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Issuance Date:	September 26, 2019
Deadline for RFA Questions:	October 4, 2019; 5:00 p.m. Washington, DC Time
Anticipated date of response to Questions:	October 11, 2019
Deadline for Submitting Applications:	October 24, 2019; 5:00 p.m. Washington, DC Time
Place of Performance:	**Uganda**

Subject: Notice of Funding Opportunity (NOFO)
Request for Applications (RFA) Number: **72061719RFA00008**

Program Title: **USAID/Uganda Strengthening Supply Chain Systems Technical Assistance (SSCS) Activity**

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

Ladies/Gentlemen:

The United States Agency for International Development (USAID) Mission to Uganda (USAID/Uganda) is seeking applications from qualified entities for the USAID/Uganda Strengthening Supply Chain Systems Technical Assistance (SSCS) Activity funding opportunity.

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

Subject to the availability of funds, USAID intends to provide up to $18.5 million, to be allocated over the five-year period. USAID reserves the right to fund any or none of the applications submitted.

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

To be eligible for award, the Applicant must provide all information as required in this NOFO and meet eligibility standards in Section C of this NOFO. This funding opportunity is posted on https://www.grants.gov, and may be amended. This NOFO and any future amendment can be downloaded from https://www.grants.gov. Select "Find Grant Opportunities," then click on "Browse Agencies," and select the "Agency for International Development" and search for the NOFO. It is the responsibility of the Applicants to regularly check the website to ensure they have the latest information pertaining to this NOFO. Applicants will need to have available or download a PDF program such as Adobe in order to view and save the forms properly. It is the responsibility of the applicant to ensure that the entire NOFO has been downloaded in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion process. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

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

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

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

Issuance of this notice of funding opportunity does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for any costs incurred in preparation or submission of comments/suggestions or an application. All preparation and submission costs are at the applicant's expense. All preparation and submission costs are at the applicant's expense. In addition, final award of any resultant grant cannot be made until funds have been fully appropriated, allocated, and committed through internal USAID procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award.

Thank you for your interest in USAID/Uganda Strengthening Supply Chain Systems Technical Assistance (SSCS) Activity.

Sincerely,

Admir Serifovic
Agreement Officer
USAID/Uganda

Table of Contents

Section A. PROGRAM DESCRIPTION

A 1. Introduction

USAID/Uganda intends to award a five-year cooperative agreement to Strengthening Supply Chain Systems through Technical Assistance (SSCS) activity. SSCS' purpose is to help the Government of Uganda (GoU) move health supply chain systems further along the Journey to Self-Reliance through improved performance and efficiency of its health system in order to ensure uninterrupted availability of quality medicines at public and private-not-for-profit (PNFP) health facilities and, thus, improve the health status of the Ugandan people. The recipient of the SSCS award will provide technical assistance to strengthen competencies and linkages along the supply chain to a point when outside donor support is significantly reduced. The 2018 Uganda National Supply Chain Assessment (NSCA), included in Attachment F, provides the framework for the competencies targeted as well as the general-level baseline data for measuring progress.

A 2. SCOPE

USAID/Uganda supports a cluster of activities that together are designed to help the GoU improve the performance of its public health supply chain system. This SSCS/TA will contribute to the combined effort in three different ways:

- The activity will provide specialized technical assistance (TA), professional development and other support required to strengthen the performances of USG, and USG implementing partners (IPs) that are contributing to the effectiveness of the supply chain system in Uganda. This will include reinforcing, complementing and helping USAID coordinate the performances of: (i) IPs supporting Ugandan counterparts in the procurement and warehousing of medications and health commodities as well as (ii) IPs engaged more directly at the district level in supporting service delivery. There will also be instances in which TA, capacity building and other support is provided directly to the GoU or other Ugandan counterparts in line with the national development plan.

- The activity will be USAID's primary source of support for promoting good governance in the health supply chain system. This will include providing TA, capacity building and other support to the GoU in: (i) developing and building the political needed to implement policies and regulations related to improving health supply chain performance; (ii) strengthening the horizontal and vertical institutional linkages between various supply chain actors at the national, district, health facility and community levels; (iii) increasing transparency and accountability throughout the supply chain system; and (iv) supporting the institutional changes required for the successful rollout of the USAID-supported Enterprise Resource Planning (ERP) platform intended to provide end-to-end visibility and improve supply chain management from the National Medical Stores (NMS) down to the health facility level storage and dispensing units.

- The activity will increase local capacity to plan, finance and implement solutions to supply chain challenges with the aim of accelerating Uganda's Journey to Self-Reliance. This will include reducing Uganda's reliance on external donors for financing the procurement, warehousing and distribution of medications and health commodities as well as further strengthening the capacity of the GoU and local institutions to manage and maintain a world-class supply chain system ultimately independent of donor support.

B. Background

B.1. Ugandan Context

The overarching goal of Uganda's Health Sector Development Plan is to achieve Universal Health Coverage –ensuring healthcare access, financing and utilization of health services for its entire people.

The country is making steady progress toward this goal. Advances are evident in the falling rates of malnutrition, infant under-five and maternal mortality; as well as in strides in reducing the prevalence of HIV/AIDS and AIDS-related mortality. However, large numbers of Ugandans continue to die from preventable causes, with Uganda ranking

among the bottom tier of countries in multiple global health indices. Moreover, high, and at times, catastrophic, out-of-pocket health care costs at the household level contribute much to the country's poverty.

Limited reliable access to affordable, quality-assured medicines and health supplies is among the critical underlying causes of Uganda's poor health status. Service delivery at health facilities is impacted by health supply chain limitations.

The MOH is responsible for coordinating the health sector, overseeing policy implementation, quantifying national requirements for pharmaceutical products, harmonizing the supply chain management system, and promoting rational use of pharmaceutical products and approving the tools used for data collection. The GoU supports two supply chain systems to supply public and PNFP-supported facilities:

- The National Medical Stores (NMS), an autonomous parastatal corporation, is responsible for procuring, warehousing and distributing medicines and supplies to public health facilities. About 48 percent of Uganda's 6,400 health facilities are public facilities.
- The Joint Medical Stores (JMS), a faith-based organization, provides similar services for private-for-profit and PNFP health facilities. JMS is complemented in supporting PNFP facilities by Medical Access Uganda Limited (MAUL), which primarily focuses on HIV-related commodities, and FHI 360, which focuses on reproductive health commodities. Around 15 percent of health facilities are PNFP managed.

The graphic below illustrates the public sector-financed health supply chain.

Uganda's Public Health Supply Chain

B.2. Rationale for Activity

NMS is a well-performing organization, governed by a set of policies, regulations and procedures that are, with few exceptions, sound and consistent with global supply chain best practices. In the 2018 Uganda National Supply Chain Assessment (NSCA), which reviewed eleven elements of supply chain management (Strategic Planning and Management, Human Resources, Financial Sustainability, Policy and Governance, Quality and Pharmacovigilance, Forecasting and Supply Planning, Procurement and Customs Clearance, Warehousing and Storage, Distribution, LMIS and Waste Management), NMS scored in the upper range of performance against all eleven elements. JMS also had scores in the upper range in all but three of the NSCA's eleven elements, but nonetheless a generally satisfactory performer. There are, however, serious weaknesses throughout the remainder of the supply chain, particularly at the sub-national and health facility level.

As a result of the weaknesses, health facilities regularly experience stock-outs of essential medicines and health supplies (EMHS), jeopardizing patient treatment. Illustratively, during a 2016 Global Fund audit, seventy percent of 50 health facilities visited reported stock-outs of antiretroviral medicines and HIV test kits of between three and four months; 68 percent reported stock-outs of anti-malarial medicines and test kits in the previous six-month period; and 64 percent indicated having experienced stock-outs of TB medicines ranging from one week to six months. Inadequacies in planning (including weaknesses in forecasting and quantification, health facilities' failures in making orders on time, and theft) are among the primary causes of the stock-outs in Uganda's health system.

Facilities regularly accumulate stores of expired medicines. Due to their loss of potency, the use of expired medicines can promote resistance to antimicrobial agents. The costs related to disposing of expired medicines divert funds from more constructive uses elsewhere along the health supply chain. Storage facilities, particularly at health centers, are largely inadequate. Performance in stock card accuracy, "stock according to plan," and other warehousing functions is similarly weak at the district level. NMS, the country's primary supply chain distributor, has appropriate distribution policies and procedures and do a satisfactory job of distribution to hospitals and District Health Offices (DHOs). DHOs, however, too often become choke points for distribution the lower level health facilities.

Underpinning many supply chain deficiencies are shortfalls in human resource capacity. More than half of supply chain positions at general hospitals and a quarter of positions at referral hospitals and health centers are vacant. Levels of staff turnover are high as well. Means of incentivizing performance and compliance to supply chain management procedures are weak. In 2012, the MOH introduced the Supervision Performance and Recognition Strategy (SPARS). SPARS seek to overcome human resource constraints by combining supportive supervision, performance assessment and a recognition strategy to promote good performance. A SPAR is implemented through district and sub-district level Medicines Management Supervisors (MMSs).

Limited budgets are another resource constraint. More than 70 percent of funding for public sector health commodities is financed by development partners (Attachment F, pg.6). Donors contribute to distribution costs as well. Government budgets for health facilities are low and only eleven percent of health centers and 29 percent of general hospitals use cost recovery to fund health commodities (Attachment F, pg.35).

Governance issues also loom large in undercutting supply chain efficiency and effectiveness, particularly at the district level where governance capacity is generally weakest. Policy and regulatory frameworks are adequate but there remain areas for improvement. Often, the issue is not the policy or regulation itself but rather the gap between intention and implementation.

A constraint to policy implementation and, indeed, to supply chain operations as a whole, is the lack of system-wide integration. Both vertical linkages between the national and district levels and the horizontal cross-sectoral linkages require strengthening. The proliferation of districts has compounded the challenges associated with strengthening linkages. Ministerial level stakeholders include the Ministry of Health; the Ministry of Local Government (which oversees the DHOs and health facilities except for the Regional Referral Hospitals); the Ministry of Finance, Planning and Economic Development; and the Ministry of Public Service. The Medicines and Health Service Delivery Monitoring Unit (MHSDMU), an autonomous entity under the President's office, plays a role in monitoring the management of essential medicines and service delivery. An Inter-Ministerial Technical Task Team and an Inter-Ministerial Task Force on the Governance of the Reform of the Commodities Supply Chain System, was established with USAID/Uganda support and described in the Implementation Letter (IL) (Attachment G) are operational and facilitating linkages.

Accountability within the supply chain is low. Pilferage and diversion of health commodities has been reported with frequent situations in which there are large variations between actual stocks and stocks on the books. Electronic management tools that are currently being adopted to improve supply chain performance will have the added benefit of increasing transparency and accountability. With USAID's support, the supply chain is currently making the transition from a paper-based to an electronic logistics management information system (eLMIS) which will facilitate improved inventory management and faster, more accurate reporting of supply chain data.

B.3 USAID and other U.S. Government Support

For the past 10+ years, the U.S. Government has supported the GoU in ensuring that quality, affordable EMHS are available in Uganda. Support has included the provision of HIV, malaria and family planning commodities as well as help in strengthening public and private sector supply chains. With regard to strengthening the supply chain, USAID/Uganda has:

- Helped the Ministry of Health's (MOH's) Pharmacy Department: (i) increase its capacity for forecasting and quantification, monitoring stock levels, and updating supply plans and (ii) rollout SPARS to improve staff performance in stock management, storage management, ordering and reporting, prescribing quality, and dispensing quality in government and PNFP health facilities;

- Assisted NMS and JMS increase their efficiency and effectiveness in procurement, storage, order handling and distribution of health commodities;

- Supported improvements in the Pharmaceutical Information Portal (PIP); including both the central and facility level stock reporting dashboards, and;

- Provided support on a wide range of other areas.

In late 2017, USAID and the GoU, in collaboration with the Global Fund for AIDS, Tuberculosis and Malaria, signed an Implementation Letter (Attachment G) that established an agreement between the parties to support Ugandan efforts to address key policy issues and strengthen systems and structures that will improve the transparency, effectiveness and efficiency of the supply chain. The IL, which remains in effect today, provides the framework for USAID's support across the supply chain and describes the respective roles and responsibilities of key actors, including USAID; the MOH; NMS; the Ministry of Finance, Planning and Economic Development; and the Ministry of Local Government.

Briefly, the IL commits the parties to work together to achieve the objectives described below.

- <u>Address critical policy issues</u>: The IL focuses on policies related to achieving the following objectives but does not preclude the parties from addressing additional issues in the future:
  - Increase equity in the allocation of financial resources provided to health facilities and build their capacity to manage, forecast and order stock.
  - Improve efficiencies to eventually allow all public facilities to order their essential medicines directly from the NMS in accordance with available budgets.
  - Strengthen the functioning of the medicine credit line through JMS to more readily procure medicines and supplies for PNFP facilities.

- <u>Strengthen NMS national level warehousing and distribution</u>: This consists of TA and other support for NMS and MOH, including but not limited to support for SPARS and TA associated with installing Storage in a Box (SiB) units at the facility level.

- Improve performance in quantification (forecasting and supply/procurement planning): USAID/Uganda will continue support for the MOH's Quantification and Procurement Planning Unit (QPPU).

