to be responsive to the needs of the communities that they serve

**Geographic Focus**

The award will focus on health facilities where both EAWA and Expand-PF activities are being implemented in Togo.

**Target Populations**

The direct beneficiaries of the award are communities who patronize health facilities where EAWA and Expand PF activities are implemented with a focus on vulnerable populations such as women, children and people living with HIV/AIDS (PLHIV)

**4. EXPECTED RESULTS AND ILLUSTRATIVE INTERVENTIONS**

**Objective:**

Quality integrated PHC services are responsive to the needs of the communities that they serve.

**Expected Results**

**IR 1. Community voices are heard**

IR1.1. Mechanisms (e.g. client surveys, focus groups) are in place to receive community feedback

IR1.2. Healthcare providers have the capacity to engage communities

IR1.3. Stigmatization & Discriminatory attitudes, beliefs and practices are addressed

IR1.4. Communities are sensitized through civic education

**IR 2. Corrective actions are integrated to address identified barriers/gaps**

IR2.1. Community input is used to influence integrated health services

IR2.2. Knowledge sharing platforms are implemented for collective action

IR2.3. The shortfalls and barriers in the provision of quality PHC services documented and corrective actions implemented.

IR2.4. Uptake of PHC services increased at the selected sites.

IR2.5. PLHIV retained on antiretroviral therapy.

**Activities**

**Integrated PHC Services**

- Conduct Customer Satisfaction: PHC Integrated Monitoring tool to track quality of PHC services

- Organize sensitization and educational sessions for communities about the availability of PHC services and their rights to such services
- Routine collection of data on customer satisfaction on the elimination of informal fees, test and treat policy, multi-months dispensing of ARVs and index testing
- Organize refresher workshops to service providers on stigma and discrimination
- Organize refresher workshops to service providers on good quality FP services offered such as:
  - o Information given to clients
  - o Voluntary Choice of method
  - o Interpersonal relationship
  - o Appropriate constellation of services offered
  - o Follow up mechanisms
- Sensitization and educational workshops for decision-makers on health equity policy change
- Conduct quarterly mystery client surveys and client interviews to assess availability, quality of services, and barriers to access.
- Provide frequent updates to communities and other stakeholders on the results of monitoring activities.
- Develop a scorecard to track quality of HIV prevention, treatment and care services with a
- Follow up on the implementation of corrective actions agreed upon with the various stakeholders.

### **Deliverables**

- Quarterly report on cases of stigma and discrimination, from service providers (staff of hospitals and clinics)
- Workshop report on the engagement with community and religious leaders, and health care workers promoting human rights, gender and sexual health,
- Scorecard and scorecard reports

## **5. ALIGNMENT WITH USAID/USG STRATEGIES**

In alignment with PEPFAR ROP 2022 directives that all PEPFAR programs should introduce community-led monitoring of health services to track the quality of services provided at PEPFAR-supported sites; and also [USAID’S Local Capacity Development Policy](#) and Administrator Samantha Power’s vision for localization (to provide at least 25 percent of all USAID funds directly to local partners), this activity would be entirely implemented by local organizations. USAID/WA anticipates awarding a cooperative agreement to local civil society organizations (CSO) in Togo to implement this activity.

[USAID/West Africa’s Regional Development and Cooperation Strategy](#) (RDCS) outlines key development objectives to Target Populations in Selected Countries adopt health care seeking behaviors. The activity’s results framework is aligned under Development Objective 3 (DO3)

## **6. COLLABORATION AND PARTNERSHIPS**

The INTEG-CLM-PHC activity will collaborate with the Capacity Strengthening of Community-based Organizations (CBO Cap) project to benefit from capacity building experiences. The activity will also benefit from experience sharing from Expand-PF and the proposed KP program under design.

The INTEG-CLM-PHC project will also collaborate with key national actors in the fight against HIV in Togo such as the “Programme National de Lutte Contre le sida (PNLS)” and the “Conseil National de Lutte Contre le sida (CNLS)”

## Management

The USAID/WA-RHO is responsible for the overall management of the community-led monitoring of integrated PHC services at the selected sites in Togo. The RHO will have a program manager (PM) located in the USAID Mission in Togo to act as points-of contact (POC). RHO in close collaboration with the PM, will ensure oversight and management of the grant to the principal-recipient.

### 7. MONITORING, EVALUATION AND LEARNING PLAN

The principal-recipients are responsible for the program and financial reporting requirements. The principal recipients take the responsibility to collate and organize all data and indicators into a single report and submit to the USAID/WA-RHO in Accra, Ghana. The Principal-recipients will also submit quarterly reports and annual programmatic reports to USAID/WA-RHO on September 30, each year per USAID grant reporting requirements, which includes joint site visits on a quarterly basis to selected sites by USAID, jointly with Project Team.

The monitoring and evaluation system for this project will consist of ensuring that the procedures put in place for data collection at the sites and for the surveys are fully respected. It will ensure that the data collected are of good quality in terms of validity, integrity, reliability and timeliness. To this end, quarterly monitoring and evaluation missions to the sites by the project's monitoring team are planned to ensure that the rules defined for data collection are respected and to verify the accuracy of certain information reported by the data agents. Once corrective actions for dysfunctions and barriers to quality and access to services are identified, the evaluation system will monitor their implementation. The data collected will be validated by the community committee established by the principal recipient.

A meeting to share best practices with data collection agents will be organized every six months.

A quarterly community monitoring report including a mystery client report, a financial report and a corrective action follow-up plan will be produced at the end of each quarter. In addition to the four quarterly reports, an annual report will be produced at the end of each fiscal year.

### **Performance Indicators**

Indicator	
<b><u>Objective:</u> Quality integrated PHC services are responsive to the needs of the communities that they serve</b>	
Number of clients who complained of unsatisfactory services.	
Number of barriers to access to services recorded.	
Number of community engagement sessions organized by service providers to receive comments and suggestions from the communities	
Number of corrective actions implemented	
Number of awareness and educational sessions organized for clients and service providers on recent PHC policy updates.	
Number of key messages and graphics designed and reproduced in easily accessible formats on HIV, FP, and Malaria-related messages.	

Number of communication campaigns on existing guidelines and policies on HIV testing, treatment, and the prohibition of informal fees organized for clients.
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Number of refresher workshops on good quality FP services organized for service providers
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Number of educational and sensitization workshops organized for decision-makers
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Activities	Year-One				Year-two				Year-three				Year-four			
	Q-1 Oct- Dec	Q-2 Jan- Mar	Q-3 Apr- June	Q-4 Jul- Sept	Q-1 Oct- Dec	Q-2 Jan- Mar	Q-3 Apr- Jun	Q-4 Jul- Sept	Q-1 Oct- Dec	Q-2 Jan- Mar	Q-3 Apr- Jun	Q-4 Jul- Sept	Q-1 Oct- Dec	Q-2 Jan- Mar	Q-3 Apr- June	Q-4 Jul- Sept
<b>Objective: Quality integrated PHC services are responsive to the needs of the communities that they serve</b>																
<b>Activity 1:</b> Placement of scorecard, scoring of scorecard, and reporting of scorecard	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
<b>Activity 2:</b> Conduct Customer Satisfaction: PHC Integrated Monitoring tool to track quality of PHC services	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
<b>Activity 3:</b> Engage with community and religious leaders, and health care workers to promote human right, gender and sexual health, and the judicial management of human rights violations related to HIV and gender-based violence	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
<b>Activity 4:</b> Strengthen awareness of communities, and PLHIV on their rights and availability of supportive services (educational talk, online awareness with go online, development of self-esteem, GBV prevention and care, referral to legal services)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	

<b>Activity 5:</b> Develop capacity of community networks/associations on leadership, advocacy, governance, and people-centered program design and management	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
<b>Activity 6:</b> Support community-led efforts to analyze criminal and other harmful laws, policies and practices that hinder effective HIV responses.	X	X	X	X											
<b>Activity 7:</b> Organize sensitization and educational sessions for communities about the availability of PHC services and their rights to such services			X					X							

**Timeline**

The timeline for implementation of the community-led Monitoring of integrated health services activities at the selected sites in Togo starts from October 1, 2024 to September 30, 2028. Pending availability of funds, year two of the program will operate from October 1, 2025-September 30, 2026.

**8. BUDGET AND FUNDING**

**Estimate of Funds Available**

The total estimated amount for both awards is \$2,400,000.00: USAID/WA intends to issue one award in Togo with a total estimated amount of \$2,400,000.00

<b>Objective: Quality integrated PHC services are responsive to the needs of the communities that they serve</b>	<b>\$2,400,000.00</b>			
<b>Activity 1:</b> Placement of scorecard, scoring of scorecard, and reporting of scorecard				
<b>Activity 2:</b> Conduct Customer Satisfaction: PHC Integrated Monitoring tool to track quality of PHC services				
<b>Activity 3:</b> Engage with community and religious leaders, and health care workers to promote human rights, gender and sexual health, and HIV and gender-based violence				
<b>Activity 4:</b> Strengthen awareness of KP and PLHIV on their rights and availability of supportive services (educational talk, online awareness with go online, development of self-esteem, GBV prevention and care, referral to legal services)				
<b>Activity 5:</b> Develop capacity of KPs networks/associations on leadership, advocacy, governance, and people-centered program design and management				
<b>Activity 6:</b> Support community-led efforts to analyze criminal and other harmful laws, policies and practices that hinder effective HIV responses.				
<b>Activity 7:</b> Organize sensitization and educational sessions for communities about the availability of PHC services and their rights to such services				
<b>TOTAL</b>	<b>\$2,400,000</b>			

**Cost Share**

There will be no cost share in the award.

**Life of Activity Budget**

The budget of the core activities for the awards in Togo is \$2,400,000.00.

**Start Date and Period of Performance for Federal Award**

The period of performance will be four years from October 2024 to September 2028 (tentative dates). The first six months will be an inception phase focused on recruitment, subaward execution (as applicable), implementing the Initial Environmental Examination (IEE) protocols, and leveraging partnerships with relevant stakeholders. Moreover, the Recipient and USAID will deep-dive specific contexts, needs, local dialogues, and adapt the activity approaches.

**Title to Property**

Property title under the resultant agreement will be vested with the Recipient.

**Authorized Geographic Code**

The geographic code for this program is 937.

**Purpose of the Award**

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 activity which is authorized by Federal statute.

**9. MANAGEMENT AND OPERATIONS**

The Recipient should propose one qualified candidate for each of the ~~three~~<sup>five</sup> Key Personnel (KP)

listed below who will be responsible for managing and carrying out the activities in Togo. The Recipient must describe the individual’s previous qualifications, experience and capabilities, and demonstrate how these will allow him/her to successfully carry out the proposed activity. The Recipients are not expected to identify known non-Key Population (non KP). Non-KP candidates will not be evaluated.

