LEADERSHIP, EMPOWERMENT, ADVOCACY AND DEVELOPMENT (LEAD), NIGERIA

Cooperative Agreement 620-A-00-10-00001-00

USAID Nigeria Local Governance Project, LEAD

Date Issued: Thursday, May 7, 2015
RFA Questions due: Monday, May 18, 2015
Anticipated Date of Response to Questions: Monday, May 25, 2015
Application Submission Closing Date: Monday, June 1, 2015
Application Submission Closing Time: 12:00 NOON (Nigeria Time)

Subject: Request for Applications (RFA) Number LEAD # 0001

Nigeria Leadership, Empowerment, Advocacy, and Development (LEAD) project which is funded by U.S. Agency for International Development (USAID) with co-funding from the Foundation for Partnership Initiatives in the Niger Delta (PIND), and implemented by RTI International (RTI), proposes to award grants to improve local governance, access to quality basic education and improve health services in Nigeria, as specifically described in Sections I and II of this RFA. Nigeria LEAD project is thus seeking applications from eligible organizations as described in Section VII of this RFA. Completed applications must be received at the address below by 12.00 noon Monday June 1, 2015 (Mid-day Nigerian time). No late applications will be accepted. No extensions will be granted. No faxes will be accepted as applications.
Questions/clarifications regarding the application must be submitted at the address below on by email to cso@lead.rti.org latest by Monday, May 18, 2015. Responses to questions will be posted by Monday, May 25, 2015 via the same website and office address.

Applications must be received by the closing date and time indicated at the top of this cover letter at the place designated below for receipt of applications. Applications shall be submitted with the name and address of the applicant and RFA number (referenced above) inscribed thereon, to:

RIVERS OFFICE
RTI International
Attention: Judith Alor
#6 Tombia Street
By Command Children School,
Port Harcourt,
Rivers State