- Strengthen capacity to manage and track stock ordering, inventory and patient information through an Electronic Logistics Management Information System: USAID/Uganda introduced eLMIS RxSolution in approximately 400 facilities, including hospitals and Tier IV health centers. RxSolution is an inventory stock management tool. In addition, it will facilitate the ability to use the NMS Enterprise Resource Planning (ERP) System, once facilities begin to order and receive commodities through the ERP portal

- Procure, install and operationalize a comprehensive and integrated ERP system for NMS and Public health facilities to further increase supply chain management efficiency and transparency: USAID/Uganda will procure and support the rollout of ERP hardware and software at NMS and public health facilities. Managed by NMS, the ERP will increase efficiency and transparency in stock procurement and efficiency and facilitate improvements in supply chain integration.

- Procure, install and operationalize "SiB" units to address the lack of adequate space to properly store medicines: USAID/Uganda procured and installed storage at public sector health facilities with relatively high volumes of ART patients that lacked adequate storage.

In the IL, USAID/Uganda also agrees to procure HIV commodities (ARVs, tetanus diphtheria vaccines for VMMC, HIV rapid test kits), and contribute to the cost of warehousing and distributing these commodities.

USAID/Uganda's support is part of a coordinated, whole-of-U.S. government effort to strengthen supply chain management. As part of this coordinated effort, SSCS will be expected to reinforce, complement, cooperate/collaborate, and/or support the planned and existing activities, or any successor activities, indicated below, in interventions specific to achieving USG health supply chain objectives.

Other USG health supply chain activities

- USAID/Uganda's Local Procurement and Warehousing Contracts: Consistent with USAID's drive to accelerate countries' Journeys to Self-Reliance, and PEPFAR policy to ensure that 70 percent of its resources are programmed through local partners, USAID/Uganda intends to award local contacts to support: (i) the solicitation, evaluation, negotiation, award, management and administration of commodity supply (procurement) contracts; and (ii) the warehousing and distribution of these commodities. SSCS is expected to provide TA to strengthen the capacity of local partners should it be needed and/or to fill gaps that may arise in providing procurement and warehousing support.
- USAID/Uganda's Enterprise Resource Planning (ERP) activity: USAID/Uganda has procured and is supporting the phased rollout of a comprehensive, fully integrated ERP tool, including software and hardware for NMS and public facilities. The tool is expected to increase management efficiency, transparency and support NMS in minimizing stock-outs and wastage of expired medicines and supplies. The ERP will also allow health facilities to order and monitor the delivery of health commodities. SSCS is expected to provide TA that will facilitate the uptake and productive use of the ERP.

Activities to improve health services at the point of service delivery

- USAID/Uganda's Regional Health Integration to Enhance Services (RHITES): USAID/Uganda supports distinct RHITES activities in five regions of Uganda. RHITES' activities are comprehensive approaches to helping increase access to and utilization of quality health services. They seek to improve the quality of health systems and encourage healthy behavior. As part of their support, RHITES' five IPs are charged with working with DHOs, general hospitals, health centers and other key actors, including those from the national level, to improve district and facility supply chain management. SSCS will support RHITES' IPs, any successor IPs and other USG-funded programs, in their efforts to improve health supply chain management at Regional Referral Hospitals (RRH), the District Health Offices and district-managed health facilities.

- USAID/Uganda's Maternal Child Health and Nutrition (MCHN) activity: Under one component of this activity, the IP will be implementing RHITES-similar interventions in Kampala, specific to improving MCHN outcomes. SSCS may provide support similar to the RHITES support to this IP.

Activities to improve health sub-sector performance

- USAID/Uganda supports HIV/AIDS, malaria, MCHN, reproductive health and other sub-sector activities to help improve health outcomes. Safe, effective and readily available medicines and health supplies are essential to achieving sub-sector objectives. SSCS will work with the MoH and their partners to address gaps within the national supply chain to ensure that sub-sector medicine and health supply needs are better understood and better met.

Other relevant USG activities

- Uganda Health Supply Chain: UHSC is designed to increase the availability, accessibility, affordability and appropriate use of EMHSs. It does so by: ensuring that national policies support cost-effective, equitable, and transparent use of essential medicines and health supplies; strengthening country capacity for the effective management and utilization of essential medicines and health supplies; and increasing the availability and access to essential medicines and health supplies for priority populations. It builds on a predecessor activity, Securing Ugandans' Right to Essential Medicines. SSCS will be a successor to UHSC. Ideally, there will be overlap between the two activities and, at a minimum, a chance for UHSC to share lessons learned.
- Health Systems Strengthening: This activity will support improvements in a number of systems that could have an impact on supply chain performance. It seeks to (i) improve leadership and accountability at the national, subnational and community levels in public and private sector health systems; (ii) strengthen systems for budget preparation, management and execution; human and financial management and domestic resource mobilization; and (iii) strengthen community systems, including increasing the capacity of health workers at the community level. SSCS will support USAID/Uganda staff in ensuring that the health supply chain benefits from activity interventions.
- Strengthening Systems and Public Participation Strengthening: This activity will support a broad spectrum of government and non-governmental actors in promoting the increased transparency and accountability that underpins good governance. There may be opportunities for collaboration in strengthening the integrity of supply chain systems.
- Domestic Resource Mobilization: This activity will focus on helping to strengthen tax policy; improving tax and non-tax revenue generation, administration and compliance; and facilitating dialogue between the public and private sectors to ensure public input into decision-making and to promote increased investment in commodities and service delivery. There may be opportunities for collaboration with this activity in promoting the financial sustainability of the health supply chain system.
- Civil Society Strengthening: This activity will strengthen the capacity of civil society and media to constructively engage government and promote government accountability. There may be opportunities for collaboration in increasing stakeholder participation in supply chain planning and policy development.
- Accountability and Risk Management Support Services: This activity will provide technical assistance and other support to help local IPs meet USG accountability standards. There may be opportunities for collaboration in strengthening the performance of local IPs and increasing Ugandan self-reliance.

B.4. Other Donor Support

The Global Fund is a critical partner in procuring HIV, TB and malaria commodities and strengthening the supply chain through which all commodities are delivered; and co-signatory to the IL described in Section C.3.B above. Its support to supply chain strengthening is focused on helping Uganda develop a sustainable and environmentally-friendly medical waste management system; helping to optimize the national distribution system and network; and connecting ERP to 100 high burden health facilities at the district level. Continued strong collaboration between USAID/Uganda and the Global Fund is essential.

Several other donors also provide supply chain support. UNFPA seeks to ensure there are no stock outs of reproductive health commodities at service delivery points. It assists in the planning, procurement, storage and distribution of reproductive health - including HIV/AIDS – commodities; and in strengthening systems and procedures for quantification, procurement, storage, and distribution of RH commodities. UNICEF is helping to strengthen selected supply chains relevant to children's health. It has helped to procure vaccines, supported improvements in vaccine planning and forecasting, assisted with upgrades in cold chain capacity, and reinforced the linkages between financing and budget disbursement. It also works with the MOH to integrate nutrition commodities into the supply chain. The Clinton Health Access Initiative (CHAI) is another active partner seeking to increase access to affordable EMHS. It has supported the procurement and distribution of oral rehydration salts and zinc to treat diarrhea as well as an injectable malaria drugs and rapid diagnostic tests for malaria. Other activities have included reinforcing MoH efforts to upgrade the cold chain and update the EMHS list. DFID funds the procurement of malaria and family planning commodities and has partnered with other donors on supply chain-related initiatives and provided strong support in increasing health sector accountability, especially local level service delivery.

Donor coordination takes place through various partnership groups, such as the Commodities Coordination group led by the Global Fund, as well as through GoU-led coordination and advisory mechanisms, such as the Health Policy Advisory Committee. Commodity management is also a common topic in sub-sector coordination groups, such as those focused on HIV/AIDS, malaria and so forth.

C. Alignment with USAID/ Uganda Country Development Cooperation Strategy (CDCS), Activity, Purpose, and Intermediate Results (IRs)

USAID/Uganda's CDCS is designed to achieve the five-year goal of "Uganda's systems accelerating inclusive education, health and economic development." While it predates USAID's current emphasis on advancing countries' Journey to Self-Reliance (J2SR), the CDCS focus on strengthening Ugandan systems is driven by a longer-term goal consistent with J2SR: Ugandan-led inclusive and sustainable development.

SSCS will contribute to the achievement of the CDCS's third Development Objective (DO):

- Key systems' accountability and responsiveness to Uganda's development needs improved.

Its purpose is to fortify the performance of Uganda's health supply chain systems in the self-sustaining, responsive, uninterrupted, and accountable delivery of quality-assured medicines and other supplies to public and private not-for-profit (PNFP) health facilities.

Three results support the purpose:

- Targeted improvements along the public health supply chain boost system-wide performance
- Advances in good governance improve the enabling environment for health supply chain performance
- Increased local capacity to plan, finance and implement solutions to supply chain challenges accelerates Uganda's Journey to Self-Reliance.

There will be instances in which certain interventions contribute to more than one result or sub-result but be measured in different ways, depending on the result. The overlap reflects USAID/Uganda's desire to be able to bring attention to and better measure progress in certain areas of assistance.

A complete Results Framework is provided on page 11.

C.1. Theory of Change

SSCS is based on a theory of change that holds:

IF actors all along the supply chain can achieve, at a minimum, satisfactory levels of performance in the competencies described in the 2018 NSCA; and

IF Uganda can further advance in creating an enabling environment that promotes strong, accountable supply chain performance; and

IF there is increased local capacity to plan, finance and implement solutions to supply chain challenges;

THEN performance of Ugandan supply chain systems will be fortified; quality-assured, affordable EMHS will be readily available at health facilities; the health status of the Ugandan people, especially women and children, will be improved and Uganda's Journey to Self-Reliance will be accelerated.

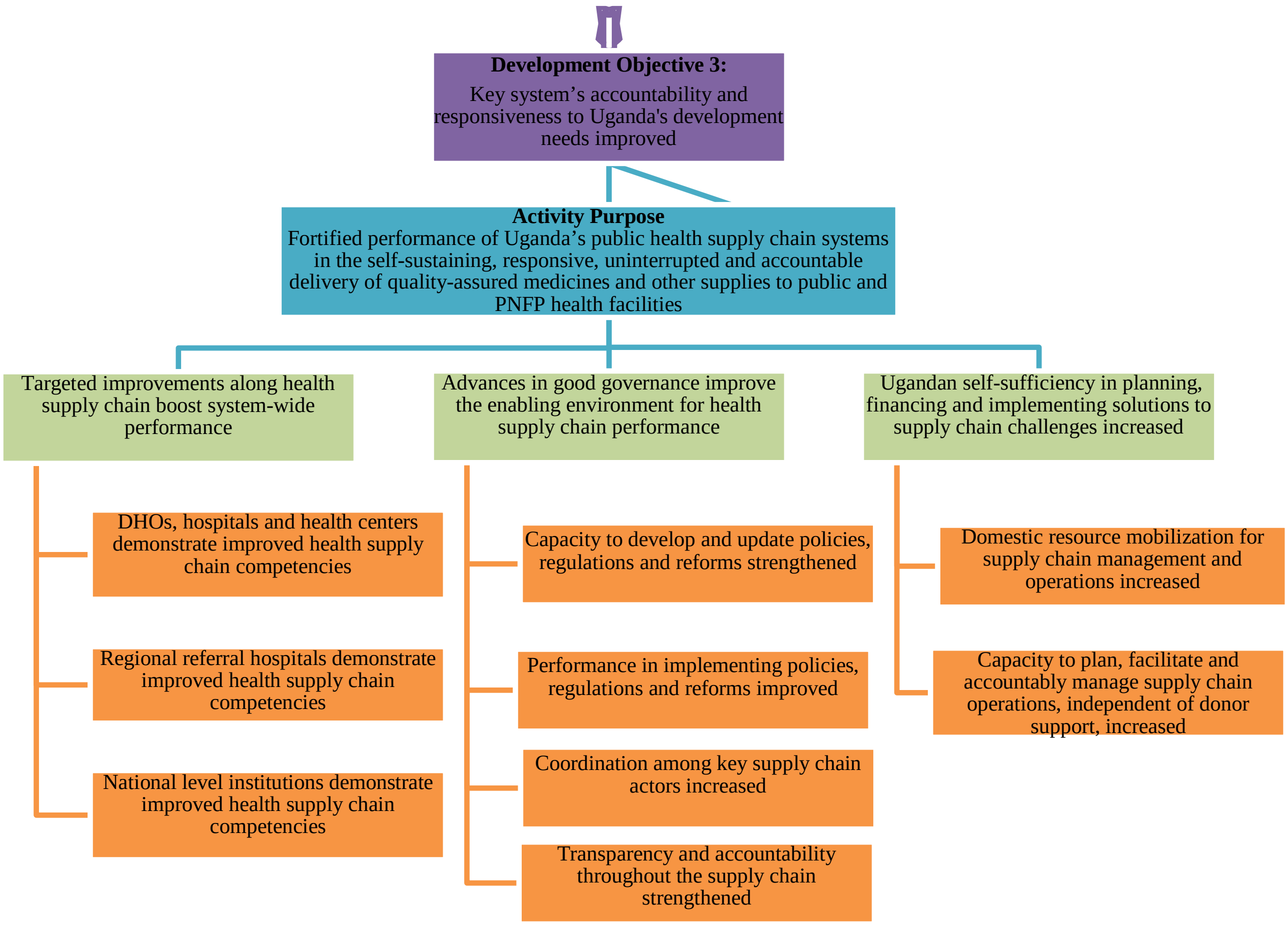
C.2. End of Activity Vision

By the end of this Activity, USAID expects to see a robust, results-oriented SSCS activity performance measurement framework that will significantly reduce stock-outs of quality-assured, affordable Essential Medicines and Health Supplies (EMHS) at health centers and hospitals; and significantly reduced dependence of GOU on external sources of support for the procurement, supply chain management, and distribution of EMHS.

