

United States Department of State
Notice Funding Opportunity Number SFOP0006738
Bureau of Conflict and Stabilization Operations (CSO)

FUNDING OPPORTUNITY OVERVIEW

Announcement Type: New Announcement

Funding Opportunity Title: Building Tolerance in Education Systems in Uganda

Awarding Agency/Bureau: Department of State/Bureau of Conflict and Stabilization Operations

Catalog of Federal Domestic Assistance (CFDA) Number: 19.121

Number of Awards: Up to two (2), but not more than one (1) for each activity.

Funding Amount: \$444,375 (Not to exceed)
Part 1: Up to \$246,875
Part 2: Up to \$197,500

Funding Authority: Foreign Assistance Act

Source of Funding: FY 2019-2020 Economic Support Funds (ESF)

Funding Activity Category: Base

Funding Type: Discretionary

Assistance Type: Cooperative Agreement

Eligibility Category: U.S.-based non-profit/non-governmental organizations (NGOs) or education institutions having a 501(c) (3) status with the IRS; Private institutions of higher education; Small Businesses; For profit organizations other than small businesses; commercial entities; Public and State controlled institutions of higher education; Nonprofits that do not have a 501 (c) (3) status with the IRS, other than institutions of higher education; Overseas non-governmental organizations; Foreign Public Entities

Type of Applicant: Organizations only.

Number of Applications: One (1) per applicant organization

NOTE: Organizations may form consortia and submit a combined proposal. However, only one organization must be designated as the lead

applicant. The lead applicant must meet the eligibility criteria listed above.

- Electronic Requirement: Yes. All applications must be submitted through SAMS Domestic. E-mailed or faxed proposal packages **will not be considered**.
- Submission of Applications: For more information, see Proposal Submission Instructions (PSI)
- NOFO Issuance Date: April 3, 2020
- Deadline for Receipt of Questions: Friday, May 1, 2020; 5:00 PM Eastern Daylight Time
- CSO will host a call on **Tuesday, May 5, 2020 at 11:00 AM Eastern Daylight Time** to answer applicant questions. Call in number: 1.877.336.1280; Passcode: 4537082#
- Submission Due Date: Complete proposal packages must be submitted through www.grants.gov, or SAMS by June 2, 2020, 11:59pm Eastern Time
- Anticipated Award Date: Within approximately nine to twelve weeks of the closing of this announcement. The successful applicant will receive notification. The U.S. Department of State is under no obligation to fund any of the proposals submitted under this funding opportunity.
- Est. Program Start Date: July 15, 2020. This timeline may change depending on events related to COVID-19.
- Est. Program End Date: July 15, 2021 to January 15, 2022
- Program Duration: Part 1: Up to 12 months
Part 2: Up to 12, beginning approximately six months after start of Part I. Final timing will depend on whether one or two implementers are selected.
- [Pending availability of additional funding and satisfactory performance of the recipient, the award may be extended.]
- Cost-Sharing: Not required.

This funding opportunity is posted on SAMS Domestic and Grants.gov and may be amended. Answers to questions from potential applicants will be posted as an attachment to this NOFO. Applicants should regularly check the websites for the most recent

information pertaining to this NOFO. **Department of State bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions Incomplete application packages will not be considered.** E-mailed, faxed or mailed documents will NOT be considered.

Applicants must provide a Unique Entity Identifier, or Data Universal Numbering System (DUNS), when submitting application in response to this NOFO.

SAM.gov registration (www.sam.gov) is required. **Applicants that do not have a valid DUNS number and completed www.sam.gov registration will NOT be eligible for consideration.**

It is the responsibility of the applicant to ensure that the application package has been received in SAMS Domestic in its entirety. Incomplete applications will be considered ineligible. Individual e-mailed or faxed documents will **not** be considered.

The decision for the final eligibility and award determination rests with the Grants Officer.

EXECUTIVE SUMMARY

CSO's mission is to anticipate, prevent, and respond to conflict that undermines U.S. national interests. The bureau implements this mission in two complementary ways: through data-driven analysis and forward deploying stabilization advisors to conflict zones. The objective is to inform U.S. strategy, policy, and programs on conflict prevention and stabilization.

CSO announces an **open competition** for organizations interested in submitting applications for a two-step research and capacity building and curriculum development program that will help inform key Ugandan decision-makers' efforts to (a) understand the sources of materials and training in Ugandan primary and secondary Islamic education systems and (b) develop strategies to integrate concepts of inclusion, pluralism, and religious tolerance in primary and secondary education curricula in religious and secular schools. Applicants will be responsible for ensuring program activities and products are implemented in accordance with the Establishment Clause of the United States Constitution.

CSO aims to fund up to two proposals, pending the overall quality of program ideas and availability of funding. Applicants are limited to submitting a single proposal. However, they may choose to submit a proposal that addresses both Part 1 (research) and Part 2 (curriculum development and capacity building) activities, or only one part. Both parts will have up to twelve months for the period of performance, but may overlap by up to six months, depending on whether there are two awards or one award. E.g. Part One's period of performance is months 1-12, and Part Two is months 6-18.

Pending availability of funds and satisfactory performance, including compliance with the award’s terms and conditions, CSO may consider adding funds to the award.

Department of State reserves the right to fund any or none of the proposals submitted and reserves the right to reduce, revise, or increase the budget in accordance with the needs of the program and the availability of funds.

The Federal award signed by the State Department Grants Officer is the only authorizing document.

This NOFO consists of the Overview and Executive Summary, plus the following sections:

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I. FUNDING OPPORTUNITY DESCRIPTION

Background

CSO is seeking proposals for a two-step research and capacity building and curriculum development program that will help inform key Ugandan decision-makers’ efforts to understand the diverse range of religious curricula and teacher training in Ugandan primary and secondary, initially focused on Islamic schools (madrasas and Qur’anic schools), and develop strategies to integrate concepts of inclusion, pluralism, and religious tolerance in primary and secondary education curricula in both religious and secular schools. Research and reporting have highlighted the need to better understand community perceptions related to Islamic education and for Ugandan-based development of curriculum and instruction. The Government of Uganda and the Ugandan Muslim community have expressed a desire to develop Ugandan-sourced teacher training, instructional standards, and curriculum. This program should develop a strategy to build a curriculum component that bolsters resilience to exclusionary, intolerant narratives in all education systems, including both religious and secular education systems.

