

MILLENNIUM CHALLENGE CORPORATION
NOTICE OF FUNDING OPPORTUNITY # 95332418N0003
Data Analytics Center Project in Côte d'Ivoire
[Data Collaboratives for Local Impact Program](#) (DCLI) program
Cover Letter

November 24, 2017

Dear Applicants,

The Millennium Challenge Corporation (MCC) is pleased to launch this Notice of Funding Opportunity (NOFO) for an innovative, market-driven, sustainable and results-based project, herein called "Data Analytics Center Project in Côte d'Ivoire." **This project is one of two proposed investments in Côte d'Ivoire to leverage the data revolution and empower stakeholders to use data to improve lives through better decisions, budgetary alignment and optimization and citizen engagement.** Specifically, **this NOFO reaches out to organizations with an interest in receiving seed capital to rapidly stand up a data science services and training center.** This entity will initially be expected to achieve specific outcomes related to the President's Emergency Plan for AIDS Relief (PEPFAR) and MCC Côte d'Ivoire Compact data-related needs, while **concurrently coordinating with a parallel investment in order to develop the data ecosystem, build and diversify client base and assure its sustainability beyond the period of funding.** The "Data Analytics Center" Project in Côte d'Ivoire falls under a broader [Data Collaboratives for Local Impact Program](#) (DCLI) program that has been successfully operating in Tanzania since 2016.

This is the initial announcement for this new funding opportunity. The Catalog of Federal Domestic Assistance (CFDA) number is 85.002 MCC Foreign Assistance for Overseas Programs. For the purposes of this NOFO the term "Grant" is synonymous with "Cooperative Agreement"; "Grantee" is synonymous with "Recipient"; and "Grant Officer" is synonymous with "Agreement Officer."

Eligible organizations interested in submitting an application should read this NOFO thoroughly to understand the nature of the work required, eligibility and application submission requirements, and the evaluation process. The funding opportunity number is #95332418N0003.

Key dates related to this NOFO are as follows:

Milestone	Estimated Target Dates
Issue Date	November 24, 2017
Phase I Pre-Application Teleconference	December 7, 2017
Deadline for the Phase I Questions	Two windows for questions: November 28-December 5, 2017 and second window December 11-15, 2017

Milestone	Estimated Target Dates
Anticipated Amendments to NOFO responses to Questions Phase I	Estimated December 7 and December 12
Deadline for Phase I Applications (Concept Paper)	December 21, 2017
Phase I Applicants are notified	Estimated January 9, 2018
Phase II Pre-Application Conference (Selected Phase II Applicant Teams only), in-Person or via Teleconference	TBD
Deadline for Final Phase II Questions Submittal	Two windows for questions: January 10-12, and second window January 22-26, 2018
Anticipated Amendment response to Questions Phase II	Estimated January 15 and January 26
Deadline for Phase II Applications	January 30, 2018
Candidate Applicant Team Presentations	February 2018
Award of Cooperative Agreement	March 2018
Selected Applicant Team Onboarding Target Timeframe	March – April 2018

The successful Applicant (likely a Team of Prime and Consortium members) will be selected through a two-phase application process that will be completed consistent with Open Contracting Principles.¹ Additional notification milestones pertinent to this process will be posted on www.grants.gov and are further described in Section H.

Program (Project) Name: Data Analytics Center Project in Côte d'Ivoire

Notice of Funding Opportunity Number: # 95332418N0003

Questions and correspondence for this NOFO should be directed to the points of contact specified in Section D. MCC's responses will be posted on www.grants.gov under this NOFO number.

Issuance of this NOFO does not constitute a commitment from MCC to award the program. All application and submission costs are at the Applicants' expense.

¹ For more information refer to:
http://www.opencontracting.org/2013/06/20/introducing_the_open_contracting_principles/

We encourage you to apply to this exciting opportunity to receive seed capital to create data science delivery capabilities in Côte d'Ivoire, increase the use of data for decision-making, including in subnational areas, and to enable greater country-based capacity to drive development impact!

Sincerely,

Taylor Wolf
Agreement Officer
MCC/Washington

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List of Acronyms

ADAPT	Advanced Data Planning Tool
AfDB	African Development Bank
AIDS	Acquired immune Deficiency Syndrome
AO	Agreement Officer
AODC	Africa Open Data Conference
AOR	Agreement Officer's Representative
CAIDP	Commission d'Accès à l'Information d'Intérêt Public et aux Documents Publics
CFDA	Catalog of Federal Domestic Assistance
CFR	Code of Federal Regulations
CI	Côte d'Ivoire
CNTIG	Comité National de Télédétection et d'Information Géographique
CPA	Certified Public Accountant
CSO	Civil Society Organization
DAC	Data Analytics Center
DCLI	Data Collaboratives for Local Impact
DLI	Data for Local Impact
DREAMS	Determined, Resilient, Empowered, Aids-free, Mentored, and Safe
DUNS	Data Universal Numbering System
DYSC	Data for Youth Services Collaborative
ENSEA	École nationale supérieure de statistique et d'économie appliquée
FAPIS	Federal Awardee Performance and Integrity Information System
FAQ	Frequently Asked Question
GAAS	Generally Accepted Auditing Standards
GoCI	Government of Côte d'Ivoire
GPSDD	Global Partnership for Sustainable Development Data
GSA	General Services Administration
HIV	Human Immunodeficiency Virus
IATI	International Aid Transparency Index
IBC	Interior Business Center
ICT	Information and communications technology
IDRC	International Development Research Center
IHE	Institution for Higher Education
INP-HB	Institut national polytechnique Félix Houphouët-Boigny
M&E	Monitoring and Evaluation
MCC	Millennium Challenge Corporation
MOA	Memorandum of Agreement

MoH	Ministry of Health
MWF	Mandela Washington Fellowship
NGO	Non-Governmental Organization
NICRA	Negotiated Indirect Cost Rate Agreement
NOFO	Notice of Funding Opportunity
NSO	National Statistics Office
ODC	Other Direct Cost
ODIN	Open Data Inventory
OGP	Open Government Partnership
OSM	OpenStreetMap
PARIS21	Partnership in Statistics for Development in the 21st Century
PD	Project Description
PDF	Portable Document Format
PEPFAR	President's Emergency Plan for AIDS Relief
PM	Project Monitor
SAM	System for Award Management
SC	Selection Committee
SDG	Sustainable Development Goal
SF	Standard Form
SME	Small and Medium Enterprise
SMS	Short Message Service
SOW	Scope of Work
SPE	Senior Procurement Executive
SSA	Sub-Saharan Africa
TIN	Taxpayer Identification Number
USAID	United States Agency for International Development
USG	United States Government
VACS	Violence Against Children Survey
YALI	Young African Leaders Initiative

SECTION A. PROGRAM and PROJECT DESCRIPTION

1. AUTHORITY

Pursuant to the Millennium Challenge Corporation Act of 2003, as amended, the United States Government (USG), as represented by the Millennium Challenge Corporation (MCC), is seeking support for the activities described below, and requests applications from eligible organizations (see Section C of this NOFO) to receive seed funding to manage and implement the **Data Analytics Center Project**, which is one of two anticipated core investments considered in Côte d'Ivoire under MCC partnership with the United States President's Emergency Plan for AIDS Relief (PEPFAR), a program referred to as the [Data Collaboratives for Local Impact](#) (DCLI) that has also included several investments in Tanzania since 2016. The prime award(s) resulting from this NOFO will be administered in accordance with the following:

- 2 CFR 200 UNIFORM ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS (http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl)
- MCC's STANDARD PROVISIONS (attached to NOFO)
- MCC's GRANTS AND COOPERATIVE AGREEMENT MANUAL
- PEPFAR STEWARDSHIP AND OVERSIGHT ACT OF 2013 (<https://www.govtrack.us/congress/bills/113/s1545/text>)

2. INTRODUCTION

2.1 MCC, PEPFAR and Data

MCC is a government corporation as defined in section 103 of title 5, United States Code, established by the U.S. Congress. It is an independent agency separate from the Department of State and the United States Agency for International Development (USAID). MCC applies an innovative philosophy to foreign aid; its mission is to provide assistance that will support economic growth and poverty reduction in carefully selected countries that demonstrate a commitment to just and democratic governance, economic freedom, and investments in their citizens. Eligible countries develop, in coordination with MCC, a program agreement (Compact) that is then implemented during five years. Our model is defined by core principles, of selectivity, country ownership, transparency, and a focus on results. For more information on MCC, please visit www.mcc.gov.

Over its 13-year history, MCC has developed extensive experience setting up country-led programs inspired by data. MCC is a world leader in data transparency, ranking among the top three most transparent aid organizations in the world in Publish What You Fund's 2016 Aid Transparency Index. MCC is committed to ensuring that the exponential pace of the data

revolution enables more inclusive growth, innovation, and participation by communities that will benefit from development the most but currently have the least access to technology and data.

The United States President's Emergency Plan for AIDS Relief (PEPFAR) is using and sharing data in unprecedented ways for greater transparency, accountability, and impact. In an effort to do the “right things in the right places at the right time”, PEPFAR is using data to strategically target geographic areas and populations with the highest HIV burden to accelerate progress toward epidemic control. PEPFAR is also opening its data through the PEPFAR Dashboards, enabling all to view, download and utilize PEPFAR data, to optimize program effectiveness and foster mutual accountability. PEPFAR is committed to putting data at the center of decision-making to achieve the greatest impact for investments and achieve an AIDS-free generation. For more information, please visit www.pepfar.gov/pepfar/.

2.2 Data Collaboratives for Local Impact

The \$21.8 million Data Collaboratives for Local Impact (DCLI) program is led by MCC and funded by PEPFAR. The DCLI vision is to enable and showcase use of data by government, citizens, and other stakeholders in partner countries to support PEPFAR programming and the fight HIV/AIDS. The ability to use data for decision making is also expected to enable partner countries to enhance their own programs, align their scarce budgets with priorities and equip them with the data skills needed be able to better leverage the data revolution. The program’s sectoral focus is HIV/AIDS and health, gender equality, economic growth, and education.

DCLI has been operating in Tanzania since April 2016 through four interconnected projects, the [Tanzania Data Lab](#) (dLab), the [Data for Local Impact Innovation Challenge](#) (DLIIC), [Data Zetu](#), and a collaboration with the [Global Partnership for Sustainable Development Data](#). Plans are underway for two additional core projects in Côte d’Ivoire.

The nature and timing of DCLI fits into the broader context of the global data revolution, including the formation of the Global Partnership for Sustainable Development Data (The Global Partnership)². Data and the types of initiatives that advocate for greater data openness such as the International Open Data Charter³ and Open Contracting⁴ can potentially unlock billions in additional economic value in sectors such as education, transportation, energy and health, thereby giving rise to entrepreneurial businesses, innovation, and improved, more-efficient services.

DCLI is aligned with broader U.S. government efforts to maximize the effectiveness of U.S. foreign assistance through more effective programs, greater transparency and accountability for results.

² For more information on the GPSDD, see <http://www.data4sdgs.org/>

³ <http://www.opendatacharter.org/>.

⁴ <http://www.open-contracting.org/>.

2.3 DCLI Tanzania

MCC and PEPFAR selected Tanzania as the program's first country. There, the program established the dLab that provides training and data science support services; the DLIIC, an innovation hub that enlists and supports entrepreneurs in designing data-based solutions; and [Data Zetu](#) ("Our Data" in Swahili), a project that exposes subnational level authorities and others stakeholders to the benefits of data use. Together, in about 1 year these projects have jumpstarted data use in Tanzania, created a portfolio of almost 20 data "use stories" and achieve the following to date:

- Over 300 individuals, principally from the health sector have been trained at the dLab; and, the university where the lab is hosted is developing a data science curriculum for its students ensuring a future supply of data experts in country. The lab has also attracted complementary organizations to its space such as the local chapter of the [Humanitarian Open Street Maps](#) (OSM) that routinely maps priority PEPFAR district and a Flying Lab led by [WeRobotics](#) in support of greater use of drones for humanitarian purposes.
- Through the innovation challenge, over 4,000 entrepreneurs are participating in competitions. Scalable innovations with direct relevance to PEPFAR programming are emerging, from ways that predictive data analytics can reduce school dropout, a factor correlated with increased risk of contracting HIV/AIDs, to SMS-based solutions linking health experts to people who need care or helping to verify medicine stocks a local pharmacies.
- At the subnational level, local officials have been trained to understand the data which they collect thereby both improving the quality of data while also enabling them to use it to for planning and prioritization.
- With support from DCLI, Tanzania officially joined the [Global Partnership for Sustainable Development Data](#) - and the Tanzanian National Bureau of Statistics is establishing data baselines that will help track progress towards SDGs.

On account of these promising results, the DCLI program was selected by the Organization for Economic Cooperation and Development (OECD) as one of 45 case studies in their recently published 2017 flagship report: [Data for Development](#).

3. PROGRAM BACKGROUND

3.1 Ivorian Data Ecosystem

Generally, the Côte d'Ivoire country level data ecosystem⁵, while in need of strengthening, is upward bound. Côte d'Ivoire was first [ranked by the Open Data Barometer](#) in 2016, scoring fairly well on readiness (policies), but poorly on implementation and impact. While some data exists, it

⁵ A data ecosystem considers: Supply of data, demand for and use of the data, the technical capacity to generate, collect, compile and analyze the data, and the enabling environment (laws and policies) that enable access to information by the public, promote sharing and transparency.

is not available in a format (i.e. digital and machine readable) that enables sharing and interoperability – and the capacity to use the data that is available is insufficient.

Data Ecosystem Enabling Environment

- Legislative commitments are in place to open data: There is an equivalent of a freedom of information Act, including an organization responsible for its enforcement, [Commission d'Accès à l'Information d'Intérêt Public et aux Documents Publics](#) (CAIDP).
- The GoCI joined in the [Open Government Partnership](#) (OGP) in 2015, proposed an action plan in 2016, and established a [government open data portal](#) with about 60 data sets (many are as recent as 2016). This portal is separate from that developed by the African Development Bank (AfDB), which can be viewed [here](#).
- Côte d'Ivoire's ambition is to position itself as the leader of francophone Africa, as the technological and ICT hub [in West Africa](#) – and there are efforts in this regard to attract investments from the technical and pharmaceutical sectors: [VITIB](#) is a private company (the government is a minority stakeholder) whose mission is to grow a free trade zone of primarily biotech and ICT companies. So far, progress is slow and most of the space is empty.
- Cell phone penetration is 100% and Internet access is currently on the order of 30% - and improving rapidly. Investments are being made in ICT infrastructure: There are plans to lay 6,000 km of fiber optics (already completed 1,500) and establish 1,500 community computer centers (only 30 thus far).
- The [Comité National de Télédétection et d'Information Géographique](#) (CNTIG) counsels the GoCI and private institutions, on matters related to geospatial information – and encourages greater data sharing and data use among government ministries.

Data Supply

- Côte d'Ivoire has an [Open Data Portal](#) with data sets covering health, ICT, education security and agriculture with the largest breadth and scarcely covering employment, social protection, law/justice and economy/finance. Most of these datasets lack disaggregation and some are listed but lack downloadable files or are PDFs visually representing the data. The portal is currently geared towards reporting rather than data sharing.
- The [Open Data Inventory](#) (ODIN) ranks Côte D'Ivoire 147 of 173 countries assessed, lower than the regional median (14th in West Africa) across all three major data categories (overall, coverage and openness). The highest levels of coverage and openness are on social statistics; the lowest levels are on environmental statistics. Social statistics has the lowest coverage of gender, poverty & income, and education facilities; health outcomes and data on reproductive health are weak; and the subscore for economic statistics is devoid of money and banking stats, and is weak in labor statistics and government finance. While disaggregation, and non-proprietary scores are strong, there are weaknesses in recent data availability, metadata availability and administrative levels; and absence of machine readable data, terms of use and download options. The ODIN recommends that the GoCI publish more data sets.

- Based on input received during meetings, progress is uneven and ministries are not sharing data with each other. In fact, rather than coordinating through data linkages, sharing and interoperability, ministries coordinate through “focal points”, i.e. individuals charged with carrying certain themes (e.g. SDG focal points exist in each ministry).
- There is also insufficient awareness of the value of data (e.g. Ministry of Health or MoH not seeing value in opening the health facilities registry to the public). This challenge is beginning to be addressed with MoH / PEPFAR data alignment work, which will have an impact on DHIS2. However, MoH has been slow in making DHIS2 data available to all.

Data Demand

- Demand for good data is high among NGOs, researchers, and students.
- Since agriculture, and in particular cocoa production, represents the majority of the Gross Domestic Production there is interest in modernizing this sector through “e-agriculture” efforts and investments, including provision of training and climate/pricing information to farmers in rural areas.
- However, Côte d’Ivoire is lagging in the provision of e-Government services.

Technical Capacity

- There are a number of co-working, tech hubs/labs in Abidjan (e.g. [Jokkolabs](#), [OVillage](#), [Baby Lab](#), Orange Fab Lab) – and ongoing efforts to innovate, incubate and/or accelerate promising startups (e.g. [Fondation Jeunesse Numerique](#) and/or [Orange Fab](#)). However, most innovation is focused on tech and app development, and not on developing broader data literacy, data use or data science skills – all of which could increase skills, employability and are in high demand.
- There is also a dynamic young population (an active OSM community of over 1,000 mappers), with entrepreneurs in the tech space, YALI fellows (totaling about 60 including all years 2014-2017).
- [INP-HB](#), in collaboration with Orange, will be offering a Master’s in Data Science – Big Data beginning in Fall 2017. The other of the *Grandes Ecoles* in Côte d’Ivoire is [ENSEA](#), a recognized center of excellence in francophone West Africa for statistics training, which does not include a data science focus and/or curriculum. The institutions enjoy a strong relationship, in part because the current director of INP-HB was the director of ENSEA for 20 years prior. As part of the MCC Compact, the two institutions will be developing a joint [Master’s in Infrastructure Management](#).

On-going Investments

- PEPFAR is funding an open geospatial data center (OpenDCH), initially focused on the MoH and its subnational level representations. DCLI investments would need to be complementary.
- MCC’s compact (to be signed in November 2017 and begin operation in the fall of 2018), will include significant investment in education infrastructure and education data management systems is expected to result in an increase in education data sets which can be leveraged across sectors.

- The World Bank is funding extension of work (use of [OPAL](#) to generate data of value from cellular big data) between Orange and the Senegal National Bureau of Statistics to CI.
- A [Violence Against Children Survey](#) (VACS) will be conducted in 2018, with a public use dataset becoming available 1-2 years after completion.

3.2 Problem, Root Causes and Opportunities

The overall problem to be addressed through the DCLI program is that data are infrequently and ineffectively used to support decision making, at all levels.

Based on consultation and scoping⁶, the data environment in Sub-Saharan Africa (SSA) countries is evolving but remains constrained on several important fronts, both on the supply and demand sides and at the subnational level. As shown in Annex I, this ultimately results in fewer benefits to people at the local level, both as individuals who could perhaps improve their livelihoods from greater access to, and use of, data, but also as recipients of benefits from investors and service providers, including governments, as well as donors, not-for-profit organizations, and the private sector⁷.

While it will take time to strengthen the overall data ecosystem, the DCLI program aims to demonstrate that it is possible to bring about positive changes in the use of data within a comparatively short period of time by focusing on improvements related to:

- Program decisions
- Alignment of budgets and needs
- Transparency and mutual accountability⁸

While the problem diagnosis is expected to be refined over time, key root causes are emerging that spawn interconnecting and self-reinforcing constraints:

1. Demand side: Civil society, the government, private sector, and the general public do not sufficiently value using data in decision making. This stems in part from low data availability, but also from a low understanding of the value of data, lack of ability to locate the data that are available, and low capacity to use that data (data literacy, data manipulation, and visualization) and translate it into actionable information.
2. Supply side: Insufficient data is collected (both insufficient in quantity and frequency), and the data that is collected is of variable (often poor) quality. For what quality, complete data exist, there are no incentives to share among government, donors, civil society, the private

⁶ MCC and PEPFAR conducted consultation that has included more than 100 organizations and stakeholders based in Tanzania, Zambia, Kenya, Côte d'Ivoire, Africa more broadly and globally. Scoping involved assessment against components of a country data ecosystem.