The vision will be realized because actors all along the supply chain are performing at a satisfactory level in the competencies described in the 2018 NSCA; a conducive policy and regulatory framework, informed by the improved collection, analysis and use of data, is in place and being implemented; vertical and horizontal supply chain linkages have operationalized to achieve supply chain integration; a fully-operationalized ERP is promoting transparency, efficiency and supply chain responsiveness to demand for EMHS, including at the last mile of service delivery; and Uganda increasingly has the human capital, institutional capacity and financial resources to sustain supply chain improvements without external support.

To achieve the activity vision will require the successful bidder to collaborate with other, relevant USAID/Uganda IPs as well as with other donors. Collaboration with other IPs could take the form of reinforcing the efforts of other IPs by providing specialized, health supply chain-related, technical assistance and support and/or supporting USAID/Uganda in coordinating IP interventions in supporting supply chain efforts. With regard to the latter, the Recipient will be required to help USAID/Uganda establish and manage an IP coordination group for supply chain support. Collaboration with other donors will take place through support provided to facilitate USAID/Uganda engagement with donor partners or through more direct collaboration as agreed upon with USAID/Uganda.

Figure 1: Supply Chain Technical Assistance Results Framework



C.3. <u>Description Activity Results</u>

This section describes intended results. Descriptions of "illustrative areas of consideration," "illustrative indicators" and "linkages with other activities" are meant to guide but not bind Applicants. USAID/Uganda encourages creativity and innovation as well as insights based on Applicants' research that are not reflected in the NOFO.

Result 1: Targeted improvements along health supply chains boost system-wide performance

The successful Applicant will provide support that improves supply chain performance in the eleven competencies assessed in the 2018 NSCA. Those competencies are: strategic planning and management, policy and governance, forecasting and supply planning, procurement and customs clearance, warehousing and storage, distribution, waste management, quality and pharmacovigilance, logistics management information, human resources and financial sustainability.

Current plans for improving competencies are described in the "Summary of the NSCA Transformation Matrix," dated February 11, 2019 (Attachment F). While many of the actions indicated in the Matrix will ideally have been completed by the time the Cooperative Agreement is awarded, the document, along with NSCA itself, describes the foundation upon which SSCS will build.

Sub-Result 1.1: DHOs, hospitals and health centers demonstrate improvement on competencies relevant to their respective supply chain responsibilities

The District Supply Chain Package is a set of activities conducted at the district and health facility levels to improve supply chain management performance. USAID/Uganda supports the Package in 62 districts through its RHITES IPs and other IPs operating at the subnational level. CDC supports its Districts through CDC IPs as well as Medical Access Uganda Limited (MAUL). DOD implements the Package in its targeted districts via its IPs.

The Recipient will provide TA support to all USG IPs (USAID, CDC, and DOD) operating at the subnational level, and deliver other assistance to support, to achieve the following USG aims at the subnational level:

- DHOs have improved capacity to: (i) effectively plan, budget, and manage commodities within and between health facilities in their respective districts; and (ii) supervise and monitor commodities' management undertaken by health facilities within the District.
- District health facilities and district medical stores have improved capacity to: (i) plan and order commodities; (ii) maintain accurate records for the receipt, storage and dispensing of commodities; and (iii) properly store medicines/supplies, minimize expiries and appropriately dispose of expired or unusable medicines/supplies.

<u>Illustrative Areas of SSCS Intervention</u>:

- Technical and logistical support to USAID/Uganda to help coordinate USG supply chain assistance at the district, sub-district and health facility levels, including: (i) facilitating the joint-IP/USG development and implementation of a plan for coordinating the whole of USG health supply chain assistance; (ii) monitoring IP performance against the plan; (iii) facilitating cross-IP learning, sharing best practices, and problem-solving; and (iv) acting as a secretariat to USG efforts to coordinate its supply chain assistance.
- TA to USG IPs at the subnational level to: (i) improve their capacity to support districts and facilities in meeting District Supply Chain Package standards; and (ii) help troubleshoot district-level bottlenecks.
- TA to districts in: (i) the uptake and effective use of the ERP; (ii) improving the quality of data collection for the eLMIS; and (iii) filling gaps not covered by USG IPs at the subnational level.
- Support for district-level supply chain innovation, including taking up best practices learned under the UHSC activity.

<u>Illustrative Indicators</u>:

- Existence of a collaboratively-developed plan for coordinating USG health supply chain assistance and Recipient performance in meeting milestones and/or targets assigned to it in the coordination plan.
- Percentage of USG-supported districts in which health facilities have satisfactorily operationalized ordering and receipt module of the ERP.
- Percentage of USG-supported districts which demonstrate improvements in the accuracy and timeliness of inputs into eLMIS.

<u>Linkages with Other Activities</u>

- USAID/Uganda's five RHITES activities and the local service delivery IPs.
- USAID/Uganda's other supply chain IPs, including for ERP, warehousing and distribution.
- Global Fund's activities to link ERP to 100 high burden district health facilities and help optimize the national distribution system.

Sub-Result 1.2: Regional Referral Hospitals (RRHs) demonstrate improvements in competencies relevant to their supply chain responsibilities

RRHs offer specialized clinical services, higher level surgical services, and ancillary services (laboratory, medical imaging and pathology). They also serve as sources of teaching and research. Unlike other facilities at the district level, which are under the purview of the Ministry of Local Government, RRHs are overseen by the Ministry of Health. According to the NSCA, RRHs are performing worse than lower-level counterparts from a supply chain perspective (Attachment F, pg.93). Lowest scores were in policy and governance, waste management and quality and pharmacovigilance. RRHs play little role in supporting other facilities at the district level. However, with strengthened supply chain management capacity, they could become an asset in strengthening a district's overall supply chain capacity, and support MoH and NMS to provide oversight and management of the health supply chain using a hub and spoke model.

Illustrative Areas of SSCS Intervention:

- Technical assistance and other support for institutional and staff professional development to:
  - Improve RRHs' supply chain competencies indicated in the NSCA.
  - Strengthen RRHs' capacity to continuously self-assess competencies and develop/manage improvement strategies.
  - Pilot activities with at least two RRHs to test an expanded RRH role in supporting district-level supply chain performance.
  - Facilitate the uptake and effective use of the ERP.
- Support for RRH supply chain innovation.

Illustrative Indicators

- Improved performance in meeting NSCA standards of performance.
- Percentage of USG-supported RRHs that have satisfactorily operationalized ordering and receipt module of the ERP.
- Progress of RRH pilot participants toward playing an expanded role in supporting district-level supply chains.

Linkages with Other Activities

- USAID/Uganda's other supply chain IPs, including for ERP, warehousing and distribution.
- Global Fund's activity to help optimize the national distribution system.

Sub-Result 1.3: National-level institutions demonstrate improvements in competencies relevant to supply their respective supply chain operations.

NMS is a well-regarded institution with satisfactory or above-levels of competency in supply chain operations and a demonstrated track record of self-assessment and improvement. JMS also performs at high levels of competency. Nonetheless, as indicated in the NSCA, both organizations have areas for improvement. Moreover, both organizations play a critical role in leading constructive change throughout their respective supply chain systems. The MoH also has responsibility for supporting health supply chains. For instance, MoH's Quantification and Procurement Planning Unit (QPPU) leads national forecasting and plays a role in supply planning.

Illustrative Areas of SSCS Intervention:

- TA and other support to improve NMS, JMS and MoH supply chain competencies indicated in the NSCA.
- TA and other support for strengthening NMS, JMS and MoH performance in practicing and cascading to subnational levels of the supply chain:
    - Widespread adoption and constructive use of electronic management systems (e.g. eLMIS, RxSolution, ERP tool, etc.).
    - The equitable allocation of medicines and health supplies based on populations served and health care needs.
    - Cost-effectiveness and efficiency supply chain operations.
    - The maintenance of product quality and integrity throughout the supply chain.
- TA and other support for national-level supply chain innovation.

Illustrative Indicators:

- Improved performance in meeting NSCA standards of performance.
- Progress in areas of cooperation indicated in IL #3, including but not limited to:
    - All public facilities using the ERP tool to order essential medicines directly from NMS based on available budgets.
    - The use of a “population and needs-based” resource allocation tool.
    - Improved quantification, forecasting and supply/procurement planning.
    - Scaling-up the adoption of approved eLMIS tools, which may include the RxSolution, throughout the health supply chain
    - Improved analysis and use of eLMIS data in decision-making and adaptive management.

Linkages with Other Activities:

- USAID/Uganda’s other supply chain IPs, including Central warehouses ERP systems role out and Local Partner warehousing and distribution
- Global Fund’s support in improving waste management systems and optimizing the national distribution supply system

Result 2: Advances in good governance improve the enabling environment for health supply chain performance.

Uganda has in place many of the policies and regulations conducive to a responsive, uninterrupted and accountable delivery of quality-assured EMHS. There are, however, weaknesses in implementing policies and regulations as well as new operational reforms. One of the drivers behind poor implementation is often weak vertical and horizontal linkages in the supply chain. Low levels of transparency and accountability, which results in high levels of system leakage, is, together with poor supply chain performance, a critical consequence of weak implementation.

Sub-Result 2.1: Capacity to develop and update policies, regulations and reforms strengthened

The MoH is responsible for developing and overseeing national supply chain policy. NMS, JMS, and local authorities set policies, develop regulations and undertake reforms within the framework established by the MoH. The MoH's Pharmacy Division takes the lead on supply chain policy development within the MoH. Uganda's health supply chain has a generally adequate policy framework. There are, however, weaknesses in the lack of procurement and inventory management policies (Attachment F, pg. 38). New policies may be required to ensure the success of the ERP.

SSCS will support MoH, NMS, JMS and other stakeholders in strengthening institutional processes and other capacity required for the development and adaptive management of supply chain policies, regulations and reforms.

Illustrative Areas of SSCS Intervention:

- Technical Assistance, professional development, and other support required to:
    - Strengthen the quality of data collection systems, data analysis and feedback loops between analysts and decision makers to promote the development of evidence-based policies, regulations and reforms; as well as continued review and improvement.
    - Conduct studies and build the analytical capacity to develop policies, regulations and reforms.
    - Expose analysts and decision-makers to best practices in Uganda and elsewhere in the world.
    - Promote participatory processes that incorporate stakeholder (government, the private sector and civil society) input into policy, regulatory and reform processes.
    - Strengthen data visibility on performance across the different levels of the supply chain to improve accountability and results.

Illustrative Indicators:

Indicators will address processes and outputs as well as take into account performance against NSCA competencies.

- Illustrative Process Indicators
    - Extent to which systems and practices are in place that ensure policies, regulations and reforms are better informed by:
        - Improved data collection and analysis.
        - Best practices in Uganda and elsewhere in the world.
        - Stakeholder engagement.
- Illustrative Output Indicators
    - Extent to which the success of existing policies, regulations and reforms related to equity in the allocation of resources, improved supply chain efficiencies and effectiveness, increased financial self-sustainability and other indicators of supply chain performance are: (i) being tracked; and (ii) updated based on evidence emanating from information management systems.
    - Extent to which the policy environment facilitates the rollout of the ERP.
    - Extent to which the policy environment supports a motivated, appropriately-supervised supply chain workforce with adequate numbers to meet supply chain needs.
- NSCA Indicators

- Policy and governance scores
- LMIS scores

Linkages with Other Activities:

- USAID/Uganda's other supply chain IPs, including warehouses ERP systems, warehousing and distribution
- USAID/Uganda's Health Systems Strengthening activity
- USAID/Uganda's Civil Society Strengthening activity.
- USAID/Uganda M and E (SITES) activity.
- Other donor efforts to support policy, regulatory and other reform.

Sub-Result 2.2: Performance in implementing policies, regulations and reforms improved

Supply chain performance in implementing policies, regulations and reforms is slow and often inadequate. Deficiencies are frequently due to weak capacity; particularly at the district level where capacity is constrained by overstretched workforces and limited knowledge or understanding of national initiatives. Implementation of policies, regulations and reforms can also be impeded by shortfalls in political prowess and leadership skills, with little capacity to analyze, anticipate or address resistance to change that is universally common during reform processes.

SSCS will support national level efforts to: (i) cascade policies, regulations and reforms to the subnational level; and (ii) break both the technical and political logjams that delay progress toward new ways of doing business. This Sub-Result will link directly to supporting the development and rollout of strategies that support the achievement of other SCSS results.

Illustrative Areas of SCSS Intervention:

- TA in conducting the institutional, political economy and other analyses that will inform plans for rolling out policies, regulations and reforms.
- TA for the development and testing/piloting of rollout plans, including plans for dissemination and socialization of guidance, training modules and other adult learning mechanisms, supervision, tracking rollout progress for adaptive management, etc.
- TA for RHITES and other USG service delivery partners in order to strengthen their capacity to promote subnational uptake of policies, regulations and reforms.
- Leadership training in areas such as stakeholder analysis and engagement, resource mobilization, constituency building, negotiation, gender and minority sensitivity, etc.
- Collaboration with and facilitation of interventions from related USAID and other donor activities.

Illustrative Indicators

Indicators will address processes and outputs as well as take into account performance against NSCA competencies.

- Illustrative Process Indicators
    - Extent to which systems and practices are in place that ensure that rollout strategies:
        - Are informed by data collection and analysis.

