

MILLENNIUM CHALLENGE CORPORATION
NOTICE OF FUNDING OPPORTUNITY #MCC-16-RFA-0002
MCC-PEPFAR Tanzania Data Collaborative (Co-Lab) Project

COVER LETTER

Dear Applicants,

The Millennium Challenge Corporation (MCC) is seeking organizations based in East Africa, legally registered and with an office in Tanzania to submit applications to provide technical assistance for the “Tanzania Data Collaborative (Co-Lab) Project”, which is one among several investments under a broader Data Collaboratives for Local Impact Umbrella Program. This is the initial announcement for this new funding opportunity.

The Catalog of Federal Domestic Assistance (CFDA) number is 85.002 MCC Foreign Assistance for Overseas Programs. For the purposes of this Notification of Funding Opportunity (NOFO) the term "Grant" is synonymous with "Cooperative Agreement"; "Grantee" is synonymous with "Recipient"; and "Grant Officer" is synonymous with "Agreement Officer".

Eligible organizations interested in submitting an application are encouraged to read this NOFO thoroughly to understand the nature of the work required, the application submission requirements, and the evaluation process. The funding opportunity number is **MCC-16-RFA-0002**.

Key dates and references for this NOFO are as follows:

Issue Date	November 23, 2015
Deadline for Phase I Pre-Application Teleconference Registration	November 30, 2015
Phase I Pre-Application Teleconference/Questions Submittal	December 4, 4:00 pm (Tanzania)
Anticipated Amendment response to Questions	December 7, 2015
Deadline for Phase I Applications (Concept Paper)	December 9, 2015, 5 pm (Tanzania)
Phase I Applicants are notified	December 15, 2015
Deadline for Phase II Pre-Application Conference Registration	
Phase II Pre-Application Conference, In-Person/Teleconference	January 11, 2015, 3 pm (Tanzania)
Deadline for Final Phase II Questions Submittal	January 13, 2015, 5 pm (Tanzania)
Anticipated Amendment response to Questions	January 15, 2015
Deadline for Phase II Applications	January 25, 2016, 5 pm Tanzania time

Program (Project) Name:

“Tanzania Data Collaborative
(Co-Lab)

Notice of Funding Opportunity Number:

MCC-16-RFA-0002

The successful Applicant will be responsible for achieving the Project’s tasks and objectives while also contributing to target achievements, expectations and milestones provided. All questions and correspondence for this NOFO should be directed to the point of contacts specified in Section D. All MCC’s responses will be posted on www.grants.gov under this NOFO number.

Issue of this NOFO does not constitute a commitment from MCC to award the program. All applications and submission costs are at the Applicants’ expense. MCC will not pay for any costs incurred in preparation of the applications.

We encourage you to apply to this exciting new funding opportunity, working with us to increase the use of data for decision-making for greater local impact!

Agreement Officer

Taylor Wolf
MCC/Washington

List of Acronyms

Acronym	Full Term
ADC	Africa Data Consensus
AIDS	Acquired immune Deficiency Syndrome
AO	Agreement Officer
AODC	Africa Open Data Conference
AOR	Agreement Officer's Representative
BRN	Big Results Now
CFDA	Catalog of Federal Domestic Assistance
CFR	Code of Federal Regulations
COP	Country Operational Plan
COSTECH	Tanzania Commission for Science and Technology
CPA	Certified Public Accountant
CPU	Central Processing Unit
CSO	Civil Society Organization
DREAMS	Determined, Resilient, Empowered, Aids-free, Mentored, and Safe
DUNS	Data Universal Numbering System
FAPIIS	Federal Awardee Performance and Integrity Information System
FAQ	Frequently Asked Question
GAAS	Generally Accepted Auditing Standards
GOT	Government of Tanzania
GPSDD	Global Partnership for Sustainable Development Data
GSA	General Services Administration
HIV	Human Immunodeficiency Virus
IATI	International Aid Transparency Index
IBC	Interior Business Center
IDRC	International Development Research Center
IHE	Institution for Higher Education
IT	Information Technology
M&E	Monitoring and Evaluation
MCC	Millennium Challenge Corporation
MOA	Memorandum of Agreement
MOOC	Massive Open Online Course
NGO	Non-Governmental Organization
NICRA	Negotiated Indirect Cost Rate Agreement
NOFO	Notice of Funding Opportunity
NSO	National Statistics Office
OD4D	Open Data 4 Development
ODC	Other Direct Cost
ODI	Open Data Institute
OGP	Open Government Partnership

Acronym	Full Term
PC	Personal Computer
PD	Project Description
PDF	Portable Document Format
PEPFAR	President's Emergency Plan for AIDS Relief
PM	Project Monitor
POART	Portfolio Oversight Accountability Response Team
SAM	System for Award Management
SC	Selection Committee

SECTION A. PROGRAM DESCRIPTION

1. INTRODUCTION

I. Authority

Pursuant to the Millennium Challenge Corporation Act of 2003, as amended, the United States Government (USG), as represented by the Millennium Challenge Corporation (MCC), is seeking support for the activities described below, and requests applications from eligible organizations (see Section C of this NOFO) to manage and implement the Tanzania Data Collaborative (Co-Lab) Project. MCC is a government corporation as defined in section 103 of title 5, United States Code, established by the U.S. Congress. It is an independent agency separate from the State Department and USAID applying a new philosophy toward foreign aid..

II. Administration of Award(s) Resulting from this NOFO

The prime award(s) resulting from this NOFO will be administered in accordance with the following:

1. 2 CFR 200 UNIFORM ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl
2. MCC's STANDARD PROVISIONS (attached to NOFO)
3. MCC's GRANTS AND COOPERATIVE AGREEMENT MANUAL
4. PEPFAR STEWARDSHIP AND OVERSIGHT ACT OF 2013
<https://www.govtrack.us/congress/bills/113/s1545/text>

2. PROJECT (PROGRAM) DESCRIPTION

I. INTRODUCTION

Organizational Background

The Millennium Challenge Corporation (MCC) is a U.S. Government corporation whose mission is to provide assistance that will support economic growth and poverty reduction in carefully selected countries that demonstrate a commitment to just and democratic governance, economic freedom, and investments in their citizens. Eligible countries develop, in coordination with MCC, a program agreement (Compact) that is then implemented during five years. Our model is defined by core principles, of selectivity, country ownership, transparency, and a focus on results. For more information on MCC, please visit www.mcc.gov.

Over its 11-year history, MCC has developed extensive experience in setting up country-led programs inspired by data. MCC is a world leader in data transparency, ranking among the top three most transparent aid organizations in the world in Publish What You Fund's 2014 Aid Transparency Index. MCC is committed to ensuring that the exponential pace of the data revolution enables more inclusive growth, innovation, and participation by communities that will benefit from development the most but currently have the least access to technology and data.

The United States President's Emergency Plan for AIDS Relief (PEPFAR) is using and sharing data in unprecedented ways for greater transparency, accountability, and impact. In an effort to do the right things in the right places, PEPFAR is using data to strategically target geographic areas and populations with the highest HIV burden to accelerate progress toward epidemic control. PEPFAR is also opening its data through the PEPFAR Dashboards, enabling all to view, download and utilize PEPFAR data, to optimize program effectiveness and foster mutual accountability. PEPFAR is committed to putting data at the center of decision-making to achieve the greatest impact for investments and achieve an AIDS-free generation. For more information, please visit www.pepfar.gov/pepfar/.

Data Collaboratives for Local Impact

MCC and PEPFAR entered into a partnership and signed a Memorandum of Agreement (MOA) in March 2014, which was subsequently amended in April 2015, to explore opportunities to strengthen country data, including open data, systems through a program currently referred to as “Data Collaboratives¹ for Local Impact” (hereafter referred to as “Data Collaboratives” or “Program”). The Program will support country capacity and efforts to compile and use data from various sources to support decision-making, and improve programmatic planning effectiveness and mutual accountability (at the local, national and global levels). The Program will initially invest in Tanzania.

The nature and timing of the Data Collaboratives fits into the broader context of the global data revolution, including the formation of the Global Partnership for Sustainable Development Data (The Global Data Partnership)². Working in collaboration with the Global Data Partnership, the Data Collaboratives will demonstrate how multi-stakeholder collaboration can leverage data, processes, systems and know-how to monitor progress toward and achieve concrete local objectives, national country-led plans and the Sustainable Development Goals. A vibrant open data ecosystem should promote transparency, mutual accountability and citizen engagement. Open data and the types of initiatives that advocate for greater data openness such as the International Open Data Charter³ and Open Contracting⁴ can potentially unlock billions in additional economic value in sectors such as education, transportation, energy and health, thereby giving rise to entrepreneurial businesses, innovation, and improved, more-efficient services.

Consistent with the vision of the Global Data Partnership, PEPFAR and MCC share the common interest of implementing programs and collaborations to promote and support the use of data including open data to improve the frequency and effective use of data to drive decision-making in African countries.

Problem Formulation, Root Cause Analysis and Need

¹ A “Collaborative” is defined as the sustained activity and output of collaboration between different actors, using data-based evidence, to solve a problem in a practical, holistic and sustainable way.

² For more information on the GPSDD, see <http://www.data4sdgs.org/>

³ <http://www.opendatacharter.org/>.

⁴ <http://www.open-contracting.org/>.

Based on initial consultation and scoping⁵, the data environment in Sub-Saharan Africa (SSA) countries is evolving but remains constrained on several important fronts, particularly at the subnational and local levels where there is a need for greater capacity to use data for decision making to inform, drive, and measure development impact. Refer to Annex I which includes a root-cause analysis and presents a high-level program logic for the Data Collaboratives for Local Impact.

The central problem to be addressed through the Data Collaboratives is that data are infrequently and insufficiently used to support decision making, at all levels. As shown in Annex I, this ultimately results in fewer benefits to people at the local level, both as individuals who could perhaps improve their livelihoods from greater access to, and use of, data, but also as recipients of benefits from investors and service providers, including governments, as well as donors, not-for-profit organizations and the private sector⁶. While the problem diagnosis is expected to be refined over time, key root causes (e.g. lack of trust, insufficient positive experience with data sharing and use, insufficient connectivity resources, limited technical and human capacity to use data, limited financial resources to enable higher levels of technology penetration, and inexistent, insufficient and/or poorly applied standards) are emerging and contribute to some of the following interconnecting and self-reinforcing constraints:

1. Demand side: Civil society⁷, the Government, private sector and the general public are not sufficiently valuing and using data in decision making. In general, civil society, the private sector and the general public are only marginally asking for, creating, and/or using data, nor are they empowered to value and use data, and they are thereby not contributing to the important feedback loop that drives innovation and/or mutual accountability.
2. Supply side: Insufficient data are shared among government, donors, civil society, the private sectors and others. Data that are available is of variable (often poor) quality, and are not necessarily accurate nor pertinent to individuals wishing to use the information to improve their livelihoods or organizations for resource planning requirements or service delivery, particularly at the subnational (district and/or county) level.
3. Technical capacity: Systems including useful dashboards are not in place to view, track and manage national or subnational level programmatic commitments, and capacity to produce, access, and use data is limited.

⁵ MCC and PEPFAR conducted consultation that has included more than 80 organizations and stakeholders based in Tanzania, Zambia, Kenya, and Africa more broadly and globally. Scoping involved assessment against components of a country data ecosystem.

⁶ Private sector refers here to that part of the economy which is run by private individuals or groups, usually as a means of enterprise for [profit](#), and is not controlled by the [State](#).

⁷ Civil society refers to the "aggregate of non-governmental organizations and institutions that manifest interests and will of citizens." *Civil society* includes the family and the private sphere, referred to as the "third sector" of *society*, distinct from government and business. In effect, *civil society* is seen as a social sphere separate from both the state and the market. The increasingly accepted understanding of the term *civil society* organizations (CSOs) is that of non-state, not-for-profit, voluntary organizations formed by people in that social sphere.

4. Operating environment: Policies and legislation affecting open data are evolving, and data priorities among government (even within and between government ministries), the private sector and civil society are insufficiently aligned.

The above constraints also limit opportunities for an important feedback loop (between citizens at the service delivery level and governments, donors as well as the private sector who make development decisions and investments) that is important for programmatic effectiveness and mutual accountability – and even for a data ecosystem to sustainably grow and evolve. Without addressing these issues at the local level, and without targeted beneficiaries in mind, the exponential pace of data revolution may exclude socially disadvantaged communities (digital divide) that have the greatest need for data and evidence-based development programs. These are the same communities that also already have the least access to data and technology and for which data and evidenced-based decision making is not systematically applied. However, through emerging mobile technologies and increasing connectivity through affordable cell phones, tablets and other hand-held devices, opportunities for more inclusive data activities are increasing.

There has been comparatively little investment in enhancing the capacity of subnational level (district and/or county) institutions, civil society and intermediaries, combined with targeted national efforts, to holistically use data for decision making and to increase program and policy impact. Most efforts involving data have disproportionally focused on the donors' own internal management information systems and/or the national (supply) level through investments in *eGovernment* or *edata* portals, national statistics offices (NSOs), and/or limited institutional capacity building. Further, as the global community begins tracking the Sustainable Development Goals (SDGs), there is a need and an opportunity to demonstrate how data can support more effective investments and galvanize collaboration among global, national and subnational stakeholders to meet specific targets and to improve lives.

II. BACKGROUND

A. Context and Connection to Sustainable Development Goals (SDGs)

Over three years, PEPFAR and MCC will invest up to \$21.8 million in the Data Collaboratives to demonstrate how collaborations bringing together disparate data can improve data quality, decision-making, transparency and eventually contribute to more effective programs, greater local impact, and mutual accountability. This effort, which will be implemented in collaboration with the Global Data Partnership (www.data4sdgs.org), which was launched in September 2015, will initially be implemented in Tanzania.

The Program will focus on government, donor, civil society, and the private sector data relating to HIV/AIDS and broader health, including health-related aspects of gender equality, and economic growth – and would therefore fall within the scope of efforts relating to the following Sustainable Development Goals (SDGs): 3 (Health and Wellbeing); 5 (Gender Equality); 8 (Decent Work and Economic Growth); and 17 (Partnerships to Achieve SDGs). However, it is assumed that the lessons learned and capacity enhancements would be of relevance to other sectors and SDGs. As relevant, Data Collaboratives would also support the priority PEPFAR programmatic objective of

reducing new HIV infections among adolescent girls in target districts, a goal that is also central to PEPFAR’s 3-year DREAMS Partnership⁸, as one of its potential data impact applications.

Overview of the Data Collaboratives for Local Impact Program and Projects

The Data Collaboratives for Local Impact Program will initially fund investments in the following three areas, as integral and interconnected components of the overall investment:

1. Tanzania Data Collaborative (or “Co-Lab”), **and the focus of this request for proposal (i.e., Applicants are herein requested to submit applications only for this component out of the three (03) mentioned Program components)**: Venue, technology platform and working space to share, combine and use data from multiple sectors and sources. At national and sub-national levels, there are opportunities to connect local objectives to Tanzanian national priorities, global commitments (e.g. Global Data Partnership), and resources. The Co-Lab will be a center of activity and excellence to connect these resources and build the capabilities to make open data and data analysis a more prominent part of decision-making in Tanzania. The Co-Lab is also intended to be the anchor project for the Data Collaboratives Program, interconnecting with and making resources available in support of other projects and their respective stakeholders.
2. Subnational Data Collaboratives: This Project, which is still under development, will seek to improve the capacity of DREAMS subnational and district/county institutions to provide actionable data locally and increase citizen, infomediary⁹, community stakeholder organizations (CSOs), and small and medium enterprise (SME) participation in improving services and/or use of data to improve lives. There are major data gaps at the subnational levels – and comparatively lesser investment from governments, donors and the private sector. At the same time, subnational levels are precisely where added focus is needed to achieve local impact and even more so given the trends related to decentralization of power, funds, and decision-making from national to subnational levels.
3. Data for Local Impact Innovation Challenge (hereafter as the “Data Innovation Challenge” or “Challenge”): This Project will involve establishing a flexible online and operations platform that will be used to launch two (02) or three (03) grant and/or success-contingent awards challenge windows¹⁰ per year, in a variety of themes, and open only to local (i.e. in-country nationals) individuals, groups, collaborations and/or organizations. It will aim to strategically surface, engage, support, and connect local innovators, entrepreneurs, advocates, and south-to-south collaborators, to unlock datasets, as well as to fill data gaps

⁸ A partnership between PEPFAR, Bill & Melinda Gates Foundation, and Nike Foundation, which seeks to reduce new HIV infections among high risk adolescent girls. DREAMS will focus on key districts based on HIV incidence, where data are available, or HIV prevalence where data are not available. The chosen districts will be in line with the larger geographic prioritization within PEPFAR, and represent an opportunity for complementary data-related (gaps or capacity) investments through the Country Data Collaboratives.

⁹ An infomediary is company, group and/or website that gathers, organizes and repackages information and acts as an intermediary and/or advocate between those who want or need the information and those who supply the information. In many cases, infomediaries can help to put information into a format that is more accessible or more understandable to others that may not have as much experience with data, for example through products such as infographics amongst others.

¹⁰ The actual number of windows and their frequency will be determined in a Grants/Prizes Operations Manual.

to strengthen the overall data ecosystem while also responding to local, subnational and national priorities as well as the select requirements of the Data Collaboratives and the DREAMS partnership.

Tanzania Data Collaborative Project Logic

As shown in Annex I (Program Logic), the Tanzania Data Collaborative (Co-Lab) will complement investments made via the Data Innovation Challenge and other project investments that are going to be part of the Data Collaboratives for Local Impact Program. Specifically, the Co-Lab will contribute to addressing some of the following specific root causes of infrequent and ineffective use of data to support decision making:

- Insufficient IT systems and infrastructure for data including open data in Tanzania and the East Africa region;
- Insufficient positive experience with data use and sharing;
- Insufficient data quality;
- Limited capacity of different Tanzanian stakeholders as well as local infomediaries in data use and data science – and including technical (IT) capacity;
- Insufficient regional collaborations and networking to share innovative uses / applications of data and contribute to the data revolution; and
- Insufficient technology penetration.

As an anchor investment of the overall Data Collaboratives for Local Impact Program, the functional and operational goals of the Tanzania Data Collaborative are intended to remove or decrease some of the key constraints on more effective use of data in decision-making at many levels – and to support the activities contemplated as part of the other core projects that will be part of program. These goals include:

1. Establishing an active, supportive (virtual, physical and IT) environment in which data openness is encouraged, information sharing is the preferred culture, and local impact – the use of information to improve peoples’ lives – is the focus of efforts;
2. Improving the capacity of program stakeholders and in the data ecosystem to produce, synthesize and utilize data including “open” data;
3. Improving policy supporting the publication and use of data; and
4. Making available IT systems for storing, accessing, organizing, and sharing data.
5. Engage, support and connect program stakeholders to local needs and priorities, regional efforts and global partnerships for greater combined impact and program sustainability.

Connectivity between Projects

There are inherent connections between each of the projects of the Data Collaborative Program in that each project seeks to address one or more root causes leading to the insufficient or ineffective use of data for decision making. The Co-Lab is being designed as the anchor Project, with opportunities for synergy from the national level to the local, regional and global. In particular, there are many potential connections between the Data for Local Impact Challenge and the Co-Lab. For example, it possible to envision that the training offered in the lab would help engage

and build the capacity of individuals who might participate in the Challenge competitions. Similarly, it is also envisioned that the lab could bring together successful grantees to leverage data surfaced by entrepreneurs and innovators, or to offer some of the mentorship, support and training that may be needed by grantees. In addition, there will likely be a connection between the Co-Lab and the capacity building and citizen engagement in select subnational level districts as part of another project under development. Finally, by virtue of its activities involving networking with other labs in the region, it is hoped that the Co-Lab can support broader collaborations, policy making with regards to data, and other initiatives such as the national data revolution roadmaps or regional and international efforts such as the Africa Data Consensus (ADC), the Open Data Charter or those relating to tracking SDGs.

Flexibility and provision for these types of opportunistic overlap and desired synergies have been included in the activities which are proposed as part of this program description (PD) – and coordination among Applicants for different projects will be periodically required. However, the Applicant is encouraged to provide additional ideas, thoughts and strategies that would lead to stronger overall program integration.

III. PROGRAM (PROJECT) DESCRIPTION

MCC and PEPFAR are seeking **support of a local organization or a local organization in consortium with an international (regional) organization (the “Applicant”) registered or based in East Africa, preferably in Tanzania or at least capable of operating in Tanzania to finalize the design as well as to manage, oversee and review¹¹ the Tanzania Data Collaborative (“Co-Lab”) Project**, which will be based in Dar es Salaam, Tanzania¹².

The Co-Lab will provide a physical space, an information technology (IT) platform, and a data-use center, which, through a defined set of activities, will actively encourage collaborations among individuals and/or groups from governments, donors, civil society, infomediaries, the private sector and entrepreneurs on the innovative use of data to both achieve greater local impact and to further the data revolution. The Co-Lab will provide much-needed resources to data scientists and others who have a unique insight into the use of data to sustainably address local development challenges, as well as to those with an interest but less experience in data use. These resources include (i) a convening, co-working and incubator space; (ii) an IT platform and a hub to store, combine, analyze, visualize and share data from various sources; and (iii) capacity building and training.

To contribute to addressing some of the root causes of insufficient use of data for decision making (Section III, Subsection C), to build on some of the efforts that are already underway, and catalyze changes that will enable greater awareness of, capacity for and prominence in the use of data for decision making, the Co-Lab will support activities in the following four programmatic areas:

¹¹ See section IV, task 13.

¹² During the scoping phase of the overall program, it was shown that Tanzania is not necessarily in the lead when it comes to promoting the use of data, including open data, to drive development, but there are a number of relevant initiatives already underway to strengthen the data ecosystem. For example, the Government of Tanzania’s own commitments and work relating to the Open Government Partnership (OGP), Big Results Now (BRN) – and hosting the Africa Open Data Conference in September 2015. In addition, there has been significant support from donors like the World Bank in opening data sets in the areas of water, education and health.

