Notice of Funding Opportunity (NOFO) Issue Date: April 4, 2022
Deadline for Submitting Questions: April 19, 2022

Response to Questions Date: ~~April 22, 2022~~ April 29, 2022
Deadline for Submitting Applications: ~~May 9, 2022~~ May 16, 2022, 4:00p.m, Kampala Time.

Subject: Notice of Funding Opportunity (NOFO) Number:72061722RFA00002, Amendment 01

Program Title: USAID Local Priorities and Partnership Activity

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

Dear Sir/Madam:

The United States Agency for International Development (USAID) is seeking applications for a Fixed Amount Award or grant from qualified entities to implement the USAID Local Priorities and Partnership program. Eligibility for this award is restricted to local organizations that have not received more than $5 million over the last five years.

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

To be eligible for award, the applicant must provide all information as required in this NOFO and meet eligibility standards in Section C of the NOFO. This funding opportunity is posted on www.grants.gov, and may be amended. It is the responsibility of the applicant to regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity and to ensure that the NOFO has been received from the internet in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion process. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

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

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

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

Thank you for your interest in USAID programs.

Sincerely,

Andreea Surdu Digitally signed by Andreea Surdu
Date: 2022.04.29 10:34:55 +03'00'

Andreea Surdu
Agreement Officer

TABLE OF CONTENTS

SECTION A: PROGRAM DESCRIPTION

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

A. BACKGROUND

A.1 INTRODUCTION

USAID intends to partner with Ugandan local organizations to improve the ways that local groups work on a regional level to assess, plan, and build development alliances. The Local Priorities and Partnership Activity (LPPA) is a USAID-funded activity that will support Ugandan regional organizations to achieve this objective. LPPA will ensure there are reputable, inclusive, functional, and sustainable regional platforms to pursue sound, evidence-informed, and scalable development approaches and initiatives.

A.2 Problem Statement

Uganda's local governments lack the mechanisms to organize, coordinate, and direct resources from the government, donors, and the private sector. They also lack the capacity to apply these resources to broader, regional problems. This USAID program responds to Uganda's proliferation of political districts and its associated challenges of disjointed development planning, inadequate financing of local governments, and limited power to engage the central government meaningfully.

In 2016, USAID embarked on a new five-year Uganda Country Development Cooperation Strategy (CDCS 2016-2021) with commitments to address development challenges by "engaging Ugandans in new ways in which the country's development is done 'with' and 'by' them rather than 'to' them." USAID piloted a new approach, the Regional Coordination Initiative (RCI). RCI empowers local communities to:

- Define their development priorities, challenges, and competitive advantages
- Drive new investment opportunities.
- Foster locally led and locally owned development.

RCI started in northern Uganda in 2016 when USAID responded to a request from local leaders in Acholi, Lango, and West Nile sub-regions to facilitate consultation of the region's development. USAID supported leaders in convening a meeting with various stakeholders from three sub-regions. Stakeholders represented local government, private sector, and religious, cultural, and civil society leaders. They agreed that the proliferation of districts, and the varying capacities of local government, hinder development. They decided that a northern regional platform representing local voices would facilitate collective growth and achieve a shared vision. The regional platform would hold local government, central government, and development partners more accountable. Bringing local districts together is supported in the Government of Uganda's Local Government Act, which provides the legal framework to support districts in the same geographical region to collaborate and cooperate for development purposes.

In March 2017, northern regional stakeholders elected a fifteen-member interim steering committee which incorporates local political, cultural, and civil society leadership including youth and women leaders. The committee conducted consultations across the North to formulate a region-centered development strategy and investment plan. Subsequently, the committee embarked on registering the platform as a legal entity and drafted articles of association. By 2019, the regional committee became formalized as a registered entity known as the Northern Uganda Regional Development Forum (NURDEF). NURDEF was launched in August 2019, alongside its fifteen-year development strategy and supporting investment plan. It elected a substantive committee to oversee the regional plan's execution and has since established a secretariat and hired a coordinator.

Building on the approach used in northern Uganda, USAID performed scoping missions in the southwestern and Karamoja regions in 2018. Following a similar trajectory as the North, development platforms took shape in these regions. These organizations are drafting their regional strategies, completing supporting research, and are formally registered as legal entities. While still a work in progress, the regional coordination approach is an example of how USAID nurtures locally led development in Uganda.

A.3 Assistance to the Sector

There is growing interest in the regional coordination approach in the Government of Uganda (GOU) and other development partners. Extensive engagement with GOU ministries, departments, and agencies (MDAs) over the years have resulted in an effective working relationship. MDAs such as the National Planning Authority, the office of the State Minister for Northern Uganda, Ministry for Karamoja Affairs, and the Prime Minister's Delivery Unit have supported the RCI approach and influenced the strategic orientation and support for NURDEF, the most developed of the platforms.

The GOU has discussed initiatives that complement the regional platforms. Development partners have expressed interest in supporting them. The German development agency (GIZ) and the United Nations Capital Development Fund have earmarked support for NURDEF. The GOU and the Ministry for Karamoja Affairs have revived the idea of using a Karamoja Development Agency to harness development actors in the regions. Government initiatives like the Parish Development Model have been used and revitalized in order to focus and intensify assistance efforts in smaller, manageable governance units. LPPA will assist regional platforms to harness these collective efforts, provide representation of these initiatives, and guide and coordinate assistance that maximizes development impact.

For regional coordination to use the latest data and academic thought, USAID engaged local Ugandan universities in supporting regional platforms to identify evidence-based priorities that will inform their strategies and investment plans.

B. DEVELOPMENT HYPOTHESIS, PROJECT GOAL AND PURPOSE

B.1 Development Hypothesis and Key Assumptions

LPPA's development hypothesis is as follows: If USAID increases the capacity of regional platforms to work with resource partners, then more effective and efficient local development programs will result. At the output level, USAID expects that if regional platforms have improved leadership and greater organizational capacity; and if they utilize local research, then private sector and development investment will improve.

A key assumption for this activity is that local stakeholders and governments will support the regional platforms, which has been proven in part by the history of voluntary participation and engagement at organizational levels.

B.2 Activity Goals and Purpose

Activity Goal:

The goal of this activity is to develop the regional platforms into reputable, inclusive, functional, and sustainable entities that are capable of pursuing sound, evidence-informed, large-scale, and regional-centered development approaches and initiatives.

Activity Purpose:

The activity purpose is to work with local Ugandan implementing partners that will support the regional platforms in their work with stakeholders and research partners. LPPA will ensure Ugandan organizations like the regional platforms have the capacity to operate independently and sustainably, and LPPA will render support that enhances their organizational, leadership, technical, and administrative abilities.

Activity-level Expected Results:

The activity will achieve this goal through the following four activity-level results.

Sub-Purpose 1: Improve the administrative and technical capacity of regional platforms to engage, coordinate, and manage stakeholders to collectively influence locally prioritized development.

Sub-Purpose 2: Improve the leadership skills of individual members of the regional platforms.

*Sub-Purpose 3:*Assist regional platforms to attract and leverage private sector support and investments.

Sub-Purpose 4: Strengthen research partnerships to inform local decision-making and development assistance.

C. ILLUSTRATIVE INTERVENTIONS AND RESULTS

C.1 Sub-purpose 1: Improve the administrative and technical capacity of regional platforms to engage, coordinate and manage stakeholders to collectively influence locally prioritized development.

The regional platforms require a high degree of organizational capacity to effectively coordinate and interface with large numbers of stakeholders across geographic territories. Regional platforms need to facilitate consensus and lobby for identified local priorities to effectively influence their development trajectory.

Early assessments of the regional platforms indicated institutional weaknesses such as a lack of administrative and technical capacities, inadequate staffing, and missing operational policies and systems. LPPA will seek to increase the skills and capacity of regional platforms to manage themselves as sustainable organizations in order to advance locally led development.

Expected results of Sub-Purpose 1 include:

1. Improved, fit-for-purpose organizational capacity in the regional platforms such as greater administrative, operational, financial, and technical capabilities. Regional platforms will be able to independently schedule and conduct regular events necessary to advance their agenda.
2. Staff are successfully recruited, including long-term and short-term staff, and training is planned and provided to increase skills. Staff development plans are established with regular training and members are fully aware of their roles and responsibilities.
3. Members of the regional platforms are regularly updated on progress and events of the regional platforms.
4. Regional platforms are mobilizing resources to access funding necessary to support and improve their operations. Resource mobilization plans are established and outreach to sources of funding are professionalized.

Illustrative activities under Sub-Purpose 1 include:

- Identify gaps in organizational capacity through gap analysis of managerial, financial, administrative, and human resource capacity. Consider appropriate organizational capacity tools.

- Propose policies, training, and procedures to bridge gaps in managerial, financial, administrative and human resource capacity. Reduce management risk and support the establishment of organizational systems such as financial management and human resource management.
- Develop and operationalize strategic partnership and collaborative arrangements with stakeholders including development partners, private sector, and government ministries, departments and agencies.

C.2 Sub-Purpose 2: Improve the leadership skills of individual members of the platforms.

The success and sustainability of the regional platforms will depend on their leadership. LPPA will support the capacity development of steering committee members to successfully establish and articulate a regional-centered agenda, provide a vision and set of goals for their respective regional platform, engage with relevant actors, work towards organizational sustainability, and attract private and donor investment. The activity will identify areas for transformational leadership development for platform leaders and secretariat staff and develop appropriate training, approaches, and programs to address specific needs.

Expected results of Sub-Purpose 2 include:

1. Improved leadership capacity of steering committee members and staff.
2. Focused mission statements and visions to guide platform leadership and staff.
3. Improved intra-organizational coordination between the platform leadership, technical staff and constituent members.
4. Platform leaders effectively monitor and address governance and risk management aspects within their platforms.

Illustrative activities under Sub-Purpose 2 include:

- Deliver leadership training through approaches tailored to the needs of platform leaders and secretariat staff.
- Develop a leadership performance tracking tool for use by platform leadership and staff.
- Provide targeted skills-building and other professional development in, and increase access to relevant research on, leadership, supervision, staff and other resource management, communications, managerial and group decision-making, time-management and other competencies required for internal organizational effectiveness.