Multiple awards may be issued from this NOFO. Applicants may apply to Part 1 or Part 2, or to both. Applicants may submit only one application. Note that there are separate scoring criteria for Parts 1 and 2.

Part 1: Assessing Scope/Breadth of Religious Curricula and Instruction

CSO seeks to assess the diverse range of religious curricula and instruction in Uganda, initially focusing on primary and secondary Islamic schools. The Implementer is expected to work closely with CSO and Ugandan stakeholders in the design of and administration plan for a survey of madrasas to assess the diverse range of religious

curricula, teacher training, and other factors germane to the quality and content of instruction in religious schools. The implementer will also need to work with CSO and Ugandan stakeholders on recruitment and planning at least 10-12 focus group discussions (FGDs) and complementary key informant interviews (KIIs) to assess community perceptions of religious education. The implementer will be responsible for facilitating FGDs and KIIs. Deliverables for these activities will include a structured dataset and English-language report outlining findings of the madrasa survey as well as translated FGD and KII transcripts and a report outlining findings from those activities. These reports should be developed in the context of Part 2 of this program, identifying deficiencies and resiliencies in curriculum and training related to the ultimate program goal as described below, and providing general recommendations for Ugandan government and other stakeholders.

Part 2: Building Religious Tolerance and Inclusion into Ugandan Education Systems

Incorporating findings from Part I, CSO seeks to increase religious tolerance, pluralism, inclusion, and critical thinking in education curricula in all (both religious and secular) classroom settings. The implementer is expected to work with CSO, Embassy Staff, and Ugandan stakeholders to develop a schedule for and facilitate activities in Uganda, which may include providing technical assistance in drafting curriculum guidelines, providing input into teacher training curriculum, instructional quality assurance, assessment consistency, policy support, or other activities. The implementer is expected to integrate current evidence on best practices into materials and training in ways that can serve as a sustainable model for future efforts in Uganda and beyond.

PROGRAM GOAL

The program goal is to increase resiliencies among school-aged children against exclusionary, intolerant narratives in both religious and secular education systems by expanding the Ugandan government's knowledge and understanding of religious curricula and teacher training through research and building the capacity of Ugandan stakeholders in secular and religious schools to develop a contextualized, pluralistic curriculum.

PROGRAM OBJECTIVES & ACTIVITIES

Part 1: Part 1: Assessing Scope/Breadth of Religious Curricula and Instruction

Objective 1: In close consultation with Ugandan stakeholders, increase knowledge and understanding of the diverse range of curricula and instruction in Ugandan primary and secondary Islamic schools through a census or representative survey of madrasas, and a qualitative assessment of community views on madrasa education (FGDs and KIIs).

Activities should include, but may not be limited to:

1. *Document Review.* Undertake a comprehensive review of existing research on Islamic education in Uganda, including efforts from the Ugandan and international government, non-government, and private research entities. CSO can help facilitate a review of studies funded by the U.S. Government.
2. *Madrasas Survey.* With guidance from CSO, the implementer will identify Ugandan Muslim Supreme Council (UMSC) and Kibuli Office of the Supreme Mufti (KOSM) Muslim district *kadhis* (the Islamic leader at the district level within the UMSC and KOSM structures) to assist in administering a rapid assessment of curriculum being taught in both publicly and privately funded, full-time, primary and secondary education madrasas, including the geographic provenance of materials, the training and certification of teachers, and the connections and/or consistency of materials and training across the landscape of madrasas in Uganda. A census of the more-than 3,000 primary and secondary madrasas is ideal, although a representative sampling approach (with oversampling of low population and Muslim minority areas) may also be acceptable depending on program constraints. Survey data should be disaggregated by sex, and by type of madrasa (all boy, all girl, or mixed).
3. *FGDs and/or KIIs.* A series of FGDs and KIIs focused on Muslim communities (FGDs: PTA leaders, and recent graduates; KIIs: community leaders, government officials, academics) in Uganda to build an understanding of the community perceptions of the materials and training of teachers, the quality of education at madrasas, and the Ugandan government's involvement in religious and educational matters. These activities will be organized and coordinated by the implementing partner and overseen by CSO/AA and CSO/DME personnel. The implementer should consider doing separate interviews with women/girls, and using a female interviewer. Again, representation from areas with Muslim minority areas is vital.
4. Dissemination of research findings via a report and an optional workshop. The findings should be incorporated into Part 2 activities.

Part 2: Building Religious Tolerance and Inclusion into Ugandan Education Systems

Objective 1: Ugandan stakeholders will gain the capacity to develop a contextualized, pluralistic curriculum to build resilience to exclusionary, intolerant narratives in secular curricula in both religious and secular education systems.

Objective 2: Ugandan stakeholders will gain the capacity to implement an effective training module for teachers in both religious and secular schools emphasizing critical thinking, tolerance, and pluralism as components of secular curricula.

Activities should incorporate research findings from Part 1 and be part of a collaborative effort to share best practices, support the development of standardized curricula and

processes, and report findings back to stakeholders and communities, drawing on international and national education experts and practitioners as appropriate.

Illustrative activities:

- *Best practices exchange workshop.* International and national experts in curriculum development, teacher training, and other relevant domains share best practices on building pluralism, tolerance, and critical thinking into educational curricula. Participants might include representatives from Ministry of Education and Sports (MoE&S), Ugandan civil society organizations, and Muslim and other religious leaders focused on education. Workshop activities might include:
 - a) Curriculum development activities focused on building pluralism, tolerance, and critical thinking skills in both religious and secular primary and secondary schools
 - b) Development of teacher training strategies focused on the same principles.
 - c) Drafting of workshop report to serve as a roadmap for the Government of Uganda to implement the findings broadly, including a rough assessment of the resources required.
- *Pilot teacher training workshop(s).* Train religious and secular teachers on building pluralism, tolerance, and critical thinking into secular curricula. The teachers are selected through a collaborative, stakeholder-driven process, and include those who have undergone religious education training abroad but may not hold official teacher credentials.
- *Institutional support.* Provide technical support to organizations/institutions engaged in supporting secular curricula, including in religious schools, to help develop education strategies, training design for instructors, and curricula guidance.
- *Community outreach.* Support workshop participants to disseminate findings and best practices through their networks at the subnational level. Make materials available to religious and secular primary and secondary educational institutions throughout Uganda, based on input from the GOU and local stakeholders.