1. Innovation and Collaboration
2. Skills Building and Training
3. Policy and Data Standards
4. Community Engagement for Local Impact

The Co-Lab is intended to be an anchor and center of excellence for open data activity in Tanzania and the region. While the Co-Lab will initially have a sectoral focus in areas of HIV/AIDS and health, gender equality and economic growth, it will contribute to the skills and resources needed to respond to the demand for the use of data in other sectors (agriculture, education, energy, etc.). Working with the Government of Tanzania (GoT), development partners such as the U.S. Government, and the World Bank as well as civil society organizations such as Twaweza and Restless Development, the Co-Lab will help to catalyze data-driven innovation within and across sectors.

As noted above, the Co-Lab will be located in Dar-es-Salaam, Tanzania. However as a center of data-related activity, it is envisioned that the Co-Lab would need to have regional, local and global reach: Regional via networking with other labs (e.g., iHub in Kenya or Outbox in Uganda); local through explicit outreach to select “pilot” districts where concurrent subnational-level engagement and investments are expected to take place to ensure alignment with local and subnational priorities and needs; and global through interactions with the ADC, International Open Data Charter and the Global Data Partnership.

Consequently, in developing and implementing the Co-Lab, the Applicant must be capable of performing duties as defined in this program description (PD) and approved work plans through its office in Dar-es-Salaam, as well as through online efforts and networks with relevant organizations and other data labs in Tanzania, East Africa, and the world.

While efforts are ongoing to consider different spaces for the Co-Lab, the successful Applicant will potentially be involved in managing the rehabilitation / preparation of the space provided. The Applicant would also be responsible for equipping and staffing the Co-Lab, in order to manage a set of core programmatic activities (see Tasks outlined in Section IV). The Applicant is also welcome to provide input on this aspect, may propose space which it may have access to and/or may be involved in the rehabilitation or preparation of the necessary locale.

In addition, the Applicant must demonstrate an ability to implement an approach that is holistic and takes into account the relevant local, national and global priorities, as well as regional initiatives and global partnerships to contribute to the necessary buy-in and maximize opportunities for local ownership and sustainability of the Co-Lab, including achieving some of the following envisioned mid-to longer term outcomes:

- Training and capacity building of a notable subset data ecosystem stakeholders, focusing on representatives from the government of Tanzania, civil society organizations, NGOs, and small and medium size entrepreneurs (SMEs);
- Increasing number and capacity of infomediaries working in open data, particularly those championing data to support efforts to combat HIV/AIDS, connections to

- economic growth and potential, gender consideration and relevant Sustainable Development Goals, while concurrently encouraging greater transparency at all levels for mutual accountability;
- Improved sharing of data between official and non-official sources, including a marked increase in the number of data sets that are open in Tanzania, as well as populating the Co-Lab server with new, existing, and unlocked data sets made available by the Data Collaboratives Program, partner organizations, and from other relevant sources;
 - Enhanced policy capacity of civil society and other organizations to integrate open data principles into their operating models, thus increasing the number of organizations which adopt and implement open data policies;
 - Increasing participation of women in open data, promoting capacity through Co-Lab activities; and
 - Advancing the national and regional dialogue – and increased awareness - regarding open data, and serving as a leader in identifying innovative and effective ways to use data to support decision-making at all levels.

IV. TASKS AND REQUIREMENTS

The Applicant (individual or consortium) will work closely with the Agreement Officer's Representative (AOR)¹³ and Project Monitor (PM)¹⁴ for this requirement, as well as the Co-Lab's Steering Committee, the Technical Advisory Committee¹⁵, the broader MCC-PEPFAR Partnership, and periodically also with other applicants and contractors associated with the overall Data Collaborative for Local Impact Program. In addition, the Applicant will also collaborate, when relevant, with the Government of Tanzania, the World Bank, IDRC and other open data stakeholders.

¹³ MCC's Agreement Officer's Representative (AOR) is responsible for: monitoring the grantee's performance and verify that it conforms to the technical requirements and quality standards agreed to in the terms and conditions of the grant/cooperative agreement; issuing technical directions or guidance in accordance with the terms of the grant/cooperative agreement; approving work plans, approaches, solutions, designs, or refinements; providing financial management recommendations and monitoring of costs; participation in the periodic evaluation of the grantee's performance, and recommending in writing (with justification for the proposed action) to the AO any changes needed in the program description of the grant/cooperative agreement, including any changes to technical provisions of the cooperative agreement that affect the timing of the deliverables/services or the overall cost-price of the cooperative agreement.

¹⁴ MCC's Project Monitor (PM) is responsible for: monitoring the grantee's performance and verify that it conforms to the technical requirements and quality standards agreed to in the terms and conditions of the grant/cooperative agreement; participation in the periodic evaluation of the grantee's performance; assisting in recommendation in writing (with justification for the proposed action) to the AOR and AO any changes needed in the program description of the grant/cooperative agreement; assisting the AOR in issuing technical directions or guidance in accordance with the terms of the grant/cooperative agreement; assist the AOR in administering financial management responsibilities.

¹⁵ A Steering Committee will be created to oversee the Tanzania Data Collaborative. It will be composed, among others, of members of the MCC-PEPFAR team, representatives of co-funding institutions, select members of civil society, infomediaries, the private sector, and representatives from the Governments of Tanzania. In addition, it is envisioned that a technical advisory committee would also be established; could strategically include select regional players involved in the Africa Data Consensus (ADC), the International Open Data Charter or the Global Data Partnership; and facilitate the exchange of experience with leading experiences around the world.

The tasks outlined below are indicative of what the MCC-PEPFAR partnership aims to achieve with this Tanzania Co-Lab, including anchoring the Project in local (Tanzanian) priorities and ensuring relevant stakeholder buy-in to maximize the potential for sustainability. **Applicants are strongly encouraged, where relevant, to propose better, additional and/or alternative ideas and tasks to those indicated in this PD** - and as noted in **Section X (Evaluation Criteria)**, the degree to which the proposal reflects an understanding of the goals to be achieved and demonstrates an ability to contribute to an effective implementation strategy will be one of the criteria used in selecting successful proposals.

The Applicant will perform the following tasks and achieve specific task-related milestones and achievements during the period of performance, all the while ensuring that the tasks and deliverables are anchored in local priorities:

Task 1: Hold a Kickoff meeting, submit an Inception Report, Work plan and Status Reports, and attend Coordination Meetings

The Applicant will become familiar with relevant documentation that will be provided by the AOR and PM at the start date of the cooperative agreement.

The Applicant will hold a kickoff meeting with the AOR, PM, and if relevant with members of the broader MCC-PEPFAR partnership team. The objectives of the kickoff meeting will be to: (i) introduce the AOR, PM, Applicant team, Steering Committee, Technical Advisory Committee, and the MCC-PEPFAR partnership team; (ii) ensure a common understanding of the PD and requirements of the cooperative agreement; (iii) clarify roles related to management and oversight of the cooperative agreement; (iv) identify and resolve any outstanding questions arising from negotiations; (v) discuss the inception report and draft work plan to meet this PD's requirements and agree upon next steps; and (vi) establish and/or confirm collaboration and communication procedures among Project stakeholders and other external stakeholders.

In advance of the kickoff meeting, the Applicant will develop and submit to the AOR and PM an inception report that provides an update to the methodology for designing and operating the Tanzania Co-Lab; and will submit a draft work plan to the AOR and PM that (i) details the timeframe and methodology to meet the PD's requirements (for the Period of Performance) and is consistent with the key milestones provided in this PD and (ii) addresses all issues raised during negotiations (on the basis of the work plan submitted as part of the Applicant's proposal). Based upon feedback and approval from the AOR and PM, the Applicant will finalize the work plan and implement it for the duration of the agreement. The Applicant will monitor the work plan and, if necessary, submit an updated work plan, on a quarterly basis, that outlines any variances/changes to the initial one. In addition, the Applicant will submit monthly status reports, based on an outline that will be agreed upon with the AOR and PM.

The Applicant will join and contribute to bi-weekly conference calls with the AOR, PM and occasionally members of the broader MCC-PEPFAR team. The Applicant will also join and contribute to monthly coordination conference calls with other partners and contractors involved in other projects that are part of the overall Data Collaboratives Program.

Deliverables under Task 1: (i) Kickoff meeting agenda; (ii) inception report with updated methodology for designing and administering the Tanzania Co-Lab, as well as management and technical support to be used to meet all the PD's requirements (for the Period of Performance); (iii) a draft and a final work plan detailing the timeframe and methodology to meet the PD's requirements (for the Period of Performance) and a process for quality control; (iv) monthly status reports; and (vi) quarterly updates to the work plan (if needed).

Target Results/Expectations:

- Internalize project goals, principles and objectives;
- Begin to serve as a proactive leader and thought partner in the implementation of the Project by adding value to and integrating their own strategies into workplan;
- Track and drive progress towards key internal and external milestones (**Section VI**).

Assumptions for Task 1: Below are some of the assumptions for the Applicants to consider when developing their proposals:

- The kickoff meeting should include all key personnel.
- It is anticipated that the kickoff meeting may require up to two (2) days and will likely take place in Dar-es-Salaam, Tanzania.
- Assume all travel in coach class.
- Bi-weekly status calls will be conducted over teleconference.
- For coordination with other Program stakeholders, the Applicant should assume monthly teleconference calls.
- All deliverables will be submitted in electronic format in English.

Task 2: Establish the Tanzania Co-Lab Resources

The Applicant will establish the Tanzania Data Collaborative as both a physical space and an online presence. The Applicant will make use of the physical space provided to rehabilitate it (if necessary), establish, furnish and outfit, and operate the Co-Lab to ensure it provides a core set of resources which will foster and support the use of information for beneficial change in Tanzania. The resources below are not exhaustive of the possible requirements but serve as a guideline to encourage greater consideration through the proposal process:

1. Computing Services

A key open data principle is that data should be made available for use and re-use; and the Co-Lab should espouse this principle not only in data but in its systems overall, where practical. Generally, it is intended that the Co-Lab's software policy is to be open by default, such that the systems used and procured are open source when possible and practical, and that data it collects is published openly. This bias toward openness will contribute to a growing open source and open data ecosystem in Tanzania. This should also result in greater use of lower-cost, freely available open source tools and methods to produce, synthesize, and utilize data.

Wherever possible, the Co-Lab will use open source software, and will make openly available any software extensions or enhancements that are developed. In order to be compatible with

(and possibly federated to) the Government of Tanzania open data portal (<http://www.opendata.go.tz/>) and others in the region, we anticipate the data repositories will use a public instance of CKAN or DKAN. The web front-end will be developed by the Applicant, and should be regularly or continually improved as the project progresses.

Since the Project is seeking to increase the use of data for decision making, the production of data sets will not be a primary objective; but, rather, the cleaning, processing, analysis and presentation of data sets. Outputs will include: Improved data sets made available to others, web-based dashboards, infographics and info-journalism, some paper-based presentations of information (such as analysis of budgets) – and the analysis will also support investment and program decisions by the government of Tanzania, private companies, NGOs and development partners such as MCC and PEPFAR.

Only publicly-available data sets should be used. The Project will not support storage of information (i.e. data sets) with personally identifiable information. If such data are needed for processing and aggregation before publication, this information would need to be stored at the source of the data.

Storage of data is a core function, for organizations or community groups that do not have resources to make a public server available. The Project does not anticipate significant “big data” data sets being available to the Co-Lab; but rather high-value smaller size data sets, which are more readily suitable to data analysis. However, should “big data” sets be made available for analysis or collaboration, Co-Lab participants may undertake analysis of this data. Computers provided for data analysis must have sufficient memory to handle large (but not massive) data sets. The volume of data and associated storage capacity that will be required are not yet clear, so storage architecture should be scalable. The organization and searchability of data sets, including meta-data and cross-referencing, is an important requirement. The Applicant should determine consultatively what the capacity and organizational requirements will be during planning for the Co-Lab.

Internet access will be made available and the data repository will be publicly accessible. The Co-Lab will encourage open APIs to access data sets. The Applicant will be required to have a security policy and measures in place to avoid potential security threats.

- Data Hub

Within eight weeks of the award of the cooperative agreement, the Applicant will present a procurement and implementation plan for a dedicated data and analytics hub. This procurement plan will include: Hardware (servers) and software, a server rack and dedicated server closet with backup air-conditioning supply and uninterruptable power supply (UPS), technical maintenance, and technical hardware and software support.

Following approval of the procurement and implementation plan by the AOR and PM, the hardware and software will be procured and the data hub operated by the Applicant under this PD. The Applicant must provide expertise in the use of data and the administration of the data hub.

The data hub will provide open access to data from multiple sources, including government, the donor community, private enterprise, civil society and individuals. The data hub will make available:

- A repository for live, verified data sets from the United States Government (USG), Tanzanian non-governmental organizations (NGOs), international organizations, and other country-related data; which can be used for decision-making.
- A repository of "pre-processed" data, such as cross-indexed sets or mash-ups, with or without a specific application.
- A repository for unverified and test data sets; which can be used for training, mash-up testing, and other exploratory efforts.

- Networking and Internet

As part of the furnishing and fit-out of the physical Collaborative, the Applicant will sub-contract for Internet service. The requirements for this service will be agreed collaboratively with the MCC-PEPFAR team and the Steering Committee.

The computing workstations, collaboration spaces and office spaces will be provided with Ethernet connections. Wi-Fi service will also be provided.

- Printers and scanners

A small number of printers will be procured by the Applicant, to be made available for restricted use. A high-quality large-format printer will be procured by the Applicant, in order to print color information sheets and infographics for distribution to local communities in Tanzania.

2. Meeting and Administrative Services

Within six weeks of the award of the cooperative agreement, the Applicant will present a procurement and implementation plan for furnishing and fit-out of the Collaborative space. The plan will be informed by an assessment of factors that may limit the access and participation of socially disadvantaged groups (e.g. women, youth, etc.) to the Collaborative space and will include solutions for mitigating these constraints. Following approval of the procurement and implementation plan by the AOR and PM, procurement of the furnishings and fittings will proceed under the management of the Applicant.

The Co-Lab meeting and co-working spaces should serve as sophisticated collaboration spaces, requiring more than the basic provision of equipment. The Co-Lab should be designed according to international good practices for co-working / collaborative spaces. While providing a modern work and collaboration environment, the spaces at the Co-Lab should be designed, to the extent possible, to incorporate and utilize local art, furnishings, and salvaged and re-purposed materials, in order to reduce costs while promoting local culture and art.

If the timeline for procurement is excessively long, alternative temporary furnishing arrangements may be made, as agreed with the AOR and PM.

The following spaces, at a minimum, are required:

- Meeting Spaces

Using re-configurable internal furnishings and dividers (walls), the Collaborative will be able to provide at least four (4) small meeting spaces, but also should be able to make available a space for larger community meetings. Uses of the space will include:

- *Hosting Data-Related Events:* As needed, the Collaborative will host data events, such as: Community workshops on different content areas, data demonstrations, and “hack-a-thons”. The Collaborative will also be involved in the global data revolution, operating as part of the Global Partnership on Sustainable Development Data.
- *Small meetings:* For use by small groups of 4-6 people on a scheduled basis.
- *Start-up Incubation:* In cooperation with, but separate from the innovation grant programs, the Collaborative will provide physical and advisory resources to start-up or small business organizations which make use of open data as a core element of their business plans.

- Data Workspaces

As part of the furnishing and fit-out of the physical Collaborative, computers and facilities for collaboration on data sets will be provided. The Collaborative will make available desks with PCs on which individuals can work, or at which training, including both instructor-led and online training, may be completed.

For the purposes of developing a proposal, it can be assumed that eight (8) computer desks and desktop PCs will initially be required. Each desktop PC should include a good-quality, medium-performance PC unit (CPU), 23” monitor, mouse and keyboard, Ethernet and Wi-Fi networking, and a small UPS for power.

These data workstations, software and resources will be operated by the Applicant under this PD. The Applicant must provide (or sub-contract for) expertise in the operation, maintenance and administration of the computers and other resources. This additional procurement will include computers, peripherals, software and tools; UPS power supplies; and technical hardware support.

- Co-Working / Open Office Space

The Collaborative will provide shared desks and tables at which government, NGOs, civil society and the private sector can freely discuss and access resources to better align open data priorities. Individuals will commit to co-working at the Collaborative for some amount of time each week, in order to build the collaborative capacity.

For the purposes of developing a proposal, it should be assumed that twelve (12) co-working desk spaces are required.

- Office Space

Separate from but contained within the Collaborative, several operations may require enclosed office space, including for:

- o The MCC-PEPFAR team
- o Data for Local Impact Innovation Challenge operations
- o Temporary project operations (for example, community mapping projects)

For the purposes of developing a proposal, it can be assumed that four (4) small enclosed offices will be sufficient.

Deliverables under Task 2: (i) a draft and final systems architecture plan for the Tanzania Co-Lab, including: a) a dedicated data and analytics hub, b) data management and organization, c) software including tools for analytics and d) a virtualized server architecture for scalability and system testing; (ii) purchased, installed, configured, and operational computing equipment, software and services for the Tanzania Co-Lab, as per the approved systems architecture plan; (iii) a draft and final design, procurement and implementation plan for furnishing and fit-out of the Collaborative space; (iv) purchased and installed furnishing and fit-out of the Collaborative space (including at least four (4) meeting spaces, at least eight (8) data workspaces, twelve co-working desk spaces in an open office space, and four (4) small enclosed office spaces).

Target Results/Expectations:

- Technical foundation in place for a fully-capable and dynamic collaboration space, utilizing the latest technology and open source systems to excel at the core mission of the Co-Lab, and achieve greatest impact.

Assumptions for Task 2: Below are some of the assumptions for the Applicants to consider when developing their proposals:

- All deliverables (i.e., both procurement and implementation plans described above) will be submitted in electronic format in English. Upon request by the AOR and PM, deliverables will also be submitted in electronic and paper formats in Swahili.
- A physical place will be provided and renovated to house the Tanzania Co-Lab.
- The Applicant will likely need to cover utility and maintenance expenses (physical property and grounds; Internet, electricity, water, and gas; cleaning; security) for the physical place that will house the Tanzania Co-Lab.
- As stated above, the Applicant will be responsible for establishing, furnishing and outfitting (including with all necessary IT networking and equipment) at least four (4) meeting spaces, at least eight (8) data workspaces, twelve (12) co-working desk spaces in an open office space, and four (4) small enclosed office spaces).

Task 3: Establish a Budget and Financial Management Plan

The Applicant will be required to submit an annual budget, aligned with the start of operations, for approval by the Steering Committee, AOR and PM. This annual budget will include operational costs, staffing costs, maintenance and renovation costs, as well as any other projected expenditures. Based upon the feedback and approval of the AOR and PM, the Applicant will finalize the annual budget and implement it for the duration of the agreement.

The Applicant will also be required to submit monthly cost reports, tracked to the annual budget and indicating any discrepancies or divergences from the anticipated costs.

The Applicant will submit a request to the AOR, PM and Steering Committee for pre-approval of all costs known to be outside of the annual budget for unusual events or programs.

Deliverables under Task 3: (i) annual budget which includes operational costs, staffing costs, maintenance and renovation costs, and any other projected expenditures; (ii) monthly cost reports, tracked to the annual budget and indicating any discrepancies or divergences from the anticipated costs; and (iii) pre-approval requests for all costs known to be outside of the annual budget for unusual events or programs.

Target Results/Expectations:

- Robust financial management system in place to handle Co-Lab planned expenditures and actual disbursements.
- Adherence to MCC, PEPFAR and U.S. Government guidelines, in particular MCC's Grants and Cooperative Agreement Manual, especially as they relate to financial management, transparency and accountability of the Tanzania Co-Lab.

Assumptions for Task 3: Below are some of the assumptions for the Applicants to consider when developing their proposals:

- The annual budget and monthly cost reports will be submitted as a spreadsheet (Microsoft Excel compatible) with an accompanying short narrative.
- All deliverables (i.e., annual budget, monthly cost reports, and pre-approval requests for all unforeseen costs) will be submitted in electronic format in English. Upon request by the AOR and PM, deliverables will also be submitted in Swahili.

Task 4: Staff and Manage the Co-Lab

The Applicant will undertake the day-to-day management and programs of the Tanzania Data Collaborative based on the staff positions identified in the "Key Personnel" section below. Recognizing that staffing requirements could vary based on proposed interventions and approved work plans, the Applicant will ensure that sufficient staff are available to operate the Co-Lab and its core programs, and that temporary or outside staff are available to assist when necessary.

On this basis, within 6 weeks of award of the cooperative agreement, the Applicant will submit a two-year staffing plan, detailing the number of staff required to ensure an effective management of the Tanzania Data Collaborative and the staffing timeline. Based upon the feedback and

approval of the AOR and PM, the Applicant will finalize the staffing plan and implement it for the duration of the agreement.

As part of the monthly status reports mentioned under Task 1, the Applicant will provide updates on the overall staffing and management of the Tanzania Data Collaborative. Such updates will also be provided during periodic teleconferences.

Deliverables under Task 4: (i) a draft and final two-year staffing plan, detailing the number of staff required to ensure an effective management of the Tanzania Data Collaborative and the staffing timeline; and (ii) monthly status reports (as part of reports required in Task 1).

Target Results/Expectations:

- Co-Lab is equipped with the expertise and human resources to effectively and efficiently carry out implementation of the approved workplan.
- Active collaboration with the AOR and PM to ensure staffing is adequate and efficiently being proposed and utilized for greatest impact.
- Co-Lab is managed efficiently and effectively, with the AOR and PM well-apprised of implementation status and updates.

