



USAID | GUINEA

FROM THE AMERICAN PEOPLE

Issue Date: September 1, 2023
Deadline for Questions: September 13, 2023 at 08:00 am GMT
Closing Date & Time: October 20, 2023 at 08:00 am GMT

Subject: **Notice of Funding Opportunity (NOFO) No.: 72067523RFA00003**

Activity Title: Citizen Observation for Democratic Elections (CODE) Activity

Federal Assistance Listing Number: 98.001 Foreign Assistance for Programs Overseas

Dear Interested Applicants:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement or grant from qualified entities to implement the program entitled **“Citizen Observation for Democratic Elections (CODE)”** in Guinea. Eligibility for this award is not restricted. The authority for this funding opportunity is found in the Foreign Assistance Act of 1961, as amended.

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

Subject to funding availability, USAID/Guinea intends to provide **\$6M** in total USAID funding over a **three-year (3)** period. To be eligible for award, the applicant must provide all information as required in this NOFO and meet eligibility standards in Section C of this NOFO. This funding opportunity is posted on www.grants.gov, and may be amended. It is the responsibility of the applicant to regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity and to ensure that the NOFO has been received from the internet in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion process.

The applicants will be evaluated on their demonstrated ability (as described herein) to successfully meet the required standings in Section E, as well as other criteria specified herein.

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements detailed in Section D.6.g. The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early in the process.

All submissions (including questions) must be emailed to conakryaaa@usaid.gov by the date and time indicated on this cover letter. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted to www.grants.gov.

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

Thank you for your interest in USAID programs.

Sincerely,


Digitally signed by
Chitahka Floore
Date: 2023.08.31
11:26:13 Z

Chitahka Floore
Director Regional Acquisition and Assistance Office
U.S. Agency for International Development

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Section A – Program Description

This funding opportunity is authorized under the Foreign Assistance Act (FAA) of 1961, as amended. The resulting award will be subject to 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and USAID’s supplement, 2 CFR 700, as well as the additional requirements found in Section F.

A.1 Goal and Objectives

The goal of the Citizen Observation for Democratic Elections (CODE) Activity is to foster greater transparency, integrity and credibility of the electoral process and elections in Guinea, in order to promote peaceful acceptance of the electoral results and democratic stability in the country, while strengthening local capacities.

This goal will be reached through:

1. Supporting data driven domestic long and short-term electoral observation efforts that respect international standards and increase trust in electoral outcomes; while
2. Building the capacity of local civil society organizations to monitor political processes and conduct election observation in the future in Guinea.

A.2. Background

A.2.1. General Background Information

a. Country Context

Guinea boasts a population of 13.7 million, and is bordered by Guinea Bissau, Senegal, Mali, Côte d'Ivoire, Sierra Leone and Liberia.

Guinea is a highly fragile state, ranked 12th of 179 on the 2022 Fragility index (after Haiti and before Ethiopia), and identified among the priority countries under the U.S. Global Fragility Act (GFA)’s Strategy to Prevent Conflict and Promote Stability (SPCPS). Guinea’s political turmoil is rooted in past political instability:

A prolonged period of state control (1958–1984) under President Ahmed Sékou Touré marked by political demonstrations and repressions, and accusations and arrests and disappearances of political opponents and dissidents. These repressions have remained among the root causes of conflict harming social cohesion in the country. The Touré regime was followed by an equally long period of political instability and economic uncertainty (1984–2010).

In 1984, following the death of President Touré, Colonel Lansana Conté took power through a constitutional coup. He liberalized the political system, released political prisoners, and established a multiparty system. The Conté regime gradually weakened because of governance issues including grand corruption, mismanagement of financial resources, politicization of the administration, a revision of the constitution deemed illegitimate by the national and international communities, and multiple socio-political demonstrations from 2005 to 2008.

After the death of President Conté in December 2008, Captain Moussa Dadis Camara took power through a second constitutional coup and established a military transition government. This transitional government presided over a massacre of political demonstrators in September 2009, with more than 150 demonstrators killed and over a hundred women and girls raped by security forces, and remains one of the worst incidents of political repression seen in the country. Victims and family members are still demanding justice for the killings, rapes, and other crimes committed by the Guinean security forces. President Camara's regime lasted a few months after the massacre, before he was injured in an attack organized by his aide-de-camp and was evacuated for medical treatment. General Sékouba Konaté, Camara's third-in-command, assumed responsibility as interim president. Konaté established a civilian-led government and in 2010 organized the first democratic elections since independence. Alpha Conde, a long-time opposition figure, won the presidency in 2010, and was reelected in 2015.

Both elections were marred with violence and protests, and results were widely contested. In March 2020, President Condé oversaw a highly suspect constitutional referendum, the main purpose of which many believed was to enable him to run for a third term that would not have been authorized under the original constitution. He did indeed run and won a third term in October 2020, amid widespread accusations of fraud and corruption, and elections that were marred both before and after by deadly demonstrations and violence. Human Rights Watch and local observers' reports indicated more than 90 deaths, and more than 200 people arrested and jailed as a result of anti-third mandate protests and pre and post electoral violence. Victims and family members are still demanding justice.

On September 5, 2021, Colonel Doumbouya staged a successful military coup in Guinea that led to the overthrow of President Alpha Condé. Doumbouya's *Comité National de Rassemblement pour le Développement* (CNRD) dissolved state institutions and the constitution, denouncing the fragility of the government institutions, community divisions, politicization of the administration and trade unions, mismanagement, fragmentation of political space, corruption, human right issues, heavy dependence of the country's economy on the mining sector, lack of food production resulting in heavy imports, and lack of opportunity for youth. Although widely criticized and condemned by the international community, including the *Economic Community of West African States* (ECOWAS), and the *African Union* (AU), the coup was welcomed by the majority of the Guineans and celebrated in the streets as an opportunity for major reforms in the country, in particular the rebuilding of the State and the consolidation of social cohesion, democracy and good governance. The Guinean media reported the coup as an era of hope for a new start, the refoundation of rule of law, and reconstruction of a new institutional and

governance framework. However, with a history of military rule, some local stakeholders warned that the transitional state in Guinea was a significant driver of fragility and conflict, and should not last long. National, regional, and international stakeholders recommended the rapid return to a democratically elected government in Guinea and encouraged the transitional government to progress towards elections, a goal in which the *Ministry of Territorial Administration and Decentralization* (MATD) has a determinant role to play.

b. Current Elections and Political Processes Development

The CNRD organized four days of national consultations with the country's political and social actors and adopted the transition charter outlining the missions and duties of the transitional government. Doumbouya released prisoners including political detainees, nominated a prime minister in October 2021, and 32 ministers (including 7 women) in November 2021. In December 2021, Doumbouya announced that the MATD would oversee the administration of elections and a constitutional referendum. Specifically, the MATD is tasked with organizing the administrative census, drafting the laws and regulations related to the electoral process, supporting the drafting of a new constitution, updating the voter roll, overseeing the organization of the constitutional referendum, overseeing political parties, and organizing local, legislative, and presidential elections. To this end the MATD announced the creation of the *Organe de Gestion des Elections* (OGE).

In January 2022, Doumbouya nominated 81 members (including 25 women) of the National Transition Council *Conseil National de Transition*, (CNT), designated by their different political parties and social groups representing almost all layers of the Guinean society including representatives from women and youth organizations, farmers, unions, socio-cultural and religious groups, media, private sector, and other marginalized groups. The CNT's mandate is to draft a new Constitution for adoption by referendum, prepare, examine, and adopt legislative texts for the implementation of the transition roadmap, defend and promote human rights and civil liberties, and contribute to the organization of national reconciliation. Doumbouya also announced the organization of a general census to better plan public policies and undertook national dialogue which began on March 23 and ended on April 29, 2022. This national dialogue was boycotted by most major political parties and significant civil society organizations.

On April 15, 2022, the MATD released a transition roadmap listing key steps to an effective return to democratic rule: General census of the population, administrative census, establishment of the voter roll, drafting of a new constitution, organization of the constitutional referendum, drafting of the organic laws and regulations, organization of local and legislative elections, establishment of national institutions resulting from the new constitution, and organization of presidential elections. Based on these steps, the CNT on May 13, 2022, announced a transition duration of three years which was reduced to two after an agreement between the Guinea Government and the Economic Community of West African States (ECOWAS) in October 2022. The two-years period started in January 2023.

The CNRD on May 18, 2022, prohibited public demonstrations until the electoral campaign period, to avoid compromising social peace and allow a peaceful implementation of activities contained in the electoral road map. Doumbouya reiterated that the CNRD was not close to a political party and its members would not be candidates for any election. The long-awaited trial for perpetrators of the September 28th 2009 stadium massacre opened under the auspices of the Guinea Special Criminal Court on September 28, 2022.

The MATD in October 2022 released the transition timeline with a duration of each of the 10 steps, and the CNT in February 2023 organized a constitutional symposium to pave the way for the drafting of the constitution, and a follow-up forum including a discussion on the censuses and voter roll. Since then, the CNT and MATD have been organizing workshops and forums to collect citizens' views on the legal framework and inclusion of youth, women, and marginalized people. The recent workshop occurred on August 27-28, 2023 in the city of Labe, and was organized by CNT with the technical support of IFES under the USAID-funded STEP activity.

A.2.2. Development Challenge or Problem Statement

a. Political and electoral challenges

Guinea is at the crossroads of military authoritarianism and return to democratic rule, a position highly vulnerable to significant risks of politico-electoral violence and extremism that is likely to exacerbate the country's fragility. Guinea's return to democratic rule is a priority for the U.S. Government, international donors, as well as local and regional stakeholders. The overall success of the electoral process, subsequent referendum, and general elections rely heavily on the MATD, which has yet to set up the electoral management body. The MATD expressed the needs for technical capacity, operational skills, and strategic planning capabilities to effectively plan and administer the electoral process and elections.

Local CSOs see the prohibition of public demonstrations as a serious infringement to citizens' rights to assemble and voice their concerns. They are further concerned about the limited access to information (especially for the rural citizens) about the electoral and transition processes, limited evidence-based and high-level observation of the electoral process and recommendations to move the transition steps towards a return to democratic norms, potential for electoral rigging, and the possibility that previous triggers of violence, including rumors, hate-driven and ethnic-oriented speech, ethnic polarization that mobilized youth to spur violence, may resurface. Early signs point to significant electoral challenges, the potential for violence and conflicts that are likely to jeopardize reforms and democratic durability after the transition.

The religious leaders including the Catholic Bishop and the Muslim Grand Iman pursue a series of consultations to build consensus around the recommendations that emerged from the dialogue for an inclusive way forward.

b. Limitation of previous elections observation efforts in 2010, 2015 and 2020

According to local CSO representatives and previous electoral commission members, the time has come for Guineans to fully engage and take the lead in observing their elections and be properly equipped to do so in the future. To date, there is no local organization in Guinea that can claim to be sufficiently equipped with technical and organizational skills and capacities to conduct election observation that meet international standards. During previous elections, domestic and international observers were deployed to monitor events during presidential elections rather than the entire process.

The 2020 observation efforts were particularly unique due to the Covid 19 pandemic and constraints to adapt to remote observation. Various recommendations made in the previous international observation reports¹ including support to local CSOs to improve future elections observation have not been implemented. These concerns regarding previous elections observation efforts and their durability are still accurate among local CSOs.

c. Lack of citizens observation of the current electoral process

USAID Guinea held a series of meetings with the MATD, the CNT, the existing MATD's electoral division, and other donors during the USAID-led inter donors working group on transition and electoral process. USAID also attended MATD and CNT events, including through the STEP implementing partners (IFES and NDI). IFES in April 2023 concluded a needs assessment conducted with the CNT, MATD, CSOs, and political parties. In all these meetings and events, the need for transparent, credible, free, fair, and peaceful electoral process and elections was repeatedly expressed. The transition government has highlighted the need for impartial citizens observation of the transitional process in discussions with USAID, seeing it as essential for a credible and transparent electoral process leading to the local, legislative, and presidential elections. Stakeholders interested in electoral issues as well as local CSOs have independently agreed that citizen observation should be among the donors' electoral process priorities. To date, no such observation efforts are being conducted.

Based on the above, USAID Guinea believes that there is an urgent need for credible Domestic Long Term Observation and Domestic Short Term Observation efforts capable of providing periodic evidence-based observation reports and recommendations to stakeholders to move the transition and electoral process to elections and peaceful return to democratic and constitutional norms, while allowing sufficient time for key stakeholders to implement the recommendations as the process evolves. USAID also believes that the Guinean citizens should be empowered with tools and skills to lead future observations of the political processes and attest to the credibility of the electoral and political processes.

¹ [EISA](#) 2010 observation report; [AU](#)'s 2015 elections observation; [ECOWAS](#) declaration on the 2015 presidential elections; EISA five-page [pre-electoral report](#) released on September 21, 2020; [EU](#) Final Observation Report on 2020 Presidential elections, [AU](#)'s 2020 presidential election observation.

A.2.3. Linkage to USAID Agency and Mission Strategies and Objectives

The CODE Activity is directly linked to the U.S. Mission in Guinea's Integrated Country Strategy Objective that seeks to strengthen democratic processes, including a return to constitutional government. This objective is related to the USAID Guinea's country development cooperation strategy (CDCS), Development Objective 2: Democratic and economic governance strengthened. The Activity is also linked to USAID Democratic Elections and Political Processes (DEPP) framework's objective that seeks to promote electoral integrity in the pursuit of free and fair electoral processes and elections.

