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Deadline for Submitting Applications: September 30, 2019; 5:00 p.m. Washington, DC Time
Place of Performance: Uganda

Subject: Notice of Funding Opportunity (NOFO)
Request for Applications (RFA) Number: 72061719RFA00005

Program Title: USAID/Uganda Voluntary Family Planning for Improved Reproductive Health and Development (FP4HD) Activity

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001-- USAID Foreign Assistance for Programs Overseas

Ladies/Gentlemen:

The United States Agency for International Development Mission to Uganda (USAID/Uganda) is seeking applications from qualified entities to implement the USAID/Uganda Voluntary Family Planning for Improved Reproductive Health and Development (FP4HD) Activity.

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 other Sections of this NOFO.

Subject to the availability of funds, USAID intends to provide up to \$24 million, to be allocated over the five-year period. USAID reserves the right to fund any or none of the applications submitted.

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

To be eligible for award, the Applicant must provide all information as required in this NOFO and meet eligibility standards in Section C of this NOFO. This funding opportunity is posted on <https://www.grants.gov>, and may be amended. This NOFO and any future amendment can be downloaded from <https://www.grants.gov> (Select “Find Grant Opportunities,” then click on “Browse Agencies,” and select the “Agency for International Development” and search for the NOFO). It is the responsibility of the Applicants to regularly check the grants.gov website to ensure they have the latest information pertaining to this NOFO. Applicants will need to have available or download a PDF program such as Adobe in order to view and save the forms properly. It is the responsibility of the applicant to ensure that the entire NOFO has been downloaded in its entirety. USAID bears no responsibility for data errors

resulting from transmission or conversion process. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

Any questions regarding this NOFO must be submitted in writing to KampalaUSAIDSolicita@usaid.gov to the attention of Mr. Admir Serifovic, Agreement Officer and Ms. Mercy Lapolo, Acquisition and Assistance Specialist. Questions sent to any other e-mail address will not be answered. The e-mail transmitting the questions must reference the NOFO number and title on the subject line of the e-mail. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted on <https://www.grants.gov>.

If you decide to submit an application, please note that electronic submission is required. Applications are to be sent as email attachments to KampalaUSAIDSolicita@usaid.gov, to the attention of Mr. Admir Serifovic, Agreement Officer.. Late applications will not be considered for award. Hard copy, telegraphic, or fax applications (entire proposal) are not authorized for this NOFO and will not be accepted.

An applicant under consideration for an award that has never received funding from USAID may be subject to a pre-award survey to determine financial responsibility, capacity, and ensure adequacy of financial controls. Applicants are encouraged to register with the Data Universal Numbering System (DUNS) and System for Award Management at <https://www.sam.gov/portal/public/SAM/> as these are mandatory requirements before any award can be made. In the event that the submission deadline is due before registration is complete, applicants should proceed with the submission of their applications. **IMPORTANT NOTE: USAID may not award a Cooperative Agreement 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.** The registration process may take many weeks to complete. Therefore, Applicants are encouraged to begin registration early in the process.

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. All preparation and submission costs are at the applicant's expense. In addition, final award of any resultant grant cannot be made until funds have been fully appropriated, allocated, and committed through internal USAID procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award.

Thank you for your interest in USAID/Uganda Voluntary Family Planning for Improved Reproductive Health and Development (FP4HD) Activity.

Sincerely,



Admir Serifovic
Agreement Officer

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Section A. PROGRAM DESCRIPTION

I. PROGRAM DESCRIPTION

A. Introduction

Under the 2016-2021 Country Development Cooperation Strategy (CDCS) (USAID/Uganda CDCS guiding principles, Resource Link 1), USAID/Uganda seeks to award a five-year, approximately \$24 million cooperative agreement to increase the adoption of positive reproductive health behaviors. This award is designed to accelerate progress towards Government of Uganda's Vision 2040 goals (Resource Link 7) of becoming a middle income country. It will primarily align with CDCS Development Objective Two (DO2) ("Demographic Drivers Affected to Contribute to Long Term Trend Shift") and will also contribute indirectly to Development Objective One (DO1) ("Community and Household Resilience in Select Areas and Target Populations Increased") and Development Objective Three (DO3) ("Key Systems More Accountable and Responsive to Uganda's Development Needs Improved").

The Voluntary Family Planning for Improved Reproductive Health and Development (FP4HD) Activity will accomplish its goal through three intermediate results (IRs):

- 1. Ugandan leadership and coordination strengthened to support voluntary family planning (FP);**
- 2. Positive social norms and behaviors enhanced to improve healthy timing and spacing of pregnancies; and**
- 3. Access to quality, voluntary family planning increased.**

Successful achievement of these three results will be amplified by cooperation, coordination and collaboration with the Government of Uganda (GoU) and other partners. USAID anticipates that the FP4HD Activity will work with other United States Government (USG) partners supporting health service delivery activities in Uganda, including the current Regional Health Integration to Enhance Services (RHITES) and Uganda Health Supply Chain (UHSC) activities as well as the upcoming activities: Social Behavior Change for Transformation (SBC4T), Strengthening Supply Systems Technical Assistance, and Uganda Health Systems Strengthening (UHSS). In addition, FP4HD will coordinate with other key USG partners within and beyond the health sector.

B. Background

B.1. Ugandan Context

Uganda has a very young and rapidly growing population. Approximately 55% of the 40 million people living in Uganda are under the age of 18, and Uganda's population growth rate currently stands at 3.0% per annum (Uganda National Population and Housing Census, 2014, Resource Link 13). Nationally, one-quarter of Ugandan teenagers have begun childbearing with higher rates among teenagers in rural areas, with less than secondary education and in lower wealth quintiles (Uganda Demographic and Health Survey (UDHS), 2016, Resource Link 11). These demographic trends and other factors contribute to increased maternal and child mortality and limit Uganda's economic growth and stability.

In order for Uganda to realize its Vision 2040 and benefit from the demographic dividend, the country aims to increase access to and use of voluntary family planning, particularly among women of reproductive age who are sexually active and want to avoid pregnancy. Unmet need for family planning in Uganda is particularly high among women who are younger, living in rural areas, have little to no education, and are in lower wealth quintiles. It is also crucial for development programs to complement

investments in increasing access to voluntary family planning with building Ugandan political commitment and coordination at multiple levels.

Supporting positive gender and social norms.

How “norms” and “tradition” are conceived, discussed, and deployed at any given place or moment in time will have an impact on health outcomes, including voluntary family planning and reproductive health (FP/RH). Complex social, cultural, and economic determinants impair both men and women’s full participation and choices in health care. Because of gender inequities, women are often unable to negotiate for safer sex, condom and/or use of other modern contraception, access to financial resources, and seeking health care when needed. A thorough understanding of gender-related dynamics, especially as they pertain to service uptake and household decision-making, resource allocation, and financial authority, will be critical for this Activity to design appropriate gender-focused interventions. The Applicant will need to understand and attempt to address the overall social norms that facilitate teenage pregnancy, child marriage, gender-based violence (GBV) and other harmful practices that impede the health of individuals, households and communities and contribute to unwanted pregnancies. To have an impact on Total Fertility Rate (TFR), interventions need to go beyond focusing only on service provision, but address these underpinning social norms and harmful practices.

Increasing access to and use of voluntary family planning.

Uganda’s family planning program has made tremendous progress in the past decade with voluntary use of modern contraception among married women increasing from 26% in 2011 to 35% in 2016 quintiles (Uganda Demographic and Health Survey (UDHS), 2016, Resource Link 10). However, currently only about half (52%) of demand for voluntary family planning is satisfied with modern contraception. Also, progress in increasing access to voluntary family planning has not been uniformly experienced across different sub-populations or geographies.

Ensuring access to a broad range of voluntary family planning options.

Although voluntary use of long-acting contraceptive methods (implants, IUDs and sterilization) has increased, short-term methods (pills, injectables, condoms, fertility awareness methods, and lactational amenorrhea) remain popular with injectables accounting for the largest share of Uganda’s modern method mix (Uganda Performance Monitoring and Accountability (PMA) 2020, Resource Link 12). Method choice is influenced by many factors including access to accurate information about voluntary, modern contraceptive methods and their effectiveness as well as availability of methods through accessible and convenient sources. Data show availability of methods varies by facility level; greater efforts are needed to ensure that more facilities provide a wider range of methods and that women are well informed about their options.

Despite increased donor engagement and improvements to national supply chain logistics, FP commodity stock outs are still common with 27% of public facilities and 20% of private facilities reporting stock out of injectables on the day of the survey.⁴ Maintaining a robust and reliable supply of contraceptive commodities and supplies from the central level to the last mile is essential for improving uptake and continuation of voluntary family planning. Therefore, FP4HD will work with UHSC, the National Medical Stores (NMS) and the Ministry of Health (MoH) to help prevent stock outs and ensure contraceptive commodity security is a priority for the national FP program to achieve its goals.

Accessing voluntary family planning through both public and private sectors.

On average, most Ugandan women of reproductive age live within 5 kilometers of a public health facility and slightly more than half receive their voluntary family planning services from the public sector where these services are offered free of charge. Private health providers charge fees for care, including voluntary family planning services, thus it notable that nearly half of modern contraceptive users obtained their method from the private sector. We know that when for-fee services are used, women themselves become a key source of health financing. Currently, 70% of expenditure on reproductive health care, including voluntary family planning, is out-of-pocket expenditure primarily by populations in the lowest wealth quintiles.

Integrating FP with maternal and child health care.

Research shows that although women are increasingly visiting health facilities, many missed opportunities remain to reach them with voluntary FP information and services. For example, use of antenatal services and facility-based deliveries have increased tremendously in Uganda with approximately 60% of mothers completing four or more antenatal care visits and 73% of women delivering in a health facility. Yet, only 3% of women who delivered at a facility initiated voluntary family planning within one month of delivery.

Enabling effective leadership and coordination of family planning programs.

Delivery of quality and equitable FP services requires effective leadership, management, coordination, commitment, and advocacy at the national and sub-regional levels in addition to the necessary technical skills and accompanying functioning components of the health system.

To guide the implementation of their family planning program, the MoH has developed the Family Planning Costed Implementation Plan (FP CIP). The FP CIP has become a social contract between the GoU and its partners to ensure alignment of support for FP, but it lacks both the human and financial resources and political will needed to fully implement and monitor it. Given the still fragile GoU support for voluntary family planning, there is a need for increased investments in advocacy at all levels of government, civil society and political institutions if the political commitment and financial requirements of the FP CIP are to be met.

USAID/Uganda is committed to supporting the GoU to successfully operationalize and achieve priorities outlined in the FP CIP. Several key factors impact the achievement of the FP CIP, including increased commitments and budget line expenditures to support the country's voluntary FP program; staffing of key FP/RH positions in the MoH; and improved leadership at national and regional levels; and strengthened supply chain and health systems to ensure the availability of a broad range of contraceptive methods at service delivery points.

B.2 Rationale for Activity

The goal of FP4HD is based on the Theory of Change (ToC) that: IF Uganda's voluntary family planning program is strengthened by enhancing leadership and coordination at all levels; expanding positive social norms that impact healthy timing and spacing of pregnancies; and increasing access to quality health care, including voluntary family planning services, THEN adoption of positive reproductive health behaviors will be increased, LEADING TO accelerated progress toward Uganda's health and development goals.

It is expected that the Activity will monitor, track and explore the validity of this hypothesis throughout implementation and together with USAID make relevant changes as deemed appropriate.

This ToC depends on several key assumptions:

- The Activity will be able to coordinate and collaborate with USAID implementing partners (IP), other donors, and stakeholders that have resources to scale up specific high impact interventions in the focus districts, communities, and households;
- GoU, collaborating ministries, and district local governments have sufficient commitment and capacity to raise and efficiently utilize health and other sector resources and demonstrate willingness to champion positive social norms and practices; and
- USAID's financial and technical support can positively influence (i) the enabling and social environment; (ii) the constraints to mobilizing, allocating, and managing critical sector resources; (iii) the functionality of the health systems (from national to facility level and into the community); and (iv) IPs will collaborate with this Activity, including the RHITES, SBC4T, Strategic Information Technical Support (SITES), UHSS, and UHSC activities, among others.

B.3. Alignment with the Country Development Cooperation Strategy (CDCS)

USAID/Uganda's CDCS is designed to achieve the five-year goal of "Uganda's systems accelerating inclusive education, health and economic development." While it predates USAID's current emphasis on advancing countries' Journey to Self-Reliance (J2SR), the CDCS focus on strengthening Ugandan systems is driven by a longer-term goal consistent with J2SR: Ugandan-led inclusive and sustainable development. In addition, it establishes a set of fifteen "guiding principles" for the design and implementation of new and ongoing activities. These principles set out what USAID considers to be the most important considerations and preferred practices for accomplishing CDCS goals and objectives. The subset of CDCS guiding principles that are relevant for FP4HD are described in Attachment C.

The CDCS is also rooted in a programmatically-integrated approach that recognizes and seeks to address the interrelated causes of development challenges. It has three Development Objectives (DOs):

- DO1: Community and household resilience in select areas and target populations increased;
- DO2: Demographic drivers affected to contribute to long-term trend shift; and
- DO3: Key systems more accountable and responsive to Uganda's development needs.

FP4HD will contribute to IRs under each of the three DOs. Its primary focus will be on delivering results against the following:

- IR 2.1, under DO 2: Adoption of healthy reproductive behaviors and practices increased;
- IR 3.1, under DO 3: Leadership in development supported; and
- IR 3.3, under DO 3: Key elements of systems strengthened.

The programmatic integration inherent in the CDCS calls for USAID/Uganda's IPs to achieve a high level of cross-IP coordination. IPs engaged in delivering health sector results will have several challenges in undertaking this coordination: (i) the size and complexity of USAID/Uganda's health portfolio means that health sector IPs are likely to have multiple points of cross-IP linkage; (ii) high levels of other donor support contributing to Uganda's health sector and USAID/Uganda's commitment to promoting strong donor coordination; and (iii) the matrix-like manner in which the health portfolio is structured which means that the degree of success that one activity can deliver sometimes relies on input from another activity. The health portfolio and relationships among activities is described in more detail below in Section E.8 "Relationship to Other USAID Activities and Development Partners."

C. Description of Intended Results

The Activity will support innovative interventions to strengthen Uganda's voluntary family planning program through targeted technical assistance at the national and district levels to the MoH, National Population Council (NPC) and District Health Office (DHO) in alignment with the Ugandan FP CIP as well as its Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCAH) Sharpened Plan.

The activity will design an approach that focuses on collaboration, learning and adapting to identify, test and support the scale up of innovative and impactful interventions to transform negative social norms and increase access to quality voluntary family planning services, including for youth, first time mothers and women of low parity. Mentorship and capacity building will be at the forefront of this activity.

Figure 1: FP4HD Results Framework

GOAL	Adoption of positive reproductive health behaviors increased		
Result	1: Ugandan leadership and coordination strengthened to support voluntary family planning	2: Positive social norms and behaviors enhanced to improve healthy timing and spacing of pregnancies	3: Access to quality, voluntary family planning increased
IR	1.1: Commitment to and leadership for voluntary family planning programs strengthened at all levels	2.1: Knowledge and understanding of the root causes of social norms and their distribution improved	3.1: Provider readiness to deliver quality, voluntary family planning services enhanced
	1.2: Management capacity at the national and district levels developed and strengthened	2.2: Innovative solutions addressing root causes of social norms developed and scaled	3.2: Innovative approaches to support implementation of targeted interventions at scale developed and institutionalized
	1.3: Cross-sectoral coordination at the national and district levels enhanced and institutionalized	2.3: Mechanisms to optimize multi-sectoral approaches for addressing social norms developed and institutionalized	3.3: Evidence-based practices to reduce financial barriers to voluntary family planning adapted and implemented at scale
	1.4: Use of data for program design, management, and decision making enhanced at the national, district and facility levels		

The Activity will achieve its goal through three intermediate results:

- 1) Ugandan leadership and coordination strengthened to support voluntary family planning;
- 2) Positive social norms and behaviors enhanced to improve healthy timing and spacing of pregnancies; and
- 3) Access to quality, voluntary family planning increased.