Assumptions for Task 4: Below are some of the assumptions for the Applicants to consider when developing their proposals:

- Staffing costs are the Applicant's responsibility, including salary, benefits and other costs.
- All deliverables (i.e., two-year staffing plan and monthly reports) will be submitted in electronic format in English. Upon request by the AOR and PM, deliverables will also be submitted in electronic and paper formats in Swahili.

Task 5: Submit for Approval a Programmatic Plan for Collaborative Programs

In addition to the work plan mentioned under Task 1 (that details the timeframe and methodology to meet all the PD's requirements), the Applicant will submit a development plan for activities to be implemented by the Tanzania Data Collaborative. The development plan will be updated quarterly, highlighting essential strategic activities and setting out a timeline for the activities. The development plan will be approved by the Steering Committee, the AOR and PM. Initial areas which are to be developed include:

1. Skills & Training:

A core function of the Tanzania Data Collaborative is building skills in Tanzanian citizens to parse and analyze data, and to create information for evidence-based decision-making. The following key areas are to be addressed:

- *Open Data Training*
The Collaborative should work with civil society, government, and the private sector to educate and encourage open data principles.
- *Data Science Curriculum*

An active and well-attended Data Science curriculum, made accessible through both online training resources as well as in-person coaching and mentoring, will be available to educate data scientists across the country.

- *Data Infomediary Curriculum*
Making data into information that can be used by a wider population is critical to creating local impact in communities. Training *infomediaries*, or data journalists and publishers, is essential to making evidence-based decision-making an integral part of life in Tanzania.
- *International Aid Transparency Initiative (IATI) Reporting Curriculum*
Donor and NGO funding drives a significant portion of Tanzania's development and economy. IATI publishing as open data enables donor coordination and programmatic planning. The Tanzania Data Collaborative will actively encourage IATI reporting by an increasing number of organizations through workshops and targeted training sessions with both government and non-governmental agencies.

Within 3 months of award of the cooperative agreement, in collaboration with the Steering Committee, the Applicant will present a work plan for establishing the specified training curricula, and costs associated with implementation of the curriculae. These curricula should include, whenever possible, capabilities for delivery of content and associated assessments through an online interface. Massive Open Online Course (MOOC) systems such as Coursera offer some curriculum materials freely; such content should be leveraged when practical and helpful to the overall Project. The Open Data Institute (ODI) and School of Data may also have online curriculae available that can be used by the Co-Lab. A plan will be provided which describes how curriculae will be made available to groups who have an interest in using data but historically have had limited access and/or capacity to use data to inform strategic programmatic decisions (e.g. women's groups, community-based organizations etc.).

All training curricula will be developed or acquired, taking into consideration local, regional and international organizations or consortia, and following emerging best practices. In collaboration with the MCC-PEPFAR program staff and with approval of the Steering Committee, the Applicant will evaluate different curricula and delivery methods, as well as methods to acquire students and get community involvement, and develop a program and estimated costs for the training cycles listed above. When possible and practical, training curricula shall be made available under the Creative Commons or a similar open license, and shall be made publicly accessible.

It is anticipated that all training and skills building will be available free of charge until the information ecosystem in Tanzania develops a deeper pool of skills and capabilities and likely through the Period of Performance (as specified in Section V) of this agreement. After this period, in consultation with the Steering Committee and in the spirit of the mission of the Co-Lab Project, training may become part of the sustainability plan for the Co-Lab.

As a part of the training curriculum, the Co-Lab will establish a data fellowship program to identify and develop open data champions who can subsequently be active in key roles as open data evangelists and experts in Tanzania. The Applicant will work to identify people to become fellows and "onboard" these open data fellows, and will provide funds to support them to become part of the data science team that data users and publishers, who come to the Co-Lab for help preparing, cleaning, analyzing and presenting data, can turn to for help.

Rather than managing its own fellows program, the Applicant, in consultation with the Steering Committee, AOR and PM, may decide to collaborate with established programs like School of Data or Code for Africa. These organizations would assist in identifying potential fellows and managing the fellows as part of a rotational fellowship program.

On approval by the Steering Committee, AOR and PM, the Applicant will finalize and put the agreed work plan into action, based upon the agreed timeline.

2. Health and Gender Data

The initial content areas of focus for the Co-Lab are health and gender data. Specifically, projects to collaborate on data and to produce useful information on the following subjects are to be addressed:

- *Gender Sensitive Data*

The Data Collaboratives program aims to support Sustainable Development Goals (SDG) 5 on Gender Equality by promoting the collection, analysis, and strategic use of quality data to improve gender equality.

Within 18 weeks of award of the cooperative agreement, the Applicant will present a plan to establish and manage the activity of a collaborative group to assess the gender data landscape, identify gaps, and determine priorities and key actions to improve the supply, quality, and strategic use of gender data.

On approval by the Steering Committee, AOR and PM, the Applicant will finalize and put the agreed work plan into action, based upon the agreed timeline.

- *Health Data Initiatives*

The MCC-PEPFAR partnership has particular interest in improving the accessibility and quality of health and HIV/AIDS data, and in putting that data to use for improved decision-making and programming innovative and sustainable interventions.

There are a number of initiatives which should serve as launching points for activities related to health data, such as the SDG tracking roadmap and the data-driven efforts of the Big Results Now (BRN) health National Key Results Areas (NKRAs). In addition, the Co-Lab can act to stimulate greater country-driven, evidence-based interaction on health programming processes and planning, such as the PEPFAR Country Operational

Plans (COP) and quarterly Portfolio Oversight Accountability Response Team review (POART), in coordination with PEPFAR country teams.

Within 18 weeks of award of the cooperative agreement, in collaboration with MCC staff members and the Steering Committee, the Applicant will present a work plan for establishing a working group on health and HIV/AIDS open data, and costs associated with the plan. The work plan must explain how the Collaborative will incorporate complementary and cooperative activities to support health-related initiatives; and specifically address how the Co-Lab can enable and support the Government of Tanzania and other stakeholders to analyze and use data that would contribute to the PEPFAR COP and POART processes.

On approval by the Steering Committee, AOR and PM, the Applicant will finalize and put the agreed work plan into action, based upon the agreed timeline.

3. Tanzania National Roadmap for Harnessing the Data Revolution for Sustainable Development

Within six months of award of the cooperative agreement, unless required at an earlier time by the Steering Committee, the Applicant will submit a draft plan for working with the Government of Tanzania and non-governmental actors to develop and implement a Tanzania National Roadmap for Harnessing the Data Revolution for Sustainable Development. A National Roadmap would define action steps for a 2-3 year period to make progress on the following objectives:

- Establish an SDG monitoring baseline on the SDG Goals and Targets;
- Identify key data gaps and develop a plan to fill those data gaps;
- Establish interim targets and timelines for achieving those targets
- Make Commitments and a plan to expand openness to increase the timeliness, interoperability, use and value of existing data.
- Make Commitments to increase the effective and efficient use of data to improve sustainable development outcomes.
- Commit to principles and norms related to sustainable development data collection, access and use.

Such a roadmap for Tanzania could also provide a local view of the SDGs, aggregated to the national level. In cooperation with field research, this can inform the realities of tracking the 17 SDGs (and 169 sub-SDGs).

This roadmap plan may be developed on the basis of other regional examples (e.g. Kenya), and/or in partnership with the ADC, the World Bank, IDRC, the Global Data Partnership and other international actors. The roadmap should be driven by Tanzanian government and non-government actors; the Collaborative can provide a common venue and resources for developing the discussion.

On approval by the Steering Committee, AOR and PM, the Applicant will finalize and put the agreed work plan into action, based upon the agreed timeline.

Deliverables under Task 5: (i) initial and updated development plan for activities to be implemented by the Tanzania Data Collaborative; (ii) quarterly updates to the development plan for activities to be implemented by the Tanzania Data Collaborative, highlighting essential strategic activities and setting out a timeline for the activities; (iii) a draft and final work plan for establishing the specified training curricula and costs associated with implementation of the curricula; (iv) developed or acquired training curricula; (v) a draft and final plan to establish a group to collaborate on ways to improve the supply, quality and use of gender-disaggregated data in Tanzania; (vi) a draft and final work plan for establishing a working group on health and HIV open data, and costs associated with the plan; and (vii) a draft and final plan for working with the Government of Tanzania and non-governmental actors to develop and implement a National Roadmap, in collaboration with the Global Data Partnership.

Target Results/Expectations:

- Plans for core programs (training, data analytics and national roadmap) are proposed and finalized based on input from the Steering Committee, with input from other Data Collaboratives Program partners and are tailored to the local (Tanzania) demand, local and national priorities.

Assumptions for Task 5: Below are some of the assumptions for the Applicants to consider when developing their proposals:

- All deliverables will be submitted in electronic format in English and most likely also Swahili. Upon request by the AOR and PM, deliverables will also be submitted in paper format.
- Travel, per diem and meeting fees may be required in order to have sufficient Government of Tanzania involvement in the “national roadmap” process. These costs will be the responsibility of the Applicant. The Applicant should clearly state costing assumptions in order to arrive at a cost estimate.

Task 6: Events Planning and Organization

The Applicant will organize and manage regular events in support of the project mission at the Tanzania Data Collaborative, to promote the activity of the Collaborative, to support the activity of its partner organizations, and to attract current and nascent data users to make use of its resources. Event planning and management will include developing the schedule and agenda for the event, compiling a list of invitees, sending invitations and following up, organizing setup of the Co-Lab space, ensuring the success of the event according to its goals, and following up on action items from the event itself if necessary. For each event, and event planning and costing report will be created prior to the event, and updated with actual results and costs after the event.

On a quarterly basis, with the first included as part of the initial work plan (see Task 1), the Applicant will develop a draft plan and cost estimate for events. However, it is anticipated that events will be scheduled under short planning schedules, and so flexibility on the part of the Applicant will be required. The quarterly plan should include a placeholder for un-scheduled events, and a method of obtaining rapid approval from the Steering Committee should be established.

Deliverables under Task 6: (i) draft events plan and costing; (ii) final events plan and costing; (iii) per-event planning and cost report.

Assumptions for Task 6: Below are some of the assumptions for the Applicants to consider when developing their proposals:

- All deliverables will be submitted in English and in electronic format. The AOR and PM may also require that these deliverables be submitted in Swahili.
- Costs of events may be contributed by partner and hosting organizations. However, for events that are initiated by the Co-Lab, or co-sponsored by the Co-Lab, event costs will be the responsibility of the Applicant.

Task 7: Engagement, Branding (Identity) and Outreach

The Applicant will market and represent the Tanzania Data Collaborative as a self-contained “Tanzanian” owned entity, including its own activities to better understand, reach and engage the data community. The Applicant will also develop graphic designs and logos, website and social media presence. Branding concepts must contribute to making creating an identity that reflects the Tanzanian ownership of this Collaborative and be connected to the sustainability plan (see Task 12) – and be approved by the Steering Committee, AOR and PM, prior to implementation.

Within 12 weeks of award of the cooperative agreement, the Applicant will develop a draft plan for engagement, communications and outreach, in order to promote the activity of the Collaborative and to create awareness and positive understanding of the Tanzania Data Collaborative’s role in Tanzania and the region – and to attract current and nascent data users to leverage its resources. As part of this document, stakeholder mapping will be conducted providing an overview of the Tanzanian data community, including estimate numbers, locations and priority vis-à-vis Co-Lab activities. It is anticipated that this stakeholder mapping and analysis will capture key information about the target users and beneficiaries of the Co-Lab, at multiple levels of government, NGOs, civil society, and the private sector. Such information may include which government ministries, which types of private sector and non-profit entities, or which additional organizations to engage, including at which staff/level of management to target in outreach for project activities. This stakeholder map will support not only outreach initiatives, but also will inform beneficiary analysis as well as monitoring and evaluation of the Project during implementation.

The Co-Lab’s communications and engagement plan should include the provision of opportunities for internships and volunteers to become involved by assisting in the activity of the Co-Lab.

On approval by the Steering Committee, AOR and PM, the Applicant will finalize and implement the agreed marketing, communications, and outreach plan.

Deliverables under Task 7: A draft and final engagement, communications, and outreach plan, including target stakeholder mapping and analysis.

Target Results/Expectations:

- Co-Lab will be known to as well as accepted and used by the Tanzanian data community;
- The Co-Lab have a clear understanding of its target beneficiaries (i.e. the data community), their priority relative to the Co-Lab activities – and approximate numbers.

Assumptions for Task 7: Below are some of the assumptions for the Applicants to consider when developing their proposals:

- All deliverables will be submitted in English and in electronic format. The AOR and PM may also require that these deliverables be submitted in Swahili.

Task 8: Extend the Tanzania Data Collaborative Subnationally

The resources of the Tanzania Data Collaborative will explicitly be extended as part of ongoing programming to the subnational level, with a goal of using information to make beneficial changes to communities. This will be an opportunity to further disseminate the programming of the Tanzania Data Collaborative, such as training curricula and resources, as well as distributing information generated by Co-Lab data analysis on specific topics.

As part of this activity, the Applicant should work with community leaders to determine how best to disseminate information into the community. The Applicant should also produce and distribute digestible, easily-accessed information across the media that best reach the community. The goal is to make information accessible to community members in a way that beneficial change will become increasingly possible and based on evidence.

The Applicant will be responsible for costs and planning of trips to visit and work with local communities. This may be further defined as the specific target communities and projects are determined. At a minimum, targeted engagement and cooperation with complementary activities both under the Data Collaboratives and other programs is anticipated in at least five priority DREAMS districts located throughout Tanzania.

As dictated by programming requirements the Applicant will develop a draft plan for socially inclusive outreach to local communities, in order to promote the activity of the Co-Lab and to create awareness and positive understanding of the Co-Lab's role in Tanzania and the region. This plan should include both proposed programming and collaboration, as well as costs and the timing for this activity.

On approval by the Steering Committee, AOR and PM, the Applicant will finalize and put the agreed plan into action, based upon the agreed timeline.

Deliverables under Task 8: (i) Draft plan for outreach to local communities to fulfill programmatic requirements, to promote the activity of the Collaborative and to create awareness and positive understanding of the Tanzania Data Collaborative's role in Tanzania and the region; (ii) final plan for outreach to subnational communities for local impact; (iii) pre-trip planning report; and (iv) post-trip activity report.

Target Results/Expectations:

- The Co-Lab will have added insight into the priorities and data needs of key stakeholders in up to 5 districts in Tanzania;
- Linkages will have been established between the Co-Lab, subnational level stakeholders and other investments at the district level.

Assumptions for Task 8: Below are some of the assumptions for the Applicants to consider when developing their proposals:

- All deliverables will be submitted in English in electronic format. The AOR and PM may also require that these deliverables be submitted in Swahili.
- The anticipated output to program areas will be in English and Swahili.
- Some travel within Tanzania will be required. For costing purposes, including transport, hotel, and per diem, assume twelve (12) visits per year for two persons.

Task 9: Extend Tanzania Data Collaborative Regionally

Some of the resources of the Tanzania Data Collaborative will be used to build collaborations with other labs in the region. For example, the training curricula and facilities should be readily shared with other locations, and teacher resources may be made available within the region.

In preparation for the second year of operation, unless determined in collaboration with the Steering Committee to proceed earlier, the Applicant will develop a draft plan for outreach to other labs in the region, in order to promote the activity of the Collaborative and to create awareness and positive understanding of the Tanzania Data Collaborative's role in Tanzania and the region. This should include both proposed programming and collaboration, as well as costs and the timing for this activity. Some regional travel may be required to establish interpersonal connections between the regional labs and subsequently to fulfill programmatic purposes such as training.

On approval by the Steering Committee, AOR and PM, the Applicant will finalize and put the agreed plan into action, based upon the agreed timeline.

Deliverables under Task 9: (i) Draft plan for outreach to other labs in the region, in order to promote the activity of the Collaborative and to create awareness and positive understanding of the Tanzania Data Collaborative's role in Tanzania and the region; and (ii) final plan for outreach to other labs in the region.

Target Results / Expectations:

- Plans are in place and being implemented to connect the work, lessons learned and outputs (e.g. data analytics) with other labs in the region..

Assumptions for Task 9: Below are some of the assumptions for the Applicants to consider when developing their proposals:

- All deliverables will be submitted in English and in electronic format. The AOR and PM may also require that these deliverables be submitted in Swahili.
- Some regional travel may be required to establish interpersonal connections between the regional labs; and subsequently for programmatic purposes such as training. Assume that two people will each be required to make three (3) regional trips per year.

Task 10: Identify, Assist with Publication, and Organize Access to Open Data Sets

One of the key functions of the Co-Lab is to be a central source for open data in Tanzania and the region. This does not indicate that the Co-Lab will host all data sets; but that it will provide a mechanism to point to those data sets, making them increasingly accessible and searchable. However, some organizations with data sets may require a repository for publishing those data sets; and the Co-Lab should be able to fulfill this requirement.

The Co-Lab, under the guidance of the lead data scientist, should actively be engaged with private and non-profit organizations as well as communities to promote the opening of data sets and indexing of the data sets within the Co-Lab index. Note that this activity may relate to but is not anticipated to directly involve publication of data by the Government of Tanzania, which has its own open government portal (www.opendata.go.tz).

As part of this effort, and as part of the overall strategic mission of the Co-Lab, resources may be allocated to engage in data cleaning or scrubbing activity on potentially useful open data sets. This may require the hiring of contracted resources; any sub-contract for services will be approved by the AOR and PM prior to execution of the cooperative agreement.

Within 12 weeks of award of the cooperative agreement, the Applicant will commence, with guidance from the Steering Committee, outreach to organizations to identify data sets that may be suitable for publication, to assess the quality and readiness for publication of data sets identified, and to assist with publication of the data, following the Open Data Charter principles as much as possible.

The Applicant will, as part of the monthly status report, as well as quarterly and annual reporting, track and list the results of this outreach and engagement with external organizations, as well as the overall outcome of the organization and accessibility of data sets.

Deliverables under Task 10: (i) Monthly report describing the results of outreach to external organizations to identify and publish data sets; and (ii) quarterly and annual compilation of these results.

Target Results/Expectations:

- Increasing numbers of public data sets including those related to HIV/AIDS, gender and economic growth.

Assumptions for Task 10: Below are some of the assumptions for the Applicants to consider when developing their proposals:

- All deliverables will be submitted in English and in electronic format. The AOR and PM may also require that these deliverables be submitted in Swahili.

Task 11: Publish Collaborative Data

All non-privacy-restricted data and materials generated by the Collaborative should be published in an open manner. This includes, but is not limited to:

- Financial information about the Co-Lab
- Usage data for the Co-Lab
- Partnerships of the Co-Lab
- Events and results thereof
- Monitoring and evaluation data specific to the Co-Lab

Deliverable under Task 11: Published Co-Lab data.

Target Results/Expectations:

- The Co-Lab is a leader in practicing open data principles by example.

Assumptions for Task 11: Below are some of the assumptions for the Applicants to consider when developing their proposals:

- All deliverables will be published in English and, when feasible, in Swahili. All such deliverables will be published, to the extent possible, based upon the eight (8) principles¹⁶ of open data (as detailed here: <http://opengovdata.org/>).

Task 12: Create a Sustainability Plan

Based on scoping and consultation, it was determined that a Co-Lab may be able to remove some of the constraints to greater use of data including open data in decision making. In preparation for the second year of operation, the Applicant will work with MCC and PEPFAR to produce a draft Sustainability Plan for the Co-Lab, where proposals will be made on the need for and, if so, funding options beyond April 2018 when the Data Collaborative for Local Impact Program is expected to end. On approval by the Steering Committee, AOR and PM, the Applicant will finalize and begin to implement the agreed upon Sustainability Plan into action.

Applicants are encouraged to include a draft ‘Sustainability Plan’ as part of their proposal, as an indication of their sustainability concept.

Deliverables under Task 12: (i) draft Sustainability Plan; and (ii) final Sustainability Plan.

Target Results/Expectations:

- Options / modalities for operational sustainability beyond April 2018.

¹⁶ Open Government Data Principles: Government data will be considered open if it is made public in a way that complies with the principles: (1) Complete: All public data are made available. Public data are data that is not subject to valid privacy, security or privilege limitations; (2) Primary: Data are as collected at the source, with the highest possible level of granularity, not in aggregate or modified forms; (3) Timely: Data are made available as quickly as necessary to preserve the value of the data; (4) Accessible: Data are available to the widest range of users for the widest range of purposes; (5) Machine processable: Data are reasonably structured to allow automated processing; (6) Non-discriminatory: Data are available to anyone, with no requirement of registration; (7) Non-proprietary: Data are available in a format over which no entity has exclusive control; (8) 8. License-free: Data are not subject to any copyright, patent, trademark or trade secret regulation. Reasonable privacy, security and privilege restrictions may be allowed. Compliance must be reviewable.

Assumptions for Task 12: Below are some of the assumptions for the Applicants to consider when developing their proposals:

- All deliverables will be submitted both in English and in Swahili, as well as in electronic format. The AOR and PM may also require that these deliverables be submitted in paper format.

Task 13: Monitoring and Evaluation, Semi-annual Review and Lessons Learned

The Applicant will document, in a report, the Tanzania Data Collaborative's results and achievements, such that both success and failure stories may be distributed as lessons learned. This documentation will further be used to evaluate the success of the Program, in cooperation with an M&E Contractor. Findings in this report will be considerable contributions to the MCC-PEPFAR partnership's learning field.

Throughout implementation, the Applicant will submit, along with monthly status reports, updated data on progress toward the performance indicators for the Co-Lab. Performance indicators must include the process, output and outcome indicators, consistent with the program logic and as specified by MCC's M&E team.

On a semi-annual basis, at least two weeks prior to the internal semi-annual review meeting, the Applicant will submit to the AOR, PM and Steering Committee a report that includes:

1. An update on programs;
2. Achievements of the Tanzania Data Collaborative;
3. Lessons learned from the Co-Lab activity, with suggestions for improvement;
4. Opportunities to improve and/or scale up activities; and
5. Financial and sustainability status of the Co-Lab.