   - Take into account technical, logistical and political considerations
   - Take advantage of best practices in adult learning
   - Are monitored and evaluated to determine progress and promote adaptive management

- Illustrative Output Indicators
  - Extent to which GoU and activity monitoring and evaluation systems indicate the successful rollout of policies, regulations and reforms related to improving supply chain efficiencies and effectiveness, including the rollout of the ERP.
- NSCA Indicators
  - Policy and governance scores

Linkages with Other Activities

- USAID/Uganda's five RHITES activities and CDC or DoD IPs
- USAID/Uganda's other supply chain IPs, including for ERP, warehousing and distribution
- USAID/Uganda's Civil Society Strengthening activity

Sub-Result 2.3: Coordination among key supply chain actors increased

As described in Section C.3.A above, a key constraint to supply chain operations is the lack of system-wide integration that stems from vertical linkages and horizontal linkages that are still in the process of maturing. Institutional fragmentation and blurred lines of responsibility lead to interruption in supply chain operations and decision-making. The emergence of an Inter-Ministerial Technical Task Team and an Inter-Ministerial Task Force on the Governance of the Reform of the Commodities Supply Chain System increases prospects for improving cross-agency coordination and integration. Electronic health systems offer opportunities to increase both horizontal and vertical coordination.

Illustrative Areas of SCSS Intervention:

- TA to promote the success of the Task Team, Task Force and TWGs in horizontal planning, oversight and decision-making.
- TA to strengthen vertical linkages, e.g., helping develop tools to be rolled out at the district level to help districts revise, update and, if nonexistent, create communication protocols between district health facilities, central warehouses, the MoH and other stakeholders.
- TA to support the USG's role in promoting donor coordination.

Illustrative Indicators

Indicators will address processes and outputs as well as take into account performance against NSCA competencies.

- Illustrative Process Indicators
  - Degree of broad and active participation in the Inter-Ministerial Technical Task Team.
  - Performance of Inter-Ministerial Task Force in meeting its terms of reference.
  - Degree of cross-fertilization between the MoH's Technical Working Group for Medicines Procurement and Management and other relevant TWGs, such as Maternal and Child Health; Nutrition; e-Health; and Hospitals and Lower Level.

- o Degree of strengthened communications/feedback loops between supply chain actors at the national, regional, district and facility level.
- o Degree to which supply chain topics are integrated in various health donors working group meetings.

- Illustrative Output Indicators
  - o Degree to which increased supply chain cooperation is reflected in health sector resource (budget and personnel) planning documents at the national and subnational levels.
  - o Measures of improvement in vertical linkages, including # of USG-supported districts with satisfactory protocols in place for communication with central warehouses.
- NSCA Indicators
  - o Policy and governance scores

Linkages with Other Activities

- USAID/Uganda's other supply chain IPs, including for ERP, warehousing and distribution
- USAID/Uganda's Health Systems Strengthening activity

Sub-Result 2.4: Transparency and accountability throughout the supply chain systems strengthened

Missing and unaccounted for EMHSs are an intolerable cost in Uganda's underfunded health system. A reflection of weak governance, particularly at the district level, they result from corrupt intent as well as capacity gaps in supply chain performance. Several SSCS interventions across other sub-results will have an impact on transparency and accountability, including the ERP rollout and any policies or reforms focused on increasing the integrity of the supply chain. Leadership training indicated in Sub-Result 2.2 is an opportunity to promote a culture of accountability. The aim of this result is to capture transparency and accountability gains across SSCS; and reinforce and entrench gains wherever opportunities exist. District-level interventions will generally be implemented through USG IP's active at the subnational level.

Illustrative Areas of SCSS Intervention:

- TA and other support to increase supply chain transparency to actors in the supply chain and to the public.
- TA and other support to promote the development and use of tools that track and trace commodities; and hold value chain actors accountable to each other and to the public.
- TA to strengthen supply chain audit capacity.
- TA and other support to incentivize integrity and strengthen cultural barriers to corruption.

Illustrative Indicators:

- Extent to which ERP and other electronic systems are used to provide, identify and take action to increase the integrity of commodity supply chains.
- Supply chain performance in health facility scorecards.
- # of audits supported and % of recommendations addressed.

Linkages to Other Activities

- USAID/Uganda's five RHITES activities and other service delivery activities

- USAID/Uganda's Civil Society Strengthening activity
- USAID/Uganda's Strengthening Systems and Public Participation activity
- DFID's anti-corruption efforts
- USAID's HSS activity

Result 3: Ugandan self-sufficiency in planning, financing and implementing solutions to supply chain challenges accelerates Uganda's Journey to Self-Reliance.

While gaps remain at the national level, and considerable strengthening is required at the district level, Uganda has made steady progress in building the institutions and putting in place the policies, regulations and procedures that underpin high-performing supply chain systems. The country has not performed well in self-financing the procurement and distribution of EMHSs. This is a result of the low level of the national budget allocated to the health sector. According to a World Bank report, social spending in Uganda has declined as a share of GDP, from around 8.5 percent of GDP in 2005 to around 4.4 percent in 2017/18 (Attachment H, pg.4 &5). The health sector budget is around 1.8 percent of GDP, well below the average of its East African neighbors. Out-of-pocket (OOP) expenditures represent 50 percent, and government spending 16 percent of total health expenditure. Donor funding represents the large majority of remaining health sector expenditures.

Sub-Intermediate Result 3.1: Domestic resource mobilization for supply chain management and operations increased

Donors, including the Global Fund and USAID/Uganda, fund the majority of EMHS procurement in Uganda. Donors also fund a large portion of distribution costs. This external funding of procurement and distribution of EMHSs is unsustainable. The Government of Uganda recognizes this weakness and, in 2016, completed its "Health Financing Strategy." The Strategy highlights the need for; reducing inefficiencies, reducing wastage, reducing corruption; and recognizes the need for increased fairness in collecting health revenues, better pooling of resources, and more strategic/efficient purchasing practices.

At the public facilities, all medicines are provided free-of-charge to patients. Adequate funding from the GoU will provide the ability to meet the requirements of the population at the facilities. In most instances, the current funds provided are inadequate to meet the needs of patients frequenting public sector sites. There is no 'cost recovery' or national insurance program in the public sector in Uganda, but there are plans to pilot national insurance models under USAID/Uganda's Health Systems Strengthening activity. There is an attempt for hospitals to establish private wings that generate 'cost recovery' revenues.

The GoU also provides funds to JMS to procure EMHS for patients receiving services in PNFP facilities supported by JMS. In the PNFP sector, most facilities generate 'cost recovery' revenues that contribute to these facilities' ability to ensure the availability of EMHS.

<u>Illustrative Areas of SSCS Intervention</u>:

- TA to help rationalize the parallel procurement, warehousing and distribution of EMHSs.
- TA to help identify and capitalize on opportunities to increase supply chain efficiency.
- TA to help identify innovative and sustainable approaches to financing EMHS procurement and distribution.
- Collaboration with the Health Systems Strengthening activity on its national insurance pilots.
- TA to help cooperation platforms advocate for increased supply chain resources.

<u>Illustrative Indicators</u>

- Progress toward plans to rationalize supply chain systems

- Savings achieved through improved efficiencies
- Proportion of commodity procurement and distribution costs assumed by the GoU

Linkages with Other Activities

- USAID/Uganda's Domestic Resource Mobilization activity
- USAID/Uganda's Health Systems Strengthening activity
- USAID/Uganda's Civil Society Strengthening activity
- USAID/Uganda's Strengthening Systems and Public Participation activity

Sub- Result 3.2: **Ugandan capacity to plan, facilitate and accountability manage supply chain operations independent of donor support increased**

Over the next several years, USAID/Uganda will be relying increasingly on local IPs in delivering its development support. Moreover, by the end of the SSCS activity, the Mission expects that the supply chain systems will require significantly reduced levels of technical assistance support from external donors.

Illustrative Areas of SSCS Intervention:

- Technical assistance and professional development support to strengthen the managerial and technical capacity USAID/Uganda Government-to-Government (G2G) partners to responsibly manage USAID resources for health supply chains. It is anticipated that G2G partners will include: NMS and RRHs technical assistance and professional development support to reduce local counterpart dependence on external technical assistance, professional development and other support in developing and implementing policy, regulatory and other reforms.
- Collaboration and facilitation of interventions from related USAID and other donor activities.

Illustrative Indicators:

- number of trainings and other professional development opportunities created, disaggregated by length and purpose of the opportunity.
- Measure of increased assumption of responsibilities by local partners

Required Linkages with Other Activities

- USAID/Uganda's Accountability and Risk Management Support Services contract

Providing Technical Assistance to District Medical stores to ensure effective management of commodities. This includes; accurate supply planning and ordering; maintenance of accurate records for the receipt, storage and issuance of commodities to dispensing units within the facility; proper storage and disposal of expired and unusable pharmaceuticals.

- The Recipient will work with district teams to update or create a communication protocol between the stakeholders (central warehouses, MOH, other ministries and the health facilities).
- Increase joint, coordinated oversight and supervision of the central level, district level, health facilities and community level commodity management.

D. Activity Monitoring, Evaluation and Learning

USAID is committed to building the evidence base for programming. Activities across the IRs will incorporate rapid, robust, and programmatically useful formative research, monitoring, and evaluation strategies to track progress, outcome, and impact. This includes the development of tools to gather realtime data and facilitate course-correcting over the life of the Activity. This Activity, in close consultation with USAID, will develop and implement a robust learning agenda with quick feedback loops (e.g., through developing a plan to generate and disseminate knowledge to strengthen implementation).

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

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

<u>Activity, Monitoring, Evaluation and Learning Plan (AMELP)</u>

The Applicant is required to submit a draft AMELP with the application. The AMELP will describe the M&E and Learning approach for ensuring effective implementation and achievement of desired results. Learning will be used to make mid-course adjustments to the choice of interventions and/or how they are implemented. At a minimum, the draft AMELP will identify A section of the AMELP will be dedicated to show how the awardee will implement USAID's Collaborating, Learning, and Adapting (CLA) concept (described in more detail in Section E.10.), including the development and implementation of a learning agenda. The proposed AMLEP will include indicators and targets for measuring quality improvement processes and outcome.

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

E. Implementation Approach

The Activity is envisaged to operate mainly as an above-site mechanism to support implementation.

E.1. Journey to Self-Reliance

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

E.2. Gender Considerations

The U.S. Government has been a global leader in supporting gender equality through its departments and agencies. It has issued a number of gender policies and strategies over the past three decades to aid the development and implementation of its programs across all sectors. USAID's health programming subscribes to both the Global Health Initiative (GHI) principles, USAID Gender Equality and Female Empowerment Policy (Attachment J).

The gender analysis is aligned to the Uganda Gender Policy 2007 (Attachment I) that promotes the need for redressing gender imbalances in planning, resource allocation and implementation of development programs with a gender perspective. The emphasis on gender is based on the recognition that "gender" is a development concept useful in identifying and understanding the social roles and relations of women and men of all ages, and how these impact development. The policy gives a clear mandate to the Ministry of Gender, Labor and Social Development and other Line Ministries including health to mainstream gender in all sectors. The MoH national health sector development plan 2015/2020 highlights the importance of addressing gender disparities in the design, planning and implementation of health programs in order to minimize the inequalities affecting men, women, and young people in relation to health.

E.3. Capacity Building

Building on current and past investments, and in alignment with USAID/Uganda CDCS, the SSCS/TA Activity will emphasize capacity building of the GoU, community-based structures, multi-sectoral platforms, and local institutions. This Activity will play a facilitative role, rather than a directive role. It will reinforce the necessary technical and managerial capacity of government and relevant institutions to better manage the health supply chain system.

E.4. Environmental Considerations

The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) Parts 201.3.11.2.b and 204, which require, in part, that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. The SSTA environmental compliance obligations under these regulations and procedures are specified in the following paragraphs.

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

1b) No activity funded under this Cooperative Agreement will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in an Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO). Hereinafter, such documents are described as "approved Regulation 216 environmental documentation".

2) All USAID funded activities must comply with 22 CFR 216. Pursuant to this, the FP4HD Activity is covered by an Initial Environmental Examination (IEE) file name: Uganda_ Demorgraphic_Drivers_ Integrated_Portifolio_IEE_08112018 approved on 05/15/2018. USAID has recommended a Negative Determination with Conditions Environmental Threshold Determination for this Activity. Determination for the: Procurement, storage, management and disposal of health commodities. This indicates that if these activities are implemented subject to specified conditions, they are expected to have no significant adverse effects on the environment. The Recipient shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this solicitation.

3a) As part of its initial work plan, and all annual work plans thereafter, the Recipient, in collaboration with the USAID Agreement Officer's Representative and Mission Environmental Officer or Bureau Environmental Officer (BEO), as appropriate, shall review all ongoing and planned activities under this Cooperative Agreement to determine if they are within the scope of the approved Regulation 216 environmental documentation.

3b) If the Recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it must prepare an amendment to the documentation for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.

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

3c) Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID.

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

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

a) The respondent's approach to developing and implementing an EMMP.

b) The respondent's approach to providing necessary environmental management expertise, including examples of past experience of environmental management of similar activities.

c) The respondent's illustrative budget for implementing the environmental compliance activities /EMMP. For the purposes of this application, applicants should reflect illustrative costs for environmental compliance implementation and monitoring in their cost proposal.

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

E.5. Climate Risk Screening

USAID supports strengthening development outcomes by integrating climate change into Agency programming, learning, policy dialogues and operations. The Automated Directives System (ADS) 201 requires climate risk assessment and management for all new projects and activities across sectors to ensure the effectiveness and sustainability of project and activity objectives in the face of extreme weather and climate events.

Per ADS 201 and the climate risk screening process detailed in the mission's approved CDCS, climate risk analysis has been conducted for the Strengthening Supply Chain Systems Technical Assistance activity (see annex 1 for detailed CRS matrix). The analysis established that climate risks are low for all the planned interventions. Per ADS 201 and the climate risk screening process detailed in the mission's approved CDCS, no further climate risk analysis or action is required for this Activity.