There is no citizenship requirement for key personnel if they meet the criteria for the position. Consideration should be given first to the qualifications of the individual, the cost, and then if they are citizens of Togo, ECOWAS members, or other regionally based local hires. Strong justification must be given if this candidate is outside of the region.

**[END OF SECTION A]**

## SECTION B: FEDERAL AWARD INFORMATION

Pursuant to 2 CFR 200.400(g), Recipients may not earn profit under Assistance instruments. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the Cooperative Agreement program and are in accordance with 2 CFR 200 Subpart E - Cost Principles may be paid under the award. For the purposes of this funding opportunity, the term "Grant" is synonymous with "Cooperative Agreement"; "Grantee" is synonymous with "Recipient"; and "Grant Officer" is synonymous with "Agreement Officer".

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

USAID intends to award one (1) Cooperative Agreement pursuant to this NOFO. Subject to funding availability and at the discretion of the Agency, USAID intends to provide \$2,400,000.00 in total USAID funding over a four-year period. USAID reserves the right to fund or not to fund the application submitted.

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

The anticipated period of performance is four (4) years. The estimated start date will follow the signature of this award, estimated to be on or about October 1, 2024.

### 3. Substantial Involvement

Consistent with USAID policy contained in Automated Directives System (ADS) 303.3.11, USAID/West Africa will be substantially involved in the implementation of the INTEG-CLM-PHC Activity in Togo. This substantial involvement will be through the Agreement Officer (AO), except to the extent that the AO delegates authority to the Agreement Officer's Representative (AOR) in writing. The intended purpose of the AOR's involvement during the implementation of the program is to assist the Recipient in achieving the supported objectives.

It is expected that the AO will delegate certain approvals to the AOR, except for changes to the Program Description or the approved budget, which may only be approved by the AO.

USAID will be substantially involved in this Cooperative Agreement to help the Recipient achieve the agreement objectives in the following manner:

#### *3.1 - Approval of the Recipient's Implementation Plans:*

USAID generally only requires approval of implementation plans annually; however, where changed contexts or new information require a pivot in the activity, USAID may consider changes to an implementation plan. The Agreement Officer Representative (AOR) will approve the Recipient's annual implementation plans (AIP) and any subsequent changes to the plans due to shifting context, new information, security conditions, etc. The AOR will participate in strategic planning sessions for the development of AIPs. The Recipient and AOR must review the agreement's terms and conditions to ensure inadvertent changes to them are not approved through the AIP.

#### *3.2 - Approval of the Monitoring Evaluation and Learning Plan (MELP):*

The AOR will review and approve the MELP and all subsequent changes to it.

#### *3.3 - Approval of the Activity Communications & Outreach (C&O) Plan:*

The AOR will review and approve the C&O Plan and all subsequent changes to it.

3.4 - Approval of Sub Partners Proposed:

The Agency will review and approve any substantive provisions of proposed subawards or contracts (see definitions of sub-awards in 2 CFR 200). These would be provisions that go beyond existing policies on Federal review of recipient procurement standards and sole source procurement. 2 CFR 200.308 already requires the recipient to obtain the AO's prior approval for the subaward, transfer, or contracting out of any work under an award. This is generally limited to approving work by a third party under the agreement. If USAID wishes to reserve any further approval rights for subawards or contracts that go beyond existing policies on Federal review of grantee procurement standards, it must specifically state such Agency involvement in the substantial involvement provision of the agreement.

3.5 - Approval of Key Personnel and Any Changes in Key Personnel:

Key personnel are those individuals considered to be essential to the successful implementation of the award. USAID will be consulted early in the process of any proposed changes in key personnel following award, and the AO will approve the selection after AOR concurrence. Key personnel identified for this award will be identified and included prior to award, if applicable.

3.6 - Agency and Recipient Collaboration or Joint Participation:

USAID and Recipient engagement in collaboration and joint participation may occur when the Recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge. USAID anticipates collaboration and joint participation where there is sufficient reason for USAID's involvement and the involvement shall be specifically tailored to support identified elements in the program description. Areas and spaces for joint participation and collaboration may be identified throughout the life of the Activity. All such direction or redirection must be within the program description budget, and other terms and conditions of the award.

3.7 - Direction of Program to Align with other USAID Programs:

The AOR will authorize specific kinds of direction or redirection because of interrelationships with other Activities sponsored by the U.S. Government or other donors and to ensure coordination and complementarity, avoid duplication of efforts, and/or support U.S. foreign policy considerations. All such direction or redirection must be within the program description, budget, and other terms and conditions of the award.

3.8 - The Agency's Ability to Halt an Activity:

The Agency is able to immediately halt an activity if the recipient does not meet detailed performance specifications (i.e., construction specifications). These would be provisions that go beyond the suspension remedies of the Federal Government for noncompliance as stated in 2 CFR 200, including non-performance. The award must state that the AO may immediately halt an activity when identified specifications are not met. The award must include the identified specifications when executed. The AO and Recipient must sign a bilateral amendment for any material changes to the specifications in the award.

3.9 - Direct Agency Operational Involvement:

The Agency will have direct operational involvement or participation to ensure compliance with statutory requirements such as civil rights, environmental protection, and provisions for people with disabilities that exceeds the Agency's role that is normally part of the general statutory requirements understood in advance of the award.

#### **4. Administrative and Technical Involvement**

The following factors applicable to both grants and cooperative agreements are not considered substantial involvement during performance and include the following:

1. Agency approval of recipient plans prior to award.
2. Normal exercise of Federal stewardship responsibilities during the project period such as site visits, performance reporting, financial reporting, and audit to ensure the recipient accomplishes the objectives, terms, and conditions of the award.
3. Unanticipated Agency involvement to correct deficiencies in project or financial performance from the terms of the assistance instrument.
4. General statutory requirements understood in advance of the award, such as civil rights, environmental protection, and provisions for people with disabilities. Note that the Agency will have direct operational involvement or participation to ensure compliance with statutory requirements that exceed the normal Agency's role.
5. Agency review of performance after completion; and
6. General administrative requirements, such as those included in [2 CFR 200](#).

Also, the Agency may provide technical assistance, guidance, or advice to the recipient during the period of the award to enhance collaboration or engagement with the recipient. Such technical assistance, guidance, or advice is not considered substantial involvement when:

1. USAID provides it at the request of the recipient.
2. The recipient is not required to follow it; or
3. The recipient is required to follow it, but USAID provides it prior to the start of the award, and the recipient understands this prior to the award of the instrument, for example, when more-frequent reporting is required, as allowed by [2 CFR 200.327](#) and [2 CFR 200.328](#).

#### **5. Authorized Geographic Code**

The geographic code for the procurement of commodities and services under this program is 937. Geographic Code 937 is defined as the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source).

#### **6. Nature of the Relationship Between USAID and the Recipient**

The principal purpose of the relationship with the Recipient under the subject program is to transfer funds to accomplish the INTEG-CLM 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.

**[END OF SECTION B]**

## SECTION C: ELIGIBILITY INFORMATION

### 1. ELIGIBLE APPLICANTS

Eligibility for this NOFO is restricted to local entities in Togo, subject to the terms and conditions mentioned in the NOFO. Local entities are defined in ADS 303.6(b) as follows:

For the purposes of this section, local entity means an individual, a corporation, a nonprofit organization, or another body of persons that—

- (1) is legally organized under the laws of,
- (2) has as its principal place of business or operations in,
- (3) is majority owned by individuals who are citizens or lawful permanent residents of, and
- (4) managed by a governing body the majority of who are citizens or lawful permanent residents of a country receiving assistance from funds appropriated under title III of this Act.

Only Togolese Non-US organizations may participate under this NOFO, subject to terms and conditions mentioned in the NOFO.

### 2. EVIDENCE OF RESPONSIBILITY AND PRE-AWARD RISK ASSESSMENT

Applicants 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 will be subject to a responsibility determination assessment (pre-award Survey) by the Agreement Officer (AO).

The Recipient must be a responsible entity. The AO may determine a pre-award survey is required to conduct an examination that will determine whether the prospective recipient has the necessary organization, experience, accounting and operational controls, 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.

Details on USAID’s pre-award responsibility determination policy and procedure can be found under ADS [303.3.9. Applicants are encouraged to review the section in full for further information.](#)

For-profit applicants must note that USAID policy prohibits the payment of fee/profit for recipients under assistance instruments. Forgone profit does not qualify as cost-share or leverage.

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

### 3. COST SHARING OR MATCHING

Cost share is not an eligibility requirement under this NOFO.

Cost sharing is not required. The Applicant may propose cost share in cash, in-kind, or a combination of both, only if it chooses to do so. Such funds may be provided directly by the recipient; other multilateral, bilateral, and foundation donors; host governments; and local organizations, communities and private businesses that contribute financially and in-kind to implementation of activities at the country level. This may include contribution of staff level of effort, office space or



other facilities or equipment which may be used for the program, provided by the Recipient.

If an award is made, the proposed cost share contribution will be incorporated as part of the award document. Cost-share contributions must be verifiable from the recipient's records. As such, it is subject to audit. In the case that a recipient does not fulfill its cost-share requirements, USAID has the right to reduce the total funding of the award, equal to the difference between the expended amount for cost-share and what the recipient agreed to provide, or USAID may require the recipient to refund the difference to USAID. For guidance on cost sharing in grants and cooperative agreements see [2 CFR 200.306](#) and [ADS 303.3.10](#).

#### **4. NUMBER OF APPLICATIONS**

An applicant may submit only one (1) application per organization; no individual investigator/program director applications will be accepted.

**[END OF SECTION C]**

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## SECTION D: APPLICATION AND SUBMISSION INFORMATION

### 1. AGENCY POINTS OF CONTACT

Name: Yves Kore  
Title: Regional Contracting and Agreement Officer  
Email: [ykore@usaid.gov](mailto:ykore@usaid.gov)

Name: Samuel Nwanokwu  
Title: Senior Acquisition and Assistance Specialist  
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~~Name: Osei Asamea-Bonsu  
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Name: Robert Ago-Josiah  
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Email: [ragojosiah@usaid.gov](mailto:ragojosiah@usaid.gov)

Name: Alex Larbie  
Title: Acquisition and Assistance Specialist  
Email: [alarbie@usaid.gov](mailto:alarbie@usaid.gov)

### 2. QUESTIONS AND ANSWERS

Questions regarding this NOFO should be submitted in writing to the e-mail addresses above by the time indicated on the cover letter. Any information given to a prospective Applicant concerning this NOFO will be furnished promptly to all other prospective Applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicant.