Instructions for submitting applications can be found under Section VIII, Application and Submission Information. Applicants must ensure that they have followed strictly these instructions before submitting their applications. No late applications will be accepted.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABBREVIATIONS</td>
<td>4</td>
</tr>
<tr>
<td>I. Statement of Purpose</td>
<td>5</td>
</tr>
<tr>
<td>II. Program Objectives</td>
<td>5</td>
</tr>
<tr>
<td>Background</td>
<td>5</td>
</tr>
<tr>
<td>Objectives and Illustrative Activities</td>
<td>6</td>
</tr>
<tr>
<td>Anticipated Results and Applicable Indicators</td>
<td>10</td>
</tr>
<tr>
<td>III. Civil Society Organizations (CSOs) Grants Program Description</td>
<td>12</td>
</tr>
<tr>
<td>IV. Strategic Framework/Targeted Results</td>
<td>13</td>
</tr>
<tr>
<td>V. Program Indicators</td>
<td>13</td>
</tr>
<tr>
<td>VI. Award Information</td>
<td>15</td>
</tr>
<tr>
<td>VII. Minimum Eligibility Criteria</td>
<td>16</td>
</tr>
<tr>
<td>VIII. Application and Submission Information</td>
<td>17</td>
</tr>
<tr>
<td>IX. Evaluation Criteria and Selection Process</td>
<td>20</td>
</tr>
<tr>
<td>Technical Evaluation</td>
<td>21</td>
</tr>
<tr>
<td>Selection Process</td>
<td>23</td>
</tr>
<tr>
<td>X. Application Package Checklist</td>
<td>23</td>
</tr>
<tr>
<td>XI. Award Administration Information</td>
<td>24</td>
</tr>
<tr>
<td>Rules &amp; Regulations</td>
<td>24</td>
</tr>
<tr>
<td>Reporting</td>
<td>24</td>
</tr>
<tr>
<td>Closure and Final Report</td>
<td>24</td>
</tr>
<tr>
<td>Annex A. Grant Application and Award Form</td>
<td>25</td>
</tr>
<tr>
<td>Annex B: Budget Template</td>
<td>29</td>
</tr>
<tr>
<td>Annex C: Certification Regarding Terrorist Financing, Implementing Executive Order 13224</td>
<td>30</td>
</tr>
<tr>
<td>Annex D: Management System Questionnaire</td>
<td>32</td>
</tr>
</tbody>
</table>
### ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALGON</td>
<td>Association of Local Government Employees of Nigeria</td>
</tr>
<tr>
<td>CBOs</td>
<td>Community Based Organizations</td>
</tr>
<tr>
<td>CEF</td>
<td>Community Education Forum</td>
</tr>
<tr>
<td>CSOs</td>
<td>Civil Society Organizations</td>
</tr>
<tr>
<td>EMIS</td>
<td>Education Management Information System</td>
</tr>
<tr>
<td>FBOs</td>
<td>Faith Based Organizations</td>
</tr>
<tr>
<td>GPE</td>
<td>Global Partnership for Education</td>
</tr>
<tr>
<td>IGR</td>
<td>Internally Generated Revenue</td>
</tr>
<tr>
<td>LEAD</td>
<td>Leadership Empowerment Advocacy Development</td>
</tr>
<tr>
<td>LGAs</td>
<td>Local Government Authorities</td>
</tr>
<tr>
<td>LGEAs</td>
<td>Local Government Education Authorities</td>
</tr>
<tr>
<td>MBEP</td>
<td>Ministry for Budget and Economic Planning</td>
</tr>
<tr>
<td>MDAs</td>
<td>Ministries Departments and Agencies</td>
</tr>
<tr>
<td>MIS</td>
<td>Management Information System</td>
</tr>
<tr>
<td>MLG</td>
<td>Ministry for Local Government</td>
</tr>
<tr>
<td>MOE</td>
<td>Ministry of Education</td>
</tr>
<tr>
<td>MOH</td>
<td>Ministry of Health</td>
</tr>
<tr>
<td>MTEF</td>
<td>Medium Term Expenditure Framework</td>
</tr>
<tr>
<td>MTSS</td>
<td>Medium Term Sector Strategy</td>
</tr>
<tr>
<td>NEI</td>
<td>Nigeria Education Initiative</td>
</tr>
<tr>
<td>NGOs</td>
<td>Non-Governmental Organizations</td>
</tr>
<tr>
<td>NULGE</td>
<td>Nigerian Union of Local Government Employees</td>
</tr>
<tr>
<td>OCA</td>
<td>Organizational Capacity Assessment</td>
</tr>
<tr>
<td>OVC</td>
<td>Orphans and Vulnerable Children</td>
</tr>
<tr>
<td>PDG</td>
<td>Peace, Democracy and Governance</td>
</tr>
<tr>
<td>PLWHA</td>
<td>People Living with HIV/AIDS</td>
</tr>
<tr>
<td>RFA</td>
<td>Request for Application</td>
</tr>
<tr>
<td>RTI</td>
<td>Research Triangular Institute</td>
</tr>
<tr>
<td>SBESC</td>
<td>State Basic Education Steering Committee</td>
</tr>
<tr>
<td>SBMCs</td>
<td>School Based Management Committees</td>
</tr>
<tr>
<td>SSHDP</td>
<td>State Strategic Health Development Plan</td>
</tr>
<tr>
<td>SUBEB</td>
<td>State Universal Basic Education Board</td>
</tr>
<tr>
<td>TSHIP</td>
<td>Targeted States High Impact Project</td>
</tr>
<tr>
<td>TWGs</td>
<td>Technical Working Groups</td>
</tr>
<tr>
<td>USA</td>
<td>United States of America</td>
</tr>
<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
</tr>
<tr>
<td>USG</td>
<td>United States Government</td>
</tr>
</tbody>
</table>
I. Statement of Purpose

RTI International (RTI), a non-profit organization registered in North Carolina, USA, and implements in Nigeria a USAID funded project titled Leadership, Empowerment, Advocacy, and Development (LEAD). USAID/Nigeria’s Peace and Democratic Governance program builds the capacity of civil society and legislative bodies, support efforts to respond to and manage conflict, and address electoral reforms. In the LEAD project, USAID/Nigeria works at the state and local government levels to implement activities to improve local governance, enhance access to basic education services, and contribute to health systems strengthening. In order to build on current momentum, LEAD intends to provide targeted grants to Civil Society Organizations (CSOs) working in conjunction with the Local Government Authorities (LGAs) and states to achieve its core objectives. PIND provides co-funding for LEAD project activities in Rivers state.