Intermediate Result 1 (IR 1): Ugandan leadership and coordination strengthened to support voluntary family planning

The GoU recognizes that the country's current high population growth rate hinders its progress towards achieving middle income status by 2040 as outlined in Uganda's Vision 2040. In order to effectively

address this challenge, multisector approaches are needed which will require participation across various government ministries as well as public and private sector actors from national to community levels. GoU has established institutions, such as the National Planning Authority (NPA) and NPC, to facilitate coordination of multisector development efforts and investments. In addition, the GoU has decentralized budgeting and planning functions to the district level in order to bring critical development decisions closer to household and community levels. Despite this progress, political and government leadership and support for family planning remains inconsistent, fragile and uncoordinated at both the national and district levels. Messaging regarding family size and harmful practices is variable, even from the highest levels of the GoU. Continued lack of coordination and collaboration between the public and private sector impacts the ability of the national FP program to ensure comprehensive data collection and quality referral services.

Uganda has prioritized access to voluntary family planning services as a key strategy to accelerate the country's progress towards its health and development goals. This priority is reflected in Uganda's FP2020 commitments as well as its RMNCAH Sharpened Plan and Investment Case. Several key development partners, including USAID, the United Kingdom's Department for International Development (DFID), the World Bank, the United Nations Population Fund (UNPFA), and the Swedish International Development Cooperation Agency (SIDA), are making considerable investments in Uganda's family planning program through a variety of implementing partners and mechanisms. The MoH has a critical role to play in coordinating these investments to ensure alignment with the national FP CIP. Strengthening the availability, quality and use of data for decision making is also critical for effective management and coordination of Uganda's complex voluntary family planning program.

FP4HD will work with and provide targeted technical assistance (TA) and support at the national level to the MoH, NPA and NPC to enable country ownership, identification of champions, and effective leadership and coordination to contribute to improving results for voluntary family planning in Uganda. Given the critical role that districts play in shaping national planning and budgeting, this Activity will also strengthen linkages between relevant national partners, USAID IPs (in both health and non-health sectors) and subnational level stakeholders in order to build leadership and support for family planning at the sub-national level as well as decentralized technical capacity for routine data collection and use. This Activity will complement the work of other existing and new partners across public and private sectors both within and beyond the health sector in order to address demographic drivers of development and advance voluntary family planning in Uganda.

Building on the momentum of the FP London Summit, FP4HD will in collaboration with the UHSS activity and also with the Ministry of Finance, Planning and Economic Development (MoFPED), seek to ensure increased resources are available for FP/RH. This Activity will help to identify critical gaps and remedies in order to strengthen the leadership and governance capabilities of key national level ministries/departments to advance Uganda's voluntary family planning program at the national and sub-national levels.

The three sub-intermediate results under IR 1 are:

- SIR 1.1: Commitment to and leadership for voluntary family planning programs strengthened at all levels;
- SIR 1.2: Management capacity at the national and district levels developed and strengthened;
- SIR 1.3: Cross sectoral coordination at the national and district levels enhanced and institutionalized; and
- SIR 1.4: Use of data for program design, management and decision making enhanced at the national, district and facility levels.

Illustrative activities include but are not limited to:

- Support the MoH to operationalize and streamline national coordination mechanisms for voluntary family planning towards achievement of national goals outlined in the FP CIP;
- Identify champions and test interventions to utilize their voice to promote FP nationally and in the districts;
- Collaborate with key strategic information and monitoring and evaluation (M&E) partners to support the MoH to improve the availability and quality of family planning data for strategic decision making; and
- Coordinate with other FP/RH development partners and national-level stakeholders to promote shared learning and ensure complementarity of ongoing and/or new activities.

Illustrative indicators include but are not limited to:

- Percent of national health budget allocated to FP;
- Use of the FP CIP and other relevant tools to coordinate and guide the national FP program;
- Percentage of districts reporting timely and complete FP data in the District Health Information System (DHIS2); and
- Number of FP4HD-supported districts systematically using data to plan and monitor performance.

Intermediate Result 2 (IR 2): Positive social norms and behaviors enhanced to improve healthy timing and spacing of pregnancies

Evidence shows social norms influence the adoption of healthy behaviors, including healthy timing and spacing of pregnancies. Limited understanding of the root causes of these norms in Uganda and their influence on healthy behaviors leads to interventions which do not effectively identify and respond to these norms. FP4HD will help to define and address social norms that impede adoption of healthy reproductive behaviors and voluntary use of modern contraception.

In 2018, the USAID Advancing Partners and Communities (APC) (USAID APC Uganda Resources, Resource Link 9), undertook a fertility hot spot mapping (APC Fertility Hot Spot Mapping Report, Attachment F), including in-depth exploration of social norms (APC Social Norms Exploration Report, Attachment G) that impact demand for and use of voluntary family planning in five selected districts. This assessment found that the main drivers of teenage pregnancy, child marriage and high fertility were clustered under religious influence, poor parenting, poor quality FP services, limited access at community level, limited FP/RH information, factors around schooling, peer influence, economic factors, and crime and political factors. The study also found that most of the negative beliefs and norms of FP are not new; the difference is that they evolved into community norms where they are now universally accepted as true facts, and the community has to conform to these beliefs lest their sense of belonging to that community is affected.

In the past Uganda's family planning programs have been driven by the need to address the high unmet need for contraception. This is reflected in the emphasis on programs that address access to and adoption of FP services and the significant gains made in increasing use of modern contraception. Despite the great progress made in increasing the modern contraceptive prevalence rate (mCPR), the TFR and desired family size have remained high. The failure of the FP programs to adequately address the social norms, especially as they relate to adolescents, first time parents and low parity women has continued to limit access to FP services and uptake of modern contraceptive methods for this critical segment of Uganda's population as well as let harmful practices drive teenage and other unwanted pregnancies.

Since we know that increasing availability and quality of voluntary FP/RH services does not necessarily result in greater service utilization without addressing critical mediating factors related to the social, cultural and gender norms, FP4HD will provide technical support to district level partners to identify and facilitate community networks to ensure social cultural barriers that facilitate unwanted pregnancies and affect the uptake of and use of FP are addressed.

At the time the CDCS 2016-2021 was developed, analyses conducted by USAID/Uganda showed that the average Ugandan is 14 year old girl. This Activity will therefore approach the needs of the average Ugandan by gaining an understanding and attempt to address the overall social norms that facilitate teenage pregnancy, early marriage, GBV and other harmful practices that lead to high parity and larger family size beyond the desired level. Such approaches will not only use a health lens, but consider the broader social determinants of reproductive health, looking to create linkages in other sectors working in education, youth, resilience and livelihoods.

FP4HD will work in close collaboration with the SBC4T activity (which is currently under design), to ensure that the social and behavior change activities, messages and strategy are in line with the national FP/RH program and branded campaigns. The Activity is expected to share key learnings with SBC4T to help identify and address the persistent social and cultural norms impeding the acceptance, uptake and use of FP.

The three sub-intermediate results under IR 2 are:

- SIR 2.1: Knowledge and understanding of the root causes of social norms and their distribution improved;
- SIR 2.2: Innovative solutions addressing root causes of social norms at the household and community levels developed and scaled; and
- SIR 2.3: Mechanisms to optimize multi-sectoral approaches for addressing social norms developed and institutionalized.

Illustrative activities include but are not limited to:

- Increase access to age-appropriate FP/RH information among key target audiences including young people ages 18–24 years, first time parents, and low parity women;
- Identify and develop interventions to address social norms that negatively impact healthy timing and spacing of pregnancies as well as use of voluntary family planning; and
- Leverage existing community platforms to increase coordination of multi-sectoral investments with potential to transform social norms to reduce harmful practices and/or increase uptake of voluntary family planning.

Illustrative indicators include but are not limited to:

- Percent of audience with a favorable (or unfavorable) attitude towards FP.
- Percent of non FP users who intend to adopt FP in the future.
- Change in perceptions, attitudes and beliefs of religious, cultural leaders and community towards the promotion / existence of harmful practices in their community.
- Social barriers to healthy reproductive behaviors removed / reduced.

Intermediate Result 3 (IR 3): Access to quality, voluntary family planning increased

Gaps identified in Uganda's family planning program include inconsistencies in training quality and subject areas for health facility staff as well as persistent social and cultural norms leading to provider

biases and poor counseling. Inadequate resources to support comprehensive quality programming and implementation, poor data capture and management at the facility levels were also found to be limiting the ability to make informed programming decisions and accurate quantifications for commodities. Heavy workloads, lack of sense of urgency can lead providers not to prioritize FP services in their daily work. Frequent contraceptive method stock outs and inadequate supply of needed equipment and supplies continue to affect provision of an appropriate FP method mix at different service delivery points. Insufficient integration and lack of youth friendly services to comprehensively address youth FP/RH social and economic needs have kept young people away from using family planning services with all the attendant consequences.

As Uganda's family planning program increases its focus and investments in increasing demand for voluntary FP services, there will be a need to continue investing in improving the quality and integration of voluntary FP/RH services in order to address the high unmet need and the additional demand that will be generated through the concerted social and behavior change activities. The program will have to balance between increasing mCPR and ensuring equitable access to informed voluntary family planning services given the disparities between key sub-populations. The Activity will use data to identify key areas to concentrate service delivery programs, and coordinate with other USAID and other donor funded partners working in health service delivery and voluntary FP/RH programs.

The three sub-intermediate results under IR 3 are:

- SIR 3.1: Provider readiness to deliver quality, voluntary family planning services enhanced;
- SIR 3.2: Innovative approaches to support implementation of targeted interventions at scale developed and institutionalized; and
- SIR 3.3: Evidence-based practices to reduce financial barriers to voluntary family planning adapted and scaled.

Illustrative Activities may include but are not limited to:

- Provide TA to service delivery partners and share high-impact practices for improving access to and use of voluntary FP, including postpartum FP;
- Work in collaboration with RHITES and service providers to identify and implement targeted strategies to increase access to voluntary FP throughout the postpartum period;
- Establish and/or strengthen linkages with existing community health insurance schemes, village loans groups and/or health financing programs to increase uptake of voluntary FP; and
- Test and take to scale interventions that improve access to services for youth which are mainstreamed into existing health structures.

Illustrative Indicators include but are not limited to:

- Number of USG-assisted community health workers providing FP information, referrals, and/or services during the year;
- Number or percent of service delivery points which offer a range of contraceptive options for postpartum women; and
- Percentage of service providers at USG-supported service delivery points with the skills required to offer a range of modern contraceptive methods, including youth appropriate services.

D. Activity Monitoring, Evaluation and Learning

USAID is committed to building the evidence base for programming. Activities across the IRs will incorporate rapid, robust, and programmatically useful formative research, monitoring, and evaluation

strategies to track progress **and** outcome **indicators**, **and impact**. This includes the development of tools to gather real-time data and facilitate course-correcting over the life of the Activity. This Activity, in close consultation with USAID, will develop and implement a robust learning agenda with quick feedback loops (e.g., through developing a plan to generate and disseminate knowledge to strengthen implementation).

This Activity will incorporate innovative approaches to monitoring, evaluation, and learning, and results may be captured by methods which may include, but are not limited to:

- Qualitative research methods (i.e. stakeholder interviews, focus groups, case studies, etc.);
- Use of facility-level data and service statistics;
- Quantitative methods, such as surveys or use of mobile technology for monitoring;
- Data visualization techniques to improve data use; and
- Implementation science approaches.

The Activity will work in close collaboration with other USAID-supported programs across different sectors to implement interventions to transform social norms and improve access to and quality of voluntary family planning services. These interventions will be brought to scale by various IPs at regional and district levels which will be monitored and evaluated by this Activity.

Activity, Monitoring, Evaluation and Learning Plan (AMELP)

The Applicant is required to submit a draft AMELP with the application. The AMELP will describe the M&E and Learning approach for ensuring effective implementation and achievement of desired results. Learning will be used to make mid-course adjustments to the choice of interventions and/or how they are implemented. At a minimum, the draft AMELP will identify appropriate performance indicators and targets for each level of the results framework to track progress towards achieving the program results and stated objectives critical to addressing the health and development challenges in Uganda. In addition, the AMELP will show data sources and describe how data will be collected, collated, and/or acquired to regularly inform performance. The proposed plan will provide preliminary five-year performance indicator targets, which will be reviewed and possibly revised during pre-implementation discussions with USAID.

A section of the AMELP will be dedicated to show how the awardee will implement USAID's Collaborating, Learning, and Adapting (CLA) concept (described in more detail in Section E.10.), including the development and implementation of a learning agenda. Implementation science, which may include operations research and impact evaluation, will be used to assess the effectiveness of proposed approaches in achieving desired outcomes, to adapt approaches to improve efficiency and effectiveness, and to document the contribution of each approach to health outcomes. The proposed AMELP will include indicators and targets for measuring quality improvement processes and outcome.

Upon award, the USAID/Uganda Agreement Officer Representative (AOR) and the Health Office Strategic Information Unit will provide guidance for the detailed AMELP to ensure that indicators are aligned with the Mission's CDCS, the strategic objectives and intermediate results, and show a concrete plan to comply with Mission reporting needs and requirements. The successful Applicant will also consult with the Mission's M&E contractors: SITES, the Learning Contract other relevant USAID and USG IPs, and MoH, M&E Technical Working Groups in developing the final AMELP. The successful Applicant will be expected to obtain AOR's approval of final AMELP within 90 days of award.

The successful Applicant will support robust data collection systems, including strengthening Health Management Information Systems (HMIS) in selected districts to improve data quality and use. The

system(s) should include adequate data quality controls and comply with all USAID/Uganda data quality requirements, ADS 201.3.5.8. Each indicator in the final AMELP will have a performance indicator reference sheet that provides detailed description of the indicator, including numerator and denominator values and a data collection plan. Where appropriate, AMELP baselines should draw on the AIDS Indicator Survey, UDHS, Management Information Systems (MIS), Lot Quality Assurance Sampling (LQAS), HMIS and Site Improvement Monitoring System (SIMS) results as well as other studies and surveys.

The AMELP shall specify approximate dates for data collection, the method, type, and source of information to be collected, and shall report on these indicators in line with existing and future USG guidance (e.g. USAID Evaluation Policy). USAID/Uganda plans to conduct multiple **learning events** ~~evaluations~~ of individual interventions/approaches, target populations or implementation environment at different times, as well as a comprehensive external evaluation of the Activity during the fourth year of implementation. This Activity should plan for funding to prepare for and participate in the evaluations.

Required Indicators:

A list of illustrative indicators is included under the different IRs in Section D: Intended Results. The indicators provided are only illustrative and applicants are encouraged to propose indicators to best reflect their proposed approaches and interventions. However, some indicators are required by USAID/Uganda and should be included in the AMELP. Below is the list of required indicators for FP4HD:

- Average stock out rate of contraceptive commodities at FP service delivery points;
- Percent of USG-assisted service delivery sites providing family planning counseling and/or services;
- Percentage of HIV SDPs at a site supported by PEPFAR that are providing integrated voluntary FP services;
- CYP in USG supported programs; and
- Percent of audience who recall hearing or seeing a specific USG-supported FP/RH message.

E. Implementation Approach

The Activity is envisaged to operate mainly as an above-site mechanism to support implementation of Uganda's FP CIP and achievement of the country's health and development goals. However, FP4HD will directly implement and support service delivery and community-level activities in a select number of districts as outlined below in section E.1. Geographic focus. As an above-site mechanism, FP4HD will provide technical assistance to national-level institutions, including governmental bodies that have a mandate to develop, coordinate and oversee implementation of national-level FP/RH policies, guidelines and service standards. Government institutions may include the Ministry of Health; National Planning Authority; National Population Council; Office of the Prime Minister; and other relevant Ugandan ministries such as Education and Sports; Gender, Labor and Social Development; Water and Environment; and Finance, Planning and Economic Development. Civil society organizations, such as those represented by the Ugandan Family Planning Consortium, are also key stakeholders to engage at the national level.