When submitting questions or requests for clarification, please refer to the specific NOFO in the subject line of the email as follows: “*Questions-RFA No. 72062424RFA00011*”. If relevant to the question, please reference the solicitation section, paragraph, and page number. Oral explanations or instructions given before the award will not be binding.

### 3. GENERAL CONTENT AND FORM OF THE CONCEPT PAPER AND FULL APPLICATION

The application and all supporting material must be submitted to USAID in ENGLISH only.

This is a two-tiered NOFO in accordance with [ADS, 303.3.6.1c](#). Selection under this NOFO will be based on a two-step process:

- **Phase 1** - Concept Paper submissions: open to all eligible organizations as described

in this NOFO.

- **Phase 2** - Full application submissions: by invitation only to applicants selected under Phase 1 evaluation.

Applicants must first submit a concept paper for review. USAID/West Africa will evaluate all concept papers according to the criteria specified in this NOFO. If USAID/West Africa determines the concept paper warrants further evaluation per the selection criteria established, full applications will be requested from the chosen applicant/s.

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

**Concept papers must comply with the following:**

- Page limitations: USAID will not review any pages in excess of the page limits noted in the subsequent sections.
- Language requirements: Concept papers must be written in the English Language.
- Page formats: Use standard 8 ½" x 11", single-sided, single-spaced, 12-point Calibri font. A 10-point font can be used for graphs, tables, and charts. Use, 1" margins, left justification, and headers and/or footers on each page that include consecutive page numbers, date of submission, and applicant's name.
- File format: Submit using a single searchable and editable PDF.

**Full Applications must comply with the following:**

- Page limitations: USAID will not review any pages in excess of the page limits noted in the subsequent sections.
- Language requirements: Applications must be written in English.
- Page formats: Use standard 8 ½" x 11", single-sided, single-spaced, 12-point Calibri font. A 10-point font can be used for graphs, tables, and charts. Use 1" margins, left justification, and headers and/or footers on each page that include consecutive page numbers, date of submission, and applicant's name.
- File formats: Submit using searchable and editable Microsoft Word or PDF formats, except budget files which must be submitted using Microsoft Excel.
- The cost application must include an Excel spreadsheet with all cells unlocked and does not contain hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the Applicant's discretion; however, the official cost application submission must be the unlocked Excel version.

**3.1 Phase 1 - Concept Paper – Open to all eligible local organizations as described in this NOFO**

**3.1.1 Submission Instructions**

Concept Papers must be submitted electronically via email to Yves Kore

([ykore@usaid.gov](mailto:ykore@usaid.gov)), Samuel Nwanokwu ([snwanokwu@usaid.gov](mailto:snwanokwu@usaid.gov)), ~~Osei Asamea Bonsu~~ (~~[asameabonsu@usaid.gov](mailto:asameabonsu@usaid.gov)~~), Robert Ago-Josiah ([ragojosiah@usaid.gov](mailto:ragojosiah@usaid.gov)) and Alex Larbi ([alarbie@usaid.gov](mailto:alarbie@usaid.gov)).

Email submissions must include the following information in the subject line:

*“RFA No. 72062424RFA00011 – [name of organization] - Concept Paper”*

### **3.1.2 Contents and Form**

Concept Papers must not exceed eight (8) pages in total. Each section also has a page limit that cannot be exceeded. Applicants are advised that any pages exceeding these limits will not be considered for evaluation.

#### **3.1.2.1 Applicant Information (up to 0.5 pages)**

This section must include the following information:

- a. Activity title.
- b. NOFO number.
- c. Name of lead or primary organization(s) applying.
- d. Any partnerships and/or proposed sub-awardees; and
- e. Contact person, telephone number, address, and email.

#### **3.1.2.2 Technical Concept (up to 5 pages)**

Applicants must describe how the proposed concept will achieve the program objectives in the NOFO Program Description, including:

- a. Approaches to increase community uptake of integrated PHC services in Togo. How to improve the quality of integrated PHC services to be responsive to the needs of the communities that they serve
- b. The applicant will also discuss the challenges and opportunities associated with community advocacy for improved healthcare delivery.
- c. A theory of change highlighting the main problems to be addressed by the program and how PHC service providers will engage communities, for community voices to be heard.
- d. A results framework supporting the objectives described in the Program Description (Section A).
- e. How the program will meaningfully coordinate and leverage other existing programs, and
- f. How the approach will support data quality, advocacy and data use for decision making.

**3.1.2.3 Management Approach (up to 1 page) and Organizational Chart (up to 0.5 page)**

Applicants must provide an organizational chart (with titles and lines of reporting) depicting a notional management and staffing plan that will implement the approach, as described in the Technical Concept. The applicant must also provide the Position Titles and briefly outline qualifications of proposed key personnel. The management approach should include a sound organizational structure and provides for rapid startup and seamless transition of activities from previous USAID activities. Appropriate composition and organizational structure with clear roles and responsibilities, and lines of authority will be assessed. If the applicant is considering any subawardees, they should provide a brief overview of what role they would play in the implementation of the program. The Organizational Chart is limited to up to one (1) page and may be embedded in the Management Approach Section or appended to the Concept Paper as Annex.

**3.1.2.4 Estimated summary budget (up to 0.5 page)**

Applicants must estimate prime award costs and costs for any proposed subawards. The summary budget must follow the template below. No further budgetary detail is required for the Concept Phase.

<b>Estimated Summary Budget</b>					
<b>Cost Elements</b>	Year 1	Year 2	Year 3	Year 4	Total
Prime Award Direct Costs					
Subawards (if applicable)					
Prime Award Indirect Costs					
<b>TOTAL AWARD BUDGET</b>					

**3.1.2.5 Relevant experience (up to 0.5 pages)**

The Applicant must provide three examples of its most recent projects, or projects most relevant to its concept paper, including the title of the project, location, dates, total funding, donor (if any), and brief description.

**3.2 Phase 2 - Full Application - Open only to local organizations selected in Phase 1**

**3.2.1 Full Application Submission Procedures**

Invited applicants must submit full applications to this NOFO no later than the closing date and time indicated in the letter requesting a full application. Late applications may be only considered at the discretion of the Agreement Officer (AO). Applicants must retain proof of timely delivery in the form of system generated documentation of delivery receipt date and time. Applicants must ensure that all necessary documentation is complete and received by USAID/West Africa on time.

The application must include only one Prime Applicant, which shall enter into sub-agreements or contracts, if any, with partnering local institutions. In this case, the Prime Applicant will be responsible for establishing and maintaining sub-agreement and/or contracting relationships with proposed partners. For the purposes of this NOFO, the term “Applicant” is used to refer to the prime and any proposed partners.

Full Applications must be submitted in two separate parts: (a) Technical Application and (b) Business/Cost Application. Please indicate in the subject line of the email whether the email relates to the technical application or the cost application. Your subject line should also indicate the desired sequence of emails (if more than one is sent) and of attachments (e.g., “No. 1 of 4”).

For example, if your cost application is being sent in two emails, the first email will have a subject line which says: “[RFA No. 720624RFA00011], [organization name], Cost Application, Part 1 of 2”.

All applications received by the submission deadline will be reviewed for responsiveness to the NOFO and the application format. No additions or modifications will be accepted after the submission date.

After the application has been sent electronically, the Applicant should immediately check their own email to confirm that the attachments were included. If a transmission error is discovered, please send the material again. Do not submit the same document unless there has been a change or 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 is reminded that e-mail is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, the Applicant is advised 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, the Applicant is discouraged from sending files in this format, as USAID/West Africa cannot guarantee their acceptance by the internet server. File size must not exceed **10 MB limit per e-mail**.

A hard copy of the submission is not required and will not be accepted by USAID.

### 3.2.2 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 must be specific, complete, and concise. The application must demonstrate a clear understanding of the work to be undertaken, the responsibilities of all parties involved, offer critical thinking and analysis for each component, demonstrate how the programmatic approach and operational principles will be implemented, and tie the technical approach to the Objectives to be achieved. The application must take into account the requirements of the Activity and merit review criteria found in this NOFO and use the prescribed format.

The technical application must be written in English and **must not exceed 30 pages (excluding Annexes)**, using Calibri Font, size 12 with no less than 1" margins on all sides on 8 ½" X 11" papers (210 mm by 297 mm), single spaced, each page numbered consecutively. Footnotes, charts, and tables will be included in the page limit requirement. Pages in excess of the limit will not be evaluated. Graphs, charts, draft annual work plan, draft MEL, letters of commitment (non-exclusive), CVs, statements by key personnel, personnel references, and related background information can be included as annexes. Organizational reports should not be included, and where information is online, a link is sufficient to reference it.

Please refer to the Evaluation Criteria in Section E of this NOFO to assist in the organization of the Technical Application. The content of the application should be in line with the Program Description in Section A.

The technical application consists of 10 sections as described below. Each section must comply with the section page limit listed.

- a. Cover Page (one page)
- b. Table of Contents (one page), which follows the technical application format outlined herein.
- c. Acronym List (one page)
- d. Executive Summary (two pages), which must provide a high-level overview of key elements of the Technical Application.
- e. Technical Approach (14 pages)
- f. Monitoring, Evaluation, and Learning (MEL) (three pages)
- g. Key Personnel and Staffing Structure (four pages)
- h. Management and Organizational Capacity (four pages)
- i. Key Personnel Resumes and References (four pages for each KP position, to be included as an Annex, which is not part of the page limit)
- j. Key Personnel Letters of Commitment (one page each, to be included as an Annex, which is not part of the page limit)

Additional guidance, where needed, is provided for the following sections:

### **3.2.2.1 Cover Page (one page)**

The Cover Page must include the following information

- a. Activity title
- b. RFA number
- c. Name of primary or lead organization(s) applying
- d. Any partnerships and/or proposed sub-awardees
- e. Contact person, telephone number, fax number, address, and types of name(s) and title(s) of person(s) who prepared the application, and corresponding signatures.
- f. The Tax Identification Number (TIN)/Employer Identification Number (EIN) and SAM Unique Entity ID (UEI) numbers of the Prime Applicant and any proposed sub-applicants.

### **3.2.2.2 Technical Approach (14 pages)**

The technical approach must provide a clear description of the Applicant's proposed plan for achieving the objectives outlined in the NOFO, The Applicant must clearly link its technical approach to the Results Framework and the Theory of Change. The Applicant must submit a narrative that describes, in detail, the technical approach to achieving the proposed results and intermediate results (IRs) outlined in the INTEG-CLM-PHC Program Description. The Applicant shall take into consideration the merit review criteria found in Section E.

The Applicant must also demonstrate a strategy and approach to systems strengthening and capacity building, both at government and community levels. It should be linked to evidence and past sustainable success in sustainably building the skills and capacity of host government and community actors to successfully fulfill their government roles.