C3. Sub-Purpose 3: Assist the regional platforms to attract and leverage private sector support and investments.

USAID recognizes the key role the private sector plays as an important driver of economic development, particularly in Uganda's regions. The ability for regional platforms to attract both local and international private investment is pivotal for achieving their development aspirations.

Regional platforms need support to engage with private sector actors, while positioning themselves as information hubs for all stakeholders.

Expected results of Sub-Purpose 3 include:

1. Increased regional investment through greater visibility of investment opportunities with the private sector.
2. Increased capacity for local stakeholders to understand and engage the private sector in investment and business development in each region.
3. Established relationships between district commercial and production offices, district investment committees, and local chambers of commerce to facilitate and deploy investment.
4. Developed regularly updated regional investment plans linked to the platforms' local development priorities.

Illustrative activities under Sub-Purpose 3 include:

- Support feasibility studies and the development and updating of a list of bankable investment projects with which steering committees will engage private sector actors.
- Establish and strengthen coordination and engagement between regional platforms and business organizations and private sector actors, such as but not limited to the Uganda Women Entrepreneurs Association, Private Sector Foundation, and Uganda National Chamber of Commerce and Industry.
- Establish local economic investment forums to identify opportunities that can be marketed to local and international investors. For example, serviced land with utilities and infrastructure could be developed and offered to investors.

C.4 Sub-Purpose 4: Strengthen research partnerships to inform local decision-making.

LPPA will work with regional platforms and local research institutions to compile relevant research and evaluation products that inform development and decision-making. With these tools, LPPA will assist regional platforms to compile and review data, access evaluations and analyses, and provide relevant, high-quality information to decision-makers and leaders across regions.

Through new and established regional research partnerships, LPPA will strengthen the ability of regional platforms to forecast local and national development trends, increase access to a shared and growing body of research, and improve the ability of partners to weigh development alternatives.

Expected results of Sub-Purpose 4 include:

1. New formalized partnerships between local universities and the regional platforms
2. Sustainable research relationships that regularly provide relevant development data to regional platforms and other development partners.
3. Research results are disseminated widely and communicated with actionable recommendations. Local actors through the regional platforms regularly provide research topics relevant to development partners and other stakeholders like the GOU.
4. Increased donor, local government and private sector uptake of action-based research that influences policy, service delivery, programming and investment decisions.

Illustrative activities under Sub-Purpose 4 include:

- Facilitate learning by regional platforms, local actors, development partners, and other stakeholders with regional universities and research institutions to identify and review regional challenges, and promote monitoring, evaluation, and learning for platforms and stakeholders including the GOU.
- Facilitating the review and/or drafting of policy briefs, technical evaluations and assessments for use in development decision-making.
- Establish formal local university partnerships with regional platforms that mutually and strategically engage research and data with development priorities.

C.5 Geographic Focus

The activity will focus on the areas where regional platforms have been established, namely Karamoja, Northern Uganda, and Southwestern Uganda. However, activities may be Uganda country-wide particularly in Kampala in order to facilitate appropriate linkages, for example with the central government or between regions.

D. ACTIVITY TIMELINE AND MILESTONES

The following milestone schedule is an illustrative schedule that shall govern activity implementation. USAID will pay the predetermined price for completion of each milestone after the grantee has presented the deliverables set forth herein.

The milestones below are illustrative. Applicants are expected to propose changes in the interest of efficient implementation, local capacity, and the Applicant’s proposed approach within the framework of this Program Description. Milestones, specific activities, quantities, and approaches for Years 2 and 3 are expected to be proposed by the Applicant using prior years’ results, lessons learned, and consultations with the targeted organizations (i.e. regional platforms) in order to maximize impact and sustainability of LPPA activities.

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

Illustrative Milestones for LPPA Activity

Milestone	**Description of Activities**	**Deliverables/ Verification Method**	**Estimated Time to Complete the Deliverables**	**Amount (TBD)**
0-1) Project Implementation Plan with Year 1 Project Workplan	The Recipient will finalize a broad Three-Year Implementation Plan for the entire project, based on the grant application. The Implementation Plan should contain elements that will achieve the objectives described in the NOFO, and will be finalized in coordination with USAID. Year 1 under this plan will be a more detailed implementation plan and serve as the first year work plan. This plan could include: ● Description of activities, timeline, and anticipated results ● Stakeholder engagement plan ● Plans for collaborating with USAID and key stakeholders ● Initial feedback from local communities/stakeholders on the work plan	Project work plan approved by the AOR	30 days after award for initial submission	
0-2) Monitoring & Evaluation (M&E) Plan	The Recipient will develop an M&E Plan, which describes the expected M&E approach to LPPA including developing indicators, targets, and methodology, such as a baseline, sample sizes, and analysis of data. The M&E Plan should include any relevant quantitative and qualitative indicators and should be based on the milestones and deliverables in this Milestone table.	M&E Plan, approved by the AOR.	30 days after implementation plan approval	

1-1) Institutional Capacity Building Plan for Year 1	The Recipient will provide organizational capacity support to the regional platforms. This support can be based on the collection and analysis of data, as well as consultations with the regional platforms. This milestone will be attributed to LPPA Sub-purpose 1 with sub-milestones approved by the USAID AOR. Illustrative activities the Recipient will undertake include: ● The development and delivery of course modules to regional platforms ● Support for the drafting and finalization of handbooks, policies, and SOPs of the regional platforms. ● Training for regional platforms to use manuals, policies, handbooks, and SOPs developed.	This milestone will include Sub-Purpose 1 potential deliverables verified by the AOR such as ● Trainings delivered. At least one training session should be delivered to each regional platform per year, with more trainings suggested on specific topics proposed by the Recipient ● Course material developed and delivered. At least one course should be prepared and delivered to each regional platform over the lift of the activity, with more trainings suggested. ● Drafted organizational handbooks or policies. At least one new handbook or policy should be drafted for each regional platform over the life of the activity, with	Within 13 months of the award	

		more suggested by the Recipient.		
1-2) Leadership Capacity Building	The Recipient will provide support to the regional platforms to develop their leadership capacity. This support can be based on the collection and analysis of data, as well as consultations with the regional platforms. This milestone will be attributed to LPPA Sub-purpose 2 with sub-milestones approved by the USAID AOR. Illustrative activities the Recipient will undertake include: ● Training and coaching services, ● Facilitation of regional platform meetings or outreach, such as General Assembly meetings, ● Facilitate and support for the establishment of management and leadership structures to more effectively and strategically lead regional platforms, e.g. external relationships and agreements or advisory boards	This milestone will include Sub-Purpose 2 potential deliverables verified by the AOR such as ● Trainings and coaching sessions delivered. At least one training of coaching session should be delivered to each regional platform each year, with more trainings suggested. ● Meetings and travel supported or held. At least two meetings or travels are expected to be supported for each regional platform, with more suggested. ● Advisory boards and agreements signed that establish formal relationships with regional platforms. At least one new formal relationship should be established for	Within 13 months of the award	

		each regional platform over the course of the activity, with more suggested as applicable and possible.		
1-3) Private Sector Engagement Support	The Recipient will provide support to the regional platforms to develop their private sector engagement capacity. This support will be based on the collection and analysis of data, as well as consultations with the regional platforms. This milestone will be attributed to LPPA Sub-purpose 3 with sub-milestones approved by the USAID AOR. Activities the Recipient will undertake include: ● Support the regional platforms to develop and finalize private investment plans ● Facilitation of outreach and establishment of private sector relationships with the regional platforms ● Needs assessment to identify gaps in private sector engagement in the regional platforms	This milestone will include Sub-Purpose 3 potential deliverables verified by the AOR such as ● Private sector investment plans developed. At least one private sector investment plan should be reviewed and refreshed for each regional platform over the life of the activity, with new plans developed or updated as needed. ● Private sector engagement needs assessment. At least one private sector engagement needs assessment should be considered for each regional platform over the life of the	Within 13 months of the award	

		activity, with new assessments or plans developed or updated as needed. ● Meetings and travel supported or held. At least two meetings or travels should be supported for each regional platform each year, with more suggested as needed. ● Agreements signed with private sector or investor groups that establish formal relationships with regional platforms ● At least one new agreement for each regional platform is expected during the life of the activity		
1-4) Capacity Building of Regional Platforms to Engage with Universities and Research Institutions	The Recipient will provide support to the regional platforms to develop their capacity to meaningfully engage with universities and research institutions to support development questions. This support will be based on the collection and analysis of data, as well as consultations with the regional platforms.	This milestone will include Sub-Purpose 4 potential deliverables verified by the AOR such as ● Research partnership agreements signed. At least one new	Within 13 months of the award	