In addition, the Activity will provide TA to USG IPs and service delivery partners at the regional and district levels to enable them to roll out evidence-based, high quality, voluntary FP services and address related social norms. This TA will involve the identification of evidence-based and innovative approaches and then working with service delivery partners to adapt and adopt these approaches for implementation at greater scale and intensity. In addition to health service delivery partners, this Activity will also support multi-sectoral approaches to increase access to voluntary family planning in partnership with selected

non-health sector partners (i.e. Orphans and Vulnerable Children [OVC], education, youth and livelihoods) and/or in selected priority geographic areas as applicable.

E.1. Geographic Focus

FP4HD will primarily function as an above site activity, working at both national and district levels. USAID, through the RHITES activities, supports voluntary FP services in about 72 districts. However, FP4HD will also conduct some site-level activities in select geographic areas. For example, there are several other sites and districts that receive PEPFAR program support from the Center for Disease Control and Prevention and Department of Defense, but they receive only limited support for FP/RH. Therefore, FP4HD will support at least 11 of these districts to increase access to voluntary FP services at both community and facility levels. Initial priority districts may include Kyegegwa, Kyenjojo, Buliisa, Kibaale, Bundibugyo, Ntoroko, Kiryadongo, Butamabala, Rakai, Gomba, and Kyankwazi. Priority districts may also be updated and/or added throughout the FP4HD period of performance. Coordination and collaboration with other USG and development partners' activities in these districts will be critical to achieving results.

E.2. Journey to Self-Reliance

This activity will aim to accelerate progress towards Government of Uganda's Vision 2040 which seeks to make Uganda more self-reliant and progress to a middle income country. More specifically, this activity will strengthen Ugandan national, district and community level systems to support achievement of the country's ambitious health and development goals.

Through ongoing engagement at national and subnational levels, this activity will build local capacity and institutionalize systems to manage FP/RH activities through technical and organizational capacity levels crucial for sustainability. This will be accomplished by activities which emphasize: (i) institutional capacity building at national and sub-national levels; (ii) use of existing structures and tools; (iii) expanded community involvement for greater accountability; (iv) improved systems for FP/RH across sectors and development partners.

In addition, partnerships, particularly with local organizations, national institutions, universities and institutions of higher learning and the GoU will be critical to accelerate progress towards national health and development goals. This Activity will need to show evidence of collaboration, coordination and strengthening of national and subnational systems that support sustainability. It is expected that the Recipient will discuss roles, responsibilities, and expectations with national and local governments, provide quarterly work plans and reports of activities to key partners, participate in key technical and planning forums and provide other relevant information, and conduct data dissemination and utilization workshops to enhance shared learning. It will be critical to create functional partnerships and relationships with key stakeholders while also promoting convergence, leveraging resources and identifying shared opportunities with government and other donors.

The Activity should predominantly work with the health sector entities in MoH and other key organizations within the health and development system, including the NPA and NPC. The Activity is also expected to work with other sectors critical to address social norms and determinants and build sustainable systems for FP/RH. This will include working with the community development department of the Ministries of Education, Gender and Local government, and interface with civil society organizations, religious leaders and institutions, national parliamentary committees, district authorities, the Office of the Prime Minister, and public and private sector leaders as part of strategic partnerships.

Capacity strengthening should focus on enhancing leadership, management, domestic resource mobilization, and accountability at all levels. The activity will work within the GoU's existing national and district operational plan to support communities and health care systems. In order to increase sustainable financing in the health sector, including for voluntary family planning, this activity will closely work with the MoH to assist the GoU in meeting its commitment to sustained increases in its FP budget.

E.3. Sub-grants

This Activity is not a major sub-grant mechanism, however, FP4HD is expected to provide up to four (4) million United States Dollars (USD) threshold in sub-grants over the life of this Activity. USAID/Uganda is expected that the sub-grants program will be started in year 2 of the Activity. The sub-grants may include performance-based or any other innovative approaches to giving grants to local partners that mitigates fraud, promotes accountability and improved efficiency and effectiveness. The Recipient will establish in conjunction with USAID, measures to mitigate the potential risks of mismanagement and misappropriation of the grant funds to the GoU including but not limited to due diligence assessments, utilization of existing GoU accountability systems, and adhering to USAID regulations of financial management. Additionally, within 3 business days (not including weekends or holidays) of receipt of any allegation of fraud or discovery of fraud, whichever occurs first, the Recipient must e-mail the Agreement Officer information regarding (1) how the allegation was received/fraud was discovered (2) description of the fraudulent action and (3) the total estimated cost of the fraud and (4) steps the Recipient is taking to ensure the fraud does not occur again.

Potential sub-grant recipients may include select government institutions, community-based organizations, civil society partners, non-state actors, including private sector firms that support the objectives of this Activity. Final selection of sub-grantees will be done in consultation with USAID to ensure compliance with USAID requirements for approval of sub-grants with governmental and non-governmental entities.

The following are additional details regarding the sub-grants program:

- Since the sub-grant program will be expected to start in Year 2 of the Activity, the Recipient must submit a request for the Agreement Officer Approval for the proposed sub-grants, 30 calendar days prior, detailing the process for identifying, evaluating, vetting, award, and monitoring sub-grant activities.
- USAID retains the ability to terminate the sub-grants activities unilaterally in extraordinary circumstances.
- Construction activities are not allowed under sub-grants.
- All sub-grants must be completed six months prior to the end of the Activity.

E.4. Governance

Governance is an important element in USAID-supported health sector activities. Over the past two years, USAID/Uganda has worked to strengthen transparency and coordination with GoU entities (OPM, NMS, NPC, etc.) and Ministries (MoH, MoFPED, MoLG, MoE, etc.). Through the development of Implementation Letters (IL), an established agreement to strengthen governance systems and structures to improve leadership, accountability, and transparency of the reproductive health and child health divisions of the MoH and the health commodities supply chain system for FP and MNCAH, USAID/Uganda and the GoU have outlined their roles and responsibilities and key support functions and technical assistance for FP/RH. The ILs are tied to the USAID Development Objective Agreement with the GoU. FP4HD

will need to engage national and local leadership to support the implementation of the ILs as these are equal partners that invite mutual demonstration of trust and transparency.

The Activity will need to show evidence of collaboration, coordination and strengthening of national and regional systems that support sustainability. It is expected that the Recipient will discuss roles, responsibilities, and expectations with national and local governments, provide quarterly work plans and reports of activities to key partners, participate in key technical and planning forums and provide other relevant information. It is critical that functional partnerships management and relationship with stakeholders while promoting convergence, leveraging for resources and identification of share opportunities with government and other donors is demonstrated.

E.5. Gender Considerations

It is USAID policy that all Applicants must mainstream and integrate gender into their interventions. This is in line with USAID's recognition of the importance of gender issues in development; this activity will address gender issues with regard to women and children.

High fertility and inequities across the country are the result of complex intersecting factors: socio-cultural, economic, education and related to the distribution of power. Some are shared across Africa; others have emerged through the dynamism and history of Uganda and its various regions. In Uganda, women's health decisions and behaviors, including those related to FP/RH, are influenced significantly by gender norms.

Complex social, cultural, and economic determinants impair both men and women's full participation and choices in health care. Because of gender inequities, women are often unable to negotiate for safer sex, condom use, or family planning, access financial resources, or seek services when needed including clinical and legal service post GBV incident. A thorough understanding of gender-related dynamics, especially as they pertain to service uptake and household decision-making, resource allocation, and financial authority, will be critical to this mechanism designing appropriate gender focused interventions. This activity will provide technical support to implementing partners to identify and facilitate community structures to ensure social cultural barriers that affect the uptake of and use of FP are addressed. This activity will therefore approach the needs of the average Ugandan by gaining an understanding and attempt to address the overall social norms that facilitate teenage pregnancy, early marriage, GBV, and other harmful practices that lead to low parity and higher family size beyond the desired level. Such an approach will not only use a health lens, but consider the broader social determinants to reproductive health and drivers of high fertility by implementing interventions that promote gender equality, male participation, GBV awareness and response, and the empowerment of women and girls to increase access to family planning.

E.6. Youth and Other Vulnerable Groups

Uganda has a large and growing population of persons under the age of 15 years; with over 78% of the population below the age of 30. Young people are crucial to the improved health and nutrition status of Ugandans. High fertility rates, young age at first birth, and risk for HIV and other sexually transmitted infections (STIs) indicates a need for a strong focus on girls. An average TFR of 5.4 children per woman in Uganda (even higher among the poorest quintile)³ contributes to the increased vulnerability, leading to high dependency and compromised economic opportunity that could entrench families in poverty for generations. At the same time FP4HD should also consider boys and young men in programming. Young people must be supported to improve their age appropriate understanding of reproductive health, their communication and negotiation skills and address and change gender norms; advocates must strengthen legal and advocacy resources; and health care professionals must be trained to improve clinical services

for young people, including those who have been victims of violence and those interested in initiating FP. Youth involvement will be vital to the success of the Activity.

This Activity will look for opportunities for designing and delivering innovative mechanisms to ensure that young people, low parity and first time parents are adequately addressed and youth involvement is incorporated during planning and implementation. FP4HD should address the needs of adolescent girls and boys targeting not only them, but their parents, family and community, and decreasing barriers to adoption of healthy reproductive health behaviors and cessation of unfavorable ones. The Activity will develop approaches and strategies to reach out to this key audience, where evidence shows that there is a gap.

E.7. Capacity Building

Building on current and past investments, and in alignment with USAID/Uganda CDCS, the FP4HD Activity will emphasize capacity building of the GoU, community-based structures, multi-sectoral platforms, and local institutions. This Activity will play a facilitative, rather than directive role, reinforcing the necessary technical and managerial capacity of government and relevant institutions to better manage systems and to lead FP efforts and advocacy in Uganda. This means, for example, that the programs will emphasize “learning by doing,” coaching, and quality improvement approaches to capacity building in lieu of classroom training. Instead of introducing new partner-designed tools, the program will be expected to work with local actors to develop or adapt existing local capacity, tools, and approaches to improve health and development outcomes through improved health service delivery and management. Capacity built at each level must be explicitly defined, measurable and able to be evaluated.

E.8. Relationship to Other USAID Activities and Development Partners

USAID is one of several development partners supporting voluntary family planning in Uganda, including BMFG, DFID, UNFPA, SIDA and the World Bank, among other bilateral, multilateral and private donors. FP4HD will complement these other investments to avoid duplication of effort and provide well-coordinated support to GoU towards achieving its national health and development goals.

In addition, USAID/Uganda is committed to a high level of coordination across its IPs, and this coordination is reflected across USAID/Uganda’s DO2 and health portfolio. Several of the activities indicated are still in the planning stages; others are under implementation but may end soon after the FP4HD award is made. Thus, the list below should be considered illustrative as the health portfolio will continue to evolve over the life of the FP4HD Activity.

- The health portfolio balances a set of activities at the community and service delivery level with a set of “above-site” activities. The above-site activities are generally focused on strengthening national level competencies in supporting districts, communities and service delivery. More specifically, above-site activities will support the GoU in ensuring the effectiveness of policies and guidelines; translating national priorities to subnational levels; promoting national level advocacy and champions; testing and scaling new interventions; and facilitating feedback loops between national and subnational actors. FP4HD is hybrid. Primarily an above-site activity, it will directly support voluntary family planning service delivery in selected districts as described in the “Geographic Focus” Section above, while also providing that above site multi-sector support to family planning. FP4HD will benefit from collaboration with the following district and community-focused activities with a view toward helping to strengthen the national-to-local vertical linkages essential to improving the performance of health care systems.
 - Regional Health Integration to Enhance Services (RHITES): USAID/Uganda supports distinct RHITES activities in five regions of Uganda. RHITES activities are

comprehensive integrated approaches to helping increase access to and utilization of quality health services at the district level. As part of their support, RHITES' five IPs are charged with working with DHOs, general hospitals, health centers, communities and other key actors at the district level. The RHITES also work to support the scale up and implementation of best practices from the PEPFAR OVC and DREAMS initiatives. These include evidence-informed approaches that go beyond the health sector, addressing the structural drivers that directly or indirectly increase girls' HIV risk, including poverty, gender inequality, sexual violence, and lack of education.

- Kampala Urban Planning: Kampala Urban Planning supports health sector interventions in two districts outside of Kampala.
 - Integrated Community Agriculture and Nutrition (ICAN): ICAN promotes a multi-sectoral approach to strengthening resilience in selected communities in three sub-regions—Kigezi, Acholi, and Karamoja. Among its FP/RH-related interventions are supporting mothers' groups and delivering community-based services. ICAN also seeks to increase social capital by reinforcing relationships between local systems and the communities they serve.
- The health portfolio combines a set of activities focused on improving outcomes in health sub-sectors (such as FP, RMNCAH, HIV, and malaria) and a set of activities that provide specialized expertise to strengthen critical health systems. The FP4HD Activity will benefit from plugging into the above site "systems" activities that buttress health care delivery, including delivery of voluntary family planning services. Advantages can be realized by: (i) facilitating constructive relationships between the MoH (and, where relevant, national-level multi-sectoral platforms) and the "systems-strengthening" IPs, and (ii) when appropriate, proactively identifying and supporting opportunities in which cross-IP collaboration strengthens the performance of the FP/RH sub-sector.
 - Uganda Health Systems Strengthening: This activity supports improvements in a number of systems that could have an impact on FP/RH sub-sector performance. It seeks to (i) improve leadership and accountability at the national, subnational and community levels in public and private sector health systems; (ii) strengthen systems for budget preparation, management and execution; human and financial management and domestic resource mobilization; and (iii) strengthen community systems, including increasing the capacity of health workers at the community level.
 - Supply Chain Technical Assistance: This activity will provide technical assistance, professional development and other support to promote the responsive, uninterrupted, and accountable delivery of quality-assured medicines and other supplies, including contraceptive commodities, to public and private-not-for-profit health facilities.
 - Social and Behavior Change for Transformation (SBC4T): SBC4T will support the GoU, USAID/Uganda IPs and other stakeholders to implement and scale-up interventions that promote the healthy behaviors that impact health and development outcomes at the individual, household and community levels.
 - Strategic Information Technical Support (SITES): SITES is a monitoring and evaluation activity that provides support for the management of health information for better decision-making. It supports data monitoring and assessment, collection, analysis and reporting; baseline, performance and program assessments; assistance with the data collection, analysis, reporting, and target-setting requirements to support the USAID health program.

E.9. Environmental Considerations

This activity is expected to have a minimal impact on the environment given its focus on technical assistance. However, 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 201.3.11.2.b and 204, which require, in part, that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. The FP4HD environmental compliance obligations under these regulations and procedures are specified in the following paragraphs.

1a) In addition, the Recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern.

1b) 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 an Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO). Hereinafter, such documents are described as "approved Regulation 216 environmental documentation."

2) All USAID funded activities must comply with 22 CFR 216. Pursuant to this, the FP4HD Activity is covered by an Initial Environmental Examination (IEE) file name: Uganda_Demographic_Drivers_Integrated_Portfolio_IEE_08112018 approved on 05/15/2018. USAID has recommended a Negative Determination with Conditions Environmental Threshold Determination for this Activity. This indicates that if these activities are implemented subject to specified conditions, they are expected to have no significant adverse effects on the environment. The Recipient shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this solicitation.

3a) As part of its initial work plan, and all annual work plans thereafter, the Recipient, in collaboration with the USAID Agreement Officer's Technical Representative and Mission Environmental Officer or BEO, 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.

3b) 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.

The recipient will be responsible for periodic reporting to the USAID AOR, as specified in the Schedule/Program Description of this solicitation.

3c) 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.