#### **The Applicant MUST:**

- Clearly describe proposed interventions for each IR considering specificities of all regions of Togo.
- Explain how inputs and activities will lead to achieving the applicable IRs (1 to 5) and justify how the proposed activities are necessary and sufficient for achieving the overall INTEG-CLM-PHC goals. The applicant may also propose new and innovative approaches and indicators that may contribute to the achievement of each applicable IR, as appropriate.
- Describe the extent to which advocacy will be embedded in routine program implementation, including effective strategies to ensure continuous interest in the program and the achievement of health goals.



- Describe plans to support the organizational improvement of all sub-recipients operating under the INTEG-CLM-PHC award.
- Explain how the applicant will build local capacity at the regional, district and community levels, and coordinate and work in collaboration with the Ministry of Public Health, local government institutions, USAID, and other donors or U.S. government funded projects to ensure strategic coordination and mutual gaps coverage.
- Demonstrate understanding of gender-related issues which promote or inhibit equitable and universal access to essential health services for all segments of the Togolese population and showcase plans to reduce gender disparities in access to health services as a major component of INTEG-CLM-PHC Activity.

### **3.2.2.3 Monitoring, Evaluation, and Learning (MEL) (three pages)**

The Applicant should:

- Provide a detailed MEL plan to monitor activities, collect and analyze program performance data, and measure progress toward results, and ensure the quality of data reported. The applicant should propose initial indicators for USAID’s considerations (*the final selection of indicators will occur after the award is issued*).
- Describe plans to establish and institutionalize quality assurance/quality improvement systems by developing a Collaborating, Learning, and Adapting (CLA) framework.
- Describes plans for establishing a learning agenda with sound learning priorities, approaches, and activities, drawing on experience to highlight high impact interventions that demonstrate successful and cost-efficient models which could be scaled up.

### **3.2.2.4 Key Personnel and Staffing Structure (four pages)**

The Applicant must propose a personnel plan with an appropriate mix of qualified individuals to achieve maximum results with the budget resources provided. This should include making use of local specialists to the greatest extent possible. The Applicant should discuss its strategy to hire **AND** retain qualified staff to meet overall program goals. This plan must also take into account the recruitment of technical staff with the ability to leverage community engagement programming to improve health equity in Togo.

The Applicant must propose and justify three (3) “Key Personnel” positions within its staffing plan and provide the following information for each:

- Brief description of the role and responsibilities,

- Qualifications and relevant work experience of individuals proposed,
- Rationale for the appropriateness of proposed individual, and
- Description of how the position and the individual filling it supports effective implementation.

The following three (3) positions have been designated as key to the successful implementation of the program objectives of this Cooperative Agreement:

1. Program Manager
2. Technical Advisor
3. Administrative and Finance Manager

- **Program Manager.** This key personnel position will be responsible for the technical and administrative oversight of the project. The Program Manager shall have principal responsibility for overall project management and technical operations to ensure that the project tasks are completed, and the objectives of the project are successfully met. S/he will serve as the principal institutional liaison to USAID and should be expected to have regular and transparent communication with the Agreement Officer's Representative (AOR). Responsibilities will include ensuring that the project functions efficiently in all areas including supervising administrative staff and overseeing formal relationships with partners including sub-agreements, as applicable. S/he will be responsible for ensuring that the project is running smoothly, complying with all USAID rules and regulations, and that the project performance monitoring plan (PMP), work plans, and programmatic reports are completed and submitted on time. The Program Manager is responsible for the development and submission of the annual work/implementation plans, quarterly and annual progress reports, in collaboration with the M&E Specialist, and develops requests for incremental funding. S/he will have principal responsibility for representation for the projects to the United States Government (USG) and to the Government of Togo. The Program Manager bears ultimate responsibility for ensuring that sub-grantees meet USAID and other program requirements. The Program Manager shall hold a minimum of a master's degree in Program Management, public health, Social Sciences, and/or other relevant discipline, and have a minimum of 5 years' experience in public health programming including at least five (5) years leading similar programs involving multiple partners, stakeholders, and geographic target areas in Sub-Saharan Africa (preferably Togo).

- **Technical Advisor.** This key personnel position will be responsible for the day-to-day technical oversight of the project. The Program Technical Advisor shall have principal responsibility for project technical management and operations to ensure that activities under the project are being implemented as desired, and the objectives of the project are successfully met. S/he will be responsible for ensuring that the project is running smoothly, complying with all USAID rules and regulations, and that the project performance monitoring plan (PMP), work plans, and programmatic reports are completed and submitted on time. The Technical Advisor shall hold a minimum of a master's degree in public health, Social Sciences, Program Management and/or other relevant discipline, and have a minimum of four (4) years' experience in public health programming.
- **Administrative and Finance Manager:** This key position will coordinate administrative and financial management activities including budgeting and monitoring of project expenditures, forecasting expenditures, maintaining, and supervising the accounting department, and financial operations. He or she will provide financial reporting on a timely basis, including project pipeline information. The Administrative and Finance Manager shall hold a minimum of a bachelor's degree or higher in finance, accounting, or closely related field, and have a minimum of five (5) years of experience in administration and financial management financial procedures.

Under Key Personnel and Staffing, the Applicant must:

- As appropriate, provide the CVs of proposed key personnel, along with letters of commitment. If individuals have not yet been identified to fill key personnel positions, propose a timeline to fill the position.
- Propose a staffing structure that is appropriate towards achieving the results of the proposed technical approach in an efficient manner.
- Propose a staffing plan for full implementation of the program description with all permanent staff positions illustrated. The applicant may present this in the form of a matrix of all proposed personnel and the relevant skills that they bring to the performance of the project is required. If a consortium is proposed, the staffing pattern should include staff from each consortium member on the permanent staffing pattern (not simply as sub-grantees),

organizational affiliations and major roles/expertise clearly outlined.

- An organizational chart showing all positions proposed across all objectives, inter-staff relationships, proposed office structure, and integration of consultants (as applicable). The organizational chart is limited to one page and may be embedded in the III. Key Personnel and Staffing Structure Section or appended to the Application as Annex.
- If any short-term technical assistance is proposed, describe the type of short-term technical assistance and service provider.

### **3.2.2.5 Management and Organizational Capacity (four pages)**

The Togo INTEG-CLM-PHC applicant shall propose a management approach that includes a sound organizational structure and provides for rapid startup and seamless transition of activities from previous USAID activities. Appropriate composition and organizational structure with clear roles and responsibilities, and lines of authority will be assessed. A management approach that ensures sustainability of the program is a critical element of this award.

The Applicant MUST:

- Propose a comprehensive and cost-effective management and organizational plan, that clearly contributes towards achieving the results and IRs of the technical approach, as described in the section above.
- Clearly articulate how the institutional capacity, experience and expertise of the organization(s) relate to the proposed technical approach.
- If multiple partners are proposed, explain how partners will work together, the role of each, and how the headquarters office will relate to other staff in field/satellite offices or consortium members. Ensure that the proposed number of sub-recipients is reasonable, realistic, and cost-effective.
- Describe the institutional capacity and experience of each organization proposed (whether consortia, partnership, or sub-grantees) to implement the range of interventions described in the technical approach, and the expertise these organization(s) bring.
- Highlight any international, local, or regional partners, and any new partners (to USAID) and their added value to meeting the results and IRs of INTEG-CLM-PHC.

### **3.2.3 Business (Cost) Application Format**

The following sections describe the documentation that the Applicant must submit to USAID prior to award. As stated above, the Business (Cost) Application must be submitted separately from the Technical Application. The Applicant is requested to submit an Excel spreadsheet budget broken down by program years, with all cells and formulas unlocked. The Applicant must also submit an accompanying detailed budget narrative in searchable Microsoft Word and/or PDF formats, which provides in detail the total costs for implementation of the program as further detailed below.

The Business (Cost) Application must illustrate the entire period of performance, using the budget format provided in Annex 1, including an SF-424A. While there is no page limit for this portion, the Applicant is encouraged to be as concise as possible, avoiding unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this NOFO.

The Business (Cost) Application should contain the budget categories as provided in Annex 1, including what is shown on the SF-424A.

*Pursuant to 2 CFR 200, Contract* means a legal instrument by which the Applicant purchases property, or services needed to carry out the project or program under a resulting award. The term does not include a legal instrument when the substance of the transaction meets the definition of a federal award or sub-award (see 2 CFR 200.92 Sub-award), even if the Applicant considers it a contract. The Applicant must describe the work to be performed, the risk borne by the contractor, the contractor's investment, the amount of subcontracting proposed by the contractor, and the quality of its record of past performance for similar work.

*In addition to the SF-424, summary and annual budgets* should also include whatever schedules are necessary to adequately support and explain proposed costs, including the breakdown of all costs according to each partner organization involved in the program. Costs must include a summary budget and a detailed budget broken down by year.

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.

An extensive cost analysis will be performed for the Applicant. The budget information required from the Applicant should be in enough detail to determine the proposed cost for the Applicant's program to be allocable, allowable, and reasonable.

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

#### **3.2.3.1 Cover page**

The Business/Cost application must include a cover page containing the following information:

- a. Activity title, with total dollar amount of funds requested.
- b. RFA number.
- c. Name and address of primary organization(s) applying.
- d. Any partnerships and/or proposed sub-awardees; and
- e. Point of contact, hereafter referred to as the “Agent,” with the authority to negotiate and sign on behalf of the Applicant. The Agent’s name (both typed and with his/her signature), title or position in the organization, email and postal addresses, telephone, and fax numbers.
- f. A summary table that lists the Primary Applicant and all partner organizations.

**3.2.3.2 SF 424 Form**

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

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

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

**3.2.3.3 Required Certifications and Assurances**

In addition to the certifications that are included in the SF-424 (described above), the Applicant must provide the following certifications, assurances, and other statements with the application:

- a. A signed copy of ADS 303mav “Certifications, Assurances, Representations, and Other Statements of the Recipient”.  
The document can be found at:

<https://docs.google.com/document/d/1kTsEHWxF96nV-ItFRHFdDkgbLgBRvIVorGuFmlsOoZU/export?format=docx>

- b. Assurances for Non-Construction Programs (SF-424B)
- c. Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).
- d. Supporting documentation demonstrating the organization meets the criteria to be considered a local partner in a given country.
- e. Other required certificates and assurances are detailed further below: Evidence of responsibility the Agreement Officer can use to determine the Applicant:
  - 1. Has adequate financial resources or the ability to obtain such resources as require during the performance of the award,
  - 2. Has the ability to comply with the award conditions, considering all existing and currently prospective commitments of the Applicant,
  - 3. Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance,
  - 4. Has a satisfactory record of integrity and business ethics, and
  - 5. Is otherwise qualified and eligible to receive a Cooperative Agreement under applicable laws and regulations (e.g., EEO).