Furthermore, the Activity aligns with the U.S. Global Fragility Act (GFA)'s Strategy to Prevent Conflict and Promote Stability (SPCPS) aimed at mitigating the threat of violence and fragility and democratic backsliding.

A.2.4. Relationship to Other Programs

While the CODE Activity is required to be conducted independently and without external interference in the way findings and recommendations on the overall electoral process and elections are gathered, analyzed and reported, USAID expects the Recipient to coordinate efforts with any other donors funded observation programs that might be implemented during the course the CODE implementation.

The Recipient should regularly meet with the following USAID implementers to gather accurate information for updates on the electoral process, progress on the 10 transition steps, and electoral legal framework including the constitutional reform and explore possible collaboration and coordination as necessary in order to inform the CODE intervention:

1. The National Democratic Institute (NDI) and the International Foundation for Electoral Systems (IFES) implement the USAID-funded Supporting the Transition and Electoral Process (STEP) in Guinea Activity, a four-year intervention that started in December 2022. The overall goal of STEP Activity is to support Guinea's return to democratic rule for increased stability in the country. NDI is implementing Objective one of the STEP Activity "A more inclusive, transparent, and credible electoral process restores democratic rule in Guinea", and NDI, the Objective two "Citizens participate peacefully and in an informed manner in elections and political processes as voters and candidates.
2. The Catholic Release Services (CRS) implements the WAKILI - Femme et Engagement, a four-year effort that started in July 2023. The aim of WAKILI is to strengthen youth and women's voices in governance and peacebuilding in Conakry, Upper Guinea, and Forest Guinea through empowering women and youth, engaging opinion leaders and local authorities, and building local capacities.

3. The Organisation Catholique pour la Promotion Humaine (OCPH) implements the Preventing Risks and Occasions of Trafficking and Exploitation in Communities and Townships (PROTECT), a two-year effort that started in May 2023. The aim of the PROTECT Activity is to support local communities to combat Trafficking in Persons (TIP) through increased public awareness of TIP and its dangers, and enhanced partnership and coordination in response, data collection, analysis, and reporting on TIP.

The Recipient should also consult with the UN Agencies supporting the Transition and electoral process in Guinea (such as UNDP and UNFPA), the European Union, the World Bank, the ECOWAS, and other Diplomatic Missions as necessary.

The Recipient should meet with USAID/Guinea on a regular basis for programmatic and technical purposes, and with the U.S. Embassy as needed.

A.3. Results

A.3.1. Development Hypothesis

USAID believes that *if* local civil society organizations (CSO) are equipped with necessary skills, knowledge, tools and materials that allow them to observe the electoral process and elections in a way that meet international standards, and publish evidence-based reports and recommendations that allow for positive changes and timely implementation of recommendations, *then* citizens and stakeholders will have greater confidence in the honesty, integrity, transparency and credibility of electoral process and elections, which in turn will reduce electoral tension, conflict and violence, and promote the peaceful acceptance of results, leading to democratic stability and peace in Guinea. Furthermore, the local CSOs will be able to use the acquired knowledge and skills to lead future citizens observation of the electoral and political processes in the future.

A.3.2. Description of Results and their Relationship to the Objectives

USAID expects the CODE Activity to be a fully citizen observation of the electoral process and elections expanded beyond merely monitoring events during the elections, to include mechanisms and recommendations that can defuse tensions before they boil over, while issuing observation reports that attest to the credibility and integrity or lack thereof of the electoral process and elections.

Objective 1: Support data driven domestic long and short-term observation efforts that respect international standards, and increase trust in electoral outcomes.

Intermediate Result (IR) 1.1. : Domestic Long Term Observers (DLTO) are trained and deployed:

The Recipient should propose a realistic distribution of DLTOs and rationale for geographical coverage. The Recipient should describe the methodologies, techniques, materials, and tools to be used to collect, compile, centralize, analyze, and report the observation data, and describe the criteria for the selections of DLTOs and the number of DLTOs the recipient intends to train and deploy, with a clear deployment and exit plan.

The DLTOs should systematically collect a series of observation data, including data on factors that could generate conflict and violence. The Recipient should produce and disseminate public periodic reports including recommendations, with sufficient lead time for preventive and corrective measures to be effective. The recipient should report on the quality and credibility of each step in the transition and electoral process, thereby enhancing confidence in Guinea's elections and political processes by providing timely reports and recommendations. The reports should also cover the electoral and political environment, including among others respect of human rights or human right violations, inclusion and participation or barriers to inclusion and participation, and other regularities or irregularities observed. The DLTOs should also serve as a mechanism to alert of issues as they arise for corrective measures to be taken for improvement as the process evolves.

Illustrative Results expected:

- International, regional, and local stakeholders including the Government of Guinea and the citizens increase trust and confidence in the observation reports and recommendations.
- Stakeholders support the implementation of recommendations to address the problems identified and improve the process.
- Measures are taken to improve the electoral process as a result of observation reports.

Illustrative activities:

1. Selection of DLTOs
2. Training of DLTOs
3. Deployment of DLTOs
4. Dissemination of DLTO reports and recommendations

Illustrative Indicators:

1. Number of DLTOs trained
2. Number of DLTOs deployed
3. Number of report published
4. Number of observation recommendations implemented

IR. 1.2.: Domestic Short-Term Observers (DSTO) are trained and deployed

For the DSTO findings to be evidence-based, the Recipient should propose a realistic and statistically-grounded distribution of DSTOs and the rationale for geographical coverage. The Recipient should also describe the criteria for the selections of DSTOs and the number of observers it intends to train and deploy, with a clear deployment and exit plan. The DSTO will observe on the election day, systematically watching the voting, the counting and the compilation processes, and systematically collecting data and any irregularities. They should record critical information, and collect any evidence. The recipient should describe the methodologies, techniques, materials, and tools to be used for the systematic collection and transmission of observation data to a centralized system. USAID expects the Recipient to propose the best short term observation methodology that include quick count or parallel tabulation of elections results with a carefully selected sample of polling stations, to attest for the overall quality, credibility, and reliability of the Guinea elections, and to independently evaluate and compare to official election results. The Recipient should describe the rationale behind the choice of the methodology.

Illustrative Results expected:

- The international, regional and local stakeholders including the Government of Guinea and the general public have trust and confidence in the observation reports.
- The findings of the observation reports promote peaceful acceptance of the electoral outcomes.
- Observation report produced and made public.

Illustrative activities:

1. Selection of DSTOs
2. Training of DSTOs
3. Deployment of DSTOs
4. Publication of the observation reports

Illustrative Indicators:

1. Number of DSTOs trained
2. Number of DSTOs deployed

IR. 1.3. International Long and short term observers (ILTOs/ISTOs) are deployed

USAID encourages the recipient to support the deployment of ILTOs and ISTOs to the extent possible and within the budget. The Recipient should describe the ILTOs and ISTOs selection criteria, and deployment and exit plan.

Illustrative Expected results:

- Greater credibility of the observation reports, findings and recommendations.
- Increased trust in the electoral outcomes.

Illustrative activities:

1. Selection of ILTOs
2. Selection of ISTOs
3. Deployment of ILTOs
4. Deployment of ISTOs

Illustrative indicators:

1. Number of ILTOs deployed
2. Number of ISTOs deployed

Objective 2: Build the capacity of local civil society organizations to monitor political processes and conduct election observation in the future in Guinea.

IR. 2.1.: Improved organizational capacity of local CSOs

USAID expects the Recipient to build the organizational capacity of the selected local CSOs. The Recipient should describe the methodologies, techniques and tools deemed suitable to support and evaluate the CSOs' organizational capacity.

Illustrative Expected results:

- Improved CSOs' strategic focus.
- Enhanced fundraising and resource mobilization
- Improved project monitoring and evaluation
- Increased public trust and credibility.

Illustrative activities:

1. Conduct capacity building assessment
2. Design training and evaluation materials and tools
3. Organize training session and workshops

Illustrative indicators:

- Percent of increase in knowledge
- Number of CSO participating in organizational capacity building
- Number of people trained

IR.2.2.: Increased local CSOs technical capacity and skills to conduct election observation

The Recipient should equip the local CSOs with the knowledge, skills, and expertise needed to engage in election observation and undertake observation activities in the future in Guinea. The Recipient should describe the methodologies, techniques and tools to be used to support the technical capacity building in the area of election observation, and how these CSOs will link to the Objective one of the CODE Activity.

Illustrative Expected results:

- Increased local CSOs knowledge, expertise, skill and competence in election observation
- Improved planning, coordination, data collection, and reporting
- Increased capacity of local CSOs to run election observation in the future.

Illustrative activities:

1. Assessment of technical gaps and needs
2. Formulation of a work plan and monitoring plan to address the gaps and evaluate the progress.
3. Organization of training and coaching sessions.

Illustrative Indicators:

1. Percent of increase in knowledge
2. Number of CSO participating in technical capacity building
3. Number of people trained

A.3.3. Assumptions and Flexibility

USAID understands that the CODE Activity will be implemented in a politically changing and challenging environment. Evolving circumstances and uncertainties may affect the implementation in unpredictable ways. The electoral process may be slow, and the elections may be delayed.

USAID assumes that the country will experience a relatively stable political environment, with a commitment to peaceful electoral process and elections leading to a peaceful transition of power from the military to the civilians. This stability is crucial for ensuring that the election observation process can be conducted without undue interference or intimidation.

The Recipient should demonstrate enough flexibility and propose key scenarios in order to shift efforts geographically or programmatically within the scope and budget. The Recipient should demonstrate high adaptability to political and diplomatic realities that can affect the interventions, and list critical assumptions to be monitored throughout the implementation. The interventions should be implemented with high-level political and diplomatic astuteness and transparency necessary for the operating environment. Any shift or change should be approved by the Agreement Officer. The Recipient should consult with the Government of Guinea to learn about the requirements for observers accreditation and whether an official invitation is needed for electoral observation in Guinea. The Recipient should also ensure that the CODE activities abide by any laws and regulations pertaining to the electoral process and elections in Guinea and take those into account in designing the observation materials, tools and code of conduct.

USAID also assumes that the local CSOs and their members will be free to fully engage in election observation, and that there will be no intimidation, threats, barriers, or fear of retaliation that might result from observation reports that describe irregularities or criticize the electoral process.

The Recipient should ensure that local CSOs selected for the CODE Activity implementation and for capacity building are not politically aligned and are credible and trusted in the communities as being neutral.

A.4. Activity Parameters

A.4.1. Target Beneficiaries

The beneficiaries of the CODE Activity encompass a wide range of stakeholders who are invested in upholding democratic principles and ensuring that elections are conducted in a manner that respects the will of the people. These include the Guinean citizens, the electoral management body, political parties and candidates, local CSOs, media, international and regional communities.

A.4.2. Geographic Focus

Based on the electoral laws and regulations, as well as the number of voting stations and their distribution across the country, the Recipient is expected to propose a statistically reasonable distribution of observers for effective electoral observation. In the instance when the laws and regulations are pending, the Recipient should propose a realistic coverage based on scenarios and other information the recipient may gather.

A.4.3. Gender and social inclusion

Gender inequities are found at all levels of society in Guinea. In addition to the low social, economic, and legal status of women, the impact of conflict and violence has particularly challenged women more than men. According to a 2022 USAID-funded Women Political Participation and Leadership public Opinion Survey, women are raised to believe they are inherently less valuable than men and to accept a state of subordination to men. Women's political engagement is constrained by cultural attitudes and practices, access to information, personal security, limited economic resources, and discriminatory social norms rooted into tradition and culture. Political engagement often requires travel and time away from home, which creates unique security concerns for women, and people with disabilities as they are at risk of attack if traveling alone or to isolated areas. Furthermore, cultural norms burden women with more hours of work than men. USAID's commitment to advance and pursue gender and inclusion as key development issues should be fully reflected in the CODE Activity.

The applicant shall ensure that women, men, youth and marginalized people (including PWD, people with albinism, LGBTQ+) have the same opportunities to engage in the activity, and that

wide-ranging societal, political and economic effects of differences in gender roles are taken into account. Elements of the program that address culturally sensitive populations, such as LGBTQI+ individuals, should be incorporated with a 'do no harm' lens, in collaboration with the affected community. If these populations cannot be included, the implementing partner should clearly state the reason for the programmatic decision in the application.

A.4.4. Human Rights

A central goal of U.S. foreign policy is the promotion of and respect for human rights, as embodied in the Universal Declaration of Human Rights. USAID expects the DLTOs to timely report on human rights violation or lack thereof before and after elections, and the DSTOs to collect data and report on human rights violation on the elections Day. The Recipient should use the Human Rights Alert System or early warning system for DLTOs to report human rights violations related to the elections in real time to allow for corrective and preventive measures to be advocated for and implemented throughout the electoral process.

A.4.5. Locally led development

USAID is committed to helping partner countries meet their own development challenges, while also ensuring that U.S. taxpayer investments produce sustainable, long-term development outcomes. In the elections observation framework, USAID expects the CODE Activity to build sufficient strategies that encourage the local CSOs to be the change they want in the election observation field. For the sustainability of USAID efforts to materialize, the Recipient should assist selected local CSOs through a local leadership process towards effective transfer of skills, knowledge, materials and tools to local CSOs so that they are fully capable of conducting election observations that meet international standards in the future in Guinea. The Recipient should propose successful sustainability strategies and tools that can develop and strengthen the local CSOs' technical and organizational capacities, with means to verify that the capacities are being effectively acquired.