E.6. Commitment to Gender, Youth and Inclusive Analysis

In accordance with USAID's recognition of the importance of gender issues in development, this activity will address gender related issues with regard to women and children. The Uganda Clinical Guidelines (UCG) and the Essential Medicine & Health Supplies List of Uganda (EMHSLU) 2016-2020 emphasizes prioritization of gender specific illnesses for the Ugandan population.

UCG provides evidence-based, practical and implementable guidance to prescribers to provide the most cost-effective and affordable treatment for women, men, children and priority health conditions for specific age. EMHSLU reflects the policy of Ministry of Health for the appropriate procurement of safe and efficacious essential medicines, health and laboratory supplies in accordance to the identified guidance in the UCG. This activity as it relates to supply and health systems strengthening is aimed at implementing strategies that foster increase and availability of quality and affordable EMHS at health centers and hospitals and that Ugandan dependence on external sources of support for key supply chain functions is significantly reduced.

Youth and Other Vulnerable Groups: Uganda has a large and growing population of persons under the age of 15 years; with over 78% of the population below the age of 30. High fertility rates, young age at first gestation, and risk for HIV and other sexually transmitted infections (STIs) indicates a need for a strong focus on young people, especially girls. The total fertility rate (TFR) has remained high in Uganda with on average 5.4 children per women in Uganda, especially among the poorest quintile leading to high dependency and compromised economic opportunity that could entrench families in poverty for generations. Nonetheless, key boy-centric issues must also be considered in programming. Young people must be supported to improve their communication and negotiation skills and address and change gender norms; and health care professionals must be trained to improve clinical services for young people, including those who have been victims of violence. This Activity will look for opportunities for designing and delivering innovative mechanisms to ensure that youth involvement are adequately addressed and incorporated during planning and implementation. The Applicant will have to suggest approaches and strategies to reach out to this key audience, where evidence shows that there is a gap.

E.7. Expectations for Collaborating, Learning and Adapting (CLA)

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

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

- **Collaborating:** Engaging in active collaboration with other key in-country partners to share knowledge around assessments, emerging research, lessons learned, etc.; identifying strategic opportunities to take advantage of other GoU, donor and USG platforms to advance the activity's goals or layer interventions in similar geographic areas as other USAID implementing partners; and conducting joint work planning sessions with other relevant activities. (See section E.8 above).
- **Learning**: Generating and feeding new learning, innovations, and performance information back into the activity's strategy to inform program management, design, USG-GOU policy dialogue opportunities and funding allocations; (e.g., creating pauses for reflection within the Activity implementation scheme, engaging stakeholders for shared 'learning moments' particularly across activities that are working on family planning issues, conducting analytical review of existing and/or new evidence that may support common understanding).
  Adapting: Engaging in periodic reflection activities using approaches such as after action reviews and pause and reflect sessions to identify, capture, and act upon lessons learned; translating learning (from within implementation experience or external sources) and considering programmatic changes to achieve better results. (E.g. adjusting work plans to account for contextual shifts or tacit learning from a team's experience, while clearly and explicitly capturing and sharing the rationale for adjustments along the way.) A strong focus on adaptive management techniques will be particularly important in the implementation of this activity, in order to track and adjust to the opportunities to operationally integrate with other activities working on related efforts.

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Section B. FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one (1) Cooperative Agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide $18.5 million in total USAID funding for the award. USAID reserves the right to fund any one or none of the applications submitted.

2. Start Date and Period of Performance for Federal Award

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

3. Award Type and Substantial Involvement

USAID anticipates the award shall be a Cooperative Agreement. Consistent with ADS 303.3.11 to ensure the achievement of the program objectives, USAID/Uganda will be substantially involved in the implementation of the SSCS Activity. The intended purpose of the Agreement Officer's Representative (AOR) involvement during the implementation of the program is to assist the recipient in achieving the supported results and objectives. USAID/Uganda will provide technical knowledge and guidance to the awardee on programmatic implementation and promote sharing and learning of successes and challenges among the USAID partners implementing this activity.

Elements of Substantial Involvement:

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

USAID/Uganda will approve annual implementation plans, including but not limited to, annual work plans, including planned activities for the following year and any subsequent revisions, international travel plans, planned expenditures, event planning/management, international meeting preparation.

However, if at the time of award, the program description does not establish a timeline in sufficient detail for the planned achievement of milestones or outputs, USAID may delay approval of the recipient's implementation plan for a later date. USAID must not require approval of implementation plans more often than annually.

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

b. **Approval of Specified Key Personnel**:

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

The SSCS Activity anticipates experts and specialists in a range of strengthening supply chain technical areas as outlined in the Program Description. Applicants are requested to propose key personnel and a comprehensive staffing plan depicting a balance of skills critical to support this Activity's objectives and results.

All key personnel must demonstrate strong project and personnel management skills; innovation and flexibility in technical practice and/or management; the ability to collaborate effectively with a wide range of stakeholders and strong communication skills. Individually and collectively, proposed key personnel must show evidence of strong skills for building collaborative relationships with donors, host country governments, and local and international health and development implementers. Accordingly, if the prime Applicant proposes to include partners and organizations in its application, partners' staff should be assigned roles and positions that match the prime Applicant's vision of the partners' intended contributions for the achievement of the Activity's purpose.

In accordance with the Substantial Involvement clause of this award, the following key personnel are subject to the approval of the Agreement Officer under this Cooperative Agreement:

A. Chief of Party;
B. Deputy Chief of Party;
C. Supply Chain Director;
D. Strategy and Program Innovation Director; and
E. Director of Financial Management and Operations.

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

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

Required qualifications:

- Minimum of 10 years of experience in supply chain management, business management, public health or a related field. Preference will be given to those with considerable working experience in senior-level management position and experience leading large and complex supply chain management and related technical assistance projects in Africa, including in Uganda.
- Local national with relevant experience working in multiple countries, preferably in Africa.

Desired qualifications:

- Master's Degree in supply chain management, business management, public health or a related field with fifteen (15) years' experience in the areas as described above.
- Demonstrated knowledge of the latest developments in advancing good/best practices in supply chain management.

- Proven record of leadership in design and management of Supply Chain programs and experience leading projects across a range of intervention types and/or health areas.

The COP must have the following skills:

- Provide leadership, management and strategic direction towards the achievement of project goals, objectives and targets;
- Coordinate multiple project activities and staff;
- Oversee program implementation, providing the strategic direction, technical vision and approach;
- Manage the project team and consortium members;
- Ensure compliance with the terms of the award and USAID operational policies and regulations;
- Ensure that the project activities are meeting client and stakeholder expectations and that project results are proactively disseminated, and learnings are shared and incorporated to continuously improve;
- Lead project work planning, performance management, and strategic communications
- Ensure systems are in place to mitigate risk of fraud, waste and abuse;
- Oversee the production and timely submission of project reports to USAID;
- Represent the project to USAID;
- Proven record of leadership in design and management, as well as experience leading supply chain and technical assistance programs;
- Demonstrated leadership skills in working collaboratively and effectively engaging with other donors, host country institutions, and international organizations;
- Demonstrated capacity in managing for results; and
- Excellent negotiation skills with demonstrated capacity for negotiating with senior government officials or executives; working knowledge of and/or experience with USG-funded program management, policies, regulations, and procedures is required.

B. Deputy Chief of Party: 100% Time

The Deputy Chief of Party (DCOP), identified as local staff, determined as Key Personnel, will work under the leadership of the Chief of Party (COP) and is responsible for program implementation and management. The DCOP shall have complementary technical skills and experience to the COP. The DCOP shall report directly to the COP, and will take over leadership and oversight of the activity in the absence of the COP. 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. In supporting the COP in rolling out the mission of this Activity, experience interacting with host country government agencies including local governments, development partners, the private sector, and civil society organizations is critical.

Required qualifications:

- Minimum of 10 years of experience in managing and providing technical support and capacity building to large complex international projects with significant public health, pharmacy/supply chain management, public health or a related field. Preference will be given to those with considerable working experience in supply chain strengthening.

Desired qualifications:

- A Master’s degree in a relevant field or Bachelor’s degree with 15 years of experience working in supply chain, with a focus on systems strengthening, in multiple countries including Uganda.
- Demonstrated knowledge of the latest developments in advancing good/best practices in supply chain strengthening.
- Local national with experience preference working in multiple countries, particularly Africa.

The DCOP must have the following skills:

- Demonstrated management skills, including direct supervision of professional staff;
- Ability to plan and manage large comprehensive and complex health programs;
- Proven record of leadership in design and management, as well as experience leading supply chain and technical assistance programs;
- Demonstrated leadership skills in working collaboratively and effectively engaging with other donors; host country institutions, and international organizations;
- Excellent negotiation skills with demonstrated capacity for negotiating with senior government officials or executives;
- Working knowledge of USG-funded program management, policies, regulations, and procedures is required; and
- Oral and written fluency in English.

C. Supply Chain Director: 100% Time

The Supply Chain Director, identified as local staff, determined as Key Personnel, shall provide support to implement the overall strategic leadership and including play a vital role in supporting the COP for oversight to the project. 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. In supporting the COP in rolling out the mission of this Activity, experience interacting with host country government agencies including local governments, development partners, the private sector, and civil society organizations to address supply chain system strengthening is essential.

Required qualifications:

- A minimum of ten (10) years of experience in managing and providing technical support to large complex international projects with significant supply chain management and related technical assistance components.

Desired qualifications:

- A Master's degree in supply chain management, business management, public health or a related field or a Bachelor's degree in a relevant field with a minimum of ten (10) years of professional experience in experience above.
- Local national/resident with experience working in multiple countries.
- Experience in adopting leading practices and designing and implementing digital supply chain solutions.
- Local national with experience preference working in multiple countries, particularly Africa.

The Supply Chain Director must have the following skills:

- Dynamic, adaptable and quick learner with a track record of building capability in supply chain systems;
- Experience in adopting leading practices and designing and implementing digital supply chain solutions;
- Leadership skills in working collaboratively and effectively engaging with other donors, host country institutions, and international organizations;
- Capacity in managing for results;
- Technical expertise in at least one of the Activity priority areas (procurement, warehousing, distribution, supply chain, technical assistance for supply chain system strengthening), with sufficient understanding of all these areas to direct integrated, collaboration and coordination efforts;
- Knowledge of USG-funded program management, policies, regulations, and procedures;

- 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 skills in building and maintaining collaborative working relationships with senior level government officials; and
- Excellent organizational, analytical and oral and written communication skills in English.

D. Strategy and Program Innovation Director: 100% Time

The Strategy and Program Innovation Director, identified as local staff, determined as Key Personnel, works as program manager associated with the implementation of new/innovative experiences that are designed by the Innovation team and to implement the strengthening of the regulatory system for Uganda public health commodities and supply chain management. S/he will work with key actors and supply chain stakeholders engaged in medicines, supply chain management and human resources reforms for addressing potential gaps in national policies and regulatory guidelines. Also, the Director will be supporting the dissemination, popularization and implementation of the adopted policies, norms and regulatory guidelines favoring the affordability, availability, accessibility, quality and effectiveness of medicines. The Director will provide support to the dissemination, popularization and implementation of the adopted policies, norms and regulatory guidelines favoring the affordability, availability, accessibility, quality and effectiveness of medicines. S/he will provide guidance to project and partners in areas of supply chain systems; support development of local innovative solutions in the supply chain arena; lead specific project objectives. The role of the Director of Strategy and Program Innovation focuses on three main areas of activity: Program Innovation and Strategy, Business Development and Advocacy/Representation.

Required qualifications:

- A minimum of ten (10) years of specialized study and/or training in medicines policy or related fields. Preference will be given to those with considerable working experience in managing and providing technical support to large complex international projects with significant strengthening regulatory system components.

Desired qualifications:

- A Master's degree in public health, public health administration, pharmaceutical supply chain management or Bachelor's degree in a relevant field with a minimum of 5 years' experience to ten years of experience above.
- Local national with experience preference working in multiple countries, particularly Africa.

The Strategy and Innovation Director must have the following skills:

- Demonstrated capacity in working collaboratively and effectively engaging with senior level government leadership and host country institutions, donors, and international organizations; public and private sector counterparts and other key stakeholders;
- Proven experience in the domain of pharmaceutical management at the national level;
- In depth knowledge of Uganda's health system, laws and current regulations;
- Demonstrated capacity to work in a multi-disciplinary team and effectively engaging with senior level government leadership and host country institutions, donors, and international organizations; public and private sector counterparts and other key stakeholders;
- Working knowledge of and/or experience with USG-funded program management, policies, regulations, and procedures is preferred;
- Capacity in managing for results; and excellent organizational, analytical, oral and written communication skills in English;
- Demonstrated experience working in multiple countries with local national/resident with experience; and
- Excellent past performance references.

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

The Director of Financial Management and Operations, identified as local staff, determined as Key Personnel, will oversee operations for all Activity offices in Uganda. This includes oversight of procurement, grants, construction, logistics, human resources, accounting and finance, and records. This individual will be responsible for managing the budget and preparing financial reports for submission to USAID. She/he will ensure funds expended are compliant with USG regulations and policies. She/he will implement fraud mitigation practices and ensure systems and processes are implemented effectively to support implementation of the award.

Required qualifications:

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

Desired qualifications:

- A Master's degree in a relevant field with 10 years of experience in financial management of large activities, extensive professional experience in finance, procurement, and contract management, logistics and/or human resource related matters for international development activities of similar scope and size of the SSTA Activity.
- Local national with experience preference working in multiple countries, particularly Africa.