**The Applicant must complete the statutory and regulations certifications referenced above** and sign and date in the signature space provided. The signed and dated printout must then be submitted with the application as an annex to the cost application. Original signed hardcopy of the certifications will be requested from the successful applicant prior to the agreement award.

#### **3.2.3.4 Budget and Budget Narrative**

The Budget must be submitted as one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make an award and may result in a rejection of the cost application.

**All costs must be presented in US Dollars. For budgeting purposes, please use an Exchange Rate that is based on an average of the previous three (3) months prior to submission.**

The Budget Narrative must be a written narrative in Word and/or PDF formats that explains individual cost elements and how they were estimated. The

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 Applicant should follow the budget template provided in "Annex 1" when developing their business/cost proposal and ensure the escalation and inflation rates are accounted for accurately. The Budget must, at a minimum, include the following worksheets or tabs, and contents:

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the Applicant and any potential sub-Applicants for the entire period of the program. See "Section H" for Summary Budget Template.
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the Applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.
- Detailed Budgets for each Sub-Recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project. The information must follow the same cost format as submitted by the Applicant, which must include a budget (Summary and Detailed) and a budget narrative for each sub-grant/subcontract.

If the Applicant has established a consortium or another legal relationship among its partners, the Business (Cost) Application must include a copy of the legal relationship between the parties. The agreement should include a full discussion of the relationship between the Applicant and Sub-Applicant(s), including identification of the Applicant with whom USAID will work with for purposes of Agreement administration, identity of the Applicant which will have accounting responsibility, how Agreement effort will be allocated and the express agreement of the principals there to be held jointly and severally liable for the acts or omissions of the other.

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

- a. *Salary and Wages (Personnel)* – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The Applicant's budget must



include position title (and of the individual occupying the position, **only if** identified prior to submitting the application), salary rate, level of effort, and salary escalation factors for each position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the Applicant. Applicants must provide their established written policies on personnel compensation. If the Applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and support market research.

- b. *Fringe Benefits* – (if applicable) If the Applicant has a fringe benefit rate approved by an agency of the U.S. Government, the Applicant must use such rate and provide evidence of its approval. If an Applicant does not have a fringe benefit rate approved, the Applicant must propose a rate and explain how the Applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown of all items of fringe benefits (e.g., superannuation, gratuity, unemployment insurance, workers compensation, health and life insurance, retirement, FICA, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries. Fringe Benefits for local staff must be accounted in accordance with Togolese labor laws.
- c. *Allowances* – Allowances, if any, must be broken down by specific type and by position, and be in accordance with the Applicant's established policies.
- d. *Travel and Transportation* – The Applicant must indicate the number of trips, domestic and international, estimated as to carry out the proposed program description, and their estimated costs. The Applicant must provide details to explain the number and purpose of the trips, specify the origin and destination for each proposed trip, the duration of travel and number of individuals who would be traveling. Per Diem and associated travel costs must be based on the Applicant's normal travel policies. Proposed per diem rates must be in accordance with the Applicant's established policies and practices that are uniformly applied to federally financed and other activities of the Applicant. Please see ([https://aoprals.state.gov/web920/per\\_diem.asp](https://aoprals.state.gov/web920/per_diem.asp)) to review US government international per diem rates. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain the assumptions in the Budget Narrative.
- e. *Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property* – The Applicant must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased. The Applicant must also differentiate between expendable supplies and nonexpendable equipment (NOTE: Equipment is defined as tangible

nonexpendable personal property including exempt property charged directly to the award having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit, unless the Applicant's established policy establishes nonexpendable equipment anticipated to be required to implement the Activity, specifying quantities and unit cost.)

- f. *Subawards* – If the Applicant intends to utilize contractors or sub-awardees, for any such subrecipients whose budget exceeds 10% of the overall total applicant budget, they must provide a detailed budget and accompanying narrative, following the same cost format as submitted by the Primary Applicant. No such detail is required for subawardees whose budget is less than 10% of the total applicant budget; however, adequate information must still be provided to USAID in order for the agency to assess the fairness and reasonableness of the subawardee costs. The Applicant must specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200.330 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the Applicant's budget, including those related to fringe and indirect costs.
- g. *MELP* – The Applicant must allocate sufficient human and financial resources within the budget necessary for successful implementation of the MELP.
- h. *Reports* – The activity will require various reports throughout the life of the Activity as included in section F.
- i. *Security* – The Applicant must clearly identify security costs in the budget and budget narrative that demonstrates it has undertaken a thoughtful review of their security needs to successfully implement the Activity as presented in its technical approach.
- j. *Environmental Compliance* – The Applicant must include enough resources in the budget to ensure it can comply with environmental requirements for this Activity.
- k. *Other Direct Costs (ODCs)* – ODCs may include other costs not elsewhere specified.

The Applicant should detail any other direct costs, including the costs of the communication, report preparation, passport fees, visas, medical exams and inoculations, insurance (other than insurance included in the Applicant's fringe benefits), equipment rental, office rental, utilities, etc. The Applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.

Within the ODC category, the Applicant should consider including the following elements:

- *Branding & Marking* – the Applicant must budget a reasonable amount to cover the estimated branding and marking costs.
- *Data collection, analysis, and reporting costs* – the Applicant is required to include in its budgets and as a separate line-item resources for

reporting, monitoring and evaluation to ensure that adequate resources are available.

- Security costs – Security costs must be clearly identified in the cost application in a separate budget line as part of Direct Costs. Security costs and its corresponding section in the budget narrative must demonstrate that the Applicant has undertaken a thoughtful review of their security needs to successfully implement the Activity as presented in its technical approach.
  - Audit – Non-U.S. recipients must have an annual audit conducted in accordance with the "Guidelines for Financial Audits Contracted by Foreign Recipients" issued by the USAID Inspector General, for any recipient fiscal year in which the Recipient expends a combined total of \$750,000 or more in all USAID awards, either directly or through another USAID recipient. In addition, USAID reserves the right to audit and/or monitor awards when deemed necessary. Non-US recipients must consider this cost when preparing the budget. This requirement also applies to sub-contractors and sub-grantees. The Applicant must estimate an average of \$20,000 annually for this purpose.
  - Other costs as applicable to the proposed approach (i.e., translation services, training costs, legal fees, etc.).
- I. *Indirect Costs* – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs, please see Subpart E of 2 CFR 200.414. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

**Method 1 - Direct Charge Only (No Indirect Costs)**

Eligibility: Any Applicant.

Initial Application Requirements: See above on direct costs.

**Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)**

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

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

### **Method 3 - De minimis rate of 10% of modified total direct costs (MTDC)**

**Eligibility:** Any Applicant that has never received a NICRA.

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

Pursuant to the Code of Federal Regulations (CFR), Chapter II (2 CFR), Para. 200.414(f) *“any non-Federal entity that has never received a negotiated indirect cost rate, except for those non-Federal entities described in Appendix VII to Part 200—States and Local Government and Indian Tribe Indirect Cost Proposals, paragraph D.1.b, may elect to charge a de minimis rate of 10% of modified total direct costs (MTDC) which may be used indefinitely. As described in §200.403, Factors affecting allowability of costs, 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 for a rate, which the non-Federal entity may apply to do at any time.”*

### **Method 4 - Indirect Costs Charged as A Fixed Amount**

**Eligibility:** Non-U.S. non-profit organizations without a NICRA may request to utilize 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.

### **3.2.3.5 Responsibility Determination**

An award will be made only when the Agreement Officer (AO) makes a positive determination that the Applicant possesses, or has the ability to obtain, the necessary management competence in planning and carrying out assistance programs and that it will practice mutually agreed upon methods of accountability for funds and other assets provided by USAID. For the organizations that are new to USAID, or organizations with outstanding audit findings, it will be necessary to perform a pre-award risk assessment.

#### **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 (AO) to make an affirmative determination of responsibility. The Applicant should not submit the information below with their applications. The information in this section is provided so that the Applicant may become familiar with additional documentation that may be requested by the AO:

#### **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.

### **3.2.3.6 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.

### 3.2.3.7 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.
- SAM Unique Entity Identifier (UEI) Number - 2 CFR 25 ([http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr25\\_main\\_02.tpl](http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr25_main_02.tpl)). See note below.
- 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.

**It is important to note the following regarding the UEI Number:**

ADS 303maz

(<https://www.usaid.gov/sites/default/files/documents/1868/303maz.pdf>) states that Subrecipients are not required to register in SAM.

Subrecipients (CBOs and other entities that will receive funding under an award) are not required to obtain an active SAM registration but must obtain a Unique Entity Identifier. The Unique Entity Identifier, or the UEI, is the official name of the "new, non-proprietary identifier" that will replace the D-U-N-S® number, according to the General Services Administration (GSA). The UEI will be requested in, and assigned by, the System for Award Management (SAM.gov). The UEI is a 12-character unique number assigned to all entities (public and private companies, individuals, institutions, or organizations) who must register to do business with the federal government in SAM.

Furthermore, **2 CFR 25.300** explains the requirement for recipients to ensure subrecipients have a Unique Entity Identifier (UEI), and it states the following:

(a) A recipient may not make a subaward to a subrecipient unless that subrecipient has obtained and provided to the recipient a unique entity identifier. Subrecipients are not required to complete full SAM registration to obtain a unique entity identifier.

(b) A recipient must notify any potential subrecipients that the recipient cannot make a subaward unless the subrecipient has obtained a unique entity identifier, as described in paragraph (a)."

Please note that certain exceptions to this regulation can be made on a limited case-by-case basis. Applicants must indicate any such exception request in their application.

### **3.2.3.8 UEI and SAM Requirements**

Applicants must obtain a Unique Entity Identifier (UEI) and register in the System for Award Management (SAM) (<https://sam.gov/>) in order to be eligible to receive federal assistance, such as grants and cooperative agreements. Unless an exemption applies such as a SAM registration for awards performed outside the United States valued at less than \$500,000 (see ADS 303maz), Applicants must be registered in SAM prior to submitting a full application for award for USAID's consideration. Recipients must maintain an active SAM registration while they have an active award. Each Applicant (unless the Applicant is an individual or entity that is exempted from UEI/SAM requirements under 2 CFR 25.110) is required to:

- a. Provide a valid UEI for the Applicant and all proposed sub-recipients.
- b. Be registered in SAM before submitting its application.
- c. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

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

To begin the registration process, please visit the following website:

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

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

### **3.2.3.9 History of Performance (to be annexed)**

The Applicant must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs during the past three (3) years, not to exceed three (3) awards. The information must include the following:

- Name of the Awarding Organization,
- Award Number,

- Activity Title,
- A brief description of the Activity, and the results achieved,
- Period of Performance, and location,
- Award Amount,
- Relevance to the proposed Activity,
- Reports and findings from any audits performed in the last three (3) years, and
- Name of at least two (2) updated professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and e-mail address for each proposed individual.