⁷ Private sector refers here to that part of the economy which is run by private individuals or groups, usually as a means of enterprise for [profit](#), and is not controlled by the [State](#).

⁸ 'Mutual Accountability' refers to stakeholders holding one another responsible for commitments made through creative collaborations between government, citizens, local and international organizations, and the private sector, in the form of a well-established feedback loop aimed at aligning efforts.

sector, and across sectors. Policies affecting open data, standards and protocols and processes related to opening up and sharing of data are nascent.

Integrally related to both, the technical capacity to use data and the enabling environment that facilitates sharing data also constrain the growth of the data ecosystem. Policies and legislation affecting open data are still evolving, and data priorities among government (even within and between government ministries), the private sector and civil society are insufficiently aligned.

The above constraints limit the important feedback loop (between citizens at the service delivery level and governments, donors, and the private sector who make development decisions and investments) that is important for programmatic effectiveness and mutual accountability – and even for a data ecosystem to sustainably grow and evolve. Without addressing these issues, the exponential pace of the data revolution may exclude socially disadvantaged communities (the “digital divide”) that have the greatest need for data and evidence-based development programs.

3.3 Côte d’Ivoire Program Logic and Proposed Investments

As shown in Annex I (Program Logic), two specific investments are being proposed in order to strengthen the Côte d’Ivoire data ecosystem:

1. Data Analytics Center (DAC): The focus of this application, this project will supply data science services and targeted training of direct and peripheral beneficiaries of those services, at the national and subnational levels. Envisioned as a sustainable project, DAC would include from inception the capacity for revenue generation and a mandate for service-oriented work in the thematic areas of HIV/AIDS and health, gender equality, economic growth, and education. Based out of a primary hub in Abidjan, DAC’s subnational services will utilize space in programmatically important regions – including but not limited to DREAMS districts Man, Daloa, Cocody, and Abobo East, as well as San Pedro and Bouaké, where the MCC Compact will be operating – as demand for those services arises. The specific root causes and key constraints that will be addressed through this project include:

- Insufficient translation between data and information that results in a failure by government, funders, civil society, and others to use data and diminished feedback and demands of accountability by citizens;
- Low understanding of the value of data science that results in failure of agencies to recognize the value in using data and insufficient data sharing across sectors; and
- Insufficient translation between data and information, among others.

(Note: Applicants are requested to submit applications only for this component under this NOFO.)

2. Data for Youth Services Collaborative (DYSC): A concurrent NOFO to this one, the proposed Data Services for Youth Collaborative (DYSC) will bring together multiple actors to improve the supply of readily-available, machine-readable, open-format and open-license data. The intention of DYSC is to bolster the availability of data for services to Ivorian citizens in key areas, to engage youth as champions of these services, and to assist in applying already-developed applications to Ivorian issues. DYSC can also be thought of as helping to foster a data environment where the DAC will be able to thrive by making more data available and identifying and building skills of data champions. Unlike DAC, DYSC is not intended to be self-sustaining, except through the intrinsic benefits of the data-driven services; or through additional outside funding to address particular data constraints.

3.4 Sector Focus and Connection to Sustainable Development Goals

DCLI's sectoral focus is on HIV and health, as well as gender equality and economic growth – and, where possible, DCLI also supports the priority PEPFAR programmatic objective of reducing new HIV infections among adolescent girls in target districts, a goal that is also central to PEPFAR's 3-year DREAMS partnership, as one of its potential data impact applications. Given the strong linkages between education, economic empowerment, health and wellbeing – and lowered risk of HIV/AIDs, in Côte d'Ivoire, DCLI will also more include education as a sectoral focus of its efforts. MCC's compact (to be signed in November 2017 and begin operation in the fall of 2018), will include significant investment in education infrastructure and education data management systems is expected to results in an increase in education data sets which can be leveraged across sectors.

The program aligns directly with efforts relating to the following SDGs: 3 (Health and Wellbeing); 5 (Gender Equality); 8 (Decent Work and Economic Growth); 17 (Partnerships to Achieve SDGs)⁹; and, in Côte d'Ivoire, 4 (Quality Education).

⁹ It is expected that the Applicant will clearly link their proposal to achieving relevant SDGs and targets/indicators. For example:

- SDG 1 (End Poverty)
 - 1.4 By 2030, ensure that all men and women, in particular the poor and vulnerable, have equal rights to economic resources, as well as access to basic services
 - 1.a Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries...to implement programs and policies to end poverty in all its dimensions
- SDG 3 (Health)
 - 3.3 By 2030, end the epidemics of AIDS...;
- SDG 5 (Gender Equality)
 - 5.b Enhance the use of enabling technology, in particular ICT to promote empowerment of women;
 - 5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and empowerment of all women and girls at all levels, etc.

4. PROJECT DESCRIPTION

MCC is seeking support of a local organization registered or based in Côte d’Ivoire or a local organization in consortium with an international (or regional) organization (the “Applicant”) to finalize the design and implement the “Data Analytics Center” Project. Specifically, this NOFO is reaching out to organizations with an interest in receiving seed capital to rapidly stand up a data science services and training center. This entity will initially be expected to achieve specific outcomes related to the President’s Emergency Plan for HIV/AIDS (PEPFAR) and MCC Côte d’Ivoire data-related needs, while concurrently coordinating with a parallel investment (Section A.3.3) in order to build and diversify its “client base” so as to assure its sustainability beyond the period of grant funding.

As a core investment focused on the data use or demand side of the Ivorian data ecosystem, the Data Analytics Center (DAC) will focus on the provision of data science services and targeted training of beneficiaries of those services in translation of data into action through training and support. These activities will take place principally at the subnational level and will be targeted to stakeholders that include PEPFAR, MCC, the Ministry of Health and Education, the Institut National de la Statistique and others (see section A.3.1). Envisioned as a sustainable project, DAC would include from inception the capacity for revenue generation and a mandate for service-oriented work in the thematic areas of HIV/AIDS and Global Health, gender equality, and economic growth and empowerment. Based out of a primary hub in Abidjan, the location of which will need to be strategically selected, DAC’s subnational services will deploy to serve programmatically important regions – including but not limited to PEPFAR DREAMS districts Man, Daloa, Abobo East, and Cocody, as well as San Pedro and Bouaké, where the MCC Compact will be operating - as demand for those services arises.

This NOFO and the overall DCLI program does not pretend to fully understand the intricacies and needs of the national data ecosystem and sub-national target areas, and it does not intend to be explicit as to the details of a solution. It is intended to set a framework from which seed funding would be provided to an organization or a consortium to provide these solutions to reach project outcomes. **The Applicant is encouraged to provide additional ideas, thoughts and strategies that would lead to stronger overall program integration, rapid results and sustainability.**

Applicants should ensure their applications reflect how the work to be undertaken will contribute to addressing constraints on the use of data and encourage empowerment, youth participation and social inclusion to catalyze solutions on both subnational and national levels. Applicants should demonstrate how and to what extent their proposed project is likely to accomplish not only the requirements of this NOFO but also achieve bold outcomes in the short, medium, and longer term.

Applicants are strongly encouraged to develop a consortium of regional, international and/or local partners in order to leverage capabilities and lessons learned on analogous projects and to rapidly establish and sustainably maintain data science service capabilities in Côte d’Ivoire.

5. PROJECT OUTCOMES

Detailed below are indications of what MCC aims to achieve with this NOFO. The Applicant will, guided by the sections that follow, propose an approach, strategy, and work plan (program description) to achieve the target outcomes.

5.1 General

The desired outcomes of this project are:

1. To contribute to the development of robust, self-sustaining data science capacity (a self-sustaining “center of excellence” or “data science consultancy”) in service of the public good. Data science work during the period of performance will serve:
 - a. Clients representing critical USG-funded programs that support the economic and social well-being of Côte d’Ivoire
 - b. The GoCI, particularly in the areas of health and HIV, economic growth, and gender and social equality, and education
 - c. Outside organizations: other donors, NGOs, the private sector, and civil society who are working toward the betterment of Côte d’Ivoire.
2. To develop and demonstrate data capacity in select sub-national target areas, enabling local governments and citizens to make better use of data and using it to drive local action in cooperation with critical USG programs. Specifically, during the period of performance these areas will be targeted:
 - a. Man, Daloa, Cocody, and Abobo East in support of PEPFAR’s DREAMS-like programs
 - b. Bouaké and San Pedro in support of MCC’s Compact
3. To work with and strategically leverage DCLI DYSC project in order to develop a solid business plan and “future client base” beyond the period of funding – and to help DYSC to achieve its outcomes in developing the data ecosystem of Côte d’Ivoire, including:
 - a. Recurrent training on data literacy, critical thinking, data use for decision-making, and data advocacy as part of a 1-2 month Data Fellowship program established by the DYSC project
 - b. Technical support and advocacy for improved availability and use of data by the GoCI
 - c. Technical support and advocacy for enhanced geospatial data and related services

In addition to the specific project outcomes, it is expected that the Applicant will also link the proposed interventions to the broader *overall DCLI program outcomes*. The long-term goal is that data is more frequently and effectively used to support decision-making in Côte d’Ivoire; enhancing the engagement by key PEPFAR (and MCC) programmatic stakeholders with data. However, by end of the program, the applicant should seek to document how the project interventions are contributing to:

- Improved decisions,
- Improved alignment of budgets and needs, and

- Greater transparency and mutual accountability

Applicants are strongly encouraged to propose innovative, additional and/or alternative ideas, outcomes and activities to those indicated in this Program Description (PD). As noted in Section E.1, the degree to which the application reflects an understanding of the goals to be achieved and demonstrates an ability to contribute to implementation strategy are among the criteria that will be used in selection of a successful application.

5.2 Potential Activities and Programmatic Considerations

DCLI is providing a list of possible interventions/program activities which could be implemented in support of the outcomes listed in Section 5.1. DCLI expects applicants to review these suggestions **and propose additional or alternate actions to meet desired outcomes and enable the DAC to thrive beyond the period of performance.** The Applicant in the Concept Paper for Phase I will propose a concept of implementation in the proposed target areas. The Applicant in the Phase II application will present a final strategy and work plan describing how to reach the stated and any additional desired outcomes.

1. To demonstrate robust, self-sustaining data science capacity in service of the public good.

To fulfill this target outcome, DCLI anticipates that the project would need to:

- Stand up the capacity within two months to support data science services to PEPFAR, MCC, and other programs. “Data science” should go beyond simple data visualization, including data wrangling, cleaning/tidying, statistical analysis across multiple datasets, professional-caliber visualization, etc.
- Develop an initial DAC business plan, including identity, branding, assets, services offered, target clients, budget needs and expected income for the first 6 months.
- Strategically select and establish a space (or co-locate in an existing space) in Abidjan from which to offer data services and in which to convene small groups of stakeholders.
 - Strategically evaluate and select optimal space from which to manage DAC services and conduct activities. Consider options such as co-location with the MCC-funded Millennium Challenge Account (MCA), the PEPFAR-funded OpenDCH, the Data Science Master’s Program at INP-HB (in Yamousoukkro), or another desirable location.
 - Establish and manage office space for the DAC and DYSC staff and with access to a convening space for convening stakeholders in Abidjan or other suitable location.
- Respond to demand-driven data science service requirements, needs, and opportunities from critical USG stakeholders, including PEPFAR programming and the MCC Compact, GoCI, civil society, NGOs, the private sector. The sectors served

should be in line with the DCLI program - including HIV and health, gender equality, economic growth, and education.

- DAC should seek a balance between work funded by USG and that directly serving local Ivoirian stakeholders, GoCI, regional West African or international organizations, etc.
 - The majority of the efforts during the period of performance will be in support of PEPFAR programming – and where opportunities arise also in support of the MCC compact, which will be implemented between late 2018 and late 2023. However, over time, the DAC will need to build other sources of funding and diversify the stakeholders for whom it provides its service.
 - Projects at the subnational level should be balanced with those focused on the national level.
 - Data science services that directly address deficiencies in the use of data for HIV epidemic control, for economic growth, and to address gender disparities may be offered with support from the other parallel project (DYSC).
 - Train stakeholders directly related to provided data services in data literacy, data use for decision-making, and data advocacy in order to ensure beneficial use of data analyses and visualizations – and enhanced engagement (through data) of key PEPFAR and MCC stakeholders. Activities may include:
 - Map and prioritize strategic stakeholders who would most benefit from basic data use skills based on PEPFAR, MCC and other investments as well as on existing local constraints (and opportunities) to greater use of data.
 - Provide data literacy training to these priority stakeholders as well as the direct beneficiaries of data services. This may include support in use of data for decision-making, developing data-informed work plans, etc.
 - Support data-use training needs of DYSC, the MCC Compact, and PEPFAR programs.
 - Conclude each data science project with a report (deliverable) issued to the soliciting organization, and, where appropriate, work with the soliciting organization to develop an abbreviated report suitable for public release.
2. *To develop and demonstrate data capacity in select sub-national target areas, enabling local governments and citizens to make better use of data and using it to drive local action in cooperation with critical USG programs.*

To fulfill this target outcome, DCLI anticipates that the project would need to:

- Work with the DYSC project to advance the use of data in sub-national areas.

- Deploy data scientists to subnational areas of interest using temporary offices, mobile hubs / “pop-ups,” or existing data/tech hubs or community or co-working spaces such as those supported through DYSC.
 - Use the data generated by PEPFAR and MCC (e.g., facility level targets, mapping data, education data sets) to generate greater programmatic awareness at the local level for areas where there are existing / upcoming strategic PEPFAR and MCC programs, and inform civic participation in these projects.
 - Communicate value and outcomes offered by data science services through targeted training, outreach, etc.
3. *To work with and support the DCLI DYSC project to achieve its outcomes in developing the data ecosystem of Côte d’Ivoire.*

To fulfill this target outcome, DCLI anticipates that the project would need to:

- Establish the curriculum for a 1-2 month Data Fellowship to provide practical training to 4 cohorts of 30 fellows that who be competitively selected and funded by the DCLI program (DYSC project) in Côte d’Ivoire;
 - Design and implement a 1-2 month curriculum in data literacy, data management, etc. to provide Fellows with the know-how to improve data quality and supply in the government, development partners, NGOs, and the private sector for 4 cohorts of 30 Fellows.
 - Support DYSC in recruiting cohorts of Data Fellows
 - Support DYSC in the creation of a job placement program
- Allocate technical resources to development of data-related projects to strengthen the national and sub-national data environment, such as:
 - Enhancement of the GoCI data portal
 - Establishment, demonstration, and support of a process and mechanism for release of data by the GoCI
 - Identification and preparation of data sets which may be made publicly available
 - Development of an inventory of government and non-government data and establish a linked index of available data sets.

It should be noted that the above will also strengthen the ability of DAC to do its work, by developing national and subnational data systems, identifying and opening data sets, and gaining knowledge about the data that is available.

As guidance for these requirements, approximately 300 days of effort by junior but well-trained data fellows should be reserved for data and programming projects managed by DYSC.

5.3 Connectivity Between Projects

DCLI expects that the two projects in Côte d’Ivoire will be openly cooperative and interdependent during the Period of Performance. The level of interworking between the projects on various aspects will need to be determined during the course of the projects. The DCLI team has called out areas in the NOFOs in which the teams would reasonably be expected to work together, where synergies are likely to be found, and where dependencies are required in order to facilitate certain aspects of the project goals. But coordination and interoperation will need to be managed by the teams on the ground, in cooperation with the DCLI team.

DAC will need to work in close alignment with DYSC. In addition to the inherent connections and complementary activities between two projects working in the data ecosystem in Côte d’Ivoire, the projects are envisioned as having more concrete connections in the following areas:

- Some shared staffing, including a Communications Manager, Health/HIV and Gender Specialist, M&E Manager. These will be contracted as part of the DYSC project, but will provide services (approximately 50% of effort) to DAC, and to facilitate connections between the two projects and teams.
- Shared space, which will be managed by DAC in Abidjan and DYSC at the subnational level.
- Coordination of a Data Fellows program which will be managed by DYSC but to which DAC will be expected to provide technical resources for training and mentoring, and to advise on job placement for the successful Fellows, as described in 5.2.
- DYSC will make a significant effort to develop the data infrastructure in the country, and DAC is expected to contribute to this effort, as described in 5.2.

Applicants are also invited to propose additional project synergies – as well as ideas on how strategic support from DCLI Tanzania projects could be helpful to achieving DAC and DYSC goals in Côte d’Ivoire.

5.4 Opportunities to Support PEPFAR and MCC Programming

Data science tasks (i.e. see “desired outcome” #1) should be selected on a demand-driven basis within the scope of the DCLI’s overall program outcomes and sectors of interest. Examples of areas where PEPFAR or MCC Compact activity needs may arise during the life of the project are listed below. This brief list should serve as a starting point to further develop these and other tasks in collaboration with both programs.

PEPFAR’s work in Côte d’Ivoire covers much of the country, but has additional resources targeted at specific regions and populations, in order to most effectively contravene the disease. **Illustrative**

examples of specific program areas that may be of interest to and serve as starting point for DAC work assignments are:

- The HIV/AIDS [Sustainability Index and Dashboard \(SID\)](#) is a tool completed biannually by PEPFAR teams and partner stakeholders to sharpen the understanding of each country's sustainability landscape and to assist PEPFAR and others in making informed HIV/AIDS investment decisions. Based on responses to 90 questions, the SID assesses the current state of sustainability of national HIV/AIDS responses across 15 critical elements. Examples of areas identified for improvement include Strategic Information and Governance, Leadership, and Accountability. Through increased data analytics and training the DAC could lead to improvements in these areas of direct relevance to PEPFAR programs.
- OpenDCH is a PEPFAR-funded project, launching in October 2017 and expected to operate for two years, that will design a data system for the GoCI, local government, PEPFAR, and others. The system will include dashboards, data analytics and extraction tools, spatial analytics tools, services locators, population locators, and a report generator. Implementation of the system, from data wrangling, system design, hosting, and training of system users falls within the OpenDCH purview. Synergies between this and DCLI projects may be explored, and could involve broadening data analytics and data use to stakeholders other than those connected to the Ministry of Health at the national and subnational levels.
- PEPFAR is a part of the [DREAMS partnership](#), which focuses on reaching adolescent girl and young women (AWYG) at high risk of infection with HIV/AIDS through a package of interventions that go beyond simply testing and treating and include coordinate interventions in schools, health centers and other community facilities that interface can help to both lower risk factors faced by AGYW and/or increase the success of factors leading to suppressing HIV/AIDS. Success of the program has led to expansion of its principles to districts resembling those selected for the DREAMS program to "DREAMS-like" districts, which include Man, Daloa, Cocody, and Abobo East. The DAC could, for example, help to leverage data created or made available by the MCC Compact investments in education, in combination with PEPFAR data generated by the OpenDCH (above) to generate predictive data analytics that would help better understand school dropout, a factor correlated with increased risk of contracting HIV/AIDS.
- With funding and support from PEPFAR, [Together for Girls](#) will be conducting a [Violence Against Children Survey](#) (VACS) in 2018 in CI. Typically, following the collection of this data and prior to public release, the government uses the survey results to inform the formulation of a plan or implementation of policies to combat violence against children. The DAC could again help to leverage this expected high value data set with the data science needed to raise awareness among key stakeholder and enhance resulting actions.