Note: If different implementers are selected for the research component (Part 1) and the curriculum development knowledge transfer and training component (Part 2), they will be expected to coordinate activities and ensure an effective and efficient strategy for dissemination. CSO will work with implementers to develop a communication plan as part of their respective statements of work (SOW).

PROGRAM CONSIDERATIONS

- **Target groups:**

- Part 1: The Ugandan Muslim community, and specifically primary and secondary madrasas.
- Part 2: Educators, civil society, community, and government stakeholders focused on the religious and secular education spaces.
- **Geographic focus:**
 - Part 1: Nationwide. Ideally every primary and secondary madrasa throughout Uganda. Otherwise a representative sample, with over-sampling of low population / Muslim minority areas, in at least half of the approximately 110 religious districts.
 - Part 2: This will depend on the specific activities being proposed by the implementer.
- **Coordination and Partnerships:**
 - Part 1: Local stakeholders will play a critical role in coordination and design of research. It may be necessary to more formally include them to ensure participation and to develop a census or sufficiently-representative sample. Outreach to UMSC and KOSM is necessary, and additional outreach to the Ugandan government's MoE&S's Uganda's National Curriculum Development Center (NCDC) and other government and civil society organizations focused on education and religion, is desirable. CSO will facilitate introductions as necessary.
 - Part 2: As with Part 1, the implementer must work closely with local religious leaders, government education officials, and other stakeholders as appropriate, including non-Muslim religious leaders. They should draw on the expertise of international and Ugandan experts.

It will be important for implementers of both parts to coordinate with USAID and other governmental and non-governmental development organizations that operate in the religious and education environments in Uganda.

- **Women, Peace, and Security** – Per the U.S. Women, Peace, and Security (WPS) Strategy (2019) and WPS Act of 2017, the United States is committed to ensuring U.S. government programs improve outcomes in gender equality and the empowerment of women and girls. This includes efforts to decrease the radicalization and recruitment of women and girls in violent extremism, per the U.S. Strategy to Support Women and Girls At Risk From Violent Extremism and Conflict. This program should consider the different roles and dynamics of boys and girls in schools and madrasas, and disaggregate findings wherever applicable.

PROGRAM REQUIREMENTS

Part 1:

I. Survey

The implementer should conduct a census or a representative survey of the Ugandan Islamic primary and secondary schools to assess curriculum and teacher training. There are approximately 3,200 Islamic primary schools and 200 Islamic secondary schools in Uganda. The questionnaire should take roughly 30 minutes, with no more than five open-ended questions. Note that this is a survey of Islamic schools, not the general population, and should include all girls schools, if applicable. It will be necessary to work closely with the two main Islamic organizations in Uganda (UMSC and KOSM) to ensure participation. *NOTE: CSO anticipates the implementer complete the collection of survey data by September or October 2020, depending on events related to COVID-19.*

a. Sampling

In the event a census is not possible, the implementer should propose methods for selecting the national sample with an oversample of low population / Muslim minority areas, and ensure representative sampling of women/girls. CSO is open to suggestions about the best method for recruiting the oversample component. The Recipient will coordinate with CSO and receive approval of the final, detailed sampling plan before fieldwork begins.

b. Questionnaire

The Recipient should coordinate with CSO to produce an English-language questionnaire that should take approximately 30 minutes to complete. There should be no more than 5 open-ended questions. The Recipient should translate the questionnaire into local dialects as appropriate, and translate responses back to English. CSO must approve the questionnaire before fieldwork can begin.

c. Pre-Test

The Implementing Partner(s) should pre-test the questionnaire in all languages of translation, though this pre-test may be conducted in one location. As this is not a general population survey, pre-test procedures are flexible but must be approved by CSO. CSO expects detailed comments and suggestions on the questionnaire following the pre-test. CSO must approve the final questionnaire before fieldwork begins.

d. Interviewing and Data collection

Multiple approaches to collecting survey information may be proposed, but CSO prefers a computer-assisted personal interviewing (CAPI) method of data collection. In the event digital interviews are more efficient, the Recipient should provide a plan for verification of results. The Recipient should provide demographic and professional information—i.e., home region, ethnicity, first language, second language (if any), level of education, and survey experience

—about each interviewer prior to the beginning of fieldwork. The implementer should adopt a “do no harm” approach to avoid putting participants at risk, and include gender considerations in their methodology, such as conducting separate interviews for women/girls.

e. Quality control

CSO places high importance on quality control. The Implementer will work with CSO to design quality control measures, including but not limited to: automatic timestamps throughout the questionnaire, automatic location stamps, and variables that speak to the sampling plan such as size of school, contact attempts, outcomes of contact attempts, and reasons for incomplete interviews (including language mismatch). CSO expects that data quality will be tracked daily, as well as by interviewer over time. CSO prefers to be able to monitor the raw data as it comes in.

Survey deliverables:

1. Pre-test report and datafile with substantive responses, demographics, sampling and design variables, and quality control indicators (to make sure that everything works).
2. A final version of the questionnaire in English and each of the survey languages.
3. Interviewer information and interviewer training report, if applicable.
4. Interview data. The Recipient is responsible for delivering a clean, English-language datafile with all completed interviews. The datafile should be in .csv and .RData formats. The datafile should include substantive responses, demographics, sampling and design variables, quality control indicators, and population weights.
5. Methods report: The methods report should include (not necessarily in this order):
 - a. A detailed description of the sampling plan
 - b. The response rate and information used to calculate it
 - c. A breakdown of reasons for non-response and incomplete interviews
 - d. A detailed description of how the weights were calculated
 - e. Information about the interview team
 - f. Description of key quality control indicators and findings, including the number of interviews dropped for quality-control reasons
 - g. Description or list of incidents that may have affected data collection or responses

In selecting the implementer, CSO will prioritize the quality of the methods proposed to ensure representative samples, high-fidelity response data, and approach to risk mitigation and gender sensitivity.

II. Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs):

The Implementer should plan to facilitate at least 12 focus groups in a diversity of locations around Uganda, as well as KIIs with community leaders. NOTE: CSO anticipates conducting FGDs in July 2020.

- CSO will provide a discussion guide. The Recipient and local partners may provide feedback and translation.
- The Recipient is responsible for recruiting and compensating participants for each group, with specific demographic breakdowns (such as age, education, and sex) to be decided after the award. Participants should not be friends or relatives of the local implementer. Participants should be selected in manner designed to maximize representativeness and minimize bias. The Recipient should propose a general recruitment plan for FGDs and KIIs.
- The Recipient should provide adequate facilities for anonymous observation, as well as simultaneous translation services and equipment. Representatives of the State Department are likely to be present for observation and feedback purposes.
- CSO prefers verbatim transcripts from audio and/or video recordings, as well as English-language translations of these transcripts.

FGD and KII deliverables could include, but are not limited to:

- A final discussion guide in English and local translations.
- Participant lists prior to the start of the groups, including relevant demographic characteristics, such as level of education, occupation, sex, and ethnicity.
- Verbatim transcripts from audio and/or video recordings, as well as English-language translations of these transcripts.
- A written report of the key findings.

Program Implementation and Data Management:

CSO will collaborate with the implementer(s) and relevant sub-implementers on selecting methodological tools for program implementation and on the collection and management of relevant data. CSO seeks to ensure that qualitative and quantitative information from all programs is shared in ways that can feed into an effective monitoring and evaluation plan. As a result, CSO will work with the implementer(s) to develop a documentation and reporting plan that meets those needs, including sharing raw data generated by the program with CSO in a clear, structured format and to the extent that is safely possible.

Part II:

There are no specific requirements for part II.

II. FEDERAL AWARD INFORMATION

CSO expects to award up to two (2) cooperative agreements based on this NOFO and in an amount not to exceed the total ceiling amount of \$444,375. In the event of an award, CSO reserves the right to terminate the agreement in accordance with 2 CFR 200 and the Department of State Standard Terms and Conditions. Specifically, an award may be terminated if the Recipient is not meeting the objectives of the program or if the program no longer is consistent with the national security or foreign policy interest of the United States.

The period of performance is 12-18 months with an anticipated start date of July 2020. However, as the COVID-19 pandemic unfolds, these timelines may need to be adjusted. CSO may extend the award contingent on CSO priorities, good performance of the recipient, Department of State management approval, and funding availability.

The U.S. government may make award on the basis of initial applications received, without discussions or negotiations. Therefore, each initial application should contain the applicant's best terms from a cost and technical standpoint.

All applicants should be familiar with OMB Circular 2 CFR Part 200.

Cooperative Agreement: This cooperative agreement will include substantial involvement by CSO. For example, CSO will work closely with successful applicants to advise on revisions to the theory-of-change (TOC), design, indicators, and data collection instruments, working to ensure an approach that benefits the wider conflict community. Additionally, CSO seeks to ensure that qualitative and quantitative information from the program is shared with CSO in ways that can feed into the broader analysis of conflict dynamics at subnational, national, and regional levels. As a result, CSO will work with the Recipient to develop a documentation and reporting plan that meets those needs.

In addition, and as mentioned above, CSO will work closely with successful applicants to advise on the following:

Part 1:

- focus group discussion guide
- sampling plan
- questionnaire(s)
- pre-test questionnaire
- interviewer recruitment
- data collection instruments
- survey deliverables
- quality control measures

Due to political sensitivities in Uganda, including upcoming elections and perceptions by some Muslims of political/social/economic marginalization, any decisions to change the scope or purpose of activities in the statement of work, to bring in other organizations to assist with activities and to engage with media will be made in consultation with CSO, Embassy Kampala, and with Host Nation authorities as appropriate. CSO also expects to assist with the development of in-country partners who would be interested and capable of continuing this effort beyond the duration of the cooperative agreement.

III. ELIGIBILITY INFORMATION

Applicant must have acute awareness of conflict-related sensitivities in Uganda, through prior work in Uganda, the region, or through thematic expertise, and knowledge of Ugandan culture, socio-political and gender dynamics, governance, civil society, and educational system. Applicants addressing Part 1 must have technical survey design and sample selection expertise. Applicants addressing Part 2 must have experience with interventions related to education. Applicants are encouraged to partner with relevant organizations with the ability to execute such programming throughout Uganda.

IV. APPLICATION AND SUBMISSION INFORMATION

Please refer to the Proposal Submission Instructions (PSI) for more information and complete instructions on how to apply to this NOFO, including information on proposal content and formatting. Please use both the PSI and the NOFO to ensure that the proposal submission is in full compliance with the requirements. Proposal submissions that do not meet all of the requirements outlined in the NOFO and PSI will NOT be considered.

FUNDING RESTRICTIONS

This award will be funded from money appropriated under the “Economic Support Fund” (ESF) heading in the Department of State and Foreign Operations Appropriations Act, 2019 (Div. F, P.L. 116-6). ESF is available for foreign assistance supporting economic or political stability. ESF may not be used for military or paramilitary purposes. Given restrictions under Section 660 of the Foreign Assistance Act (FAA), ESF assistance may be provided to police and law enforcement forces only under certain limited circumstances. Note that any activities under this award involving foreign security force units will be subject to vetting in accordance with Section 620M of the FAA, also known as the Leahy law.