During internal, semi-annual review meetings (most likely to be held in Dar-es-Salaam), the Applicant will present the findings and comments on the draft report, addressing comments and queries received during the reviews. The results will be compiled by the Applicant on an annual basis in a final Annual Report for external publication.

In accordance with MCC's M&E Policy, an independent evaluation firm will be contracted directly by MCC to conduct an evaluation of Program activities, including the Tanzania Data Collaborative. Two evaluation components are currently being contemplated by MCC (as described in more detail in Annex I). The first component would be a traditional summative-style evaluation in which an independent evaluator will be hired directly by MCC to conduct an overall evaluation of the entire program. The second component would be to conduct an integrated formative-style evaluation in which the evaluator is integrated alongside the implementation teams, helping provide insights on the direction that the Project should take, a style of evaluation that is well suited to the type of experimental approach proposed for this program. In both the integrated and independent types of evaluation, the Evaluators rely on the participation and collaboration of implementing partners. Thus, the Applicant will collaborate with the Evaluators as needed, including, but not limited to, providing data on Program activities and grantees,

participation in surveys, interviews, and discussions, and participating in on-going reviews of Program status and achievements.

Deliverables under Task 13: (i) updated Performance Indicator data, alongside monthly status reports; (ii) draft and final reports for the internal semi-annual review meetings; (iii) if relevant, PowerPoint presentation that would accompany the semi-annual review reports; and (iv) final Annual Report for external publication.

Target Results/Expectations:

- Applicant appropriately noting, documenting, internalizing and using lessons learned to optimize Co-Lab operations;
- Active collaboration with the project and program evaluator(s), including input on possible indicators and necessary project adjustments to optimize desired outputs and possible outcomes.

Assumptions for Task 13: Below are some of the assumptions for the Applicants to consider when developing their proposals:

- The semi-annual review meetings should include all key personnel.
- It is anticipated that the semi-annual meetings may require up to two (2) days and will likely take place in Dar-es-Salaam, Tanzania.
- Assume all travel in coach class.
- All deliverables will be submitted in English and Swahili, as well as in electronic format. The AOR and PM may also require that these deliverables be submitted in paper format.

V. DELIVERABLES

All of the work under this assignment will be completed to the satisfaction of the AOR, PM and MCC-PEPFAR Data Collaboratives for Local Impact team. As needed, the Applicant will also be available to MCC in an advisory role to apply their expertise and provide requested feedback on specific issues as they arise, within the scope of this PD.

As stated in Section IV (Tasks), all written deliverables will be submitted in English, and may also be necessary in Swahili for distribution to the Steering Committee and for broader distribution within Tanzania and in East Africa (e.g. materials to be included online or for wider dissemination).

During the Period of Performance, the Applicant will provide the following deliverables with deadlines as described in the table below. Target results, expectations and key milestones associated with these tasks were also described in Section IV:

Tasks	Deliverables	Target Timeline
Task 1: Hold a Kickoff meeting, submit an Inception Report, Work	1. Kickoff meeting agenda	Within 10 calendar days after award of the cooperative agreement

Tasks	Deliverables	Target Timeline
plan and Status Reports, and attend Coordination Meetings	2. Inception report that details the updated methodology for designing and administering the Tanzania Co-Lab, as well as management and technical support to be used to meet the PD's requirements;	Within 15 calendar days after award of the cooperative agreement
	3. Draft work plan detailing the timeframe and methodology to meet all the PD's requirements, including a mechanism for assuring quality control.	Within 15 calendar days after award of the cooperative agreement
	4. Final work plan detailing the timeframe and methodology to meet all the PD's requirements), including a mechanism for assuring quality control	Within 5 calendar days after receipt of AOR and PM's comments on the draft work plan
	5. Status Reports	Monthly
	6. Quarterly updates to the work plan (if needed)	Every 3 months after approval of the final work plan (see deliverable 4)
Task 2: Establish Tanzania Data Co-Lab resources	7. Draft systems architecture plan	Within 8 weeks (56 calendar days) after award of the cooperative agreement
	8. Final systems architecture plan	Within 5 calendar days after receipt of AOR and PM's comments on the draft system architecture plan
	9. Purchased, installed, configured and operational computing equipment, software and services, per the system architecture plan	Within the timeframe agreed upon in the Final system architecture plan
	10. Draft procurement and implementation plan for furnishing and fit-out of the Co-Lab space	Within 6 weeks (42 calendar days) after award of the cooperative agreement
	11. Final procurement and implementation plan for furnishing and fit-out of the Co-Lab space	Within 5 calendar days after receipt of AOR and PM's comments on the draft procurement and implementation plan for furnishing and fit-out of the Co-Lab space

Tasks	Deliverables	Target Timeline
	12. Purchased and installed furnishing and fit-out of the Co-Lab space (including at least four (4) meeting spaces, at least eight (8) data workspaces, twelve co-working desk spaces in an open office space, and four (4) small enclosed office spaces)	Within the timeframe agreed upon in the Final procurement and implementation plan for furnishing and fit-out of the Co-Lab space
Task 3: Establish a Budget and Financial Management Plan	13. Annual budget which includes operational costs, staffing costs, maintenance and renovation costs, and any other projected expenditures	Annually at a date/time agreed upon with the AOR and PM
	14. Monthly cost reports, tracked to the annual budget and indicating any discrepancies or divergences from the anticipated costs	Monthly
	15. Pre-approval requests for all costs known to be outside of the annual budget for unusual events or programs	As required
Task 4: Staff and Manage the Co-Lab	16. Draft two-year staffing plan, detailing the number of staff required to ensure an effective management of the Tanzania Data Collaborative and the staffing timeline	Within 6 weeks (42 calendar days) after award of the cooperative agreement
	17. Final two-year staffing plan, detailing the number of staff required to ensure an effective management of the Tanzania Data Co-Lab and the staffing timeline	Within 5 calendar days after receipt of AOR and PM's comments on the draft two-year staffing plan
	18. Status reports (as part of Deliverable 5 of this chart)	Monthly
Task 5: Submit for Approval a Development Plan for Co-Lab Programs	19. Draft development plan for activities to be implemented by the Tanzania Data Collaborative	Within 90 calendar days of award of the cooperative agreement
	20. Updated development plan for activities to be implemented by the Tanzania Data Collaborative	Within 5 calendar days after receipt of AOR and PM's comments on the draft development plan for activities to be implemented by the Tanzania Data Collaborative

Tasks	Deliverables	Target Timeline
	21. Quarterly updates to the development plan for activities to be implemented by the Tanzania Data Collaborative, highlighting essential strategic activities and setting out a timeline for the activities	Every 3 months after approval of the updated development plan for activities to be implemented by the Tanzania Data Collaborative (see Deliverable 20 of this chart)
	22. Draft work plan for establishing the specified training curricula and costs associated with implementation of the curricula; develop or acquire training curricula	Within 90 days of award of the cooperative agreement
	23. Final work plan for establishing the specified training curricula and costs associated with implementation of the curricula	Within 5 calendar days after receipt of AOR and PM's comments on the draft work plan for establishing the specified training curricula and costs associated with implementation of the curricula
	24. Developed or acquired training curricula	Within the timeframe agreed upon in the final work plan for establishing the specified training curricula and costs associated with implementation of the curricula
	25. Draft plan to establish a Co-Lab group to collaborate on ways to improve the supply, quality and use of gender-disaggregated data in Tanzania	Within 18 weeks (126 calendar days) of award of the cooperative agreement

Tasks	Deliverables	Target Timeline
	26. Final plan to establish a Co-Lab group to collaborate on ways to improve the supply, quality and use of gender-disaggregated data in Tanzania	Within 5 calendar days after receipt of AOR and PM's comments on the draft plan to establish a Co-Lab group to collaborate on ways to improve the supply, quality and use of gender-disaggregated data in Tanzania
	27. Draft work plan for establishing a working group on health and HIV open data, and costs associated with the plan	Within 18 weeks (126 calendar days) of award of the cooperative agreement
	28. Final work plan for establishing a working group on health and HIV open data, and costs associated with the plan	Within 5 calendar days after receipt of AOR and PM's comments on the draft work plan for establishing a working group on health and HIV open data, and costs associated with the plan
	29. Draft plan for working with the Government of Tanzania and non-governmental actors to develop and implement an open data roadmap as part of the work of the Global Data Partnership	Within six months (180 calendar days) of award of the cooperative agreement
	30. Final plan for working with the Government of Tanzania and non-governmental actors to develop and implement an open data roadmap as part of the work of the Global Data Partnership	Within 5 calendar days after receipt of AOR and PM's comments on the draft plan for working with the Government of Tanzania and non-governmental actors to develop and implement an open data roadmap as part of the work of the Global Data Partnership
Task 6: Events Planning and Organization	31. Draft events plan and costing	One month prior to completion of the Co-Lab fit-out

Tasks	Deliverables	Target Timeline
	32. Final events plan and costing	Within 5 calendar days after receipt of AOR and PM's comments on the draft plan
	33. Per-event planning and costing document	One week prior to the event, when possible; updated with results and actuals within one week after the event
Task 7: Marketing and Outreach	34. Draft stakeholder, marketing, communications, and outreach plan	Within 6 weeks of award of the cooperative agreement
	35. Final stakeholder, marketing, communications, and outreach plan	Within 5 calendar days after receipt of AOR and PM's comments on the draft marketing, communications, and outreach plan
Task 8: Extend Tanzania Data Collaborative Subnationally	36. Draft plan for outreach to local communities to fulfill programmatic requirements, to promote the activity of the Collaborative and to create awareness and positive understanding of the Tanzania Data Collaborative's role in Tanzania and the region	As required by program operations; anticipated to be within 6 months of the cooperative agreement award of the cooperative agreement
	37. Final plan for outreach to subnational communities for local impact	Within 5 calendar days after receipt of AOR and PM's comments on the draft plan
	38. Pre-trip planning report, for each trip to be undertaken	2 weeks prior to trip
	39. Post-trip activity report	Within 1 week of trip completion
Task 9: Extend Tanzania Data Collaborative Regionally	40. Draft plan for outreach to other labs in the region, in order to promote the activity of the Co-Lab and to create awareness and positive understanding of the Tanzania Data Collaborative's role in Tanzania and the region	Within 12 (84 calendar days) weeks of award of the cooperative agreement

Tasks	Deliverables	Target Timeline
	41. Final plan for outreach to other labs in the region	Within 5 calendar days after receipt of AOR and PM's comments on the draft plan for outreach to other labs in the region
Task 10: Publish Collaborative Data	42. Published collaborative data, based upon the eight (8) principles of open data (as detailed here: http://opengovdata.org/)	In a timely manner, according to principles.
Task 11: Identify, Assist with Publication, and Organize Open Data Sets	43. Monthly report describing the results of outreach to external organizations to identify and publish data sets	With monthly reports
	44. Quarterly and annual compilation of these results	With quarterly and annual reports
Task 12: Monitoring and Evaluation, Semi-annual Review and Lessons Learned	45. Draft Sustainability Plan	Within 11 months (330 days) after award of the cooperative agreement and prior to the second year of this cooperative agreement
	46. Final Sustainability Plan	Within 5 calendar days after receipt of AOR and PM's comments on the draft Sustainability Plan
Task 13: Semi-annual Review, Lessons learned and M&E Coordination	47. Updated performance indicator data	Included in monthly Status Reports
	48. Draft report that provides • An update on programs; • Achievements of the Co-Lab; • Lessons learned from the Collaborative activity, with suggestions for improvement; • Opportunities to improve and/or scale up activities; and • Financial and sustainability status of the Co-Lab.	At least 15 calendar days prior to agreed-upon date for the semi-annual review meetings

Tasks	Deliverables	Target Timeline
	49. Final report that provides • An update on programs; • Achievements of the Co-Lab; • Lessons learned from the Co-Lab activity, with suggestions for improvement; • Opportunities to improve and/or scale up activities; and • Financial and sustainability status of the Co-Lab.	Within 5 calendar days after receipt of AOR and PM's comments on the draft report (see Deliverable 39 of this chart)
	50. PowerPoint presentation that highlights the report's findings, if necessary	Within 15 calendar days prior to agreed-upon date for the semi-annual review meeting
	51. External Annual Report	Within 30 calendar days after the annual review meeting

VI. PERIOD OF PERFORMANCE AND TARGET MILESTONES

The MCC-PEPFAR Memorandum of Agreement (MOA) was signed in April 2015, and is currently scheduled to end in April 2018. The cooperative agreement's duration for this scope will be governed by this MOA. The Applicant should conceptualize this Project from that perspective, noting that all tasks must be completed prior to the end date of the MCC-PEPFAR MOA. The following target milestones should be taken into account when drafting the proposal and work plan.

<i>Notional Internal Milestones</i>		
2016	January	Award of the cooperative agreement and Kickoff Meeting
	March	Procurement of Co-Lab resources Marketing project and program begins
	May	Co-Lab is opened
	July	Semi-annual Program Review
2017	January	Semi-annual Program Review
	July	Semi-annual Program Review
	October	Begin overall program evaluation
2018	January	Semi-annual Program Review
	April	Complete project and program evaluation Cooperative agreement ends Co-Lab continues under sustainability plan

Furthermore, there are a number of events and international milestones which should be leveraged in support of the Project. In particular, the Applicant should be aware of items related to the International Open Data Conference, Africa Open Data Conference, Open Government Partnership, and the Global Partnership for Sustainable Development Data, amongst others.

<i>Notional External Milestones</i>		
2016	September	Africa Open Data Conference
	September-October	World Forum on Sustainable Development Data
	October	International Open Data Conference
	October	Open Government Partnership Meeting

VII. KEY PERSONNEL

The Applicant will be responsible for the day-to-day management and operation of the Tanzania Co-Lab to ensure it provides a core set of resources which will foster and support the use of information for local impact. Accordingly, the Applicant will have dedicated, full-time personnel at the Tanzania Co-Lab that will be responsible for office management, including all physical and technical management of the space (office supplies, cleaning, organization, IT systems, etc.). The following key personnel are anticipated to provide the minimum staffing for the Co-Lab:

- Executive Director: Must be capable of leading implementation of Co-Lab activities, directing overall execution, and providing strategic vision for operations.
- Director of Training Programs: Will oversee the training curricula of the Co-Lab, including acting as the lead trainer-in-residence. Ensures quality of the training program and honest learning of the students.
- Lead Data Scientist: Data science expert who leads activity design and implementation, and provides recommendations to senior management and the Steering Committee on best practices and strategy.
- Engagement, Outreach and Communication: Must be experienced engaging stakeholders on the use of data. Will also be responsible for creating content and managing web and social media, as well as having some experience in managing media campaigns. Must have capacity to write well, for telling compelling stories, and for presenting ideas effectively. The activities and innovations of the Co-Lab must be captured and shared effectively to spur greater interest and achievement.

The Applicant is expected to propose a minimum of four (04) Key Personnel that show the breadth and depth of technical expertise and management experience needed to oversee and meet this PD's requirements. Additional key personnel may be proposed if necessary. It is strongly recommended that subcontractors be proposed when appropriate to complete relevant tasks proposed in Section IV, specifically regarding training. MCC reserves the right to approve changes to the key personnel positions and subcontracting arrangements.

After award of the cooperative agreement, the Applicant will not substitute any Key Personnel without prior consent of the AOR and PM and a written permission of MCC's Agreement Officer

(AO)¹⁷. Proposed substitutes should have comparable qualifications to those of the persons being replaced. The Contracting Officer will notify the Applicant within 7 days after receipt of all required information of the consent on substitutes. No change in fixed unit prices may occur as a result of key personnel substitution without prior consent.

Professional Qualifications (Key Personnel)

- Advanced degree is encouraged, but may be substituted for relevant experience and/or education, in a field relevant to the position from an accredited university
- At least 10 years of experience relevant to the positions
- Experience in developing and implementing comparable projects in East Africa for at least 5 years
- Proven record of excellent management, leadership, decision making skills
- Excellent English oral and written communications skills are required, fluent Swahili is desired
- Proven balanced skills set and ability to provide technical advice and collaborative work with the team of multidisciplinary and international experts
- Must be have demonstrated experience in the use of modern communications tools, internet, email, social media, and teleconferences.

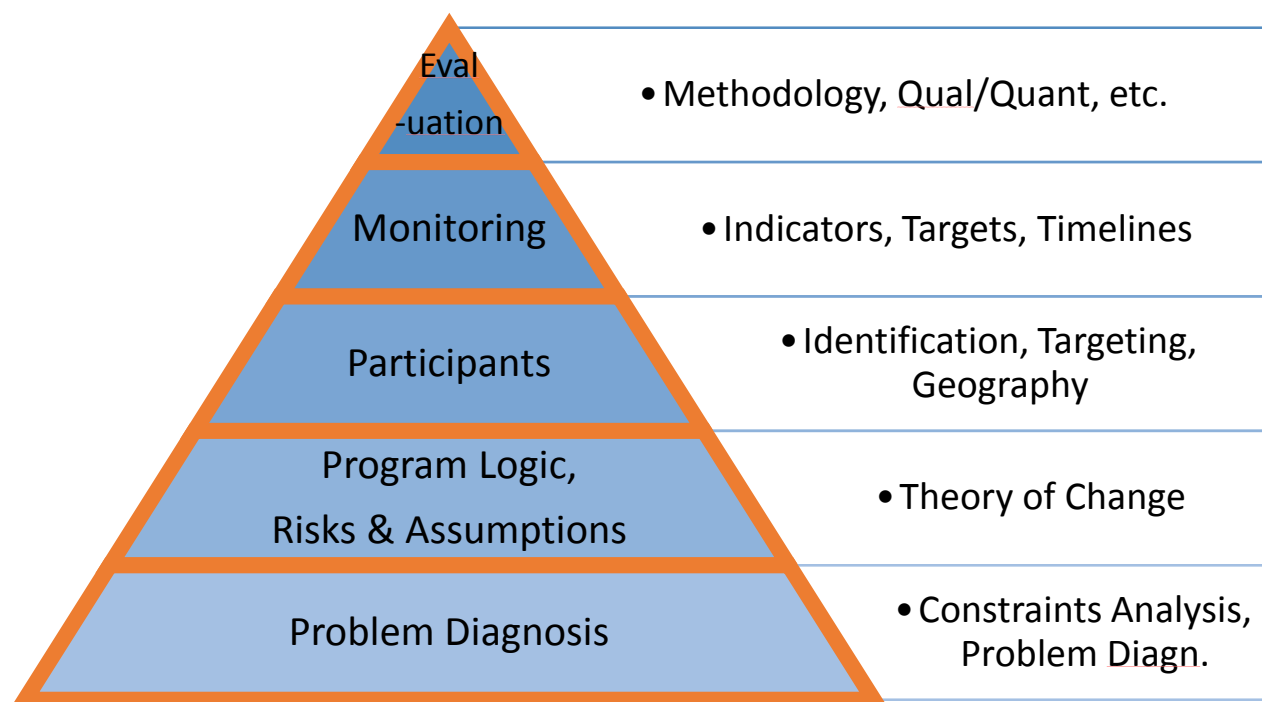
¹⁷ MCC's Agreement Officer (AO) is responsible for all actions on behalf of the MCC, including entering into, changing, or terminating an award. Warranted AOs act as public trust officials empowered with the authority to obligate the Government. The authority to appoint AO's is limited to the Millennium Challenge Corporation Senior Procurement Executive (SPE). The SPE for the Millennium Challenge Corporation (MCC) is the Managing Director of the Contracts and Grants Management Division. The SPE has not delegated this authority.

Annex I – Monitoring & Evaluation Approach Summary; Root Cause Analysis, High-Level Program Logic; and Illustrative Indicators

Monitoring and Evaluation Summary

Overview

A solid M&E framework is comprised of multiple components that explain the program and projects' context, provide the program/project rationale, and, based on an understanding of the project components, describe how the program/project will be monitored and evaluated. The primary components of an M&E system are depicted in the below pyramid. The foundation is formed by a solid understanding of the problem to be addressed and its root causes, which helps ensure that any interventions are focused on the most important causes so that change can be achieved. The program logic, along with its identification of key risks and assumptions is based on the previous problem analysis, which then informs the identification of target participants and beneficiaries. Based upon this information, a monitoring strategy can be identified, which then flows into an evaluation approach.



These five M&E components evolve, however, as the Program and projects evolve. As new Program components are introduced, or new participant groups are targeted, programmatic changes which should be based on the problem analysis and the program logic, updates can also be made to the monitoring and evaluation approach. Such is the case with the Data Collaboratives for Local Impact, which is designed to be a three-year experiment to test different types of investments which would contribute to the greater and more effective use of data for decision making. As different activities are tested and implemented, some will be scaled up while others

will be replaced. Thus, the M&E framework will evolve over time along with the Program, Project(s) and lessons-learned in the process.

Problem Diagnostic

MCC and PEPFAR have worked to ensure a solid basis and grounding for the planned initiatives. This was done over a period of 6 months of scoping which included rapid country data ecosystem assessments and consultation with more than 90 organizations based in the Eastern and Southern Africa, visits and meetings in Tanzania, Kenya, South Africa, Zambia and the United States. Though this process as well as their respective mission-specific and programmatic experience, MCC and PEPFAR have gained an understanding of the context and the key issues and constraints associated with country open data systems in these locations. The core understanding of the issues related to data use for decision making have been documented in the Detailed Problem Analysis included as Figure 1.

Program Logic

Based on the detailed problem analysis, the MCC and PEPFAR team has developed a draft program logic, based on the currently identified set of activities. However, as the Data Collaboratives for Local Impact will utilize an experimental approach, this program logic is expected to evolve over time as the understanding of the context and issues evolves and as new approaches are tested out. The current understanding of the program logic is shown on Figure 2.