MCC's Côte d'Ivoire Compact is expected to enter into force in late 2018, but several key activities requiring either data analytics or data / information use training to optimize their impact, and which could be provided by DAC will commence prior to that date. Examples of opportunities to support the MCC Compact through a data-driven lens include:

- The development of a gender policy and a five-year implementation plan by the Ministry of National Education and Professional Training (MoE) to address educational inequities will begin in early 2018 with MCC's support.
- The MoE will develop a master plan proposal for MCC's construction of new lower secondary schools in Bouaké and San Pedro based on projected student populations at existing primary schools. These schools are expected to serve approximately half of the need for lower secondary education in these regions.
- MCC will support the development of a Master's degree in Infrastructure Management Program, which will be accessible through professional development funds if prioritized by the home institutions of prospective students. Providing data-based evidence for the value of these programs to decision-makers may be an area of contribution for DAC.
- The MCC Compact proposes to establish an Education Management Information System (EMIS) for use by the Ministry of Education in support of achieving better education outcomes concurrent with the investment in infrastructure. The establishment of the EMIS will generate data, and will also create opportunities to convert select data sets into open data. It is also likely to result in significant opportunities to demonstrate the use of this data beyond that which is implicit in the EMIS – as well as training needs.

Beyond the startup period of MCC Compact implementation, it is expected that opportunities to support data-driven decisions and actions will continue throughout the five year of the compact which is expected to be through late 2023.

5.5 Establish Project Management and Coordination

The Applicant will become familiar with relevant documentation that will be provided by the AOR and PM at the cooperative agreement's start date.

The Applicant will develop **an inception report** that provides updates to the approach and methodology for designing and implementing the Project and management and technical support to meet the PD's requirements (for the Period of Performance) as outlined in the application. The Applicant will also develop and submit a **draft work plan** to the AOR and PM that (i) details the timeframe and methodology to meet the PD's requirements (for the Period of Performance) and incorporates key milestones and desired results provided in this PD and (ii) addresses issues raised during negotiations (on the basis of the work plan submitted as part of the application). **NOTE:** Since the character of the DAC project is that of performance-based, client and results driven service / consultancy, the inception report and work plan equivalents could be developed from the onset as part of a draft DAC Business Plan.

Following the submission of the inception report and draft work plan to the AOR and PM, the Applicant will hold a **kickoff meeting** with the AOR, PM, and the broader MCC-PEPFAR partnership team. The objectives of the kickoff meeting will be to: (i) introduce the AOR, PM, Applicant team, MCC-PEPFAR partnership team; (ii) ensure a common understanding of the PD and cooperative agreement's requirements; (iii) clarify roles related to management and oversight of this cooperative agreement; (iv) identify and resolve any outstanding questions arising from negotiations; (v) discuss the inception report and draft work plan, and agree upon next steps; and (vi) establish and/or confirm collaboration and communication procedures among Project stakeholders.

Following the kickoff meeting and upon receipt of the AOR and PM's comments, the Applicant will submit a **final work plan** (ideally integrated into an evolving business plan per the above). The Applicant will monitor the work plan and submit an updated work plan, on a quarterly basis, that reports on progress and details any variances/changes to the initial work plan. In addition, the Applicant will submit **bi-weekly status reports**, based on a simple outline and template that will be agreed upon with the AOR and PM. As part of the work plan updates and status reporting, the Applicant will establish a process by which the Agreement Officer (AO)¹⁰, AOR and PM will be notified of issues that are likely to affect Project tasks, schedule or goals.

Deliverables are included in Section A.8.

Target Results/Expectations: The Applicant internalizes project goals, principles and objectives; rapidly stands up initial data science capabilities; develops draft business plan; identifies and drives high end products for initial data science clients; and begins to effectively track and drive progress towards key internal and external milestones.

Assumptions: Below are some of the assumptions for the Applicant to consider when developing their applications:

- The kickoff meeting should include all key personnel.
- Data science capability needs to be stood up from the onset of the project and then complemented as activities ramp up.
- The DAC will need to operate like a business for social good, with performance-oriented team, a business plan to prioritize and focus its efforts – and a focus on revenue generation from the onset.
- It is anticipated that the kickoff meeting may require up to 2 full time days' equivalent and will likely take place in Abidjan, Côte d'Ivoire.
- Assume all travel in coach class.
- Bi-weekly status calls will be conducted over teleconference.
- All deliverables will be submitted in electronic format.

¹⁰ MCC's Agreement Officer (AO) is responsible for all actions on behalf of the MCC, including entering into, changing, or terminating an award. Warranted AOs act as public trust officials empowered with the authority to obligate the Government. The authority to appoint AO's is limited to the Millennium Challenge Corporation Senior Procurement Executive (SPE). The SPE for the Millennium Challenge Corporation (MCC) is the Managing Director of the Contracts and Grants Management Division. The SPE has not delegated this authority.

5.6 Establish Project Financial Management

The Applicant will be required to submit an annual budget, aligned with the start of operations, for approval by the AOR and PM. This annual budget will include operational costs, staffing costs, as well as any other projected expenditures – and its expected project income. Based upon the feedback and approval of the AOR and PM, the Applicant will finalize the budget and implement it, along with appropriate financial controls, for the duration of the agreement.

The Applicant will also be required to submit monthly advance, expenditure and revenue generation reports, tracked to the annual budget and indicating any discrepancies or divergences from the anticipated costs.

The Applicant will submit a request to the AOR and PM for pre-approval of all costs known to be outside of the annual budget for unusual events or programs.

Deliverables are included in Section A.8.

Target Results/Expectations:

- Robust financial management system in place to handle planned monthly and quarterly expenditures, actual disbursements and income generated.
- Adherence to MCC, PEPFAR, and U.S. Government guidelines, in particular MCC's Grants and Cooperative Agreement Manual, especially as they relate to financial management, transparency and accountability of the Data Analytics Center project.

Assumptions:

- The annual budget and monthly advance and expenditure reports will be submitted in a Microsoft Excel-compatible format with open formulas, with an accompanying narrative in a Microsoft Word-compatible format.
- All deliverables (i.e., annual budget, monthly advance, income generated and expenditure reports, and pre-approval requests for all unforeseen costs) will be submitted in electronic format in English. Upon agreement with the AOR and PM, select deliverables may be submitted in French.

5.7 Monitoring & Evaluation

The Applicant will **document in a M&E report** (i) Data Analytics Center project activities and results, (ii) **the lessons learned** from the Project, and (iii) **opportunities to improve and/or scale-up** operations. Findings in this report will be considerable contributions to the MCC-PEPFAR partnership's learning field, and should provide well-documented success and failure stories which may be distributed as lessons learned. During an internal semi-annual review **meeting**, the Applicant will present the findings of the **draft report** and will subsequently submit a **final report** that addressed comments received during the Annual Review meeting.

Throughout implementation, the Applicant will submit, along with monthly status reports, updated data on progress toward the performance indicators for the Data Analytics Center project.

Performance indicators must include the process, output and outcome indicators, consistent with the program logic and as specified by MCC's M&E team.

On a semi-annual basis, at least two weeks prior to the internal semi-annual review meeting, the Applicant will submit to the AOR, PM a report that includes:

1. An update on activities;
2. Achievements of the Data Analytics Center project;
3. Lessons learned from the activities, with suggestions for improvement;
4. Opportunities to modify, improve and/or scale up activities;
5. Financial status of the project;
6. Any required improvements to the business plan.

During internal, semi-annual review meetings (most likely to be held in Abidjan), the Applicant will present the findings and comments on the draft report, addressing comments and queries received during the reviews. The results will be compiled by the Applicant on an annual basis in a final Business Annual Report for external publication.

However, as noted in Annex I (and also described below), MCC intends to implement an iterative approach to the impact evaluation process, seeking to help refine the overall program and its projects during implementation, and to work with the Applicant to identify and solicit reporting on short and mid-term outcome indicators.

In accordance with MCC's Monitoring and Evaluation (M&E) Policy, MCC may hire an evaluation firm(s) to conduct evaluation(s) of Program activities, including the Data Analytics Center project. The independent evaluator will be hired directly by MCC. However, the Evaluator(s) will rely on the participation and collaboration of implementing partners. Thus, the Applicant shall collaborate with the Evaluators as needed, including, but not limited to, providing input on indicators of choice and data on Program activities and grantees, participation in surveys, interviews, and discussions, and participating in on-going reviews of Program status and achievements.

Deliverables are included in Section A.8.

Target Results/Expectations:

- Applicant appropriately noting, documenting, internalizing and using lessons learned to optimize Project;
- Active collaboration with the project and program evaluator(s), including input on the program logic, possible indicators and necessary project adjustments to optimize desired outputs and possible outcomes.

Assumptions: Below are some of the assumptions for the Applicant to consider when developing their applications:

- The annual review meeting should include all key personnel.

- It is anticipated that the annual meeting may require up to 2 full day equivalents divided into blocks of time and will likely take place in Abidjan, Côte d’Ivoire.
- Assume all travel in coach class.
- Deliverables will be submitted in English and in electronic format. Upon agreement with the AOR and PM, select deliverables may be submitted in French.

6. RISKS AND MITIGATION STRATEGIES

A preliminary list of potential risks that may be considered in the development of a proposal is included below. The Applicant should ensure that strategies for mitigation of these and other risks are clearly expressed in the proposal.

This list should be supplemented as necessary by other risks identified by applicants.

1. **Locating, recruiting, and deploying experienced data science expertise may prove difficult.** Data science capacity should be stood up quickly at the outset of the project, and mitigation of the possible challenge of locating or developing that capacity in a timely fashion should be considered.
2. **Identifying paying clients and suitable projects may be challenging.** Judicious use of the time during which the DCLI funding is supporting DAC to develop key clients and demonstrate the value of data use will be critical. Of note is that the DCLI program will explore the feasibility of steering MCC-data related opportunities to the DAC – and the ability of DAC to deliver stellar products from the onset could ensure repeat assignments.
3. **Coordination between DAC and DYSC will be crucial.** The overarching goal of DYSC is to create an environment that will empower DAC’s success. This will be done through a series of strategic investments, many of which will require significant coordination between DAC and DYSC.
4. **The location of DAC will be critical.** In terms of recruiting projects, anchoring the data science space in CI, and considering sustainability, determining the most suitable location for DAC will be an important task. Options *could* include co-location with MCC’s Millennium Challenge Account (MCA), PEPFAR’s OpenDCH, data and tech hubs in and outside of Abidjan, the Master’s in Data Science program at INP-HB, and others.
5. **Deploying data scientists to work in subnational regions may prove challenging.** Although one option for subnational work involves using subnational data hubs sponsored by DYSC, timing, infrastructural challenges, and other potential barriers may stand in the way of this proposed arrangement. Other options for working at a subnational level, such as temporary or pop-up office space or mobile labs, may need to be explored.

6. **Curriculum development for the training of Data Fellows may fall outside of the expertise of DAC's data scientists.** The pedagogical arm of DAC may require support from a more experienced and pedagogically-focused organization.

7. KEY PERSONNEL AND OVERALL STAFFING

The Applicant is expected to propose a minimum of **four full time energetic, performance driven and visionary Key Personnel positions** (below) that show the breadth and depth of technical expertise and management experience needed to oversee and meet this PD's requirements. Actual number of key personnel proposed will be based on the Applicant's proposed design to achieve PD outcomes as detailed in Section A.5. **Proposed Key Personnel must submit the commitment letters for the whole duration of the program.**

In addition to the full-time Key Personnel, there are several key positions that are intended to be shared between the DCLI projects in Côte d'Ivoire (DAC and DYSC). These essential functional positions will participate in both projects and make connections between them and personnel for these positions will be hired under DYSC project.

Additional key personnel may be proposed (if necessary), as well as complementary and/or part-time personnel and/or subcontractors (when appropriate) with specific and necessary subject matter expertise to meet this PD's requirements. MCC reserves the right to approve changes to the key personnel position(s).

After award of the cooperative agreement, the Applicant will not substitute any Key Personnel without prior consent of MCC's AOR and PM and a written permission of MCC's AO. Proposed substitutes should have comparable qualifications to those of the persons being replaced. The Agreement Officer will notify the Applicant within seven (07) working days after receipt of all required information of the consent on substitutes.

MCC believes it may be important to have personnel available in each target sub-national area on a regular basis, to promote the use of data and coordinate on a daily basis. These may, however, be part of a fellowship program, at the judgment and discretion of the Applicant.

Key personnel should, at a minimum, include the following four (4) positions:

1. **Project manager and political /outreach coordinator:** Leads the design and implementation of the DAC Business plan ensuring that activities are coordinated among the various groups involved. Manages the DAC budgets and reporting, as well as other administrative requirements. Manages strategic outreach and leverages relationships to secure projects and deliver the project outcomes. This will include coordination with key sectorally-relevant government ministries and agencies, local government authorities, as

well as relevant donor organizations and NGOs, civil society organizations, private companies and entrepreneurs.

2. **Lead Data Scientist:** With the Statistical coordinator (below) provides effective leadership to the data science team and builds its capacity over time. Leads the technical delivery of data science services. Curates, organizes, analyzes and interprets disparate data sets to gain insight into important questions and identify ways to make improvements in key aspects of client and public-good activities. May use advanced analytics and technologies, including machine learning and predictive modeling, to provide insights beyond statistical analysis. Will play a key role in developing and mentoring data science skills in other team members and beyond the DAC team.
3. **Statistical coordinator:** Supports the Lead Data Scientist (above) in forming the data science team and builds its capacity over time. Supports the technical delivery of data science services. Develops models for intake and output of data; indexes data sets from various sources to provide a statistically-significant view of the areas served. Will play a key role in finding and indexing data sets and sources in Côte d'Ivoire; and making the data open and available when possible.
4. **Finance and Business Manager (anticipated part time, 50% position):** Contributes to creating a robust and transparent fiscal and financial system for the DAC, enabling it to be a credible partner within the Côte d'Ivoire data ecosystem. Contributes to financial elements of the business plan. Will establish a robust financial management system needed to administer the overall program including budget planning, expense tracking, cash management, funds management for partners, subawards or contracting, response to auditing and third party reviews and associated reporting.

Because the two projects (DAC and DYSC) are strongly interconnected, the DCLI team anticipates that several DYSC staff members will allocate 50% of their LOE to DAC work. Note that DAC will NOT be responsible for hiring these resources but will need to derive benefit from them. These include:

- **Communications Manager:** Works with various government and non-government organizations, communities and individuals to encourage the use of data for decision-making; works with infomediaries and other carriers to prepare and deliver digestible messages using statistical and geospatial data. Supports DAC in the development of its identity, branding, online presence, communications materials, and dissemination and promotion of Data Science Service Summary Reports. Ensures that the program is well-known and well-represented, whether in personal appearances, in the public media, or in social media.
- **Gender and HIV Specialist:** Ensures interventions are culturally sensitive and socially inclusive targeting youth, including young women and other disadvantaged groups to support potential synergies and linkages with DREAMS-like PEPFAR programs.

- **Monitoring and Evaluation Specialist:** Develops and implements the M&E Plan, which, in collaboration with MCC and PEPFAR, includes the elaboration of the anticipated program logic, the identification of process, output, and outcome indicators, identification and tracking towards indicator targets, and participates in the evaluations.

Beyond the key personnel listed above, and because DAC is expected to provide data science services from the start, it is anticipated that DAC will maintain on staff or as temporary fellows a number of data science-trained and/or technology-trained personnel who can participate in analysis and advance the work of the project and raise the level of data science capability available in the country. As guidance in setting out the proposal, the DCLI team envisions the equivalent of 3-6 full-time junior data science team members that will be managed by the lead data scientist and statistician. **NOTE:** Since DCLI's vision is to contribute to country-based data science skills, ideally this data science team will draw on local Ivorian talent; or, begin with a mix of local and regional talent in order to be able to provide high level services from the start.

Minimum Mandatory Professional Qualifications for all Key Personnel positions:

- Advanced (Masters) degree is required, but may be substituted with a combination of 10 years of relevant experience and BA degree, in a field relevant to the position from an accredited university.
- Proven record of success in business-like and results-driven environments, working in competitive entrepreneurial environments requiring solution-oriented approaches.
- At least 10 years of proven professional experience relevant to the position.
- Proven experience in developing and implementing similar projects or running analogous startups in West Africa for at least five (5) years within the last decade in a similar position
- Proven record of excellent management, innovative leadership, successful teamwork and decision making skills.
- Proven excellent French communications skills (oral and written); fluency in English is desired.
- Proven balanced skills set and ability to provide technical advice and collaborative work with the team of multidisciplinary and international experts.
- Must have proven record in the advanced use of modern communications tools, internet, email, social media, and teleconferences.

An integrated overall staffing plan is to be provided as part of the final Application. While four key personnel must be named in the staffing plan, other proposed personnel shall be described but identified later. However, the Applicant should place significant emphasis on establishing a capable and functional data science team from the beginning.

8. DELIVERABLES

All of the work under this program will be completed to satisfaction of the AOR, PM and MCC-PEPFAR DCLI team. All written deliverables will be submitted in English, although upon

agreement with the AOR and PM, select deliverables may be submitted in French. Some materials (e.g. materials to be included online, training materials, or other) may be required in French.

As part of the Application, the Applicant will provide a well-defined list of reporting and deliverables, with deadlines, to be accomplished during the Period of Performance. At a minimum, the required deliverables include:

Ref#	Deliverables	Contents of the deliverable	Timeframe
1.	Inception report	Updated approach and design for achieving Project outcomes, management and technical support to meet the PD's requirements (for the Period of Performance) as outlined in the application. NOTE: Given the nature of nature of this opportunity the inception report and the work plan corresponding parts of a draft DAC business plan along with other sections typical of such documents.	Within two weeks of the award
2.	Draft work plan	An initial draft work plan which (i) provides tasks and timeframes to achieve outcomes and (ii) addresses issues raised during negotiations on the basis of the work plan submitted as part of the application. NOTE: Given the nature of nature of this opportunity the inception report and the work plan can be corresponding parts of a draft DAC business plan along with other sections typical of such documents.	Within two weeks of the award
3.	Kickoff meeting and kick off meeting agenda with the AOR, PM, and the broader DCLI team	The objectives of the kickoff meeting will be to: (i) Introduce the AOR, PM, Applicant team, and MCC-PEPFAR partnership team; (ii) ensure a common understanding of the PD and cooperative agreement's requirements; (iii) clarify roles related to management and oversight of this cooperative agreement; (iv) identify and resolve any outstanding questions arising from negotiations; (v) discuss the inception report and draft work plan (corresponding elements of the draft DAC business plan), and agree on adjustments; and (vi) establish and/or confirm collaboration and communication procedures among Project stakeholders.	Within four weeks of award
4.	Business plan	The business plan will describe and provide evidence for a sustainable business strategy	

Ref#	Deliverables	Contents of the deliverable	Timeframe
		<p>based on data science services. The business plan should include:</p> <ul style="list-style-type: none"> • Executive Summary • Data Services Market Analysis describing any other similar such startup working in to deliver data science products. • DAC Overview (mission, vision, identity) • Management and organization • Description of proposed for-profit services, to be balanced during the Period of Performance with the “public good” services required under the Cooperative Agreement. • A sound, cost-effective marketing plan, with a description of addressable and target markets by which the for-profit services will be promoted and become financially successful. • A description of business risks and strategies by which these risks may be mitigated. 	
5.	Financial plan	<p>The business plan must be supported by a sound, well-considered financial plan and financial statements. These should include:</p> <ul style="list-style-type: none"> • A balance sheet detailing assets and liabilities • An income statement demonstrating how the data science business will become profitable and sustainable. <p>The financial statements will ideally account for the funding of the Cooperative Agreement as part of business planning, such that it may be used efficiently and effectively as start-up capital for the business.</p>	
6.	Final work plan	<p>Based on the kick off meeting and draft work plan comments, a work plan for activity under the Cooperative Agreement must be produced. This should work in concert with the proposed business plan, such that both for-profit and public-good efforts are considered and managed appropriately. The work plan will be updated on a quarterly basis.</p>	Within one month after award
7.	Bi-weekly status reports / calls	Provide bi-weekly status reports using simple outline and template that will be agreed upon	Bi-weekly form the date of award

Ref#	Deliverables	Contents of the deliverable	Timeframe
		with the AOR and PM, and which form the basis of bi-weekly management calls.	
8.	Quarterly reports	Updated data on progress toward the performance indicators for the Data Analytics Center project. Performance indicators must include the process, output and outcome indicators, consistent with the program logic and as specified by MCC's M&E team.	Quarterly
9.	Establishment of financial management system dedicated to handle planned monthly and quarterly expenditures and actual disbursements	Adherence to MCC, PEPFAR and U.S. Government guidelines, in particular MCC's Grants and Cooperative Agreement Manual, especially as they relate to financial management, transparency and accountability of the Data Analytics Center project, 2 CFR 200 requirements	Within one month of award
10.	Monthly and annual budgets, advance and expenditure reports	Submitted in a Microsoft Excel-compatible format, with an accompanying narrative in a Microsoft Word document	Within 1 month of award, and monthly thereafter
11.	Annual Monitoring and Evaluation report	This report will document: (i) Data Analytics Center project activities and results, (ii) the lessons learned from the Project, and (iii) opportunities to improve and/or scale-up operations. Should provide well-documented success and failure stories which may be distributed as lessons learned.	At the end of each year of implementation
12.	Internal semi-annual review meetings and semi-annual program report	<p>The semi-annual report is intended to facilitate the semi-annual review meetings, and should include at a minimum:</p> <ol style="list-style-type: none"> 1. An update on activities; 2. Achievements of the Data Analytics Center project; 3. Lessons learned from the activities, with suggestions for improvement; 4. Opportunities to modify, improve and/or scale up activities; and 5. Financial status of the project. 6. Adherence to the MCC's Monitoring and Evaluation (M&E) Policy 7. Updates to: <ol style="list-style-type: none"> a. work plan for the next period. b. Business plan, if needed c. Financial plan and financial statements 	At least two weeks prior to the internal semi-annual review meeting.