PROPOSAL NARRATIVE

The Proposal Narrative is a key part of the application. The Proposal Narrative (**not to exceed ten pages**, single-spaced, 12-point Times New Roman font in Microsoft Word, at least one-inch margins) should be organized into the following five components. **If applying for both Part I and Part II, total length of the narrative may be 15 pages and combine redundant parts as applicable:**

Part 1: Proposal Narrative

The Proposal should be organized into the following components:

- **Executive Summary:**
 - A succinct one-page summary containing information that the applicant believes best represents its proposed program and includes: the name and contact information for the program's main point of contact; the program's goal and objectives; program's approach and methodology; and program's expected outcomes.

- **Approach and Methodology:**
 - *Activities:* All activities should be clearly developed and sufficiently detailed to understand the resource and time requirements, and how they contribute to the objectives and goal. Please identify: target areas for activities; target participant groups or selection criteria for participants; how the program will engage relevant stakeholders, including women and girls; and local partners as appropriate, among other pertinent details. If partners are included, the narrative should clearly describe the division of labor between the direct applicant and partners. *NOTE: Please see specific instructions below for the survey, FGDs, and KIIS*

 - Survey:
 - Identify a potential local partner, if applicable. Describe any previous experience working with them and their general qualifications
 - Provide a detailed description of the sampling methodology, or explain various options. Describe any past experience sampling special populations that are not clustered by location.
 - List languages in which survey will be conducted.
 - Confirm that pre-test requirements can be met, or explain other options
 - Discuss methods of interviewer recruitment and confirm that requirements can be met

- Describe CAPI hardware and software to be used. Describe how the local implementer will be incentivized to follow the sampling plan and conduct high-quality interviews.
 - Describe quality control measures, emphasizing which ones the applicant thinks are most effective.
 - Confirm deliverables.
 - Focus groups discussions and key informant interviews
 - Please identify a potential local partner. Describe any previous experience working with them and their general qualifications
 - Describe how respondents will be selected and compensated, , and how women and girls will be included.
 - List languages in which focus groups will be conducted
 - Describe range of focus group facilities and feasibility of audio and/or video recording
 - Confirm deliverables
- **Implementation Plan**
 - *Resources, Key Steps and Timeline for Activities (including sequential logic):* Describe the proposed activities and how they will achieve the objective of Part 1. In doing so, this section should demonstrate how the proposed activities build upon one another and are logically sequenced to achieve the desired outcomes, based on the proposed approach and methodology. The applicant must submit an illustrative first year activity plan, which sets out a realistic outline of tasks and deliverables, anticipated time frames, challenges, opportunities and due dates, and persons responsible for achieving each task. This narrative description will be complemented by a Gantt chart in the Additional Attachments.
 - *Do No Harm:* List any significant risks of harm to implementers, participants, beneficiaries or their communities, or of exacerbating conflict or creating new conflicts, which may result from this research component. Consider how resources or skills provided might be misused, create grievances among non-recipients, or cause key actors to react in harmful ways. Explain how these risks will be minimized.
- **Institutional Capabilities and Past Performance**
 - *Relevant Programmatic and Thematic Experience:* Applications should demonstrate the ability to develop and implement programs of the kind outlined in this proposal. Previous experience designing and implementing similar programs is highly desirable and should be detailed and documented in the application. Applicants should demonstrate how organizational resources, capabilities, and experience, and lessons learned from literature on this type of

endeavor, will enable the applicant to achieve the program's stated objectives.

- *Regional/Country Experience:* Applicants should specify relevant experience in Uganda, or in similar situations in other countries. Applicants should be able to legally operate in the country where they propose to work. Identify in-country partners; the successful applicant will already have in place at least one partnership with regional institutions and/or organizations. Specify the expertise that each partner brings.
- *Key Program Staff:* Applications should highlight key staff, their positions, percentage of time devoted to this program, and management structure for the program. The resumes of key staff should highlight relevant educational and field experience and be included as an appendix (see additional attachments below). The person(s) principally responsible for M&E design and technical oversight should be included. The resumes should be no more than two pages and should all follow a consistent format. The applicant should also clarify roles for local partners and staff.

Before grants are awarded, the Bureau reserves the right to reduce, revise, or increase proposal budgets in accordance with the Bureau's program needs and availability of funds.

Part 2: Proposal Narrative

- **Executive Summary:**
 - A succinct one-page summary containing information that the applicant believes best represents its proposed program and includes: the name and contact information for the program's main point of contact; the program's goal and objectives; program's approach and methodology; and program's expected outcomes.
- **Approach and Methodology:**
 - *Conflict/Context Analysis:* Successful applications under this funding opportunity will describe an approach based on a context and conflict analysis that leads to a concrete program change hypothesis. In this section, please provide background on the conflict/context in which the proposed program will be operating.
 - *Gender Analysis of Conflict:* Proposals should include a gender analysis addressing how the proposed activities to examine Ugandan school curriculum are reflective of, and will account for and/or utilize, the role

gender¹ norms play in Uganda. The gender analysis should be submitted with the proposal, and address how gender norms interact with other factors to influence curriculum content, the differential impact of madrassas and secular school curriculum on the empowerment and tolerance of women and girls, and how masculinity/femininity could be challenged or enhanced in curriculum to promote pluralism. Include the actual, potential, and/or perceived roles women and girls play in perpetuating or mitigating intolerance. Refer to the CSO Gender Analysis of Conflict guidance for sample questions to be addressed in this section.