Monitoring

The monitoring component builds on the defined program logic and the identification of beneficiaries through the identification of ways to measure progress against the expected outcomes. In many cases, monitoring takes the form of monitoring indicators, such as those tracked through MCC's quarterly Indicator Tracking Tables. It is typically preferable to monitor shorter-term outcomes and those outcomes that are likely to change over a relatively short period of time through monitoring methods while tracking longer-term outcomes that will take some time to be realized through evaluations.

Monitoring indicators should be directly linked to expected outcomes identified in the program logic. Because of this link, monitoring indicators can only be as well-defined as the underlying program logic and the identification of key participants. In the case of the Data Collaboratives for Local Impact, the experimental nature of the intervention necessitates a fluid understanding of the monitoring indicators. Though the expected long-term impacts are likely to remain the same, many of the shorter-term indicators (and expected outputs) are likely to shift as the Project shifts.

It is anticipated that the organizations responding to the NOFO associated with this PD will help define the final contents of the Project's design. Thus, these organizations will take part in forming the anticipated program logic and defining the final list of indicators. Though it is expected to change, a sample list of potential indicators is included in Figure 3.

Evaluation

Evaluation can play multiple roles within a project. The traditional role of an evaluation is that of a summative evaluation that examines the final roll out and effects of an intervention. This type of evaluation typically concludes at the end, or even after the end, of the Project. At MCC, this type of evaluation is built into the mandating legislation, and is a strong component of MCC's accountability systems, offering the opportunity to measure long-term impacts and document lessons learned.

However, formative evaluations are another opportunity for significant learning and improvement before a project is complete. Whereas summative evaluations attempt to take an objective, often outsider view of a project's accomplishments, a formative evaluation is highly integrated into implementation. The evaluators typically work side by side with implementers, helping to analyze progress, particularly among shorter-term outcomes, to assess progress and steer change. In particular, a Developmental-style evaluation, which is a variation of formative evaluation, is designed for experimental approaches to complex issues.

In the case of the Data Collaboratives for Local Impact, a two-pronged approach may be warranted. Given the experimental nature of the intervention, a Developmental-style evaluation approach holds significant promise for helping to guide implementation and the testing of various approaches and activities. However, an external, summative-style evaluation also provides the analysis of longer-term outcomes, accountability, and ability to capture lessons learned. Though a final decision has not been made regarding the planned methodologies, a combined evaluation approach is likely.

Figure 1: Problem Analysis

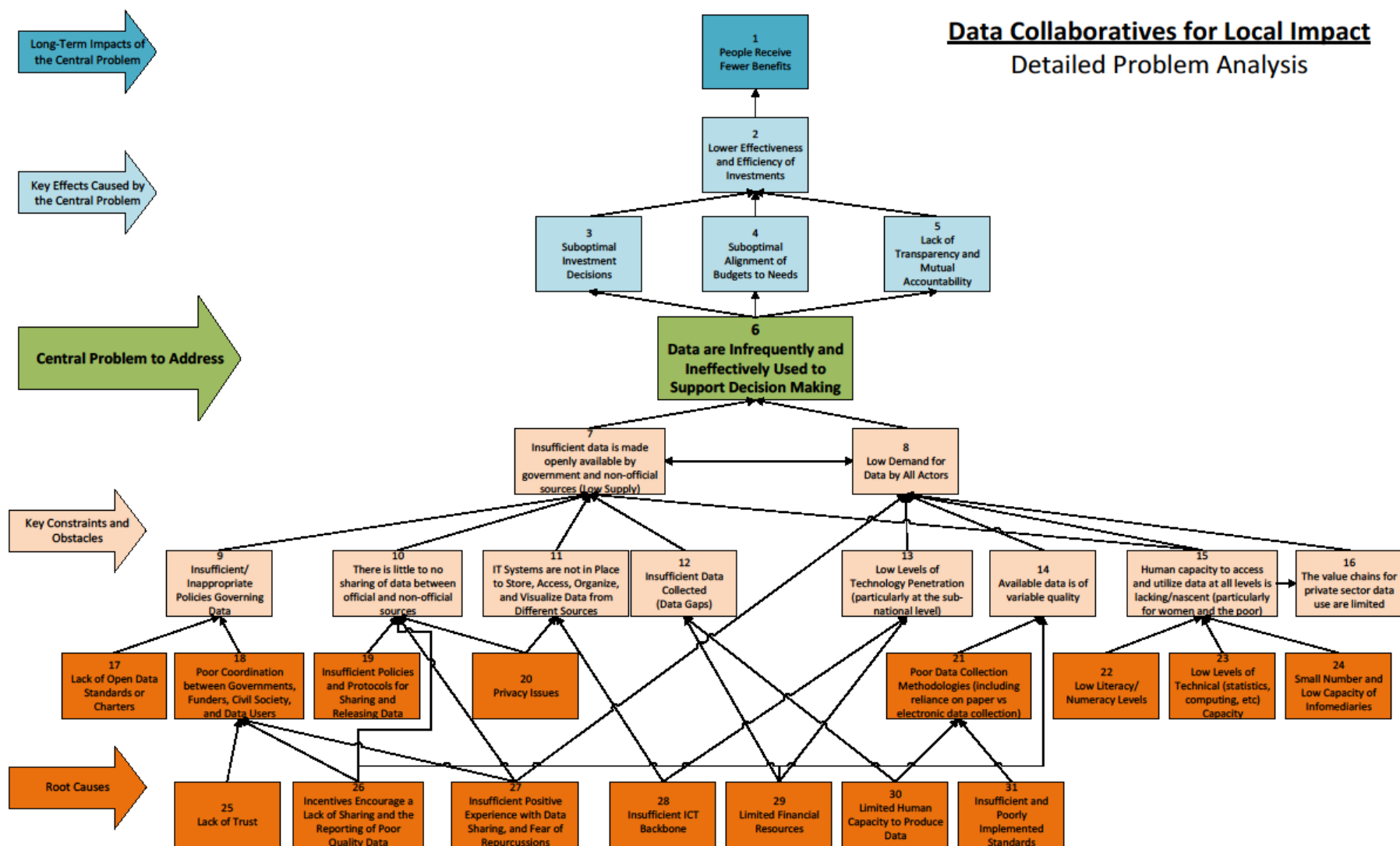


Figure 2: Program Logic

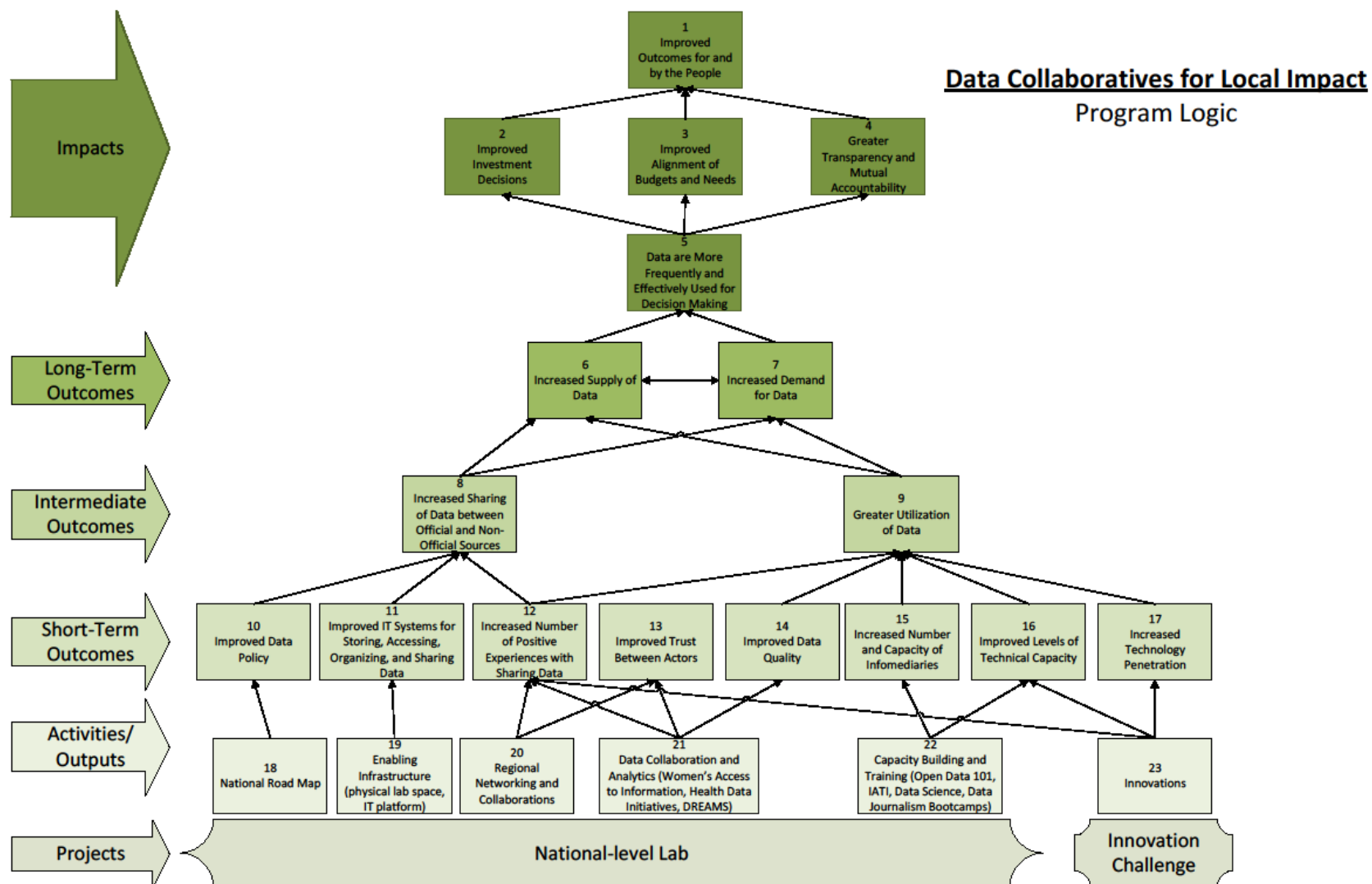


Figure 3: Preliminary and Illustrative List of Indicators

Data Collaboratives for Local Impact: Sample List of Monitoring Indicators and Evaluation Research Questions		
Outcome Level	Output/Outcome	Potential Indicators
Outputs (Estimated Timeline: At Completion of Implementation)	National Road Map	Adoption of a National Data Road Map
	Enabling Infrastructure (physical lab space, IT platform)	Physical Construction of the Lab Space
		Establishment/Functionality of the IT Platform
	Data Collaboration and Analytics	
	Regional Networking and Collaborations	
	Capacity Building and Training	# of Training Sessions Held
		# of People Trained
		# of Infomediaries Trained
	Innovation Challenge	# of Grants Awarded (disaggregated by type)
		Value of Grants Awarded
		# of Prizes Awarded (disaggregated by type)
		Value of Prizes Awarded
Short-Term Outcomes (Estimated Timeline from Completion: Early Adopters: 0-2 months; Average: 2-6 months)	Improved IT Systems for Storing, Accessing, Organizing, and Sharing Data	Usability of the Platform
		# of Functions/Uses of the Platform
	Increased Number of Positive Experiences with Sharing Data	# of People Participating in a Collaboration Event (Mash-ups, Hackathons, etc.)
		Satisfaction Ratings for Collaboration Events (Mash-ups, Hackathons, etc.)
	Increased Number and Capacity of Infomediaries	# of Active Infomediaries (needs a definition of "active")
	Improved Levels of Technical Capacity	# of People Putting their Training into Practice
		Change in pre/post test scores
	Increased Technology Penetration	
Medium-Term Outcomes		# of Datasets Housed on the IT Platform

Data Collaboratives for Local Impact: Sample List of Monitoring Indicators and Evaluation Research Questions		
(Estimated Timeline from Completion: Early Adopters: 2 months -1 year; Average: 6 months-1.5 years)	Increased Sharing of Data between Official and Non-Official Sources	# of Organizations Adopting Open Data Policies
		# of Organizations/Entities Partnering with the Lab
	Greater Utilization of Data	# of Working Groups Using the Lab Space
		% of Available Lab Time Booked by Users
		# of Articles Published Using Data/Infographics
<u>Outcome Level</u>	<u>Outcome</u>	<u>Potential Evaluation Research Questions</u>
Long-Term Outcomes (Estimated Timeline from Completion: Early Adopters: 6 months-2 years; Average: 1 year-3 years)	Increased Supply of Data	How has the extent or ways in which government entities share their data changed as a result of the program?
		How has the extent or ways in which private entities (organizations, businesses, etc.) share their data changed as a result of the program?
		How and in what ways has the availability of data changed as a result of the program?
		Are there particular types of data for which the availability of data has particularly changed? If so, why did these types of data change in availability more so than other types of data as a result of the program?
	Increased Demand for Data	To what extent and what ways has the usage of data by private entities changed as a result of the program?
		To what extent and in what ways has the usage of data by public entities changed as a result of the program?
		How has the extent of usage of data by private citizens changed as a result of the program?
Impacts (Estimated Timeline from Completion: Early Adopters: 1 -3	Data are More Frequently and Effectively Used for Decision Making	To what extent and in what ways have organizations changed their decision making processes to

Data Collaboratives for Local Impact: Sample List of Monitoring Indicators and Evaluation Research Questions

years; Average: 2-4 years)		incorporate more data as a result of the program?
		To what extent and in what ways have individuals used data to support decision making as a result of the program?
		To what extent and in what ways have public entities changed their decision making processes to incorporate more data as a result of the program?
	Improved Investment Decisions	For those organizations, entities, and individuals who changed how they use data to support decision making, how has the quality of those decisions changed as a result of the program?
	Improved Alignment between Needs and Budgets	To what extent and in what ways has the alignment of needs and budgets (by government agencies as well as by donors) changed as a result of the program?
	Greater Transparency and Mutual Accountability	To what extent and in what ways has transparency in decision making for organizations, public entities, and individuals changed as a result of
	Improved Outcomes for and by the People	For those organizations, entities, and individuals who changed how they use data to support decision making, how have final outcomes at the local level changed as a result?

SECTION B. FEDERAL AWARD INFORMATION

1. ESTIMATED AMOUNT OF FUNDS AND NUMBER OF AWARDS

MCC estimates that the program amount of funding associated with the implementation of the Tanzania Data Collaborative (Co-Lab) Project as described in Section A.2 could be about \$3.5 million over a period of approximately 27 months, including an allowance for that could be used for rehabilitation of the Co-Lab space, if that is needed. This is specified in the draft budget template attached to this NOFO.

In addition to the MCC-funded amount, the Applicants are required to support this important work through their own contributions by providing cost share as described in Section C.2.

MCC intends to award a cooperative agreement(s) pursuant to this NOFO – and reserves the right to fund any or none of the applications submitted. The U.S. Government may make an award on the basis of initial applications received, without discussions or negotiations. Therefore each application must contain the applicant's best technical and financial terms. The U.S. Government reserves the right (but is not under obligation) to conduct pre-application conferences for all interested Applicants, invite Applicants to make pre-award presentations in support of their applications, interview Applicants' proposed key personnel members, and request from one or more applicants some clarifications, additional details or suggested refinements in the project description, budget, or other aspects of the application(s).

2. APPLICATION PROCESS

MCC will issue a cooperative agreement as the successful result of a two-step process review:

- 1) **Phase I** – Pre-qualification Concept Paper submission phase, which will be open to all applicants and requires submittal of materials referred to as a concept paper and appendix, but generally intended to understand the nature of the Applicants' organization (or consortia interested in the opportunity), the Applicants' relevant experience, past performance, demonstrated local content strategy to adequately manage and implement the Project with high quality and credibility including successful dialogue with country officials and key stakeholders. This is a full and open competition concept paper application submission. If the Applicant is successful, they will be formally invited by MCC to submit a full proposal as part of Phase II.
- 2) **Phase II** - Full application submission phase, which will be open only to Applicants successfully selected through the Phase I process and invited by MCC to submit full applications.

MCC reserves the right to award none, one, or multiple cooperative agreements as a result of its review of the concept papers and subsequent full applications. MCC also reserves the right to (but is not under obligation to do so), to conduct pre-application conferences for all interested

applicants; conduct oral presentations and interview with Key Personnel with apparent successful applicant(s), at the discretion of the Agreement Officer. If determined necessary, the apparent successful Applicant(s), will be notified accordingly and invited to present to MCC, likely at a designated location in Tanzania.

For more information on the application process, evaluation criteria and instructions, please refer to section D below.

3. PURPOSE OF AWARD

The principal purpose of the relationship with the Recipient under this Cooperative Agreement is to transfer funds to accomplish a public purpose of finalizing Project design and implementing the Tanzania Data Collaborative (Co-Lab) Project activities as described in Section A.2. Specifically, the Cooperative Agreement is designed to accomplish:

- 1) Implement the Project and tasks;
- 2) Establish a venue, technology platform and working space to share, combine and use data from multiple sectors and sources, and promote an active, supportive (virtual and physical) environment in which data openness is encouraged, information sharing is the preferred culture, and local impact – the use of information to improve the lives of all citizens – is the focus;
- 3) Support communications, outreach and grantee community and capacity building;
- 4) Ensure effective administration, management, and sustainability of Co-Lab;

The successful Recipient will be responsible for ensuring the achievement of the Project's tasks and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering USG funds in a manner consistent with underlying agreements, activity objectives, and the terms and conditions of the USG Federal award. The Recipient using its own unique combination of staff, facilities, and experience, has the primary responsibility for employing whatever form of sound organization and management techniques may be necessary in order to assure proper and efficient administration of the resulting award.

4. PERIOD OF PERFORMANCE AND START DATE

The period of performance anticipated herein is the date of MCC's Agreement Officer's signature of the award. The entire period of performance is anticipated to be up to approximately 27 months from the effective date of the award through April 2018.

5. SUBSTANTIAL INVOLVEMENT

According to MCC's Grants and Cooperative Agreements Manual, MCC will be substantially involved in the implementation of this Cooperative Agreement as described below:

- 1. Approval of the Recipient's Implementation Plans.** MCC will approve the annual budget, project monitoring and evaluation reports in accordance with 2 CFR 200.327,

annual work plans, performance indicator data reports; monthly travel (domestic and international if needed); all other relevant outcomes/deliverables as noted in Section V of the Project Description; and planned and actual expenditures under the award in accordance with 2 CFR 200.328.

2. Approval of Key Personnel.

3. Monthly or Quarterly Advance and Disbursement Requests. It is anticipated that the Recipient of the Cooperative Agreement would be able to request monthly advances and disbursement requests for review and approval by MCC and to serve as funds needed in the implementation of the Project.

4. Approval of subawards and subcontracts (if applicable).

5. Agency (MCC and PEPFAR) and Recipient Collaboration or Joint Participation. All other aspects of the agreed-upon work plan, and notably:

- a. Collaborative involvement in selection of technical advisory committee members. MCC together with other members will participate as member in the committee. Technical advisory committees will only deal with technical or programmatic issues, and not routine administrative matters.
- b. Concurrence on the substantive provisions of the subgrants/subcontracts together with technical advisory.
- c. Approval of the Recipient's monitoring and evaluation plans.
- d. MCC monitoring to permit specific direction or redirection because of interrelationships with other projects (i.e., other projects under the same Collaboratives Umbrella Program).

6. MCC authority to immediately halt a construction activity (if applicable).

6. SUBGRANTS/SUBCONTRACTS

MCC may implement subgrants under this Project.

Awarded subgrants will be issued in accordance with 2 CFR 200.330-332 and will include, but not limited to:

1. Fixed amount subgrants up to the simplified acquisition threshold (currently \$150,000);
2. Simplified grants;
3. Regular subgrants per 2 CFR 200.92.

In case of the need to rehabilitate the Co-Lab building, MCC will allow subcontracts under this Project. The subcontract(s) for space rehabilitations will be executed in accordance with FAR 36.

SECTION C. ELIGIBILITY INFORMATION

1. ELIGIBLE APPLICANTS

To be eligible for award of this Cooperative Agreement, an organization must be a Non-USG Federal Entity per 2 CFR 200.69 (*Non-Federal entity means a state, local government, Indian tribe, institution of higher education (IHE), or nonprofit organization that carries out a Federal award as a recipient or sub-recipient*) and a Foreign Organization (referred to as non-U.S. NGOs) – either non-profit or for profit organizations not affiliated with a foreign government that meet the definition in 2 CFR 200.47, legally registered to operate in Tanzania.

2 CFR 200.47 Foreign Organization states: Foreign organization means an entity that is:

- (a) A public or private organization located in a country other than the United States and its territories that is subject to the laws of the country in which it is located, irrespective of the citizenship of project staff or place of performance;*
- (b) A private nongovernmental organization located in a country other than the United States that solicits and receives cash contributions from the general public;*
- (c) A charitable organization located in a country other than the United States that is nonprofit and tax exempt under the laws of its country of domicile and operation, and is not a university, college, accredited degree-granting institution of education, private foundation, hospital, organization engaged exclusively in research or scientific activities, church, synagogue, mosque or other similar entities organized primarily for religious purposes; or*
- (d) An organization located in a country other than the United States not recognized as a Foreign Public Entity.*

MCC strongly encourages local Applicants to maximize local (Tanzanian) knowledge and content. However, where necessary and to meet the technical objectives, Applicants are also encouraged to develop teaming consortiums with regional or global, including US-based Organizations.

Each Applicant must be found to be a responsible entity before receiving an award by the Agreement Officer. The Agreement Officer may determine if a pre-award survey is required for a successful applicant. Applicants must have established financial management, monitoring and evaluation, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations. The successful applicant(s) will be subject to a responsibility determination completed by the AO.

All Applicants should be legally registered to operate in Tanzania and/or Kenya, based in East Africa, and have offices in one of these two countries. Work under this Cooperative Agreement will be completed at the Applicant's office(s) or other location as determined by the Applicant.