A. 4.6. Do No Harm

The transition and electoral process in Guinea is implemented in a highly fragile context, with the potential for electoral violence and conflicts to pose a serious threat to the elections' integrity and credibility and to domestic and international observers. Although, in some cases the presence of electoral observers can minimize such violence, tension, and conflicts, in others, the presence of DSTOs and DLTOs can increase intercommunity tensions. The Recipient should closely follow-up and monitor the political environment during the entire electoral process to consider, avoid, and mitigate the possible harm that any observation intervention might do to observers.

[End of Section A]

Section B - Federal Award Information

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

USAID/Guinea intends to award one (1) Cooperative Agreement or Fixed Amount Award (FAA)/Cooperative Agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide \$6M in total USAID funding over a three-years (3) period.

B.2. Expected Performance Indicators, Targets, Baseline Data, and Data Collection

The expected performance indicators are available under Section A of the NOFO.

B.3. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is three (3) years. The start date will be upon the signature of the award.

B.4. Substantial Involvement

USAID anticipates awarding a cooperative agreement or a grant. Substantial involvement is not expected between the Agency and the recipient when carrying out the activity under a grant. However, a cooperative agreement implies a level of “substantial involvement” by USAID in certain programmatic aspects of the award. This substantial involvement will be through the Agreement Officer (AO), except for authorities delegated to an Agreement Officer’s Representative (AOR) in writing.

The anticipated substantial involvement elements for this award are as follows:

1. Approval of the Recipient's Annual Implementation Plans.
The annual Implementation Plan (workplan) and subsequent revisions are subject to approval by the USAID AOR prior to implementing substantive work for each year of the Agreement. The AOR will ensure that the Implementation Plans align with the stated goals, milestones, and outcomes as well as fit within the scope, terms and conditions of the Cooperative Agreement.
2. Approval of Key Personnel and any replacement or changes in the key personnel positions.

3. USAID and Recipient Collaboration or Joint Participation

- a. AOR approval of the recipient's overall Activity Monitoring, Evaluation and Learning (AMEL) Plan. The AMEL plan will be aligned with the monitoring and reporting framework and other relevant reporting mechanisms required by USAID. The Recipient shall work closely with USAID/Guinea to establish major milestones, activity performance monitoring indicators, as well as baseline data and performance targets which will demonstrate successful achievement of the results expected of this activity.
- b. Approval of Sub-Awards. Per 2 CFR 200.308, all sub-awards (whether sub-contracts or sub-grants not included and approved in the original cooperative agreement will require prior written Agreement Officer's approval.
- c. Agency monitoring to permit specific kinds of direction or redirection of the work because of the interrelationships with other projects or activities. All such direction or redirection must be within the program description budget, and other terms and conditions of the award.
- d. Direct agency operational involvement or participation to ensure compliance with statutory requirements such as civil rights, environmental protection, and provisions for people with disabilities that exceeds the Agency's role that is normally part of the general statutory requirements understood in advance of the award.

B.5. Authorized Geographic Code

For the award resulting from this solicitation, the authorized geographic code for the procurement of commodities and services under this program is 935. This means any area or country including the recipient country but excluding any country that is a prohibited source. The list of countries designated as Prohibited Sources is found at <http://www.usaid.gov/ads/policy/300/310mac>.

B.6. Nature of the Relationship between USAID and the Recipient

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

B.7. Selection of Instrument

Market research was conducted through a series of meetings with the local government, other donors, and local civil society organizations. The resulting key inputs were incorporated into the program description.

In view of the sensitivity of the current political environment in Guinea (transition, electoral process, and elections), the Recipient will need to exercise the flexibility and independence required to successfully carry out the interventions under the CODE activity. Therefore, a grantor-grantee relationship through a cooperative agreement is more advantageous than a buyer-seller relationship to provide services to USAID for its direct use or benefit. Henceforth, USAID Guinea intends to transfer funds to a selected international organization with required expertise to carry out the CODE activity while building the capacity of selected local organizations to fully engage and be properly equipped to observe elections in the future.

[End of Section B]

Section C - Eligibility Information

C.1. Eligible Applicants

Eligibility for this NOFO is not restricted. All qualified U.S. or non-U.S. organizations (other than those from foreign policy restricted countries) are eligible to apply. USAID welcomes applicants from organizations which have not previously received financial assistance. All applicants must be legally recognized organizational entities under applicable regulations. At the time of the award, the applicant must ensure compliance with necessary host government laws, including but not limited to be registered as a legal entity in the country or in the process of being legally registered.

Extensive sub-grants or consortia with local organizations are encouraged in the Applicant's program.

The Recipient must be a responsible entity. Applicants must have established financial management, monitoring and evaluation processes, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations. The successful Applicant will be subject to a responsibility determination and pre-award risk assessment by the Agreement Officer (AO). (See ADS 303.3.9 for more information).

First time recipients of USG or USAID funding may undergo a Pre-award Survey. The AO may determine a pre-award survey is required to conduct an examination that will determine whether the prospective recipient has the necessary organization, experience, accounting and operational controls, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award.

Individuals are not eligible to apply under this NOFO.

Pursuant to Code of Federal Regulations (CFR) 200.400(g), it is USAID policy not to 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 or leverage.

While for-profit firms may participate, pursuant to 2 CFR 200.400(g) it is USAID's policy not to award profit to prime recipients and subrecipients under assistance instruments. However, while profit is not allowed for sub-awards, the prohibition does not apply when the recipient acquires goods and services in accordance with 2 CFR 200.317 -326, "Procurement Standards." This is discussed more specifically in ADS 303sai "Profit Under USAID Assistance Instruments".

The applicant is reminded that the 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.

C.2. Cost Sharing or Matching

Cost sharing is not a requirement under this NOFO and will not be considered in the evaluation of applicants. However, we encourage the Applicant to cost share. Cost sharing or matching means that portion of project or program costs not borne by the U.S. Government. Such funds may be provided directly by the recipient; other multilateral, bilateral, and foundation donors; host governments; and local organizations, communities and private businesses that contribute financially and in-kind to implementation of activities at the country level. This may include contribution of staff level of effort, office space or other facilities or equipment which may be used for the program, provided by the recipient. For guidance on cost sharing in grants and cooperative agreements, please see the ADS 303.3.10 and 2 CFR 200.306 for US NGOs. For non-US NGOs, all cost sharing would be subject to the Required as Applicable Provisions "Cost Sharing" in ADS 303mab.

C.3. Pre-Award Risk Assessment

In accordance with 2 CFR 200.206, USAID is required to perform a risk assessment prior to awarding a federal grant. Risk assessment under this NOFO will be conducted in accordance with ADS 303.3.9. Applicant and subawardees, if any, must submit additional evidence they deem necessary for the Agreement Officer to make a Risk Assessment Decision. The information submitted should substantiate that the applicant:

- a) Has adequate financial resources or the ability to obtain such resources, as required during the performance of the Cooperative Agreement.
- b) Has the ability to comply with the Cooperative Agreement terms and conditions, taking into account all existing and currently prospective commitments of the applicant, non governmental and governmental.
- c) Has a satisfactory record of performance. Generally, relevant unsatisfactory performance in the past is enough to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance, or the applicant has taken adequate corrective measures to assure that it will be able to perform its functions satisfactorily.
- d) Has a satisfactory record of business integrity.
- e) Is otherwise qualified to receive a Cooperative Agreement under applicable laws and regulations.

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

technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award.

Upon request, the apparently successful applicants will be required to submit a copy of its accounting manual and audited financial statements for the previous three (3) year period by a certified public accountant or other auditor satisfactory to USAID.

[End of Section C]

Section D - Application and Submission Information

D.1. Agency Point of Contact

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

Chitahka Floore
Director Regional Acquisition and Assistance Office
conakryoaa@usaid.gov

The point of contact for information about this NOFO is:

Bernadette Daluz
Agreement Specialist
conakryoaa@usaid.gov

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

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

D.2. Questions and Answers

Questions regarding this NOFO should be submitted electronically via email to conakryoaa@usaid.gov no later than the date and time indicated on the cover letter, as amended. All questions submitted by email must have the NOFO number in the email subject line.

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.

D.3. General Content and Form of Application

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

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

- NOFO Number and Title
- Name of the organization(s) submitting the application;
- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the
- identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address);
- Proposed short and unique title of the activity.
- Type of Organization. (e.g., US, non-US, multilateral, private, for-profit, non-profit)
- Name of any proposed sub-recipients and or collaborating organizations
- Proposed period of performance. (Number of years/months)
- Unique Entity Identifier Number.

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

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

Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- Written in English
- Use standard 8 ½" x 11", single sided, single-spaced, 12 point Calibri font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant's name.

- 10 point font can be used for graphs and charts. Tables however, must comply with the 12 point Calibri requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated start date identified in Section B of this NOFO must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the applicant's discretion, however, the official cost application submission is the unlocked Excel version.
- Budget amounts must be detailed in U.S. Dollars (USD).

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

D.4. Application Submission Procedures

Applications in response to this NOFO must be submitted by email in two separate parts (the Technical Application and the Business (Cost) Application, to conakryoaa@usaid.gov no later than the closing date and time indicated on the cover letter, as amended. A late application may be considered at the discretion of the Agreement Officer. The Applicant must retain proof of timely delivery in the form of system generated documentation of delivery receipt date and time. Email submissions must include the NOFO number and applicant's name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g. "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line that states: "[NOFO number], [organization name], Cost Application, Part 1 of 2".

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

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

same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

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

There may be a problem with the receipt of *.zip files due to anti-virus software. Therefore, applicants are discouraged from sending files in this format as USAID cannot guarantee their acceptance by the internet server. File size must not exceed 25 MB.

D.5. Technical Application Format

The technical application should be specific, complete, and presented concisely. The application should show an understanding of the work to be done and the roles of everyone involved. The application should also offer critical thinking and analysis for each objective and demonstrate how the applicant plans to implement the programmatic approach and operational principles. Make sure to tie the technical procedure to the expected results. The application should highlight the applicant's capabilities and expertise in achieving the goals of the program. Don't forget to consider the program requirements and merit review criteria found in the NOFO.

To ensure proper review, the Technical Application should not exceed **fifteen (15) pages**, excluding the cover page, table of contents, and required annexes. Each page must be numbered and the total size of the email transmission should be no more than 25 Megabytes. It's recommended to avoid large graphics files. The attached files should be in MS Word or PDF format and printable on standard letter-sized paper. Pages exceeding the limit will not be considered for review.

The Technical Application must include the following sections:

- **Cover Page** - (1-page excluded from page limit) must include the following:
 - Name of organization submitting the application
 - Identification and signature of the primary contact person and the alternate person (by name, title, organization, mailing address, telephone number and email address)
 - Program title;
 - Notice of Funding Opportunity number;
 - Any partnerships
- **Table of Contents** (excluded from page limit)
- **List of Acronyms** (excluded from page limit)

- **Executive Summary** - (maximum of 1 page, included as part of the 15-page limit) should include:
 - Concise summary of the Applicant's vision, strategy, and approaches for achieving the results of the proposed program
 - Description of how the Applicant proposes to meet the requirements, carry out the activity functions, and achieve the anticipated results
- **Technical Approach** - (maximum of 9 pages included as part of the 15-page limit)

The proposed Technical Approach must be specific, complete, and presented concisely. The applicant should focus the content of its technical application on its proposed approach and methodology to achieve results. Applicants should propose an innovative and realistic technical approach, and clearly describe how the proposed technical approach and proposed interventions will contribute to achieving expected outcomes and desired results described in the NOFO. The applicant should also consider strategies that effectively take into account gender and inclusion, Human Rights issues, local capacity building for ownership and sustainability beyond the award performance period, flexibility in navigating through interventions, and do-no-harm principles.

- **Management Plan, Organizational Capacity, Staffing Plan and Key Personnel** (maximum of 3 pages included as part of the 15-page limit) must describe:
 - a. **Management Plan** – Must describe and demonstrate an understanding of the Applicant's management responsibilities and must include a detailed description of the proposed management structure roles and responsibilities to ensure accountability for results and management of U.S. government resources. The management plan must summarize how the Applicant will efficiently coordinate efforts at various levels (country, region, headquarter, as applicable) to effectively achieve activity objectives.
 - b. **Organizational Capacity** - The Applicant must describe their experience and capacities, both technical and managerial, including budgeting and financial management capacities, as they relate to being able to successfully implement the proposed program.
 - c. **Staffing Plan** – Must demonstrate an appropriate balance of skills, expertise, and efficiency and explain how the staffing plan will result in successful implementation of the proposed technical approach and accomplish the outcomes, results, and objectives of the activity. The staffing plan must demonstrate how the applicant maximizes the use of local experts in both key and non-key positions and seek meaningful gender balance and diversity.

- d. Key Personnel - Applicants must designate Key Personnel positions and should include a brief description of their technical background and qualifications in accordance with the Program implementation requirements.
- **Activity Monitoring, Evaluation, and Learning/Collaboration, Learning, and Adaptation (AMEL/CLA) Plan** (See Attachment 3) (maximum of 2 pages included as part of the 15-page limit)

The AMEL/CLA plan must outline an approach to implement activities, illustrative indicators, and processes to monitor, learn, and evaluate progress. Applicants are encouraged to propose performance indicators that go beyond measuring the outputs of activities and should include indicators that measure change at the outcome and impact level. Applicants should also include relevant Standard Foreign Assistance Indicators. The AMELP/CLA will also include an explanation of how data and information will be collected, disaggregated, analyzed, reported, and used by targeted audiences. The plan should explain how any necessary specific software will be used and protected. The Applicant should also describe how the proposed activity will ensure data quality and timeliness in reporting results. The AMELP should build on and strengthen existing systems, and applicants should describe their approach for building the capacity of local partners as required in the NOFO. Applicants should also describe their strategies for facilitating the use of data by key decision makers, promoting accountability, and meeting their information needs.