- *Program Goal and Objectives:* In this section, please fully explain the program’s goal and objectives. The overarching goal statement should be visionary in nature, and outline what the overall activities and objectives should be building towards. It is important that the program goal aligns with (CSO/Department/U.S. government) policy. The objectives of the program should describe where you expect to be by the end of your program. The objectives should be measurable, results-focused, and achievable in within the timeframe of the program.
- *Activities:* All activities should be clearly developed and sufficiently detailed to understand the resource and time requirements, and how they contribute to the objectives and goal. Please identify: target areas for activities; target participant groups or selection criteria for participants; how the program will engage relevant stakeholders, including women and girls; and local partners as appropriate, among other pertinent details. If partners are included, the narrative should clearly describe the division of labor between the direct applicant and partners.
- *Theory of Change:* Provide a theory of change for your program that elaborates explicit causal connections between the program’s activities, key intermediate outcomes, objectives, and the long-term goal. Generally, this should involve a chain of “if...then...because...” statements, or something similar. The program theory of change should apply and contextualize any relevant general theory about how this type of intervention works, and how to avoid negative outcomes. It should specify any key assumptions about the context (including relevant gender dynamics), the program design, or companion interventions that are required for success. It should cogently establish that the activities can reasonably be expected to be sufficient in kind, amount and timing with the resources applied, in this context. In addition, briefly explain how the program theory of change interacts with the broader system of conflict interventions by the U.S. government and others. A useful

¹ CSO defines ‘gender’ as the socially constructed set of roles, rights, responsibilities, entitlements, and behaviors associated with being a woman or a man in a society.

resource for guidance on developing theories of change is [USAID's Theories and Indicators of Change \(THINC\)](#).

- *Integration of Target Groups:* It is likely that you will identify groups of individuals who will need special consideration as you develop your program. Please address how you will incorporate these target groups in your planned activities. These groups may include at-risk populations, such as women, ethnic and/or religious minorities, persons with disabilities, or youth.

- **Implementation Plan**

- *Resources, Key Steps and Timeline for Activities (including sequential logic):* Describe the proposed activities and how they will achieve the objectives and goal of this program. In doing so, this section should demonstrate how the proposed activities build upon one another and are logically sequenced to achieve the desired outcomes, based on the proposed approach and methodology. The application must identify and address gaps in current responses to the conflict (as identified in the context and conflict analysis), including any gender dynamics that currently, or have the potential to, exacerbate or mitigate conflict. The applicant must submit an illustrative first year activity plan, which sets out a realistic outline of tasks and deliverables, anticipated time frames, challenges, opportunities and due dates, and persons responsible for achieving each task. This narrative description will be complemented by a Gantt chart in the Additional Attachments.
- *Do No Harm:* List any significant risks of harm to implementers, participants, beneficiaries or their communities, or of exacerbating conflict or creating new conflicts, which may result from this program. Based on your gender analysis, include specific risks to women and girls. Consider how resources or skills provided might be misused, create or exacerbate grievances among non-recipients, or cause key actors to react in harmful ways. Explain how these risks will be minimized.
- *Local Engagement and Sustainability:* Strong proposals will describe strategies to sustain the outcomes beyond CSO funding and contribute to building the capacity of communities to address their own concerns in the future. This might be done through sub-grants to local organizations, although that is not a requirement; capacity-building and sustainment can be achieved indirectly as well. This section must also demonstrate a clear understanding of the role that local organizations and institutions are playing or can play in conflict mitigation and peacebuilding. The conflict analysis and the program design should reflect local perspectives and explain how the program will engage with local partners, including women-led organizations, throughout its lifecycle. The proposal should describe how the applicant will work with local entities to build their organizational and technical capacities, and/or

relationships to mitigate conflict. Applicants may submit signed Letters of Intent from organizations that will participate in the program. Letters of Intent should address the willingness of partner organizations to participate in the effort, and the understanding all parties have as to their unique roles and responsibilities in terms of the proposed program. In cases where an applicant (i.e., non-local) was not able to partner with a local organization or institution, does not consider it feasible to do so, or does not consider it in the program's best interest, the applicant must clearly explain the rationale.

- **Institutional Capabilities and Past Performance**
 - *Organization:* Provide a description of the applicant organization – including its general purpose, goals, annual budget (including funding sources), and major past and current activities and programs undertaken.
 - *Relevant Programmatic and Thematic Experience:* Applications should demonstrate the ability to develop and implement programs of the kind outlined in this proposal. Previous experience designing and implementing similar programs is highly desirable and should be detailed and documented in the application. Applicants should demonstrate how organizational resources, capabilities, and experience, and lessons learned from literature on this type of endeavor, will enable the applicant to achieve the grant's stated objectives.
 - *Regional/Country Experience:* Applicants should specify relevant experience in the country(ies) identified in the proposal, or in similar situations in other countries. Applicants should be able to legally operate in the country where they propose to work. Identify in-country partners; the successful applicant will already have in place at least one partnership with regional institutions and/or organizations. Specify the expertise that each partner brings.
 - *Key Program Staff:* Applications should highlight key staff, their positions, percentage of time devoted to this program, and management structure for the program. The resumes of key staff should highlight relevant educational and field experience and be included as an appendix (see additional attachments below). The person(s) principally responsible for M&E design and technical oversight should be included. The resumes should be no more than two pages and should all follow a consistent format. The applicant should also clarify roles for local partners and staff.

- **Performance Monitoring and Evaluation Plan:**
 - CSO considers monitoring to be essential for responsible program management. Successful applicants will submit a draft monitoring plan within 15 days of award notification. After CSO review, a final monitoring plan must be submitted within 30 days of the award notification.
 - For the purposes of the application, please submit a notional logic model/PMP

(use template provided). This must include notional indicators at each of the following levels: objective, intermediate outcome, and output. Provide an explanation if data will not be disaggregated by sex. Describe how any risks of harm listed above will be monitored. In addition, use this section to describe the applicant's approach to monitoring and evaluation and why this approach is appropriate for this program and context. This may include the type of data you may collect (qualitative and/or quantitative). If possible, include applicable State Department standard gender indicators (see attachment). Describe the timing of data collection and analysis and how this information will inform midstream program management decision-making.

- Please describe the resources needed to implement your M&E plan and address these in your budget. In most cases, CSO will fund program evaluations separately. If you want to propose including specific monitoring and evaluation activities in the program budget (outside of monitoring, which is required), please specify whether you are requesting funds for a baseline, mid-term and/or final evaluation. Additionally, please elaborate on the type of evaluation (quasi-experimental, developmental, outcome harvesting, process tracing, etc.).

ADDITIONAL ATTACHMENTS AND BUDGET COMPONENTS

Additional attachments listed below, budget components, and the SF-424s are not part of the proposal narrative and do not count as part of the 10-page limit for the proposal narrative.