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

USAID reserves the right to contact references other than those provided in the application.

#### **3.2.3.10 Branding Strategy & Marking Plan**

The Successful Applicant must provide a Branding Strategy and Marking Plan (BSMP) to be evaluated and approved by the Agreement Officer within 30 days of the award being made, which will be incorporated into the resulting award. It must include all estimated costs associated with the branding and marking of the Activity, such as plaques, stickers, banners, press events and materials, etc.

The Recipient must briefly describe how they will promote USAID identity, U.S. Government's support for this Activity and the Activity's achievements in Togo. It is a Federal statutory and regulatory requirement that all overseas programs, projects, activities, public communications, and commodities that USAID partially or fully funds under an assistance award or sub-award must be appropriately marked with the USAID identity.

The branding and marking plan must be consistent with USAID's Branding and Marking Policy. USAID's Agreement Officer will have final approval of the branding strategy and marking plan. The Branding Strategy and Marking Plan must be submitted in English. The Branding Strategy and Marking Plan will be included in and made a part of the resulting associate cooperative agreement.



**1. Branding Strategy – Assistance (June 2012)**

- a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.
- b. The request for a Branding Strategy, by the Agreement Officer from the Applicant, confers no rights to the Applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the Applicant ineligible for an award.
- d. The Applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement, or other assistance instrument.
- e. The Branding Strategy must include, at a minimum, all 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 brand mark, with the tagline "from the American people" as found on the USAID Web site at <https://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 announcements, billboards, Web sites, and so forth, as appropriate.
- iii. Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicants must incorporate the USAID Identity and the message, "USAID is from the American People."
- iv. Provide any additional ideas to increase awareness that the American people support this project or program.

5. Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.

6. Any other groups whose logo or identity the Applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.

- f. The Agreement Officer will 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.
- g. If the Applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement.

**(END OF PROVISION)**

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

- a. Applicants recommended for an assistance award must submit and negotiate a "Marking Plan," detailing the public communications, commodities, and program materials, and other items that will visibly bear the "USAID Identity," which comprises of the USAID logo and brand mark, with the tagline "from the American people." The USAID Identity is the official marking for the Agency and is found on the USAID Web site at <https://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 the following:
  1. A description of the public communications, commodities, and program materials that the Applicant plans to produce, and which will bear the USAID Identity as part of the award, including:
    - i. Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature.
    - ii. Technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID.
    - iii. Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and
    - iv. It is acceptable to cobrand the title with the USAID Identity and the Applicant's identity.
    - v. Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the 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 a 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 PROVISION)**

**3.2.3.11 Funding Restrictions**

Profit is not allowable for Recipients or subrecipients under this award. See [2 CFR 200.330](#) for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

Construction will not be authorized under this award.

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

Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in Section B.5 of this NOFO and must meet the source and nationality requirements set forth in [22 CFR 228](#).

**3.2.3.12 Conflict of Interest Pre-Award Term (August 2018)**

1. *Personal Conflict of Interest*

- a. 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.
- b. The Applicant must provide conflict of interest disclosures when it submits an SF-424. If the Applicant discovers 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.

2. *Organizational Conflict of Interest*

The Applicant must notify USAID of any actual or potential conflict of interest that they are aware of that may provide the Applicant with an unfair competitive advantage in competing for this financial assistance award. Examples of an unfair competitive advantage include but are not limited to

situations in which an Applicant or the Applicant’s employee gained access to non-public information regarding a federal assistance funding opportunity, or an Applicant or Applicant’s employee was substantially involved in the preparation of a federal assistance funding opportunity. USAID will promptly take appropriate action upon receiving any such notification from the Applicant.

### **3.2.3.13 Selected Pre-award Terms**

The following pre-award terms, which are indicated below in full text, should be specially noted by the Applicant:

#### **I. ELECTRONIC PAYMENTS SYSTEM**

##### **1. Definitions:**

a. “Cash Payment System” means a payment system that generates any transfer of funds through a transaction originated by cash, check, or similar paper instrument. This includes electronic payments to a financial institution or clearing house that subsequently issues cash, check, or similar paper instruments to the designated payee.

b. “Electronic Payment System” means a payment system that generates any transfer of funds, other than a transaction originated by cash, check, or similar paper instrument, that is initiated through an electronic terminal, telephone, mobile phone, computer, or magnetic tape, for the purpose of ordering, instructing, or authorizing a financial institution to debit or credit an account. The term includes debit cards, wire transfers, transfers made at automatic teller machines, and point-of-sale terminals.

2. The Recipient agrees to use an electronic payment system for any payments under this award to beneficiaries, subrecipients, or contractors.

3. Exceptions. Recipients are allowed the following exceptions, provided the Recipient documents its files with the appropriate justification:

a. Cash payments made while establishing electronic payment systems, provided that this exception is not used for more than six months from the effective date of this award.

b. Cash payments made to payees where the recipient does not expect to make payments to the same payee on a regular, recurring basis, and payment through an electronic payment system is not reasonably available.

c. Cash payments to vendors below \$3,000, when payment through an electronic payment system is not reasonably available.

d. The recipient has received a written exception from the Agreement Officer that a specific payment or all cash payments are authorized based on the recipient’s written justification, which provides a basis and cost analysis for the requested exception.

4. More information about how to establish, implement, and manage electronic payment methods are available to recipients at <http://solutionscenter.nethope.org/programs/c2etoolkit>.

## **II. TRAINING RESULTS AND INFORMATION NETWORK (TRAINET)**

### Exchange Visitors and Training

The Recipient will conform to USAID Automated Directives System (ADS) Chapter 252 – Visa Compliance for Exchange Visitors and ADS 253 – Participant Training for Capacity Development, as well as USAID/West Africa-specific requirements for processing of J-1 Exchange Visitors.

The Recipient will enter applicable information into TrainNet for any participant Training, third-country training and in-country training that is funded through this award.

## **III. NON-FEDERAL AUDITS**

In accordance with **22 C.F.R. Part 226.26**, recipients and subrecipients are subject to the audit requirements contained in the Single Audit Act Amendments of 1996 (31 U.S.C.7501–7507) and revised OMB Circular A–133, “Audits of States, Local Governments, and Non-Profit Organizations”. Recipients and subrecipients must use an independent, non-Federal auditor or audit organization which meets the general standards specified in generally accepted government auditing standards (GAGAS) to fulfill these requirements.

## **IV. LENDING LIMITATIONS**

Without the prior written consent of USAID, no assistance will be provided to 1) any government official or employee; 2) nor to any prospective client involved in activities relating to surveillance, abortion, luxury goods, gambling, weather modification, the police, or the military.

## **V. SALARY SUPPLEMENTATION**

No salary supplement payment shall be made to or on behalf of any employee of any government without the advance written approval of the Agreement Officer. Any payments by the Recipient to employees at any level of the Government of Togo shall be subject to the USAID policy on salary supplements (Department of State Cable no. 119780 dated April 15, 1988, or as amended).

**[END OF SECTION D]**

## SECTION E: APPLICATION REVIEW INFORMATION

### 1. CRITERIA

The merit review criteria prescribed here are tailored to the requirements of this NOFO. Applicants should note that these criteria serve to: (a) identify the significant matters which the applicants should address in their applications and (b) set the standard against which all applications will be evaluated. To facilitate the review of the application, the Applicant should organize the narrative sections of their application according to the technical application format (Section D-3.2.2 of the NOFO) and the evaluation criteria set forth below.

USAID/West Africa will evaluate technical and other factors relative to each other, as described here and prescribed by the Concept Paper/Technical Application Format. The Concept Papers and Technical Applications will be scored by a Selection Committee (SC) using the criteria described in this section.

### 2. TECHNICAL REVIEW AND SELECTION PROCESS

This is a multi-tiered NOFO in accordance with [ADS 303.3.6.1\(c\)](#). Selection under this NOFO will be based on a two-step process:

- **Phase 1** - Concept Paper submissions: open to all eligible organizations as described in this NOFO. Concept papers will receive a ***PASS or FAIL*** rating depending on the results of the evaluation process according to the merit review criteria outlined below for this stage. Applicants who are not invited to proceed to Phase 2 will be notified.
- **Phase 2** - Full application submissions: by invitation only to applicants selected under Phase 1's evaluation.

Applicants must first submit a concept paper for review. All concept papers will be evaluated according to the criteria specified in this NOFO. If the concept is determined to warrant further evaluation per the selection criteria established, USAID will request a full application.

#### 2.1 Merit Review Phase 1 - Concept Paper – Open to all eligible organizations

The concept papers will be evaluated based on the following criteria:

1. Does the concept paper demonstrate an understanding of how community-led monitoring and feedback mechanisms can improve the quality and use of integrated health service delivery within the local context?
2. Does the proposed program strategies demonstrate a high probability of achieving the objectives of the INTEG-CLM-PHC Activity?



3. Is the concept proposal realistic and does the applicant have relevant experience in community-based health programming to implement a project of the size and scope of INTEG-CLM-PHC?

## **2.2 Merit Review Phase 2 - Full Application – Open only to organizations selected in Phase 1**

USAID will conduct merit reviews of all full applications from organizations invited from Phase 1 that comply with all requirements and instructions in this NOFO. The review and evaluation of full applications will be in accordance with the below criteria which are in **descending order of importance**. There are no sub-criteria.

### **2.2.1 Criterion 1 – Technical Understanding and Approach**

USAID/West Africa will evaluate the extent to which the Applicant’s proposed technical approach (including proposed activities, outcomes, outputs, and monitoring and evaluation plan) represents a strategic, convincing, sound, and realistic approach to achieve the objectives specified in the program description. Specifically:

- a. Are the goals, objectives, and expected results aligned with the INTEG-CLM-PHC activity description outlined in this NOFO?
- b. Does the proposed technical approach align with community-led monitoring of integrated health services?
- c. Does the proposed technical approach provide maximum impact in achieving the proposed results?
- d. Does the applicant demonstrate a clear understanding of the implementation context of the intervention and challenges regarding community-led monitoring of integrated health services?
- e. Is the application well developed with specific details about how the applicant plans to implement each intervention?
- f. Does the application include a reasonable implementation timeline with key indicators to measure progress?