- **The Annex** (excluded from page limit) must include:
 - Staffing Structure, no more than 2 pages, providing an overview of the staff proposed to manage the activity.
 - A draft Year 1 Work Plan, no more than 3 pages (See Attachment 4). In a table format, the WP should describe activities to be conducted under each objective and Intermediate Results. It must clearly show the logical linkages between the interventions, expected results, indicators, timeline, assumptions, and plans in case the assumptions do not hold.
 - A draft Implementation Plan covering the activity period, no more than 3 pages.
 - Qualifications and resumes of key personnel with a signed statement of commitment (maximum 3 pages per key personnel). Each key personnel must provide three professional references, with email and telephone contact information for each reference.
 - Past Performance Summary (See Attachment 2). To be completed by the Apparent Successful Applicant.

DO NOT SUBMIT: Promotional literature and materials regarding the Applicant as part of the annexes. Do not submit unsolicited material. **Additional annexes will not be reviewed.**

D.6. Business (Cost) Application Format

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

Prior to award, applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the applicant's risk in accordance with 2 CFR 200.206. Applicants should not submit any additional information with their initial application.

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

- a) **Cover Page** (See Section D.3, General Content and Form of Application, above for requirements)
- b) **SF 424 Form(s)**

The applicant must sign and submit the cost application using the SF-424 series. Standard Forms (SFs) and their instructions can be accessed electronically at <https://www.grants.gov/web/grants/forms/sf-424-family.html>. The following forms must be submitted:

- Application for Federal Assistance (SF-424)
- Budget Information (SF-424A)
- Assurances (SF-424B)

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

c) **Required Certifications and Assurances**

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

- (1) "Certifications, Assurances, Representations, and Other Statements of the Recipient" ADS 303mav document found at <https://www.usaid.gov/ads/policy/300/303mav>
- (2) Assurances for Non-Construction Programs (SF-424B)
- (3) Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

d) **Budget and Budget Narrative**

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

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

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

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

- 1) **Salaries and Allowances** – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.

- 2) **Fringe Benefits** – (if applicable) If the applicant has a fringe benefit rate approved by an agency of the U.S. Government, the applicant must use such rate and provide evidence of its approval. If an applicant does not have a fringe benefit rate approved, the applicant must propose a rate and explain how the applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.
- 3) **Travel and Transportation** – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant's normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.
- 4) **Supplies & Equipment** – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.
- 5) **Subawards** – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the applicant's budget, including those related to fringe and indirect costs.
- 6) **Construction – If applicable** (See ADS 303.3.30)
- 7) **Other Direct Costs** – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.
- 8) **Indirect Costs** – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200. The application must identify which approach they are

requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

- a. Method 1 - Direct Charge Only Eligibility: Any applicant Initial Application Requirements: See above on direct costs
- b. Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA) Eligibility: Any applicant with a NICRA issued by a USG Agency must use that NICRA Initial Application Requirements: If the applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices. If your NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Additionally, at the Agency's discretion, a provisional rate may be set forth in the award subject to audit and finalization. See [USAID's Indirect Cost Rate Guide for Non Profit Organizations](#) for further guidance.
- c. Method 3 - De minimis rate of 10% of modified total direct costs (MTDC) Eligibility: Any applicant that does not have a current NICRA Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200 for further information.
- d. Method4 – Indirect Costs Charged as a Fixed Amount Eligibility: Non-U.S. non-profit organizations without a NICRA may request, but approval is at the discretion of the AO. Initial Application Requirements: Provide the proposed fixed amount and a worksheet that includes the following:
 - Indirect costs (common costs that benefit the day-to-day operations of the organization, including categories such as salaries and expenses of executive officers, personnel administration, and accounting, or that benefit and are identifiable to more than one program or activity, such as depreciation, rental costs, operations and maintenance of facilities, and telephone expenses) for the previous fiscal year and estimates for the current year.
 - Proposed method for prorating the indirect costs equitably and consistently across all programs and activities of using a base that measures the benefits of that particular cost to each program or activity to which the cost applies.

If the applicant does not have an approved NICRA and does not elect to utilize the 10% de minimis rate, the Agreement Officer will provide further instructions and may request additional supporting information, including financial statements and audits, should the

application still be under consideration after the merit review. USAID is under no obligation to approve the applicant's requested method.

- 9) **Cost Sharing (if any):** The applicant should provide the estimated amount stated in the NOFO of cost-sharing resources under 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 award.

e) **Prior Approvals in accordance with 2 CFR 200.407**

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

f) **Approval of Subawards**

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

- Name of organization
- Unique Entity Identifier (UEI)
- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM)
- Confirmation that the subrecipient is not listed in the United Nations Security designation list
- Confirmation that the subrecipient is not suspended or debarred
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.332(b)
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

g) **Unique Entity Identifier (UEI) and SAM Registration**

Applicants must obtain a Unique Entity Identifier (UEI) and register in the System for Award Management (SAM) (<https://sam.gov/>) in order to be eligible to receive federal assistance, such as grants and cooperative agreements. Unless an exemption applies (see ADS 303maz), applicants must be registered in SAM prior to submitting an application for award for USAID's consideration. **Recipients must maintain an active SAM registration while they have an active**

award. Each applicant (unless the applicant is an individual or entity that is exempted from UEI/SAM requirements under 2 CFR 25.110) is required to:

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

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

Applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video, on <https://sam.gov/>.

h) History of Performance

The Apparently Successful Applicant (ASP) will be asked to provide history of its performance. When requested the ASP must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed five years, as follows:

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

If the applicant encountered problems on any of the referenced Awards, it may provide a short explanation and the corrective action taken. The applicant should not provide general information on its performance. USAID reserves the right to obtain relevant information

concerning an applicant's history of performance from any sources and may consider such information in its review of the applicant's risk. The Agency may request additional information and conduct a pre-award survey if it determines that it is necessary to inform the risk assessment.

i) **Branding Strategy & Marking Plan** (See Attachment 5)

It is a Federal statutory and regulatory requirement that all overseas programs, project, activities, public communications, and commodities that USAID partially or fully funds under an assistance award or sub-award must be appropriately marked with the USAID identity.

Under 2 CFR 700.16, USAID requires the submission of a Branding Strategy and Marking Plan from only **the Apparently Successful Applicant (ASA)**; therefore, applicants do not need to submit a draft Branding Strategy and Marking Plan in the initial applications. The ASA must submit the Branding Strategy and Marking Plan within 30 Calendar Days after the effective date of award.

The BSMP must also be in compliance with 2 CFR 700.16 (b) that requires construction projects to be marked with the USAID Identity temporarily during construction and permanently after completion. At this time, there are not any written determinations from the USAID Administrator for use of an additional or substitute logo or seal and tagline representing a presidential initiative or other high level interagency federal initiative for this project. However, branding exceptions and waivers can be requested post-award.

USAID Branding and Marking Policy can be found here:

<https://www.usaid.gov/sites/default/files/documents/320.pdf>

USAID's Graphic Standard Manual and co-branding guide can be found here:

https://www.usaid.gov/sites/default/files/2022-05/USAID_GSM-02_04_2020.pdf

1. Branding Strategy – Assistance (June 2012)

- a. Applicants recommended for an assistance award must submit and negotiate "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.
- b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so

- forth, in the budget portion of the application. These costs are subject to the revision and clarifications with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- e. The Branding Strategy must include, at a minimum, all of the following:
- 1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.
 - 2) The intended name of the program, project, or activity.
 - i. USAID requires the applicant to use the “USAID Identity,” comprised of the USAID logo and brand mark, with the tagline “from the American people” as found on the USAID Web site at <https://www.usaid.gov/branding>, unless Section F of the RFA or APS state that the USAID Administrator has approved the use of an additional or substitute logo, seal or tagline
 - ii. USAID prefers local language translations of the phrase “made possible by (or with) the generous support of the American People” next to the USAID Identity when acknowledging contributions.
 - iii. It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
 - iv. If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.
 - v. USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos. Section F of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
 - 3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.
 - 4) Planned communication or program materials used to explain or market the program to beneficiaries.
 - vi. Describe the main program message.
 - vii. Provide plans for training materials, posters, pamphlets, public service announcements, billboards, Web sites, and so forth, as appropriate.
 - viii. Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicant must incorporate the USAID Identity and the message, “USAID is from the American People.”
 - ix. Provide any additional ideas to increase awareness that the American people support this project or program.
 - 5) Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.

- 6) Any other groups whose logo or identity the applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.
- f. The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan
- g. If the applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement

2. Marking Plan – Assistance (June 2012)

- a. Applicants recommended for an assistance award must submit and negotiate a “Marking Plan,” detailing the public communications, commodities, and program materials, and other items that will visibly bear the “USAID Identity,” which comprises of the USAID logo and brandmark, with the tagline “from the American people.” The USAID Identity is the official marking for the Agency and is found on the USAID Web site at <http://www.usaid.gov/branding>. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
- b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- e. The Marking Plan must include all of the following:
 - 1) A description of the public communications, commodities, and program materials that the applicant plans to produce, and which will bear the USAID Identity as part of the award, including:
 - i. Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;
 - ii. Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;
 - iii. Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and

- iv. It is acceptable to co-brand the title with the USAID Identity and the applicant's identity .
- v. Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.

2) A table on the program deliverables with the following details:

- i. The program deliverables that the applicant plans to mark with the USAID Identity;
- ii. The type of marking and what materials the applicant will use to mark the program deliverables;
- iii. When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;
- iv. What program deliverables the applicant does not plan to mark with the USAID Identity , and
- v. The rationale for not marking program deliverables.

3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if USAID marking requirements would:

- i. Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.
- ii. Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.
- iii. Undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or product.
- iv. Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.
- v. Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.

- vi. Offend local cultural or social norms, or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.
 - vii. Conflict with international law. The applicant must identify the applicable international law violated by the marking.
- f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.
- g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

j) Funding Restrictions

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.331 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

Construction will not be authorized under this award.

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

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

k) Conflict of Interest Pre-Award Term (August 2018)

A. Personal Conflict of Interest

1. An actual or appearance of a conflict of interest exists when an applicant organization or an employee of the organization has a relationship with an Agency official involved in the competitive award decision-making process that could affect that Agency official's impartiality. The term "conflict of interest" includes situations in which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or recipient employee.

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

B. Organizational Conflict of Interest

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

D.7. Co-creation Phase

Only the **Apparently Successful Applicant** might be invited for co-creation with the USAID Mission. Co-creation is a collaborative process where participants work through areas of weakness, clarify aspects of the application, and respond to USAID questions. The goal of co-creation is to explore critical challenges and problems, develop promising solutions, or adapt and expand upon existing solutions. During co-creation, ideas described within the application may be discussed and further developed. Best practices, lessons learned, and other relevant matters will also be discussed. USAID aims to produce a strong draft project description, along with quantitative and/or qualitative indicators or performance milestones, as a product of the co-creation process. Potential resource partners may be involved throughout the process and during implementation.

Note: None of USAID's communication during the co-creation process should be interpreted as a commitment to making an award of USAID funding

[End of Section D]

Section E - Application Review Information

E.1. Criteria

A Selection Committee (SC) comprised of USAID employees shall conduct a merit review of the application, if the application complies with the instructions in this NOFO. Applications will be evaluated in accordance with the criteria set forth below. After evaluations have been completed, the SC will then recommend the application for award. USAID may engage in co-creation, discussions, or negotiations with the Applicant regarding any matter to be covered in the final technical and cost application. USAID may also award without discussions to the Applicant. The AO will make the final decision as to which institution(s), if any, will be awarded a grant or cooperative agreement based on the technical evaluation, the cost/management evaluation, and whether the applying institutions are eligible to receive the award.

E.2. Review and Selection Process

E.2.A. Merit Review

USAID will conduct a merit review of all applications received that comply with the instructions in this NOFO. Applicants should note that these criteria serve to: (a) identify the significant matters which the applicants should address in their applications, and (b) set the standard against which all applications will be evaluated.

As per 303.3.6.3, USAID will conduct a merit review of the application submitted in response to this NOFO. Applications will be evaluated using an adjectival evaluation scale as described in table below.

Adjective	Definition
Exceptional	An Exceptional application has the following characteristics: • A comprehensive and thorough application of exceptional merit. • Application meets and fully exceeds the Government expectations or exceeds the NOFO objectives and presents very low risk or no overall degree of risk of unsuccessful performance. • Strengths significantly outweigh any weaknesses that may exist.
Very Good	A Very Good application has the following characteristics: • An application demonstrating a strong grasp of the objectives.

	● Application meets the NOFO objectives and presents a low overall degree of risk of unsuccessful project performance. ● Strengths significantly outweigh any weaknesses that exist.
Satisfactory	A Satisfactory application has the following characteristics: ● An application demonstrating a reasonably sound response and a good grasp of the objectives. ● Application meets the NOFO objectives and presents a moderate overall degree of risk of unsuccessful project performance. ● Strengths outweigh weaknesses.
Marginal	A Marginal application has the following characteristics: ● The application shows a limited understanding of the objectives. ● Application meets some or most of the NOFO objectives, but presents a significant overall degree of risk of unsuccessful project performance. ● Weaknesses equal or outweigh any strength that exists.
Unsatisfactory	An Unsatisfactory application has the following characteristics: ● The Application does not meet the NOFO objectives or requires a major rewrite of the application. ● Presents an unacceptable degree of risk of unsuccessful project performance. ● Weaknesses demonstrate a lack of understanding of the Government's needs. ● Weaknesses significantly outweigh any strength that exists.