II. Program Objectives

Background

The USAID LEAD local governance project is a $42 million project, awarded in November 2009. The project started in Bauchi and Sokoto states, and expanded to Rivers state in 2013 through a partnership with the Partnership Initiatives in the Niger Delta (PIND). The project is currently being implemented in twenty three local government areas across the three states: twelve LGAs in Sokoto, eight in Bauchi, and three in Rivers respectively with three additional LGA being considered in Rivers State. The local government areas cut across urban as well as rural centers. As a governance program providing assistance at the state and local government levels, the LEAD project seeks to improve the enabling environment for successful implementation of other USAID/Nigeria service delivery programs in health, education, water and sanitation, among others. The LEAD project is therefore key and central for the successful implementation of the overall focus state strategy as implemented by USAID/Nigeria in Sokoto, Bauchi, and under cooperative agreement between USAID and PIND in Rivers states.
The LEAD project’s overall goal is to create sustained momentum for effective local governance systems in the target states and consequently in Nigeria. This goal is anchored on four key objectives:

1) strengthen the capacity of local governments;
2) increase transparency and efficiency in local government operations;
3) increase the capacity of local organizations; and
4) Improve service delivery.

Governance is a cross-cutting issue that affects all USAID development objectives. Promoting good governance clearly has tremendous opportunities for improving social and economic development which in turn can reduce poverty and foster peace and reconciliation. LEAD has demonstrated the centrality of governance to service delivery in the health, education, water and sanitation sectors. Through its assistance in the budget process, citizens’ views are now reflected in the budgets of the three LEAD partner states. The ripple effect is an opportunity for citizens to benefit from improved social services delivery. As part of USAID’s “Focus States” strategy, LEAD has been implemented in Bauchi and Sokoto states in parallel with USAID’s flagship health and education projects, T-SHIP and NEI, respectively. Collaborative efforts among the projects created positive results and demonstrated the cross-sectoral nature of local governance.

Objectives and Illustrative Activities

In LEAD extension period of performance (November 12, 2014 to June 30, 2016), the four objectives above have been streamlined into the three highlighted below.

**Objective I: Strengthening the Capacity of Local Governments and Increasing Transparency of Local Government Operations.**

Strengthening the capacity of local governments and improving transparency and accountability of the local government institution is key to the establishment of functional governance institutions at the state and local government levels. LEAD will focus on establishing partnerships and practices that build better relations with the community, promoting council effectiveness, and leadership for LGA and state officials as well as strengthening management capacity of service departments to address citizen’s services needs and priorities. In addition, it will build a dialogue
with State-level actors about legislative changes that provide more citizen access to information and local decision making.

Illustrative Activities include but are not restricted to:

- Community-Based Strategic Plan and implementation oversight
- Community Needs Prioritization
- Town Hall Meetings
- Assessing and Strengthening Community Empowerment Structures
- Improving LGA archiving and document access systems
- Capacity building of service departments at State and LG levels to address citizens’ services needs and priorities.
- Promoting council effectiveness and leadership of LGA and strengthen stability and development in target communities;
- Promote reconciliation and peace
- Tax mapping and Internally Generated Revenue (IGRs) improvement
- State and local government budget design, monitoring
- Capacity building on Local Government Area’s Internal Controls and Financial Audits
- IGR Mobilization and Database
- Legislative oversight and constituency outreach
- Partnership with key stakeholders such as ALGON, NULGE and others
- Facilitate a policy dialogue with relevant actors on the allocation and budgeting process.
- Support dialogue with State-level actors about legislative changes that provide more citizen access to information and local decision making.

Objective II: Increased Capacity of Local Organizations.

Over the past four years the LEAD has continued to strengthen the organizational and service capacity of several local organizations at community and state levels. The use of the organizational capacity assessment tool (OCA) has helped in capacity building of CSO groups in the state as well as in providing systemic assessment of CSO capacity. While efforts should be made to continue to facilitate civil society capacity development during the LEAD extension period, there is a major need to continue to support CSOs to engage with communities, media, local and state governments on a variety of issues including budget design implementation and monitoring.
Additional Illustrative activities here include but are not restricted to:

- State and local government budget design, monitoring/oversight
- Local Government budget design, monitoring and oversight
- Legislative oversight and constituency outreaches
- Strategic Plan development process for Core CSOs
- Community partnership grants focused on key issue areas
- Citizen feedback using score cards
- Capacity building for CSOs and media for strategic advocacy in good governance
- Training on trauma counseling for victims of conflict (In some conflict turn communities)

**Objective III: Improving Access to Basic Education and Reading and Strengthening the Health System.**

The focus of this objective in Bauchi and Sokoto states is to improve Access to Basic Education. In Rivers state, objective three focuses on Improving service delivery and support for local economic capacity development.