### **2.2.2 Criterion 2 – Management and Staffing Plan and Organizational Capacity**

USAID/West Africa will evaluate the extent to which the Applicant convincingly demonstrates how its management and organizational capacity will lead to successful and effective implementation of the proposed technical approach. Specifically:

- a. Does the applicant demonstrate capacity and competence in the interventions being proposed, as demonstrated by relevant experience and technical expertise in previous activity?
- b. Does the applicant propose qualified key staff to implement the activity?

### **2.2.3 Criterion 3 – Monitoring and Evaluation and Collaboration Learning and Adapting**

USAID/West Africa will evaluate the extent to which the application addresses effectiveness, efficiency, and impact of M&E and CLA efforts in contributing to organizational learning, accountability, and the achievement of programmatic goals specifically:

- a. Does the proposed activity description include realistic output and outcome indicators and shows how and when these will be measured?
- b. Does the applicant demonstrate the ability to measure activity success against key indicators?
- c. Does the applicant provide a clear plan to prepare reports, monitor and evaluate activities, and produce, collect and analyze performance data, and disseminate the INTEG-CLM-PHC results?
- d. Does the Applicant provide a clear approach for collaboration, learning and adapting.

### **2.2.4 Criterion 4 – Sustainability**

USAID/West Africa will evaluate the extent to which the application addresses the activities overall impact and contribution to sustainable development goals, specifically:

- a. Does the application demonstrate how the activity will continue to have a positive impact after its end?

## **BUSINESS REVIEW**

USAID reserves the right to determine the resulting level of funding for the agreement award. The Business (Cost) Application, provided the application is a technically acceptable one, will be evaluated by the Agreement Officer for general reasonableness, cost realism, allowability and allocability. The Agreement Officer may not issue an award to the Applicant if it fails to resolve any matters USAID deems inadequate or otherwise technically unacceptable.

USAID 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 allowable in accordance with the cost principles found in [2 CFR 200 Subpart E](#).

The Agency will also consider, but not be limited to, the following:

- 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,
- Whether the Applicant's plans will achieve the program objectives with reasonable

economy and efficiency,

- Whether any special conditions relating to costs should be included in the award,
- Cost reasonableness and cost realism,
- Completeness and adequacy of proposed budget information, and
- Overall cost control/cost savings evidenced in the application (avoidance of excessive salaries, excessive home office visits, and other costs in excess of reasonable requirements).

Proposed cost share, if provided, will be reviewed for compliance with the standards set forth in [2 CFR 200.306](#), [2 CFR 700.10](#), and the Standard Provision "Cost Sharing (Matching)" for U.S. entities, or the *Standard Provision "Cost Share" for non-U.S. entities*.

The AO will perform a risk assessment ([2 CFR 200.206](#)). The AO may determine that a pre- award survey is required to inform the risk assessment in determining whether the prospective recipient has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with “specific conditions” ([2 CFR 200.208](#)).

**[END OF SECTION E]**

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## SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

### 1. FEDERAL AWARD NOTICES

If deemed successful, the selected Applicant will be provided a notice of award signed by the AO following the completion of USAID's merit review of the final technical application and its review of the final business/cost proposal. USAID will provide this notice electronically to the point of contact indicated on the cover page of the technical application.

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

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.

### 2. ADMINISTRATIVE AND NATIONAL POLICY REQUIREMENTS

The resulting award from this NOFO will be administered in accordance with the [Standard Provisions for Non-U.S. Non-governmental Organizations](#) (ADS 303).

Policies and federal regulations can be found at the following website: ADS 303 (<https://www.usaid.gov/ads/policy/300/303>)

This NOFO only contains provisions that are required at this stage. The actual Standard Provisions included in the award will be determined at time of award. The award will include the latest Mandatory Provisions for Non-U.S., Non-Governmental organizations, as applicable, to the selected Recipient.

### 3. PLANS AND REPORTING REQUIREMENTS

The recipient must adhere to all reporting requirements listed below. All plans and reports must be submitted in English. Documents must be submitted electronically by email by the due date for review by the Agreement Officer's Representative (AOR) designated by the AO. Reports and related requirements will be included in the Cooperative Agreement issued as a result of this NOFO.

Requirements for periodic performance reports are contained below and are supplemented by [2 CFR 200.328](#). Copies of all required financial reports will be submitted to the Agreement Officer's Representative (AOR) at USAID/West Africa, as well as the Agreement Officer (AO) and designated Acquisition & Assistance Specialist at USAID/West Africa.

The Applicant is reminded to budget prudent and adequate resources for completing the required reporting. All reports shall be in the English language, unless otherwise specified by the AOR.

Electronic submissions are preferred. The Recipient will provide the following reports to the USAID Agreement Officer's Representative (AOR) and the Agreement Officer, as specified below, in accordance with [2 CFR 200.328](#) and [2 CFR 200.327](#) and the Substantial Involvement provisions as mentioned in the B.3 of this NOFO.

### **3.1 Plans**

**3.1.1 Annual Work Plan** - Recipient shall submit a draft work plan within 30 days after the date of the award, to the AOR for approval. The AOR will provide technical feedback to the Recipient within 15 days. The first-year annual work plan shall be finalized by the Recipient within 15 days. Subsequently, annual work plans shall be prepared and submitted for AOR's approval annually by September 1st. The annual work plan shall be approved no later than September 30th.

These work plans must include, at a minimum:

1. Program activities per component and information on how activities will be implemented.
2. Corresponding schedule depicted on a Gantt chart and level of effort required to complete the interventions.
3. Timeline for implementation, including milestones and target completion dates.
5. Procurement Plan.
6. Detailed budget per component/activity.

In addition to the submission of the electronic copy of the annual work plans described above, the recipient must present the plan to the AOR and other interested USAID staff on an annual basis. This presentation will be held in or around October of each year and organized in collaboration with the AOR. All substantial changes in the Annual Work Plan require prior written approval of the AOR.

**3.1.2 Monitoring, Evaluation & Learning (MEL) Plan:** Program monitoring, evaluation, and learning should emphasize the systematic process of collecting and analyzing performance data and other information to track progress toward planned results. Monitoring and evaluation should be used to influence decision making and resource allocation and to inform changes during activity implementation, as needed.

The Applicant must submit a Monitoring, Evaluation and Learning Final Plan 90 calendar days from the cooperative agreement effective date. The Applicant will review the MEL plan annually and amend it as necessary, but amendments will be approved by the AOR.

The MEL plan must cover the full period of the Cooperative Agreement and must include, but not necessarily be limited to, the following:

- The activity’s monitoring approach, including relevant performance indicators of activity outputs and outcomes, including targets.
- The detailed data management approach, including the vision for continuous quality improvement and capacity building at all implementation levels.
- Plans for collaborating with any external evaluations planned by the Mission (e.g., mid-term and/or end-of-project evaluations).
- Learning activities, including the formulation of learning questions and knowledge capture throughout activity life.
- Plans to ensure quality of data and collaboration in the implementation of Data Quality Assessments.
- Roles and responsibilities for all proposed monitoring, evaluation and learning actions, And
- A Collaborating, Learning, and Adapting (CLA) Plan, which will establish a plan and agenda for robust CLA (including program questions and evidence gaps) <https://usaidlearninglab.org/grg/understanding-cla-0>

The recipient’s activity MEL plan must ensure that USAID/West Africa indicators are tracked and reported on, to include relevant Strategic Framework and other indicators, as identified in USAID/West Africa’s Performance Management Plan (PMP). Other required indicators, such as standard foreign assistance indicators, to support USAID/Africa’s annual reporting must also be included as part of the activity’s MEL Plan.

The AOR will review the draft MEL plan and provide written comments/suggestions to the recipient. The recipient must finalize the plan no later than 15 days from receipt of the AOR’s written comments/suggestions. Revised MEL plans may be acknowledged only with AOR written approval.

#### Performance Monitoring Plan (PMP)

To measure progress of implementation, as part of its MEL plan, the CHES applicant must submit a PMP – which outlines expected results, process and outcome indicators, baseline, and targets – as part of its application and revised annually as part of work plan development. The PMP will be updated quarterly and submitted as an annex in quarterly

reports. USAID/West Africa's team will support the CHES recipient to finalize the PMP. The PMP will include standard U.S. government indicators under all relevant program areas, as appropriate, in addition to custom indicators for specific local management needs. The recipient will report on PMP indicators during quarterly and annual reports in line with USAID reporting requirements. The PMP may be subject to change (s) or amendments as per directives received from USAID.

For evaluation and data quality analysis components, the project design will discuss program and data quality control measures to be put in place and how such measures will be implemented. The PMP will be included as part of each report (quarterly and annual reports).

### **3.1.3 Close-out and Disposition Plan:**

The Recipient must submit a Closeout and Disposition Plan detailing the phase-out of in-country operations and completion of all required actions no later than ninety (90) calendar days prior to the award end date.

The plan will include, but is not limited to, the following:

1. Dates for final delivery of all goods and services for sub-grants and sub-contracts.
2. A property disposition plan for the Recipient and sub-grantees or sub-contractors in accordance with agreement requirements, which must be approved by the AO.
3. Recipient review of agreement files for audit purposes and final billing to USAID.
4. A schedule to address office leases, bank accounts, utilities, cell phones, personnel notification, outstanding travel and social payments, household shipments, vehicles, phone subscriptions, etc.
5. Receipt of all final invoices and agreement financial and performance reports.
6. Report on the estimated amount of funds not required for the completion of the agreement.
7. Report on compliance with all local labor laws, tax clearances, and other appropriate compliance matters.

### **3.1.4 Branding Strategy and Marking Plan**

Branding and Marking Plan: The Applicant will be required to submit a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer within thirty (30) days of the award. A Branding Implementation Strategy and Marking Plan must be in accordance with USAID Branding and Marking Plan as required per ADS 320 at the following link: <https://www.usaid.gov/policy/ads/300/>.

Project Factsheet: Should be shared with USAID by the Recipient upon starting the project launch and an updated version should be shared with USAID every year.

Success stories of the project: Should be shared with USAID by the Recipient every quarter.

The Recipient's final, approved Branding Strategy and Marking Plan will be made part of this Agreement.

***NOTE: Branding Strategy and Marking Plan will be incorporated into the Agreement by modification.***

### **3.1.5 Communications and Outreach Plan**

Within 60 days of award, the recipient must submit a Communications and Outreach (C&O) Plan for USAID's review and approval. The C&O Plan must explain how the recipient will create and implement a variety of appropriate outreach and communications tools and platforms to i) raise public awareness, understanding, and support for the Activity; ii) help advance the Activity's programmatic objectives; and iii) contribute to knowledge management, including through close coordination with the MELP. The recipient will also include an annual Communications Calendar noting key elements and activities warranting public information and outreach activities. The C&O Plan must identify the audience (primary and secondary), format, schedule, and purpose of all internal and external communications products. It must include plans for submission of Success Stories across the period of performance.