- **Additional Attachments for Part 1 and Part 2:**
 - *Timeline*: The timeline of the overall proposal should include activities, evaluation efforts, and program closeout (not to exceed one [1] page). Please use the GANTT chart template provided.
 - *Key Personnel*: Please include CVs of key personnel that highlight relevant professional experience (not to exceed two [2] pages each).
 - *Past Performance References (minimum of 3)*: When past performance information is present, applicants shall furnish award numbers and other details with contact information for no more than three similar programs funded over the past three years by the State Department, or any other government entity or third party source. The details shall include the following: name of the organization or agency which funded the program(s), award number, point of contact's name, mailing address, email address and phone number, and the overall dollar value of the program. The applicant must include information on any problems encountered, and the applicant's corrective action(s). Applicants must not provide general information on their performance. Applicants may describe any quality awards or certificates that

indicate exceptional capacity to conduct the program described in this NOFO. Please use the PPR template provided.

- *Data Collection and Reporting Plan*: Describe how you will collect and share both qualitative and quantitative information from various sources, through your research, activities, and or monitoring efforts.
- **Budget Components:**
 - *Budget Appropriateness*: Budgeted items are necessary and sufficient to the achievement of the goal, objectives, activities and program monitoring as presented in the proposal. This should consist of both an Excel budget breakdown and a budget narrative attached as an annex. The budget narrative must include clear, substantive explanations for each line-item and how the amounts were derived, as well as the source and description of all cost-share offered. Refer to the **Excel Budget Template** for guidance on compiling a budget and associated budget narrative.
 - *Cost-effectiveness*: The Department of State must determine that the costs paid for this award are reasonable, allowable, and allocable to the proposed program activities. This will consist of a review of the Budget to determine if the overall costs are realistic for the work to be performed, if the costs reflect the applicant's understanding of the allowable cost principles established by Office of Management and Budget (OMB) in 2 CFR 200 (OMB Circular A-122), and if the costs are consistent with the program narrative. Programs should seek to produce innovative and cost-effective outcomes that reach more beneficiaries. As per Section C2 of 2 CFR 200, cost-share is not required, but funding contributed by the applicant and other partners shows a commitment to the success of the program. Applicants may incorporate cost-share through leveraging existing programs, partnering, and/or providing in-kind goods and services.

Include a **PDF file copy** of your organization's most recent **program (A-133 /2 CFR 200) audit**, if applicable. If not, please include a copy of your most recent independent audit, if available.

▪ **Additional Attachments for Part 1 ONLY:**

- *Data Collection and Reporting Plan*: Describe how you will collect and share both qualitative and quantitative information from various sources, through your research, activities, and or monitoring efforts. [This is particularly necessary for research and analysis programs, but may be relevant for other programs as well. See APPL guidance on data collection and reporting.]

▪ **Additional Attachments for Part 2 ONLY:**

- *Logic Model/PMP*: The logic model/PMP should include theories of change; goal and objectives; activities; output and outcome indicators; data collection tools; key definitions and risks and assumptions.

V. APPLICATION EVALUATION AND SCORING

The U.S. government may issue an award resulting from this NOFO to the responsible applicant whose application is the most responsive to the goals and objectives set forth in this NOFO. The U.S. government may (a) reject any or all applications, and/or (b) waive informalities and minor irregularities in applications received.

The U.S. government may make an award on the basis of initial applications received without discussion or negotiations. Therefore, applications should contain the applicant's best terms from a cost and technical standpoint.

U.S. government also reserves the right, but is not obliged, to enter into discussions with an applicant in order to obtain clarification, additional detail, or to suggest refinements in the program's description, budget, or other aspects of an application.

Applicants should note that the following criteria will serve as a standard against which all applications will be evaluated. Department of State will issue an award to the applicant whose proposal represents the best value to the U.S. Government on the basis of technical merit, efficient use of USG funds, and satisfactory organizational capacity. In addition, each application will be evaluated and scored on the Proposal Components using a 100-point scale by a peer review committee of Department of State.

CSO will conduct a merit review of all *eligible* applications as outlined in this NOFO. Applications will be reviewed by an independent review panel consisting of qualified representatives from other DoS bureaus, offices, and Posts. Final approval resides with the CSO relevant programming office.

The point value for each section outlined below indicates its relative importance in the application review process. Evaluation values are based on five narrative components and two budget components.

Based on eligible applications that are responsive to the requirements outlined above, the review panel will use the following criteria when rating proposals:

Part 1 Scoring

Survey

Total possible = 60 points

- Experience of program team (5)
- Experience and qualifications of local partner (5)
- Sampling plan maximizes degree to which probability of selection is known and minimizes bias (5)

- Plan for document review (2)
- Plan for addressing linguistic diversity maximizes ability to interview whomever is selected according to the sampling plan (5)
- Interviewer recruitment plan maximizes ability to interview whomever is selected according to the sampling plan (5)
- Plan to incentivize interviewer or local partner performance maximizes data quality (4)
- Data collection methods maximize data quality and minimize bias and error (6)
- Quality control measures maximize data quality and fidelity to the sampling plan (5)
- Program timeline is reasonable (4)
- Costs are reasonable for the work proposed (4)
- Deliverables and requirements are met or exceeded (10)

Focus Groups / Key Informant Interviews

Total possible = 40 points

- Experience of program team (5)
- Experience and qualifications of local partner (5)
- Participant recruitment and compensation plan maximizes representativeness of participants (5)
- Plan for addressing linguistic diversity maximizes ability to conduct focus groups across different ethnic groups in their first language (5)
- Program timeline is reasonable (5)
- Costs are reasonable for the work proposed (5)
- Deliverables and requirements are met or exceeded (10)

Part 2 Scoring

Quality of Program Idea

Total Possible = 25 points

- Responsive to the solicitation and appropriate in the country context (5 points)
- Clearly states theory of change (5)
- Establishes direct connection between proposed activities and the desired results (5)
- Exhibits originality, prioritizes innovation, but is feasible (5)
- The proposal provides a plan to incorporate input from Ugandan stakeholders (5)