The Director of Financial Management must have the following skills:

- Demonstrated supervisory experience and be familiar with USG financial reporting and compliance requirements;
- Experience in managing donor-funded procurements and subcontracts/grants of similar scope and size of the SSTA Activity;
- Experience in increasing roles of responsibility and oversight of procurement, logistics, human resources, finance, and accounting of large-scale, complex, international programs, including experience in managing donor funded subcontracts/grants;
- Required oral and written fluency in English; and
- Excellent past performance references.

The key personnel specified above are considered to be essential for successful achievement of goals and results under this cooperative agreement. Prior to replacing any of the specified individuals, the Recipient must immediately notify both the USAID/Uganda Agreement Officer and Agreement Officer's Representative with reasonable advance notice and submit a request for approval for the new personnel including a written justification in sufficient detail to permit evaluation of the impact on the Activity and the proposed substitutions' resume. No replacement of key personnel will be made by the Recipient without the written approval of the Agreement Officer.

NOTE: USAID reserves the right to determine relevance of education and experience.

c. **Agency and Recipient Collaboration or Joint Participation:**

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

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

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

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

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

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

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

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

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

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

(5) **Communication with GOU Officials**

The AOR shall be present in important meetings with government level officials. Communication with GOU officials must be coordinated in advance with the USAID AOR. Exceptions may be granted but must be in writing and made prior to any meeting/communication.

d. **Agency Authority to Immediately Halt a Construction Activity**

Construction is not eligible for reimbursement under this award.

e. **Title to Property**

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

f. **Authorized Geographic Code**

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

g. **Purpose of the Award**

The principal purpose of the relationship with the Recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the Strengthening Supply Chain Systems (SSCS) Activity which is authorized by Federal statute.

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

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Section C. ELIGIBILITY INFORMATION

1. Eligible Applicants

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

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

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

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

2. Cost Sharing or Matching

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

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

The cost-share, and the feasibility of the cost-sharing plan, should be discussed in the budget narratives to the extent necessary to realistically assess these sources and funds. Applicants should estimate the amount of cost-sharing resources to be mobilized over the life of the agreement and specify the sources of such resources, and the basis of calculation in the budget narrative. Applicants should also provide a breakdown of the cost share (financial and in-kind contributions) of all organizations involved in implementing the resulting Assistance award. Applications that do not meet the minimum cost-share requirement are not eligible for award consideration.

NOTE: The 5% cost share will be in addition to the total estimated budget of $18.5 million for this NOFO.

3. Limitations on number of applications

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

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Section D. APPLICATION AND SUBMISSION INFORMATION

1) Point of Contact

Name: Mr. Admir Serifovic, Agreement Officer / Ms. Mercy Lapolo, A&A Specialist
Address: USAID/Uganda, US Embassy Compound, Ggaba Road Kampala, Uganda
Email: KampalaUSAIDSolicita@usaid.gov

2) Deadline for NOFO Questions: October 4, 2019; 5:00 p.m. Washington, DC Time

Anticipated date of response to Questions: October 11, 2019

Email: KampalaUSAIDSolicita@usaid.gov

3) Content and Format of Application Submission

a) General

NOTE: Electronic Submission of Applications via E-mail is required compatible with MS WORD, MS Excel (or PDF with Optical Character Recognition) and MS Excel for budgets as text accessible.
There has been a problem with the receipt of *.zip files due to the anti-virus software. **APPLICANTS MUST NOT SUBMIT ZIPPED FILES.**

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

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

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

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

Applications signed by an agent on behalf of the Applicant must be accompanied by evidence of that agent’s authority, unless that evidence has been previously furnished to the issuing office.

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

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

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

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

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

Failure to comply with NOFO requirements will result in application to be considered as being non-responsive and may be evaluated accordingly. Applicants should retain a copy of the application and all enclosures for their records.

b) **Format of Applications**

Applications must comply with the following format:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- The Application must be written in English.
- Use standard 8 ½” x 11”, single sided, single-spaced, 12 point Times New Roman font, 1” margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and Applicant’s name.
- 10-point font can be used for graphs, charts, text boxes and personnel matrix. Tables however, must comply with the 12 point Times New Roman requirement.
- The Application must be submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated start date identified in Section B.2 of this NOFO must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF 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.

c) **Preparation of Applications - Technical & Cost**

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

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

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

"This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this application. If, however, a grant is awarded to this Application as a result of – or in connection with – the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting grant. This restriction does not limit the U.S. Government's right to use information contained in this data if it's obtained from another source without restriction. The data subject to this restriction are contained in sheets [insert sheet numbers] and, mark each sheet of data it wished to restrict with the following legend:

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

1) Technical Application (not to exceed 25 pages)

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

The Technical Application is limited to a maximum of 25 pages, and includes Technical Approach, Management Structure, and Key Personnel – excluding annexes.

The Technical Application shall include the following sections:

i. Cover Sheet (not to exceed 1 page and is not part of the 25 page limitation for the Technical Application).

ii. Table of contents (not to exceed 1 page and is not part of the 25 page limitation for the Technical Application).

iii. Executive Summary (not to exceed 2 pages and is not part of the 25 page limitation for the technical application).

iv. Technical Approach (not to exceed 12 pages)

Activity's acronyms can be included within the Technical Approach and not count it towards the 12 pages.

Applicants must demonstrate an in-depth understanding of the health and development challenges in Uganda, outline specific activities and explain how the proposed activities would help achieve the SSCS Activity objectives stated in Section A. A description of how the applicant will implement an effective SSCS program to increase the practice of supply chain and the enabling social norms for improved health and development outcomes with attention to the intermediate results and technical considerations as described in section A of this NOFO must be articulated.

Applicants are encouraged to propose innovative yet realistic approaches/strategies that are most appropriate in the context of Uganda. The technical approach must demonstrate that the proposed strategies will lead to strengthened the leadership and coordination at all levels; move health supply chain systems further along the journey to Self-reliance through improved performance and efficiency of its health system in order to ensure uninterrupted availability of quality medicines at public and private-not-for-profit (PNFP) health facilities and, thus, improve the health status of the Ugandan people, including strengthen competencies and linkages along the supply chain to a point when outside donor support is significantly reduced. It is expected that the Activity will monitor, track and explore the validity of this hypothesis throughout implementation and together with USAID make relevant changes as deemed appropriate. The Applicant must demonstrate how implementation will support effective CLA over the life of the Agreement. The application must also address the sustainability of this activity and include a transition and sustainability plan that demonstrates how activity results will be sustained even after USAID funding ends. The applicant must describe the anticipated sustainable elements of the program and any specific approaches proposed to maintain sustainability. The technical approach must demonstrate practical approaches for introduction of, adaptive management, continuous quality improvement and management, community and private sector engagement.

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

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

- Describe how Financial management plans for assurance of timely and accurate management, reporting, and disbursement of multiple funding streams are provided;
- Describe and justify the team composition and organizational structure of the activity, as well as the mechanisms by which coordination and knowledge flow across the structure will be assured to achieve the objectives and results specified in the Funding Opportunity Description;
- Personnel and Management Structure spells out clear roles and responsibilities for each key staff proposed including demonstrated knowledge, skills and qualifications required to accomplish the Activity objectives;
- Describe how the proposed personnel and team structure support capacity building of local consortium/sub partners in such a way that local partners will progressively, incrementally and sustainably strengthened to have increased role over the Activity implementation period;
- If the Applicants present as a consortium/partnership of organizations or groups, the applications must describe the proposed consortium model and clearly demonstrate the expertise of the participating partners, the unique set of experience and the expertise they bring to strengthen the activities to be undertaken. The plan must also clearly delineate the roles, responsibilities and lines of communication, authority between all consortium members, while specifying mechanisms through which collaboration and knowledge sharing will occur among the teams.

- The Applicant must demonstrate how the proposed strategies or approach will ensure cost containment, as well as fraud, waste and abuse mitigation including oversight of sub-awards.

Among other things, USAID/Uganda expects the Applicants to address the following issues:

- How will the Applicants mobilize personnel, logistics set-up, and establishment of management and financial control systems?
- Proposed approach reflects proven practices to support cost containment, avoid duplication, and minimize institutional risk.
- USAID/Uganda expects the Activity to be managed locally, with management decisions, including financial decisions, and administrative responsibilities delegated to the implementation team office. The Recipient’s home office is expected to provide managerial oversight, administrative backstop, and technical assistance as needed.
- Delineation of roles, responsibilities, authority, and processes for decision making within Applicants' implementation team and between the Recipient/home office and the implementation team must be clearly described.

vi. Key Personnel (not to exceed 3 pages)

Key personnel are those individuals whose performance is critical to the success of the SSCS Activity. Qualifications and skills required for the Key Personnel are stated in Section B of this NOFO. USAID/Uganda has determined that these five (5) positions are:

- Chief of Party;
- Deputy Chief of Party;
- Supply Chain Director;
- Strategy and Program Innovation Director; and
- Director of Financial Management and Operations.

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

vii. Annexes

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

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

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

Resumes for all 5 key personnel must include three past performance references with **up-to-date** telephone numbers and email contact information for their most recent supervisors. References can be submitted on an additional page that will not be considered as part of the (3) pages limit for Resumes/CVs. USAID reserves the right to carry out reference checks for all proposed key personnel before award, including other references not provided by the Applicant.

USAID expects these key personnel to have the appropriate qualifications and experience to work as a team to manage a complex program, specifically to improve supply chain management from the national medical stores down to the health facility level store and dispensing units. While all personnel are expected to be local staff, the SSCS activity is expected to attract individuals with international expertise and with significant experience in strengthening supply chain, governance and enabling environment for performance in other countries.

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

Annex 2. Organizational Chart (not to exceed 1 page)

Applicants must illustrate staff reporting lines and relationships between the different positions and any proposed partners/sub-recipients taking into consideration the program's technical complexity and stakeholders.

Annex 3. Activity, Monitoring, Evaluation and Learning Plan (AMELP) (not to exceed 5 pages)

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

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

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

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

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

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

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

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

2) Business (Cost) Application

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

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

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

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

i) Cover Page (See Section D.2.a above for requirements)

ii) SF 424 Form(s)

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

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

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

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

iii) Required Certifications and Assurances

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

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

iv) Potential Request for Additional Documentation

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

The information that may be requested should substantiate:

1. Bylaws, constitution, and articles of incorporation, if applicable.

2. Whether the organization's travel, procurement, financial management, accounting manual and personnel policies and procedures, especially regarding salary, promotion, leave, differentials, etc.,

submitted under this section have been reviewed and approved by any agency of the Federal Government, and if so, provide the name, address, and phone number of the cognizant reviewing official. The Applicant should also provide copies of the same.

v) Budget and Budget Narrative

The Budget must be submitted as one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references and must be broken out by project year, including an itemization of the proposed cost. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make award, and may result in a rejection of the cost application. While there is no page limit for this portion, Applicants are encouraged to be as concise as possible. The Budget Narrative must be thorough and contain sufficient detail regarding the basis of estimate for each line item, including reference to sources used to substantiate the cost estimate (e.g. organization's policy, payroll documents, and vendor quotes, etc.) to allow USAID to understand the proposed costs and to support USAID's determination that the proposed costs are fair and reasonable.

The Applicant must ensure the budgeted costs address any additional requirements identified in Section A, such as Branding and Marking and Environmental Considerations. The Budget Narrative should provide information in sufficient detail. The required budget format is found in Attachment D of this NOFO.

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

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major cost elements and by year for activities implemented by the Applicant and any proposed sub-applicants for the entire period of the program.
- Summary Budgets - separate tabs for the Prime and each sub-awardee/sub-recipient. Applicants who intend to utilize contractors or sub-awardees/sub-recipients should indicate the extent intended and a complete cost breakdown. Sub-applicants/subcontracts should follow the same cost format as submitted by the prime Applicant. A breakdown of all costs according to each partner organization, contract or sub-awardee involved in the program should be provided.
- Detailed Budget, including a breakdown by year of all costs associated with the program, if applicable, headquarters, regional and/or country offices, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the Applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.
- Detailed Budgets for the Prime Applicant and each sub-applicant, for all federal funding, broken out by budget category and by year, for the entire implementation period of the project. Sub-applicants/subcontracts detailed budget should follow the same cost format as submitted by the prime Applicant.

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

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

a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.

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

3) **Allowances -** Allowances should be broken down by specific type and by person, and should be in accordance with applicant's policies and the Department of State Standard Regulations (DSSR).

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

5) **Equipment and Supplies -** This cost will be for Kampala and regional offices. The Applicant will provide information on estimated types of equipment and information of all tangible personal property types by stating the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment & supplies items by stating the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable equipment, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the equipment leased.

6) **Contractual/Sub-awards -** This may include costs for all sub-awards/contracts, sub-grants, contracts and general program activities cost. Specify the budget for the portion of the program to be passed through to any sub-recipients or contracts including Consultants. See 2 CFR 200.330 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The sub-applicants budget must align with the same requirements as the Applicant's budget, including those related to fringe and indirect costs. The Applicant should indicate the subject of General Program Activities category in the detail budget for trainings, workshops, conferences, seminars, etc. and their relationship to the objectives/IRs of the program. This line will include but not limited to detailed estimate of costs such as venue, travel costs, per diem for participants, etc.

Note: Pursuant to 2 CFR 200 Contract means a legal instrument by which the Applicant purchases property or services needed to carry out the project or program under a resulting award. The term does not include a legal instrument when the substance of the transaction meets the definition of a Federal award or sub-award (see § 200.92 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 applicable.