	Activities under this milestone will be attributed to LPPA Sub-purpose 4 and a Year 1 plan with any sub-milestones will be approved by the USAID AOR.activities the Recipient will undertake include: ● Support to the regional platforms to engage and formalize research partnerships and activities ● Support to research organizations to conduct and engage research for the benefit of regional platforms	partnership agreement is strongly suggested for each regional platform during the life of the activity, where applicable. ● Meetings and travel supported or held to support research studies or research area development. At least one meeting or travel is expected for each regional platform per year, with more as needed. ● Agreements signed with research groups that establish formal relationships with regional platforms. At least one new agreement is strongly suggested for each regional platform over the life of the activity.		
Year 2				
2-0) Year 2 Work Plan	Based on the initial Implementation Plan, lessons learned from Year 1, and expectations for Year 2,	Year 2 Work Plan, approved by the AOR	30 days after	

	the Recipient will develop the Year 2 Work Plan. All sub-milestones and deliverables proposed during Year 2 should benchmark Year 1 results and be adjusted to fit.		completion of Year 1	
2-1) Institutional Capacity Building Plan for Year 2	The Recipient will provide organizational capacity support to the regional platforms. This support can be based on the collection and analysis of data, as well as consultations with the regional platforms. This milestone will be attributed to LPPA Sub-purpose 1 with sub-milestones approved by the USAID AOR. Illustrative activities the Recipient will undertake include: ● The development and delivery of course modules to regional platforms ● Support for the drafting and finalization of handbooks, policies, and SOPs of the regional platforms. ● Training for regional platforms to use manuals, policies, handbooks, and SOPs developed.	This milestone will include Sub-Purpose 1 potential deliverables verified by the AOR such as ● Trainings delivered, ● Course material developed and delivered, ● Drafted organizational handbooks or policies	Within 25 months of the award	
2-2) Leadership Development Support	The Recipient will provide support to the regional platforms to develop their leadership capacity. This support can be based on the collection and analysis of data, as well as consultations with the regional platforms. Activities under this milestone will be attributed to LPPA Sub-purpose 2 and a Year 2 plan with any sub-milestones will be approved by the USAID AOR. Illustrative activities the Recipient will undertake include: ● Training or coaching services, ● Facilitation of regional platform meetings or outreach, such as General Assembly meetings, Facilitate and support for the establishment of management and leadership structures to more effectively and strategically lead regional	As approved by the USAID AOR, this milestone will include a Year 2 sub-milestone plan for Sub-Purpose 2, and potential deliverables such as ● Trainings or coaching sessions delivered, ● Meetings and travel supported or held ● Advisory boards and agreements signed that establish formal relationships	Within 25 months of the award	

	platforms, e.g. external relationships and agreements or advisory boards	with regional platforms		
2-3) Private Sector Support	The Recipient will provide support to the regional platforms to develop their private sector engagement capacity. This support can be based on the collection and analysis of data, as well as consultations with the regional platforms. Activities under this milestone will be attributed to LPPA Sub-purpose 3 and a Year 2 plan with any sub-milestones will be approved by the USAID AOR. Illustrative activities the Recipient will undertake include: ● Support to the regional platforms to develop and finalize private investment plans Facilitation of outreach and building of private sector relationships with the regional platforms	As approved by the USAID AOR, this milestone will include a Year 2 sub-milestone plan for Sub-Purpose 3, and potential deliverables such as ● Analysis or investment feasibility plans or studies, ● Meetings and travel supported or held ● Agreements signed with private sector or investor groups that establish formal relationships with regional platforms	Within 25 months of the award	
2-4) Research Partnership Support	The Recipient will provide support to the regional platforms to develop their capacity to meaningfully engage with universities and research institutions to support development questions. This support can be based on the collection and analysis of data, as well as consultations with the regional platforms. Activities under this milestone will be attributed to LPPA Sub-purpose 4 and a Year 2 plan with any sub-milestones will be approved by the USAID AOR. Illustrative activities the Recipient will undertake include: ● Support to the regional platforms to develop and finalize private investment plans	As approved by the USAID AOR, this milestone will include a Year 2 sub-milestone plan for Sub-Purpose 4, and potential deliverables such as ● Analysis or investment feasibility plans or studies, ● Meetings and travel supported or held ● Agreements signed with research groups	Within 25 months of the award	

	Facilitation of outreach and building of private sector relationships with the regional platforms	that establish formal relationships with regional platforms		
Year 3				
3-0) Year 3 Work Plan	Based on the initial Implementation Plan, lessons learned from Years 1 and 2, and expectations for Year 3, the Recipient will develop the Year 3 Work Plan. All sub-milestones and deliverables proposed during Year 3 should benchmark Year 1 and Year 2 results and be adjusted to fit.	Year 3 Work Plan, approved by USAID AOR	30 days after completion of Year 2	
3-1) Organizational Capacity Support for Year 3	The Recipient will provide organizational capacity support to the regional platforms. This support can be based on the collection and analysis of data, as well as consultations with the regional platforms. Activities under this milestone will be attributed to LPPA Sub-purpose 1 and a Year 3 plan with any sub-milestones will be approved by the USAID AOR. Illustrative activities the Recipient will undertake include: ● The development and delivery of course modules to regional platforms Support for the drafting and finalization of handbooks, policies, and SOPs of the regional platforms.	As approved by the USAID AOR, this milestone will include a Year 3 sub-milestone plan for Sub-Purpose 1, and potential deliverables such as ● Trainings delivered, ● Course material developed and delivered, ● Drafted organizational handbooks or policies	By close of the award	
3-2) Leadership Development Support	The Recipient will provide support to the regional platforms to develop their leadership capacity. This support can be based on the collection and analysis of data, as well as consultations with the regional platforms. Activities under this milestone will be attributed to LPPA Sub-purpose 2 and a Year 3 plan with any sub-milestones will be approved by the USAID AOR. Illustrative activities the Recipient will undertake include: ● Training or coaching services,	As approved by the USAID AOR, this milestone will include a Year 3 sub-milestone plan for Sub-Purpose 2, and potential deliverables such as ● Trainings or coaching sessions delivered,	By close of the award	

	• Facilitation of regional platform meetings or outreach, such as General Assembly meetings, Facilitate and support for the establishment of management and leadership structures to more effectively and strategically lead regional platforms, e.g. external relationships and agreements or advisory boards	• Meetings and travel supported or held • Advisory boards and agreements signed that establish formal relationships with regional platforms		
3-3) Private Sector Support	The Recipient will provide support to the regional platforms to develop their private sector engagement capacity. This support can be based on the collection and analysis of data, as well as consultations with the regional platforms. Activities under this milestone will be attributed to LPPA Sub-purpose 3 and a Year 3 plan with any sub-milestones will be approved by the USAID AOR. Illustrative activities the Recipient will undertake include: • Support to the regional platforms to develop and finalize private investment plans Facilitation of outreach and building of private sector relationships with the regional platforms	As approved by the USAID AOR, this milestone will include a Year 3 sub-milestone plan for Sub-Purpose 3, and potential deliverables such as • Analysis or investment feasibility plans or studies, • Meetings and travel supported or held • Agreements signed with private sector or investor groups that establish formal relationships with regional platforms	By close of the award	
3-4) Research Partnership Support	The Recipient will provide support to the regional platforms to develop their capacity to meaningfully engage with universities and research institutions to support development questions. This support can be based on the collection and analysis of data, as well as consultations with the regional platforms.	As approved by the USAID AOR, this milestone will include a Year 3 sub-milestone plan for Sub-Purpose 4, and potential deliverables such as	By close of the award	

	Activities under this milestone will be attributed to LPPA Sub-purpose 4 and a Year 3 plan with any sub-milestones will be approved by the USAID AOR. Illustrative activities the Recipient will undertake include: ● Support to the regional platforms to develop and finalize private investment plans Facilitation of outreach and building of private sector relationships with the regional platforms	● Analysis or investment feasibility plans or studies, ● Meetings and travel supported or held ● Agreements signed with research groups that establish formal relationships with regional platforms		
3-5) Close out Plan and Transition Plan	The Recipient will submit a plan to close out LPPA activities and support to the regional platforms. This close out plan will detail any required property disposition, and will seek to prioritize sustainability of regional platforms post-LPPA support. This plan will include analysis and recommendations for regional platforms to continue their activities.	Close out and Transition Plan, including a report on key findings, lessons learned and recommendations for the future platforms approved by the AOR	At least 90 days before the close of the award	
3-6) Learning dissemination and close out event	The Recipient will support a dissemination and close out event for LPPA with the three regional platforms and USAID to present activities, key findings, lessons learned, and recommendations for the future of the regional platforms.	Dissemination event held with attendance slips and other proof of holding the event	By the close of the award	

E. PROGRAM REPORTING

E.1 Annual Work Plans

Annual work plans will be developed by the partner and submitted to USAID according to the milestone plan. These work plans will propose activities and sub-milestones with a payment schedule for each year of the activity. Work plans must be approved by USAID before payments are made for results and outputs achieved.

E.2 Monitoring, Evaluation, and Learning

LPPA will employ an evidence-based adaptive management approach. The approach should be grounded in an activity experience that assesses the effectiveness and feasibility of the technical approaches to achieve its outcomes. Across all activities the recipient will emphasize rapid, robust, and programmatically-usable monitoring that is comprehensive in nature and includes 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).

USAID is committed to building the evidence base for programming, and LPPA will provide data through its collaboration with local actors and through the university research partnerships that the activity seeks to establish. LPPA will incorporate these innovative approaches to monitoring, evaluation, and learning. LPPA detailed activity monitoring, evaluation, and learning planning will be collaboratively defined and drafted during program start-up by the implementing partner and USAID. This includes co-developing and finalizing indicators for each objective.

The Mission will enlist the help of the Uganda Learning Activity to ensure the development of an Activity Monitoring, Evaluation, Reporting and Learning Plan (AMELP), aligned with the results framework and learning questions of LPPA. The Activity will draw upon a broad range of both qualitative and quantitative data and information. Quantitative data will be collected using a comprehensive list of performance indicators. Qualitative data/information will be obtained using a range of methods, including process tracing, outcome harvesting and case studies. Quarterly learning fora will be convened by the Implementing Partner, bringing together a wide spectrum of stakeholders at local, regional and national level, to identify lessons for programmatic adaptation. The activity will work closely with the USAID/Uganda's Learning Activity in facilitating implementation of the AMELP. The activity will be evaluated at the end of the second year to determine its overall effectiveness and draw lessons for the future. The evaluation findings will help the Mission to determine the capabilities of the regional entities and prospect of designing transition awards to them in accordance with the Local Works guidelines. Further, to the extent possible, the LPP Activity will utilize existing MEL systems of the District Local Government.

The implementing partner will consult the Agreement Officer's Representative (AOR) and the mission's Monitoring and Evaluation Specialist regarding collection of data for USAID indicators pertinent to the implementation plan. Below is a list of illustrative indicators per outcome area. Additional indicators will be co-developed by partners and USAID to ensure they are useful for the Mission, its partners, local stakeholders, and communities for assessing progress, managing adaptively, and measuring impact.