4) Cost and technical applications must reflect environmental documentation preparation costs and approaches where applicable. This may include costs towards the preparation of an environmental mitigation and monitoring plan (EMMP) during the post award stage. The recipient will be expected to comply with all conditions specified in the approved IEE.

5) USAID anticipates that environmental compliance and achieving optimal development outcomes for the proposed activities will require environmental management expertise. Respondents to the Request for Application should therefore include as part of their application their approach to achieving environmental compliance and management, to include:

- a) The respondent's approach to developing and implementing an EMMP.
- b) The respondent's approach to providing necessary environmental management expertise, including examples of past experience of environmental management of similar activities.
- c) The respondent's illustrative budget for implementing the environmental compliance activities /EMMP. For the purposes of this solicitation, applicants should reflect illustrative costs for environmental compliance implementation and monitoring in their cost proposal.

6) A provision for **sub-grants/sub-awards** is included under this solicitation requiring the recipient to use the Environmental Review Form (ERF) or Environmental Review (ER) checklist to screen **grant/sub-award** applicants to ensure that the funded proposals will result in no adverse environmental impact, to develop necessary mitigation measures and to specify monitoring and reporting. Use of the ERF or ER checklist is called for when the nature of the **grant/sub-award** applicants to be funded is not known well enough to make an informed decision about their potential environmental impacts, yet due to the type and extent of activities to be funded, any adverse impacts are expected to be easily mitigated. Implementation of **sub-grants/sub-awards** activities cannot go forward until the ERF or ER checklist is completed by the recipient and approved by USAID. The recipient is responsible for ensuring that mitigation measures specified by the ERF or ER checklist process are implemented and addressed in annual reports. Guidance on the ERF and ER checklist process is available at <http://www.encapfrica.org/meoEntry.htm>.

7) FP4HD will be responsible for periodic reporting to the AOR, as specified in the Schedule/Program Description of this solicitation.

E.10. Expectations for Collaborating, Learning and Adapting (CLA)

This activity is expected to contribute to USAID/Uganda's CDCS's commitment to a multi-faceted CLA approach to achieve more effective development. The CLA model is based on the understanding that development efforts yield more effective results if they are coordinated and collaborative; test promising, new approaches in a continuous yet also rapid, targeted search for generating improvements and efficiencies; and build on what works and eliminate what does not.

CLA efforts USAID anticipates for this activity, but is not limited to, includes:

- Collaborating: Engaging in active collaboration with other key in-country partners to share knowledge around assessments, emerging research, lessons learned, etc.; identifying strategic opportunities to take advantage of other GoU, donor and USG platforms to advance the activity's goals or layer interventions in similar geographic areas as other USAID implementing partners; and conducting joint work planning sessions with other relevant activities. (See section E.8 above).
- Learning: Generating and feeding new learning, innovations, and performance information back into the activity's strategy to inform program management, design, USG-GOU policy dialogue opportunities and funding allocations; (e.g., creating pauses for reflection within the Activity implementation scheme, engaging stakeholders for shared 'learning moments' particularly across activities that are working on family planning issues, conducting analytical review of existing and/or new evidence that may support common understanding).

- Adapting: Engaging in periodic reflection activities using approaches such as after action reviews and pause and reflect sessions to identify, capture, and act upon lessons learned; translating learning (from within implementation experience or external sources) and considering programmatic changes to achieve better results. (e.g. adjusting work plans to account for contextual shifts or tacit learning from a team's experience, while clearly and explicitly capturing and sharing the rationale for adjustments along the way). A strong focus on adaptive management techniques will be particularly important in the implementation of this activity, in order to track and adjust to the opportunities to operationally integrate with other activities working on related efforts.

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Section B. FEDERAL AWARD INFORMATION**1. Estimate of Funds Available and Number of Awards Contemplated**

USAID intends to award **one (1)** Cooperative Agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide \$24 million in total USAID funding for the award. USAID reserves the right to fund any one or none of the applications submitted.

2. Start Date and Period of Performance for Federal Award

The entire period of performance is anticipated to be five (5) years from the effective date of award. The estimated start date is o/a February 2020.

3. Award Type and Substantial Involvement

Consistent with ADS 303.3.11, USAID/Uganda will be substantially involved in the implementation of Voluntary Family Planning for Improved Reproductive Health and Development (FP4HD). The intended purpose of the Agreement Officer's Representative (AOR) involvement during the implementation of the program is to assist the recipient in achieving the supported results and objectives. USAID/Uganda will provide technical knowledge and guidance to the awardee on programmatic implementation and promote sharing and learning of successes and challenges among the USAID partners implementing this activity.

Elements of Substantial Involvement:**a. Approval of the Recipient's Annual Implementation Plans:**

USAID/Uganda will approve annual implementation plans, including but not limited to, annual work plans, including planned activities for the following year and any subsequent revisions, international travel plans, planned expenditures, event planning/management, international meeting preparation. However, if at the time of award, the program description does not establish a timeline in sufficient detail for the planned achievement of milestones or outputs, USAID may delay approval of the recipient's implementation plan for a later date. USAID must not require approval of implementation plans more often than annually.

USAID shall require the approval of implementation plans annually to ensure alignment with stated goals, milestones and outputs. The implementation plan communicates how and when the recipient will complete project activities and is drafted annually to describe a set of activities planned to be completed during that year. The AOR's review will ensure that the implementation plans fit within the scope, terms and conditions of the agreement.

b. Approval of Specified Key Personnel:

USAID may designate as key personnel only those positions that are essential to the successful implementation of the recipient's program. USAID's policy limits this to a reasonable number of positions, generally no more than five positions or five percent of recipient employees working under the award, whichever is greater.

The Voluntary Family Planning for Improved Health and Development (FP4HD) Activity will require experts and specialists in a range of Family Planning/Reproductive Health (FP/RH) technical areas as outlined in the Program Description.

For this activity USAID determines the following four (4) key personnel are essential for the successful implementation and achievement of activity results. In accordance with the Substantial Involvement clause of this award, these personnel are subject to the approval of the Agreement Officer:

- i. Chief of Party;
- ii. Director, Financial Management and Operations;
- iii. Senior Technical Advisor; and
- iv. Monitoring, Evaluation and Learning (MEL) Team Lead.

i. Chief of Party (COP): 100% Time

The Chief of Party (COP) will have primary responsibility for liaising with USAID and other stakeholders in Uganda including the Ministry of Health and development partners. The COP will have overall responsibility for coordination of project activities and staff. S/he will oversee program implementation, provide strategic direction and vision, develop technical approaches, and manage the project team and any consortium members. S/he will possess in depth, applied experience in FP/RH programming. S/he will ensure the project complies with award terms and conditions, USAID policies and regulations, and systems are in place to mitigate risk of fraud, waste and abuse. S/he will have principal responsibility for cultivating open, productive, collaborative relationships with a wide variety of stakeholders and implementing partners. The COP will be expected to identify issues and risks related to program implementation in a timely manner, and suggest appropriate program adjustments. S/he should be able to offer solutions in a complex development environment. S/he shall have the requisite management expertise, interpersonal skills and professional relationships and fulfill the requirements detailed below:

Required qualifications:

- Minimum of 10 years of global health programming including public health, social sciences, experience in senior-level management position(s) with leading large and complex FP/RH-focused project(s) or a related field. Preference will be given to those with considerable working experience in family planning in Africa.

Desired qualifications:

- A Master's degree in a relevant field or a Bachelor's degree in a relevant field with a minimum of 7 years' experience in addition to the 10 years' experience above.
- Demonstrated success in implementing such programs in developing countries, including family planning management.
- Demonstrated knowledge of the latest developments in advancing good/best practices in family planning that reaches women, youth, the poor, and very poor.

The COP must have the following skills:

- Demonstrated leadership skills in working collaboratively and effectively engaging with other donors, host country institutions including senior government officials, and international organizations;
- Demonstrated capacity in managing for results;
- Demonstrated experience successfully managing a high-paced, multi-disciplinary team to achieve development results;

- Excellent negotiation skills with demonstrated capacity for negotiating with senior government officials or executives; and
- Working knowledge of and/or experience with USG-funded program management, policies, regulations, and procedures is desirable.
- Required oral and written fluency in English; and
- Excellent past performance references.

ii. Director of Financial Management and Operations: 100% Time

The Director of Financial Management and Operations will oversee financial management and operations for all FP4HD offices and activities in Uganda. This includes oversight of procurement, grants, , logistics, human resources, accounting and finance, records, and ensures that adequate and appropriate internal controls are in place in compliance with USAID policies and procedures, to meet generally recognized accounting standards.. S/he will be responsible for managing the budget and preparing financial reports for submission to USAID. S/he will ensure funds expended are compliant with USG regulations and policies. She/he will implement fraud mitigation practices and ensure systems and processes are implemented effectively to support implementation of the award. S/he shall have the requisite management expertise, interpersonal skills and professional relationships and fulfill the requirements detailed below:

Required qualifications:

- Minimum of 10 years in accounting, business administration, or a related field. Preference will be given professional to those with membership of ACCA, CPA (U) and CMA.

Desired qualifications:

- A Master's degree in a relevant field with ten (10) years of experience in managing, increasing roles of responsibility, and extensive professional experience in finance, procurement, contracts management, logistics and/or human resource related matters for international development activities of similar scope and size of the FP4HD Activity; with a minimum of 5 years of senior level responsibility for managing administration and finance aspects of USG funded projects / programs.

The Director of Financial Management and Operations must have the following skills:

- Demonstrated supervisory experience with excellent interpersonal, written and oral communication, leadership and managerial skills;
- Familiarity with USG financial reporting and compliance requirements; In depth knowledge and practical understanding of USG administrative , management and reporting of procedures and systems; experience overseeing finance and administration for a USG funded award is highly desirable;
- Experience in managing USG donor-funded procurement and subcontracts/grants of similar scope and size of the FP4HD Activity;
- Proven track record of implementing fraud mitigation practices;

- Experience with finance management, accounting and auditing, procurement and establishment of internal controls; including monitoring of grant compliance and management preferred;
- Experience with strategic program planning, annual work planning and budgeting;
- Experience managing successful teams working in multiple locations;
- Proficiency in MS Excel, Word, PowerPoint and accounting software;
- Professional proficiency in spoken and written English required; and
- Excellent past performance references.

iii. Senior Technical Advisor: 100% Time

The Senior Technical Advisor shall oversee the Activity's technical activities and staff and directly assists the Chief of Party in day-to-day oversight, management and implementation of the activity interventions while ensuring they are in accordance with the quality and policy requirements of USAID. S/he shall have depth and breadth of technical expertise and experience in designing and implementing comprehensive reproductive health and family planning activities across levels of government (national, local and community) and different sectors beyond health. S/he should have in-depth knowledge and understanding of community systems and how they relate with the public sector; ability to identify and support learning among the different partners. S/he shall have the requisite management expertise, interpersonal skills and professional relationships and fulfill the requirements detailed below:

Required qualifications:

- A minimum of ten (10) years of professional experience in delivering Family Planning or Community Health programs.

Desired qualifications:

- A Master's Degree in Social Sciences, Medicine, Public Health, or a Bachelor's degree in a relevant field with a minimum of ten (10) years of progressively increasing responsibility working for health technical assistance programs with experience in Reproductive Health, Family Planning, and Community Health programming.

The Senior Technical Advisor must have the following skills:

- Excellent communication and negotiation skills;
- Demonstrated leadership qualities, depth and breadth of management expertise and technical experience;
- High level of interpersonal, technical, and analytical skills including a demonstrated ability to interact effectively and collaboratively with a broad range of public and private sector counterparts, donors, and other key stakeholders;
- Excellent skills and experience in collaborative working relationships with senior level government leadership at national, district and community levels;
- Experience with integration of gender and youth analysis into health projects and services; and
- Excellent interpersonal, writing, and oral presentation skills;
- Required oral and written fluency in English; and

- Excellent past performance references.

iv. Monitoring, Evaluation and Learning (MEL) Team Lead: 100% Time

The Monitoring, Evaluation and Learning (MEL) Team Lead will oversee all monitoring, evaluation, learning, and quality assurance/continuous quality improvement activities/ components of this Activity. S/he will manage the learning agenda for this Activity, coordinate the development and implementation of the Activity Monitoring, Evaluation and Learning Plan (AMELP) and corresponding M&E systems and avail and promote the use of information to guide performance management through well analyzed, rapid and timely feedback. The AMELP will include appropriate indicators, baseline data, results and a plan to monitor and evaluate performance, produce timely, accurate and complete reporting and support the collaboration, learning and adapting in this Activity. S/he will support USAID service delivery partners in developing, training and applying new and proven approaches to MEL for FP/RH.

Required qualifications:

- A minimum of ten (10) years of experience working in M&E for large health programs in Africa, preferably in Uganda.

Desired qualifications:

Master's Degree in Public Health, epidemiology, biostatistics research methods, or any behavioral science with relevance to SBC research, monitoring and evaluation and or Bachelor's degree in a relevant field with a minimum of fifteen (15) years' experience above.

The MEL Team Lead must have the following skills:

- Experience with research, monitoring and evaluation of health programs demonstrating progressively increasing level of responsibility;
- Proven experience developing indicators to measure success in FP/RH;
- Qualitative and quantitative analytic skills coupled with proven ability in using visuals like graphs, charts, maps, and GIS;
- Demonstrated experience in successfully guiding and monitoring the use of data, analysis, evaluation and/or research findings to program actions;
- Demonstrated ability to guide quality assurance/continuous quality improvement in development; and
- Excellent ability to articulate oral and written technical information clearly and effectively to both technical and non-technical audiences.
- Must have demonstrated leadership qualities, depth and breadth of management expertise and experience;
- Required oral and written fluency in English; and
- Excellent past performance references.

The key personnel specified above are considered to be essential for successful achievement of goals and results under this Cooperative Agreement. Prior to replacing any of the specified individuals, the Recipient must immediately notify both the USAID/Uganda Agreement Officer and Agreement Officer's

Representative with reasonable advance notice and submit written justification (including proposed substitutions' resume) in sufficient detail to permit evaluation of the impact on the Activity. No replacement of key personnel will be made by the Recipient without the written consent of the Agreement Officer.

c. Agency and Recipient Collaboration or Joint Participation:

USAID has determined that the Recipient's successful accomplishment of the program objectives would benefit from USAID's technical knowledge, and has authorized the joint participation of USAID and the Recipient in the following ways:

(1) Collaborative involvement in selection of advisory committee members:

If the Activity establishes an advisory committee that provides advice to the recipient, USAID will participate in selection of such advisory committee members and participate as a member of this committee as well. Advisory committees must only deal with programmatic or technical issues and not routine administrative matters.

(2) Concurrence on the substantive provisions of sub-awards:

The recipient must obtain AO's prior approval for the sub-award, transfer, or contracting out of any work under an award in accordance with 2 CFR 200.308. The term 'sub-awards' includes both sub-agreements and contracts under assistance. Please note that any sub-awards (sub-agreements or contracts) to foreign governmental organizations or parastatals of any amount must be approved by the AO, and may warrant additional clearances in accordance with ADS 303.3.21.b.

(3) Approval of recipient's monitoring and evaluation plans:

USAID's involvement in monitoring progress toward the achievement of program objectives during the performance, including written guidelines for the content of annual reports and final evaluations through AOR's approval of AMELP.

During the initial activity planning period, the awardee will work closely with USAID to establish major milestones, program monitoring indicators, as well as baseline data and performance targets which will demonstrate successful achievement of the results addressed in the Program Description.

(4) Monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects:

All such activities must be included in the program description, negotiated in the budget, and made a part of the award. The AOR will provide review of the proposed change, and the AO is the only individual who can provide approval for this element of substantial involvement.

(5) Communication with GOU Officials:

The AOR must be present in all meetings with government level officials at the Minister and General levels. All communication with GOU officials must be made by the Chief of Party and coordinated in advance with the USAID AOR. Exceptions may be granted but must be in writing and made prior to any meeting/communication.

d. Agency Authority to Immediately Halt a Construction Activity.