A "regional organization or organization" must:

- Be organized in accordance with the laws of the country or countries within which it operates;
- Have its principal place of business within a country or countries in the East Africa region, preferably in Tanzania;

- Be majority owned by individuals who are citizens or lawful permanent residents of a country or countries in East Africa or be managed by a governing body, the majority of whom are citizens or lawful permanent residents of a country or countries in East Africa;
- Not be controlled by a foreign entity or by an individual or individuals who are not citizens or permanent residents of a country or countries in East Africa.

The term "controlled by" as set forth in the fourth bullet above, means a majority ownership or beneficiary interest as defined in the third bullet above, or the power, either directly or indirectly, whether exercised or exercisable, to control the election, appointment, or tenure of the organization's managers or a majority of the organization's governing body by any means (e.g. ownership, contract/cooperative agreement, or operation of law).

The applicant is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the Recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all sub-awards issued under this Cooperative Agreement.

Applications will not be accepted from individuals.

Pursuant to Code of Federal Regulations (CFR) 200.400(g), MCC will not award profit under assistance instruments such as cooperative agreements, and as such, for-profit organizations must waive profits and/or fees to be eligible to submit an application. Forgone profit does not qualify as cost-share.

2. COST SHARING OR MATCHING

The cost sharing is required to support the project objectives at a minimum of 5% of the estimated total proposed budget. MCC is looking for innovative, practical approaches to using these resources while promoting the program tasks and objectives.

Applicants must identify in the budget submission a separate budget category supported by detailed line items for the cost share and comply with instructions in Section D.2. Cost share contributions will be reviewed as part of the cost review.

Cost Share refers to the resources a recipient contributes to the total cost of an agreement, the portion of project or program costs not borne by the U.S. Government. Cost Share becomes a condition of an award when it is part of the approved award budget if proposed by the Applicant.

Cost-sharing includes cash and in-kind contributions. Such contributions may be mobilized from 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, and is subject to 2 CFR 200.306.

Proposed cost-sharing must be used for the accomplishment of program objectives, and must consist of allowable costs under the applicable USG cost principles. Information regarding the

proposed cost share, should be included in the SF 424 and the Budget as specified in Section D. The cost sharing plan should be discussed in the Budget Notes to the extent necessary to demonstrate its feasibility and applicability to the program.

SECTION D. APPLICATION AND SUBMISSION INFORMATION

1. MCC's POINTS OF CONTRACT AND SUBMISSION APPROACH

Taylor Wolf
Agreement Officer
E-mail: wolftj@mcc.gov

Nataliya Holl
Senior Contracting Specialist
E-mail: hollna@mcc.gov

MCC distributes all information for this NOFO through www.grants.gov .

SUBMISSION OF QUESTIONS

All questions and requests for clarification regarding this NOFO should be submitted in writing to the email provided below **no later than the date and time provided on the cover** letter to provide sufficient time to address the questions and incorporate the questions and answers as an amendment to this solicitation. Please note that in addition to accepting questions in writing, there will be two opportunities to ask questions verbally during Pre-Application Conferences, one during Phase I, and the other during Phase II of the Application Process.

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.

Email for submitting the questions: MCCproposalsPEPFAR@mcc.gov and cc: Nataliya Holl at hollna@mcc.gov

The emails with questions must reference the NOFO number and project title in the subject line of the e-mail. Questions will not be answered after the deadline of the questions submission.

PHASE I

For the questions for Phase I, indicate your organization name, address and phone number. The deadline for questions for Phase I is specified in the cover letter.

PRE-APPLICATION TELECONFERENCES

MCC will host a Phase I Pre-Application Teleconference(s) prior to the submittal of Phase I applications to describe this funding opportunity and to respond to questions. Interested Applicants must register for the Pre-Application Conference attendance by the date specified in the cover letter by following the link below:

Bid Conference Registration

The URL is pasted below:

<http://goo.gl/forms/aoD20ZepfT>

As a backup please send a registration email to Nataliya Holl at hollna@mcc.gov with the following information:

Please provide the following information for the registration:

- Organization name and address
- Names of participants, limited to two people
- Contact Emails and phone numbers

The exact venue and time for the Pre-Application Conferences will be provided later at www.grants.gov as an amendment to this NOFO.

Responses to questions will be posted at www.grants.gov as amendment to this NOFO.

PHASE II

Only organizations invited to participate in Phase II can also submit additional questions after the Pre-Application Conference for Phase II. The timeline is allowed for this opportunity. Please check the deadlines in the cover letter. The deadline for questions for Phase II is specified in the cover letter.

Applicants invited to participate in Phase II will be provided a result and an explanation of their concept paper evaluations under Phase I.

MCC will also host a Phase II Pre-Application Conference (in-person and call-in) in Dar Es Salaam, Tanzania prior to the submittal of Phase II applications to elaborate on this funding opportunity and to respond to questions. Interested Applicants must register for the Pre-Application Conference attendance by the date specified in the cover letter by sending an email to: MCCproposalsPEPFAR@mcc.gov and cc: Nataliya Holl at hollna@mcc.gov.

2. CONTENT AND FORM OF APPLICATION SUBMISSION

Applicants are expected to review, understand and comply with the requirements of this NOFO. Applications not conforming to this NOFO requirements will be categorized as non-responsive and will be eliminated from further consideration.

APPLICATION FORMAT AND SUBMISSION INSTRUCTIONS:

The Application shall be submitted in English. The Applicants must submit applications to: MCCproposalsPEPFAR@mcc.gov and cc: Nataliya Holl at hollna@mcc.gov electronically. Hard copies will not be accepted.

The MCC reserves the right not to consider late or incomplete applications.

Registering as an organization steps at www.grants.gov is available at: <http://www.grants.gov/web/grants/applicants/organization-registration.html>. Questions relating to the registration process or system requirements for Grants.gov must be directed to grants.gov at support@grants.gov or 1-800-518-4726 for US and international is 1-606-545-5035. Application forms and instructions are available at Grants.gov. To access these materials, go to <http://www.grants.gov>, select “Apply for Grants”, and follow the directions.

CONTENT AND FORMAT OF APPLICATION SUBMISSION

PHASE I

Each Applicant shall furnish the information required by this NOFO.

DO NOT SUBMIT: Promotional literature and materials regarding the Applicant as part of the Annexes. Do not submit unsolicited material.

The following are the page limits:

Cover Page– (1 Page Limit).

Concept Paper – (10 Page Limit).

Appendix – (5 Page Limit).

The Application should be in Font 12 point/Times New Roman, single-spaced and not exceed the page limits as stated above for each section.

COVER PAGE (1 Page Limit) must contain the following information:

- a. Name and full address of applicant organization;
- b. Project Title, NOFO Reference Number and Objective of proposed activity;
- c. Data Universal Numbering System (DUNS) Number;
- d. Type of organization (e.g., for-profit, non-profit, university, etc.);
- e. Point of Contact (name, position title, phone number, fax number, e-mail address);
- f. Any partnerships / proposed consortium members; and
- g. Signature of authorized representative of the applicant.

CONCEPT PAPER (no more than ten (10) pages plus the Appendix (5 page limit))

The Concept Paper will need to succinctly provide information about:

1. The organization, its mission, structure, summary of relevant organizational experience and qualifications as well as the mission, structure and experience of proposed consortium partners;
2. The organizational capacity (capacity, roles and responsibilities of the Applicant and any consortium partners) to adequately manage and implement the Project with high quality and credibility including successful dialogue with the country officials and key stakeholders; and
3. Applicant's strategy to maximize local content. This is full and open competition concept paper application submission. If the Applicant is successful, they will be formally invited by MCC to submit a full application as part of Phase II.

Note: If any sections of the submitted concept paper exceed the designated page limit, MCC reserves the right in its sole discretion to take any appropriate action, including, but not limited to, excluding the pages in excess of the limit and eliminating the applicant from the competition.

Appendix for Phase I (5 page limit)

Relevant Past Performance and Past Experience Information (Recipient and Key Partner Organizations)

Applicants will provide at least three (03) past performance references for the last five (05) years on contracts/works similar in nature or relevant to this award, preferably with U.S. government agencies, international development or donor institutions, international non-government organizations (NGOs) or the private sector. Alternatively, the Applicants may provide five (05) past performance examples including references within the last seven (07) years for relevant work with national and/or regional entities.

If a consortium is envisioned, the application should also include at least two (02) past performances for the subgrants (consortium members) including references, per subcontractor, for the last five (05) years detailing work similar in nature to that which would be envisioned for this subcontractor under this PD. References may be with U.S. government agencies, other international development or donors institutions, NGOs, and/or the private sector.

The Government reserves the right to obtain information for use in the evaluation of past performance from any and all sources inside or outside the Government.

PHASE II

Each Applicant shall furnish the information required by this NOFO. Applications shall be submitted in two separate parts: (a) Technical Application, and (b) Cost/Business Application.

The following are page limits associated with the technical application.

- Cover Page – (1 Page Limit).
- Executive Summary – (3 Page Limit).
- Technical Application – (30 Page Limit).

- Appendices - Maximum (50 Page Limit).

The Application should be in Font 12 point/Times New Roman, single-spaced and not exceed the page limits as stated above for each application section.

Any charts or tables included within the technical application sections will be considered against the page limits of those sections.

The requirements for the technical application sections as described are minimum requirements that must be included with the applicant's submission. The applicant may include additional information other than that stated as long as it falls within the page limitations set in the NOFO.

COVER PAGE (1 Page Limit) must contain the following information:

- a. Name and full address of applicant organization;
- b. Project Title, NOFO Reference Number and Objective of proposed activity;
- c. Taxpayer Identification Number (TIN) (for UD sub-partners if applicable);
- d. Data Universal Numbering System (DUNS) Number;
- e. Type of organization (e.g., for-profit, non-profit, university, etc.);
- f. Point of Contact (name, position title, phone number, fax number, e-mail address);
- g. Any partnerships/final consortium members; and
- h. Signature of authorized representative of the applicant.

EXECUTIVE SUMMARY (3 Page Limit)

The information in this section must summarize the proposed technical approach of the applicant to achieve the tasks and objectives of the project description.

TECHNICAL APPLICATION (30 Page Limit)

The technical application will be the most important factor for consideration in selection for award of the proposed Award. The technical application should be, to the extent possible, clear, complete and concise. The application should demonstrate the Applicant's capabilities and expertise with respect to achieving the goals of this Project and provide detailed outline of the methodology that will be used to implement the Project. Applicants should describe how they propose to achieve the project tasks and objectives. The application should describe the Applicants innovative ideas, approaches and strategies to achieve the results of the Project. The application should take into account the requirements of the project and evaluation criteria found in this NOFO.

All uploaded technical applications must be submitted in as a Microsoft Word-compatible document and in PDF format. At a minimum the application should include the components listed below. In addition to the overall page limits, notional estimated page lengths are provided:

- Proposed approach and strategy to efficiently establish the Co-Lab as set forth in this NOFO (1 to 3 pages).

- Comments, alternative task structure to that which is proposed in Section A.2 of this NOFO (1 to 3 pages).
- Technical application responding to the project description above (10-15 pages).
- Initial ideas on virtual platform including enhancements, innovative features, leveraging of open source software and low-bandwidth accessibility (i.e. accessing Co-Lab resources and services, mechanisms to integrate with the broader innovation laboratory space in the region, etc.) (1 page).
- Proposed approach to integrate gender and social considerations (1 page).
- Initial ideas on outreach strategy and ability to identify, prioritize and engage beneficiaries (organizations, government, individuals, etc.) (1 page).
- Overview of team / organizational structure, roles and responsibilities to implement workplan (3-4 page overview / organigram).
- Proposed financial management controls and systems to ensure accountability and efficiency (1 page).
- Anticipated risks and proposed mitigation strategies, for establishing the Co-Lab – and activities (1 page).
- Initial ideas on sustainability (1 page).

LIST OF APPENDICES (NOT INCLUDED IN THE TECHNICAL APPLICATION PAGE LIMIT, 50 PAGES LIMIT)

1. Resumes for key personnel - not to exceed 3 pages for each resume

Resumes must be in chronological order starting with most recent experience. Each resume for the proposed Key Personnel positions must be accompanied by a signed Letter of Commitment from each candidate indicating his/her: (a) availability to serve in the stated position, in terms of days after award; (b) intention to serve for a stated term of the service; and (c) agreement to the compensation levels which correspond to the levels set forth in the cost application.

Resumes for Key Personnel should include at least three (3) references for each proposed key position, including up-to-date telephone numbers and e-mail contact information.

2. Staffing Plan

The applicant must submit a staffing plan that should list all proposed positions under the Project, and whether the position is full-time, part-time, or intermittent, and the planned person months or days each position will devote to the Project. In addition, the staffing plan must include an organizational chart that shows the structure and the relationships between positions.

3. Organizational Qualifications and Management Plan

The applicant should include at a minimum the following responses to the management plan and organizational capacity.

A discussion of how the applicant will manage project activities, including the management of subgrants/prizes and/or the partnership with consortium organizations, and how they plan to work

with MCC Washington and MCC Tanzania (and other key project stakeholders) in the implementation of the Project.

4. Final Consortium Plan (if applicable)

The consortium plan should list all proposed partners under the Project, and what role the partners have in relation to the project objectives. In addition, the consortium plan must include an organizational chart that shows the structure, governance and the relationships between consortium partners and prime.

Each consortium organization must provide a signed Letter of Commitment indicating the following information regarding each organization: (a) availability to participate in the stated consortium; (b) the length of participation as it relates to the Project; and (c) agreement to the budget associated with each consortium partner set forth in the cost application.

5. Proposed draft work plan (including schedule) incorporating any adjustments to the task structure outlined in this RFA that the Applicant feel will provide added value and better reach target achievements and expectations (10-15 pages)
6. Proposed initial monitoring and evaluation plan (2-3 pages)
7. Relevant Past Performance and Past Experience Information (Recipient and Key Partner Organizations)

Applicants will provide at least three (03) past performance references for the last five (05) years on contracts/works similar in nature or relevant to this award, preferably with U.S. government agencies, international development or donor institutions, international non-government organizations (NGOs) or the private sector. Alternatively, the Applicants may provide five (05) past performance examples including references within the last seven (07) years for relevant work with national and/or regional entities.

If a consortium is envisioned, the applications should also include at least two (02) past performances for the subgrants (consortium members) including references, per subcontractor, for the last five (05) years detailing work similar in nature to that which would be envisioned for this subcontractor under this PD. References may be with U.S. government agencies, other international development or donors institutions, NGOs, and/or the private sector.

The Applicant will include the name, recent telephone number and email address of knowledgeable customer contacts. References from institutions that have characteristics that are most similar to MCC will be preferred. The information will summarize clearly the nature of the assistance contracted, the contract and/or cooperative agreement amount(s), the period of performance, the types of tasks performed, and the results achieved through the contract and/or cooperative agreement. The Applicant will provide a concise narrative of each contract/cooperative agreement/reference.

MCC may contact references and use the past performance data regarding the organization, along with other information to determine the applicant's past performance.

The Government reserves the right to obtain information for use in the evaluation of past performance from any and all sources inside or outside the Government.

COST/BUSINESS APPLICATIONS (no page limit)

The Cost or Business application is to be submitted under a separate cover from the Technical application. The Cost/Business application is also to be submitted electronically in an unprotected Microsoft Excel-compatible spreadsheet with open formulas. The Applicant is requested to submit a budget broken down by project years with an accompanying detailed budget narrative (in a Microsoft Word-compatible document) which provides in detail the anticipated total costs for implementation of the Project. The budget narrative should provide information regarding the basis of estimate for each line item, including reference to sources used to substantiate the cost estimate.

If the Applicant has established a consortium or another legal relationship for its partners, the Cost/Business 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 MCC 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 thereto to be held jointly and severally liable for the acts or omissions of the other.

The budget should include a breakdown of all anticipated costs associated with the Project.

The cost/business application should contain:

- Cover Page (The Cost Application Cover Page must contain the same information as the Technical Application)
- Standard Forms (SF 424 Forms)
- Budget (summary budget and detailed budget)
- Budget Narrative (detailed explanation of proposed costs in Microsoft Word format)
- DUNS and System for Award Management (SAM)
- Certification, Assurances, Statements and Other Required Forms
- Funding Restrictions (if any)

The Applicant must sign and submit the cost application form SF-424, and print or type the Applicant's organization name on the Cover Page of the technical and cost applications. Erasures or other changes must be initialed by the person signing the application. Applications signed by an agent shall be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.

US Government Standard Forms Required as Part of the Application Include:

- Application for Federal Assistance (SF-424)
- Budget Information (SF-424A)
- Assurances – Non-construction Projects (SF-424B)

These Standard Forms can be downloaded from the following site: www.grants.gov.

Summary Budget Template

Cost Elements	Total number of months/people	Total Term 27 months	Total
Salaries			
Fringe Benefits (if applicable)			
Travel and Transportation			
Equipment			
Supplies			
Subawards (proposed consortium partner – cannot exceed 45% of the total proposed budget)			
Subgrants/subawards			
Subcontract (rehabilitation)	N/A	N/A	\$250,000
Other Direct Costs			
Indirect Costs			
SUBTOTAL COSTS			
Cost Share			
TOTAL COSTS			

Detailed budget should provide:

Salaries

Direct salaries and wages should be proposed in accordance with the Applicant's personnel policies. Identify each personnel by title and name and specify each position to be supported under the proposed award.

Fringe Benefits

If the Applicant has a fringe benefit rate that has been approved by an agency of the U.S. Government, such rate should be used and evidence of its approval should be provided. If a fringe benefit rate has not been approved, the Application should propose a rate and explain how the rate was determined. If the latter is used, the narrative should include a detailed breakdown comprised of all items of fringe benefits.

Travel and Transportation

The Application should indicate the number of trips, domestic and international, the number of days per trip, and the estimated costs. Specify the purpose of travel, the origin and destination for each proposed trip, duration of travel, and number of individuals traveling and the position held by the travelers. Estimated travel and transportation costs, including airfare and per diem.

Equipment

The Applicant must itemize the equipment i.e. office equipment and briefly justify the need for the items to be purchased as they apply to the Activity. Indicate the estimated unit cost and number of units for each item to be purchased.

Supplies

The Applicant must itemize the materials and supplies and briefly justify the need for the items to be purchased as they apply to the Activity.

Subawards (proposed consortium partner if any)

The Applicant's budget shall include a breakdown of all costs for each sub-agreement and identify the proposed Sub-Recipient. The amount of funds proposed for a consortium partner shall not exceed 45% of the total program amount of funds for this opportunity.

Subcontracts

Rehabilitation of the Co-Lab space may be required. MCC plans to award up to \$250,000 in sub-contract(s) in support of rehabilitation services for the Co-Lab space. The possible need for rehabilitation services will be decided in consultation with the Applicant with consideration to where the Co-Lab will be located, and state of repair of the identified space. The subcontract(s) for space rehabilitations will be executed in accordance with FAR 36.

Other Direct Costs (ODC)

The Applicant shall indicate the estimated unit cost and number of units for each additional allowable item proposed.

Indirect Costs

The Applicant must submit a Negotiated Indirect Cost Rate Agreement (NICRA) if the organization has such an agreement with an agency or department of the U.S. Government. If no NICRA the Applicant should submit the following:

Reviewed Financial Statements Report: a report issued by a Certified Public Account (CPA) documenting the review of the financial statements was performed in accordance with Statements on Standards for Accounting and Review Services; that management is responsible for the preparation and fair presentation of the financial statements in accordance with the applicable financial reporting framework and for designing, implementing and maintaining internal control relevant to the preparation. The account must also state the he or she is not aware of any material modifications that should be made to the financial statements; or

Audited Financial Statements Report: An auditor issues a report documenting the audit was conducted in accordance with Generally Accepted Auditing Standards (GAAS), the financial statements are the responsibility of management, provides an opinion that the financial statements present fairly in all material respects the financial position of the company and the results of operations are in conformity with the applicable financial reporting framework (or issues a qualified opinion if the financial statements are not in conformity with the applicable financial reporting framework. The auditor may also issue a disclaimer of opinion or an adverse opinion if appropriate.

Cost Share

The Applicants should estimate the amount of cost-sharing resources which they are proposing to mobilize over the life of the agreement and specify the sources of such resources, and the basis of calculation in the budget narrative. Applicants should also provide a breakdown of the cost share (financial and in-kind contributions) of all organizations involved in implementing the resulting Cooperative Agreement.

BUDGET NARRATIVE (no page limit)

The cost elements provided in the Detailed Budget must also be provided in the Budget Narrative in a Microsoft Word-compatible document, but with text that explains the rationale for the choices and costs. The Budget Narrative must be thorough, including sources for costs to more quickly enable MCC to determine the cost as fair and reasonable.

3. DATA UNIVERSAL NUMBERING SYSTEM (DUNS) AND SYSTEM FOR AWARD MANAGEMENT (SAM) REQUIREMENTS

MCC may not award to an applicant unless the applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements. **Each applicant is required to:**

- Be registered in SAM before submitting its application. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient (www.sam.gov);
- Provide a valid DUNS number in its application at <http://www.dnb.com/get-a-duns-number.html> ; and
- 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.
-

4. EVIDENCE OF RESPONSIBILITY

The cost/business application should also include **evidence of responsibility** that the MCC Agreement Officer can use to determine that the Applicant:

- a. Has adequate financial resources or the ability to obtain such resources as required during the performance of the award;
- b. Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the Applicant;
- c. 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;
- d. Has a satisfactory record of integrity and business ethics; and
- e. Is otherwise qualified and eligible to receive a Cooperative Agreement under applicable laws and regulations.