The C&O Plan must include a narrative section describing the strategic purpose for each outreach tool not listed among the required reports. Additionally, the C&O Plan must include a section describing the resource needs for each communications product, to ensure adequate planning and execution of the plan to produce high-quality, timely, succinct, and effective communications tools. The Plan must also describe how it articulates and complements the MEL Plan.

The draft C&O Plan will be refined jointly with the AOR and USAID's Development Outreach and Communications Specialists. The C&O Plan must align with the Branding Implementation strategy and Marking Plan, which describes how the recipient will communicate to beneficiaries and stakeholder audiences that the work of this agreement is from the American people per the Branding Strategy and USAID Branding Guidelines (see <https://www.usaid.gov/branding> ).

## **3.2 Reports**

**3.2.1 Financial Reporting** - The recipient must submit quarterly financial reports using the SF-425 Federal Financial Reporting form available at Federal Financial Report | GSA. The recipient will send the completed SF-425 by e-mail to the AOR and copy the AO and



the USAID/West Africa Regional Financial Management Office (RFMO) at [accrapayments@usaid.gov](mailto:accrapayments@usaid.gov), within 30 calendar days following the end of each USAID quarter. Reports are due as noted below:

<i>Reporting Quarter</i>	<i>SF-425 Due Date</i>
January 1 – March 31	April 30
April 1 – June 30	July 31
July 1 – September 30	October 31
October 1 – December 31	January 31

The recipient must submit the Final Financial Report within 90 days after the end of the activity. If the recipient has a Letter of Credit with the US government, the recipient must submit a copy of the “Final” Federal Financial Report (FFR/SF-425) report for this award to the USAID LOC Team at [locfinalreport@usaid.gov](mailto:locfinalreport@usaid.gov).

**3.2.2 Quarterly Progress Reports** - The Recipient shall submit (electronically) the performance report to the Agreement Officer’s Representative (AOR), and to the Agreement Officer no later than 30 days after the end of the quarter. The performance reports are required to be submitted quarterly and shall contain the information required by 2 CFR 200.329 and other relevant information specified by the AOR. The following quarter end dates shall be used for quarterly reports: 3/31, 6/30, 9/30, and 12/31. For each action, the Recipient will designate responsible parties and establish a timeframe for completion.

Quarterly performance reports shall include at a minimum:

1. A comparison of actual accomplishments to the objectives of the Federal award established for the period.
2. The reasons why established goals were not met, if applicable.
3. The applicant shall provide USAID with a short description of specific program success stories on a quarterly basis to assist the Mission in accurately describing the impact of the activities. These stories should wherever possible reflect the impact on specific communities, producer associations or individuals.
4. The progress report corresponding to the last quarter of the fiscal year shall also include a description of the activities, achievements, and challenges of that fiscal year.
5. The applicant shall provide USAID with the Executive summary and the complete Quarterly Progress Report in English.

Annual Reports – The fourth quarterly report will be replaced by the Annual Performance Report and will be due on October 1 of each year.

**3.2.3 Final Performance Report** – A draft final performance report must be submitted 60 calendar days before the end of the award. The Recipient must submit the final version to the Regional Financial Management Office (RFMO), the Agreement Officer (AO), and the AOR within 90 calendar days after the end of the Cooperative Agreement. In addition, the Recipient shall submit one copy via e-mail to [DocSubmit@usaid.gov](mailto:DocSubmit@usaid.gov).

The Final Performance Report should include the following:

- An Executive Summary describing the project, overall accomplishments, lessons learned, and conclusions about future assistance needs.
- Overall description of the project and activities implemented.
- Description of overall achievements and results during the life of the project.
- Assessment of progress made in achieving the project’s goal, objectives, and expected results.
- Any shortcomings or difficulties encountered, and reasons why expected results were not met, if applicable.
- Summary of MEL Plan indicator results and an assessment of indicators’ relative usefulness in tracking project progress.
- Summary of key findings from internal evaluations and assessments.
- Summary of learning activities, including progress made in responding to key research questions around critical knowledge gaps in the learning agenda.
- Changes in the project environment over the course of implementation.
- Changes in project design and implementation, as well as summary of adaptive management approaches applied.
- Summary of lessons learned.
- Recommendations regarding unfinished work, if applicable; and
- Recommendations relevant to future project design and implementation.

The Final Performance Report must also include a list of all reports, publications, evaluations, and information and media products produced under this agreement, as well as confirmation that all products were submitted to the USAID Development Experience Clearinghouse (DEC).

#### **4. PROGRAM INCOME**

No program income is anticipated under this award. Any program income generated under the award will be added to USAID funding and used for program purposes.

## 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

[/https://www.usaid.gov/sites/default/files/documents/201.pdf](https://www.usaid.gov/sites/default/files/documents/201.pdf)) and

[/https://www.usaid.gov/sites/default/files/documents/204.pdf](https://www.usaid.gov/sites/default/files/documents/204.pdf)), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities.

The Recipient's environmental compliance obligations under these regulations and procedures are specified in the following paragraphs.

An environmental examination has been prepared and approved in accordance with 22 CFR 216.2 for the program financed under this Agreement, which covers activities expected to be implemented under this Agreement.

No activity funded under this Cooperative Agreement will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE), Initial Environmental Examination (IEE) duly signed by the Bureau Environmental Officer (BEO). Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID.

As part of its initial Work Plan, and all Annual Work Plans thereafter, the Recipient, in collaboration with the USAID AOR and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this Cooperative Agreement to determine if they are within the scope of the approved Regulation 216 environmental documentation. The recipient must comply with:

USAID Regulation 22 CFR 216, Agency Environmental Procedures

[\(\[http://www.usaid.gov/our\\\_work/environment/compliance/22cfr216.htm\]\(http://www.usaid.gov/our\_work/environment/compliance/22cfr216.htm\)\)](http://www.usaid.gov/our_work/environment/compliance/22cfr216.htm)

Environmental Guidelines for Small-Scale Activities in Africa, 2nd edition

[\(<http://www.encapafrica.org/egssaa.htm>\)](http://www.encapafrica.org/egssaa.htm)

AND

Sector Environmental Guidelines for healthcare waste

[\(<https://www.usaid.gov/environmental-procedures/sectoral-environmental-social-best-practices/sector-environmental-guidelines-resources#hw>\)](https://www.usaid.gov/environmental-procedures/sectoral-environmental-social-best-practices/sector-environmental-guidelines-resources#hw).

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

## **6. GENDER CONSIDERATIONS**

Promoting gender equality and advancing the status of all women and girls around the world is vital to achieving U.S. foreign policy and development objectives. As part of the design of any proposed activity, the recipient will assess, identify, and ensure the proposed program addresses gender issues which impact the participation of men and women.

In coordination with other relevant stakeholders, INTEG-CLM-PHC recipient must integrate the gender analysis findings into the strategic approach and annual work plans. The Recipient must propose how the identified gender disparities will be addressed. Gender considerations will be part of the baseline, mid- and end-term evaluations.

Refer to USAID ADS 205 found at <https://www.usaid.gov/ads/policy/200/205> and <https://www.usaid.gov/sites/default/files/documents/205.pdf> for more information on integrating this policy into the applicant's approach.

**[END OF SECTION F]**

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

1. Any questions or comments concerning this NOFO or during the award process must be submitted in writing by email to the **points of contact** shown below:

Yves Kore  
Supervisory Agreement Officer  
U.S Agency for International Development  
U.S Embassy, Ghana Accra  
No. 24 Fourth Circular Road, Cantonments  
P.O. Box 1630 Accra, Ghana  
Email: [ykore@usaid.gov](mailto:ykore@usaid.gov)

Samuel Nwanokwu  
Senior Acquisition and Assistance Specialist  
U.S Agency for International Development  
U.S Embassy, Ghana Accra  
No. 24 Fourth Circular Road, Cantonments  
P.O. Box 1630 Accra, Ghana  
Email: [snwanokwu@usaid.gov](mailto:snwanokwu@usaid.gov)

Osei Asamoah-Bonsu  
Acquisition and Assistance Specialist  
U.S Agency for International Development  
U.S Embassy, Ghana Accra  
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P.O. Box 1630 Accra, Ghana  
Email: [ogasamoabonsu@usaid.gov](mailto:ogasamoabonsu@usaid.gov)

Robert Ago-Josiah  
Acquisition and Assistance Specialist  
U.S Agency for International Development  
U.S Embassy, Ghana Accra  
No. 24 Fourth Circular Road, Cantonments  
P.O. Box 1630 Accra, Ghana  
Email: [ragojosiah@usaid.gov](mailto:ragojosiah@usaid.gov)

Alex Larbie  
Acquisition and Assistance Specialist  
U.S Agency for International Development  
U.S Embassy, Ghana Accra  
No. 24 Fourth Circular Road, Cantonments  
P.O. Box 1630 Accra, Ghana  
Email: [alarbie@usaid.gov](mailto:alarbie@usaid.gov)

## **2. Acquisition and Assistance Ombudsman**

The A&A Ombudsman helps ensure equitable treatment of all parties who participate in USAID's acquisition and assistance process. The A&A Ombudsman serves as a resource for all organizations who are doing or wish to do business with USAID. Please visit this page for additional information: <https://www.usaid.gov/work-usaid/acquisition-assistance-ombudsman>

The A&A Ombudsman may be contacted via: [Ombudsman@usaid.gov](mailto:Ombudsman@usaid.gov)

**[END OF SECTION G]**

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## SECTION H: OTHER INFORMATION

### 1. USAID RIGHTS

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.

### 2. APPLICATIONS WITH PROPRIETARY DATA

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

*“This application includes data that must not be 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 phrase:

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

**[END OF SECTION H]**

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**ANNEX 1 – BUDGET TEMPLATE**

In addition to the information provided through the SF-424 series forms required under D-3.2.3.2, the Applicant should use the attached excel budget template to develop its cost proposal. As noted in section D-3.2.3.4, the excel budget must be accompanied by a budget narrative, developed in searchable Microsoft Word and/or PDF formats.

See attached file: “Annex 1. USAID/West Africa Togo INTEG-CLM-PHC Budget Template”

**[END OF ANNEX 1]**



**ANNEX 2 – ACRONYMS AND ABBREVIATIONS**

CNLS	Conseil National de Lutte Contre le sida
FP	Family Planning
HIV	Human immunodeficiency virus
IEE	Initial Environmental Examination
KP	Key personnel or Key Populations
Non-KP	Non-Key Personnel
PHC	Primary Health Care
PLHIV	People Living with HIV
PNLS	Programme National de Lutte Contre le sida
RHO	Regional Health Office
UNFPA	United Nations Population Fund
USG	United States Government
WA	West Africa

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