Construction is not eligible for reimbursement under this award.

e. Title to Property

Property title under the resultant agreement shall vest with the recipient in accordance with the Requirements of 2 CFR 200.310 through CRF 200.316 regarding use, accountability and disposition of such property.

f. Authorized Geographic Code

The geographic code authorized for purchasing the services and commodities for this activity is 937 and must meet the source and nationality requirement set forth in 22 CFR 228.

g. Purpose of the Award

The principal purpose of the relationship with the Recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the Voluntary Family Planning for Improved Reproductive Health and Development (FP4HD) Activity which is authorized by Federal statute.

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

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Section C. ELIGIBILITY INFORMATION

1. Eligible Applicants

Eligibility for this NOFO is not restricted. In response to this NOFO, all organizations including any U.S. or non-U.S. nongovernmental organization, non-profit, or for-profit entity is eligible to apply. Organizations may submit applications individually or in partnership with other international or local organizations.

USAID/Uganda encourages applications from organizations that have not previously received financial assistance from USAID.

To be eligible for award of a Cooperative Agreement, in addition to other conditions of this NOFO, organizations must have a politically neutral humanitarian mandate, a commitment to non-discrimination with respect to beneficiaries and adherence to equal opportunity employment practices. Non-discrimination includes equal treatment without regard to race, religion, ethnicity, gender, and political affiliation.

Applicants must have established financial management, monitoring and evaluation processes, internal control systems, policies, and procedures that comply with established U.S. Government standards, laws, and regulations. The apparently successful applicant(s) will be subject to a responsibility determination by the Agreement Officer (AO). The AO may determine that a pre-award survey might be necessary to assist in establishing the responsibility of the Recipient to receive U.S. Government funding.

2. Cost Sharing

Over the life of the project, in addition to USAID funds, applicants are expected to contribute from their own and other sources. To be eligible for award under the proposed Cooperative Agreement, USAID has established a cost share of 5% of the estimated award amount for the recipient of the award. However, if at the end of the award the partner is not able to meet the cost share due to extenuating circumstances but not limited to obligating the full amount of the award or other challenges, the Agreement Officer will take this into consideration. Applications that do not meet the minimum cost share requirement will not be eligible for award consideration.

Cost share can be either cash and/or in-kind. Cost share may be mobilized from the Recipient; other multilateral, bilateral, and foundation donors; host governments; local counterpart organizations, NGOs, communities and private businesses; and other donors (no other USG funding sources) that contribute financially and in-kind to the implementation of activities at the country level.

The cost-share, and the feasibility of the cost-sharing plan, should be discussed in the budget narratives to the extent necessary to realistically assess these sources and funds. Applicants should estimate the amount of cost-sharing resources to be mobilized over the life of the agreement and specify the sources of such resources, and the basis of calculation in the budget narrative. Applicants should also provide a breakdown of the cost share (financial and in-kind contributions) of all organizations involved in implementing the resulting Assistance award.

NOTE: The 5% cost share will be in addition to the total estimated budget of \$24 million for this NOFO.

3. Limitations on number of applications

The number of applications an applicant may submit under this NOFO is limited to **ONE** and USAID/Uganda will not consider any application in excess of this limitation.

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Section D. APPLICATION AND SUBMISSION INFORMATION**1) Point of Contact**

Name: Mr. Admir Serifovic, Agreement Officer / Ms. Mercy Lapolo, A&A Specialist

Address: USAID/Uganda US Embassy Compound, Ggaba Road Kampala, Uganda

Email: KampalaUSAIDSolicita@usaid.gov

2) Deadline for RFA Questions: September 13, 2019; 5:00 p.m. Washington, DC Time

Anticipated date of response to Questions: September 20, 2019

Email: KampalaUSAIDSolicita@usaid.gov

3) Content and Format of Application Submission**a) General**

NOTE: Electronic Submission of Applications via E-mail is required and must be compatible with MS WORD (or PDF with Optical Character Recognition) and MS Excel for budgets as text accessible.

There has been a problem with the receipt of *.zip files due to the anti-virus software. APPLICANTS MUST NOT SUBMIT ZIPPED FILES.

Hard copies of the applications will not be accepted. Applications that do not follow the instructions contained herein run the risk of not being considered in the review process.

Applications must be submitted in two separate parts: the Technical Application and the Business (Cost) Application. Please see subsections c.1 and c.2, below, for information on the content specific to the Technical and Business (Cost) Applications. The Technical Application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues.

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

- Name of the organization(s) submitting the application;
- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address);
- Program name;
- Notice of Funding Opportunity number;
- Date of Application;
- Name of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations, per USAID's definition of 'local entity' under ADS 303).
- DUNS and Unique Entity Identifier number for primary applicant;
- System for Award Management (SAM) registration status.

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

“Technical application under xxxxxx (no. of RFA), submitted by: [name of Applicant organization]. Email 1 of xx.”

“Cost application under xxxxxx (no. of RFA), submitted by: [name of Applicant organization]. Email 1 of xx.”

For an application sent by multiple emails, please indicate in the subject line of the email whether the email relates to the technical or cost application, and the desired sequence of multiple emails (if more than one is sent) and of attachments (e.g. “No. 1 of 4”, etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line which says: “[organization name], Cost Application, Part 1 of 2”. All emails must also contain the NOFO number in the subject line.

USAID’s preference is that the technical application and the cost application be submitted as a single email attachments, e.g. that you consolidate the various parts of a technical application into a single document before sending them. If this is not possible, applications may be submitted via email with up to 10 attachments (4MB limit) per email.

Failure to comply with NOFO requirements will result in application to 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.

b) Format of Applications

Applications must comply with the following format:

- 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.
- The Application must be written in English.
- Use standard 8 ½” x 11”, single sided, single-spaced, 12 point Times New Roman font, 1” margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and Applicant’s name.
- 10 point font can be used for graphs, charts, text boxes and personnel matrix. Tables however, must comply with the 12 point Times New Roman requirement.
- The Application must be 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.2 of this NOFO must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost application 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.

c) Preparation of Applications - Technical & Cost

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

It is the Applicant's responsibility to ensure that all necessary documentation is complete and received on time. USAID bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions.

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 purposes, should mark the title page with the following legend:

"This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this application. If, however, a grant is awarded to this Application as a result of – or in connection with – the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting grant. This restriction does not limit the U.S. Government's right to use the 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] and, mark each sheet of data it wished to restrict with the following legend:

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

1) Technical Application

The technical application will be the most important factor for consideration in selection for award of the proposed Cooperative Agreement. The technical application must be specific, complete and presented concisely. The application should demonstrate the Applicant's capabilities and expertise with respect to achieving the goals of this program. The application should take into account the requirements of the program and evaluation criteria found in this NOFO.

The Technical Application is limited to a maximum of **30 pages**, and includes Technical Approach, Management Structure, and Key Personnel – excluding annexes.

The Technical Application shall include the following sections:

- i. Cover Sheet (not to exceed 1 page and is not part of the 30 page limitation for the Technical Application).**
- ii. Table of contents (not to exceed 1 page and is not part of the 30 page limitation for the Technical Application).**
- iii. Executive Summary (not to exceed 2 pages and is not part of the 30 page limitation for the technical application).**
- iv. Technical Application/Approach (not to exceed 30 pages)**

Applicants must demonstrate an in-depth understanding of the development challenges in Uganda especially as it relates to Family Planning for Improved Reproductive Health & Development and explain how the proposed approaches would help achieve the activity objectives and results stated in Section A. Applicants are encouraged to propose innovative yet realistic approaches/strategies that are most appropriate in the context of Uganda. The technical approach must demonstrate that the proposed strategies will lead to strengthened the leadership and coordination at all levels; expanding positive social norms that impact healthy timing and spacing of pregnancies; and increasing access to quality health care,

including voluntary family planning services, then adoption of positive reproductive health behaviors will be increased, leading to accelerated progress toward Uganda's health and development goals. It is expected that the Activity will monitor, track and explore the validity of this hypothesis throughout implementation and together with USAID make relevant changes as deemed appropriate. The Applicant must demonstrate how implementation will support effective CLA over the life of the Agreement. The application must also address the sustainability of this activity and include sustainability plan that demonstrates how activity results will be sustained even after USAID funding ends. The applicant must describe the anticipated sustainable elements of the program and any specific approaches proposed to maintain sustainability.

v. Organizational Capacity and Management Structure (not to exceed 10 pages)

Overall project management structure, including systems for technical, financial, administrative, and contractual oversight is clearly described, feasible, and consistent with the applicant's proposed technical approach and organizational chart. Applicants shall describe how the proposed Management structure will contribute towards achieving the objectives and results described in the activity description capturing the following:

- Describe and justify the team composition and organizational structure of the activity, as well as the mechanisms by which coordination and knowledge flow across the structure will be assured to achieve the objectives and results specified in the Funding Opportunity Description;
- Personnel and Management Structure spells out clear roles and responsibilities for ALL staff, key and non-key personnel, proposed including demonstrated knowledge, skills and qualifications required to accomplish the Activity objectives.
- The Applicant demonstrates how the proposed strategies or approaches will ensure cost containment, as well as fraud, waste and abuse mitigation including oversight of grants and sub-awards.

vi. Key Personnel ((not to exceed 3 pages)

Key personnel are those individuals whose performance is critical to the success of the FP4HD activity. Qualifications and skills required for the Key Personnel are stated in Section B of this NOFO. USAID/Uganda has determined that these four (4) positions are:

- Chief of Party (COP)
- Director of Financial Management and Operations
- Senior Technical Advisor
- Monitoring, Evaluation & Learning (MEL) Team Lead

Applicants must provide a description of how the proposed key personnel will contribute towards achieving the objectives and results described in the Activity description. This should clearly explain how the technical expertise, education and experience of all key personnel members contribute to achieving expected results; the role and estimated amount of time each key personnel member will devote to the Activity and/or specific components within the Activity.

vii. Annexes (not included in the 30-page limit)

The following five annexes must be submitted; any pages exceeding the limits for each annex will not be considered.

Annex 1. Resumes of Key Personnel & Letters of Commitment (not to exceed 3 pages per resume & 1 page per letter of commitment) and a summary matrix of skills for key personnel proposed not to exceed 3 pages.

This section will include a summary matrix of skills for key personnel anticipated contributing to this activity and resumes for all 4 key personnel candidates. Applicants must provide resumes for each proposed key personnel to demonstrate how each individual is the best fit for the position. Resumes will not exceed three (3) pages in length and will be in chronological order starting with the most recent experience. Each resume must be accompanied with a signed commitment letter (not exceeding one page) from each candidate indicating his or her: (a) availability to serve in the stated position; (b) intention to serve for the stated term of service, in terms of days after the award.

Resumes for all 4 key personnel must include three (3) past performance references with **up-to-date** telephone numbers and email contact information for their most recent supervisors. References can be submitted on an additional page that will not be considered as part of the three (3) pages limit for Resumes/CVs. USAID reserves the right to carry out reference checks for all proposed key personnel before award, including other references not provided by the Applicant.

USAID expects these key personnel to have the appropriate qualifications and experience to work as a team to manage a complex program, specifically the ability to bring in regional and international best practices in family planning health finance, governance, and human resources for health. While some personnel are expected to be local staff, the FP4HD activity is expected to draw upon the expertise of international consultants with significant experience in health finance, governance, and human resources research and interventions in other countries.

Please note that documentation that reflects an “exclusive” relationship or agreement between an individual and an Applicant is not requested and should not be submitted.

Annex 2. Draft Activity Monitoring, Evaluation and Learning Plan (AMELP) (not to exceed 5 pages)

A draft Activity Monitoring, Evaluation and Learning Plan should be submitted with the application and will include:

- Performance indicators, planned data sources, data collection and calculation methods, and annual targets directly linked to proposed activities;
- Clear milestones and indicators for measuring sustainability of supported interventions; and
- A description of how the Recipient will use lessons generated during the course of activity implementation or operations research results to further inform planning and implementation of activities.

Annex 3. Organizational Chart (not to exceed 1 page)

Applicants must illustrate staff reporting lines and relationships between the different positions taking into consideration the program’s technical complexity and stakeholders.

Annex 4. Sustainability Plan (not to exceed 1 page)

The applicant will submit a sustainability plan as part of this application that demonstrates how activity results will be sustained after completion of the Activity. The applicant must describe the anticipated sustainable elements of the program and any specific approaches proposed to achieve sustainable outcomes.

Annex 5. Mobilization Plan (not to exceed 3 pages)

Applicant must submit a mobilization plan, which will at a minimum include a timeline for mobilization of key personnel and technical leads, plan for hiring other proposed TBD staff, startup of office (s), and major equipment procurement.

Annex 6. Sub-award (not to exceed 1 page)

The Applicant must submit sub-awardee identified under this solicitation, which will at a minimum include the roles and responsibilities for each sub-awardee describing how each subawardee will contribute towards achieving the objectives and results described in the Activity description. This should clearly explain the involvement of each sub-awardee into each IR.

2) Business (Cost) Application

The Cost or Business application is to be submitted under a separate cover from the Technical application as stated above. There is no page limit on the Cost Application. However, unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this NOFO is not desired. The business (cost) application must illustrate the entire period of performance, using the budget format shown in SF-424A.

Prior to award, apparently successful Applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the Applicant's risk in accordance with ADS 303.3.9 and 2 CFR 200.205. Certain documents are required to be submitted by an Applicant in order for the Agreement Officer to make a determination of responsibility. However, it is USAID policy not to burden Applicants with undue submission requirements if that information is readily available through other sources. Applicants should not submit any additional information with their initial application unless requested.

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

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

- (i) Cover Page** (See Section D.2.a) General above for requirements.
- (ii) SF 424 Form(s)**

The Applicants must provide a budget for each program year with an accompanying detailed budget narrative which provides in detail the total costs for implementation of the program. The cost application must be signed and submitted using Standard Form 424. Standard Forms can be accessed electronically at www.grants.gov or using the following links:

Instructions for SF-424	https://www.grants.gov/web/grants/forms/sf-424-family.html
Application for Federal Assistance (SF-424)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424A	https://www.grants.gov/web/grants/forms/sf-424-family.html
Budget Information (SF-424A)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424B	https://www.grants.gov/web/grants/forms/sf-424-family.html
Assurances (SF-424B)	https://www.grants.gov/web/grants/forms/sf-424-family.html

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

(iii) Required Certifications and Assurances

The Applicant **and each Sub-Applicants** must complete the following documents and submit a signed copy with their business (cost) application:

- 1) “Certifications, Assurances, Representations, and Other Statements of the Recipient” document found at <https://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf>. In the event that Representations and Certifications are not submitted with the Application; they must be completed and submitted before the final award is made.
- 2) Assurances for Non-Construction Programs (SF-424B)
- 3) Evidence of responsibility the Agreement Officer can use to determine that the Applicant:
 - Has adequate financial resources or the ability to obtain such resources as require during the performance of the award;
 - Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the Applicant;
 - Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance;
 - Has a satisfactory record of integrity and business ethics; and
 - Is otherwise qualified and eligible to receive a Cooperative Agreement under applicable laws and regulations (e.g., EEO).

(iv) Potential Request for Additional Documentation

As previously stated, upon consideration of award or during the negotiations leading to an award, the Applicant may be required to submit additional documentation deemed necessary for the Agreement Officer to make an affirmative determination of responsibility. **Applicants should not submit the information below with their applications. The information below is provided so that Applicants may become familiar with additional documentation that may be requested by the Agreement Officer:**

The information that may be requested should substantiate:

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

(v) 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 program years, including an itemization of the proposed cost. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost review time required to make award, and may result in a rejection of the cost application. While there is no page limit for this portion, Applicants are encouraged to be as concise as possible. The Budget Narrative must be thorough and contain sufficient detail regarding the basis of estimate for each line item, including reference to sources used to substantiate the cost estimate (e.g. organization's policy, payroll documents, and vendor quotes, etc.) to allow USAID to understand the proposed costs and to support USAID's determination that the proposed costs are fair and reasonable. The Applicant must ensure the budgeted costs address any additional requirements identified in Section A, such as Branding and Marking and Environmental Considerations. The Budget Narrative ~~and~~ should provide information in sufficient detail. The required budget format is found in Attachment D of this RFA.