5. REQUIRED CERTIFICATIONS, ASSURANCES AND REPRESENTATIONS

Applicants must complete and sign the **Certifications, Assurances, and Representations**:

REQUIRED CERTIFICATIONS, ASSURANCES AND REPRESENTATIONS

MCC requires recipients of grants and cooperative agreements to make representations or provide assurances and certifications that they are in compliance with the policies. Applicants should refer to the regulations cited below to determine the certification to which they are required to attest. Applicants should also review the instruction for certification included in the regulations before completing this form.

The certifications and assurances must be completed and submitted with each applications for the MCC financial assistance.

Applicant _____

Application Number _____

CERTIFICATION AND ASSURANCES

ASSURANCE OF AUTHORITY OF THE APPLICANT AND ITS REPRESENTATIVE

On behalf of your Applicant, you certify that both you and your Applicant's attorney who sign these Certifications, Assurances, and Agreements affirm that both your Applicant and you, as its authorized representative, may undertake the following activities on behalf of your Applicant, in compliance with applicable laws and regulations, and your Applicant's by-laws or internal rules:

1. Execute and file its application for Federal funds,
2. Execute and file its Certifications, Assurances, and Agreements binding its compliance,
3. Execute Grant Agreements or Cooperative Agreements, or both, with MCC,
4. Comply with applicable Federal laws and regulations, and
5. Follow applicable Federal guidance.

STANDARD ASSURANCES.

On behalf of your Applicant, you assure that your Applicant understands and agrees to the following:

1. Your Applicant will comply with all applicable Federal statutes and regulations to carry out any MCC funded Project,
2. Your Applicant is under a continuing obligation to comply with the terms and conditions of the MCC Grant Agreement or Cooperative Agreement for its Program/Project, including the MCC Original Cooperative Agreement or Grant Agreement incorporated by reference and made part of the latest amendment to the Grant Agreement or Cooperative Agreement,
3. Your Applicant recognizes that Federal laws and regulations may be modified from time to time and those modifications may affect Program/Project implementation,
4. Your Applicant understands that Presidential executive orders and Federal guidance, including Federal policies and program guidance, may be issued concerning matters affecting your Applicant or its Program/Project,
5. Your Applicant agrees that the most recent Federal laws, regulations, and guidance will apply to its Program/Project, unless MCC determines otherwise in writing,

CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS (2 CFR 180)

(1) The prospective primary participant certifies to the best of its knowledge and belief that it and its principals:

(a) Are NOT presently excluded or disqualified from covered transactions by any Federal department or agency;

(b) Have NOT been convicted within the preceding three-years period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, receiving stolen property, making false claims, or obstruction of justice; commission of any other offense indicating a lack of business integrity or business honesty that seriously and directly affects your present responsibility;

(c) Are NOT presently indicted for or otherwise criminally or civilly charged by a governmental entity Federal, State, or local) with commission of any of the offenses enumerated in paragraph (1)(b); or

(d) Have NOT had one or more public transactions (Federal, State, or local) terminated for cause or default within the preceding three years.

(2) Where the prospective primary recipient is unable to certify to any of the statements in this certifications, such prospective participant shall attach an explanation to this application.

(3) The recipient agrees that, unless authorized by the Agreement Officer, it will not knowingly enter into any subagreements or contracts under this grant with a person or entity that is included on the excluded Parties List System (<http://epls.arnet.gov>). The recipient further agrees to include the following provision in any subagreements or contracts entered into under this award:

DEBARMENT, SUSPENSION, INELIGIBILITY, AND VOLUNTARY EXCLUSION

The recipient/contractor certifies that neither it nor its principals is presently excluded or disqualified from participation in this transaction by any Federal department or agency.

(3) The policies and procedures applicable to debarment, suspension, and ineligibility under MCC-financed transactions are set forth in 22 CFR Part 208 and c CFR 180.

Organization Name: _____

Name of Authorized Signatory: _____

Title of Authorized Signatory: _____

Signature: _____ Date _____

ASSURANCE OF COMPLIANCE WITH LAWS AND REGULATIONS GOVERNING NON-DISCRIMINATION IN FEDERALLY ASSISTED PROGRAMS

Note: This certification applies to Non-U.S. organizations if any part of the program will be undertaken in the United States.

(a) The recipient hereby assures that no person in the United States will, on the bases set forth below, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under, any program or activity receiving financial assistance from MCC, and that with respect to the Cooperative Agreement for which application is being made, it will comply with the requirements of:

(1) Title VI of the Civil Rights Act of 1964 (Pub. L. 88-352, 42 U.S.C. 2000-d), which prohibits discrimination on the basis of race, color or national origin, in programs and activities receiving Federal financial assistance;

(2) Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), which prohibits discrimination on the basis of handicap in programs and activities receiving Federal financial assistance;

(3) The Age Discrimination Act of 1975, as amended (Pub. L. 95-478), which prohibits discrimination based on age in the delivery of services and benefits supported with Federal funds;

(4) Title IX of the Education Amendments of 1972 (20 U.S.C. 1681, et seq.), which prohibits discrimination on the basis of sex in education programs and activities receiving Federal financial assistance (whether or not the programs or activities are offered or sponsored by an educational institution); and

(b) If the recipient is an institution of higher education, the Assurances given herein extend to admission practices and to all other practices relating to the treatment of students or clients of the institution, or relating to the

opportunity to participate in the provision of services or other benefits to such individuals, and must be applicable to the entire institution unless the recipient establishes to the satisfaction of the MCC that the institution's practices in designated parts or programs of the institution will in no way affect its practices in the program of the institution for which financial assistance is sought, or the beneficiaries of, or participants in, such programs.

CERTIFICATION REGARDING LOBBYING (2 CFR 200.450)

(Note: This certification is for sub-awards valued at \$100,000 USD or more.)

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal Cooperative Agreement, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Organization Name: _____

Name of Authorized Signatory: _____

Title of Authorized Signatory: _____

Signature: _____ Date _____

PROHIBITION ON ASSISTANCE TO DRUG TRAFFICKERS

MCC reserves the right to terminate this Agreement, to demand a refund or take other appropriate measures if the Grantee is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140.

MCC reserves the right to terminate assistance to or take other appropriate measures with respect to, any participant approved by MCC who is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140.

DRUG-FREE WORKPLACE

This certification is required by the Drug-Free Workplace Act of 1988 (Pub.L. 100-690, Title V, Subtitle D) and is implemented through additions to the Debarment and Suspension regulations, published in the Federal Register on January 31, 1989, and May 25, 1990.

(1) The grantee certifies that it will or will continue to provide a drug-free workplace by:

- (a) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
 - (b) Establishing an ongoing drug-free awareness program to inform employees about:
 - (1) The dangers of drug abuse in the workplace;
 - (2) The grantee's policy of maintaining a drug-free workplace;
 - (3) Any available drug counseling, rehabilitation, and employee assistance programs; and
 - (4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
 - (c) Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);
 - (d) Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will:
 - (1) Abide by the terms of the statement; and
 - (2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace not later than five calendar days after such conviction;
 - (e) Notifying the agency, in writing, within ten calendar days after receiving notice under subparagraph (d)(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
 - (f) Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph (d)(2), with respect to any employee who is so convicted:
 - (1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
 - (2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State or local health, law enforcement, or other appropriate agency;
 - (g) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a),(b),(c),(d),(e), and (f).
- (2) The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant:

Place of Performance: (Street address, city, county, zip code)

CERTIFICATION REGARDING TERRORIST FINANCING, IMPLEMENTING EXECUTIVE ORDER 13224

The undersigned certifies that:

- (1) The Recipient, to the best of its current knowledge, did not provide, within the previous ten years, and will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts, as that term is defined in paragraph 3.
- (2) The following steps may enable the Recipient to comply with its obligations under paragraph 1:

(a) Before providing any material support or resources to an individual or entity, the Recipient will verify that the individual or entity does not (i) appear on the master list of Specially Designated Nationals and Blocked Persons, which list is maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC) and is available online at OFAC's website : <http://www.treas.gov/offices/eotffc/ofac/sdn/t11sdn.pdf>, or (ii) is not included in any supplementary information concerning prohibited individuals or entities that may be provided by MCC to the Recipient.

(b) Before providing any material support or resources to an individual or entity, the Recipient also will verify that the individual or entity has not been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee") [individuals and entities linked to the

Taliban, Usama bin Laden, or the Al Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Recipient should refer to the consolidated list available online at the Committee's website: <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.

(c) Before providing any material support or resources to an individual or entity, the Recipient will consider all information about that individual or entity of which it is aware and all public information that is reasonably available to it or of which it should be aware.

(d) The Recipient also will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.

(3) For purposes of this Certification-

a. "Material support and resources" means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safehouses, false documentation or identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials."

b. "Terrorist act" means-

- i. an act prohibited pursuant to one of the 12 United Nations Conventions and Protocols related to terrorism (see UN terrorism conventions Internet site: <http://untreaty.un.org/English/Terrorism.asp>; or
- ii. an act of premeditated, politically motivated violence perpetrated against noncombatant targets by subnational groups or clandestine agents; or
- iii. any other act intended to cause death or serious bodily injury to a civilian, or to any other person not taking an active part in hostilities in a situation of armed conflict, when the purpose of such act, by its nature or context, is to intimidate a population, or to compel a government or an international organization to do or to abstain from doing any act.

CERTIFICATION REGARDING TRAFFICKING IN PERSONS, IMPLEMENTING TITLE XVII OF THE NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 2013

Note: This certification must be completed prior to receiving an award with an estimated value that exceeds \$500,000, and must be submitted to the MCC Agreement Officer annually during the term of the award.

By signing below, the applicant or recipient, as applicable, through its duly designated representative, after having conducted due diligence, hereby certifies that:

1. The applicant/recipient has implemented a compliance plan to prevent the prohibited activities identified in section (a) of the Mandatory Provision "Trafficking in Persons" and is in compliance with that plan;
2. The application/recipient has implemented procedures to prevent any activities described in section (a) of the Mandatory Provision "Trafficking in Persons" and to monitor, detect, and terminate any contractor, subawardee, employee, or other agent of the applicant/recipient engaging in any activities described in such section; and
3. To the best of the representative's knowledge, neither the applicant/recipient, nor any employee, contractor, or subawardee of the applicant/recipient, nor any agent of the applicant/recipient or of such a contractor or subawardee, is engaged in any of the activities described in section (a) the Mandatory Provision "Trafficking in Persons."

c. "Entity" means a partnership, association, corporation, or other organization, group or subgroup.

d. References in this Certification to the provision of material support and resources shall not be deemed to include the furnishing of MCC funds or ultimate beneficiaries of MCC assistance, unless the Recipient has reason to believe that one or more of these beneficiaries commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

e. The Recipient's obligations under paragraph 1 are not applicable to the procurement of goods and/or services by the Recipient that are acquired in the ordinary course of business through contract or purchase, e.g., utilities, rents,

office supplies, gasoline, etc., unless the Recipient has reason to believe that a vendor or supplier of such goods and services commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

This Certification is an express term and condition of any agreement issued as a result of this application, and any violation of it shall be grounds for unilateral termination of the agreement prior to the end of its term.

Organization Name: _____

Name of Authorized Signatory: _____

Title of Authorized Signatory: _____

Signature: _____ Date _____

CERTIFICATION OF RECIPIENT

As the duly authorized representative of the applicant, I hereby certify that the applicant will comply with the above certifications.

These certifications and assurances are given in consideration of and for the purpose of obtaining any and all Federal grants, loans, contracts, property, discounts, or other Federal financial assistance extended after the date hereof to the recipient by the Agency, including installment payments after such date on account of applications for Federal financial assistance which was approved before such date. The recipient recognizes and agrees that such Federal financial assistance will be extended in reliance on the representations and agreements made in these assurances, and that the United States will have the right to seek judicial enforcement of these assurances. These assurances are binding on the recipient, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign these assurances on behalf of the recipient.

Request for Application or Application No. _____

Date of Application _____

Name of Recipient _____

Typed Name and Title _____

Signature _____

Date _____

KEY INDIVIDUAL CERTIFICATION NARCOTICS OFFENSES AND DRUG TRAFFICKING

I hereby certify that within the last ten years:

1. I have not been convicted of a violation of, or a conspiracy to violate, any law or regulation of the United States or any other country concerning narcotic or psychotropic drugs or other controlled substances.
2. I am not and have not been an illicit trafficker in any such drug or controlled substance.
3. I am not and have not been a knowing assistor, abettor, conspirator, or colluder with others in the illicit trafficking in any such drug or substance.

Signature: _____

Date: _____

Name: _____

Title/Position: _____

Organization: _____

Address: _____

Date of Birth: _____

NOTICE:

1. You are required to sign this Certification under the provisions of 22 CFR Part 140, Prohibition on Assistance to Drug Traffickers. These regulations were issued by the Department of State and require that certain key individuals of organizations must sign this Certification.
2. If you make a false Certification you are subject to U.S. criminal prosecution under 18 U.S.C. 1001.

STATEMENTS OF RECIPIENT

AUTHORIZED INDIVIDUALS

The recipient represents that the following persons are authorized to negotiate on its behalf with the Government and to bind the recipient in connection with this application or grant:

Name _____
Title _____
Phone Number _____
E-mail _____

TAXPAYER IDENTIFICATION NUMBER (TIN)

If the recipient is a U.S. organization, or a foreign organization which has income effectively connected with the conduct of activities in the U.S. or has an office or a place of business or a fiscal paying agent in the U.S., please indicate the recipient's TIN:

TIN: _____

DATA UNIVERSAL NUMBERING SYSTEM (DUNS) NUMBER

(a) Unless otherwise specified in the solicitation using an applicable exemption, in the space provided at the end of this provision, the recipient should supply the Data Universal Numbering System (DUNS) number applicable to that name and address. Recipients should take care to report the number that identifies the recipient's name and address exactly as stated in the proposal.

(b) The DUNS is a 9-digit number assigned by Dun and Bradstreet Information Services. If the recipient does not have a DUNS number, the recipient should call Dun and Bradstreet directly at 1-800-333-0505. A DUNS number will be provided immediately by telephone at no charge to the recipient. The recipient should be prepared to provide the following information:

- (1) Recipient's name.
- (2) Recipient's address.
- (3) Recipient's telephone number.
- (4) Line of business.
- (5) Chief executive officer/key manager.
- (6) Date the organization was started.
- (7) Number of people employed by the recipient.
- (8) Company affiliation.

(c) Recipients located outside the United States may email Dun and Bradstreet at globalinfo@dbisma.com to obtain the location and phone number of the local Dun and Bradstreet Information Services office and visit website www.dnb.com.

The DUNS system is distinct from the Federal Taxpayer Identification Number (TIN) system.

DUNS: _____

TYPE OF ORGANIZATION

The recipient, by checking the applicable box, represents that -

(a) If the recipient is a U.S. entity, it operates as ☐ a corporation incorporated under the laws of the State of, ☐ an individual, ☐ a partnership, ☐ a nongovernmental nonprofit organization, ☐ a state or local governmental organization, ☐ a private college or university, ☐ a public college or university, ☐ an international organization, or ☐ a joint venture; or

(b) If the recipient is a non-U.S. entity, it operates as ☐ a corporation organized under the laws of _____ (country), ☐ an individual, ☐ a partnership, ☐ a nongovernmental nonprofit organization, ☐ a nongovernmental educational institution, ☐ a governmental organization, ☐ an international organization, or ☐ a joint venture.

5. SUBMISSION DATES AND TIMES

Applications shall be due at the time and date stated on the cover page of this NOFO. MCC will determine that any Applications that are not received by the Agreement Officer by one of the methods specified below by the time and date indicated will be late. Submission deadlines are important and late applications may not, at the sole discretion of the Agreement Officer, be considered.

6. INTERGOVERNMENTAL REVIEW

Not applicable.

7. FUNDING RESTRICTIONS

Pursuant to 2 CFR 200.400, MCC will not to award profit under assistance instruments. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the grant program and are in accordance with applicable cost standards per 2 CFR 200 may be paid under the grant.

The pre-award costs are not allowed under this NOFO.

None of the funds made available for this award can be used, obligated or expended for:

1. alcoholic beverages, or
2. entertainment expenses for activities that are substantially of a recreational character, including but not limited to entrance fees at sporting events, theatrical and musical productions, and amusement parks, or
3. to pay for the performance of abortion as a method of family planning or to motivate or coerce any person to practice abortions:

That nothing in this paragraph shall be construed to alter any existing statutory prohibitions against abortion under section 104 of the Foreign Assistance Act of 1961:

That none of the funds made available under this Act may be used to lobby for or against abortion: That in order to reduce reliance on abortion in developing nations, funds shall be available only to voluntary family planning projects which offer, either directly or through referral to, or information about access to, a broad range of family planning methods and services, and that any such voluntary family planning project shall meet the following requirements:

(1) service providers or referral agents in the Project shall not implement or be subject to quotas, or other numerical targets, of total number of births, number of family planning acceptors, or acceptors of a particular method of family planning (this provision shall not be construed to include the use of quantitative estimates or indicators for budgeting and planning purposes); (2) the Project shall not include payment of incentives, bribes, gratuities, or financial reward to: (A) an individual in exchange for becoming a family planning acceptor; or (B) program personnel for achieving a numerical target or quota of total number

of births, number of family planning acceptors, or acceptors of a particular method of family planning; (3) the Project shall not deny any right or benefit, including the right of access to participate in any program of general welfare or the right of access to health care, as a consequence of any individual's decision not to accept family planning services; (4) the Project shall provide family planning acceptors comprehensible information on the health benefits and risks of the method chosen, including those conditions that might render the use of the method inadvisable and those adverse side effects known to be consequent to the use of the method; and (5) the Project shall ensure that experimental contraceptive drugs and devices and medical procedures are provided only in the context of a scientific study in which participants are advised of potential risks and benefits.

There are no other funding restrictions applicable to this NOFO at this time.

8. OTHER SUBMISSION REQUIREMENTS

MCC Special Conditions will include:

1. MCC will conduct a risk assessment of the successful applicant. The questionnaire will be sent to complete by the successful applicant (s). MCC will also require to review an HR manual and Operational manual.
2. Method of payment for this award.

Method of payment for this cooperative agreement will be direct reimbursement or monthly advance reimbursement. MCC will make a decision about the specific allowed type of method of payment after the completion and review the results of the recipient risk assessment. The recipient will prepare quarterly advance requests based on the monthly/quarterly projected expenditures for the upcoming quarter by month 1, 2 and 3 (Standard Form 270 for the monthly advances, and form SF 425 for the reimbursement reports per 2 CFR 200.34).

Requests for advance payment will be limited to the recipient immediate cash needs and shall not exceed anticipated expenditures for one month period. At the end of each month recipient will submit a reimbursement report/liquidation voucher with actual expenses against the recurring advance. Both the advance and reimbursements reports will need to be detailed and organized by the main budget line items with detailed subcategories. MCC will allow for three month rolling advance – recipient will be able to submit an advance request simultaneously covering 30-day period of 90-day period for payment to allow the cash flow for the recipient and limiting availability of cash to the immediate needs.

It is the responsibility of MCC to monitor the cash management practices of the recipient to ensure that Federal cash is not maintained by recipient in excess of immediate disbursing needs. All interest earned by the recipient on advances from MCC funds will be remitted back to MCC and MCC will report the collection back to Treasury.

If MCC determines that advance funds or actual expenditures are disallowable, MCC will notify the recipient and will require the return of disallowed funds within 30 days of notification.

Cash advances made by the recipient to sub-recipients must substantially conform to the same requirements as those applicable to the prime recipient.

Sample of Monthly Advances/ Expenditures Report:

Expenditures	Approved Budget	Cumulative Advances thru XX Date	Cumulative Expenditures thru XX Date	Expenditures this month	Projected Expenditures for next month	Projected Cash Available as of XX	Advance Needed
XXXX							

SECTION E. APPLICATION REVIEW INFORMATION

Each Application submitted in response to this NOFO for Phases I and II will be evaluated in accordance with the merit review criteria set forth below. MCC may award a cooperative agreement without discussions with the Applicants, therefore you are encouraged to submit your best applications in response to this NOFO.

MCC reserves the right to invite Applicants to make pre-award presentations in support of their applications and may request to interview the Applicant's proposed key personnel team members.

For the convenience of all Applicants this NOFO includes full application instructions (merit review criteria elaboration) and the merit review criteria. All Applicants are encouraged to review all sections to ensure they are able to meet MCC's requirements if their concept papers are selected for participation in Phase II.

Applications received under this NOFO will be reviewed in accordance with the merit review criteria set below. Competition under this NOFO will consist of a two-step process whereby Applicants first submit a concept paper for an initial competitive review under Phase I, and those successful in the first stage (i.e., selected concept papers) will then be invited by MCC to submit a full application under Phase II. To be considered for funding under this NOFO, applications must meet all of the requirements for the concept paper and for the full application respectively.

1. MERIT REVIEW CRITERIA IMPORTANCE

PHASE I Concept Paper (100 points total)

1. Experience in Designing and Managing Co-Working Spaces, Think-do-Tanks, and/or Training Centers (40 points)

- a. Demonstrated ability to design and implement co-working, co-creation, think-do-tanks, innovation centers /incubators and/or training centers (with a preference for data or technology-related programs) (20 points);
- b. Demonstrated capacity to establish, equip and maintain functional IT systems equipment (5) in support of programs outlined in (a) above including efficient training, analytics and programming (10 points)
- c. Demonstrated experience in working with a diverse group of stakeholders, to include local/national government, civil society, the private sector, and international organizations (5 points)
- d. Demonstrated experience managing partnerships and/or collaborations in East Africa (5 points);

2. Past Performance (40 points)

- a. Proven consistency of quality of programs and achievements, including stability in meeting goals and targets, and cooperation and effectiveness of the implementing partners and its associates in resolving programmatic challenges (15 points).