The criteria set forth below will be used by the technical review committee to evaluate all applications submitted in response to this NOFO. The criteria are listed in descending order of importance:

Merit Review Criteria #1: Technical approach

- 1.1. The extent to which the proposed approach (es) and methodologies are sound and justifiable and clearly describe how the applicant will achieve the activity's goals, objectives, and the intermediate results.
- 1.2. The extent to which the applicant demonstrates sufficient flexibility to adapt to unforeseen developments and takes into account gender and inclusion, human rights issues, and do-no-harm principles.
- 1.3. The extent to which the proposed model (s) for local capacity strengthening and local leadership is/are sound and efficient in achieving effective local ownership beyond the award performance period.
- 1.4. The extent to which the activities in the work plan are realistic and feasible to achieve the activity's intermediate results.

Merit Review Criteria #2: Management Plan, Organizational Capacity, Staffing Plan, and Key Personnel**2.1. Management Plan and Organizational Capacity:**

- The extent to which resources and expertise will be utilized to implement the activity and organized to deliver the desired outcomes, including any contractual arrangements.
- The extent to which an applicant presents a well-articulated management plan and organizational structure that demonstrates the applicant will effectively and efficiently implement the technical approach.
- The extent to which the applicant demonstrates organization experience and capacity to successfully implement the proposed activity.

2.2. Staffing Plan:

- The extent to which the staffing pattern will ensure a diverse range of professionals, expertise and gender balance to implement the technical approach
- The extent to which the roles and responsibilities of the staff will culminate in effectively and efficiently achieving the program objectives
- The extent to which the plan includes the need for short-term technical assistance to complement the skills and enhance the work of local staff.

2.3. Key Personnel:

- The extent to which the combination of skills, experience, and knowledge will ensure the achievement of the stated objectives and results.

Merit Review Criteria #3: Activity Monitoring, Evaluation and Learning Plan (AMEL)/ Collaboration, Learning, and Adaptation (CLA)

The extent to which the proposed Activity Monitoring, Evaluation and Learning approach clearly describes the anticipated data needed for this activity, sources of data, methods to be used to collect data, the flow of data and the method to be used for data analysis, security, reporting, and dissemination.

E.2.B. Business Review

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

The Agency will also consider (1) the extent of the applicant's understanding of the financial aspects of the program and the applicant's ability to perform the activities within the amount requested; (2) whether the applicant's plans will achieve the program objectives with

reasonable economy and efficiency; and (3) whether any special conditions relating to costs should be included in the award.

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

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

[End of Section E]

Section F - Federal Award Administration Information

F.1. Federal Award Notices

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

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

Following selection for award and successful negotiations with the apparently successful applicant, an electronic copy of the notice of the award signed by the Agreement Officer will be sent to the successful applicant, which serves as the authorizing document. The Agreement Officer will only do so after making a positive responsibility determination that the applicant possesses, or has the ability to obtain, the necessary management competence in planning and carrying out assistance programs and that it will practice mutually agreed upon methods of accountability for funds and other assets provided by USAID.

The award will be issued to the contact as specified in the application as the Authorized Individual in accordance with the requirements in the Representations and Certifications. USAID reserves the right to perform a pre-award survey which may include, but is not limited to: (1) a review of the prime recipient's financial condition, business and personnel procedures, etc.; and (2) site visits to the prime recipient's institution.

F.2. Administrative & National Policy Requirements

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

For US organizations:

ADS 303: <https://www.usaid.gov/about-us/agency-policy/series-300/303>

2 CFR 700: <https://www.ecfr.gov/current/title-2/subtitle-B/chapter-VII/part-700>

2 CFR 200: <https://www.ecfr.gov/current/title-2/subtitle-A/chapter-II/part-200> and

Standard Provisions for U.S. Non-governmental organizations:

<https://www.usaid.gov/sites/default/files/2023-02/303maa.pdf>

For Non US organizations:

ADS 303: <https://www.usaid.gov/about-us/agency-policy/series-300/303>

Standard Provisions for Non-U.S. Non-governmental Organizations:

<https://www.usaid.gov/about-us/agency-policy/series-300/references-chapter/303mab>

For Fixed Amount Awards:

ADS 303: <https://www.usaid.gov/about-us/agency-policy/series-300/303>

Standard Provisions for Fixed Amount Awards to Nongovernmental Organizations:

<https://www.usaid.gov/about-us/agency-policy/series-300/references-chapter/303mat>

F.3. Reporting Requirements

F.3.A. Financial Reporting:

- The recipient must submit the Financial Report along with the Federal Financial Form (SF-425) on a quarterly basis via electronic format to the Agreement Officer and the Agreement Officer's Representative (AOR) and the U.S. Department of Health and Human Services (<http://www.dpm.psc.>).
- Quarterly Financial Reports: Financial reporting requirements will be in accordance with USAID's policies and regulations. Two weeks before the end of each quarter (e.g. mid-December, mid-March, mid-June and mid-September) the Recipient shall submit accruals information to the AOR. Financial reports must contain sufficient information on a sub-line item basis to review vouchers for approval.
- Final Financial Report along with SF 425 must be submitted 90 days post activity to the Agreement Officer and the Agreement Officer's Representative (AOR) and the U.S. Department of Health and Human Services (<http://www.dpm.psc.>).

F.3. B. Performance Reporting

Table 1: Summary of Required Reports²

Reports and Deliverables	Period Covered	Due Date
Annual Work Plan	Life of Activity	September 1 (30 days before new fiscal year) – For year one the annual workplan will be submitted within 45 days upon signature of the award

² Note: USAID's fiscal year starts on October 1st and ends on September 30th. Four fiscal quarterly periods begin on October 1, January 1, April 1, and July 1.

Activity Monitoring, Evaluation and Learning/Collaborative Learning & Adaptation (AMEL/CLA)	Life of Activity	Within 45 days upon signature of the award (Annual updates: November 15)
Quarterly Performance Report	30 days following end of each quarter	January 30- April 30 -July 30 and October 30 of each year
Accruals Information	Two weeks before the end of each quarter	mid-December, mid-March mid-June and mid-September
Annual/Fourth Quarter Report will represent the Annual Report	October 1 to September 30	30 days after the end of the Fiscal Year
Final Performance and Financial Reports	Life of Activity	Draft of the Final Performance Report to be submitted 30 days after the completion date of the activity for USAID/AOR's comments. Final Performance and Financial Reports to be submitted no later than 90 days post activity
Closeout and Disposition Plan	Life of Activity	180 days before completion date of the award
Reporting of foreign taxes	Annually	April 16 of each year

F.4. Program Income

Any program income generated under the award will be used to reduce the Federal award and non-Federal entity contributions rather than to increase the funds committed to the activity in according with 2 CFR 200.307 for US NGOs and the Required as Applicable Provision "Program Income" (December 2014) in ADS 303 for non-US NGOs.

F.5. Other Requirements

Development Experience Clearinghouse Requirements

The Recipient shall be required to submit any technical reports produced under this program, in English, to USAID's Development Experience Clearinghouse (DEC) according to the instructions found at <https://dec.usaid.gov/dec/content/submit.aspx>

The following grant reports are development experience materials:

- Performance reports (quarterly, semi-annual, or annual).
- Annual, semi-annual, or quarterly reports describing the progress and accomplishments of the USAID-funded activity or project.
- Final performance reports submitted 90 days after the expiration or termination of the grant.

The following grant reports are not development experience materials:

- Annual reports issued after the fiscal year end that report on the financial status of the organization administering the grant.
- Financial reports. 2 CFR 200.327 through 329 “Performance and Financial Monitoring and Reporting,” explains the procedures for monitoring and reporting a grantee’s program and financial performance.

The following are NOT considered to be development experience material and should not be submitted to the DEC either by contractors or grantees under the terms of their awards, or by CORs/AORs or operating units:

- Financial reports such as SF-425 and SF-425a Federal Financial Report, and SF-270, Request for Advance or Reimbursement;
- Marketing and promotional materials, such as posters, flyers, and “give-away” products; and
- Non-technical newsletters.

Material must meet the following basic standards for entry into the DEC:

- a. Material must be final and approved by the COR/AOR or another qualified reviewer.
- b. Material must be complete, legible, and free of typographical mistakes, notes, or other extraneous markings, including automated change tracking and embedded comments.
- c. Material should be in electronic format. If an electronic version does not exist, a hard copy is acceptable.
- d. Material must not include financially sensitive information or personally identifiable information (PII) such as social security numbers, home addresses and dates of birth. Such information must be removed prior to submission.
- e. Each electronic document must be saved as a single file that is equivalent to the complete and final hard copy.
- f. Electronic material may be submitted online via the DEC (preferred), CD-ROM, and DVDs. Section 540.3.2.10 provides Internet and mailing addresses for submissions. Digital Geographic records, Data files and databases must be contributed to the Development Data Library (DDL), as outlined in ADS 579.
- g. Materials must conform to current USAID branding requirements. Please refer to the standards in ADS 320, Branding and Marking for marking requirements that grantees must use on USAID-funded reports and advertising for USAID sponsored seminars, workshops, etc. (see Branding Guidelines). Contractors must comply with the marking clause in their contracts and the COR’s specific instructions on the Agency’s branding policy.
- h. Materials must be compliant with Section 508 of the Rehabilitation Act of

1973. ADS 302.3.4.15, Implementation of Section 508 of the Rehabilitation Act of 1973, provides the requisite guidance.

- i. Electronic documents must be in one of the following National Archives and Records Administration (NARA) approved formats as described in NARA guidelines related to the transfer of permanent E-records. Material Type Preferred Formats Acceptable Formats Text records Portable Document Format (PDF) Plain ASCII, Microsoft Word Scanned images of text records Tagged Image File Format (TIFF) Digital photographic records JPEG Tagged Image File Format (TIFF) Web records Hypertext Markup Language (HTML) Other formats, such as TIFF or PDF that either are embedded in the HTML or referenced by it. Audio and Video Files MPEG Contact the Knowledge Services Center by phone (202-712-0579) or email (ksc@usaid.gov) for assistance in submitting a type of material that is not on this list.

Development experience materials may be submitted

- Online: DEC Submissions
- By mail (for pouch delivery): USAID Development Experience Clearinghouse M/CIO/ITSD/KM/DEC RRB M.01-010 Washington, DC 20523-6100 *Note: Mail sent to USAID via the US Postal Service undergoes security and irradiation processing. To send sensitive items, like CDs or DVDs, please contact the DEC team at ksc@usaid.gov to arrange delivery. For questions on DEC submissions, contact: M/CIO/ITSD/KM/DEC Telephone: +1 202-712-0579 Email: ksc@usaid.gov

F.6. Environmental Compliance and Climate Risk Management

- I. Environmental Compliance
 - The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) Parts 201 and 204 (<https://www.usaid.gov/who-we-are/agency-policy/series-200>) , which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. Recipient environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this NOFO.
 - In addition, the recipient must comply with host country environmental regulations unless 50 otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the more stringent shall govern.
 - No activity funded under this cooperative agreement will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion

(RCE), Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO). (Hereinafter, such documents are described as “approved Regulation 216 environmental documentation.”)

- An IEE has been approved for Activity funding this cooperative agreement. The IEE covers interventions expected to be implemented under this cooperative agreement. USAID has determined that a Negative Determination with conditions applies to one or more of the proposed activities. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The recipient shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this NOFO.
- As part of its initial Work Plan, and all Annual Work Plans thereafter, the recipient, in collaboration with the USAID AOR and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities under this cooperative agreement to determine if they are within the scope of the approved Regulation 216 environmental documentation.
- If the recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.
- Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID.
- Unless the approved Regulation 216 documentation contains a complete environmental mitigation and monitoring plan (EMMP), the recipient shall prepare an EMMP describing how the recipient will, in specific terms, implement all IEE conditions that apply to proposed project activities within the scope of the award. The EMMP shall include monitoring the implementation of the conditions and their effectiveness.
- The recipient shall integrate a completed EMMP into the initial work plan, if applicable.
- The recipient shall Integrate an EMMP into subsequent Annual Work Plans, making any necessary adjustments to activity implementation in order to minimize adverse impacts to the environment.

II. Climate Risk Management

- Climate Risk Management (CRM) is the process of assessing, addressing, and adaptively managing climate risks that may impact the ability of USAID programs to achieve objectives. For USAID’s purposes, climate risks are potential negative consequences to changing climatic conditions.

- CRM is required per ADS 201 for all new projects and activities commencing after October 1, 2016. ADS 201mal is the main CRM supplemental guidance for projects and activities. With a few exceptions, USAID project and activity design teams are required to identify relevant climate risks and then qualitatively assess them as low, moderate, or high.
- The Informal Livelihoods Advancement activity focuses on technical assistance. Expected climate risks are to be determined based on the types of micro and small businesses that are supported. Climate risks will be assessed during the screening of each subgrant. The Implementing Partner should carefully consider the future climate change impacts on certain businesses that are sensitive and depend on water for their processes.
- CRM resources and support, including how to conduct climate screening of activities and sub-activities, are included in the above referenced ADS 201mal.
- During implementation of the activity, the EMMP will be used as a reporting tool to regularly report on climate mitigation measures that are agreed on by the AOR and MEO after screening is conducted.