Ref#	Deliverables	Contents of the deliverable	Timeframe
13	Final program report including M&E report	Final report summarizing project accomplishments, lessons learned – and recommendations for scale up.	30 days before the end of the program
14	Data Science Service Summary Reports	Reports on the data science, decision support, and training services provided at the conclusion. These should be written to highlight the value of DAC services and, whenever possible (i.e., permitted by the client), should be suitable for public release.	Semi-annually

9. PERIOD OF PERFORMANCE AND KEY MILESTONES

The MCC-PEPFAR Memorandum of Agreement (MOA) with MCC was signed in March 2014 and is expected to be extended until the end of September 2020. The cooperative agreement's duration for this scope will be governed by this MOA. The Applicant should conceptualize this Project from that perspective, noting that all tasks must be completed prior to the end date of the MCC-PEPFAR MOA.

The initial phase of the project will require two separate work-streams. First, the project management aspects of the project should be developed and all administrative and operational requirements completed and processes established. Simultaneously, business plan needs to be developed, the data science and technical team will need to be assembled and initial projects selected.

The main portion of the project will follow. It is anticipated that the overall period of performance will be approximately **24 months** including the following milestones.

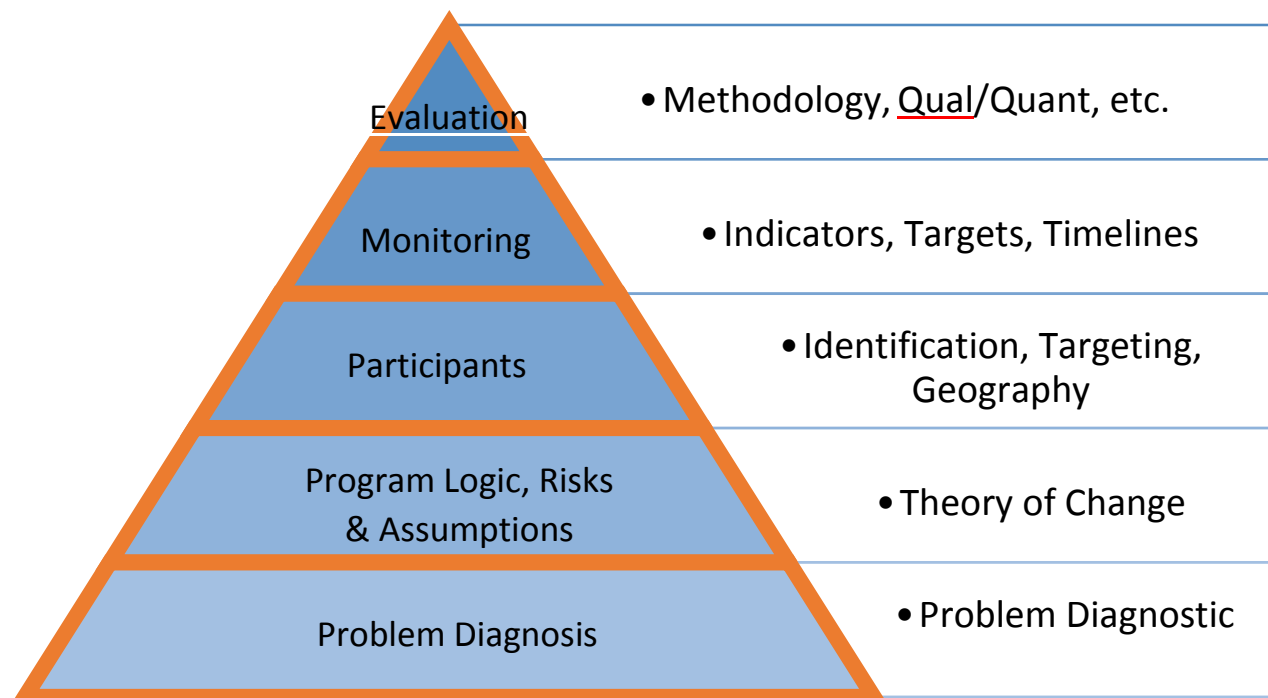
<i>Notional Internal Milestones</i>		
2018	March	Cooperative agreement award.
	March/April	Kick-off meetings.
	October	Semi-annual project review #1.
2019	April	Semi-annual project review #2.
	October	Semi-annual project review #3.
	December	Project and overall program evaluation begins
2020	April - June	Final project review and sharing of lessons learned

10. Annex I – M&E Framework and Illustrative Indicators

I.1 General

As discussed in this solicitation and later in the detailed program logic, while systemic changes in the overall ecosystem will likely take time, the overall DCLI program aims – by September 2020 - to make substantial progress towards improving decisions, better aligning budgets and needs, and improving mutual accountability, especially in the areas of HIV/AIDs, gender equality and economic growth. To identify these goals and in clarifying the focus of the DCLI program, MCC and PEPFAR has taken a strategic and results-focused approach to project design, an approach that has relied heavily on the M&E framework.

A solid M&E framework is comprised of multiple components that explain the program and projects' context, provide the program/project rationale, and, based on an understanding of the project components, describe how the program/project will be monitored and evaluated. The primary components of an M&E system are depicted in the below pyramid. The foundation is formed by a solid understanding of the problem to be addressed and its root causes, which helps ensure that any interventions are focused on the most important causes so that change can be achieved. The program logic, along with its identification of key risks and assumptions is based on the previous problem analysis, which then informs the identification of target participants and beneficiaries. Based upon this information, a monitoring strategy can be identified, which then flows into an evaluation approach.



These five M&E components evolve, however, as the Program and projects evolve. As new projects are introduced, or new participant groups are targeted, programmatic changes which should be based on the problem analysis and the program logic, updates can also be made to the monitoring and evaluation approach.

I.2 Problem Diagnostic

MCC and PEPFAR have worked to ensure a solid basis and grounding for the planned initiatives. This was done during the scoping phases of both Tanzania and Côte d'Ivoire program and included rapid country data ecosystem assessments and consultation with more than 100 organizations based in the Eastern and Southern Africa, visits and meetings in Tanzania, Kenya, South Africa, Zambia, Côte d'Ivoire and the United States.

Through this process, as well as the programmatic experience of DCLI in Tanzania, MCC and PEPFAR have gained an understanding of the context and the key issues and constraints associated with country data systems in Côte d'Ivoire and identified the central problem to be addressed as “data are infrequently and ineffectively used to support decision making.” The core understanding of the issues related to data use for decision making have been documented in the Detailed Problem Analysis included as Figure 1.

I.3 Program Logic

Based on the detailed problem analysis, the MCC-PEPFAR team has developed a draft program logic. This program logic places a central focus on improved use of data for decision making, which is expected to lead to better decisions overall, better alignment of budgets and needs, and greater mutual accountability. These expected long-term outcomes are not expected to change substantially during implementation, as they are the key drivers of the investments. However, as the DCLI will utilize an experimental approach, the specifics regarding how the particular projects will attempt to influence these longer-term outcomes is likely to fluctuate based on feedback about what is working well and what can be improved. Thus, the program logic is expected to evolve over time as the understanding of the context and issues evolves and as new approaches are tested out. The current understanding of the program logic is shown in Figure 2.

I.4 Monitoring

The monitoring component builds on the defined program logic and the identification of beneficiaries through the identification of ways to measure progress against the expected outcomes. In many cases, monitoring takes the form of monitoring indicators, such as those tracked through MCC's quarterly or monthly Indicator Tracking Tables. It is typically preferable to monitor shorter-term outcomes and those outcomes that are likely to change over a relatively short period of time through monitoring methods while tracking longer-term outcomes that will take some time to be realized through evaluations.

Monitoring indicators should be directly linked to expected outcomes identified in the program logic. Because of this link, monitoring indicators can only be as well-defined as the underlying program logic and the identification of key participants. In the case of the DCLI, the experimental

nature of the intervention necessitates a fluid understanding of the monitoring indicators. Though the expected long-term impacts are likely to remain the same, many of the shorter-term indicators (and expected outputs) are likely to shift as the Project shifts.

It is anticipated that the organizations responding to the NOFO associated with this PD will help define the final contents of the Project's design. Thus, these organizations will take part in defining the final list of indicators. Though it is expected to change, a sample list of potential indicators is included in Figure 3.

I.5 Evaluation

At MCC, independent evaluation is built into the mandating legislation, and is a strong component of MCC's accountability systems, offering the opportunity to measure long-term impacts and document lessons learned. While MCC is responsible for contracting and managing the independent evaluation, the organizations responding to the NOFO associated with this PD will be expected to contribute to the evaluation by helping develop evaluation questions, assisting with data collection, as necessary, and reviewing evaluation deliverables.

Figure 1: Data Collaboratives for Local Impact – Detailed Problem Analysis

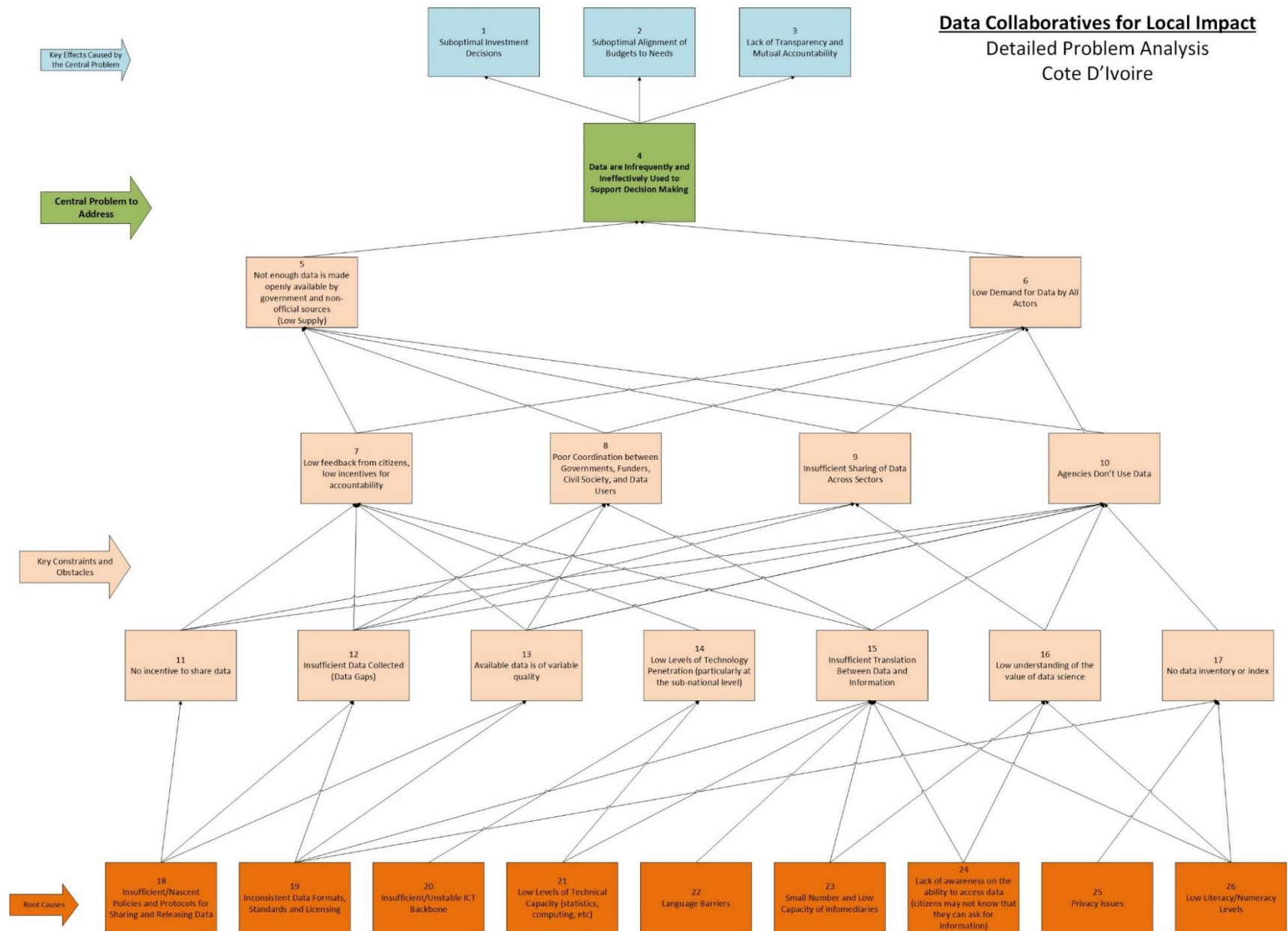
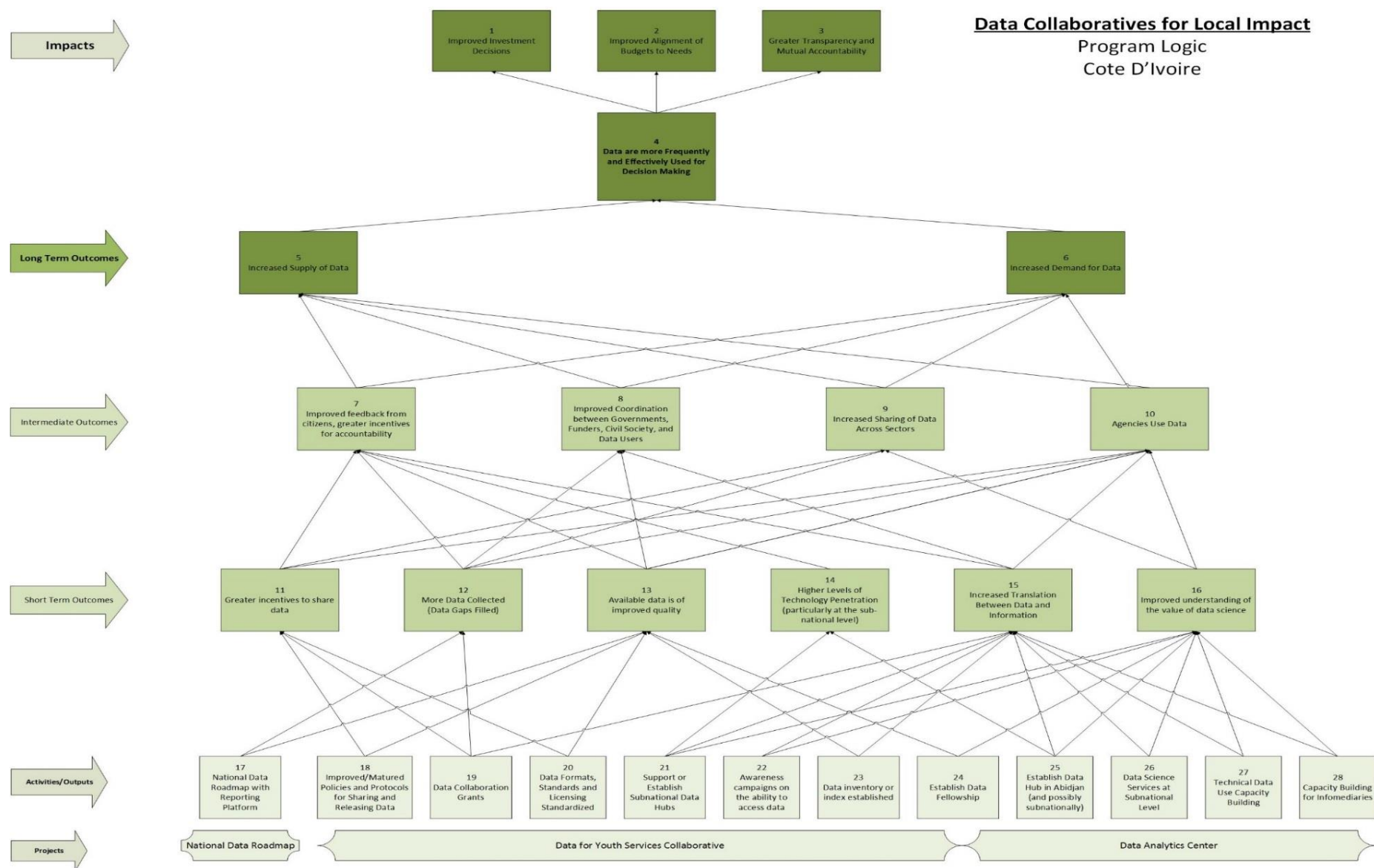


Figure 2: Data Collaboratives for Local Impact – Program Logic



SECTION B. FEDERAL AWARD INFORMATION

MCC will issue a cooperative agreements as the successful result of a two-step process, which is detailed in Sections D and E.

1. PURPOSE OF AWARD

The principal purpose of the relationship with the Recipient under this Cooperative Agreement is to transfer funds to accomplish a public purpose of implementing the Data Analytics Center Project activities as described in Sections A.5.1. Specifically, the Cooperative Agreement is designed to:

- 1) Provide seed capital to enable the design and startup of the Data Analytics Center Project in order to reach outcomes listed in Section A.5.1;
- 2) Ensure strategic management, growth and sustainability of the Data Analytics Center – while fulfilling the administrative requirements of the Cooperative Agreement;
- 3) Document the Data Analytics Center Project’s achievements, lessons learned and opportunities for scale up or replication; and
- 4) Collaborate with an M&E Contractor to evaluate the success of the Program.

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

2. ESTIMATED FUNDING AND NUMBER OF AWARDS

MCC estimates that the program amount of funding associated with the implementation of the Data Analytics Center project as described in Section A is approximately US \$2.0 million over a period of **24 months**. The Applicants are requested to submit a cost application with the total estimated costs **of no more than US \$1.8 million**.

In addition to the DCLI funded amount, the Applicants are invited and encouraged to support this important work through their own contributions by providing cost share (Section C.2).

MCC intends to award one agreements pursuant to this NOFO – and reserves the right to fund any or none of the applications submitted. The U.S. Government may make an award on the basis of initial Phase II complete applications received, without discussions or negotiations. Therefore each application for Phase II must contain the applicant’s best technical and financial terms.