- b. Established cost and expenditures control, including forecasting costs as well as accuracy in financial reporting (15 points).
- c. Proven track record of stable key personnel including effectiveness and appropriateness of personnel for the job and prompt and satisfactory changes in personnel when problems were identified (5 points).
- d. The relevancy of the work performed under the program/project and past performance information that is considered more relevant and/or more current (5 points).

3. Demonstrated Local Content Strategy (20 points)

PHASE II Complete Application, by MCC invitation only (100 points total)

1. Professional Qualifications of the Proposed Team and Consortium sub-grantees/subcontractors (if applicable) (Subtotal 40 points)

- a. Soundness and adequacy of the overall staffing plan and allocation of responsibilities and amount of time allocation for key personnel effectively and efficiently achieve objectives (20 points)
- b. Demonstrated level of all other proposed personnel qualifications and experience to effectively manage the Project and provide quality control (10 points)
- c. Adequacy and appropriateness of the proposed consortium partners skills and experience to compliment the prime institutional capacity to implement the Project (10 points)

2. Technical, Management and Institutional Capability (Subtotal 40 points)

- a. Soundness of the proposed innovative ideas and technological solutions to achieve the PD's requirements (10 points)
- b. Feasibility of the management strategies and established administrative approaches (e.g., plan, structure, policies and practices) (10 points)
- c. Soundness of the proposed Draft Workplan (10 points)
- d. Realism and effectiveness of the rapid start-up plan of the Project and plan(s) for rapid response to requests (5 points)
- e. Realism and effectiveness of the Collaboration Plan(s) for how the Applicant will work with all partners (5 points)

3. Cost realism and completeness of the proposed notional Budget (Subtotal 10 points)

4. Demonstrated Local Presence and Knowledge (Subtotal 5 points)

5. Demonstrated Gender and Social Inclusion (Subtotal 5 points)

MERIT REVIEW ELABORATED INSTRUCTIONS FOR APPLICANTS (linked to the Merit Review Criteria above)

PHASE I Concept Paper (100 points total)

1. Experience in Designing and Managing Collaboration Initiatives

The Applicant's past technical and management experience in designing and managing comparable initiatives will be evaluated to determine the understanding of, and ability to, meet the requirements of this PD. Responsiveness to each of the items below will be taken into consideration. Applicants will provide a narrative that details the Applicant's past technical and management experience in designing and managing collaboration in:

- a. Designing and implementing (or managing) co-working, co-creation, think-do-tanks, innovation centers /incubators and/or training centers (with a preference for data or technology-related programs);
- b. Establishing, procuring, equipping and maintaining functional IT systems equipment in support of programs outlined in (a).
- c. Working with a diverse group of stakeholders including local/national government, civil society, the private sector, and international organizations.
- d. Managing partnerships and/or collaborations in East Africa.

2. Past Performance

Applicants will provide at least three (03) past performance examples including references from within the last five (05) years, preferably for contracts similar in nature to this award with U.S. government agencies, the World Bank and other international financial institutions, or other international development agencies. Alternatively, the Applicants may provide five (05) past performance examples including references within the last seven (07) years for relevant work with national and/or regional entities.

If a consortium is envisioned, the proposal should also include **at least two (02) past performances for the subcontractors** including references, per subcontractor, for the last five (05) years detailing work similar in nature to that which would be envisioned for this subcontractor under this PD. References may be with U.S. government agencies, other international development or donors institutions, NGOs, and/or the private sector.

More specifically, past performance evaluations will focus on the following factors:

- a. Quality of product or service, including consistency in meeting goals and targets, and cooperation and effectiveness of the implementing partner and subcontractors in resolving clients' problems
- b. Cost control, including forecasting costs as well as accuracy in financial reporting.
- c. Timeliness of performance, including adherence to agreed workplans and schedules and other time-sensitive program/project conditions, and effectiveness of management staff to make prompt decisions and ensure efficient operation of tasks.
- d. Customer satisfaction, including satisfactory business relationship to clients, initiation and management of several complex activities/tasks simultaneously, coordination among subcontractors and developing country partners, prompt and satisfactory correction of problems, and cooperative attitude in solving clients' problems.
- e. Track record of key personnel including effectiveness and appropriateness of personnel for the job and prompt and satisfactory changes in personnel when problems were identified.
- f. The relevancy of the work performed under the program/project and past performance information that is considered more relevant and/or more current.

Applicants are authorized and encouraged to provide information on problems encountered on the identified contracts and the Applicant's corrective actions taken. This will include information that is in addition to that which is provided by the Applicant.

3. Local Content

The Applicant should have a legal presence and operations in East Africa, and preferably in Tanzania and should be able to legally operate in Tanzania, but a portion of the work / support can be strategically provided by specialized groups and organizations located in other parts of the world. However, the Applicant will be evaluated on the degree to which it proposes to maximize local (Tanzania) and regional (East Africa) content by building on existing in-country capacity and leveraging in-personnel and nationals to complete the work.

PHASE II Complete Application, by MCC invitation only (100 points total)

1. Professional Qualifications of the Proposed Applicant's Team and Subcontractors (if applicable)

As stated in section VIII above, Applicants will identify a minimum of four (04) Key Personnel to be responsible for developing, designing, developing and implementing the tasks in the PD. The Applicants' will be evaluated on the following factors:

- a. **Key Personnel** – The application should include: (i) resumes for all key personnel that describe the professional and technical qualifications necessary for satisfactory performance of required services under this PD and, if relevant, other specialized experience and technical competence in the type of work outlined in the PD; (ii) letters of commitment for all key personnel stating their full-time availability immediately upon award for the whole period of performance; and (iii) a staffing plan that clearly illustrates and delineates the responsibilities of all key personnel and proposed level of effort to meet the PD's requirements. Together, the proposed key personnel should provide the breadth and depth of technical expertise and management experience needed to meet this PD's requirements.
- b. **Other Staff** – To the extent that additional personnel representing other disciplines are needed to carry out any of the tasks outlined above, the Applicants must present a staff and staffing pattern for non-key positions that demonstrates excellence in terms of key technical and organizational requirements and provide an appropriate mix of skills while avoiding excessive staff.
- c. **Consortium Partners** – To the extent to which the Applicant proposes that new partners be strategically engaged in project implementation as subcontractors, applicant needs to demonstrate how proposed partners will complement project implementation. The application will include references and descriptions of two (02) past performance with similar services performed during the past three (03) years. Sufficient information will be

provided to allow MCC to contact the references served and for MCC to assess the quality of the services provided. The Applicants will be held accountable for providing accurate and sufficient information in the Past Performance.

2. Technical, Management and Institutional Capability

The Applicant's understanding of, and ability to, meet the requirements of this PD will be evaluated based on the soundness of the proposed approaches and strategies to achieve the PD's scope, tasks and deliverables. Responsiveness to each of the items below will be taken into consideration.

- a. **Innovative ideas and technological solutions to achieve the PD's requirements** – As stated in Section IV (Tasks), Applicants are strongly encouraged to propose better, additional and/or alternative ideas to those indicated in this PD for the establishment and management of the Co-Lab.
- b. **Feasibility of management strategies and administrative approaches (e.g., plan, structure, policies and practices)** proposed to accomplish the PD's requirements – As stated in Section IV (Tasks), the degree to which the Applicants' proposals reflect an understanding of the goals to be achieved and demonstrate an ability to contribute to an effective implementation strategy will be one of the criteria used in the evaluation. The Applicants' strategy should also include: (i) personnel, financial, and logistical support; (ii) the role and level of effort for staff supporting these functions; and (iii) a realistic plan for monitoring the technical and financial activities and reporting on results. The merit of the management and administrative strategy will also be reviewed to ensure cost-effectiveness and timely completion of planned activities.
- c. **Draft Work plan** – The proposals submitted in response to this PD should include a Year 1 draft work plan, incorporating activities in support of the broad categories listed below. The proposal must demonstrate a well-considered approach to addressing these activity categories (to include notional timelines, methodologies, outputs, and outcomes). This proposal should project one year of implementation, with an optional extension period of an additional one (1) year. The proposal for the entire work plan should not exceed 10 pages.

If the Applicant is awarded the task order, the proposed actual work plan will be approved by the AOR and PM as part of the cooperative agreement.

Additional work plans specific only to the Tanzania Data Collaborative (see the Tasks and Requirements section) will be agreed between the Applicant, Steering Committee, and the MCC-PEPFAR partnership, at which point greater specificity and planning will be required.

- d. **Plan for rapid start-up of the Program and plan(s) for rapid response to requests** – Applicants will note capacity to mobilize rapidly and accomplish the PD's tasks, including rapid response to requests from the AOR, PM and Steering Committee, and will cite

previous relevant experiences in developing countries. The illustrative examples provided by the Applicant will be used to assist in determining the capacity to mobilize required personnel rapidly and accomplish the tasks listed in this PD.

- e. Plan(s) for how the Applicant will work with the AOR, PM, Steering Committee and other partners associated with the Co-Lab and the broader Data Collaboratives for Local Impact Program.

3. Presence, Location and Local Knowledge

As stated above, the Applicant should be based in East Africa, and preferably in Tanzania, or at least should be able to operate (and have a functioning office) in Tanzania. Accordingly, Applicants should demonstrate past professional experience on projects in developing countries in East Africa, and especially in Tanzania.

It is critical to the success of the project that the Applicant possess a significant level of local knowledge about Dar-es-Salaam, Tanzania and the region. The Applicant must be able to intuitively understand local culture and norms, as well as the political and economic factors that could constrain or affect Co-Lab activity and overall achievement of the goals of the Project.

4. Gender and Social Inclusion

Preference will also be given to proposals that include strong approaches and methods to promote gender equality and social inclusion in establishing and implementing the Tanzania Data Collaborative, with the ultimate goal of reducing digital gender divides and promoting equitable access to and strategic use of quality gender and health data.

5. Notional Budget (with Available Contribution/Cost Sharing)

A notional budget should be submitted capturing all projected costs for implementing all tasks included in the Base Period and the Optional Phase II. The Applicant organization should indicate in the response what resources it can make available in order to further the mission of the Data Collaboratives for Local Impact program, and that can improve the chances of success for the Tanzania Data Collaborative. Any contribution, through either in-kind (e.g. staff, space for the Co-Lab) or direct financial support, should be clearly indicated and incorporated in the budget.

3. COST EVALUATION FOR COST EFFECTIVENESS AND COST REALISM

MCC will review the cost/business application(s) of apparently successful Applicant(s) for Phase II for cost effectiveness (credibility and completeness) and cost realism (2 CFR 200.404) and for:

1. Allowability of Costs (2 CFR 200.403)
2. Reasonable Costs (2 CFR 200.404)
3. Allocable Costs (2 CFR 200.405)
4. Demonstration of management capability to meet a responsibility determination.

Cost sharing is required as part of this NOFO. The cost/business application must clearly demonstrate the Applicants cost share contributions.

Technical merit review are significantly more important than cost. While Cost is less important than technical and is weighted less in this NOFO, the proposed budgets of the successful applications will be evaluated for cost effectiveness, including the level of proposed cost share. Other considerations are the completeness of the application, adequacy of budget detail and consistency with elements of the technical application. In addition, the organization must demonstrate adequate financial management capability, to be measured for a responsibility determination.

The application with the lowest estimated cost may not be selected if award to a higher priced technical application offers a greater overall benefit for the Project. All evaluation factors other than cost or price, when combined, are significantly more important than cost. However, estimated cost is an important factor and the estimated cost to the Government increases in importance as competing applications approach equivalence and may become the deciding factor when technical applications are approximately equivalent in merit.

Cost estimates will be analyzed as part of the application evaluation process. Proposed costs may be adjusted, for purposes of evaluation, based on results of the cost analysis and its assessment of reasonableness, completeness, and credibility.

4. REVIEW AND SELECTION PROCESS

A Selection Committee (SC) comprised of MCC's and Department of State's representatives and possibly also a representative of the International Development Research Centre (IDRC), Canadian Government Agency, will conduct a merit review of all applications (both concept papers and full applications), separately for Phase I and Phase II received in response to this NOFO.

This NOFO utilizes a two-step process:

Phase I

All Applicants will submit concept papers in accordance with the due dates in the cover letter. MCC will then conduct a merit review of the concept papers based on the merit review criteria provided below. After a thorough review of all concept papers received by the due date stated in the cover letter, Applicants whose concept papers are most advantageous to the Government, considering both technical and cost review criteria, will be invited to submit full applications under Phase II. Concept papers not advancing to full application will be provided brief explanation letters detailing MCC's rationale.

Phase II

After evaluation of all applications for Phase II, MCC expects to select the apparently successful Applicant(s). In the event of more than one competitive applications, MCC reserves the right to conduct oral presentations of the key personnel to select the winning application. Thereafter, MCC may engage in discussions or negotiations with the successful Applicant(s) regarding any matter

to be covered in the final technical and cost application. MCC may also award without discussions with the selected Applicant(s).

MCC Agreement Officer will make the final determination for an award to be made to successful Applicant(s) whose full application offers the best value to USG, considering both technical and cost review criteria.

5. ANTICIPATED ANNOUNCEMENT AND FEDERAL AWARD DATES

MCC plans to award one or more cooperative agreement(s) from this NOFO. The anticipated timeframe of award is early February 2016.

SECTION F. FEDERAL AWARD ADMINISTRATION INFORMATION

1. FEDERAL AWARD NOTICES

Following selection for award and successful negotiations, a successful applicant will receive an electronic copy of the notice of the award signed by the MCC Agreement Officer which serves as the authorizing award document. The unsuccessful applicants for both Phases I and II will be notified by a letter.

The award will be issued to the contact as specified in the submitted application as the Authorized Individual in accordance with the requirements in the Representations and Certifications. For organizations that are new to working with USG and MCC or for organizations with outstanding audit findings, MCC may perform a pre-award survey to assess the applicant's management and financial capabilities. In addition, MCC will conduct a risk assessment of the successful applicant in accordance with 2 CFR 200.205 Federal awarding agency review of risk posed by applicants, and a pre-award survey.

2. ADMINISTRATIVE AND NATIONAL POLICY REQUIREMENTS

All notification about this NOFO will be posted at grants.gov. All applications for this NOFO will be reviewed in two phases as specified above.

The relevant policies are:

1. 2 CFR 200 UNIFORM ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS
2. MCC's STANDARD PROVISIONS
3. MCC's GRANTS AND COOPERATIVE AGREEMENT MANUAL
4. PEPFAR STEWARDSHIP AND OVERSIGHT ACT OF 2013
<https://www.govtrack.us/congress/bills/113/s1545/text>

MCC Agreement Officer is the only authorized individual to obligate USG funds.

MCC TECHNICAL OFFICE INVOLVEMENT

(a) Agreement Officer Representative (AOR), and any Government Project Monitors, (PM) will be specifically appointed, and responsibilities identified, by the Agreement Officer in writing in accordance with MCC policy and Agreement Officer will provide a written notice of such designation of the AOR and PM to the partner.

(b) The AOR/Government PM does not have the authority to, and shall not, issue any instructions that:

- (1) Constitutes an assignment of additional work outside the project description;
- (2) Constitutes a change in the project description;
- (3) Constitutes a basis for any increase or decrease in the total estimated cost, or the time;
- (4) Changes any of the expressed terms and conditions of the Cooperative Agreement.

(c) AOR and PM should follow the substantial involvement clause participation.

The Steering Committee group will be made up of Government of Tanzania Representatives, MCC and PEPFAR representatives, local civil society and non-governmental representatives, private sector representatives, and/or others. The structure and content of the Steering Committee will be determined in consultation with the Government of Tanzania and other stakeholders.

3. REPORTING

The **general reporting requirements** for this award are subject to:

1. 2 CFR 200, Appendix XII - Award Term and Condition for Recipient Integrity and Performance Matters.

General Reporting Requirement

If the total value of your currently active grants, cooperative agreements, and procurement contracts from all Federal awarding agencies exceeds \$10,000,000 for any period of time during the period of performance of this Federal award, then you as the recipient during that period of time must maintain the currency of information reported to the System for Award Management (SAM) that is made available in the designated integrity and performance system (currently the Federal Awardee Performance and Integrity Information System (FAPIIS)) about civil, criminal, or administrative proceedings described in paragraph 2 of this award term and condition. This is a statutory requirement under section 872 of Public Law 110-417, as amended (41 U.S.C. 2313). As required by section 3010 of Public Law 111-212, all information posted in the designated integrity and performance system on or after April 15, 2011, except past performance reviews required for Federal procurement contracts, will be publicly available.

2. 2 CFR 180.335 What information must I provide before entering into a covered transaction with a Federal agency?

Before you enter into a covered transaction at the primary tier, you as the participant must notify the Federal agency office that is entering into the transaction with you, if you know that you or any of the principals for that covered transaction:

- (a) Are presently excluded or disqualified;
- (b) Have been convicted within the preceding three years of any of the offenses listed in §180.800(a) or had a civil judgment rendered against you for one of those offenses within that time period;
- (c) Are presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses listed in §180.800(a); or
- (d) Have had one or more public transactions (Federal, State, or local) terminated within the preceding three

3. 2 CFR 180.350 What must I do if I learn of information required under §180.335 after entering into a covered transaction with a Federal agency?

At any time after you enter into a covered transaction, you must give immediate written notice to the Federal agency office with which you entered into the transaction if you learn either that—
(a) You failed to disclose information earlier, as required by §180.335; or
(b) Due to changed circumstances, you or any of the principals for the transaction now meet any of the criteria in §180.335.

Anticipated **project and financial reporting requirements** are:

- (1) Inception Report
- (2) Kick Off Meeting
- (3) Annual Work Plans
- (4) Events Plans
- (5) Quarterly Updates to Work Plan
- (6) Status Reports
- (7) Annual Budget
- (8) Procurement and Implementation Plans
- (9) Projected Quarterly expenditures
- (10) Monthly expenditures
- (11) Bi-weekly Status Reports
- (12) Staffing Plan
- (13) Development Plan
- (14) Stakeholder, Marketing, Communications & Outreach Plan
- (15) Quarterly Outreach Reports
- (16) Trip Reports
- (17) Sustainability Plan
- (18) Semi-annual Review / Lessons-Learned / M&E Coordination
- (19) Quarterly Reports
- (20) Annual Performance Reports (Internal and External)
- (21) Final Program Completion Report
- (22) Closeout/Sustainability Plan
- (23) Technical Briefs/Reports, Special and Financial Reports
- (24) Success Stories

The details about each reporting requirement is specified in the project description above. All reports must be submitted to AOR and PM.

SECTION G. FEDERAL AWARDING AGENCY CONTACT(S)

All questions about this NOFO must be submit in writing to the following points of contract:

Mr. Taylor Wolf
Agreement Officer
E-mail: wolftj@mcc.gov

Ms. Nataliya Holl
Senior Contracting Specialist
E-mail: hollna@mcc.gov

SECTION H. OTHER INFORMATION

1. MCC ADDITIONAL INFO

The Millennium Challenge Corporation (MCC) is a U.S. government corporation whose mission is to provide assistance that will support economic growth and poverty reduction in carefully selected countries that demonstrate a commitment to just and democratic governance, economic freedom, and investments in their citizens. Eligible countries develop, in coordination with MCC, a program agreement (Compact) that is then implemented during five years. Our model is defined by core principles of selectivity, country ownership, transparency, and a focus on results. For more information on MCC, please visit www.mcc.gov.

The United States President's Emergency Plan for AIDS Relief (PEPFAR) is using and sharing data in unprecedented ways for greater transparency, accountability, and impact. In an effort to do the right things in the right places, PEPFAR is using data to strategically target geographic areas and populations with the highest HIV burden to accelerate progress toward epidemic control. PEPFAR is also opening their data through the PEPFAR Dashboards, enabling all to view, download and utilize PEPFAR data, to optimize program effectiveness and foster mutual accountability. PEPFAR is committed to putting data at the center of decision-making to achieve the greatest impact for investments and achieve an AIDS-free generation. For more information, please visit www.pepfar.gov/pepfar/.

MCC and PEPFAR entered into a partnership and signed a Memorandum of Agreement (MOA) in March 2014, which was subsequently amended in April 2015, to explore opportunities to strengthen country data, including open data, systems through an umbrella program currently referred to as “Data Collaboratives for Local Impact” (hereafter referred to as “Data Collaboratives” or “Program”). The Program will support country capacity and efforts to compile and use data from various sources to support decision-making, and improve programmatic planning effectiveness and mutual accountability (at the local, national and global levels).

The Program will initially fund investments in the following three areas, as integral and interconnected components of the overall investment:

1. Data for Local Impact Innovation Challenge. It will aim to strategically surface, engage, support, and connect local innovators, entrepreneurs, advocates, and south-to-south collaborators, to unlock datasets, as well as to fill data gaps to strengthen the overall data ecosystem while also responding to local, subnational and national priorities as well as the select requirements of the Data Collaboratives and the DREAMS partnership.
2. Tanzania Data Collaborative (or “Co-Lab”): Venue, technology platform and working space to share, combine and use data from multiple sectors and sources.
3. Subnational Data Collaboratives: This Project, which is still under development, will seek to improve the capacity of DREAMS subnational and district/county institutions to provide actionable data locally and increase citizen, infomediary, community stakeholder organizations (CSOs), and small and medium enterprise (SME) participation in improving services and/or use of data to improve lives.

2. INCLUSION OF OPEN CONTRACTING PRINCIPLES

MCC is taking innovative steps towards contracting process transparency, participation and increased disclosure and public participation, following and including the following Open Contracting principles (<http://www.open-contracting.org>) in this NOFO:

Phase I of the application process:

MCC will make publicly available a list of all organizations, which applied to the Concept Paper Phase I through an amendment to this NOFO.

Phase II of the application process:

MCC will make publicly available a list of all organizations, which were selected to submit a complete applications for the Phase II an amendment to this NOFO to ensure synergy with the potential applicants and encourage access to partnerships.

Final Selection:

MCC will publicize the name of the final organization selected.

End of announcement