F.7. Branding and Marking

A communication and outreach strategy must be developed on an annual basis and incorporated as a section of the Annual Implementation Plan. The strategies will include the overall communication message of the program, as set forth in the Branding Strategy and Marking Plan. The annual strategies must also focus on opportunities for USG visibility through the components of the project in terms of branding and marking but also with regard to events and other direct engagements. The project offers opportunities for signing ceremonies, graduation ceremonies, and engagement with partner CLs/CSOs and their target audiences throughout the course of the project. The strategy must ensure the use of traditional and social media. Applicants may also view the provisions in ADS 303 and ADS 320.

F.8. Closeout Plan

One hundred and eighty (180) days or six (6) months prior to the completion date of the agreement, the Recipient will submit a closeout plan to the AOR and the Agreement Officer approval. The closeout plan shall include: the demobilization plan, draft property disposition plan, plan for the phase-out of in-country operations, delivery schedule for all reports or other deliverables required under the agreement, timetable for completing all required actions, including the submission date of the final property disposition plan to the Agreement Officer.

[End of Section F]

Section G - Federal Awarding Agency Contacts

G.1. NOFO Points of Contact

Questions regarding Citizen Observation for Democratic Elections (CODE) in Guinea should be submitted to conakryaaa@usaid.gov with the subject line “Question – Citizen Observation for Democratic Elections” by no later than date and time noted in the cover letter to the point of contacts stated in Section D.

Please note: Only the Cognizant AO is authorized to make a commitment on behalf of USAID.

G.2. Acquisition and Assistance Ombudsman

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

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

[End of Section G]

Section H - Other Information

H.1. USAID Rights

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

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

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

Additionally, the applicant must mark each sheet of data it wishes to restrict with the following: *“Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application.”*

H.2. General Links

- 2 CFR 700
<https://www.ecfr.gov/current/title-2/subtitle-B/chapter-VII/part-700>
- 2 CFR 200
http://www.ecfr.gov/cgi-bin/textidx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl
- ADS Chapter 204 Environmental Procedures:
<https://www.usaid.gov/sites/default/files/2022-12/204.pdf>
- ADS Chapter 205 - Integrating Gender Equality and Women’s Empowerment in USAID’s Program Cycle: <https://www.usaid.gov/about-us/agency-policy/series-200/205>
- ADS Chapter 579 USAID Development Data:
https://www.usaid.gov/sites/default/files/2023-04/579_2.pdf
- USAID Graphic Standards Manual and Partner Co-branding Guide:
https://www.usaid.gov/sites/default/files/2022-05/USAID_GSM-02_04_2020.pdf

[End of Section H]

ATTACHMENT 1 – SUMMARY BUDGET TEMPLATE IN EXCEL SHEET

The excel sheet will be provided as a separate document.

ATTACHMENT 2 – PAST PERFORMANCE TEMPLATE

1	<i>Award Number:</i>
2	<i>Contractor/Recipient (Name and Address):</i>
3	<i>Type of Award:</i>
4	<i>Complexity of Work: Difficult_Routine _____</i>
5	<i>Description, location, and relevancy of work:</i>
6	<i>Dollar Value of Work : _____ Status: Active____Completed _____</i>
7	<i>Date of Award: _____ Award Completion Date (including extensions):</i>
8	<i>Type and Extent of Subawards:</i>
9	<i>Name, Address, Telephone Number, and E-mail Address of the Awarding Contracting/Agreement Officer and/or the Contracting/Agreement Officer 's Representative (and other references as applicable):</i>

ATTACHMENT 3 - AMELP TEMPLATE**PROGRAM CYCLE****Monitoring Toolkit: Activity Monitoring, Evaluation, and Learning Plan Template****Introduction**

The template that follows this introductory page provides a suggested outline and basic guidance for the development of an Activity Monitoring, Evaluation, and Learning Plan (Activity MEL Plan) by a USAID implementing partner. As noted in USAID's **ADS 201.3.4.10**: "Activities must have an approved Activity MEL Plan in place before major implementation actions begin." For further policy on Activity MEL Plans, see ADS 201.3.4.10. This template should be used in conjunction with the guidance provided in USAID [How-To Note: Activity Monitoring Evaluation and Learning Plan](#).

How to Use This Template

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

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

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

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

Please note that per ADS 579.3.1, all activities that require an Activity MEL Plan also require a Data Management Plan (DMP). The DMP may be developed and approved as a section of the Activity MEL Plan or as a separate plan. For further guidance on Data Management Plans, see [ADS 579](#).



USAID
FROM THE AMERICAN PEOPLE

[ACTIVITY TITLE]

Activity Monitoring, Evaluation, & Learning Plan

Approved Date: [e.g., April, 2018]

ersion: [1]

greement Number: [Insert number]

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

OR/COR Name & Office: [Insert name, office]

ubmitted by: [Insert name, position]

Name of Prime Implementing Partner (IP)

DISCLAIMER

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

List of Acronyms

[Insert acronyms here]

I. Introduction

This section introduces the Activity MEL Plan, describes the structure of the plan, sets the time period covered by the plan, and describes how it will be updated.

ACTIVITY THEORY OF CHANGE

Include a brief summary description of the activity theory of change.

LOGIC MODEL

Add a logic model that graphically depicts the activity theory of change. Performance indicators and learning questions may be added to the logic model where relevant to indicate the connection between elements of the theory of change and MEL tasks.

2. Monitoring Plan

Describe the activity's monitoring approach, including monitoring processes and systems.³

PERFORMANCE MONITORING

Describe the efforts to monitor activity performance.

A summary of the relevant performance indicators of the activity's outputs and outcomes, their baseline values (or plan for collecting baseline), and annual targets should be listed in the Annex.⁴

CONTEXT MONITORING

Describe any efforts for monitoring the activity's context and emerging risks that could affect the achievement of the activity's results.

3. Beneficiary Feedback Plan⁵

1. Determination on whether collecting beneficiary feedback is appropriate for the activity. If not, then a written explanation for why not
2. Describe procedures for collecting feedback from beneficiaries.
3. Describe procedures for responding to feedback from beneficiaries.
4. Describe procedures for reporting to USAID.

³ This is a required element of an Activity MEL plan per USAID ADS 201.3.4.10.

⁴ This is a required element of an Activity MEL plan per USAID ADS 201.3.4.10.

⁵ This is a required element of an Activity MEL plan, "as appropriate" per USAID ADS 201.3.4.10.

4. Evaluation Plan

INTERNAL EVALUATION PLAN

If intending to conduct an internal evaluation using USAID funds, then complete the internal evaluation table for each evaluation expected over the life of the activity.

Internal Evaluation Table

Evaluation Type	<i>Performance or Impact</i>
Evaluation Purpose and Expected Use	
Possible Evaluation Questions	
Estimated Budget	
Start Date	
End Date	

PLANS FOR COLLABORATING WITH EXTERNAL EVALUATORS

If USAID is planning to conduct an external evaluation of this activity, describe how the activity will collaborate with the external evaluation team.

5. Collaborating, Learning, and Adapting Approach

Include learning questions related to the theory of change or knowledge gaps and plans to address them. Describe plans for strategic collaboration with other activities or stakeholders; reflection opportunities; how the implementing partner will use new knowledge and learning for adaptations; and plans for knowledge capture at closeout.

6. Resources

Specify the budget allocated to monitoring, evaluation, and learning by listing the tasks, estimated costs, and proportion of the budget.

7. Roles and Responsibilities

Describe the general and individual roles and responsibilities for activity monitoring, evaluation and CLA tasks and approaches.

8. Schedule of Activity MEL Plan Tasks

Provide a schedule of recurring tasks related to monitoring, evaluation, CLA or other planned learning efforts during the activity and the individuals who are responsible for them.

Schedule of Recurring Tasks Table

Tasks	Frequency	Responsible person or team

9. Schedule of Activity MEL Plan Deliverables to USAID

List the various monitoring, evaluation, and CLA or other learning deliverables (including ad hoc and recurring reports) that will be provided to USAID.

Example Schedule of Activity MEL Plan Deliverables to USAID Table

Deliverable	Frequency	Transmission to USAID via	Description of Content

10. Change Log

Describe the changes that are made to the Activity MEL Plan over time.

Example Change Log

Date:	Change By:	Change to:	Description of Change:
<i>Effective date of change.</i>	<i>Person or team who made the change.</i>	<i>Section of the Activity MEL Plan changed. If indicator is changed, include the Indicator No.</i>	<i>Summarize the change that was made to the Activity MEL Plan and the reason the change was made.</i>

Annex I: Indicator Summary Table

An Indicator Summary Table is provided below. This plan may be adapted to include other information based on what is most relevant to the needs of the activity implementing partner or the USAID Operating Unit.

Instructions

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

Example Indicator Summary Table

Indicator	Result Measured by Indicator	Type of Indicator	Data Source	Frequency	Unit of Measure	PPR (Y/N)	Baseline	
							Date	Value
<i>Examples ...</i>								
<i>Indicator DR.1.5-1 Number of USG-assisted courts with improved case management systems</i>	<i>Improved operations of civil courts</i>	<i>Performance / Standard</i>	<i>Implementing Partner count of courts assisted.</i>	<i>Reported annually.</i>	<i>Number</i>	<i>Y</i>	<i>09/2017</i>	<i>0</i>
<i>Indicator 3.4.1(a) Neonatal mortality rate (number of deaths of infants during the first 28 days of life per 1,000 live births) in childbirth facilities in the southern region</i>	<i>Improved child birth outcomes in the southern region</i>	<i>Performance / Custom</i>	<i>Survey of child birth facility vital registration data.</i>	<i>Reported quarterly.</i>	<i>Number per 1,000</i>	<i>Y</i>	<i>01/2016</i>	<i>55.3</i>
<i>Indicator 3.4.1(b) FEMALE - Neonatal mortality rate (number of deaths of infants during the first 28 days of life per 1,000 live births) in childbirth facilities in the southern region</i>	<i>Improved child birth outcomes in the southern region</i>	<i>Performance / Custom</i>	<i>Survey of child birth facility vital registration data.</i>	<i>Reported quarterly.</i>	<i>Number per 1,000</i>	<i>Y</i>	<i>01/2016</i>	<i>55.2</i>
<i>Indicator 3.4.1(c) MALE - Neonatal mortality rate (number of deaths of infants during the first 28 days of life per 1,000 live births) in childbirth facilities in the southern region</i>	<i>Improved child birth outcomes in the southern region</i>	<i>Performance / Custom</i>	<i>Survey of child birth facility vital registration data.</i>	<i>Reported quarterly.</i>	<i>Number per 1,000</i>	<i>Y</i>	<i>01/2016</i>	<i>55.4</i>

Attachment F: WORK PLAN TEMPLATE

Instructions:

- 1) Input your objectives, associated activities and results.
- 2) Indicate when your activities will occur by placing an X in the relevant months. You can adjust the months listed to fit your estimated project schedule as needed; however, applicants should note that these dates may be subject to change during Phase II. Please note the anticipated duration of your activities in the Duration column.
- 3) List the results of your activities in the Results column and use **BOLD** font to indicate the most important results your project will produce. Examples of results include: 100 children screened, five training events held, 100 surgeries performed, 500 spectacles distributed, one national working group established, or one manuscript submitted.

[illegible]

Illustrative Example:

Note that the example below is intended to provide **guidance**. Applicants should provide unique activities and results based on their own project objectives.

[illegible]

ATTACHMENT 5 - BRANDING STRATEGY AND MARKING PLAN

Branding Strategy (assistance)

Instructions: (delete this section from your final version).

Please consult closely with [ADS320](#), Administration of Assistance Awards: Marking ([22 CFR 226.91](#)), Marking Under Assistance Instruments ([AAPD 05-11](#)), USAID's [Graphic Standards Manual](#) and Partners Co-Branding Guide, and other resources available via USAID's [Branding page](#), including a [FAQ](#) section, as you prepare your Branding Strategy, and consult these resources regularly as you plan for and implement public outreach components of your activity.

The overall purpose of a Branding Strategy is to lay out how implementing partners will promote activity accomplishments and impacts to beneficiaries and host-country citizens, and how you will recognize the role of the American people in supporting your activity. It will serve as the “road-map” for how your activity will coordinate communications activities with your AOR and the Mission's Development Outreach and Communications (DOC) Specialist, **Ousmane Conde** at ouconde@usaid.gov.

Branding Strategies specifically address the following:

- How to incorporate the message, “This assistance is from the American people,” in communications and materials directed to beneficiaries, or provide an explanation if this message is not appropriate or possible.
- How to publicize activity in the host-country and a description of the communications tools to be used.
- The key milestones or opportunities anticipated to generate awareness that the program, project, or activity is from the American people. Such milestones may be linked to specific points in time, such as the beginning or end of an activity, or to an opportunity to showcase publications or other materials, research findings, or activity success.

The text below serves as a framework to help you prepare your Branding Strategy. USAID places great importance on communication that conveys the impact or results of an activity. Please think through the information presented below carefully and provide thoughtful responses. If there are additional communications opportunities or issues not covered below, please add them into your submission. Please be sure that this document addresses all of your communications needs and aspirations.

In line with USAID guidance in [ADS 200](#) and elsewhere, your award is referred to in this document as an “activity” that contributes to higher level Mission “programs” or “projects.” This does not prevent you from using other preferred terms in your public communications. For USAID communications, “branding” refers to the overall communications experience and how

the activity is connected to USAID and the American people; and “marking” refers to the use of the USAID and partner graphic identities.