**A: Improve Service Delivery**
LEAD will be building on previous achievements in the states to support effective service delivery with local councils. The project supported service improvement development in round one LGAs. This will be replicated in the second round LGAs. The additional initiative local economic empowerment aims to assess and utilize economic development opportunities available in the localities to support the skills development of youths and women in the first and second round LGAs, promote sanitation and good health practices and policy reviews with LGAs while strengthening systems for enhanced participation of vulnerable and marginalized groups in the decision making process.

Illustrative Activities under this objective may include but are not limited to the following in Rivers:

- Deployment of services improvement plans
- Support to CSOs, CSO coalitions and other non-state actors to form service improvement advocacy coalitions.
- Support technical sessions on policy development and implementation reviews
• Technical assistance in developing and implementing services improvement action plans (SIAPs) to reflect actual needs of citizens
• Support and supervise technical meetings with PHC departments for improving the operations and performance of LGA ward health and education committees.

B. Strengthening Health Systems (Improving Health Governance)

During the extension, LEAD will implement activities aimed at strengthening the health systems at the LGA level. LEAD will focus on two key objectives in order to improve health governance in Rivers State - these are: 1) improve the capacity of key stakeholders to influence, and participate in the formulation and implementation of state and local government health sector budgets and 2) increase the engagement of citizens in health budgeting and health expenditure performance tracking.

Illustrative Activities under this objective may include but are not limited to the following:

• Analysis of health sector budget process and annual budget formulation by key stakeholders such as Ministries of Health and Agencies, MBEP, MoLG, Local Governments Council Budget Units and Health Department personnel, representatives of CSO and CBOs.
• Design and implementation of a participatory health budget process based on annual operational planning that are well linked to SSHDP’s and MTEF, and an analysis of potential revenues and transfers.
• Training on the design of a database of LGA health budget, and on analysis and monitoring techniques for MLG, MBEP, MoH and Agencies.
• Training on intergovernmental transfer system design; and develop a more transparent and predictable allocation process for the state and local government health sectors.
• Training of key standing committees and sub-committees in the House of Assembly on LGA budget process and monitoring procedures.
• Training of Budget and Economic Planning Ministry officials on applying SSHDP’s and MTEF principles at local government level
• Executive roundtable on budget implementation
• Data analysis workshop for local government council officials
C. Local economic capacity development

LEAD will strengthen the capacity of local government, civil society organizations working with youth, and formal and informal technical vocational training institutions thereby increasing job opportunities and entrepreneurial capacities of youth. LEAD will work together with key partners to increase self-employment and secure livelihoods based on natural resources leading to sustainable economic growth and prosperity for women and men. Activities in this phase will centre round livelihood and sustainable skills and also waste to wealth activities for young people. Other activities will include assessment of SMEs in the CLGAs and collaboration with government and private sector facility operatives for skills development.

Activities will include but not limited to

- Assess available entrepreneurial/skill development ventures
- Support 150 youth/women through trainings and funding support for development of small scale businesses

Anticipated Results and Applicable Indicators

The current LEAD project Performance Monitoring Plan (PMP) will be utilized for the purpose of monitoring the implementation of the program during the cost extension period. The anticipated results and applicable indicators are presented below:

**Result 1: Strengthened Capacity of State and Local Government Institutions.**

*Illustrative Indicators:*

- Number of local mechanisms supported by USG assistance for citizens to engage their local government
- Number of sub-national government entities receiving USG assistance to improve their performance
- Number of government officials receiving USG supported anti-corruption training
- Number of LGAs with Standard Operating Procedures
- Number of LGAs with Internal Controls and Financial Audit
- Increase in the % of citizens in targeted local government units who feel that local government is competently addressing their priority concerns
- % increase in number of sub-national government entities receiving USG assistance to improve their performance
- # and % of targeted groups trained in practical psychosocial tools
• # and % of targeted groups trained in peaceful conflict mitigation and/or peace building Methods

**Result 2: Increased Capacity of Local Organizations.**

**Illustrative Indicators:**

- Number of CSO’s assessed using OCA
- Number of people affiliated with non-government organizations receiving USG-supported anti-corruption training
- Number of stakeholder groups functioning to establish state and local policies regarding education and health
- Number of projects implemented in partnership between the community and the Local Government Councils
- % increase in number of civil society receiving USG assistance to promote improve service delivery in key sectors at sub-national levels.
- # of civil society organizations who developed practical advocacy action plans during training
- # and % of targeted civil society organizations trained in peaceful conflict mitigation and/or peace building methods