3. PERIOD OF PERFORMANCE AND START DATE

The period of performance anticipated herein will begin on the date of MCC's Agreement Officer's signature of the award. The entire period of performance is anticipated to be approximately **24 months** from the effective date of the award. The anticipated timeline is listed in the cover letter to this NOFO.

4. SUBSTANTIAL INVOLVEMENT

According to MCC's Grants and Cooperative Agreements Manual, MCC will be substantially involved in the implementation of this Cooperative Agreement as described below:

- **Approval of the Recipient's Implementation Plans.** MCC will approve the annual budget, project monitoring and evaluation reports in accordance with 2 CFR 200.327, annual work plans, performance indicator data reports; monthly travel (domestic and international if needed); all other relevant deliverables as noted in Section A.8 of the Project Description and as may be required; and planned and actual expenditures under the award in accordance with 2 CFR 200.328. MCC will also review and approve Quarterly Advance and Disbursement Requests to provide funds needed in the implementation of the Project.
- **DAC Projects.** MCC will review, provide input and approve DAC business plan updates, including the its anticipated portfolio of data analytics projects to ensure these are aligned with PEPFAR and MCC needs and/or the DCLI program focus.
- **Approval of the Recipient's Business and Financial Plans.** MCC will approve the business and financial plans of the data-science-focused entity and provide concurrence. These plans must be balanced and synchronized with the public-good outcomes envisioned by this project and the overall DCLI program in Côte d'Ivoire.
- **Approval of Key Personnel.**

Agency (MCC and PEPFAR) and Recipient Collaboration or Joint Participation.

All other aspects of the agreed-upon work plan, and notably:

- a. Approval of the Recipient's monitoring and evaluation plans.
- b. Approval of subawards and subcontracts (if any).
- c. MCC monitoring to permit specific direction or redirection because of interrelationships with other projects (i.e., other DCLI projects).

SECTION C. ELIGIBILITY INFORMATION

1. ELIGIBILITY REQUIREMENTS

1.1 Prime/Lead Applicant

To fulfill the requirements of this NOFO and achieve its objectives, a consortium of well-aligned partners with complementary skills may be necessary. However, one organization must serve as the Prime Applicant (known throughout this NOFO as “Applicant”), and will be accountable for execution of the entire project by the consortium.

To be eligible as an Applicant under this Cooperative Agreement, an organization must be a non-USG Federal Entity per 2 CFR 200.69. (*“Non-Federal entity” means a state, local government, Indian tribe, institution of higher education (IHE), or nonprofit organization that carries out a Federal award as a recipient or sub-recipient.*) **Only Ivorian (local organizations based in Côte d’Ivoire, see below) organizations are eligible to be a “Prime” under this NOFO.**

International and African (regional) organizations are therefore NOT eligible to serve as the Prime Applicant under this NOFO. However, they may partner with the prime. Competition is restricted, and organizations must comply with 2 CFR 200.69 – and with the budget allocation requirements (see section below).

To be considered an Ivorian (local) organization, an entity must:

- Be organized in accordance with the laws of the country or countries within which it operates;
- Have its principal place of business within Côte d’Ivoire;
- Be majority owned by individuals who are citizens or lawful permanent residents of Côte d’Ivoire or be managed by a governing body, the majority of whom are citizens or lawful permanent residents of Côte d’Ivoire;
- Not be controlled by a foreign entity or by an individual or individuals who are not citizens or permanent residents of Côte d’Ivoire.

The term “controlled by” as set forth in the fourth bullet above, means a majority ownership or beneficiary interest as defined in the third bullet above, or the power, either directly or indirectly, whether exercised or exercisable, to control the election, appointment, or tenure of the organization's managers or a majority of the organization's governing body by any means (e.g. ownership, contract/cooperative agreement, or operation of law).

Each Applicant must be found to be a responsible entity before receiving an award by the Agreement Officer. The Agreement Officer may determine if a pre-award survey is required for a successful applicant. Applicants must have established financial management, monitoring and evaluation, 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 completed by the AO.

The applicant is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the Recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all sub-awards and subcontracts (if any) issued under this Cooperative Agreement.

1.2 Partnerships and/or Consortia

The Data Analytics Center project's focus on immediate data science service delivery capability – and the desired ability to deploy some of these services as well as training at the sub-national level – suggests the possibility of a consortium of entities: One or more organizations capable of immediately providing high-quality data science services, cooperating in partnership with organizations experienced at achieving project objectives at the national and district levels.

MCC encourages the Prime Applicant to consider strategic partnership opportunities, if required, early during the application process, including Phase I. However, flexibility will be provided for these partnerships or consortia to continue to form during Phase II of the application process. The partnerships are NOT required to be exclusive and one organization may partner with more than one prime.

There are no eligibility restrictions for subpartners and consortia members.

It would be optimal for the Prime to have the data science capabilities that will be vital for this project. For applicants whose primary experience is not aligned with the focus and nature of this work, it will be important to ensure that the applicant demonstrates how it will acquire the necessary expertise (e.g. through hiring, or in partnership with experts and/or organizations that bring this expertise) to complete and sustainably continue the work; and how the applicant organization will establish a focus on this work in a sustainable manner. The proposed subpartners' specific skills and expertise need to enhance the prime organization's application.

The prime applicant will assume responsibility for the subpartners' efforts on implementation of the program. The proposed structure of partnerships must be indicated in the organization, management and staffing plans with clearly-defined roles and responsibilities, and subpartners' strengths highlighted in the technical application.

1.3 Budget Allocation and Local Content

The Data Analytics Center project seeks to allocate maximum resources available to the Ivorian data ecosystem. Therefore, there are certain budget requirements which the Applicant must meet:

Budget allocation requirements:

1. At least 60% of the total estimated award amount must be allocated to the local (Ivorian) Prime and Ivorian sub-contractors;

2. No more than 40% of the total estimated award amount may be allocated to international partners; and
3. At least 20% of the hours billed by resources should be directed at subnational activities.

Pursuant to Code of Federal Regulations (CFR) 200.400(g), MCC will not award profit under assistance instruments such as cooperative agreements, and as such, for-profit organizations must waive profits and/or fees associated with the work under this agreement to be eligible to submit an application. Forgone profit does not qualify as cost-share.

2. COST SHARING OR MATCHING

Per 2 CFR 200.306 cost sharing by Applicant and/or partners is required to support the project objectives at a minimum of 5% of the estimated total proposed budget, with a higher contribution preferred. Examples of cost-sharing contributions could be the Applicant (or its partners) providing office space, administrative support staff and/or required equipment to support key operational functions; successful solicitation of additional funding to support the outcomes of the Project; or other contributions which add materially to the Project. MCC is looking for innovative, practical approaches to contribution and use of these resources while promoting the program tasks and objectives.

Applicants must identify in the budget submission a separate budget category supported by detailed line items for the cost share and comply with instructions in Section D.3. Cost share contributions will be reviewed as part of the cost review.

Cost Share refers to the resources a recipient contributes to the total cost of an agreement, the portion of project or program costs not borne by the U.S. Government. Cost Share becomes a condition of an award when it is part of the approved award budget proposed by the Applicant.

Cost-sharing includes cash and in-kind contributions. Such contributions may be mobilized from the recipient; other multilateral, bilateral, and foundation donors; host governments; and local organizations, communities and private businesses that contribute financially and in-kind to implementation of activities, and is subject to 2 CFR 200.306.

Proposed cost-sharing must be used for the accomplishment of program objectives, and must consist of allowable costs under applicable USG cost principles. Information regarding the proposed cost share should be included in the SF 424 and the Budget as specified in Section D. The cost sharing plan should be discussed in the Budget Notes to the extent necessary to demonstrate its feasibility and applicability to the program.

SECTION D. APPLICATION AND SUBMISSION INFORMATION

1. MCC's POINTS OF CONTACT

Taylor Wolf
Agreement Officer
E-mail: wolftj@mcc.gov

Nataliya Holl
Senior Agreement Specialist
E-mail: hollna@mcc.gov

MCC distributes all information for this NOFO through www.grants.gov.

2. OVERVIEW OF APPLICATION PROCESS

A two-step process was designed for this NOFO:

- 1) **Phase I** – Pre-qualification **Concept Paper** submission phase, which will be open to all applicants and requires submittal of materials referred to as a Concept Paper. Cost proposals will NOT be submitted for Phase I; however, in developing their Concept Papers, Applicants should only propose an approach that is feasible within the available budget (Section B.1)
- 2) **Phase II - Full application** (technical and financial) submission phase, which will be open only to Applicants or proposed Consortia successfully selected through the Phase I process and invited by MCC to submit full applications.

MCC may award a cooperative agreement(s) without discussions with the Applicants, therefore you are encouraged to submit your best applications in response to this NOFO.

MCC reserves the right to invite Applicants to make pre-award presentations in support of their applications and may request to interview the Applicant's proposed key personnel.

Additional information on the content of the application is provided in Section D.4. Selection Criteria and information on the review process provided in Section E.

3. SUBMISSION OF QUESTIONS AND TELECONFERENCES

All questions and requests for clarification regarding this NOFO should be submitted in writing to the email provided below **no later than the date and time provided on the cover letter** to provide sufficient time to address the questions and incorporate the questions and answers as an amendment to this solicitation. Please note that in addition to accepting questions in writing, there will be two opportunities to ask questions verbally during Pre-Application Conferences, one during Phase I and the other during Phase II of the Application process.

Any information given to a prospective Applicant concerning this NOFO will be furnished promptly to all other prospective Applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicant.

E-mail address for submitting questions: Nataliya Holl at hollna@mcc.gov.

E-mails with **questions must reference the NOFO number and project title in the subject line** of the e-mail. The submitting organization name, address and phone number must be included in the body of the e-mail. Questions will not be answered after the deadline for submission of questions, specified in the cover letter to this NOFO.

PRE-APPLICATION TELECONFERENCE: Phase I

MCC will host a Phase I Pre-Application Teleconference(s) prior to the submittal of Phase I applications to describe this funding opportunity and to respond to questions. Interested Applicants must register for the Pre-Application Conference attendance by the date specified in the cover letter through the following options:

1) MCC will post the link for the teleconference registration via an amendment to the NOFO.

2) If you are unable to register through the link above, please send an e-mail to hollna@mcc.gov with the following information:

- Organization name and address, office location, organization's website
- Interest type – prime or partner consortium member
- Names and Titles of participants, limited to two people
- Contact Emails and phone numbers

This registration information from all companies; the exact venue and time for the Pre-Application Conferences; and responses to all questions will be published as amendments to this NOFO on www.grants.gov.

PRE-APPLICATION TELECONFERENCE: Phase II

MCC will also host a Phase II Pre-Application Conference prior to the submittal of Phase II applications, for all successful Phase I Applicants to answer any questions that may emerge during the second phase of the application process.

For Phase II, only organizations invited by MCC to participate in Phase II can submit additional questions after the Pre-Application Conference for Phase II. The timeline will allow for this opportunity; please check the deadlines in the cover letter and on www.grants.gov.

4. CONTENT AND FORM OF APPLICATION SUBMISSION

Applicants are expected to review, understand and comply with the requirements of this NOFO. Applications not conforming to the requirements of this NOFO will be considered non-responsive and will be eliminated from further consideration.

4.1 Application Submission Instructions

The Application shall be submitted **in English**. The Applicant must submit an application to: Nataliya Holl at hollna@mcc.gov electronically. Hard copies will not be accepted. The MCC reserves the right not to consider late or incomplete applications.

TO ASSURE TIMELY AND PROPER HANDLING, ALL APPLICATIONS SENT ELECTRONICALLY SHALL STATE “NOFO #95332418N0003: Company name XX. DAC Project” in the email subject line.

Steps to register as an organization are provided at:

<http://www.grants.gov/web/grants/applicants/organization-registration.html>. Questions relating to the registration process or system requirements for Grants.gov must be directed to grants.gov at support@grants.gov or 1-800-518-4726 for US and international is 1-606-545-5035. Application forms and instructions are available at Grants.gov. To access these materials, go to <http://www.grants.gov>, select “Apply for Grants”, and follow the directions.

Call for Information for subpartners to submit the Expressions of Interests

MCC is calling for additional information for organizations that are interested in participating in this NOFO as “subpartners” to the prime recipient(s). There are no eligibility restrictions for subpartners. If your organization is interested to be a subpartner for this opportunity, please provide the following EOI information to Nataliya Holl at hollna@mcc.gov. MCC will make publically available a list of all organizations, contract names and information to enable collaboration and provide information for prime applicants seeking to partner with subpartners and will post EOIs for the prime partners’ consideration.

Information to provide:

1. Organization name
2. Contact person name and title
3. Contract phone and e-mail address
4. Short (max 2 pages) description of particular area of expertise and potential value added to the partnership.

The end date of the EOIs submissions is **two weeks prior to the due date of the phase II full proposal submission**.

4.2 Content and Format of Application Submissions – Phase I

Each Applicant shall furnish the information described below in their applications. Also please refer to Section E (selection criteria) for additional insight on how your application will be evaluated.

The following are required to apply to Phase I:

Cover Page (limit 1 page)

Organization Overview (limit 5 pages)

Concept Paper (limit 10 pages)

Attachments (limit 5 pages)

Please note:

- A cost proposal should NOT be submitted for Phase I.
- The Application should be in 12-point Times New Roman, single-spaced and not in excess of the page limits as stated above for each section.
- If any sections of the submitted concept paper exceed the designated page limit, MCC reserves the right in its sole discretion to take any appropriate action, including, but not limited to, excluding the pages in excess of the limit and eliminating the applicant from the competition.

Please DO NOT SUBMIT unsolicited material. This includes promotional literature and materials regarding the Applicant as part of the Annexes.

All Phase I applications materials are to be submitted **in English**.

COVER PAGE - (limit 1 page) must contain the following information:

- a. Name and full address of applicant organization;
- b. Project Title, NOFO Reference Number and Objective of proposed activity;
- c. Data Universal Numbering System (DUNS) Number (mandatory for Prime, but also preferable for key subpartners);
- d. Type of organization (e.g., for-profit, non-profit, university, etc.);
- e. The date and number of company registration in Côte d'Ivoire;
- f. Point of Contact (name, position title, phone number, fax number, e-mail address);
- g. Any partnerships / proposed consortium members with the addresses and contract person name, phone and email for all partners; and
- h. Signature of authorized representative of the applicant.

ORGANIZATION OVERVIEW (no more than five (5) pages):

The Organization Overview should succinctly provide information about the Applicant:

1. The organization, its mission, structure, summary of relevant organizational experience and qualifications of the Applicant (Prime) as well as the mission, structure and experience of proposed key consortium partners. This should include the Applicant's experience with data use, data science, training and operating in context of a "business" environment serving clients and producing data products, as well as important knowledge of the national and sub-national working and political environment in Côte d'Ivoire.
2. The organizational capacity of the Applicant (Prime) and its partners to adequately manage and implement the Project in a credible and high quality manner, including the ability to rapidly stand up data science services and training capabilities; and successful dialogue with the country subnational (and national) officials and key stakeholders; and
3. Applicant's consortium strategy, if applicable; and adherence to project local content requirements. While the Applicant may continue to solidify consortium partnerships into Phase II, MCC strongly encourages this process to be well underway and reflected at this stage, particularly with regards to core areas of expertise.
4. List of proposed key consortium staff members.

CONCEPT PAPER (no more than ten (10) pages):

The Applicant's vision for the project should be clearly described in the Concept Paper to enable MCC to understand and distinguish the Applicant's suitability for this opportunity. The Concept Paper should therefore lay the groundwork for elements of the business plan for the startup of the Data Analytics Center, set out a vision for its sustainability beyond the period of funding, and demonstrate that the Applicant has assembled a team best suited to achieve the project outcomes within the envisioned timelines (24 months). The Concept Paper must succinctly convey:

- Initial vision and proposed approach to rapidly establish a data science and training capabilities.
- Overview of the team (prime and partners), proposing key personnel as well as capabilities and depth of the data science team.
- Initial ideas on location of the Data Analytics Center team and necessary space / resource needs to be able to provide data science and training services. In addition, Applicants are invited to describe the preferred approach to deliver services for tasks / assignments that involve work at the subnational level.
- Initial ideas related to the work plan, its organization, sequence and timing of key activities and duration within the 24 months period of performance.

- Observations on the market opportunities for data science services – and marketing approach to start up and grow data science and training service in Côte d’Ivoire.
- Overview of financial and fiscal controls to ensure transparent, accurate and reliable management and reporting of grant funds and program income earned – and to qualify for project-specific funding from expected data analytics center clients.
- Risks, opportunities or observations related to the start of the Data Analytics Center.

This is a full and open competition concept paper application submission. If the Applicant is successful in Phase I, the organization will be formally invited by MCC to submit a complete application (technical and financial) as part of Phase II.

ATTACHMENTS for Phase I (10 page limit)

Relevant Past Performance and Past Experience Information (Prime and Key Partner Organizations): Applicants will provide at least three (03) past performance references for the last five (05) years on contracts/works similar in nature (e.g., data science services, data science training, curriculum development, citizen engagement and the use of data for development) or relevant to this award, preferably funded by or in cooperation with U.S. government agencies, international development or donor institutions, international non-government organizations (NGOs) or the private sector. Alternatively, Applicants may provide five (05) past performance examples including references within the last seven (07) years for relevant work with national and/or regional entities.

The Applicants must provide (if applicable) a list of USG, Australian, Canadian and British projects for the last five years that includes: the project name, dollar or pound threshold, period of performance and agency name, where they have worked as a Prime or a subpartner. Please also indicate if your organization went through a NUPAS assessment with USAID.

If a consortium is envisioned, the application should also include at least two (02) past performances for each of the key subpartners (consortium members), including references for the last five (05) years detailing work similar in nature to that which would be envisioned for this subcontractor under this NOFO. References may be with U.S. government agencies, other international development or donors institutions, NGOs, and/or the private sector.

MCC reserves the right to obtain information for use in the evaluation of past performance from any and all sources within and outside the USG.

The past performance information shall include the following matrix for each project submitted:

Contract/Task Order/Call Order Number/CA	Period of Performance (base and options)	Contract/Task Order/Call/CA Order Value
--	---	---

Technical POC		
Name	Email	Tel. Number
Contractual POC		
Name	Email	Tel. Number
Project Description		
Relevant experience to program description above		

Applicants are authorized and encouraged to provide information on problems encountered on the identified contracts and the Applicant's corrective actions taken.

3.3 Content and Format of Application Submissions – Phase II

Each Applicant invited by MCC to submit a Phase II application shall furnish the information described in this section. Applications shall be submitted in two separate parts: (a) Technical Application, including past performance, and (b) Cost/Business Application.

Phase II applications materials are to be submitted in English.

MCC is expecting to receive two submission emails: one email with the technical application and corresponding attachments as one integrate file, and one email submission with the business application. All attachments are limited to 5 MB each in size.

The following are page limits associated with the technical application and the languages guidance:

- Cover Page (limit 1 page)
- Executive Summary (limit 3 pages)
- Technical Application (limit 30 pages)
- Attachments including past performance (limit 50 pages)
- Business / cost application, submitted separately under a separate cover page (no page limit)

Please note:

- The Application should be in Font 12 point/Times New Roman, single-spaced and not exceed the page limits as stated above for each application section.
- Any charts or tables included within the technical application sections will be considered against the page limits of those sections.
- The requirements for the technical application sections as described are minimum requirements that must be included with the applicant's submission. The applicant may include additional relevant information as long as it falls within the page limitations set in the NOFO.