Outcome Area	Illustrative Performance Indicators
Activity Goal: To ensure there are reputable, inclusive, highly-functional and sustainable platforms to pursue sound, evidence-informed and large-scale regional centered development approaches and initiatives.	● **Custom:** Value of budget managed by USG-supported organizations
Outcome 1: Improve the administrative and technical capacity of regional platforms to engage, coordinate and manage stakeholders to collectively influence locally prioritized development.	● **CBLD-09:** Percent of USG-assisted organizations with improved performance ● **Custom**: Improvement in an organizational capacity index.
Outcome 2: Improve the leadership skills of individual members of the platforms.	● **Custom**: Percentage of USAID supported leaders who demonstrate improvement in leadership skills ● **GNDR-8**: Number of training and capacity building activities conducted with USG assistance that are designed to promote the participation of women or the integration of gender perspectives in public or private sector institutions or organizations.
Outcome 3: Assist the regional platforms to attract and leverage private sector support and investments.	● **CBLD-10:** Dollar value of non-donor resources mobilized for locally led development. ● **YOUTH-3:** Percentage of participants who are youth (15-29) in USG-assisted program designed to increase access to productive economic resources
Outcome 4: Strengthen research partnerships to inform local decision-making.	● **STIR-12:** Number of peer-reviewed scientific publications resulting from USG support to research and implementation programs ● **Custom:** Number of studies, publications or research products supported through USG assistance with demonstrated use by

	development partners or the public or private sectors.

E.3 Performance Monitoring Plan

The implementing partner will consult the Agreement Officer's Representative (AOR) and the mission's Monitoring and Evaluation Specialist regarding the USAID/Uganda mission's Performance Monitoring Plan (PMP) and any required reporting necessary for mission monitoring. These results will support the mission's Country Development Cooperation Strategy (CDCS). A new Uganda mission CDCS is expected in 2022/2023 which may require adaptation for activities including this. Additional indicators will be co-developed by partners and USAID to ensure they are useful for the Mission, its partners, local stakeholders, and communities for assessing progress, managing adaptively, and measuring impact.

E.4 Annual Reports

The implementing partner is expected to submit regular reporting of progress and activities under the agreement. An annual report is expected to be submitted to USAID according to the milestone plan that summarizes the previous year's achievements and results and provides analysis recommendations for the next year's activities.

E.5 Inspection and Monitoring Reports

Under the FAA milestone plan, the implementing partner will keep records that document the delivery of agreed-upon milestones, including but limited to attendance records, invoices for sub-contracts or sub-grants, receipts for equipment and materials, etc. These records should be included with milestone reimbursement invoices submitted to USAID.

F. CROSS-CUTTING REQUIREMENTS

F.1 Sustainability

USAID aims to develop and build the capacity of local Ugandan actors and organizations to direct their own development. Sustainability of organizations such as the regional platforms is key to ensuring that development is locally led and local voices continue to have a say in Uganda's development trajectory. The purpose of the activity is to institutionalize the regional development platforms through organizational capacity building and improved local leadership. This activity will help regional platforms to develop sources of funding and sustainable resources to support their activities. Expected resources beyond USAID and this activity include other donors, private sector, membership fees, and central government support. At the end of the LPPA activity, it is expected that continued USAID activity will not be necessary to continue the work of the regional platforms.

F.2 Gender, Youth, and other Inclusion Considerations

USAID recognizes the engagement and inclusion of women, youths, indigineous peoples, and other marginalized groups in its strategies and programs as a critical consideration. LPPA will ensure that it's support amplifies the voices of marginalized groups and that their membership is institutionalized in each of the regional platforms. Based on recommendations from the initial gender analysis, the Activity will undertake the following to ensure effective inclusion of concerns of marginalized groups:

- Ensure representation of women, youth, PWDs and other marginalized groups on regional platform steering committees as well as in staffing.
- Utilize information dissemination approaches that reach women, youth, and PWDs through their social networks and within their local settings.
- Partnership with women led CSOs, DPOs, youth groups to ensure the representation of the needs of women, youths and PWDS or other marginalized groups
- Train women, youth and PWDs representatives in leadership to effectively participate in setting the priorities and goals of the regional platforms
- Ensure partnerships with business organizations and private sector actors that target women, youth, PWDs, and
- Integrate gender and social inclusion analysis in the regional research partnership agenda.

Further a gender analysis shall be conducted to inform priorities, strategies and design of activities that will be carried out by the programs. Program information will be analyzed and disaggregated based on the sex, age, and other relevant categories to highlight the differences in participation, effect of the programs on gender relations, and the impact and benefits to male, women, youth and other marginalized groups.

The activity will leverage funding from USAID's DRG center for indigenous people's research, currently underway in Karamoja and Southwestern regions.

F.3 Environmental Compliance

The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) Parts 201.5.10g and 204 (https://www.usaid.gov/who-we-are/agency-policy/series-200), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. The recipient environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this NOFO.

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

No activity funded under this grant will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE) duly signed by the Bureau Environmental Officer (BEO). This NOFO has received approval for an IEE RCE.

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

If the recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.

Any activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the award and environmental documentation is submitted and written approval to proceed with activities is received from USAID.

F.4 Branding Strategy & Marking Plan

The applicant shall provide a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer and incorporated into any resulting award **(For Branding Strategy and Marking Plan See Annex 4 of the NOFO**.)

1. Branding Strategy – Assistance (June 2012)

a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.

b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Branding Strategy must include, at a minimum, all 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 announcements, billboards, Web sites, and so forth, as appropriate.

(iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. 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.

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

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

F.5 Collaboration, Learning and Adapting (CLA)

The applicant should also detail in their proposal how CLA will be utilized in their programmatic approach to implement the three objectives. Collaboration enables cross-sector integration, convergence, and effective interventions to maximize development resources and enhance development results. The applicant shall collaborate and engage with USAID activities and other stakeholders (defined collaboratively with USAID COR) to achieve results.

The Activity will be expected to coordinate, collaborate, and integrate with other USAID activities as well as other donor and government programs in accountability and other relevant sectors. Lessons learned from the Activity will be documented, incorporated into other USAID activities, and disseminated to ensure sustainability of impacts and catalyze broader results. Specific collaboration approaches with other USAID implementing partners include but are not limited to: coordination of annual work plans, jointly selecting targeted institutions and communities, making joint field visits, proactively sharing reports with one another, co-design of layered activities, leveraging or reinforcing relevant activities from other implementers, and generally having regular productive communication with other implementers.

The Contractor shall share information and knowledge generated by monitoring data, portfolio review results, research findings, evaluations, analyses, and experiences with other USAID implementing partners. The Contractor will apply actionable information and knowledge gained from collaborating partners to activity implementation in order to improve results. USAID implementing partners shall convene on a periodic basis to reflect on actions taken, exchange analysis, and propose decisions that affect implementation.

USAID may separately contract a partner to conduct an on-going evaluation to assess our efforts and contribute to the knowledge base in this field. Support provided by the external party may include general qualitative and quantitative evaluation, learning for adaptive management, or an impact evaluation, for example. Contractors will be required to cooperate with outside evaluators in the design and execution of their work.

The Contractor shall demonstrate adaptability using the Program Driven Iterative Adaptation (PDIA) approach. Knowledge gained through learning shall influence decision making, resource allocation, and adaptation to contextual shifts. Application of new knowledge to implementation decisions shall be reflected in the Annual Work Plan and Activity Monitoring, Evaluation, and Learning Plan (AMELP). Decisions to adapt may be based on, but not limited to the following:

- Extraneous changes in the operating environment (i.e. emergency or natural disaster; national policy changes; political shifts)
- Financial and human resource constraints
- Evidence that signals targets are unmet
- Emerging evidence that interventions are not working or could work better if adapted.

F.6 Local Capacity Development (LCD)

This award is restricted to local partners as a broader initiative to strengthen local capacity to lead development activities in Uganda. USAID is targeting this activity and its resources in developing the capacity of local organizations, with assistance focused on building their institutional and technical strengths. The recipient will prioritize sustainable capacity development using approaches with realistic and measurable indicators for each of the capacity building interventions identified.

G. MANAGEMENT PLAN

G.1 Technical Assistance

Consistent with ADS 303.3.11 (d), USAID/Uganda may provide technical assistance, guidance, or advice to the recipient during the period of award to enhance collaboration or engagement with the recipient. The intended purpose of the Agency's involvement during the implementation of the program is to assist the recipient in achieving the supported objectives.

It is expected that the Agreement Officer (AO) will delegate the following approvals to the Agreement Officer Representative (AOR):

a. Approval of the Recipient's Implementation Plans

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 will not require approval of implementation plans more often than annually.

b. Approval of Specified Key Personnel

USAID may designate as key personnel only those positions that are essential to the successful implementation of an award. 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 Key Personnel positions are identified herein.

c. Agency and Recipient Collaboration or Joint Participation

When the recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge, the AO may authorize the collaboration or joint participation of USAID and the recipient on the program.

Collaborative involvement in selection of advisory committee members, if the program will establish an advisory committee that provides advice to the recipient. USAID may participate as a member of this committee as well. Advisory committees must only deal with programmatic or technical issues and not routine administrative matters.

Concurrence on the substantive provisions of sub-awards. 2 CFR 200.308 already requires the recipient to obtain the AO's prior approval for the sub-award, transfer, or contracting out of any work under an award. This is generally limited to approving work by a third party under the agreement. If USAID wishes to reserve any further approval rights for sub-awards or contracts, it must clearly spell out such Agency involvement in the technical assistance provision of the agreement. s

d. Approval of the recipient's monitoring and evaluation plans.

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.

e. Agency Authority to immediately halt a Construction Activity

Construction is not eligible for reimbursement under this award/cooperative agreement.

G.2 Staffing and Key Positions

The Applicant will submit a staffing plan along with the application and include the CVs of Key Positions. The Applicant must demonstrate the availability of both the quality and quantity of both short-term and permanent staff that can adequately respond to the needs of the project.