Activity Name: *(please complete all sections)*

Agreement Number:

Period of Activity:

Implementing organization:

Date:

1. Positioning

In this section, please describe:

- Which organization(s) will be referred to as the owner(s) of the activity in public communications? *Note, while a grantee’s logo may be used alongside USAID’s, a separate activity logo is not permitted.*
- How will the activity be referred to in public communications? *Note, the activity’s name in public communications is not required to be the same as the formal name listed in agreement documents. Please make sure that the name selected is short, understandable and translates well into local languages. USAID discourages the use of activity acronyms unless the acronym benefits activity communications. When specifying the activity’s public name, please consider how you will use it and how it will be perceived among target audiences: Will it make sense? Will it be meaningful and identifiable with the purpose of the activity? Convenient to use in speeches, at events and on banners? In local languages?*
- Please specify the activity name in local languages.
- If possible, USAID requests our brand name (USAID) be included as part of the overall activity name. It is acceptable to "co-brand" the title, for example: "The USAID and [grantee] Health Project." If it would be inappropriate or is not possible to "brand" the activity this way, such as when rehabilitating a structure that already exists or if there are multiple donors, please explain and indicate how you intend to showcase USAID's involvement in publicizing the activity.
- While you may translate the U.S. Agency for International Development and the “from the American people” tagline into local languages, please do not refer to USAID in other scripts. USAID should always be written in English.

2. Activity Communications and Publicity

a). Primary and Secondary Audiences for this Activity

Guidelines: *Please include direct beneficiaries and any special target audiences or influencers that will be targeted in activity communications. For example: primary audience -schoolgirls age 8-12; secondary audience- teachers and parents.*

USAID's target audiences in Guinea (in addition to direct beneficiaries) for public communications include people who influence public opinion, including government officials at local and central levels (beyond direct counterparts), academics, the private sector, religious and community leaders, media outlets and students. Please consider how you can address these groups through activities and public communications – within the limitations and restrictions related to the operating environment in each specific country.

b). Main Activity Message

***Guidelines:** Include the intended message(s) of the activity – if you had to sum up the purpose of your activity in one brief statement, addressed to its key audiences, what would it be? For example: "Get tested for HIV" or "Have your child immunized." Also include secondary messages, if applicable.*

c). Communications Materials

***Guidelines:** This section covers what materials, communications products or tools will be used to explain or market the activity to beneficiaries, such as training materials, posters, pamphlets, public service announcements, billboards, websites (note: websites to be created by an activity require prior approval from the USAID/Washington Website Governance Board Committee), e-invitations, or other emails sent to group lists or any other communications channels you have in mind. Please briefly list these materials here and describe their purpose. In addition, in the table below section d), please list additional details about their dissemination, number to be used, when they will be distributed, audience, etc.*

d). Promotion of the activity among host country citizens

***Guidelines:** Please include a brief description of your overall approach to outreach: what will the focus be, what media (online, regional, or national, print or TV or radio) will you primarily engage, etc. – and then discuss specifics as suggested below. Please describe:*

- ***What key anticipated milestones or opportunities** the activity will use to generate awareness about the activity (or a specific intervention)? Such milestones may be linked to specific points in time, such as the beginning or end of an initiative, or to an opportunity to showcase publications or other materials, research findings or activity success. These include, but are not limited to launching the activity, announcing research findings, publishing reports or studies, spotlighting trends, highlighting success stories, featuring beneficiaries as spokespeople, showcasing before-and-after photographs, marketing agricultural products or locally-produced crafts or goods, securing endorsements from ministry or local organizations, promoting final or interim reports, and communicating activity impact/overall results. Please coordinate with the DOC team to share this content via our Facebook page and via other social media channels.*

- Explain how any of the public communications materials will be **disseminated** in each country where the activity is implemented.

You may consider conveying this information in a table such as the one that follows: *This is just an example*

Communication Product or Tool, Event or Milestone	Start/End Date	Frequency	Audience	Dissemination mechanisms
<i>Activity Launch and Close-Out Conferences</i>	<i>November 1, 2019 - September, 2020</i>	<i>Twice in each country</i>	<i>NGO Community, local government, USAID target audiences in the host country</i>	<i>Local media</i>
<i>Activity Fact Sheet and Brochure (2,000 copies annually)</i>	<i>December 1, 2019</i>	<i>Revised annually</i>	<i>Government, USAID, USAID target host country audiences</i>	<i>Given to beneficiaries, other groups at meetings and events, included in material packages for all events</i>
<i>Community Launch Ceremonies</i>	<i>March 1, 2019</i>	<i>80 across the region</i>	<i>Local community, local government, media, community members</i>	<i>Local press invited to each, press release prepared and disseminated</i>
<i>Success Stories</i>	<i>December 1, 2019</i>	<i>5 per year</i>	<i>NGO community, government counterparts</i>	
<i>T-shirts to promote the activity (500)</i>	<i>January 1, 2020</i>	<i>Annually</i>	<i>USAID target audiences in the host country</i>	<i>Disseminated at all public events</i>
<i>Leaflets on health issues (50,000)</i>	<i>June 2019</i>	<i>Annually</i>	<i>Mothers with children under 5</i>	<i>Disseminated at activity events</i>

<i>Banners, Folders, Pins, and Other Products</i>	<i>January 1, 2020</i>	<i>Ordered as necessary</i>	<i>USAID target audiences in the host country</i>	<i>Disseminated at all public events</i>
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e). Conveying the Message “From the American people” through Public Communications

Guidelines: Please indicate how the activity will incorporate the message, “This assistance is from the American people,” in communications and materials directed to beneficiaries as well as to other host country audiences.

At each public event, including (*please include examples, such as conferences, seminars, trainings, and other events*), USAID branding will be appropriately displayed and “support from the American people” will be verbally acknowledged in the language(s) laid out in the accompanying Marking Plan. In addition, (*implementing partner*) will ensure that all staff can speak about the activity and explain USAID and the American people’s role in the activity.

Please be sure to add your additional ideas about effective communications. Will you develop videos? Host roadshows? Pursue a weekly radio call in show? There is not a pre-determined right answer here, just be sure to think through what will make your activity’s communications most effective given your unique circumstances.

The activity will use the USAID Identity in all public communications. Additionally, all publications will include the following note in the relevant language (add other languages as appropriate):

USAID is the leading American government agency building social and economic prosperity together with the people of Guinea.

All public printed, video and audio materials must also include a disclaimer (text included in the accompanying Marking Plan) to identify the parties responsible for the publication’s content. USAID requests pre-production review of all USAID funded public communications materials.

f). Design of Publicity Materials and the Use of the USAID Logo:

For all printed matter, including publications, official and/or public activity communications, banners and other signs, and promotional products developed to increase the visibility of the activity among its target audiences, the activity will use guidance laid out in the USAID [Graphic Standards Manual](#) and [Partners Co-Branding Guide](#). This includes the use of the USAID Identity, color scheme, design and typeface for any outreach materials. *Samples and logos may be found at www.usaid.gov/brandingresources.*

The activity will submit all public communications materials (including video concepts) to the AOR for preproduction review for branding and content before costs are incurred or designs are finalized. All costs associated with branding and marking are included in the overall activity budget.

*Newspaper or other media ads recruiting staff or with administrative announcements or tenders should **not** include the USAID logo. Rather, they can reference the USAID-funded activity. Also, activity personnel business cards should **not** include the USAID logo. Rather, they can refer to a “USAID-grantee.”*

3. Acknowledgement of Other Organizations

*Guidance: Please explain how you will acknowledge governmental partners and other cooperating non-governmental organizations or partners, including those (if any) listed in the Marking Plan. It is acceptable and often desirable to “co-brand” interventions with host country ministries or other organizations. Include a brief explanation why the activity feels it is necessary to acknowledge these organizations. In the event the activity must use the local government brand mark and not the USAID brand mark, please follow the **exceptions** process outlined in ADS 320.*

Will there be any direct involvement from a host-country government ministry or other organization? If yes, please indicate which ones. Are there any other partners whose logo or identity the recipient will use on program materials and related communications? Please specify how these organizations will be acknowledged.

Other program partners (*please identify who they are/might be*) will be mentioned in written documents that are related directly to them and their logos will be displayed during events in which they are participating (*please adjust this sentence as appropriate*). USAID policy is that all programs, projects, activities, public communications, and commodities, partially or fully funded by a USAID grant or cooperative agreement or other assistance award or subaward, must be marked appropriately with the USAID Identity of a size and prominence equivalent to or greater than the recipient’s, other donors or any other third party’s identity or logo. USAID requires the USAID Identity to be larger and more prominent if it is the majority donor. If circumstances warrant, on a case-by-case basis depending on the audience, program goals and materials produced, a cooperating country government’s identity may be larger and more prominent.

4. Coordination with USAID on Outreach and Communications

All public communications materials (including video concepts) must be cleared by USAID for pre-production review for both branding and content before costs are incurred or designs are finalized. This review includes final clearance from the USAID DOC team, through the AOR. Public communication materials include but are not limited to: websites and social media pages (which require USAID/Washington Website Governance Board Committee clearance), video (concepts must be approved by the DOC team *before* production can begin), press releases, success stories, briefers, fact sheets, journal articles and other publications. The activity will clear any planned media events and media interviews with USAID (AOR and DOC) and follow guidance set by Embassy Public Affairs Sections (PAS). Where Embassy PAS policy permits, the

project is responsible for inviting and coordinating press, placing news stories, distributing press releases, and providing transportation and other logistical support when needed.

Throughout activity implementation, (*implementing organization*) will provide USAID with:

- a) Project Fact Sheets, to be updated and submitted to USAID on a specified USAID [template](#) twice/year or at the request of USAID.
- b) An updated quarterly list of public events to be organized by the activity during the coming three months, including approximate date, location, and audience. The activity will coordinate with USAID about the inclusion of USAID promotional materials for participants and the participation of USAID or U.S. Government representatives.
- c) Two success stories per activity per year. *Please communicate with your AOR and/or DOC counterpart for guidance as you prepare and submit your success stories. Note: we are interested in human impact stories that demonstrate real impact, NOT process level stories or descriptions of trainings or conferences. A good success story can be as simple as a compelling photo and appropriate caption. Please review text submitted carefully for grammar and impact. Make sure your story touches upon the issue you are addressing, why it's important, your activity's impact, and try to maintain a human focus. Make sure you provide high-resolution photos with captions and photo credits with your stories. The DOCs can use well-written stories for public facing platforms like the Agency photo blogs and Embassy Facebook pages as well as in internal reports sent to Washington. In addition to the two annual success stories, projects can also share smaller stories and anecdotes highlighting project achievements that can be used on social media (primarily Facebook and Twitter).*
- d) A minimum of 20 photographs per year for the country where the activity is implemented that are illustrative of the activity's achievements. *The photos can be submitted via Google Drive online sharing system agreed upon with the AOR and DOC (please specify what method will be used in your BIP). Note: USAID uses Google Docs and prefers photo sharing via this system. The photographs must comply with guidance provided in the USAID Graphic Standards Manual and Partner Co-Branding Guide and be in JPEG format and at least 1MB in size. Each photograph should include a brief explanation about its subject and identify the photographer and his/her organization, person(s) featured in the photograph and the location where the photograph was taken. The activity is responsible for obtaining and holding photo releases from all subjects.*
- e) Clippings of and/or web links to press articles that mention the activity or its interventions.
- f) An electronic and/or print copy of all public communications materials produced by the activity on a quarterly basis.

- g) Once a year, the activity will present a summary of all completed publicity events and media coverage, including on social media platforms.
- h) The activity will upload to USAID's [Development Experience Clearinghouse](#) (DEC) all appropriate activity materials. Materials that can be uploaded to DEC include quarterly and final reports, publications, brochures, evaluations, photos, among others. *The DEC serves as a searchable repository of all USAID related publications going back decades. If necessary, uploaded materials can be restricted so that they can only be accessed by USAID staff (however, to the extent possible, we hope to keep materials publicly accessible).* The annual work plan process will include developing/updating a communications plan indicating anticipated key milestones, events and communications tools and approaches to be used in the upcoming year. This will include a communications calendar that will state the proposed timing for major events and other communications-related actions.

In the event of changed circumstances for implementation of this Branding Strategy, *(implementing organization)* will submit to USAID via the AOR, a request to modify this plan and/or other related documents, such as the Marking Plan.

Marking Plan (*assistance*)

Instructions: (delete this section from your final version).

Please consult closely with USAID’s [ADS320](#), Administration of Assistance Awards: Marking ([22 CFR 226.91](#)), Marking Under Assistance Instruments ([AAPD 05-11](#)), [Graphic Standards Manual](#) and Partners Co-Branding Guide and other resources available at USAID’s [Branding page](#), including the [FAQ](#) section, as you prepare your Marking Plan, and consult these resources regularly as you plan for and implement the public outreach components of your activity.

The overall purpose of a Marking Plan is to lay out the ways in which public communications, commodities, activity materials and other items will visibly display or will be marked with the USAID logo. Marking considerations during activity implementation must be closely coordinated with your AOR and the Mission’s Development Outreach and Communications (DOC)) Specialist, Ousmane Conde at osconde@usaid.gov.

Marking Plans specifically address the following:

- Marking regulations in sub-awards;
- Disclaimer language to be included in publications;
- Design considerations in the use of the USAID Identity;
- How deliverables and public communications produced as part of the activity will be marked; and
- If appropriate, the need for an exception that details materials that will not be marked and why.

The text below serves as a framework to help you in preparing your Marking Plan. USAID places great importance on communication that conveys the impact or results of an activity. Please think through the information presented below carefully and provide detailed responses. If there are additional communications opportunities or issues not covered below, please add them to your submission. Please be sure that this document addresses all examples of marking you envision for your activity.