COVER PAGE (1 Page Limit) must contain the following information:

- a. Name and full address of applicant organization;
- b. Project Title, NOFO Reference Number and Objective of proposed activity;
- c. Taxpayer Identification Number (TIN) (for US sub-partners, if applicable);
- d. Data Universal Numbering System (DUNS) Number (mandatory for Prime and all proposed subpartners);
- e. Include the date and number of company registration in Côte d'Ivoire;
- f. Type of organization (e.g., for-profit, non-profit, university, etc.);
- g. Point of Contact (name, position title, phone number, fax number, e-mail address);
- h. Any partnerships/final consortium members with the addresses and contract person name, phone and email; and
- i. Signature of authorized representative of the applicant.

EXECUTIVE SUMMARY (3 Page Limit)

The executive summary must summarize the final proposed vision and technical approach of the applicant to achieve project outcomes (i.e. business plan elements); highlight work plan or business plan milestones; approach to securing and delivering outstanding data science services; and convey why the Applicant team is optimally suited to successfully lead this innovative project.

TECHNICAL APPLICATION (30 Page Limit)

The technical application will be the most important factor in selection of the Awardee. The technical application should, to the extent possible, be clear, complete and concise. The application should demonstrate the Applicant's capabilities and expertise with respect to this Project and describe how the team proposes to achieve the Project's outcomes. The application should take into account the requirements of the Project and evaluation criteria found in this NOFO (Section E).

All uploaded technical applications must be submitted both in Microsoft Word and PDF format. At a minimum the application should include the components listed below. In addition to the overall page limits, notional estimated page lengths and instructions are provided:

- Strategy and technical approach (project description) (5 pages) - The Applicant team needs to describe how it will rapidly deploy data science services and engage in high end data analytics work, which will initially support PEPFAR and MCC programs, while concurrently exploring additional sources of assignments / funding to assure its sustainability beyond the period of performance.
- Draft Work plan and schedule (10 pages) - A draft work plan for rapid start-up of the Cooperative Agreement's period of performance, the proposed activities / tasks once

implementation begins, and the tasks, target milestones and outputs and expectations identified in Section A (program description).

- Overview of team / organizational structure and organigram (3 to 4 pages) – Section describing roles and responsibilities to implement work plan (3-4 pages), and to foster an environment of excellence, quality, performance and innovation as it relates to the provision of data science services, with references to additional materials in Appendices.
- Strategic considerations (3 to 5 pages) – Any other elements that can begin to lay the foundation for a business plan (identity, marketing plan, plan to engage with PEPFAR and MCC teams, key government organizations and donors to establish credibility and demonstrate value of its services, and proposed approach to coordinating with the DYSC project including shared personnel and space). **NOTE:** The MCC Compact could represent an opportunity for the Data Analytics Center to generate “program income” because it is expected to require significant data science support through 2023, which would be contracted through the Millennium Challenge Account (MCA). To access these, the Data Analytics Center will need to demonstrate its ability to be eligible for work to be awarded by MCA, and importantly to deliver consistent, quality and timely products from the outset so as to receive repeat assignments.
- Youth, gender and social inclusion (1 page) – Approach to youth, gender and social inclusion in the conceptualization (business plan) and operations (thematic focus of project assignments, data) of the Data Analytics Center.
- Proposed financial management controls and systems (1 to 3 pages) – with references as needed to materials in the appendices
- Anticipated risks and proposed mitigation strategies, for developing and implementing the project outcomes (1 to 3 pages).

LIST OF APPENDICES - PHASE II (Not included in the Technical Application page limit; limited to 50 pages.)

1. Staffing Plan

The applicant must submit an integrated staffing plan that should list all proposed positions with proposed personnel under the Project, and whether the position is full-time, part-time, or intermittent, and the planned person months or days each position will devote to the Project. In addition, the staffing plan must include an organizational chart that shows the structure and the relationships between positions.

While it is understood that the team may include personnel from both the lead Applicant organization and other team partner organizations, the Applicant should demonstrate that the team is operationally integrated and works as *one* team, leveraging the respective organizational strengths and areas of expertise. The degree to which consortia have had prior opportunities to work together will be viewed favorably.

2. Resumes for key personnel - not to exceed 3 pages for each resume, can be submitted in **English or French**

Resumes must be in chronological order starting with most recent experience. Each resume for the proposed Key Personnel positions must be accompanied by a signed Letter of Commitment from each candidate (1 page not included in 3 page limit) indicating his/her: (a) availability to serve in the stated position (start-date), in terms of days after award; (b) intention to serve for a stated full term of the service (complete period of performance for the cooperative agreement); and (c) agreement to the compensation levels which correspond to the levels set forth in the cost application.

Resumes for Key Personnel should include at least three (3) references for each proposed key position, including up-to-date telephone numbers and e-mail contact information. MCC reserves the right to contact references not included in the list above.

To the extent that additional personnel representing other disciplines are needed, the Applicants must present proposed staff members or a staffing methodology for non-key positions that demonstrates excellence in terms of key technical and organizational requirements and provide an appropriate mix of skills while avoiding excessive staff.

3. Organizational Qualifications and Management Plan

Management strategies and administrative approaches (e.g., plan, structure, policies and practices) proposed to accomplish the PD's requirements – including: (i) personnel, financial, and logistical support; (ii) the role and level of effort for staff supporting these functions; and (iii) a realistic plan for monitoring the technical and financial activities and reporting on results. The merit of the management and administrative plan will also be reviewed to ensure cost-effectiveness and timely completion of planned activities. The applicant should also describe how it will manage project activities among consortium partners as well as national and subnational stakeholders.

4. Final Consortium Plan, including Letters of Intent (if applicable)

The consortium plan should list all proposed partners under the Project, and what role the partners have in relation to the project objectives. In addition, the consortium plan must include an organizational chart that shows the structure, governance and the relationships between consortium partners and prime.

Each consortium organization must provide a signed Letter of Commitment indicating the following information for each organization: (a) availability to participate in the stated consortium; (b) the length of participation as it relates to the Project; and (c) agreement to the budget associated with each consortium partner set forth in the cost application. Those letters are not exclusive to a particular prime partner, and need to briefly state the subpartner role in the project.

5. Proposed initial approach to monitoring and evaluation (2-3 pages)
6. Final Team Relevant Past Performance and Past Experience Information (Applicant and Key Partner Organizations)

Applicants will provide at least three (03) past performance references for the last five (05) years on contracts/works similar in nature or relevant to this award, preferably with U.S. government agencies, international development or donor institutions, international non-government organizations (NGOs) or the private sector. Alternatively, the Applicants may provide five (05) past performance examples including references within the last seven (07) years for relevant work with national and/or regional entities.

If a consortium is envisioned, the applications should also include at least two (02) past performances for the subgrants (consortium members) including references, per subcontractor, for the last five (05) years detailing work similar in nature to that which would be envisioned for this subcontractor under this PD. References may be with U.S. government agencies, other international development or donors institutions, NGOs, and/or the private sector.

The Applicant will include the name, recent telephone number and email address of knowledgeable customer contacts. References from institutions that have characteristics that are most similar to MCC will be preferred.

The past performance information shall be provided in the following format:

Contract/Task Order/Call Order Number/CA	Period of Performance (base and options)	Contract/Task Order/Call/CA Order Value
Technical POC		
Name	Email	Tel. Number
Contractual POC		
Name	Email	Tel. Number
Project Description		
Relevant experience to program description above		

MCC may contact references and use the past performance data regarding the organization, along with other information to determine the applicant's past performance.

MCC reserves the right to obtain information for use in the evaluation of past performance from any and all sources within and outside the USG.

COST/BUSINESS APPLICATIONS (no page limit)

The Cost or Business application is to be submitted under a separate cover from the Technical application. The Cost/Business application is also to be submitted electronically in an unprotected Microsoft Excel 2000 or Excel 2003 with open and linked formulas. The Applicant is requested to submit a budget broken down by project years with an accompanying detailed budget narrative (in Word 2000 or Word 2003 text accessible) which provides in detail the anticipated total costs for implementation of the Project. The budget narrative should provide information regarding the basis of estimate for each line item, including reference to sources used to substantiate the cost estimate.

If the Applicant has established a consortium or another legal relationship for its partners, the Cost/Business application must include a copy of the legal relationship between the 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 MCC will work with for purposes of Agreement administration, 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 budget should include a breakdown of all anticipated costs associated with the Project – as well as a breakdown between the portion of the overall funding between the various partners – and the anticipate aggregate funding that will be allocated to the subnational level expenditures.

The cost/business application should contain:

- Cover Page (The Cost Application Cover Page must contain the same information as the Technical Application)
- Standard Forms (SF 424 Forms)
- Budget submission in Excel workbook, with several sheets as needed, with all open and linked formulas:
 - summary budget by the main budget elements specified below;
 - Detailed budget separated by each line item;
 - Program budget showing percent allocation for each partner – and percent of the budget allocated specifically to the subnational level.
- Budget Narrative (detailed explanation of proposed costs in Microsoft Word format)
- DUNS and System for Award Management (SAM)
- Certification, Assurances, Statements and Other Required Forms
- Funding Restrictions (if any)
- List of prior or current programs with governments, including USG, British, Canadian and Australian. The list should include the project name, period of performance, total amount of funding, contract person with email and phone.

The Applicant must sign and submit the cost application form SF-424, and print or type the Applicant's organization name on the Cover Page of the technical and cost applications. Erasures or other changes must be initialed by the person signing the application. Applications signed by an agent shall be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.

US Government Standard Forms Required as Part of the Application Include:

- Application for Federal Assistance (SF-424)
- Budget Information (SF-424A)
- Assurances – Non-construction Projects (SF-424B)

These Standard Forms can be downloaded from the following site: www.grants.gov.

General Summary Budget Template

Cost Elements	Unit	Total number of months/people	Unit Cost	Total
Salaries International				
Salaries Ivoirian and Regional				
Fringe Benefits International				
Fringe Benefits Local and Regional				
Travel and Transportation Local and International				
Equipment				
Supplies				
Subawards/Subcontracts (proposed consortium partner(s) should follow the same budget structure)				
Other Direct Costs				
Indirect Costs				
SUBTOTAL COSTS				
Cost Share				
TOTAL COSTS				

Please also include a sheet that demonstrates the degree to which the proposal meets the required budget allocation requirements for this NOFO as shown below.

Program Implementation Budget Allocation template:

Applicant Team	Main Elements	Proposed Budget Allocation
Prime or Sub partners or a combination of both	Ivoirian organizations	At least 60% of total budget
Applicant Team	Non Ivoirian partners	No more than 40% of total budget
Prime and Subpartners	Prime and Subpartners	At least 20% of the hours billed by resources should be directed at subnational activities

Detailed budget should provide:

Salaries

Direct salaries and wages should be proposed in accordance with the Applicant's personnel policies. Identify each personnel by title and name and specify each position to be supported under the proposed award. International and local salaries should be separated.

Fringe Benefits

If the Applicant has a fringe benefit rate that has been approved by an agency of the U.S. Government, such rate should be used and evidence of its approval should be provided. If a fringe

benefit rate has not been approved, the Application should propose a rate and explain how the rate was determined. If the latter is used, the narrative should include a detailed breakdown comprised of all items of fringe benefits. International and local fringe benefits should be separated.

Travel and Transportation

The Application should indicate the number of trips, domestic and international, the number of days per trip, and the estimated costs. Specify the purpose of travel, the origin and destination for each proposed trip, duration of travel, and number of individuals traveling and the position held by the travelers. Estimated travel and transportation costs, including airfare and per diem.

Equipment

The Applicant must itemize the equipment i.e. office equipment and briefly justify the need for the items to be purchased as they apply to the Activity. Indicate the estimated unit cost and number of units for each item to be purchased.

Supplies

The Applicant must itemize the materials and supplies and briefly justify the need for the items to be purchased as they apply to the Activity.

Subawards/Subcontracts (proposed consortium partner if any)

The Applicant's budget shall include a breakdown of all costs for each sub-agreement and identify the proposed Sub-Recipient.

Other Direct Costs (ODC)

The Applicant shall indicate the estimated unit cost and number of units for each additional allowable item proposed.

Indirect Costs

The Applicant must submit a Negotiated Indirect Cost Rate Agreement NICRA if the organization has such an agreement with an agency or department of the U.S. Government. If no NICRA the Applicant should submit the following:

- **Reviewed Financial Statements Report:** a report issued by a Certified Public Account (CPA) documenting the review of the financial statements was performed in accordance with Statements on Standards for Accounting and Review Services; that management is responsible for the preparation and fair presentation of the financial statements in accordance with the applicable financial reporting framework and for designing, implementing and maintaining internal control relevant to the preparation. The account must also state the he or she is not aware of any material modifications that should be made to the financial statements; or
- **Audited Financial Statements Reports for the last three years:** An auditor issues a report documenting the audit was conducted in accordance with Generally Accepted

Auditing Standards (GAAS), the financial statements are the responsibility of management, provides an opinion that the financial statements present fairly in all material respects the financial position of the company and the results of operations are in conformity with the applicable financial reporting framework (or issues a qualified opinion if the financial statements are not in conformity with the applicable financial reporting framework. The auditor may also issue a disclaimer of opinion or an adverse opinion if appropriate.

- **No prior NICRA:** Any non-Federal entity that has never received a negotiated indirect cost rate, except for those non-Federal entities described in Appendix VII to Part 2 CFR 200—States and Local Government and Indian Tribe Indirect Cost Proposals, paragraph D.1.b, may elect to charge a de minimis rate of 10% of modified total direct costs (MTDC) which may be used indefinitely. Please see 2 CFR 414 f) and 2 CFR 200.68 Modified Total Direct Cost (MTDC).

Cost Share

The Applicants should estimate the amount of cost-sharing resources which they are proposing to mobilize 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 Cooperative Agreement.

BUDGET NARRATIVE (no page limit) in English

The cost elements provided in the Detailed Budget must also be provided in the **Budget Narrative in Microsoft Word**, but with text that explains the rationale for the choices and costs, including market research. The Budget Narrative must be thorough, including sources for costs to more quickly enable MCC to determine the cost as fair and reasonable.

DUNS and SAM

MCC requires DUNS number for Primes for Phase I and for Primes and all subpartners for Phase II of the application per 2 CFR 25.502 (a). DUNS number is easy to obtain, see Q&A below for guidance. Prime applicants will require their sub-recipients to obtain DUNS number per Appendix A to Part 25, I.B:

<http://www.gpo.gov/fdsys/pkg/FR-2010-09-14/pdf/2010-22706.pdf>

B. Requirement for Data Universal Numbering System (DUNS) Numbers

If you are authorized to make subawards under this award, you:

- 1. Must notify potential subrecipients that no entity (see definition in paragraph C of this award term) may receive a subaward from you unless the entity has provided its DUNS number to you.*
- 2. May not make a subaward to an entity unless the entity has provided its DUNS number to you.*

Beginning October 1, 2010, all Recipients receiving federal awards must have a DUNS (Data Universal Numbering System) Number and be registered with the CCR (Central Contractor Registration) as outlined in 2 CFR Part 25, *Financial Assistance Use of Universal Identifier and Central Contractor Registration*. As of July 2012, the CCR was incorporated into the System for Award Management (SAM).

http://www.ecfr.gov/cgi-bin/text-idx?SID=4b1646c637c990d90c86c0a68e316865&mc=true&node=se2.1.25_1110&rgn=div8

DUNS Number Requirements

Who needs a DUNS number?

All organizations receiving Federal financial awards (i.e., grant, cooperative agreement, contract) or subawards must have a DUNS number. Individuals are exempt.

How do I find out if my organization already has a DUNS number?

Your chief fiscal officer, treasurer, business manager, executive director, or accountant is likely to be able to provide your organization's DUNS number. Many larger organizations such as universities, non-profits, and other private contractors are likely to already have a DUNS number. If you don't know if you have one, you can search the Dun & Bradstreet website: <http://fedgov.dnb.com/webform/CCRSearch.do>.

I've received federal grants/cooperative agreements for several years without a DUNS number. Why do I need one now?

Although these requirements have existed for a number of years for contracts, the regulations were officially implemented for grants and cooperative agreements in the Federal Register on September 14, 2010. The regulation had an effective date of October 1, 2010. **In addition, this is a new requirement for subawardees.**

Who can obtain a DUNS number for my organization?

An authorizing official of the organization, not a project director, should request a DUNS number. The following is a list of the information you will need in order to obtain it:

- Name of organization
- Organization address
- Name of the CEO/organization owner
- Legal structure of the organization (corporation, partnership, proprietorship)
- Year the organization started
- Primary type of business
- Total number of employees (full and part time)

How much will it cost to get a DUNS number?

Obtaining a DUNS number is **FREE** for all federal grant, cooperative agreement, and contract applicants. Contact Dun & Bradstreet directly using the contact options listed above and you will quickly and easily obtain a DUNS number at no charge.

How do I obtain a DUNS number?

DUNS numbers are provided by Dun & Bradstreet (D&B). You can obtain a DUNS number by phone or through D&B's website. Typical turnaround time for a web request is 1-2 business days.

Contact Dun & Bradstreet

Website: <http://fedgov.dnb.com/webform/displayHomePage.do>

My organization is not in the United States. Do I still need a DUNS number?

DUNS numbers are required for all organizations, foreign or domestic, doing business with the Federal Government.

My organization has more than one DUNS number. How do I know which one to use?

DUNS numbers are issued by the physical location of the organization. Therefore, some organizations may have multiple DUNS numbers. Use the DUNS number associated with the location of the organization.

SAM Registration

What is SAM?

SAM is an online system that combines several federal procurement systems and the Catalog of Federal Domestic Assistance. The first phase of SAM includes the functionality from the following systems: Central Contractor

Registry (CCR), Federal Agency Registration (Fedreg), Online Representations and Certifications Application (ORCA), and Excluded Parties List System (EPLS). Future phases will include additional systems. CCR is the Central Contractor Registration database within SAM. It is a federally operated database that collects, validates, and disseminates information about organizations that do business with the federal government via contracts, grants, and cooperative agreements.

Who has to register with SAM?

Any organization that is receiving a financial assistance award from ARS must be registered in SAM. All organizations who require a DUNS number, as defined above, must also register with SAM before a grant/cooperative agreement/contract can be issued.

How do I register with SAM?

To register with SAM, go to <http://www.sam.gov/>, and click "Create User Account" to begin or call 1-866-606-8220 for assistance. Your organization must have a valid DUNS number and you must know your organization's Federal Tax Identification Number (TIN). Foreign organizations do not need a TIN number to register in SAM; however, they will need an NCAGE code (see below for additional FAQs on obtaining a CAGE code).

Be sure to use the primary DUNS number for your organization, which should be the same DUNS number used on the grant/cooperative agreement/contract as described above. SAM registration must be renewed at least every 12 months to remain valid.

How do I find out if my organization is already registered in SAM?

You can perform a public search in SAM to find your organization's registration. Go to the SAM website, and enter the DUNS number, CAGE Code, or organization name in the "Search Records" box. If your organization chose the "opt out of public display" option in its registration, you will not be able to see that registration on the public search site unless you log in with your user name and password.

5. DUNS AND SAM REQUIREMENTS

MCC may not award to an applicant unless the applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements. **Each applicant is required to:**

- Be registered in SAM at the time of submitting its application for the Phase II. 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). In case your organization is not registered in SAM for Phase I, please ensure you are registered before Phase II applications submission. **The process may take two weeks or more to complete.**
- Provide a valid Data Universal Numbering Systems (DUNS) number in its application (available at <http://www.dnb.com/get-a-dunsnumber.html>); and
- 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.

6. EVIDENCE OF RESPONSIBILITY

The cost/business application for Phase II should also include **evidence of responsibility** that the MCC Agreement Officer can use to determine that the Applicant:

- a. Has adequate financial resources or the ability to obtain such resources as required during the performance of the award;
- b. Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the Applicant;
- c. 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;
- d. Has a satisfactory record of integrity and business ethics; and
- e. Is otherwise qualified and eligible to receive a Cooperative Agreement under applicable laws and regulations.