8) **Other Direct Costs -** This may include costs for Kampala and regional offices, if any, such as office operation costs which include but not limited to office rent, office utilities and maintenance, vehicles fuel and insurance, generator fuel, report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the Applicant.

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

Method 1 - Direct Charge Only
Eligibility: Any Applicant
Initial Application Requirements: See above on direct costs.

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)
Eligibility: Any Applicant with a NICRA issued by a USG Agency must use that NICRA
Initial Application Requirements: If the Applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices such as organizations' personnel, travel policies and any other documents that may USAID required. If your NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Additionally, at the Agency's discretion, a provisional rate may be set forth in the award subject to audit and finalization. See USAID's Indirect Cost Rate Guide for Non Profit Organizations for further guidance.

Method 3 - De minimis rate of 10% of modified total direct costs (MTDC)
Eligibility: Any Applicant that has never received a NICRA
Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The Applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200.414(f) for further information.

If the Applicant does not have an approved NICRA and proposes to use any of the above methods, the Agreement Officer 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.

Method 4 - Indirect Costs Charged As A Fixed Amount
Eligibility: Non U.S. non-profit organizations without a NICRA may request, but approval is at the discretion of the AO Initial Application Requirements: Provide the proposed fixed amount and a worksheet that includes the following:

- Total costs incurred by the organization for the previous fiscal year and estimates for the current year.
- Indirect costs (common costs that benefit the day-to-day operations of the organization, including categories such as salaries and expenses of executive officers, personnel, administration and accounting or that benefit and are identifiable to more than one program or activity, such as

depreciation, rental costs, operations and maintenance of facilities, and telephone expenses) for the previous fiscal year and estimates for the current year.

- Proposed method for prorating the indirect costs equitably and consistently across all programs and activities of using a base that measures the benefits of that particular cost to each program or activity to which the cost applies.

vi) Prior Approvals in accordance with 2 CFR 200.407

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

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

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

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

4) **Dun and Bradstreet and SAM Requirements**

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

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

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

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

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

5) **Submission Dates and Times for application submission**

Deadline for the submission of applications is October 23, 2019. Late applications will not be considered for award nor evaluated.

6) **Funding Restrictions**

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

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

a) Completed Attachment C, Certifications, Assurances, Representations and Other Statement of Recipient and the sub-recipient(s). Link of Attachment C is found in Section I, Attachments and Resource Links Section, of the NOFO.

b) **Pre-Award Terms**

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

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

a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.
b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.
c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Branding Strategy must include, at a minimum, all of the following:
(1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.
(2) The intended name of the program, project, or activity.
(i) USAID requires the applicant to use the “USAID Identity,” comprised of the USAID logo and brandmark, with the tagline “from the American people” as found on the USAID Web site at http://www.usaid.gov/branding, unless Section VI of the RFA or APS states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.
(ii) USAID prefers local language translations of the phrase “made possible by (or with) the generous support of the American People” next to the USAID Identity when acknowledging contributions.
(iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.
(iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.
(v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
(3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.
(4) Planned communication or program materials used to explain or market the program to beneficiaries.
(i) Describe the main program message.
(ii) Provide plans for training materials, posters, pamphlets, public service 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.
The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.
f. If the applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement.

(END OF PRE-AWARD TERM)

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

a. Applicants recommended for an assistance award must submit and negotiate a “Marking Plan,” detailing the public communications, commodities, and program materials, and other items that will visibly bear the “USAID Identity,” which comprises of the USAID logo and brandmark, with the tagline “from the American people.” The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at http://www.usaid.gov/branding. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(v) The rationale for not marking program deliverables.

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

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

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

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

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

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

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

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

f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.
g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

(END OF PRE-AWARD TERM)

3. Conscience Clause Implementation (Assistance) – Solicitation Provision (February 2012)

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

(END OF PRE-AWARD TERM)

4. CONFLICT OF INTEREST PRE-AWARD TERM (August 2018)

a. Personal Conflict of Interest
1. Agency official involved in the competitive award decision-making process that could affect that Agency official’s impartiality. The term “conflict of interest” includes situations in which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or recipient employee.
2. The applicant must provide conflict of interest disclosures when it submits an SF-424. Should the applicant discover a previously undisclosed conflict of interest after submitting the application, the applicant must disclose the conflict of interest to the AO no later than ten (10) calendar days following discovery.
b. Organizational Conflict of Interest
The applicant must notify USAID of any actual or potential conflict of interest that they are aware of that

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

(END OF PRE-AWARD TERM)

8) **Other submission requirements**

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

b) **Past Performance References and Information**

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

The Applicant must provide information regarding their recent history of performance. The Applicant must provide not more than five (5) of the most recent and relevant cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, and up to three (3) of the most recent and relevant cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs for each sub- awardee, not to exceed the past 3 years, as follows:

The Applicant must provide for itself and each sub-awardee information regarding their recent history of performance for not more than five (5) of the most recent and relevant cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed past 3 years, as follows:

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

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

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

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Section E. APPLICATION REVIEW INFORMATION

1) Overview

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

Applications will be evaluated against the merit review criteria listed below. In terms of relative importance, the Criterion A is weighted at 50%, Criterion B weighted at 30%, and Criterion C weighted at 20%. Each main merit review criterion will be assigned an adjectival rating. Sub-criteria are listed in descending order of importance within each main criterion. Sub-criteria will also be assigned adjectival ratings which will help determine the overall Criterion rating.

2) Merit Review

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

Summary Matrix of Review Criteria and Sub-criteria

CRITERION	CRITERION NAME
Criterion A - 50%	**Technical Approach** A.1 Understanding of Country Context A.2 Technical Approach and Implementation Plan A.3 Enhancing Local Capacity and Sustainability
Criterion B - 30%	**Organizational Capacity and Management Structure** B.1 Institutional Capacity and Experience B.2 Activity Management Plan and Staffing Plan B.3 Coordination, Collaboration and Integration
Criteria C - 20%	**Key Personnel** C.1 Key Personnel and Qualifications

Criterion A: Technical Approach (50%)

The Technical Approach will be evaluated based upon:

- The Applicant's ability to demonstrate an understanding of the context, operating environment and appropriateness of the proposed approach, methodologies and activities to achieving the activity's goal and outcomes, depth understanding of the SSCS challenges, regional variations, disease epidemiology, audience segmentation and provides well defined, analytical and technically sound interventions that will directly lead to the achievement of results as detailed in Section A, Program Description, while including – but not limited to - cross-cutting requirements and guiding principles mentioned within the Program Description.

- The clarity and appropriateness (given the theory of change) of the Start Up Plan for considering what knowledge and preparation are needed to develop a strong work plan, including the necessary analyses, evidence, stakeholders, and systems for collaboration. The Applicant's Approach to the AMELP will be evaluated based on the appropriateness of indicators for measuring outcomes (including intermediate outcomes and outputs) and results, as well as considerations for cost effectiveness of data collection, effectiveness for managing the activity, and alignment with principles of adaptive management. The Applicant demonstrates and articulates how the implementation will support effective CLA over the life of the award. The applicant shall demonstrate how their proposed approach are feasible given timeline and available funding and show innovative thinking across all project work streams, and an understanding of the rapidly strengthening the supply chain system.
- The applicant shall demonstrate an understanding of SSCS evidence based capacity strengthening approaches targeting individuals, institutions at the national and district level systems to influence adoption of health behaviors and showing rapid and routine monitoring activities that enable continued improvement of program quality.

(b) Criterion B: Organizational Capacity and Management Structure (30%)

The Applicant's Organizational Capacity and Management Structure will be evaluated based on:

- The Applicant's ability to describe and justify their proposed management approach that demonstrates the technical breadth and ability to adaptively manage the program, capacity and experience of the Applicant to start up in a timely fashion; to describe the plan for collaboration and coordination with other USAID-funded activities, development partners, and the private sector; to provide detail into how sub-awards will be managed to optimize effectiveness; and to explain how the management and implementation plan will fulfill the programmatic and operational requirements of the Activity, including, but not limited to, project development, awards management, technical assistance, procurement, financial oversight, and project administration as related to the Organizational Chart and how the proposed strategies/approaches will ensure fraud, waste, and abuse mitigation.
- The Applicant's ability to describe how the proposed organizational capacity and management structure contribute towards achieving the objectives and results described in the Activity description. The applicant will describe the geographic location of offices and how the location promotes implementation and coordination within the team and with key stakeholders.
- The Applicant defines a clear and convincing approach for engaging, collaborating, and coordinating with USG partners and other stakeholders to scale up SSCS interventions at national, district and health facility levels. The applicant demonstrates how GoU will be engaged and supported to strengthen the supply chain system capacity including how tools and approaches may be mainstreamed within the supply chain programs.
- The Applicant's ability to describe a sound coordination and coordination approach vital to

efficiently work with IP, GoU counter-parts, and other stakeholders.

(c) Criterion C: Key Personnel (20%)

The Key Personnel and Qualifications will be evaluated based on:

- The Applicant's ability to describe how the proposed personnel and staffing plan, for both home office support and field offices support (including key and non-key personnel), will: ensure maximum effectiveness in implementing the technical approach and achieving the expected results, project expectations and scale; maintain accountability for programming; and describe how each of the key personnel has the requisite experience and expertise to meet or exceed the requirements set forth in Section B.
- The application clearly demonstrates that the team composition/staffing plan and organizational structure for the Activity is justified, and the mechanisms by which coordination and knowledge flow across the structure will be assured and how as a group, the proposed key personnel complement each other in management, design, technical and implementation skills necessary to successfully and effectively implement the proposed technical approach.

3) Business (Cost) Review

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

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

The apparently successful applicant must justify in advance the proposed costs for each element of the program to determine:

(1) The extent of the prospective recipient's understanding of the financial aspects of the program and the recipient's ability to perform the grant activities within the amount requested;

(2) Whether the applicant's plans will achieve the program objectives with reasonable economy and efficiency.

4) Pre-award Risk Assessment

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

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

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

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

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

5) Cost share is an eligibility requirement

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

6) Review and Selection Process

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

7) Anticipated Announcement and Award Dates

USAID/Uganda anticipates awarding this Activity in March 2020.

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Section F. FEDERAL AWARD ADMINISTRATION INFORMATION

1) Federal Award Notices

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

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

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

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

2) Administrative and National Policy Requirements

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

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

2 CFR 200:
http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl

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

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

Mandatory Standard Provisions for U.S. Nongovernmental Recipients can be accessed through USAID's website: https://www.usaid.gov/sites/default/files/documents/1868/303maa.pdf
Resulting award to Public International Organizations (PIOs, or IOs) will be administered in accordance with Chapter 308 of USAID's ADS including the Standard Provisions set forth in ADS 308.5.15. ADS 308 is available at: https://www.usaid.gov/sites/default/files/documents/1868/308.pdf

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

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

3) **Reporting**

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

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

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

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

i. Annual Implementation/ Work Plan

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

CLA section of the work plan must address:

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

ii. Quarterly Performance Reports

The Recipient must submit quarterly reports that include narratives of quarterly achievements, and progress against the work plan, and agreed upon performance indicators. The quarterly report shall describe and assess the overall progress to date based upon agreed performance indicators. The reports shall also describe the accomplishments of the Recipient and the progress made during the past quarter;

include information on key activities, both ongoing and completed during the quarter (e.g. meetings, trainings, workshops, significant events, subcontracts, and grants). The quarterly reports must provide information on the extent to which gaps between males and females were closed; what new opportunities for men and women were created; what differential negative impacts on males/females were addressed or avoided; and what needs and gender inequalities emerged or remained. Recipients must notify USAID of developments that have a significant impact on the award-supported activities.

The quarterly report provides the opportunity to discuss the impact of learning on the program, updates in key assumptions and the underlying development hypotheses. Also, notification must be given in the case of problems, delays, or adverse conditions which materially impair the ability to meet the objectives of the award or which may have an impact on the development hypothesis or theory of change for the Activity, and/or other activities (USG-funded or not) which might be informed by such learning. This notification must include a statement of the action taken or contemplated, and any assistance needed to resolve the situation. The quarterly Activity and financial reports are to be submitted within 30 days after the end of each fiscal quarter to the AOR at USAID/Uganda.

With regards to CLA, the Recipient must address:

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

iii. Annual Performance Report

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

With regards to CLA, the Recipient must address:

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

iv. Final Performance Report

The report must summarize the accomplishments of the agreement, methods of work used, and recommendations regarding unfinished work and/or program continuation, as well as key learnings from the total implementation experience. In addition the report must specifically address how the Activity addressed gaps between males and females were closed; what new opportunities for men and women were created; what differential negative impacts on males/females were addressed or avoided; and what needs and gender inequalities emerged or remained. It must cover the entire period of the award and include the cumulative results achieved, an assessment of the impact of the program, lessons learned and recommendations, any particularly notable impact stories (or challenges), and detailed financial information. It must be grounded in evidence and data. The final/completion report must also contain an index of all reports and information products produced under the award.

v. Financial Reporting

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

Accrual reports must be submitted at least 3 weeks before the end of each quarter or as requested on an ad hoc basis. The Recipient must also submit a copy of the Federal Financial Report (FFR) to the AOR. For non-U.S. Nongovernmental Organizations that cannot use a Letter of Credit (LOC), 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. The Recipient must in quarterly financial reports show the amount obligated, accrued expenses during the quarter, cumulative spending, and estimates for the next quarter.