USAID/Uganda considers the following two positions as Key that are essential to the successful implementation of the recipient's program:

Chief of Party (COP)

Deputy Chief of Party (DCOP)/Technical Component lead

<u>Chief of Party</u>: The Chief of Party (COP) shall provide overall strategic leadership and oversight to the activity. S/he shall have depth and breadth of technical expertise and experience, a solid professional reputation, interpersonal skills and professional relationships to fulfill the requirements of the activity description. The following are desired qualifications:

- A graduate degree relevant to international development and the activity with at least 5 years of relevant development experience in Africa.
- A 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 and other key stakeholders;
- Excellent organizational, analytical, oral and written communication skills in English;
- Excellent skills and experience in collaborative working relationships with government leadership.

<u>Deputy Chief of Party/Technical Component Lead:</u> This individual shall directly assist the COP in the design, implementation and monitoring of the activity and direct the implementation of one or more technical components. S/he shall have depth and breadth of technical expertise and experience in implementing and monitoring development activities Uganda or in a similar setting. S/he will have sufficient experience and technical knowledge to design, implement and manage one or more technical components of the activity. S/he will have the following desired qualifications, skills and experience to support this activity:

- College degree in development or an activity-related field with at least 2 years of relevant experience development experience in Africa.adsf
- Minimum of five years of experience with progressively increasing responsibility in supervising and leading development programs;
- Some experience in monitoring, evaluation, and research is preferred.

H. ANNEXES AND REFERENCE MATERIALS

H.1 Relationship to Mission Country Development Cooperation Strategy (CDCS)

This activity will directly contribute to USAID's Uganda Country Development and Cooperation Strategy 2016-2021 overall vision for "locally led and locally owned development". The activity's focus, objectives and activities are anchored on the Agency's Journey to Self-Reliance strategy. RCI is linked to CDCS Development Objective-3 in improving systems for development. Several LPPA interventions directly contribute to intermediate results (IR):

IR 3.1 - Leadership in development supported.

IR 3.2 - Citizens actively participate in development

IR 3.4 - Enabling environment that supports functional systems improved

LPPA will contribute to many CDCS Guiding Principles, namely:

1. Ensure broad and inclusive stakeholder participation throughout the program cycle.
2. Harness youth appropriate approaches so that they are included in all the mission's activities.
3. Infuse and prioritize inclusive development "do business differently," …risk taking for inclusive and sustainable development.
4. Prioritize partnerships that enable Ugandan-led development.
5. Reinforce strategic choices with selectivity with …geographic focus that seeks collaboration and prioritizes areas of convergence.
6. Maintain a problem-driven approach and ensure that the program approaches adjust to local context – cultural, social, historical.
7. Build-in STIP – Partnerships and commitment to USAID Forward.
8. Model strategic communications for transparency and accountability – share approaches with local actors, officials and communities.
9. Foster leadership with partners and stakeholders.

H.2 USAID Bilateral Programs and other USG Programs

While USAID's Regional Coordination Initiative (RCI) and LPPA spans nearly all types of USAID mission programming and activities, a number of activities directly interacted, supported, and ultimately helped provide RCI and the LPPA with the basis to launch a successful locally led activity.

In northern Uganda, the USAID's Governance, Accountability, Participation and Performance Program (GAPP) helped respond to a request from local leaders of the Acoholi, Lango and West Nile sub-regions to facilitate consultations regarding the region's development. In 2016, the mission supported local leaders by convening stakeholders representing local government, private sector, and religious, cultural and civil society leaders. This led to the agreement to establish a regional platform that would represent local voices and facilitate a shared vision for regional growth. In March 2017 regional stakeholders elected a fifteen member steering committee that would ultimately establish itself as the Northern Uganda Regional Development Forum (NURDEF) in 2019.

Building on this approach, USAID conducted scoping missions to the southwestern and Karamoja regions of Uganda in 2018 and development platforms were developed following a similar trajectory. USAID activities such as the the Uganda Learning Activity, Karamoja Integration Development Program, the Karamoja Resilience Support Unit project, USAID's Securing Peace and Promoting Prosperity in Karamoja (EKISIL), and the Regional Health Integration to Enhance Services in the South-West (RHITES-SW) all variously supported these burgeoning regional steering committees and development platforms.

Under RCI, USAID has also partnered with a local university research network, the Resilient Africa Network (RAN) headed by Makerere University. USAID's Higher Education Solutions Network (HESN) and their LASER activity (Long-Term Assistance and Services for Research) support local universities, including the Mbarara University for Science and Technology (MUST) and the Gulu University Constituent College (GUCC) to answer research questions relevant to local development and of interest to the regional platforms.

H.3 Relationship to Partner Country and Other Donor Programs

Uganda's third and current National Development Plan (NDP-III 2020/21 -2024/25) has adopted a strategic shift from sector-based to program-based approaches of budgeting and programming.[1] The NDP-III recognizes the need for equitable development across all regions and has frontloaded a regional optimization program as one of 17 focus areas. USAID participated in the drafting workshop for this segment of the NDP-III. In addition to alignment with the NDP-III, the LPPA will anchor its support on and leverage synergies of other GOU priorities and policies coordinated through various MDAs and policies, such as:

- **The Local Government Act:** Section 8 of the Local Government Act allows for the district local governments within the same geographical space, to cooperate and collaborate for purposes of pursuing development objectives that are of interest to them. Whereas, there is no regional tier of governance and framework with which to achieve this, the provisions in

[1] This shift is partly informed by RCI as reflected in USAID's RCI Phase One Learning Review.

section 8 have enabled the platforms to innovatively forge effective collaboration between state and non-state actors in the various regions.

- **Local Economic Development Policy:** The Ministry of Local Government formulated the Local Economic Development (LED) policy as one of the means for driving economic growth at the district level. LED implementation thrives on functional partnerships between the local authorities, private sector and civil society to foster economic activities. The regional platforms are suitably positioned to aid LED implementation as their regional centered strategies and investment plans are intended to spur local economic growth.
- **Prime Minister's Delivery Unit (PMDU):** has adopted a regional focused model to address specific service delivery and economic growth initiatives. PMDU's current focus is addressing staff absenteeism in the health and education sectors primarily in the eastern region. It is also promoting Uganda's coffee production through its 20 million bag strategy. The investment profiles of the platforms, as articulated in their plans, are considered on the basis of the competitive commodities in the ecological zones of Uganda.
- **Regional Ministries**: The LPPA will seek to deepen the collaboration between the regional platforms and key MDAs instituted to lead specific initiatives in the respective regions. Key among these are the office of the State Minister for Northern Uganda and the Ministry for Karamoja Affairs.

Other donors that this activity will complement and coordinate with include numerous Karamoja donor activities within donor and sector-specific clusters. In the northern Uganda, USAID has been coordinating with GIZ and local civil society support programs, including assistance to the Northern Uganda Regional Development Forum (NURDEF). The UN Capital Development Fund (UNCDF) has taken an interest in regional development and has been preliminarily coordinating their assistance activities with NURDEF and USAID.

END OF SECTION A

SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award a Fixed Amount Award grant pursuant to this Notice of Funding Opportunity (NOFO). Subject to funding availability and at the discretion of the Agency, USAID intends to provide $2 million in total USAID funding over a three- year period. USAID intends to make one award resulting from this Notice of funding Opportunity (NOFO).

2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is three (3) years. The estimated start date is July 2022.

3. Technical Assistance

Consistent with ADS 303.3.11 (d), USAID/Uganda may provide technical assistance, guidance, or advice to the recipient during the period of award to enhance collaboration or engagement with the recipient. The intended purpose of the Agency's involvement during the implementation of the program is to assist the recipient in achieving the supported objectives.

It is expected that the Agreement Officer (AO) will delegate the following approvals to the Agreement Officer Representative (AOR):

Given the innovative and novel nature of this activity in Uganda, it is expected that the Agency will provide ongoing guidance to ensure assistance provided by the Recipient is appropriate to the organizations and regional platforms. The recipient will likely be an implementing partner with relatively low levels of experience with working with USAID. Uganda is also a country with relatively high levels of fraud. In order to ensure appropriate levels of financial management for the award, the USAID/Uganda will need to review and provide approval of subawards to ensure they are appropriate for the activity.

The AO has determined that LPPA will require **technical assistance, guidance, or advice** from USAID to the recipient during activity implementation and such technical assistance does not amount to substantial involvement. Regarding technical assistance, that the recipient is required to follow it, that USAID provides it prior to the start of the award, and the recipient understands this prior to the award of the instrument, for example, when more frequent reporting is required, as allowed by 2 CFR 200.328 and 2 CFR 200.329. ***Refer to Section A (G.1) for detailed areas of technical assistance.***

5. Authorized Geographic Code

The authorized USAID Principal Geographic Code for the procurement of commodities and services under this award is 937, defined as the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source. Procurement of vehicles and pharmaceuticals and other restricted commodities are subject to the limitations in 22 CFR 228, ADS 312, and ADS 310 and may require a waiver or AO's approval.

For accurate identification of prohibited sources, please refer to 22 CFR 228 and Automated Directive System (ADS) 310 entitled "Source and Nationality Requirements for Procurement of Commodities and Services Financed by USAID.

6. Nature of the Relationship between USAID and the Recipient

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

END OF SECTION B

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

~~Eligibility for this NOFO is restricted to local organizations that have not received more than $5 million over the last five years in accordance with ADS 303.3.6.5(c)(1). LPPA will use Local Works funding which aims to enhance the Agency's ability to empower local actors to lead their own development.~~

Eligibility Information: "(Eligible Applicants)"; clarified as follow:

> ***"Eligibility for this NOFO is restricted to local organizations in accordance with ADS 303.3.6.5(c)(1); and to organizations that have not received more than $5 million over the last five years from USAID in accordance with Local Works funding restrictions";***

Only local organizations as defined under ADS 303.6 (b) are eligible for the award. For the purposes of this section, local entity means an individual, a corporation, a nonprofit organization, or another body of persons that-

(1) Is legally organized under the laws of Uganda ; and

(2) Has as its principal place of business or operations in Uganda;

(3) Is majority owned by individuals who are citizens or lawful permanent residents of Uganda ; and

(4) Managed by a governing body the majority of who are citizens or lawful permanent residents of Uganda assistance from funds appropriated under title III of this Act.