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 cost elements and by year for activities implemented by the Applicant and any proposed sub-applicants for the entire period of the program.
- Summary Budgets - separate tab for the Prime Applicant and for each sub-recipient. Detailed Budget, including a breakdown by year of all costs associated with the program, if applicable, headquarters, regional and/or country offices, 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-applicant, for all federal funding, broken out by budget category and by year, for the entire implementation period of the project. Each sub-applicant should follow the same cost format as submitted by the primary Applicant.

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

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

- 2) **Fringe Benefits** – (if applicable) If the Applicant has a fringe benefits 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 may propose a rate in accordance with its established personnel policy 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) **Allowances**- Allowances should be broken down by specific type and by person, and should be in accordance with applicant's policies and the Department of State Standard Regulations (DSSR).
- 4) **Travel** – 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 established travel policies and with Department of State Standardized Regulations (DSSR). When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.
- 5) **Equipment and Supplies** – Provide information on estimated types of equipment and information of all tangible personal property types by stating the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment & supplies items by stating 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 equipment, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the equipment leased.
- 6) **Contractual/Sub-awards** - This may include costs for all sub-awards, contracts and general program activities cost. Specify the budget for the portion of the program to be passed through to any sub-applicant or contracts including Consultants. See 2 CFR 200.330 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The sub-applicants budget must align with the same requirements as the Applicant's budget, including those related to fringe and indirect costs. 1) **The Applicant should indicate the subject of "General Program Activities" category in the detail budget for trainings, workshops, conferences, seminars, etc. and any other activities related to the programs' objectives and IRs. This line will include but not limited to detailed estimated costs such as venue, no. of participants, travel costs, per diem for participants, etc.**

Note: Pursuant to 2 CFR 200 Contract means a legal instrument by which the Applicant purchases property or services needed to carry out the project or program under a resulting award. The term does not include a legal instrument when the substance of the transaction meets the definition of a Federal award or sub-award (see § 200.92 Sub-award), even if the Applicant considers it a contract. The Applicant must describe the work to be performed, the risk borne by the contractor, the contractor's investment, the amount of subcontracting, the quality of its record of past performance, and industry profit rates in the surrounding geographical area for similar work. The cost principles do not address profit or fee; A profit or fee under a grant is not a cost but is an amount in excess of actual allowable direct and **indirect** costs. A fee cannot be paid by a recipient to a consortium participant, including a for-profit organization. However, a fee (profit) may be paid to a contractor/vendor providing routine commercial goods or services under a grant in accordance with normal commercial practice.

- 7) **Construction** – Not applicable.

8) **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.

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

Method 1 - Direct Charge Only

Eligibility: Any Applicant

Initial Application Requirements: See above on direct costs

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)

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

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

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

Eligibility: Any Applicant that has never received a NICRA

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

If the Applicant does not have an approved NICRA and does not elect to utilize the 10% de minimis rate, please use the method below.

Method 4 - Indirect Costs Charged As A Fixed Amount

Eligibility: Non U.S. non-profit organizations without a NICRA may request, but approval is

at the discretion of the AO Initial Application Requirements: Provide the proposed fixed amount and a worksheet that includes the following:

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

(vi) Prior Approvals in accordance with 2 CFR 200.407

In order to avoid subsequent disallowance or dispute based on unreasonableness or non-allocability, the recipient may seek the prior written approval of USAID for indirect costs or in advance of the incurrence of special or unusual costs. The absence of prior written approval on any element of cost will not, in itself, affect the reasonableness or allocability of that element, unless prior approval is specifically required for allowability as described under certain circumstances in the 2 CFR 200.407.

(vii) Approval of Sub-awards in accordance with ADS 303.3.21

The Applicant must submit information for all sub-awards that it wishes to have approved at the time of award. For each proposed sub-award the Applicant must provide the following:

- Name of organization
- DUNS Number
- Confirmation that the sub-award does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list, <https://sanctionssearch.ofac.treas.gov/>.
- Confirmation that the sub-award does not have active exclusions in the System for Award Management (SAM), <https://www.sam.gov/SAM/pages/public/searchRecords/search.jsf>.
- Confirmation that the sub-award is not listed in the United Nations Security designation list, <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>.
- Confirmation that the sub-award is not suspended or debarred.
- Confirmation that the Applicant has completed a risk assessment of the sub-award, in accordance with 2 CFR 200.331(b).
- Any negative findings as a result of the risk assessment and the Applicant's plan for mitigation.

2) Dun and Bradstreet and SAM Requirements

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

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

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 this determination as a basis for making an award to another Applicant.

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

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

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

3) Submission Dates and Times for application submission

Deadline for the submission of applications is September 30, 2019. Late applications will not be considered for award nor evaluated.

4) Funding Restrictions

USAID policy is not to award profit under assistance instruments. Therefore, profit is not allowable for recipients or subaward under this award. However, all reasonable, allocable and allowable expenses, both direct and indirect, which are related to the agreement program and are in accordance with applicable cost principle under 2 CFR 200 Subpart E. of the Uniform Administrative Requirements may be paid under the anticipated award. See 2 CFR 200.330 for assistance in determining whether a sub-tier entity is a sub-award or contractor.

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

5) Required certifications, assurances, representations, and other statements of the Recipient

a) See Attachment C for complete Certifications, Assurances, Representations, and Other Statements of the Recipient under Section I, Attachments and Resource Links Section.

b) Pre-Award Terms

1. Branding Strategy – Assistance (June 2012)

[Only the apparently successful Applicant will be asked to provide at a later date a Branding Strategy and Marking Plan as per the Branding and Marking Template for Agreements to be reviewed and approved by the Agreement Officer and incorporated into any resulting award.]

- a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.
- b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
- c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.
- e. The Branding Strategy must include, at a minimum, all of the following:
 - (1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.
 - (2) The intended name of the program, project, or activity.
 - (i) USAID requires the applicant to use the "USAID Identity," comprised of the USAID logo and brandmark, with the tagline "from the American people" as found on the USAID Web site at <http://www.usaid.gov/branding>, unless Section VI of the RFA or APS states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.
 - (ii) USAID prefers local language translations of the phrase "made possible by (or with) the generous

support of the American People” next to the USAID Identity when acknowledging contributions.

- (iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
- (iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.
- (v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
- (3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.
- (4) Planned communication or program materials used to explain or market the program to beneficiaries.
 - (i) Describe the main program message.
 - (ii) Provide plans for training materials, posters, pamphlets, public service announcement, billboards, Web sites, and so forth, as appropriate.
 - (iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicant must incorporate the USAID Identity and the message, “USAID is from the American People.”
 - (iv) Provide any additional ideas to increase awareness that the American people support this project or program.
- (5) Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.
- (6) Any other groups whose logo or identity the applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.

The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

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

(END OF PRE-AWARD TERM)

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

- a. 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, audio-visual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;
 - (iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and
 - (iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
 - (v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.
- (2) A table on the program deliverables with the following details:
 - (i) The program deliverables that the applicant plans to mark with the USAID Identity;
 - (ii) The type of marking and what materials the applicant will use to mark the program deliverables;
 - (iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;
 - (iv) What program deliverables the applicant does not plan to mark with the USAID Identity and
 - (v) The rationale for not marking program deliverables.
- (3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if USAID marking requirements would:
 - (i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.
 - (ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.
 - (iii) Undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or product.
 - (iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.
 - (v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.
 - (vi) Offend local cultural or social norms or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.
 - (vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.
- f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.
- g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

(END OF PRE-AWARD TERM)

3. Conscience Clause Implementation (Assistance) – Solicitation Provision (February 2012)**CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) – PRE-AWARD TERM (February 2012)**

- (a) An organization, including a faith-based organization, that is otherwise eligible to receive funds under this agreement for HIV/AIDS prevention, treatment, or care—
 - 1) Shall not be required, as a condition of receiving such assistance—
 - (i) to endorse or utilize a multisectoral or comprehensive approach to combating HIV/AIDS; or
 - (ii) to endorse, utilize, make a referral to, become integrated with, or otherwise participate in any program or activity to which the organization has a religious or moral objection; and
 - 2) Shall not be discriminated against in the solicitation or issuance of grants, contracts, or cooperative agreements for refusing to meet any requirement described in paragraph (a)(1) above.
- (b) An applicant who believes that this solicitation contains provisions or requirements that would require it to endorse or use an approach or participate in an activity to which it has a religious or moral objection must so notify the cognizant Agreement Officer in accordance with the Mandatory Standard Provision titled “Notices” as soon as possible, and in any event not later than 15 calendar days before the deadline for submission of applications under this solicitation. The applicant must advise which activity(ies) it could not implement and the nature of the religious or moral objection.
- (c) In responding to the solicitation, an applicant with a religious or moral objection may compete for any funding opportunity as a prime partner, or as a leader or member of a consortium that comes together to compete for an award. Alternatively, such applicant may limit its application to those activities it can undertake and must indicate in its submission the activity(ies) it has excluded based on religious or moral objection. The offeror’s proposal will be evaluated based on the activities for which a proposal is submitted and will not be evaluated favorably or unfavorably due to the absence of a proposal addressing the activity(ies) to which it objected and which it thus omitted. In addition to the notification in paragraph (b) above, the applicant must meet the submission date provided for in the solicitation.

(END OF PRE-AWARD TERM)

4. CONFLICT OF INTEREST PRE-AWARD TERM (August 2018)**a. Personal Conflict of Interest**

- 1. 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.

(END OF PRE-AWARD TERM)

6) Other submission requirements

a) Applications are to be sent as email attachments to KampalaUSAIDSolicita@usaid.gov, to the attention of Ms. Mercy Lapolo, Acquisition and Assistance Specialist.

b) Past Performance References and Information

Information required for Applicant's mandatory risk assessment in accordance with ADS 303.3.9 and 2 CFR 200.205 and determination of responsibility by the Agreement Officer.

The Applicant must provide information regarding their recent history of performance. The Applicant must provide **not more than five (5)** of the most recent and relevant cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, and **up to three (3)** of the most recent and relevant cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs for each sub-awardee, not to exceed the past 3 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 3 years; and
- Name of at least two (2) updated professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and email address for each proposed individual.

If the Applicant encountered problems on any of the referenced Awards, it may provide a short explanation and 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.

Applicants should use the format provided in Attachment B: Past Performance Information of the NOFO to document the detailed information as requested. The completed forms must be included in the application's Cost section.

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Section E. APPLICATION REVIEW INFORMATION

1. Overview

The merit review criteria prescribed here are tailored to the requirements of this particular NOFO. Applicants should note that these criteria serve to: (a) identify the significant matters which the Applicants should address in their applications, and (b) set the standard against which all applications will be evaluated. To facilitate the review of applications, applicants must organize the narrative sections of their applications with the same headings and in the same order as the selection criteria. Please note that, per USAID policy, all criteria listed below will consider the Applicant's consideration of the role of gender and climate risk mitigation in all program activities.

Applications will be evaluated against the merit review criteria listed below. In terms of relative importance, the Criterion A is weighted at 50% and Criterion B weighted at 50%. Each main merit review criterion will be assigned an adjectival rating. Sub-criteria are listed in descending order of importance within each main criterion. Sub-criteria will also be assigned adjectival ratings which will help determine the overall Criterion rating.

2. Merit Review

The criteria by which the Applications will be assessed are as follows in descending order of importance. Criterion A is more important than Criterion B. Sub-criteria are in equal order of importance within each main criterion.

Summary Matrix of Review Criteria and Sub-criteria

CRITERION	CRITERION NAME & SUB-CRITERIA
Criterion A - 60%	Technical Approach A.1 Technical Approach and Implementation Plan A.2 Understanding of Country Context A.3 Enhancing Capacity and Sustainability
Criterion B - 40%	Organizational Capacity and Management Structure B.1 Key Personnel and Qualifications B.2 Institutional Capacity and Experience B.3 Activity Management and Staffing Plan B.4 Coordination, Collaboration, and Integration

Criterion A: Technical Approach

The Technical Approach will be evaluated based upon:

- The Applicant's ability to demonstrate an understanding of the context, operating environment and appropriateness of the proposed approach, methodologies and activities to achieving the activity's goal

and outcomes, as detailed in the Program Description while including – but not limited to - cross-cutting requirements and guiding principles mentioned within the Program Description.

- The clarity and appropriateness (given the theory of change) of the Start Up Plan for considering what knowledge and preparation are needed to develop a strong work plan, including the necessary analyses, evidence, stakeholders, and systems for collaboration. The Applicant's Approach to the AMELP will be evaluated based on the appropriateness of indicators for measuring outcomes (including intermediate outcomes and outputs) and results, as well as considerations for cost effectiveness of data collection, effectiveness for managing the activity, and alignment with principles of adaptive management. The applicant shall demonstrate the proposed approaches and implementation plan to encourage sustainability through increased Ugandan capacity and ownership for FP/RH at the national, district and community levels.

Criterion B: Organizational Capacity and Management Structure

The Applicant's Personnel, Staffing and Management Plan will be evaluated based on:

- The Applicant's ability to describe how the proposed personnel and staffing plan, for both home office support and field office support (including core non-key personnel), will: ensure maximum effectiveness in implementing the technical approach and achieving the expected results, project expectations and scale; maintain accountability for programming; and describe how each of the key personnel meet the requirements set forth in Section D.
- The Applicant's ability to describe and justify their proposed management approach that demonstrates the technical breadth and ability to adaptively manage the program, capacity and experience of the Applicant to start up in a timely fashion; to describe the plan for collaboration and coordination with other USAID-funded activities, development partners, and the private sector; to provide detail into how sub awards will be managed to optimize effectiveness; and to explain how the management and implementation plan will fulfill the programmatic and operational requirements of the Activity, including, but not limited to, project development, awards management, technical assistance, procurement, financial oversight, and project administration as related to the Organizational Chart and how the proposed strategies/approaches will ensure fraud, waste, and abuse mitigation.

3. Business (Cost) Review

Note: Cost applications of Applicants with technical scores of Marginal and/or unsatisfactory will not be evaluated.

The AO will review the apparently successful applicant's budget to ensure that costs, including cost sharing, are in compliance with OMB's and USAID's policies. This will consist of a review of the cost application budget breakdown; and evaluate and analyze specific elements of costs for reasonableness and allocability of costs in the budget, and allowability of the costs under the applicable cost principles found in 2 CFR 200 Subpart E.

4. Pre-award Risk Assessment

In accordance with ADS 303.3.9 the Agreement Officer will perform a risk assessment (2 CFR 200.205) of the apparently successful applicant(s).

Past performance reviews will be initiated of the “apparent successful applicant” as part of the applicant’s risk assessment and responsibility determination. The Selection Committee chair will validate the applicant’s past performance reference information based on existing evaluations to the maximum extent possible, and may contact all references to verify or corroborate the following:

- How well an applicant performed,
- The relevancy of the work performed under the program,
- Instances of good performance,
- Instances of poor performance,
- Significant achievements,
- Significant problems, and
- Any indications of excellent or exceptional performance in the most critical areas.

USAID reserves the right to obtain past performance information from other sources including those not named in the applicant’s application.

If criteria found in ADS 303.3.9.1 applies to the apparently successful applicant, the Agreement Officer is required to perform a formal pre-award survey in conformance with that provision before making a risk assessment decision. Depending on the result of the risk assessment, the Agreement Officer may either decide to make the award, not execute the award, or award with “specific conditions” (2 CFR 200.207).

1) Cost share is an eligibility requirement.

Applicant’s that do not meet the minimum 5% cost share requirements are not eligible for award consideration and their application will not be evaluated. Cost sharing is an important element of the USAID-recipient relationship and the applicant’s compliance with Section C will be a consideration for award.