Program Planning / Ability to Achieve Objectives

Total Possible = 30 points

- Includes a clear articulation of how the proposed program activities contribute to the overall program objectives (5)
- Activities are developed and detailed. Objectives are clear, specific, attainable, measurable results-focused and placed in a reasonable time frame (4)
- Addresses need for flexibility and ability to adapt (4)
- Provides a comprehensive quarterly work plan for program activities (4)
- Describes the division of labor among the direct applicant, any partners, and any potential sub-grantees; addresses how the program will engage or obtain support from relevant stakeholders; and identifies local partners where appropriate (3)
- Includes contingency plans for potential difficulties in executing the original work plan (3)
- Demonstrates an institutional record of successful programs in the target country or content area (4)
- Provides a thoughtful and appropriately detailed Gender Analysis of Conflict, and the identified dynamics are considered and integrated across activities and indicators (3)

Cost Effectiveness

Total Possible = 15 points

- Explains and justifies overhead and administration costs of the proposal, including salaries and honoraria. (5)
- All budget items are reasonable, appropriate and linked to program objectives and demonstrate efficient use of U.S. Government funds (10)

Note: Cost share is not required. Applicants may offer cost share, but cost share will not be considered or factored in when proposals are reviewed.

Program Monitoring and Evaluation

Total Possible = 20 points

The Monitoring and Evaluation (M&E) Plan:

- Explains how monitoring and evaluation will be carried out and who will be responsible for monitoring and evaluation activities (5)
- Robust M&E framework includes output- and outcome-based performance indicators for each program objective with baselines and (yearly and cumulative) targets; data collection tools; data sources; types of data disaggregation, including by sex, if applicable; and frequency of monitoring and evaluation (15)

Multiplier Effect / Sustainability of Impact

Total Possible = 10 points

- Clearly delineates how elements of the program will have a multiplier effect (5)
- Clearly delineates how impact will be sustainable beyond the life of the grant (5)

VI. FEDERAL AWARD ADMINISTRATION INFORMATION:

Issuance of this NOFO does not constitute a commitment on the part of the Department of State to issue an award nor does it commit the U.S. Government to pay for costs incurred in the preparation and submission of an application. Furthermore, award cannot be issued until funds have been fully appropriated, allocated, and committed through internal DOS procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements. All preparation and submission costs are at the applicant's expense.

Pursuant to 2 CFR 200.400 g, it is U.S. Department of State policy not to award profit under assistance instruments.

2 CFR §200.501 requires domestic/US non-federal entities that expend \$750,000, or more, in federal assistance during organization's fiscal year to have a single or program-specific audit conducted for that year. In addition, the entity must report the collected audit data elements on the form SF-SAC and submit it to the FAC. Any findings such as material weaknesses, significant deficiencies, or material noncompliance are reported on the SF-SAC.

The Federal award signed by the Grants Officer is the only authorizing document.

Reporting Requirements

Recipients will, at a minimum, be required to submit Quarterly Progress Reports and Quarterly Financial Reports (SF-425) describing key activities undertaken during the preceding month towards accomplishment of the stated objectives. Progress Reports will compare actual to planned performance and indicate the progress made in accomplishing each assistance award task/goal noted in the grant agreement and will contain analysis and summary of findings, both quantitative and qualitative, for key indicators. Financial Reports will provide a means of monitoring expenditures and comparing costs incurred with progress. In difficult environments, CSO may require additional reporting and briefings in order to monitor program developments. Applicants should account for this in their M&E staffing plans.

NOTE: It is Department of State policy that English is the official language of all documents. If reports or any supporting documents are provided in both English and a foreign language, it must be stated in each version that the **English language version is the controlling version.**

U.S. dollar is the controlling currency.

Mandatory Disclosures (2 CFR 200.113)

The non-federal entity or applicant for a federal award must disclose, in a timely manner, in writing to the federal awarding agency or pass-through entity all violations of federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the federal award. Non-federal entities that have received a Federal award including the term and condition outlined in Appendix XII of the 2 CFR 200 – Award Terms and Conditions for Recipient Integrity and Performance Matters – are required to report certain civil, criminal, or administrative proceedings to SAM (www.sam.gov). Failure to make required disclosures can result in any of the remedies described in §200.338 Remedies for Noncompliance, including suspension or debarment.

Federal Awardee Performance and Integrity Information System (FAPIIS)

A federal awarding agency, prior to making a federal award, will review and consider any information about the applicant that is in the designated integrity and performance system accessible through SAM (currently FAPIIS) (see 41 U.S.C. 2313). Applicant, at its option, may review information in the designated integrity and performance systems accessible through SAM and comment on any information about itself that a Federal awarding agency previously entered and is currently in the designated integrity and performance system accessible through www.sam.gov. Federal awarding agency will consider any comments by the applicant, in addition to the other information in the designated integrity and performance system, in making a judgment about the applicant's integrity, business ethics, and record of performance.

Federal awards when completing the review of risk posed by applicants as described in §200.205 Federal awarding agency review of risk posed by applicants.

Other Information

Applicant organizations must demonstrate adherence to equal opportunity employment practices and commitment to non-discrimination with respect to beneficiaries. Non-discrimination includes equal treatment without regard to race, religion, ethnicity, gender, and political affiliation. Applicants are reminded that U.S. Executive Orders and U.S. law prohibits transactions with or support to individuals or organizations associated with terrorism.

Proposals that reflect any type of support for any member, affiliate, or representative of a designated terrorist organization or narcotics trafficker, including elected members of government, will NOT be considered. This provision must be included in any sub-awards/sub-contracts issued under this award.

VII. AGENCY CONTACTS

Any prospective applicant desiring an explanation or interpretation of this NOFO must request it in writing by the *deadline for questions* specified in the cover letter to allow a reply to reach all prospective applicants before the submission of their applications. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as a Questions and Answers attachment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

Any questions concerning this NOFO must be submitted in writing by email to:

U.S. Department of State
Bureau of Conflict and Stabilization Operations (CSO)
c/o Chris Kennedy
KenedyCJ@state.gov
+1 (202) 472-8631