7. REQUIRED CERTIFICATES, ASSURANCES AND REPRESENTATIONS

Applicants must complete and sign the **Certifications, Assurances, and Representations**:

REQUIRED CERTIFICATIONS, ASSURANCES AND REPRESENTATIONS

MCC requires recipients of grants and cooperative agreements to make representations or provide assurances and certifications that they are in compliance with the policies. Applicants should refer to the regulations cited below to determine the certification to which they are required to attest. Applicants should also review the instruction for certification included in the regulations before completing this form.

The certifications and assurances must be completed and submitted with each applications for the MCC financial assistance.

Applicant _____

Application Number _____

CERTIFICATION AND ASSURANCES

ASSURANCE OF AUTHORITY OF THE APPLICANT AND ITS REPRESENTATIVE

On behalf of your Applicant, you certify that both you and your Applicant's attorney who sign these Certifications, Assurances, and Agreements affirm that both your Applicant and you, as its authorized representative, may undertake the following activities on behalf of your Applicant, in compliance with applicable laws and regulations, and your Applicant's by-laws or internal rules:

1. Execute and file its application for Federal funds,
2. Execute and file its Certifications, Assurances, and Agreements binding its compliance,

3. Execute Grant Agreements or Cooperative Agreements, or both, with MCC,
4. Comply with applicable Federal laws and regulations, and
5. Follow applicable Federal guidance.

STANDARD ASSURANCES.

On behalf of your Applicant, you assure that your Applicant understands and agrees to the following:

1. Your Applicant will comply with all applicable Federal statutes and regulations to carry out any MCC funded Project,
2. Your Applicant is under a continuing obligation to comply with the terms and conditions of the MCC Grant Agreement or Cooperative Agreement for its Program/Project, including the MCC Original Cooperative Agreement or Grant Agreement incorporated by reference and made part of the latest amendment to the Grant Agreement or Cooperative Agreement,
3. Your Applicant recognizes that Federal laws and regulations may be modified from time to time and those modifications may affect Program/Project implementation,
4. Your Applicant understands that Presidential executive orders and Federal guidance, including Federal policies and program guidance, may be issued concerning matters affecting your Applicant or its Program/Project,
5. Your Applicant agrees that the most recent Federal laws, regulations, and guidance will apply to its Program/Project, unless MCC determines otherwise in writing,

CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS (2 CFR 180)

(1) The prospective primary participant certifies to the best of its knowledge and belief that it and its principals:

- (a) Are presently not excluded or disqualified from covered transactions by any Federal department or agency;
- (b) Have not been convicted within the preceding three years of this proposal of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, receiving stolen property, making false claims, or obstruction of justice; commission of any other offense indicating a lack of business integrity or business honesty that seriously and directly affects your present responsibility;
- (c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity Federal, State, or local) with commission of any of the offenses enumerated in paragraph (1)(b); or
- (d) Have not had one or more public transactions (Federal, State, or local) terminated for cause or default within the preceding three years.

(2) Where the prospective primary recipient is unable to certify to any of the statements in this certifications, such prospective participant shall attach an explanation to this application.

(3) The recipient agrees that, unless authorized by the Agreement Officer, it will not knowingly enter into any subagreements or contracts under this grant with a person or entity that is included on the excluded Parties List System (<http://epls.arnet.gov>). The recipient further agrees to include the following provision in any subagreements or contracts entered into under this award:

DEBARMENT, SUSPENSION, INELIGIBILITY, AND VOLUNTARY EXCLUSION

The recipient/contractor certifies that neither it nor its principals is presently excluded or disqualified from participation in this transaction by any Federal department or agency.

(3) The policies and procedures applicable to debarment, suspension, and ineligibility under MCC-financed transactions are set forth in 22 CFR Part 208 and c CFR 180.

Organization Name: _____
Name of Authorized Signatory: _____ Title
of Authorized Signatory: _____ Signature:
_____ Date _____

**ASSURANCE OF COMPLIANCE WITH LAWS AND REGULATIONS GOVERNING
NONDISCRIMINATION IN FEDERALLY ASSISTED PROGRAMS**

Note: This certification applies to Non-U.S. organizations if any part of the program will be undertaken in the United States.

(a) The recipient hereby assures that no person in the United States will, on the bases set forth below, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under, any program or activity receiving financial assistance from MCC, and that with respect to the Cooperative Agreement for which application is being made, it will comply with the requirements of:

- (1) Title VI of the Civil Rights Act of 1964 (Pub. L. 88-352, 42 U.S.C. 2000-d), which prohibits discrimination on the basis of race, color or national origin, in programs and activities receiving Federal financial assistance;
- (2) Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), which prohibits discrimination on the basis of handicap in programs and activities receiving Federal financial assistance;
- (3) The Age Discrimination Act of 1975, as amended (Pub. L. 95-478), which prohibits discrimination based on age in the delivery of services and benefits supported with Federal funds;
- (4) Title IX of the Education Amendments of 1972 (20 U.S.C. 1681, et seq.), which prohibits discrimination on the basis of sex in education programs and activities receiving Federal financial assistance (whether or not the programs or activities are offered or sponsored by an educational institution); and

(b) If the recipient is an institution of higher education, the Assurances given herein extend to admission practices and to all other practices relating to the treatment of students or clients of the institution, or relating to the opportunity to participate in the provision of services or other benefits to such individuals, and must be applicable to the entire institution unless the recipient establishes to the satisfaction of the MCC that the institution's practices in designated parts or programs of the institution will in no way affect its practices in the program of the institution for which financial assistance is sought, or the beneficiaries of, or participants in, such programs.

CERTIFICATION REGARDING LOBBYING (2 CFR 200.450)

(Note: This certification is for sub-awards valued at US\$100,000 USD or more.)

The undersigned certifies, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal Cooperative Agreement, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

- (3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than US\$10,000 and not more than US\$100,000 for each such failure.

Organization Name: _____
Name of Authorized Signatory: _____ Title
of Authorized Signatory: _____ Signature:
_____ Date _____

PROHIBITION ON ASSISTANCE TO DRUG TRAFFICKERS

MCC reserves the right to terminate this Agreement, to demand a refund or take other appropriate measures if the Grantee is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140.

MCC reserves the right to terminate assistance to or take other appropriate measures with respect to, any participant approved by MCC who is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140.

DRUG-FREE WORKPLACE

This certification is required by the Drug-Free Workplace Act of 1988 (Pub.L. 100-690, Title V, Subtitle D) and is implemented through additions to the Debarment and Suspension regulations, published in the Federal Register on January 31, 1989, and May 25, 1990.

- (1) The grantee certifies that it will or will continue to provide a drug-free workplace by:
- (a) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
 - (b) Establishing an ongoing drug-free awareness program to inform employees about:
 - (1) The dangers of drug abuse in the workplace;
 - (2) The grantee's policy of maintaining a drug-free workplace;
 - (3) Any available drug counseling, rehabilitation, and employee assistance programs; and
 - (4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
 - (c) Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);
 - (d) Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will:
 - (1) Abide by the terms of the statement; and
 - (2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace not later than five calendar days after such conviction;
 - (e) Notifying the agency, in writing, within ten calendar days after receiving notice under subparagraph (d)(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
 - (f) Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph (d)(2), with respect to any employee who is so convicted:
 - (1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or

- (2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State or local health, law enforcement, or other appropriate agency; (g) Making a good faith effort to continue to maintain a drug- free workplace through implementation of paragraphs (a),(b),(c),(d),(e), and (f).
- (2) The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant:

Place of Performance: (Street address, city, county, zip code)

CERTIFICATION REGARDING TERRORIST FINANCING, IMPLEMENTING EXECUTIVE ORDER 13224

The undersigned certifies that:

- (1) The Recipient, to the best of its current knowledge, did not provide, within the previous ten years, and will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts, as that term is defined in paragraph 3.

- (2) The following steps may enable the Recipient to comply with its obligations under paragraph 1:

(a) Before providing any material support or resources to an individual or entity, the Recipient will verify that the individual or entity does not (i) appear on the master list of Specially Designated Nationals and Blocked Persons, which list is maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC) and is available online at OFAC's website : <http://www.treas.gov/offices/eotffc/ofac/sdn/t11sdn.pdf>, or (ii) is not included in any supplementary information concerning prohibited individuals or entities that may be provided by MCC to the Recipient.

(b) Before providing any material support or resources to an individual or entity, the Recipient also will verify that the individual or entity has not been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee") [individuals and entities linked to the Taliban, Usama bin Laden, or the Al Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Recipient should refer to the consolidated list available online at the Committee's website: <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.

(c) Before providing any material support or resources to an individual or entity, the Recipient will consider all information about that individual or entity of which it is aware and all public information that is reasonably available to it or of which it should be aware.

(d) The Recipient also will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.

- (3) For purposes of this Certification-

a. "Material support and resources" means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safehouses, false documentation or identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials."

b. "Terrorist act" means-

- i. an act prohibited pursuant to one of the 12 United Nations Conventions and Protocols related to terrorism (see UN terrorism conventions Internet site: <http://untreaty.un.org/English/Terrorism.asp>; or
- ii. an act of premeditated, politically motivated violence perpetrated against noncombatant targets by subnational groups or clandestine agents; or
- iii. any other act intended to cause death or serious bodily injury to a civilian, or to any other person not taking an active part in hostilities in a situation of armed conflict, when the purpose of such act, by its nature or context, is to intimidate a population, or to compel a government or an international organization to do or to abstain from doing any act.

CERTIFICATION REGARDING TRAFFICKING IN PERSONS, IMPLEMENTING TITLE XVII OF THE NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 2013

Note: This certification must be completed prior to receiving an award with an estimated value that exceeds US\$500,000, and must be submitted to the MCC Agreement Officer annually during the term of the award. By signing below, the applicant or recipient, as applicable, through its duly designated representative, after having conducted due diligence, hereby certifies that:

1. The applicant/recipient has implemented a compliance plan to prevent the prohibited activities identified in section (a) of the Mandatory Provision "Trafficking in Persons" and is in compliance with that plan;
 2. The application/recipient has implemented procedures to prevent any activities described in section (a) of the Mandatory Provision "Trafficking in Persons" and to monitor, detect, and terminate any contractor, subawardee, employee, or other agent of the applicant/recipient engaging in any activities described in such section; and
 3. To the best of the representative's knowledge, neither the applicant/recipient, nor any employee, contractor, or subawardee of the applicant/recipient, nor any agent of the applicant/recipient or of such a contractor or subawardee, is engaged in any of the activities described in section (a) the Mandatory Provision "Trafficking in Persons."
- c. "Entity" means a partnership, association, corporation, or other organization, group or subgroup.
- d. References in this Certification to the provision of material support and resources shall not be deemed to include the furnishing of MCC funds or ultimate beneficiaries of MCC assistance, unless the Recipient has reason to believe that one or more of these beneficiaries commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.
- e. The Recipient's obligations under paragraph 1 are not applicable to the procurement of goods and/or services by the Recipient that are acquired in the ordinary course of business through contract or purchase, e.g., utilities, rents, office supplies, gasoline, etc., unless the Recipient has reason to believe that a vendor or supplier of such goods and services commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

This Certification is an express term and condition of any agreement issued as a result of this application, and any violation of it shall be grounds for unilateral termination of the agreement prior to the end of its term.

Organization Name: _____
Name of Authorized Signatory: _____ Title
of Authorized Signatory: _____ Signature:
_____ Date _____

CERTIFICATION OF RECIPIENT

As the duly authorized representative of the applicant, I hereby certify that the applicant will comply with the above certifications.

These certifications and assurances are given in consideration of and for the purpose of obtaining any and all Federal grants, loans, contracts, property, discounts, or other Federal financial assistance extended after the date hereof to the recipient by the Agency, including installment payments after such date on account of applications for Federal financial assistance which was approved before such date. The recipient recognizes and agrees that such Federal financial assistance will be extended in reliance on the representations and agreements made in these assurances, and that the United States will have the right to seek judicial enforcement of these assurances. These assurances are binding on the recipient, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign these assurances on behalf of the recipient.

Request for Application or Application No. _____
Date of Application _____
Name of Recipient _____
Typed Name and Title _____
Signature _____
Date _____

KEY INDIVIDUAL CERTIFICATION NARCOTICS OFFENSES AND DRUG TRAFFICKING

I hereby certify that within the last ten years:

1. I have not been convicted of a violation of, or a conspiracy to violate, any law or regulation of the United States or any other country concerning narcotic or psychotropic drugs or other controlled substances.
2. I am not and have not been an illicit trafficker in any such drug or controlled substance.
3. I am not and have not been a knowing assistor, abettor, conspirator, or colluder with others in the illicit trafficking in any such drug or substance.

Signature: _____
Date: _____
Name: _____
Title/Position: _____ Organization: _____
Address: _____
Date of Birth: _____

NOTICE:

1. You are required to sign this Certification under the provisions of 22 CFR Part 140, Prohibition on Assistance to Drug Traffickers. These regulations were issued by the Department of State and require that certain key individuals of organizations must sign this Certification.
2. If you make a false Certification you are subject to U.S. criminal prosecution under 18 U.S.C. 1001.

STATEMENTS OF RECIPIENT

AUTHORIZED INDIVIDUALS

The recipient represents that the following persons are authorized to negotiate on its behalf with the Government and to bind the recipient in connection with this application or grant:

Name _____ Title _____

Phone Number _____ E-mail _____

TAXPAYER IDENTIFICATION NUMBER (TIN)

If the recipient is a U.S. organization, or a foreign organization which has income effectively connected with the conduct of activities in the U.S. or has an office or a place of business or a fiscal paying agent in the U.S., please indicate the recipient's TIN:

TIN: _____

DATA UNIVERSAL NUMBERING SYSTEM (DUNS) NUMBER

(a) Unless otherwise specified in the solicitation using an applicable exemption, in the space provided at the end of this provision, the recipient should supply the Data Universal Numbering System (DUNS) number applicable to that name and address. Recipients should take care to report the number that identifies the recipient's name and address exactly as stated in the proposal.

(b) The DUNS is a 9-digit number assigned by Dun and Bradstreet Information Services. If the recipient does not have a DUNS number, the recipient should call Dun and Bradstreet directly at 1-800-333-0505. A DUNS number will be provided immediately by telephone at no charge to the recipient. The recipient should be prepared to provide the following information:

- (1) Recipient's name.
- (2) Recipient's address.
- (3) Recipient's telephone number.
- (4) Line of business.
- (5) Chief executive officer/key manager.
- (6) Date the organization was started.
- (7) Number of people employed by the recipient.
- (8) Company affiliation.

(c) Recipients located outside the United States may email Dun and Bradstreet at globalinfo@dbisma.com to obtain the location and phone number of the local Dun and Bradstreet Information Services office and visit website www.dnb.com.

The DUNS system is distinct from the Federal Taxpayer Identification Number (TIN) system. DUNS: _____

TYPE OF ORGANIZATION

The recipient, by checking the applicable box, represents that -

(a) If the recipient is a U.S. entity, it operates as ☐ a corporation incorporated under the laws of the State of, ☐ an individual, ☐ a partnership, ☐ a nongovernmental nonprofit organization, ☐ a state or local governmental organization, ☐ a private college or university, ☐ a public college or university, ☐ an international organization, or

☐ a joint venture; or

(b) If the recipient is a non-U.S. entity, it operates as ☐ a corporation organized under the laws of _____ (country), ☐ an individual, ☐ a partnership, ☐ a nongovernmental nonprofit organization, ☐ a nongovernmental educational institution, ☐ a governmental organization, ☐ an international organization, or ☐ a joint venture.

8. SUBMISSION DATES AND TIMES

Applications shall be due at the time and date stated on the cover page of this NOFO. MCC will determine that any Applications that are not received by the Agreement Officer by one of the methods specified below by the time and date indicated will be late. Submission deadlines are important and late applications may not, at the sole discretion of the Agreement Officer, be considered.

9. INTERGOVERNMENT REVIEW

Not applicable.

10. FUNDING RESTRICTIONS

Pursuant to 2 CFR 200.400, MCC will not to award profit under assistance instruments. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the grant program and are in accordance with applicable cost standards per 2 CFR 200 may be paid under the grant.

None of the funds made available for this award can be used, obligated or expended for:

1. Alcoholic beverages; or
2. Entertainment expenses for activities that are substantially of a recreational character, including but not limited to entrance fees at sporting events, theatrical and musical productions, and amusement parks.
3. Payment for the performance of abortion as a method of family planning or to motivate or coerce any person to practice abortions:

That nothing in this paragraph shall be construed to alter any existing statutory prohibitions against abortion under section 104 of the Foreign Assistance Act of 1961:

That none of the funds made available under this Act may be used to lobby for or against abortion: That in order to reduce reliance on abortion in developing nations, funds shall be available only to voluntary family planning projects which offer, either directly or through referral to, or information about access to, a broad range of family planning methods and services, and that any such voluntary family planning project shall meet the following requirements:

(1) service providers or referral agents in the Project shall not implement or be subject to quotas, or other numerical targets, of total number of births, number of family planning acceptors, or acceptors of a particular method of family planning (this provision shall not be construed to include the use of quantitative estimates or indicators for budgeting and planning purposes); (2) the Project shall not include payment of incentives, bribes, gratuities, or financial reward to: (A) an individual in exchange for becoming a family planning acceptor; or (B) program personnel for achieving a numerical target or quota of total number of births, number of family planning acceptors, or acceptors of a particular method of family planning; (3) the Project shall not deny any right or benefit, including the right of access to participate in any program of general welfare or the right of access to health care, as a

consequence of any individual's decision not to accept family planning services; (4) the Project shall provide family planning acceptors comprehensible information on the health benefits and risks of the method chosen, including those conditions that might render the use of the method inadvisable and those adverse side effects known to be consequent to the use of the method; and (5) the Project shall ensure that experimental contraceptive drugs and devices and medical procedures are provided only in the context of a scientific study in which participants are advised of potential risks and benefits.

5. Prohibition On Military Assistance And Training--Assistance under this section may not include military assistance or military training for a country.

6. Prohibition On Assistance Relating To United States Job Loss Or Production Displacement--Assistance under this section may not be provided for any project that is likely to cause a substantial loss of United States jobs or a substantial displacement of United States production.

7. Prohibition On Assistance Relating To Environmental, Health, Or Safety Hazards— Assistance under this section may not be provided for any project that is likely to cause a significant environmental, health, or safety hazard.

8. Prohibition On Use Of Funds For Abortions And Involuntary Sterilizations--The prohibitions on use of funds contained in paragraphs (1) through (3) of section 104(f) of the Foreign Assistance Act of 1961 (22 U.S.C. 2151b(f)(1)-(3)) shall apply to funds made available to carry out this section to the same extent and in the same manner as such prohibitions apply to funds made available to carry out part I of such Act. The prohibition on use of funds contained in any provision of law comparable to the eleventh and fourteenth provisos under the heading "Child Survival and Health Programs Fund" of division E of Public Law 108-7 (117 Stat. 162) shall apply to funds made available to carry out this section for fiscal year 2004."

There are no other funding restrictions applicable to this NOFO at this time.

11. OTHER SUBMISSION REQUIREMENTS

MCC Special Conditions will include:

1. MCC will conduct a risk assessment of the successful applicant at Phase II. The questionnaire will be sent to complete by the successful applicant (s). MCC will also require to review an HR manual and Operational manual. In case the prime applicant has Non-US Organization Pre-Award Survey (NUPAS) completed by USAID before, please submit a copy in your Phase II application.
2. Method of payment for this award.

Method of payment for this cooperative agreement will be direct reimbursement or monthly advance reimbursement. MCC will make a decision about the specific allowed type of method of payment after the completion and review the results of the recipient risk assessment. The recipient will prepare quarterly advance requests based on the monthly/quarterly projected expenditures for

the upcoming quarter by month 1, 2 and 3 (Standard Form 270 for the monthly advances, and form SF 425 for the reimbursement reports per 2 CFR 200.34). The recipient must have a separate insured interest bearing bank account for these funds.