2) Review and Selection Process

A Selection Committee shall review the programmatic merits of the applications. However, the Agreement Officer makes the final selection.

3) Anticipated Announcement and Award Dates

USAID/Uganda anticipates awarding this Activity in February 2020.

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Section F. FEDERAL AWARD ADMINISTRATION INFORMATION**1) Federal Award Notices**

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

USAID may notify the apparently successful Applicant of their recommendation for funding, but only a signed and executed award will constitute an obligation by USAID Agreement Officer to reimburse any costs incurred in the performance and implementation of a project/program. The signed and executed award will be e-mailed to the apparently successful Applicant.

The Agreement Officer is the only individual who may legally obligate USAID to the expenditure of public funds. The Agreement Officer may authorize pre-award costs in accordance with 2 CFR 200.209, but such pre-award costs will be incurred at the Applicant's sole risk in the event the award is not signed by the Agreement Officer, or is denied or is less than the amount proposed by the apparently successful Applicant.

USAID will notify all unsuccessful Applicants that will not be considered for award explaining briefly why USAID did not select their application. Requests for additional information will not be considered from unsuccessful applicants.

2) Administrative & National Policy Requirements

Resulting awards to U.S. non-governmental organizations will be administered in accordance with Chapter 303 of USAID's Automated Directives System (ADS-303), 2 CFR 200, 2 CFR 700, and ADS 303maa Standard Provisions for U.S. Nongovernmental Organizations.

Resulting awards to non-U.S. non-governmental organizations will be administered in accordance with Chapter 303 of USAID's Automated Directives System (ADS-303), 2 CFR 200, 2 CFR 700, and ADS 303mab Standard Provisions for non-U.S. Nongovernmental Organizations. Standard Provisions for Non-U.S. Nongovernmental organizations are available at: <http://www.usaid.gov/policy/ads/300/303mab.pdf>

2 CFR 200:

http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl

2 CFR 700 is available at: http://www.ecfr.gov/cgi-bin/text-idx?SID=74c9b031753603ccb31812ebb90e203a&tpl=/ecfrbrowse/Title02/2cfr700_main_02.tpl

Applicable OMB Circulars are available at: http://www.whitehouse.gov/omb/circulars_default

Mandatory Standard Provisions for U.S. Nongovernmental Recipients can be accessed through USAID's website: <https://www.usaid.gov/sites/default/files/documents/1868/303maa.pdf>

Resulting award to Public International Organizations (PIOs, or IOs) will be administered in accordance with Chapter 308 of USAID's ADS including the Standard Provisions set forth in ADS 308.5.15. ADS 308 is available at: <https://www.usaid.gov/sites/default/files/documents/1868/308.pdf>

Potential for-profit applicants should note that USAID policy prohibits the payment of fee/profit to the prime recipient under grants and cooperative agreements. However, if a prime recipient has a subcontract with a for-profit organization for the acquisition of goods or services (i.e., if a buyer-seller relationship is created), fee/profit for the subcontractor is authorized.

The USAID Inspector-General's "Guidelines for Financial Audits Contracted by Foreign Recipients" is available at: <http://www.usaid.gov/sites/default/files/documents/1868/591maa.pdf>

3) Reporting

The types and frequency of financial and programmatic reports must be strictly limited to those detailed in 2 CFR 200.

This award follows the U.S. Government fiscal year for reporting, which runs from October 1 to September 30. References to quarters or years in reporting relates to the U.S. Government calendar below:

Quarter 1:	October 1 – December 31
Quarter 2:	January 1 – March 31
Quarter 3:	April 1 – June 30
Quarter 4:	July 1- September 30

The Recipient(s) will submit the following documents to the AOR electronically within the time period noted/specified in the award. Reports will be timed and formatted so that they can provide USAID with useful information needed for the reporting requirements.

a) Annual Implementation/ Work Plan

Based on the program description, the Recipient shall prepare and submit a detailed annual work plan to guide the implementation process with a breakdown of activities and timelines and anticipated progress in the achievement of the activity results (consistent with the Activity M&E and Learning Plan), as well as the associated costs. The Recipient shall ensure a collaborative process in work plan development, consulting beneficiaries, partners, USAID and other relevant stakeholders in preparing the annual work plan to ensure complementarity and shared ownership. In addition, the AOR may work with the Recipient to define particularly relevant sections of the work plan that would enhance implementation, such as key assumptions and risks (as well as plans to mitigate and update these), lessons learned and work plan adjustments going forward.

CLA section must address:

- Any proposed actions to strategically collaborate internally and with other implementing partners to conduct joint targeting, collaborative research, etc.;
- How knowledge gaps in the theory of change, the technical implementation approach, operating environments, assumptions and risks, will be filled using activities such as, but not limited to, monitoring, research, evaluation and analytical studies;
- How knowledge generated by learning will be used to increase efficiency; and
- How/which approaches and activities will change based on CLA.

b) Quarterly Performance Reports

The Recipient shall submit quarterly reports that include narratives of quarterly achievements, and progress against the work plan, and agreed upon performance indicators. The quarterly report shall

describe and assess the overall progress to date based upon agreed performance indicators. The reports will also describe the accomplishments of the Recipient and the progress made during the past quarter; including information on key activities, both ongoing and completed during the quarter (e.g. meetings, trainings, workshops, significant events, subcontracts, and grants). The quarterly reports must provide information on the extent to which gaps between males and females were closed; what new opportunities for men and women were created; what differential negative impacts on males/females were addressed or avoided; and what needs and gender inequalities emerged or remained. Recipients must notify USAID of developments that have a significant impact on the award-supported activities.

The quarterly report provides the opportunity to discuss impacts of learning on the program, updates in key assumptions and the underlying development hypotheses. Also, notification shall be given in the case of problems, delays, or adverse conditions which materially impair the ability to meet the objectives of the award or which may have an impact on the development hypothesis or theory of change for the activity, and/or other activities (USG-funded or not) which might be informed by such learning. This notification shall include a statement of the action taken or contemplated, and any assistance needed to resolve the situation.

With regards to CLA, the Recipient must address:

- The products and results of collaboration that improve implementation approaches and development practice broadly;
- Include performance indicators to measure CLA;
- Increased ability of USAID's implementing partners to respond to the needs of target groups through learning;
- Instances of learning applied to influence decision making, resource allocation, and contextual shifts; and
- Increased efficiency in activity implementation.

c) Annual Performance Report:

Annual performance reports on the project activities and progress against indicators are the responsibility of the Recipient and are needed by USAID/Uganda to provide timely input to the USG's Operational Plan. To the extent possible, the annual performance report should cover activities and results through the end of the fiscal year, and should review the cumulative experience, learning, adaptations and the implications of these for the year.

With regards to CLA, the Recipient must address:

- The products and results of collaboration that improve implementation approaches and development practice broadly;
- Increased ability of USAID implementing partner to respond to the needs of target groups by using learning;
- Instances of learning applied to influence decision making, resource allocation, and contextual shifts; and
- Increased efficiency in activity implementation.

d) Final Performance Report:

The report shall summarize the accomplishments of the agreement, methods of work used, and recommendations regarding unfinished work and/or program continuation, as well as key learnings from the total implementation experience. In addition the report must specifically address how the Activity addressed gaps between males and females were closed; what new opportunities for men and women were created; what differential negative impacts on males/females were addressed or avoided; and what

needs and gender inequalities emerged or remained. It shall cover the entire period of the award and include the cumulative results achieved, an assessment of the impact of the program, lessons learned and recommendations, any particularly notable impact stories (or challenges), and detailed financial information. It should be grounded in evidence and data. The final completion report shall also contain an index of all reports and information products produced under the award.

e) Financial Reporting:

Financial reporting requirements will be in accordance with 2 CFR 200.327. The Recipient must submit the Federal Financial Form (SF-425) on a quarterly basis via electronic format completed by the Recipient and emailed to the Agreement Officer Representative (AOR) and KampalaUSAIDVouchers@usaid.gov.

Accrual reports must be submitted at least 3 weeks before the end of each quarter or as requested on an ad hoc basis. The Recipient must also submit a copy of the Federal Financial Report (FFR) to the Agreement Officer's Representative (AOR). For non-U.S. Nongovernmental Organizations, financial reporting requirements will be in accordance with the procedures set forth in: Standard Provision "Advance Payment and Refunds (December 2014) or Standard Provision "Reimbursement Payment and Refunds (December 2014)"

Quarterly Financial Reports will include a report on expenditures incurred during the report period and activity projected expenditures for the next quarter, against award line items. Reports should breakout funds by funding stream and budget-line.

Reports are due as noted below:

Reporting Quarter

January 1 – March 31

April 1 – June 30

July 1 – September 30

October 1 – December 31

SF-425 Due Date

April 30

July 30

October 30

January 30

f) Activity Monitoring Evaluation and Learning Plan (AMELP) and CLA Plan:

The AMELP is a management tool that enables the Recipient and USAID to track whether the desired results are being achieved and project implementation is being adapted to changing conditions. This will also facilitate the flow of information within the Recipient's organizational structure, enabling all parties to more effectively monitor and manage activities required. The system will be designed to collect, store, analyze and report administrative, financial and programmatic data on project major inputs and outputs as well as actual progress toward achieving program objectives. The Recipient will work closely with SITES and any assigned partner responsible for the collection and analysis of USAID data.

The AMELP report will:

- Include all performance indicators, with targets and baseline figures needed to measure achievement of stated goals and results as well as other indicators the Recipient believes to be necessary to adequately track progress and impact of activities;
- Data analysis methodologies, including suggestions for data segregation by district, segregated, gender and others;
- Collaborate with data collection and M&E activities of other USG implementing partners, M&E of the Emergency Plan Progress (MEEPP), USAID/Uganda Learning Contract, the National

HMIS, LQAS, Facility Assessment, and other national surveillance systems to avoid duplication in data collection and analysis;

- Include clear milestones and indicators for measuring sustainability of supported interventions;
- Dedicate a section of the M&E plan to describing how the Recipient will use lessons generated during the course of Activity implementation or operations research results to further inform planning and implementation of activities;
- Use Geographical Information Systems (GIS) to map health outcomes, key population groups, disease pattern, service coverage, and available resources in order to enhance analysis and interpretation of Activity results;
- A clear learning agenda and platform for integrating CLA in assessment, planning, implementation and monitoring;
- A schedule of weekly meetings with AOR and how agreed actions (if any) from the weekly check-in meetings will be integrated into activity implementations.

g) Baseline Assessment:

Recipient must submit an initial baseline assessment no later than 45 calendar days after the effective date of the award. This assessment will assist in identifying approaches required to achieve the activity's targets and will provide a benchmark for tracking achievements.

h) Sustainability Plan:

The Recipient is expected to submit a sustainability plan for this Activity. The Recipient will avoid creation of new implementation and reporting structures and instead work within currently existing ones at national, district and community level, including working with existing platforms, networks and groups. Building local capacity to effectively plan, design, implement monitor and maintain FP4HD improvements will be crucial for sustainability.

i) Gender, Youth and Social Inclusion Analysis:

The recipient will need to conduct a Gender, Youth, and Social Inclusion Analysis to determine how best to reach these key sub-populations and integrate the findings into work plans and interventions. A draft report will be due 120 days after award.

j) Close-Out and Disposition Plan:

Close-out and disposition plan in accordance with 2 CFR 200.343 and 2 CFR 200.313, 2 CFR 200.314 and 2 CFR 200.315 will be submitted six months before the activity end date for USAID approval.

k) Quarterly VAT Reports:

Pursuant to bilateral agreements with the Government of Uganda (GOU), all imports and expenditures under this agreement by the Recipient and by non-local subcontractors/sub-recipients (as defined below) are exempt from Value-Added Tax (VAT) and Customs Duties imposed by the GOU. The GOU does not permit tax exemption at the point of sale. Therefore, the Recipient must budget and bill USAID for expenses inclusive of 18% VAT.

The Recipient must submit original VAT tax invoices/receipts, original certified summary (using a format provided by USAID) and 1 copy of all documents to USAID by the 25th of the month after the calendar year quarter end. For example, taxes and receipts for the period January to March are due April 25.

USAID will seek a VAT refund from the Government of Uganda. The refund will not be returned to the Recipient.

The Recipient is responsible for ensuring that subcontractors, sub awardees, and grantees comply with this requirement. All VAT claims, for the Recipient, subcontractors, sub awardees and grantees, must be submitted to USAID through the prime Contractor.

The USAID point of contact for submission of quarterly VAT information is kampalavatusaid@usaid.gov Office of Financial Management, USAID/Uganda.

l) Foreign Tax Report:

By April 16 of each year, the recipient must submit a report containing:

- (i) Recipient name.
- (ii) Recipient name with phone, fax and e-mail.
- (iii) Agreement number(s).
- (iv) The total amount of value-added taxes and customs duties (but not sales taxes) assessed by the host government (or any entity thereof) on purchases in excess of \$500 per transaction of supplies, materials, goods or equipment, during the 12 months ending on the preceding September 30, using funds provided under this contract/agreement.
- (v) Any reimbursements received by April 1 of the current year on value-added taxes and customs duties reported in (iv).
- (vi) Reports are required even if the recipient did not pay any taxes or receive any reimbursements during the reporting period.
- (vii) Cumulative reports may be provided if the recipient is implementing more than one program in a foreign country.

m) Annual Certification for Human Trafficking:

The recipient must submit to the Agreement Officer, the annual “Certification regarding Trafficking in Persons, Implementing Title XVII of the National Defense Authorization Act for Fiscal Year 2013” as required prior to this award, and must implement a compliance plan to prevent the activities described above in section (a) of the provision (Schedule C, Mandatory Standard Provisions “TRAFFICKING IN PERSONS (April 2016)”). The recipient is required to annually certify that neither the recipient nor sub-awardee, or contractor, at any tier, or their employee, labor recruiters, brokers or other agents are engaged in any of the activities stated in mandatory provision mentioned above. The recipient must provide a copy of the compliance plan to the Agreement Officer upon request and must post the useful and relevant contents of the plan or related materials on its website (if one is maintained) and at the workplace.

The first Certification should be submitted at the start of award. The concurrent certifications should be submitted within 30 calendar days following the end of each fiscal year. The draft certificate is accessible at the link below:

https://www.usaid.gov/sites/default/files/documents/1866/USAID_Trafficking_Persons_Annual_Certification.pdf

n) Other Reports:

The Recipient will prepare and disseminate, as directed by the AOR, other reports needed to accomplish the purpose of this award, such as assessments, including but not limited to, gender and youth

assessments, studies, and other analytical products. These reports will include activity reports; technical reports; data quality assessment reports, portfolio review and performance plan and report analytical products, evaluation, review and other operational research reports. The reports required and the number of copies will be determined at the time of the Annual Work plan.

4) Synopsis of Reports / Plans

Type of Document/ Report	Due Date	Distribution
First Year Implementation/Work Plan	First draft due no later than 45 calendar days after the effective date of the award.	AOR
Quarterly Performance Reports	1.Submission of this report will be no later than 30 days after the end of each fiscal quarter 2.This includes reporting on the recipient quarterly and annual indicators in the respective Performance Management Information System.	AOR
Annual Performance Report	30 calendar days following the end of the fiscal year	AOR
Final Performance Report	Draft of this report will be submitted 30 calendar days after the end date of award. Final due 90 calendar days after the award end date.	AOR
Financial Reporting	Accrual reports - 3 weeks before the end of each quarter or as requested on an ad hoc basis. Quarterly Financial Reports - 30 days after the end of each calendar quarter	AOR
Activity Monitoring Evaluation and Learning Plan (AMELP)	First draft due no later than 90 calendar days after the effective date of the award. The date of the final submission plan will be discussed with the AOR and Health Office Strategic Information (SI) Unit team.	AOR, SI, PPD
Baseline Assessment survey Report	Final draft due no later than 45 calendar days after the effective date of the award	AOR, PPD
Sustainability plan	First draft due no later than 45 calendar days after the effective date of the award. Final due no later than 60 days after the effective date of the award.	AOR, PPD
Gender, Youth and Social Inclusion Analysis	No later than 6 months after the effective date of the award	AOR, PPD

Environmental Mitigation and Monitoring plan (EMMP) [See Section A, E.9]	Along with Annual Implementation Work plan	AOR, MEO
Annual Implementation Plans	First draft due no later than 30 calendar days before the beginning of each fiscal year	AOR
Annual Certification for Human Trafficking	30 calendar days following the end of the fiscal year	AO, AOR
Close out & Disposition plan	Six months before the end of the award	AOR & AO
Quarterly VAT Reports	25th of the month after the calendar year quarter end. For example, taxes and receipts for the period January to March are due April 25.	AOR & Controller
Foreign Tax Reports	The due date of this report is April 16 of each year.	AOR & Controller

5) Special Provisions

The following special provisions may be made part of the resulting award.