Reports are due as noted below:

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

vi. Activity Monitoring and Evaluation Plan (AMELP)

The AMELP is a management tool that enables the Recipient and USAID to track whether the desired results are being achieved and project implementation is being adapted to changing conditions. This plan must define critical performance indicators, data collection methods and Recipient's plans for analyzing, utilizing and sharing information for reporting, accountability, learning and adaptation.

The AMELP report will:

- Include all performance indicators, with targets and baseline figures needed to measure achievement of stated goals and results as well as any other indicators the Recipient believes to be necessary to adequately track progress and impact of activities;
- Data analysis methodologies, including suggestions for data segregation by districts, genders and others;
- Collaborate with data collection and M&E activities of other USG implementing partners, M&E of the USAID/ Uganda Strategic Information Technical Support (SITES), USAID/Uganda Learning Contract, the National health management information systems (HMIS), lot quality

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

With regards to CLA, the Recipient must address the following in the AMELP:
- How the products and results of collaboration will improve implementation approaches and development practice broadly;
- Approaches that improve USAID implementing partner's ability to respond to target groups' needs by using learning;
- How the application of learning will influence decision making, resource allocation, contextual shifts; and
- How to increase the efficiency of Activity implementation.

vii. Baseline Assessment

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

viii. Sustainability Plan

The Applicant is expected to submit a draft of sustainability plan for this Activity at the submission stage. The revised plan is expected to be submitted no later than 45 days after the effective date of the award. the Final Plan is due upon USAID approves the revised plan. The plan demonstrates how Activity results will be sustained after completion of the Activity. The Applicant must describe the anticipated sustainable elements of the program and any specific approaches proposed to achieve sustainable outcomes especially at national level.

ix. Gender, Youth and Social Inclusion Analysis

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

x. PEPFAR Reporting

Recipients implementing programs funded through PEPFAR must report annually on program expenditures. Specifically, Recipients must use the form PEPFAR Program Expenditures (DS-4213 OMB 1405-0208) as a part of completing the PEPFAR Annual Progress Report at the end of each USG fiscal year on September 30.

In addition, Recipients implementing PEPFAR-funded programs must provide necessary data to fulfill PEPFAR's strategic information requirements while meeting all other PEPFAR reporting requirements.

xi. Close-Out and Disposition Plan

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

xii. Quarterly VAT Reports

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

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

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

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

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

xiii. Foreign Tax Report:

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

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

xiv. Annual Certification for Human Trafficking:

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

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

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

xv. Other Reports:
The Recipient will prepare and disseminate, as directed by the AOR, other reports needed to accomplish the purpose of this award, such as assessments, including but not limited to, gender and youth assessments, studies, and other analytical products. These reports will include activity reports; technical reports; data quality assessment reports, portfolio review and performance plan and report analytical products, evaluation, review and other operational research reports. The reports required and the number of copies will be determined at the time of the Annual Work plan.

4) Synopsis of Reports/Plans

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

Type of Document/ Report	Due Date	Distribution
	the AOR and Health Office Strategic Information (SI) Unit team.	
Baseline Assessment Report	Final draft due no later than 45 calendar days after the effective date of the award	AOR, PPD
Sustainability plan	Revised draft due no later than 45 calendar days after the effective date of the award. Final Plan due upon USAID approves the revised final plan.	AOR, PPD
Gender, Youth and Social Inclusion Analysis	No later than 6 months after the effective date of the award	AOR, PPD
Environmental Mitigation and Monitoring plan (EMMP) [See Section A, E.9]	Along with Annual Implementation Work plan	AOR, MEO
Annual Implementation Plans	First draft due no later than 30 calendar days before the beginning of each fiscal year.	AOR
Annual Certification for Human Trafficking	30 calendar days following the end of the fiscal year	AO, AOR
Annual PEPFAR Program Expenditures (DS-4213 OMB 1405-0208)	Annual report due September 30 every year.	AOR, AO
Close-Out and Disposition Plan	Six months before the end of the award.	AOR, AO
Government Property Reporting	Annual report due at the end of each fiscal year.	AOR
Quarterly VAT Reports	25th of the month after the calendar year quarter end. For example, taxes and receipts for the period January to March are due April 25.	AOR-Controller
Annual VAT Reports	30 calendar days following the end of the fiscal year	AOR-Controller

5) Special Provisions

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

a. **Geographic Information Systems (GIS)**

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

1. **Project and Activity Location Data:** In consultation with the AOR, project and activity location data when utilized should be submitted according to the geographic precision defined by the

Mission's data requirements. Capturing a specific geo-referenced location for project and activity locations is an essential step towards establishing an effective method of managing and communicating project and activity information.

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

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

Recording a discrete location for project and activity locations is essential in establishing an effective method of managing, analyzing, and communicating project and activity information.
The Recipient will work closely with the AOR to determine necessary information to collect, which may include:

- Type of activity
- Estimated cost of activity
- Photograph of activity
- Location of activity
    - Point features (latitude, longitude) such as public institutions with hand washing facilities, etc.
    - Area features (polygon) such as boundaries
- Location, including the name of the village
- District name for activity location
- Facility type (home, school, health facilities, etc.)

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

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

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

[End of Provision]

b. **Shock Modifier**

USAID intends to leverage existing programming for cross cutting support such as: Infection Prevention and Control, community engagement for adoption of health behaviors and general health systems improvement with cross-cutting health benefits including Ebola prevention, detection and response. Adaptive management will be required to respond in implementation of the shock modifier while maintaining development gains achieved through normal activity implementation.

This clause may be enacted in the event of Ebola Outbreak, pandemic threat or other natural disaster.

(1) Data indicates that there is a high probability of a crisis developing in the operating environment during the life of this activity. If a crisis develops, it is imperative to use adaptive management principles to respond immediately to the crisis as well as maintain development gains achieved through activity implementation up until the crisis.

(2) When the Mission Director has formally declared the need in writing, the Agreement Officer will, through oral or written communication, solicit a crisis response for adjustment from the Recipient to respond to the crisis.

(3) The Recipient will submit the crisis response application for adjustment to the Agreement Officer in the time period indicated by the Agreement Officer.

(4) If through negotiation the parties agree on a crisis response which increases or decreases the cost of, or time required for performing the work, the Agreement Officer shall make an equitable adjustment upon submittal of a final crisis response application for adjustment before final payment under the assistance.

(5) Notwithstanding the terms and conditions of paragraphs (a) through (d) of this clause, as the Award will be incrementally funded, the funds allotted for performance of this activity, shall not be increased or considered to be increased except by specific written modification. Until the modification is made, the Recipient shall not be obligated to incur costs beyond the award amount established in Award.

(6) Failure to agree to any adjustment shall be a dispute under the Disputes clause.

[End of Provision]

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

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

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

[End of Provision]

d. **Procurement Executive’s Bulletin No. 2014-06: Electronic Payments System**

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

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

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

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

a. Cash payments made while establishing electronic payment systems, provided that this exception is not used for more than six months from the effective date of this award.
b. Cash payments made to payees where the recipient does not expect to make payments to the same payee on a regular, recurring basis, and payment through an electronic payment system is not reasonably available.
c. Cash payments to vendors below $3,000, when payment through an electronic payment system is not reasonably available.
d. The Recipient has received a written exception from the Agreement Officer that a specific payment or all cash payments are authorized based on the Recipient's written justification, which provides a basis and cost analysis for the requested exception.

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

[End of Provision]

e. **Non-Discrimination in Implementation of USAID-Funded Programs**

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

[End of Provision]

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

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

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

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

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

[End of Provision]

g. **Program Income**

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

h. **Environmental soundness and compliance**

The SSCS activity environmental compliance obligations under the FAA Sec 117 and 22 CFR 216 regulations and procedures are specified in Section A.I.F.8 of this NOFO.

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Section G. FEDERAL AWARDING AGENCY CONTACT(S)

Point of Contact Information:

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

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

Generic Email: KampalaUSAIDSolicita@usaid.gov

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

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Section H. OTHER INFORMATION

1) Other Information

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

2) Applications with Proprietary Data

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

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

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

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

3) List of Attachments

Attachment A: List of Acronyms
Attachment B: Past Performance Information
Attachment C: Certifications, Assurances, Representations and Other Statements of the Recipient
Attachment D: Budget Template
Attachment E: USAID/Uganda Local Compensation Plan (LCP) Summary
Attachment F: Uganda National Supply Chain Assessment (NSCA), August 2018
Attachment G: Implementation Letter No. 3 between USAID and the Government of Uganda, signed December 15, 2017
Attachment H: World Bank Sectoral Priorities for Uganda's FY 18/19 Budget
Attachment I: The Uganda Gender Policy 2007
Attachment J: USAID Gender Equality Policy and female empowerment policy

4) Other Resources

SAM: Quick Start Guide for New Grantee Registration
https://www.sam.gov/sam/transcript/Quick_Guide_for_Grants_Registrations.pdf

SAM: Quick Start Guide for International Registrants
https://www.sam.gov/SAM/transcript/Quick_Guide_for_International_Entity_Registration.pdf

Section I. ATTACHMENTS AND RESOURCES LINKS

Attachment A	List of Acronyms
Attachment B	Past Performance Information
Attachment C	Certifications, Assurances, Representations and Other Statements of the Recipient https://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf
Attachment D	Budget Template
Attachment E	USAID/Uganda Local Compensation Plan (LCP) Summary
Attachment F	Uganda National Supply Chain Assessment (NSCA), Summary of the Transformation Matrix, February 11, 2018
Attachment G	Implementation Letter No. 3 between USAID and the Government of Uganda, signed December 15, 2017
Attachment H	The World Bank, "Sectoral Priorities for Uganda's FY 18/19 Budget: A Poverty and Equity Perspective," December 6, 2017
Attachment I	The Uganda Gender Policy 2007
Attachment J	USAID Gender Equality Policy and female empowerment policy
Resource Link 1	Standard Provisions for U.S. NGOs https://www.usaid.gov/sites/default/files/documents/1868/303maa.pdf
Resource Link 2	Standard Provisions for Non-U.S. NGOs https://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf
Resource Link 3	Allowable USG Funding Support for GOU Entities and Staff https://www.usaid.gov/sites/default/files/documents/1860/J.14%20Allowable%20USG%20Funding%20Support%20for%20GOU%20Entities%20and%20Staff_0.pdf

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ATTACHMENT A - LIST OF ACRONYMS

CDC:	Centers for Disease Control and Prevention
CDCS:	Country Development Cooperation Strategy
DHO:	District Health Office
DOD:	Department of Defense
DO:	Development Objective
EMHS:	Essential Medicines and Health Supplies
ERP:	Enterprise Resource Planning
FAA:	Foreign Assistance Act
G2G:	Government-to-Government
GoU:	Government of Uganda
IL:	Implementation Letter
IR:	Intermediate Result
IP:	Implementing Partner
JMS:	Joint Medical Stores
MHSDMU:	Medicines and Health Service Delivery Monitoring Unit (in the President's Office)
MMS:	Medicines Management Supervisor
MOH:	Ministry of Health
NDA:	National Drug Authority
NMS:	National Medical Stores
NOFO:	Notice of Funding Opportunity
NSCA	2018 Uganda National Supply Chain Assessment
OOP:	Out-of-pocket
PIP:	Pharmaceutical Information Portal
PNFP:	Private Not-for-Profit
RH:	Reproductive Health
QPPU:	Quantification and Procurement Planning Unit (at MOH)
RHITES:	Regional Health Integration to Enhance Services
RRHs:	Regional Referral Hospitals
SiB:	Storage in a Box
SPARS:	Supervision Performance and Recognition Strategy
SSCS:	Strengthening Supply Chain Systems through Technical Assistance
TA:	Technical Assistance
USAID:	United States Agency for International Development

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ATTACHMENT B PAST PERFORMANCE INFORMATION

(TO BE COMPLETED BY THE APPLICANT/SUB-AWARDEES)

1. AWARD NUMBER:
2. RECIPIENT/ CONTRACTOR (NAME AND ADDRESS):
3. TYPE OF AWARD:
4. COMPLEXITY OF WORK: DIFFICULT ________ROUTINE ___________
5. DESCRIPTION, LOCATION, AND RELEVANCY OF WORK:
6. DOLLAR VALUE OF WORK : __ **STATUS: ACTIVE _____COMPLETED_ ______**
7. DATE OF AWARD: ___________ **AWARD COMPLETION DATE (INCLUDING EXTENSIONS): ____________**
8. TYPE AND EXTENT OF SUBAWARDS:——
9. NAME, **ADDRESS,** **TELEPHONE NUMBER,** **AND E-MAIL ADDRESS [*OF THE AWARDING CONTRACTING/AGREEMENT OFFICER AND/OR THE CONTRACTING/AGREEMENT OFFICER'S REPRESENTATIVE (AND OTHER REFERENCES AS APPLICABLE)*]:**

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

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

ATTACHMENT D - BUDGET TEMPLATE

[See Attached]

ATTACHMENT E- USAID/UGANDA LOCAL COMPENSATION PLAN

[See Attached]

ATTACHMENT F- UGANDA NATIONAL SUPPLY CHAIN ASSESSMENT, AUGUST 2018

[See Attached]

ATTACHMENT G- IMPLEMENTATION LETTER NO.3 BETWEEN USAID AND THE GOVERNMENT OF UGANDA, SIGNED DECEMBER 2017

[See Attached]

ATTACHMENT H- THE WORLD BANK, “SECTORAL PRIORITIES FOR UGANDA’S FY 18/19 BUGDET

[See Attached]

ATTACHMENT I- THE UGANDA GENDER POLICY 2007

[See Attached]

ATTACHMENT J- USAID GENDER EQUALITY AND FEMALE EMPOWERMENT POLICY

[See Attached]

[END OF NOFO]