Requests for advance payment will be limited to the recipient immediate cash needs and shall not exceed anticipated expenditures for one month period. At the end of each month recipient will submit a reimbursement report/liquidation voucher with actual expenses against the recurring advance. Both the advance and reimbursements reports will need to be detailed and organized by the main budget line items with detailed subcategories. MCC will allow for three month rolling advance – recipient will be able to submit an advance request simultaneously covering 30-day period of 90-day period for payment to allow the cash flow for the recipient and limiting availability of cash to the immediate needs.

It is the responsibility of MCC to monitor the cash management practices of the recipient to ensure that Federal cash is not maintained by recipient in excess of immediate disbursing needs. All interest earned by the recipient on advances from MCC funds will be remitted back to MCC and MCC will report the collection back to Treasury.

If MCC determines that advance funds or actual expenditures are disallowable, MCC will notify the recipient and will require the return of disallowed funds within 30 days of notification.

Cash advances made by the recipient to sub-recipients must substantially conform to the same requirements as those applicable to the prime recipient.

Sample of Monthly Advances/ Expenditures Report:

Expenditures	Approved Budget	Cumulative Advances thru XX Date	Cumulative Expenditures thru XX Date	Expenditures this month	Projected Expenditures for next month	Projected Cash Available as of XX	Advance Needed

SECTION E. APPLICATION REVIEW INFORMATION

As noted in Section D.2, competition under this NOFO will consist of a two-step application process: Applicants will first submit a concept paper (Phase I) and successful Phase I applicants will be invited by MCC to submit a full application under Phase II. Each Application submitted in response to this NOFO for Phases I and II will be evaluated in accordance with the merit review criteria and process described in this section.

1. MERIT REVIEW CRITERIA IMPORTANCE

1.1 Phase I: Concept Paper (100 points total)

1. Sound, sustainable concept of the proposed project (50 points)

- a. Clear and coherent vision and conceptual approach to achieve the desired outcomes, including approach to delivering services to sub-national areas. (15 points)
- b. Demonstrated ability to rapidly establish data science and training capabilities. (15 points)
- c. Demonstrated knowledge and understanding of Côte d'Ivoire's data challenges at both national and sub-national levels, for the business market as well as communities. (10 points)
- d. Concept for serving the public good, social inclusion and involvement of youth. (5 points)
- e. Concept for business planning and sustainability, and demonstrated understanding of associated risks. (5 points)

2. Demonstrated strength of team and its infrastructure (30 points)

- a. Strength of team and/or proposed partner organizations, including skills and experience of partner, part-time and contract team members to complement, if needed, the prime's institutional capacity to implement the Project. (10 points)
- b. Proven capability in areas related to data analytics and to present curricula on complex subject areas such as data and data for development. (10 points)
- c. Degree to which proposed prime and/or consortia members include local and subnational (Côte d'Ivoire) and regional (West Africa) partners and resources. (5 points)
- d. Concept and initial ideas on physical locations for setting up or adapting a space and necessary resources for a technical team, convening stakeholders and training. (5 points)

3. Past Performance (20 points)

- a. Proven consistency of quality of programs and achievements, including reliability in meeting goals and targets. (10 points)
- b. Demonstrated prior experience developing and managing data and/or data science projects and delivering data products – and/or success in data-related business. (5 points)
- c. Demonstrated experience managing projects consistent with stringent fiscal accountability standards; well-established cost and expenditures control, including forecasting costs as well as accuracy in financial reporting. (5 points)

1.2 Phase II: Complete Application, by MCC invitation only (100 points total)

1. Sound Strategy and Innovative Technical Approach (Subtotal 45 points)

- a. Final vision, strategy and technical approach is demonstrated by detailed proposal and proposed activities, resulting in productive and effective use of funds to achieve project outcomes. Technical approach includes innovative ideas, local knowledge, and demonstrates an ability to rapidly establish a high-performing results driven data science team capable of delivering high end data products and training services. (15 points)
- b. Draft work plan is sound and reasonable in achieving the project vision and outcomes, risks are identified and evaluated and strategies for mitigation are reasonable. (15 points)
- c. Feasible ideas are presented to coordinate with the parallel DCLI investment (DYSC project) in order to develop the data ecosystem - and build a sustainable data analytics center with a diverse client base in Cote d'Ivoire, while promoting inclusion of youth, women and other marginalized groups. (10 points)
- d. Plans to establish operating location(s) are thoughtful and comprehensive, to enable a vibrant team and working conditions. (5 points)

2. Professional Qualifications of the proposed final integrated team and consortium subpartners, including local content (40 points)

- a. Demonstrated level of project manager and all other proposed personnel qualifications and experience to effectively manage the Project and provide quality control. (15 points)
- b. Soundness and adequacy of the overall staffing plan and allocation of responsibilities and amount of time allocation for key personnel effectively and efficiently achieve objectives. (10 points)
- c. The skills and experience of the proposed team, including sufficient local content, are adequate and appropriate to implement the Project. Where necessary, consortium

subpartners complement the prime institutional capacity to implement the Project. Collaboration plans, if needed, are realistic and partner roles augment the team's capabilities. (15 points)

3. Past Performance and Demonstrated Management Ability (Subtotal 15 points)

- a. Quality, cost control, timeliness of performance, customer satisfaction, track record and relevancy of the work performed using information provided in required matrix format (see Section D.2). (5 points)
- b. Management strategies and established administrative approaches (e.g., plan, structure, policies and practices) are highly feasible. (5 points)
- c. Proposed financial management controls and systems are well-designed and demonstrate a history of sound financial and project management. (5 points)

2. REVIEW AND SELECTION PROCESS

The process by which the technical and cost evaluation process will be undertaken is described below. MCC Agreement Officer will make the final determination for an award to be made to successful Applicant(s) whose full application offers the best value to USG, considering both technical and cost review criteria. MCC plans to award one cooperative agreements from this NOFO. The anticipated timeframe of award is **in March 2018**.

2.1 Technical Review and Selection Process

A Selection Committee (SC) comprised of MCC's and Department of State's representatives will conduct a merit review of all applications using criteria listed in Section E.1, separately for Phase I (concept papers) and Phase II (full applications) as outlined below:

Phase I Review Process

All Applicants will submit concept papers in accordance with the due dates in the cover letter. MCC will then conduct a merit review of the concept papers based on the merit review criteria provided above. After a thorough review of all concept papers received by the due date stated in the cover letter, Applicants whose concept papers will provide the best value to the Government will be invited to submit full applications under Phase II.

Phase II Review Process

After evaluation of all applications for Phase II, MCC expects to select the apparently successful Applicant(s). In the event of more than one competitive applications, MCC reserves the right (but is under no obligation) to conduct oral presentations of the key personnel to select the winning application. If determined necessary, the potentially successful Applicant(s), will be notified accordingly and invited to present to MCC, at a designated location at MCC's HQ or through an Internet-enabled conference. Thereafter, MCC may engage in discussions or negotiations with the successful Applicant(s) regarding any matter to be covered in the final technical and cost application. MCC may also award without discussions with the selected Applicant(s).

MCC will use the following definitions for the applications' evaluation: In addition to allocating points and using specific criteria, the SC will utilize strengths, weaknesses, deficiencies and analyze the risks (if any) in the submitted applications. The definitions are below:

“Strengths” is an aspect of an application that has merit provide the best value to the Government during award performance.

“Weakness” means a flaw in the application that increases the risk of unsuccessful award performance.

“Deficiency” is a material failure of an application to meet a Government requirement or a combination of significant weaknesses in an application that increases the risk of unsuccessful award performance to an unacceptable level.

Any application found to have a deficiency in meeting the stated requirements will be considered ineligible for award, unless the deficiency is corrected through negotiations. Applications may be found to have either a significant weakness or multiple weaknesses that impact either the individual factor rating or the overall rating for the application.

2.2 Evaluation for Cost Effectiveness and Cost Realism (Phase II only)

MCC will review the cost/business application(s) of apparently successful Applicant(s) for Phase II for cost effectiveness (credibility and completeness) and cost realism (2 CFR 200.404) and for:

1. Allowability of Costs (2 CFR 200.403)
2. Reasonable Costs (2 CFR 200.404)
3. Allocable Costs (2 CFR 200.405)
4. Demonstration of management capability to meet a responsibility determination.

Cost sharing is required as part of this NOFO. The cost/business application must clearly demonstrate the Applicants cost share contributions.

All applications will be reviewed according to the Merit Review Criteria for reach Phase listed above. While cost is not weighted in this NOFO, the cost applications of the apparently successful technical applications will be evaluated for cost effectiveness, including the level of proposed cost share. In case of two applications being technically equal for Phase II, the costs allowability, allocability and reasonableness presented in the cost application will play a decisive role in selection of the best value approach. Other considerations are the completeness of the application, adequacy of budget detail and consistency with elements of the technical application. In addition, the organization must demonstrate adequate financial management capability, to be measured for a responsibility determination.

The application with the lowest estimated cost may not be selected if award to a higher priced technical application offers a greater overall benefit for the Project. All evaluation factors other than cost or price, when combined, are significantly more important than cost. However, estimated cost is an important factor and the estimated cost to the Government increases in importance as competing applications approach equivalence and may become the deciding factor when technical applications are approximately equivalent in merit.

Cost estimates will be analyzed as part of the application evaluation process for Phase II. Proposed costs may be adjusted, for purposes of evaluation, based on results of the cost analysis and its assessment of reasonableness, completeness, and credibility.

SECTION F. FEDERAL AWARD ADMINISTRATION

1. FEDERAL AWARD NOTICES

Following selection for award and successful negotiations, a successful applicant will receive an electronic copy of the notice of the award signed by the MCC Agreement Officer which serves as the authorizing award document. The unsuccessful applicants for both Phases I and II will be notified by a letter.

The award will be issued to the contact as specified in the submitted application as the Authorized Individual in accordance with the requirements in the Representations and Certifications. For organizations that are new to working with USG and MCC or for organizations with outstanding audit findings, MCC may perform a pre-award survey to assess the applicant's management and financial capabilities. In addition, MCC will conduct a risk assessment of the successful applicant in accordance with 2 CFR 200.205 Federal awarding agency review of risk posed by applicants, and a pre-award survey.

2. ADMINISTRATIVE AND NATIONAL POLICY REQUIREMENTS

All notification about this NOFO will be posted at grants.gov. All applications for this NOFO will be reviewed in two phases as specified above.

The relevant policies are:

1. 2 CFR 200 UNIFORM ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS
2. MCC's STANDARD PROVISIONS
3. MCC's GRANTS AND COOPERATIVE AGREEMENT MANUAL
4. PEPFAR STEWARDSHIP AND OVERSIGHT ACT OF 2013
<https://www.govtrack.us/congress/bills/113/s1545/text>

MCC Agreement Officer is the only authorized individual to obligate USG funds.

3. MCC TECHNICAL OFFICE INVOLVEMENT

Agreement Officer Representative (AOR), and any Government Project Monitors, (PM) will be specifically appointed, and responsibilities identified, by the Agreement Officer in writing in accordance with MCC policy and the Agreement Officer will provide a written notice of such designation of the AOR and PM to the partner.

- (a) The AOR/Government PM does not have the authority to, and shall not, issue any instructions that:
- (1) Constitutes an assignment of additional work outside the project description;
 - (2) Constitutes a change in the project description;
 - (3) Constitutes a basis for any increase or decrease in the total estimated cost, or the time;
 - (4) Changes any of the expressed terms and conditions of the Cooperative Agreement.
- (b) AOR and PM should follow the substantial involvement clause participation.

4. **REPORTING**

The **general reporting requirements** for this award are subject to:

1. 2 CFR 200, Appendix XII - Award Term and Condition for Recipient Integrity and Performance Matters.

General Reporting Requirement

If the total value of your currently active grants, cooperative agreements, and procurement contracts from all Federal awarding agencies exceeds US\$10,000,000 for any period of time during the period of performance of this Federal award, then you as the recipient during that period of time must maintain the currency of information reported to the System for Award Management (SAM) that is made available in the designated integrity and performance system (currently the Federal Awardee Performance and Integrity Information System (FAPIIS)) about civil, criminal, or administrative proceedings described in paragraph 2 of this award term and condition. This is a statutory requirement under section 872 of Public Law 110-417, as amended (41 U.S.C. 2313). As required by section 3010 of Public Law 111-212, all information posted in the designated integrity and performance system on or after April 15, 2011, except past performance reviews required for Federal procurement contracts, will be publicly available.

2. 2 CFR 180.335 - What information must I provide before entering into a covered transaction with a Federal agency?

Before you enter into a covered transaction at the primary tier, you as the participant must notify the Federal agency office that is entering into the transaction with you, if you know that you or any of the principals for that covered transaction:

- a) Are presently excluded or disqualified;
- b) Have been convicted within the preceding three years of any of the offenses listed in §180.800(a) or had a civil judgment rendered against you for one of those offenses within that time period;
- c) Are presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses listed in §180.800(a);
or

- d) Have had one or more public transactions (Federal, State, or local) terminated within the preceding three years.

3. 2 CFR 180.350 - What must I do if I learn of information required under §180.335 after entering into a covered transaction with a Federal agency?

At any time after you enter into a covered transaction, you must give immediate written notice to the Federal agency office with which you entered into the transaction if you learn either that—

- a) You failed to disclose information earlier, as required by §180.335; or
- b) Due to changed circumstances, you or any of the principals for the transaction now meet any of the criteria in §180.335.

Anticipated **project and financial reporting requirements** are described in Section A.8 and highlighted below:

- (1) Inception report
- (2) Draft work plan
- (3) Kickoff meeting and kick off meeting agenda with the AOR, PM, and the broader DCLI team
- (4) Business plan
- (5) Financial plan
- (6) Final work plan
- (7) Bi-weekly status reports / calls
- (8) Quarterly reports
- (9) Establishment of financial management system dedicated to handle planned monthly and quarterly expenditures and actual disbursements
- (10) Monthly and annual budgets, advance and expenditure reports
- (11) Annual Monitoring and Evaluation report
- (12) Internal semi-annual review meetings and semi-annual program report
- (13) Final program report including M&E report
- (14) Data Science Service Summary Reports

The details about each reporting requirement is specified in the project description above. All reports must be submitted to AOR and PM.

5. **PROGRAM INCOME AND GENERATED INTEREST**

Definitions:

Per 2 CFR 200.80 Program Income is “gross income earned by the non-Federal entity that is directly generated by a supported activity or earned as a result of the Federal award during the period of performance...” Per 2 CFR 200.307 Program income, (e) Use of program income: all sources, kinds, or amounts of program income earned by the recipient and income earned (generated) by all subrecipients (if any) is to be **added to the Federal award by MCC and the recipient**. According to 2 CFR 200.307 Program income, (e) Use of program income, (2) Addition “The program income must be used for the purposes of the program description and under the conditions of this cooperative agreement.”

Relevance:

As per Section A, the purpose of this agreement will be to provide seed capital to stand up a data science services and training center. This entity will initially be expected to achieve specific outcomes related to the President’s Emergency Plan for HIV/AIDS (PEPFAR) and MCC Côte d’Ivoire data-related needs, while concurrently coordinating with a parallel investment in order to build its “client base” and assuring its sustainability beyond the period of funding.

Source of Income:

It is envisioned that program income could be generated in one or more of the following ways:

- Customizing and delivering data science, data analytics, data visualization and/or open data training to the needs of a particular organization or individuals, who would then pay the Data Analytics Center for this service; or
- Providing data science and/or data management services (e.g. analyzing data, visualizing, etc.) to meet the needs of a particular organization, entrepreneurs and/or private sector willing to pay for this service.

Other sources of funding not listed above may also emerge in time. The Data Analytics Center will develop a schedule of services and fee for these and/or other types of uses at competitive market rates (going rates) in Côte d’Ivoire and make this information publicly available on its website.

Allowable Uses:

Generated program income must be used for activities that are similar in nature to the types of activities included in the CA Program Description (*i.e.*, services which the Data Analytics Center can render) and must comply with the terms of this CA. However, program income cannot cover the same specific activities that are already covered by the Program Description but may expand the quantities and qualities of similar coverage in addition the Program Description program activities. Examples of allowable uses of program income may include:

- Programmatic re-investment: Provision of services (training, data analytics and/or events) to cover sectors not included under the CA.

- Equipping the Data Analytics Center: Provision of the Center with equipment needed to sustain and/or expand its services such as for example software or software licenses, laptop computers, printers, routers, server capacity, not covered by the CA.
- Re-Investment in Staff Skills: Provision of training to Data Analytics Center data staff such as data science trainings, certifications, communications training in order to enable expansion of services and greater potential for financial sustainability.
- Provision of data science and training services pro bono in support of social good.
- Performance Incentives: Up to 20% of the program income generated may be used towards dLab staff performance-based awards, to reward those that are contributing to making the dLab financially sustainable through increased efficiency and/or the successful provision of income-generating dLab services such as these described in the “Source of Income” section above. Performance-based awards (value, rationale and name of recipient) must be approved by AOR/PM and can be included as part of the quarterly request for funding (please refer to the section on “Accounting and Reporting” below).

The recipient must obtain AOR/PM written approval in advance to use program income in ways other than those that are listed above, consistent with 2 CFR 200.407 Prior written approval (prior approval)(c) §200.307 Program income.

Accounting and Reporting:

The recipient must account for all program income generated. Once the recipient starts earning program income, the recipient must report the program income amount in the financial form SF 425 on a quarterly basis on January 31, April 30, July 31 and October 31 of each year.

The recipient will also account for program income use (see “Allowable Uses”), separately, but at the same time as submitting documents requesting AOR approval of the quarterly request for funding. Anticipated program income use will be listed on a separate sheet, include available program income balance, expected use, anticipated amount of program income to be used and timing.

Unused Program Income:

It is MCC’s preference that program income funds generated during the period of performance be expended prior to the end of the period of performance. However, MCC will allow the recipient to retain such remaining program income and use it for the purpose described herein (Allowable Uses), provided that not later than 30 days before the end of the period of performance, the recipient requests approval by the AOR/PM of a plan to use such remaining program income not later than the 90-day closeout period. If such approval is not obtained or if, in any event, unused program income still remains notwithstanding an approved plan, all such program income still remaining must comply with the requirements specified in 2 CFR 200.343 Closeout and the unused amount must be returned to MCC via the International Treasury System (ITS.gov).

SECTION G. FEDERAL AWARDING AGENCY CONTACT(S)

All questions about this NOFO must be submitted in writing to the following points of contact:

Mr. Taylor Wolf
Agreement Officer
E-mail: wolftj@mcc.gov

Ms. Nataliya Holl
Senior Contracting Specialist
E-mail: hollna@mcc.gov

SECTION H. OTHER INFORMATION

MCC is seeking to implement this NOFO – and subsequent implementation - consistent, where feasible, with Open Contracting Principles (<http://www.open-contracting.org>). For example, MCC plans to share information about the solicitation process and project performance in the following ways.

Application Phase I, Phase II and Final Selection:

Milestone	Target Date
Phase I: Concurrent with registration and participation in the Phase I Pre-Application Teleconference, MCC will post the list of organizations interested in this funding opportunity, including contact information.	November – December 2017
Phase I and Phase II: Organizations that may not be interested in serving as partners on this opportunity can submit two-page expression of interest to MCC. These will be posted on www.grants.gov in order to facilitate partnering between organizations (prime and partners).	November December, 2017
Phase I: Two lists will be posted, namely a list of prime applicants and proposed consortium members that are invited to participate in Phase II; and a list of prime organizations and proposed consortium members that applied but were not invited to continue to Phase II.	December 2017 – January 2018
Phase II two lists will be posted, first a list of prime and consortium members that received the award and the list of prime and consortium members that did not receive the award.	March 2018

Implementation:

MCC will also be publically sharing project progress. We expect to do this through MCC's public website and the partner's own website amongst others.