In line with USAID guidance in [ADS 200](#) and elsewhere, your award is referred to in this document as an “activity” that contributes to higher level Mission “programs” or “projects.” This does not prevent you from using other preferred terms in your public communications. For USAID communications, “branding” refers to the overall communications experience and how the activity is connected to USAID and the American people; and “marking” refers to the use of the USAID and partner graphic logos.

Please note: all text in Italics is only for your guidance only; please delete it from your final version. This text aims to give you guidance as you prepare your Marking Plan; it does not, however, aim to cover all possible situations relevant to your activity. Feel free to add additional text or sections to accommodate your ideas or needs. Also, feel free to change our standard text (i.e. text not in italics), within reason, as required. It is not our aim to receive formulaic text;

rather, we are interested in hearing your ideas on how to maximize public recognition for your accomplishments. For questions, do not hesitate to contact the USAID DOC team.

Activity Name: *(please complete all sections)*

Agreement Number:

Period of Activity:

Implementing organization:

Date:

(Implementing organization) intends to mark deliverables and public communications under this activity as outlined in this Marking Plan.

- 1. Marking of Sub-awards:** Award marking requirements “flow down” to sub-grantees or sub-awards. *(Implementing organization)* and include, for each sub-grant, the following standard provision regarding USAID Branding and Marking requirements:

“As a condition of receipt of this sub-award, marking with the USAID Identity of a size and prominence equivalent to or greater than the recipient’s, sub-recipient’s, other donor’s or third party’s is required. In the event the recipient chooses not to require marking with its own identity or logo by the sub-recipient, USAID may, at its discretion, require marking by the sub-recipient with the USAID Identity.”

Any activity conducted jointly by this activity and other donors, local organizations, or government entities must include prominent positioning of the USAID logo and the message “From the American people”.

- 2. Disclaimer Language for Publications:** *(please include only applicable translations of the disclaimer below.)* All studies, reports, publications, websites (note: any websites developed by the activity require separate USAID/Washington approval) and all informational and promotional products will contain the following provision:

English	This study/report/publication <i>(specify)</i> is made possible by the support of the American people through the United States Agency for International Development (USAID). The contents are the sole responsibility of <i>(name of organization)</i> and do not necessarily reflect the views of USAID or the United States Government.
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3. Design of Publicity Materials and the Use of the USAID Logo

For design aspects of all activity publications, including printed, online or event materials, the activity will comply with guidance provided in USAID’s [Graphic Standards Manual](#) and [Partners Co-Branding Guide](#). This includes issues such as the use of the USAID identity, as well as color

palette, design, typeface and other design considerations. *For a definition of USAID's logo, brandmark, etc., please refer to USAID's [branding page](#).*

4. Marking of Activity Deliverables and Public Communications

The following public communications and activity materials will be produced as part of the award and will visibly bear the USAID Identity. All branding and marking of these materials will be in line with guidance laid out in the [Graphics Standards Manual and Partners Co-Branding Guide](#).

Table #1: Marked deliverables and public communications

Items to include and discuss in Table #1 below include the following. This is only a sample list; please do not include items that are not relevant to your activity, but make sure to add any additional items you plan to produce:

- *Publications including factsheets, brochures, leaflets, PowerPoint presentations, online publications, blogs, etc.;*
- *Event materials, (including conferences, trainings, study tours, exhibitions, briefings, seminars, fairs, workshops, public meetings, etc.), including handouts, banners, plaques, certificates, etc.*
- *Media materials including advisories and press releases, invitations and articles in print or online media;*
- *Audiovisual materials including videos, documentaries and TV and radio public service announcements;*
- *Surveys, reports, manuals, textbooks, training materials;*
- *Promotional materials (e.g., t-shirts, pens, caps, pins, etc.);*
- *Commodities used for activity purposes: equipment, tools, furniture, instruments;*
- *Physical infrastructure;*
- *Websites and social media pages (websites must be approved by the USAID/Washington Website Governance Board Committee)*

In the table below, please include a clear explanation of where the USAID logo will be placed (on which page, etc.). Discuss placement of disclaimer text and any other marking considerations. Please consider attaching samples of how you are planning to mark various types of documents: i.e., include a sample fact sheet or a certificate, etc. – so that we can see what exactly you are planning. Please only include one sample for all the types of documents that will be marked the same way – and identify which types of documents the sample will apply to. Items included in the table below are only examples, please change as applicable.

(Implementing organization) will include the USAID logo and describe the activity as USAID in all public communications materials, including, but not limited to press releases, fact sheets, reports, success stories and brochures. Audiovisual materials must include the appropriate logo. A text description describing the activity as USAID's is not necessary or feasible on signs,

banners, conference materials, promotional materials, physical infrastructure, or other similar items.

For the following deliverables, (*implementing organization*) will mark USAID's involvement in the following ways:

Activity deliverable	Type of marking	Start date & frequency	Placement of marking
<i>Press releases (see attachment XX)</i>	1). <i>USAID logo</i> 2). <i>Text about USAID (included in the Branding Strategy)</i>	<i>June 2019; Monthly</i>	). <i>The logo will be located on the upper left hand side of the first page</i>). <i>Included as the last paragraph</i>
<i>Fact sheets about the activity (see attachment XX)</i>	1). <i>USAID logo</i> 2). <i>Text about USAID</i>	<i>June 2019 Reviewed semi-annually in June</i>	). <i>The logo will be placed on the upper left hand side of the first page</i>). <i>Included as the first paragraph</i>
<i>Brochures about the activity (see attachment XX)</i>	1). <i>USAID logo</i> 2). <i>Text about USAID</i> 3). <i>Disclaimer</i>	<i>June 2019; Updated annually in June</i>	). <i>The logo will be placed in the upper left corner of the front page</i>). <i>Included as the first paragraph</i>). <i>At the bottom of the back page</i>
<i>Reports, research products, and other multiple page documents</i>	1). <i>USAID logo</i> 2). <i>Disclaimer</i>	<i>June 2019; quarterly</i>	). <i>The logo will be centered on the cover either on the top or the bottom of the page depending on formatting</i>). <i>Included at the bottom of first page</i>
<i>Event banners</i>	<i>USAID logo</i>	<i>June 2019; quarterly</i>	<i>On the left hand side of the banner above any writing</i>
<i>Training events</i>	<i>USAID logo</i>	<i>June 2018; monthly</i>	<i>By the entrance to the training room and at the front of the room</i>

<i>Training materials (list titles/other details if known)</i>	<i>USAID logo</i>	<i>2019-2020; monthly</i>	<i>1). Cover page, top left corner 2). At the bottom of the front page, in italics</i>
<i>Success stories</i>	<i>USAID logo</i>	<i>June 2019; quarterly</i>	<i>As per USAID standard template</i>

Any items not mentioned in Table 1 that are developed over the course of activity implementation will be marked in a similar fashion to those listed above in line with guidance provided in the Graphics Standards Manual, unless they are exempt from marking by USAID regulations (i.e., business cards, items solely for activity administrative use, administrative letters, etc.).

The DOC team, through the AOR, must review and approve all USAID-funded public communications and activity materials for compliance with USAID graphic standards and the approved Marking Plan **before** production or publication.

Table #2: Exceptions and Waivers to Award Marking Requirements

Exceptions: *It is USAID policy that all public communications partially or fully funded by a USAID grant or cooperative agreement must be appropriately marked with the USAID Identity. There are several justifications for exceptions to marking requirements, laid out in CFR 226.91.h, including the risk that branding would compromise the neutrality of activity materials, diminish the credibility of a study or assessment, or undercut host-country ownership of an initiative. Exceptions are programmatic, granted for non-emergency situations and usually approved pre-award. If you anticipate applying for any such “exceptions” to contract marking requirements, please list them here. Note, these exceptions are not automatic and require the approval of the AOR, the DOC and the Agreement Officer. **If you plan to mark all activity deliverables, please do not complete this section.***

The activity requests the following deliverables not carry USAID marking. The specific deliverables to be unmarked and the rationale for this request are indicated below. All other deliverables will be marked as indicated above. Exceptions to marking requirements require the approval of the AOR, the DOC and the Agreement Officer.

Activity deliverable	Rationale	How will USAID assistance be acknowledged?	Estimated period/date of application
<i>Name the deliverable you request not be marked.</i>	<i>Identify which exception listed in CFR 226.91.h is applicable and briefly</i>		

	<i>explain why this exception is requested.</i>		
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***Waivers:** Once this Marking Plan is approved, any cases in which marking would pose an emergent and compelling **political, safety or security** concern and the activity wishes for contract deliverables to be un-marked requires a “**waiver to contract marking requirements**” as laid out in ADS 320.3.2.6. Only the USAID Principal Officer has this authority to waive, in whole or in part, USAID marking requirements.*

Table #3: Marking Costs

Costs associated with marked deliverables are listed below. *Items included in the table below are only samples, please change as applicable.*

Marked item	Description	Quantity	Cost
<i>Banner with the USAID logo (see attachment XX with the design)</i>	<i>1mx2.5m</i>	<i>2</i>	<i>\$XXX</i>
<i>Stickers with the USAID logo (see attachment XX with the design)</i>	<i>10x20 cm</i>	<i>1000</i>	<i>\$</i>
<i>Activity brochures</i>	<i>Arabic language</i>	<i>2000</i>	<i>\$</i>
<i>Plaques for assisted schools (see attachment XX with the design)</i>	<i>30x60cm, white plastic, English and Arabic text</i>	<i>50</i>	<i>\$</i>
<i>Total</i>			<i>\$</i>

All estimated costs associated with branding and marking USAID programs, such as plaques, labels, banners, press events, promotional materials and other similar items must be included in the total cost estimate of the grant or cooperative agreement or other assistance award and are subject to revision and negotiation with the Agreement Officer upon submission of the Marking Plan.

5. Modifications

In the event of changed communications circumstances over the course of activity implementation requiring a modification to this Marking Plan, *the implementing organization*, through its AOR, will submit to USAID a request to modify this plan and/or other related

documents, such as the Branding Strategy. Such a request requires the approval of the activity's AOR, in consultation with the DOC team and the Agreement Officer.

Please include as attachments any samples of marked items referred to in the tables you wish to submit at this time.

6. Mandatory pre-production review

All public communications, commodities, banners, boards, posters, publications, audiovisual and other materials produced by [activity name] will be submitted, for compliance, to the AOR and the USAID DOC section for review prior to production, printing, publication at least two weeks before.

ATTACHMENT 6 – STANDARD PROVISIONS

(Note: the full text of these provisions may be found at:

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

<https://www.usaid.gov/ads/policy/300/303mab>). The actual Standard Provisions included in the award will be dependent on the organization that is selected. The award will include the latest Mandatory Provisions for either U.S. or non-U.S. Nongovernmental organizations. The award will also contain the following “required as applicable” Standard Provisions:

Please note that the resulting award will include all standard provisions (both mandatory and required as applicable) in full text.

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

Required	Not Required	Standard Provision
TBD		RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (NOVEMBER 2020)
		RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (NOVEMBER 2020)
		RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2022)
		RAA4. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
		RAA5. RESERVED
	X	RAA6. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	X	RAA7. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
	X	RAA8. CARE OF LABORATORY ANIMALS (MARCH 2004)
X		RAA9. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (DECEMBER 2022)
X		RAA10. COST SHARING (MATCHING) (FEBRUARY 2012)

X		RAA11. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
X		RAA12. INVESTMENT PROMOTION (DECEMBER 2022)
X		RAA13. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2022)
X		RAA14. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	X	RAA15. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	X	RAA16. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	X	RAA17. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
		RAA18. RESERVED
	X	RAA19. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	X	RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	X	RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	X	RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
X		RAA23. UNIVERSAL ENTITY IDENTIFIER (UEI) AND SYSTEM FOR AWARD MANAGEMENT (SAM) (DECEMBER 2022)
X		RAA24. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2022)
	X	RAA25. PATENT REPORTING PROCEDURES (DECEMBER 2022)

	X	RAA26. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013)
X		RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2022)
		RAA28. RESERVED
		RAA29. RESERVED
	X	RAA30. PROGRAM INCOME (AUGUST 2020)
X		RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

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

Required	Not Required	Standard Provision
TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (NOVEMBER 2020)
		RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
TBD		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (NOVEMBER 2020)
		RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
		RAA5. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
X		RAA6. UNIVERSAL ENTITY IDENTIFIER (UEI) AND SYSTEM OF AWARD MANAGEMENT (SAM) (DECEMBER 2022)
X		RAA7. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2022)
X		RAA8. SUBAWARDS (DECEMBER 2014)

X		RAA9. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
X		RAA10. OCEAN SHIPMENT OF GOODS (JUNE 2012)
X		RAA11. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2022)
X		RAA12. PATENT RIGHTS (DECEMBER 2022)
X		RAA13. RESERVED
	X	RAA14. INVESTMENT PROMOTION (DECEMBER 2022)
X		RAA 15. COST SHARE (JUNE 2012)
	X	RAA16. PROGRAM INCOME (AUGUST 2020)
X		RAA17. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	X	RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	X	RAA19. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
	X	RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	X	RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	X	RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
X		RAA23. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	X	RAA24. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
X		RAA25. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)

	X	RAA26. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING(ASSISTANCE) (SEPTEMBER 2014)
X		RAA27. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
X		RAA28. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2022)
		RAA29. RESERVED
		RAA30. RESERVED
X		RAA31. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

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