For purposes of this section, 'majority owned' and 'managed by' include, without limitation, beneficiary interests and the power, either directly or indirectly, whether exercised or exercisable, to control the election, appointment, or tenure of the organization's managers or a majority of the organization's governing body by any means.

These eligibility requirements apply to both the principal applicant and to any sub-awardee.

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

Faith-based organizations are eligible to apply for federal financial assistance on the same basis as any other organization and are subject to the protections and requirements of Federal law.

2. Cost Sharing or Matching

Cost sharing is an important element of the USAID-recipient relationship. In addition to USAID funds, applicants are required to contribute resources from their own, or other sources for the implementation of this Activity. USAID has established a required cost share contribution of at least (5%) of the USAID funding amount. Such funds may be provided directly by the recipient; other multilateral, bilateral, and foundation donors; host governments; and local organizations, communities and private businesses that contribute financially and in-kind to implementation of activities at the country level. This may include contribution of staff level of effort, office space or other facilities or equipment which may be used for the program, provided by the recipient. For guidance on cost sharing in grants and cooperative agreements please consult 2 CFR 200 (US Organizations) or Cost Share Standard Provision (Non-US Organizations).

3. Other

The Prime Awardee will follow the LDPG Guidance on Allowances for GOU officials (and NGO entities) when engaging with Government of Uganda officials.

END OF SECTION C

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Name: Ms. Andreea Surdu, Agreement Officer/ Ms. Anita Mbaziira A&A Specialist
Address: USAID/Uganda US Embassy Compound, Ggaba Road Kampala, Uganda
Email: KampalaUSAIDSolicita@usaid.gov

2. Questions and Answers

Questions regarding this NOFO should be submitted by email to: KampalaUSAIDSolicita@usaid.gov Attention: Anita Mbaziira no later than the date and time stated on the cover letter of this Notice of Funding Opportunity.
Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

3. General Content and Form of Application

Applicants are expected to review, understand, and comply with all aspects of the NOFO. If Applicants do not follow the instructions contained herein, they run the risk of not having their application considered for review.

Applicants must submit their application in two separate parts: the Technical Application and the Business (Cost) Application. Please see subsections 5 and 6 below, for information on the content specific to the Technical and Business (Cost) Applications. The Technical Application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues.

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

- 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
- 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
- Approval signatures by appropriate officials of the Applicant

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

Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- The applications must be written in English, using Microsoft Word, Times New Roman. 12 point font on standard 8 1/2" x 11" paper (210 mm by 297mm paper),
- 10-point font can be used for graphs and charts. Tables, however, must comply with the 12-point Times New Roman requirement.
- single spaced, each page numbered consecutively, and no less than 1" margins on all sides.
- Footnotes, charts, and tables will be included in the page limit requirement.
- The Application must be submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The technical application must be a searchable and editable Word or PDF OCR 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.

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

4. Application Submission Procedures

It is the Applicant's responsibility to ensure that all necessary documentation is complete and received on time. All submissions must be sent electronically to: KampalaUSAIDSolicita@usaid.gov by the deadline stated on the cover page of this NOFO and must comply with the specific requirements. Late Applications will not be **reviewed or considered.**

Email submissions must include the NOFO number and applicant's name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g. 'No.1 of 4', etc). For example, if your cost application is being sent in to emails, the first email should have a subject line that states: '(NOFO number), (organization name), Cost application, Part 1 of 2.

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

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

The Applicant is reminded that e-mail is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, the applicant is requested to send the application in sufficient time ahead of the deadline. For this NOFO, the initial point of entry to the government infrastructure is the USAID mail server. USAID mail server does not accept or receive *.zip files due to anti-virus software. Therefore, applicants are discouraged from sending files in this format. File size must not exceed 5Mbs.

The 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 AO. The cover letter will not be reviewed as part of the merit review criteria.

Note: The award will not provide for the reimbursement of pre-award/proposal/application costs.

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:

a) Mark the title page with the following legend: "This application/proposal 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, an award results from - 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 award. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction.

b) Mark each sheet of data it wishes 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."

5. Technical Application Format

The technical application should be specific, complete, and presented concisely. The application must demonstrate the applicant's capabilities and expertise with respect to achieving the milestones of this program. Technical application should not exceed 30 pages.

(a) Cover Page (See Section D.3 above for requirements). It should not exceed 1 page and is not part of the 30-page limitation for the Technical Application.

(b) Table of Contents

Include major sections and page numbering to easily cross-reference and identify each milestone. It should not exceed 1 page and is not part of the 30-page limitation for the technical application.

(c) Executive Summary (One page)

The Executive Summary must provide a high-level overview of key elements of the Technical Application. It should not exceed 2 pages and is not part of the 30-page limitation for the technical application.

(d) Technical Understanding and Proposed Program

This section, together with related supporting technical data in the annex, must include information sufficient to evaluate the application under the Technical Understanding and Proposed Program criteria and demonstrate how the proposed activities are likely to achieve results as articulated in the NOFO. It should demonstrate how the proposed activities are appropriate, realistic and relevant to archive results with a sound conceptual framework. The applicant should demonstrate how it will strategically utilize consortium aligned with the LPPA's objective while fostering partnerships and alliances with relevant stakeholders.

(e) Management Approach and Key Personnel

This Section should convincingly demonstrate how the proposed management approach will lead to effective and efficient implementation of the proposed program, achieve the Activity's purpose.

The applicant should describe an effective, efficient management structure, including important partnerships and relationships and how that supports the technical approach to achieve results. The applicant should demonstrate how the proposed Key Personnel possess relevant qualifications and experience to implement the program.

The staffing plan should describe the Key Personnel proposed to manage the Activity, together with their proposed levels of effort. The roles and responsibilities for key personnel and other critical staff proposed under the staffing plan and levels of effort should be clearly addressed. Activity staffing should be responsive to the management, administration and technical requirements of the Applicant's technical understanding.

(f) Organizational Capacity and Experience

Applicants shall provide a brief summary of the organizational capabilities, experience and technical strengths, including unique or specialty areas of technical expertise including that of sub partners. This should include the clear capacity and experience and that of their major sub partners and how that experience is relevant for the successful implementation of the program.

(g) Milestones Achievement Management Plan

The Milestones achievement management plan shall present the Applicants management and organizational structure including the names of technical and managerial staff and demonstrate their qualifications and experience (Resume) essential for the accomplishment of the milestones timely. The plan shall include the number and type of employees to perform the proposed activity and indicate if the staffs are employees or anticipated to be hired for the purpose of this activity.

Applicants must note that the Milestone Achievement Plan of all Activities Proposed for Each Year are for a verifiable product, task, or deliverable of the program/grant and must be objectively verifiable regarding completion and quantity and within the applicant's span of management control to successfully complete as designed.

The Applicants shall present personnel (and management) policies as an annex to their application (not included in the 30-page limit).

The plan shall present major considerations to the company's financial management structure of the Financial Management section and describe measures for high level accountability and prevention of waste, fraud and abuse.

Applicants are reminded that addition of staff responsible for accountability, monitoring and compliance might be needed to ensure compliance with USAID requirements during implementation. The plan shall also describe procurement policies and procedures upon request by the Agreement Officer, but not as part of the original application.

The technical application must demonstrate an in-depth understanding of the (regional) development context in Uganda, outline specific activities and explain how the proposed activities would help achieve the program objectives and results stated in the program description. Applicants should propose context-appropriate innovative and realistic approaches, and how these approaches will be analyzed and adapted throughout implementation. The technical application must clearly address the factors outlined in the evaluation criteria of this funding opportunity.

Authorized Annexes (The below are the only Annexes authorized under this funding opportunity. No other supporting documentation will be reviewed and evaluated):

a. Indicative 3 year activity listing and draft 1st year work plan (not to exceed 5 pages)
b. Draft Activity Monitoring and Evaluation Plan (not to exceed 5 pages)
c. Resumes of Key Personnel (each resume must not exceed 3 pages)
d. Key Personnel Letters of Commitment (*1 page each, total* 5 pages)
e. Organizational Chart/ Management Structure Plan (1 page)

6. Business (Cost) Application Format

The Business (Cost) Application must be submitted separately from the Technical Application. While no page limit exists for the full cost application, applicants are encouraged to be as concise as possible while still providing the necessary details. The business (cost) application must be detail specific to each milestone, using the budget format at Annex 1 and provide the milestone schedule for payment, i.e. the milestone plan submitted as part of the Technical Application to include the price payable upon completion of each milestone as a MS Word document. Applicant must also submit the milestone budget in MS Excel spreadsheet containing formulas for a better presentation of how personnel and other costs were allocated to each milestone. The applicant must provide a detailed budget narrative, adequate cost historical data or unit pricing data to establish a reasonable cost and the assurance that the applicant will realize no increment above actual cost.

Prior to award, the applicant may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the applicant’s risk in accordance with ADS 303.3.25. Applicants should not submit any additional information with their initial application. However, since the Agreement Officer must determine and ensure the intended recipient will be able to comply with ADS 303mat, Standard Provisions for Fixed Amount Awards to Nongovernmental Organizations; a **complete and detailed** ADS303mak, Fixed Amount Award Entity Eligibility Checklist is required with the application.

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

a) Cover Page (See Section D.3 above for requirements)

b) Required Certifications and Assurances

The applicant must complete the following documents and submit a signed copy of pre-award certifications, as specified in ADS 303.3.8:

(1) "Certifications, Assurances, Representations, and Other Statements of the Recipient" document found at http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf
(2) The pre-award terms found in ADS 303mba, Pre-Award Terms at https://www.usaid.gov/sites/default/files/documents/1868/303mba.pdf

c) Milestones Budget and Budget Narrative

The Budget Narrative must contain sufficient detail to allow USAID to understand the proposed costs. The applicant must ensure the budgeted costs address any additional requirements identified in Section F, such as Branding and Marking. The Budget Narrative must be thorough, including sources for costs to support USAID's determination that the proposed costs are fair and reasonable.