1. Geographic Information Systems (GIS)

There are three types of geographic data that the Mission would like to collect in a standardized manner:

2. Project and Activity Location Data: In consultation with the AOR, project and activity location data when utilized should be submitted according to the geographic precision defined by the Mission's data requirements. Capturing a discreet location for project and activity locations is an essential step towards establishing an effective method of managing and communicating project and activity information.

3. Thematic Data: This includes information such as demographic indicators, built infrastructure, environmental features, and any other thematic data. When created or acquired using USAID funds, these datasets are considered the property of USAID and when utilized should be submitted to the AOR.

4. Project Specific Data: This includes data that is created during a project and may be useful to the Mission's own strategic planning and design purposes. When created or acquired using USAID funds, these datasets are considered USAID's property and when utilized should be submitted to USAID.

Recording a discreet location for project and activity locations is essential in establishing an effective method of managing, analyzing, and communicating project and activity information.

The Recipient will work closely with the AOR to determine necessary information to collect, which may include:

- Type of activity
- Estimated cost of activity
- Photograph of activity
- Location of activity
 - Point features (latitude, longitude) such as public institutions with hand washing facilities, etc.

- o Area features (polygon) such as boundaries
- Location, including the name of the village
- District name for activity location
- Facility type (home, school, health facilities, etc.)

Geographic Data should be projected to the Geographic Coordinate System World Geodetic System 1984 (GCS WGS 1984). All data should use the World Geodetic System 1984 (WGS 1984) datum.

The location and activity specific data would be recorded and managed by the Grantee. It would be submitted to the AOR and GIS Specialist in any of the following formats: .CSV file, MS Excel spreadsheet, MS Access database, or GIS-ready shapefile (.shp)/geodatabase.

As defined in the USAID Policy Framework (2011-2015), USAID is committed to geographically targeting aid investments, monitoring & evaluating overall aid effectiveness, and upholding the Agency's open data and transparency goals. Utilizing GIS technology, geographic data and analysis is integral to effectively achieving all of these objectives. Geospatial analysis is a top priority of the USAID/Uganda to be incorporated into the learning agenda and M&E work to build resilience. In alignment with the US Government commitment to transparency and open data, as well as with USAID Data Policy (ADS 579), geographical data collected and the resulting maps produced as part of this program will be shared with the affected communities, district local governments, and the general public. All efforts will be made to protect Personally Identifiable Information (PII).

[End of Provision]

ii. Utilization of Science, Innovation, Technology, and Partnership (SITP) for Collaboration

The recipient is strongly encouraged to utilize science, innovation, technology, and partnership (SITP) to:

- Do business differently to enhance the lives of Ugandan beneficiaries and share best practices;
- Integrate change management practices to allow for program adaptation and realignment;
- Utilize project management tools/software for enhanced partnership and synergy with USAID and other programs and allow for reporting on multiple funding streams.

[End of Provision]

iii. Procurement Executive's Bulletin No. 2014-06: Electronic Payments System

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

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

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

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

- a. Cash payments made while establishing electronic payment systems, provided that this exception is not used for more than six months from the effective date of this award.
- b. Cash payments made to payees where the recipient does not expect to make payments to the same payee on a regular, recurring basis, and payment through an electronic payment system is not reasonably available.
- c. Cash payments to vendors below \$3000, when payment through an electronic payment system is not reasonably available.
- d. The Recipient has received a written exception from the Agreement Officer that a specific payment or all cash payments are authorized based on the Recipient's written justification, which provides a basis and cost analysis for the requested exception.

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

[End of Provision]

iv. Non-Discrimination in Implementation of USAID-Funded Programs

In the implementation of USAID-funded programs, the Recipient or Sub Recipient shall not discriminate against any beneficiary or potential beneficiary, such as but not limited to, by capriciously or selectively withholding or denying assistance or benefits under the project, on the basis of any non-merit factor, including one or more of the following bases: race, color, religion, sex (including gender identity or perceived gender non-conformity, and pregnancy) national origin, disability, age, sexual orientation, genetic information, marital status, parental status, political affiliation, veteran's status, or other factors that adversely impact the beneficiaries' access to, or participation in, services provided under the award. Nothing in this provision is intended to limit the ability of a Recipient to target assistance to certain populations as defined in the approved work plan of a USAID-funded program.

[End of Provision]

v. Acquisition & Assistance Policy Directive No: 14-03: Representation by Organization Regarding a Delinquent Tax Liability or a Felony Criminal Conviction (AUGUST 2014)

(a) In accordance with section 7073 of the Consolidated Appropriations Act, 2014 (Pub. L. 113-76) none of the funds made available by that Act may be used to enter into an assistance award with any organization that –

(1) Was "convicted of a felony criminal violation under any Federal law within the preceding 24 months, where the awarding agency has direct knowledge of the conviction, unless the agency has considered, in accordance with its procedures, that this further action is not necessary to protect the interests of the Government"; or

(2) Has any "unpaid Federal tax liability that has been assessed for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability, where the awarding agency has direct knowledge of the unpaid tax liability, unless the Federal agency has considered, in accordance with its procedures that this further action is not necessary to protect the interests of the Government".

For the purposes of section 7073, it is USAID's policy that no award may be made to any organization covered by (1) or (2) above, unless the M/OAA Compliance Division has made a determination that suspension or debarment is not necessary to protect the interests of the Government.

[End of Provision]

6) Program Income

Program Income is not anticipated to be generated under this award. If generated, program income earned during the Activity's period of performance must be added to the total program amount and used to further eligible objectives for the Activity. In accordance with 2 CFR 200.307(e) Program income that the recipient did not anticipate at the time of the Federal award must be used to reduce the Federal award and recipient contributions rather than to increase the funds committed to the project.

7) Environmental soundness and compliance

The FP4HD activity environmental compliance obligations under the FAA Sec 117 and 22 CFR 216 regulations and procedures are specified in Section A.I.E.9 of this NOFO.

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Section G. FEDERAL AWARDDING AGENCY CONTACT(S)

Point of Contact Information:

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

Admir Serifovic
Agreement Officer
USAID/Uganda
US Embassy Compound
Plot 1577, Ggaba Road
Kampala, Uganda

Generic Email: KampalaUSAIDSolicita@usaid.gov

Any questions while the funding opportunity is open may be submitted to the attention of Mr. Admir Serifovic and Ms. Mercy Lapolo, A&A Specialist at the above email.

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Section H. OTHER INFORMATION**1) Other Information**

USAID reserves the right to fund any or none of the applications submitted. Any award(s) and subsequent incremental funding will be subject to the availability of funds and continued relevance to Agency programming.

2) Applications with Proprietary Data

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

“This application includes data that must not be disclosed duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this application. If, however, an award is made as a result of – or in connection with – the submission of this data, the U.S. Government will have the right to duplicate, use, or disclose the data to the extent provided in the resulting award. This restriction does not limit the U.S. Government’s right to use the 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.”

3) List of Attachments

Attachment A: List of Acronyms

Attachment B: Past Performance Information

Attachment C: Certifications, Assurances, Representations and Other Statements of the Recipient

Attachment D: Budget Template

Attachment E: USAID/Uganda Local Compensation Plan (LCP)

Attachment H: Uganda CDCS Guiding Principles relevant for FP4HD

Attachment I: Reproductive Health/ Family Planning Implementation Letter

4) Other Resources

SAM: Quick Start Guide for New Grantee Registration

https://www.sam.gov/sam/transcript/Quick_Guide_for_Grants_Registrations.pdf

SAM: Quick Start Guide for International Registrants

https://www.sam.gov/SAM/transcript/Quick_Guide_for_International_Entity_Registration.pdf

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Section I. ATTACHMENTS AND RESOURCE LINKS

Attachment A	List of Acronyms
Attachment B	Past Performance Information
Attachment C	Certifications, Assurances, Representations and Other Statements of the Recipient https://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf
Attachment D	Budget Template
Attachment E	USAID/Uganda Local Compensation Plan (LCP)
Attachment F	APC Fertility Hot Spot Mapping Report
Attachment G	APC Social Norms Exploration Report
Attachment H	Uganda CDCS Guiding Principles relevant for FP4HD
Attachment I	Reproductive Health/ Family Planning Implementation Letter
Resource Link 1	USAID Uganda Country Development Cooperation Strategy (CDCS) 2.0 Guiding Principles https://www.usaid.gov/uganda/cdcs
Resource Link 2	Uganda CDCS Guiding Principles relevant for FP4HD https://docs.google.com/document/d/1NwfFEOKd-Icc3TvRz1HpLxVXakDTfzrHvwaCvpYvrX8/edit
Resource Link 2	USAID Uganda Gender and Social Inclusion Analysis: Uganda https://www.usaid.gov/sites/default/files/documents/1860/Gender_Social_Inclusion_Final_Report_08.23.17.pdf
Resource Link 3	USAID Gender Equality and Female Empowerment Policy https://www.usaid.gov/sites/default/files/documents/1865/GenderEqualityPolicy_0.pdf
Resource Link 4	USAID Youth Development Policy https://www.usaid.gov/policy/youth
Resource Link 5	USAID Evaluation Policy https://www.usaid.gov/evaluation/policy
Resource Link 6	Uganda Vision 2040 http://npa.go.ug/wp-content/themes/npatheme/documents/vision2040.pdf

Resource Link 7	Family Planning- Costed Implementation Plan (FP-CIP) https://www.healthpolicyproject.com/ns/docs/CIP_Uganda.pdf
Resource Link 8	APC Uganda Resources https://www.advancingpartners.org/resources/uganda-briefs
Resource Link 9	Investment Case for RMNCAH Sharpened Plan https://www.globalfinancingfacility.org/sites/gff_new/files/documents/Uganda-Investment-Case.pdf
Resource Link 10	Uganda Demographic Health Survey 2016 (UDHS) https://dhsprogram.com/pubs/pdf/FR333/FR333.pdf
Resource Link 11	PMA 2020 Uganda Country Reports https://www.pma2020.org/research/country-reports/uganda
Resource Link 12	Uganda National Population and Housing Census, 2014 https://www.ubos.org/wp-content/uploads/publications/03_20182014_National_Census_Main_Report.pdf
Resource Link 13	Standard Provisions for U.S. NGOs https://www.usaid.gov/sites/default/files/documents/1868/303maa.pdf
Resource Link 14	Standard Provisions for Non-U.S. NGOs https://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf
Resource Link 15	Allowable USG Funding Support for GOU Entities and Staff https://www.usaid.gov/sites/default/files/documents/1860/J.14%20Allowable%20USG%20Funding%20Support%20for%20GOU%20Entities%20and%20Staff_0.pdf

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ATTACHMENT A - LIST OF ACRONYMS

ANC	Antenatal Care
APC	Advancing Partners and Communities
AOR	Agreement Officer Representative
BEO	Bureau Environmental Officer
BMGF	Bill and Melinda Gates Foundation
CDCS	Country Development and Cooperation Strategy
CLA	Collaborative Learning and Adapting
CYP	Couple-years protection
DFID	Department for International Development (UK Aid)
DHIS2	District Health Information System
DHO	District Health Office
DO	Development Objective
EA	Environmental Assessment
EMHS	Essential medicines and Health Supplies
EMMP	Environmental Mitigation and Monitoring Plan
ER	Environmental Review
ERF	Environmental Review Form
FP	Family Planning
FP4HD	Voluntary Family Planning for Health and Development
FP CIP	Family Planning Costed Implementation Plan
FP/RH	Family Planning/Reproductive Health
GBV	Gender-based Violence
GoU	Government of Uganda
HIP	High Impact Practice
HIV	Human Immuno-Deficiency Virus
HMIS	Health Management Information System
HSS	Health System Strengthening
IEE	Initial Environmental Examination
IP	Implementing Partner
IR	Intermediate Results
J2SR	Journey to Self-Reliance
LMIS	Logistics Management Information System
LQAS	Lot Quality Assurance Survey
M&E	Monitoring and Evaluation
mCPR	Modern Contraceptive Prevalence Rate
MNCAH	Maternal, Newborn, Child, and Adolescent Health
MoE	Ministry of Education
MoH	Ministry of Health

MoLG	Ministry of Local Government
MoGLSD	Ministry of Gender, Labour and Social Development
NDP	National Development Plan
NMS	National Medical Stores
NPA	National Planning Authority
NPC	National Population Council
OVC	Orphans and Vulnerable Children
OPM	Office of the Prime Minister
PAD	Project Appraisal Document
PEPFAR	President's Emergency Plan for AIDS Relief
PNC	Postnatal Care
RHITES	Regional Health Integration to Enhance Services
RMNCAH	Reproductive, Maternal, Newborn, Child, and Adolescent Health
SBC4T	Social Behavior Change for Transformation
SDP	Service Delivery Points
SIDA	Swedish International Development Cooperation Agency
TA	Technical Assistance
TFR	Total Fertility Rate
ToC	Theory of Change
TWG	Technical Working Group
UAC	Uganda AIDS Control
UBOS	Uganda Bureau of Statistics
UDHS	Uganda Demographic and Health Survey
UHHS	Uganda Health Systems Strengthening
UHSC	Uganda Health Supply Chain
UN	United Nations
UNFPA	United Nations Fund for Population Assistance
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
USD	United States Dollars
USG	United States Government
VCT	Voluntary Counseling and Testing
VHT	Village Health team
VMMC	Voluntary Medical Male Circumcision
WASH	Water and Sanitation
WHO	World Health Organization

ATTACHMENT B PAST PERFORMANCE INFORMATION FORM**(TO BE COMPLETED BY THE APPLICANT)**

1.	AWARD NUMBER:
2.	RECIPIENT/ CONTRACTOR (NAME AND ADDRESS):
3.	TYPE OF AWARD:
4.	COMPLEXITY OF WORK: DIFFICULT _____ ROUTINE _____
5.	DESCRIPTION, LOCATION, AND RELEVANCY OF WORK:
6.	DOLLAR VALUE OF WORK : ____ STATUS: ACTIVE _____ COMPLETED _____
7.	DATE OF AWARD: _____ AWARD COMPLETION DATE (INCLUDING EXTENSIONS): _____
8.	TYPE AND EXTENT OF SUBAWARDS: _____
9.	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)]:

**ATTACHMENT C - CERTIFICATIONS, ASSURANCES, REPRESENTATIONS AND OTHER STATEMENTS
OF THE RECIPIENT**

Can be downloaded from <https://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf>

ATTACHMENT D - BUDGET TEMPLATE

[See Attached]

ATTACHMENT E - USAID/UGANDA LOCAL COMPENSATION PLAN (LCP)

[See Attached]

ATTACHMENT F - APC FERTILITY HOT SPOT MAPPING REPORT

[See Attached]

ATTACHMENT G - APC SOCIAL NORMS EXPLORATION REPORT

[See Attached]

ATTACHMENT H- UGANDA AND CDCS GUIDING PRINCIPLES RELEVANT TO FAP4HD

[See Attached]

**ATTACHMENT I- REPRODUCTIVE HEALTH/FAMILY PLANNING IMPLEMETATION
LETTER**
[See Attached]

[END OF NOFO]