The Budget must include the Milestones schedule for payment, i.e. the milestone plan submitted as part of the Technical Application to include the price payable upon completion of each milestone in MS Excel spreadsheet containing formulas for a better presentation of how personnel and other costs were allocated to each milestone.

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

1) Salaries and Allowances – Must be consistent with 2 CFR 200.430 Compensation - Personal Services. The applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position contributing to each milestone. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the estimated compensation is the current salary of existing employees or for TBD hires a reasonable estimate 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.

2) Fringe Benefits – (if applicable) If the applicant has a fringe benefit rate approved by an agency of the U.S. Government, the applicant must use such rate and provide evidence of its approval. If an applicant does not have a fringe benefit rate approved, the applicant must propose a rate and explain how the applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.

3) Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant's established written travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.

4) Equipment – Provide information on estimated types of equipment and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable equipment, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the equipment leased

5) Supplies –Supplies include all tangible property other than those described as Equipment, proposed to be purchased by government funds. Provide information on types of supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the supplies and the basis for the estimates for determining cost allowability and reasonableness

6) Contractual/Sub-awards - This may include costs for all sub-awards/contracts. Specify the budget for the portion of the program to be passed through to any subrecipients or contracts including consultants. See 2 CFR 200.330 for guidance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the Applicants budget, including those related to fringe and indirect costs. Note: Pursuant to 2 CFR 200, contract means a legal instrument by which an 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 subaward (see § 200.92 Subaward), 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 authorized under FAAs.

8) Other Direct Costs – This may include other costs not specified above, such as report preparation costs, Trainings/Workshops costs as well as any other miscellaneous costs which directly benefit the accomplishment of a milestone by the applicant. The applicant should indicate the subject, venue and duration of any Trainings/Workshops, and their relationship to a specific Milestone, along with estimates of costs.

9) Indirect Costs – The Applicant 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 Applicant must identify which approach it is requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

a. Method 1 - Direct Charge Only Eligibility: Any Applicant Initial Application Requirements: See above on direct costs
b. Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA) Eligibility: Any Applicant with a NICRA issued by a USG Agency must use that NICRA Initial Application Requirements: If the Applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices. If your NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Additionally, at the Agency's discretion, a provisional rate may be set forth in the award subject to audit and finalization. See USAID's Indirect Cost Rate Guide for Non Profit Organizations for further guidance
c. Method 3 - De minimis rate of 10% of modified total direct costs (MTDC) Eligibility: Any Applicant that 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
d. 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:

i. 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

ii. If the Applicant does not have an approved NICRA and does not elect to utilize the 10% de minimis rate, the AO will provide further instructions and may request additional supporting information, including financial statements and audits, should the application still be under consideration after the merit review. USAID is under no obligation to approve the Applicant's requested method

iii. If the Applicant does not have an approved NICRA and does not elect to utilize the 10% de minimis rate, the AO will provide further instructions and may request additional supporting information, including financial statements and audits, should the application still be under consideration after the merit review. USAID is under no obligation to approve the Applicant's requested method

10) Cost Sharing: This NOFO requires a minimum of 5% cost share to be eligible for award. Applicants that do not meet the minimum 5% cost share requirements are not eligible for award consideration and their application will not be evaluated. 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.

d) 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.

e) Approval of Subawards in accordance with ADS 303.3.21

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

- Name of organization
- DUNS Number
- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM)
- Confirmation that the subrecipient is not listed in the United Nations Security designation list
- Confirmation that the subrecipient is not suspended or debarred
- Confirmation that the Applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.331(b). Any negative findings as a result of the risk assessment and the Applicant's plan for mitigation.

f) Dun and Bradstreet and SAM Requirements

1. Unique Entity Identifier and System for Award Management: USAID may not award to an applicant until the applicant has complied with all applicable unique entity identifier and SAM requirements. Each applicant is required to:

   (i) Be registered in SAM before submitting its application. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient (www.sam.gov);

   (ii) Provide a valid unique entity identifier in its application; and

   (iii) Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

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.

A. DUNS number: http://fedgov.dnb.com/webform SAM registration: http://www.sam.gov
B. 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.

2. Certifications & Assurances: The applicant shall complete and return the certifications and assurances contained within this NOFO.

g) History of Performance

Performance history will be required from only the successful applicant. Applicants should not provide the information unless requested by the AO.

The successful applicant must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed **five years** as follows:

- Name of the Awarding Organization;
- Award Number;
- Activity Title;
- A brief description of the activity;

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

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

h) Sustainability Plan (not to exceed 3 pages); The Applicant will submit a sustainability plan as part of this application that demonstrates how activity results will be sustained after the end date of the award. The Applicant must describe the anticipated sustainable elements of the program and any specific approaches proposed to achieve sustainable outcomes.

The applicant should not provide general information on its performance.

i) **Branding Strategy & Marking Plan**

The applicant shall provide a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer and incorporated into any resulting award (**For Branding Strategy and Marking Plan See Annex 4 of the NOFO**.)

1. Branding Strategy – Assistance (June 2012)

a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.

b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the

Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Branding Strategy must include, at a minimum, all 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 announcements, billboards, Web sites, and so forth, as appropriate.

(iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. 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.

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

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

(END OF PRE-AWARD TERM)

2. Marking Plan – Assistance (June 2012)

a. Applicant recommended for an assistance award must submit and negotiate a "Marking Plan," detailing the public communications, commodities, and program materials, and other items that will visibly bear the "USAID Identity," which comprises of the USAID logo and 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 NOFO or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Marking Plan must include all of the following:

(1) A description of the public communications, commodities, and program materials that the applicant plans to produce, and which will bear the USAID Identity as part of the award, including:

(i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;

(ii) Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;

(iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and

(iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.

(v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.

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

(i) The program deliverables that the applicant plans to mark with the USAID Identity;

(ii) The type of marking and what materials the applicant will use to mark the program deliverables;

(iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;

(iv) What program deliverables the applicant does not plan to mark with the USAID Identity, and

(v) The rationale for not marking program deliverables.

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

(i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.

(ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.

(iii) Undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as a host-country government item or product.

(iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.

(v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.

(vi) Offend local cultural or social norms, or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.

(vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.

f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the milestones 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)

j) **Funding Restrictions**

Profit is not allowable for recipients or sub-recipients under this award. See 2 CFR 200.330 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

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

k) **Conscience Clause**

Not applicable

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

(a) Personal Conflict of Interest

1) An actual or appearance of a conflict of interest exists when an applicant organization or an employee of the organization has a relationship with an Agency official involved in the competitive award decision-making process that could affect that Agency official's impartiality.

The term “conflict of interest” includes situations in which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or recipient employee.

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

(b) Organizational Conflict of Interest

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

(END OF PRE-AWARD TERM)

END OF SECTION D

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

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 applicant should address in the application, and (b) set the standard against which the application will be evaluated.

To facilitate the review of applications, Applicants are requested to organize the narrative sections of technical applications according to the technical application format (Section D) and the merit review criteria set forth below.

The criteria listed below are presented by major category, so that Applicants will know which areas require emphasis in the preparation of the technical application. The highest ranking that can be awarded in evaluating will depend on how well each element provided below is addressed.

2. Review and Award Process

a) Technical Merit Review

USAID will conduct a merit review of all applications received that comply with the instructions in this NOFO. Applications will be reviewed and evaluated in accordance with the following criteria shown <u>in descending order of importance</u> as listed and illustrated in the table below.

- Criteria 1 Technical Understanding and Proposed Program is more important than Criteria 2, and 3.
- Criteria 2 Management Approach and Key Personnel is less important than Criteria 1 but more important than Criteria 3.
- Criteria 3 Organizational Capacity and Experience is less important than criteria 1 and 2.

Summary Matrix of Merit Review Criteria			
Criterion		*Criterion Name*	*Importance*
Criterion 1		Technical Understanding and Proposed Program	Most important

Criterion 2		Management Approach and Key Personnel	2nd most important
Criterion 3		Organizational Capacity and Experience	3rd most important

Criteria 1: Technical Understanding and Proposed Program

Evaluation of the technical application will be focused on the extent to which it is well conceived, technically sound and takes into account the special considerations identified in the NOFO. Evaluation will further be focused on the extent to which the proposed activities are appropriate, realistic, and directly relevant to the achievement of results. Particular weight will be attached to the extent to which applicants demonstrate a sound conceptual framework for achieving results. The SC will also assess the extent to which Applicants propose to utilize a consortium approach strategically aligned with LPPA's objectives and lay out a plan for fostering partnerships and alliances with regional, national and local institutions, including but not limited to private sector entities and academia, which leverage USAID resources to expand impact.

Criteria 2: Management Approach and Key Personnel

The extent to which the proposed Management Approach (including its proposed key personnel) is realistic, and positioned to effectively and successfully implement the proposed program to achieve results. The management approach and personnel plan will be assessed based on the extent to which the proposed management structure supports the technical approach and convincingly demonstrates an ability to achieve program objectives. It will also assess the extent to which the proposed management approach will lead to effective and efficient implementation of the proposed program.

The extent to which the proposed staffing key personnel possess relevant and demonstrated qualifications, experience, and skills required for the successful implementation of the program.

Criteria 3 - Organizational Capacity and Experience

The extent to which the existing capabilities of the Applicants and their major sub-partners have demonstrated relevant prior experience and implementation that are likely to respond to the needs related to successful implementation of the proposed program to achieve results.

The extent to which the Applicants demonstrate clear capacity and experience and that of their major subcontractors and how that experience is relevant for the successful implementation of the program.

b) Cost Application - Review

The AO will review the Applicants budget to ensure that costs are in compliance with the Office of Management and Budget (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. Evaluation of cost application will consider:

- Completeness and adequacy of proposed budget information
- Overall cost control/cost savings approaches evidenced in the application

3. Review and Evaluation Process

The technical applications will be evaluated in accordance with the evaluation criteria set forth above by a Technical Selection Committee (SEC) composed of USAID employees, other U.S. Government representatives and host country experts.

The cost applications will be evaluated by the Agreement Officer on Cost completeness, effectiveness, realism, allowability and allocability. Consistency of budget line items and amounts with the resource requirements of the different activities will be evaluated. The clarity and conformity of the applicant's Cost/Business Application to the instructions will also be considered.

Award will be made to the responsible applicant whose application is determined to be the best based on technical and cost factors specified in this NOFO. The final award decision is made, while considering the recommendations of the SEC, by the Agreement Officer.

Authority to obligate the Government: the Agreement Officer is the **only** individual who may legally commit the U.S. Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either an Agreement signed by the Agreement Officer or a specific, written authorization from the Agreement Officer. The required format and content for the application are described in Section IV. A team of technical experts shall review and score applications received in response to this NOFO. Applicants responsive to the requirements of this NOFO, that have demonstrated technical skills, experience and the necessary management competence to plan and efficiently execute the activities expected under this program using mutually agreed, international standards of accountability are eligible to apply.

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 applicants are hereby notified of these requirements and conditions for the award.

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

2. Administrative & National Policy Requirements

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

Standard Provisions for Fixed Amount Awards to Nongovernmental Organizations (USAID ADS 303mat)

3. Reporting Requirements

- Financial Reporting:

In accordance with 2 CFR part 200 Subpart D, the Recipient must submit performance and financial reports on a quarterly basis covering in detail all activities.
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 SF-425 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. Pipeline and Accrual Reports should be submitted quarterly along with the SF-425.

Reports are due as noted below:

Reporting Quarter:	SF-425 Due Date:
January 1 – March 31	April 30
April 1 – June 30	July 31
July 1 – September 30	October 31
October 1 – December 31	January 31

- Performance Reporting

In accordance with the 2 CFR part 200 Subpart D, the Recipient must submit performance reports on a quarterly basis covering in detail all activities. The Recipient will consult with USAID on the format and expected content of reports prior to submission. The following is a list of the Reporting Requirements for Standard Assistance Awards:

Program Reporting

a. Work Plan/ Annual Implementation Plan
b. Monitoring, Evaluation and Learning Plan
c. Quarterly Performance Reports
d. Annual Performance Reports
e. Close Out Plan
f. Final Report

4. Environmental Compliance

The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) Parts 201.5.10g and 204 (https://www.usaid.gov/who-we-are/agency-policy/series-200), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. The recipient environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this NOFO.

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

No activity funded under this grant will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE) duly signed by the Bureau Environmental Officer (BEO). This NOFO has received approval for an IEE RCE.

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

If the recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.

Any activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the award and environmental documentation is submitted and written approval to proceed with activities is received from USAID.

END OF SECTION F

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

1. NOFO Points of Contact

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

Andreea Surdu, Agreement Officer

USAID/Uganda US Embassy Compound Plot 1577, Ggaba Road

Kampala, Uganda

Generic Email: KampalaUSAIDSolicita@usaid.gov

Any questions while the NOFO is open may be submitted to the attention of Mrs. Anita Mbaziira, A&A Specialist at the above generic email.

2. Acquisition and Assistance Ombudsman

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

The A&A Ombudsman may be contacted via: Ombudsman@usaid.gov

(END OF SECTION G)

SECTION H: OTHER INFORMATION

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

Applications with Proprietary Data

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

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

Additionally, the applicant must mark each sheet of data it wishes to restrict with the following:

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

List of Annexes and Attachments:

Annex 1	Budget Template (Attached separately)
Annex 2	Standard Provisions for Fixed Amount Awards to Non-Governmental Organizations
Annex 3	Abbreviations and Acronyms
Annex 4	Branding Strategy Template (Attached separately)
Annex 5	Past Performance Information (Attached separately)
Attachment A	01.29.19 Northern Uganda Investment Research
Attachment B	01.29.19 Northern Uganda Regional Forum Supporting Research
Attachment C	Attachment+II+LPPA+co+creation+workshop+Oct+28+29+2020
Attachment D	Northern Uganda Regional Investment Plan 2020-2025 final 002

END OF SECTION H

ANNEX 1 - BUDGET TEMPLATE

Applicants shall use the attached budget template in Excel to prepare both their detailed and summary budgets as well as the Milestone Budgets, in addition to the Milestone Achievement and Management Plan in MS Word including the price of each milestone as part of the Cost Proposal.

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

ANNEX 2 - STANDARD PROVISIONS FOR FIXED AMOUNT AWARDS TO NON-GOVERNMENTAL ORGANIZATIONS

The Standard Provisions as marked "Required" in the list below are applicable to the prospective award. Note: the full text of these provisions may be found at: https://www.usaid.gov/ads/policy/300/303maa and https://www.usaid.gov/ads/policy/300/303mab).

Required	Not Required	**MANDATORY STANDARD PROVISIONS FOR FIXED AMOUNT AWARDS TO NONGOVERNMENTAL ORGANIZATIONS**
X		M1. SUBMISSIONS TO THE DEVELOPMENT EXPERIENCE CLEARINGHOUSE AND DATA RIGHTS (JUNE 2012)
X		M2. MARKING AND PUBLIC COMMUNICATIONS UNDER USAID-FUNDED ASSISTANCE (July 2015)
X		M3. DRUG TRAFFICKING AND DRUG-FREE WORKPLACE (JUNE 2012)
X		M4. DEBARMENT AND SUSPENSION (JUNE 2012)
X		M5. PREVENTING TRANSACTIONS WITH, OR THE PROVISION OF RESOURCES OR SUPPORT TO, SANCTIONED GROUPS AND INDIVIDUALS (May 2020)
X		M6. TRAFFICKING IN PERSONS (April 2016)
X		M7. VOLUNTARY POPULATION PLANNING ACTIVITIES – MANDATORY REQUIREMENTS (MAY 2006)
X		M8. EQUAL PARTICIPATION BY FAITH-BASED ORGANIZATIONS (JUNE 2016)

X		M9. USAID IMPLEMENTING PARTNER NOTICES (IPN) PORTAL FOR ASSISTANCE (JULY 2014)
X		M.10 PILOT PROGRAM FOR ENHANCEMENT OF GRANTEE EMPLOYEE WHISTLEBLOWER PROTECTIONS (SEPTEMBER 2014)
X		M11. SUBMISSION OF DATASETS TO THE DEVELOPMENT DATA LIBRARY (OCTOBER 2014)
X		M12. PROHIBITION ON REQUIRING CERTAIN INTERNAL CONFIDENTIALITY AGREEMENTS OR STATEMENTS (MAY 2017)
X		M13. CHILD SAFEGUARDING (June 2015)
X		M14. MANDATORY DISCLOSURES (NOVEMBER 2020)
X		M15. NONDISCRIMINATION AGAINST BENEFICIARIES (November 2016)
X		M16. CONFLICT OF INTEREST (August 2018)
		REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR FIXED AMOUNT AWARDS TO NGOs
	X	RAA1. FIXED AMOUNT AWARD ADVANCE PAYMENT AND REFUNDS (NOVEMBER 2020)
X		RAA2. UNIVERSAL IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (NOVEMBER 2020)
X		RAA3. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)

X		RAA4. USAID ELIGIBILITY RULES FOR PROCUREMENT OF COMMODITIES AND SERVICES (MAY 2020)
	X	RAA5. FLY AMERICA ACT RESTRICTIONS (AUGUST 2013)
	X	RAA6. OCEAN SHIPMENT OF GOODS (JUNE 2012)
	X	RAA7. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
X		RAA8. PATENT RIGHTS (JUNE 2012)
	X	RAA9. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	X	RAA10. INVESTMENT PROMOTION (NOVEMBER 2003)
	X	RAA11. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
	X	RAA12. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	X	RAA13. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	X	RAA14. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
	X	RAA15. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)

	X	RAA16. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	X	RAA17. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	X	RAA18. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
	X	RAA 19. METRIC SYSTEM OF MEASUREMENT (AUGUST 1992)
	X	RAA20. ACCESS TO USAID FACILITIES AND USAID’s INFORMATION SYSTEMS (AUGUST 2013) RAA21. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
X		RAA22. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
X		RAA23. RESERVED
X		RAA24. PROHIBITION ON CERTAIN TELECOMMUNICATION AND VIDEO SURVEILLIANCE SERVICES OR EQUIPMENT (NOVEMBER 2020)
		RAA25. NEVER CONTRACT WITH THE ENEMY (NOVEMBER 2020)

ANNEX 3 - ABBREVIATIONS AND ACRONYMS

ADS	AUTOMATED DIRECTIVES SYSTEM
AO	AGREEMENT OFFICER
AOR	AGREEMENT OFFICER'S REPRESENTATIVE
AMELP	ACTIVITY MONITORING, EVALUATION, REPORTING AND LEARNING PLAN
CFR	CODE OF FEDERAL REGULATIONS
CDCS	COUNTRY DEVELOPMENT AND COOPERATION STRATEGY
EMMP	ENVIRONMENTAL MITIGATION & MONITORING PLAN
FAA	FIXED AMOUNT AWARD
FAA	FOREIGN ASSISTANCE ACT
FY	FISCAL YEAR
GOU	GOVERNMENT OF UGANDA
GIZ	GERMAN DEVELOPMENT AGENCY
IEE	INITIAL ENVIRONMENTAL EXAMINATION
LED	LOCAL ECONOMIC DEVELOPMENT
LPPA	LOCAL PRIORITIES AND PARTNERSHIP ACTIVITY
PD	PROGRAM DESCRIPTION
PPE	PERSONAL PROTECTION EQUIPMENT
PMDU	PRIME MINISTER'S DELIVERY UNIT
NOFO	NOTICE OF FUNDING OPPORTUNITY
NURDEF	NORTHERN UGANDA REGIONAL DEVELOPMENT FORUM
NDP	NATIONAL DEVELOPMENT PLAN
MDAS	MINISTRIES, DEPARTMENTS, AND AGENCIES

RFA	REQUEST FOR APPLICATION
RCI	REGIONAL COORDINATION INITIATIVE
SAM	SYSTEM FOR AWARD MANAGEMENT
SEC	SELECTION EVALUATION COMMITTEE
USG	UNITED STATES GOVERNMENT
USAID	UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

END OF NOFO