**Result 3: Strengthened Governance Capacity of the Basic Education Sector.**

**Illustrative Indicators:**

- Number of laws, policies, regulations, or guidelines developed or modified to improve services to communities
- Number of administrators and officials successfully trained with USG support
- Number of host country institutions with improved management information systems as a result of USG assistance
- Number of host country institutions that have used USG-assisted MIS system in administrative/management decisions
- Number of sub-national government entities receiving USG assistance to improve their performance/
- Number of local mechanisms supported with USG assistance for citizens to engage their sub-national government
Result 4: Increase Awareness, Formulation and Implementation of State and Local Government Health Budgets in Rivers State

Illustrative Indicators:

- Percentage of annual state budget allocated to health
- Percentage of allocated state health budget that was released and expended
- Percentage of annual aggregated LGA budget that was allocated to health
- Number of public health facilities with 24 – hour coverage (proxy to know staffing situation in the clinics)

III. Civil Society Organizations (CSOs) Grants Program Description

In attaining all the outlined project objectives and results, RTI-LEAD intends to provide targeted grants to NGOs, CBOs, and FBOs working in conjunction with the LGAs and states to achieve any of these objectives. Grant applications are hereby solicited from suitably qualified CSOs to provide one or more of the following services:

- Community sensitization and mobilization activities on participatory local governance and basic service delivery;
- Capacity strengthening for LGAs, communities or other key stakeholders in any of the project’s thematic areas; local governance, service delivery improvement, Economic capacity development, health strengthening??
- Advocacy activities linked to the realization of LEAD’s overall objectives;
- Publications and media related activities critical to realization of improved local governance.
- Community advocacy and accountability forum
- Improving LGA archiving and document access systems
- Strengthening internally generated revenues
- Capacity development to support application of fiscal related laws at local levels
- Budget monitoring and expenditure tracking on basic services
- Assessing and Strengthening of community level structures linked to improved local governance and basic services
- CSO mapping and data base development
- Support youth entrepreneurship access and development of livelihoods
In line with LEAD Project’s philosophy of transparency, accountability, due and open process, the selection of civil society partners will be conducted in a competitive, transparent, and open manner and on an equal selection opportunity basis for all interested and qualified CSOs. A Selection Committee, guided by established criteria, will undertake the task of final selection based on reviewing CSO’s application for technical merit, cost effectiveness, organizational capabilities, and the innovativeness, creativeness of proposed approaches and their relevance to support LEAD project’s priorities of improving local governance, basic education delivery and health systems strengthening in Nigeria.

IV. **Strategic Framework/Targeted Results**
- Increased citizens’ participatory involvement in local governance
- Partnership between CSOs and LGAs strengthened
- Advocacy and mobilization activities of CSOs linked to realization of LEAD’s objectives increased
- Capacity of LGAs, communities or other key stakeholders in all project’s thematic areas strengthened
- Budget monitoring and expenditure tracking system improved
- Community level structures linked to improved local governance strengthened

V. **Program Indicators**
- Number of local mechanisms supported for citizens’ engagement with local government
- Reported activities of CS partners to strengthen local government capacity in any of the functional areas.
- Number of CSO advocacy campaigns supported. [A campaign is a range of activities carried out and systematically linked to a common objective.]
- CS partners’ capacity to strengthen local governments’ strategic planning skills improved
- Number of CS organizations supported with USG assistance
- Number of local government constituent outreach events promoted with Project support
- Number of meetings held between CS organizations and LGAs (includes stakeholder forums, planning meetings)
- Percent of partner CSO representatives that report having a good and strong partnership with
their LGA

- Number of advocacy and mobilization activities conducted by partner CSOs at community level
- Number of vulnerable and marginalized groups such as physically challenged, OVC, supported with education, Health access and service delivery
- Number of youth and women receiving support for entrepreneurial development
- Number of administrators and officials successfully trained with USG support
- Number of laws, policies, regulations, or guidelines developed or modified to improve primary grade reading programs or increase equitable access
- Number of CSOs and local communities with improved management information systems as a result of USG assistance
- Number of CSOs and local communities that have used USG-assisted MIS system in administrative/management decisions
- Number of schools involving parents and/or local communities focused on increasing transparency and accountability for equitable access and learning outcomes with USG assistance
- Percentage of annual state budget allocated to health
- Percentage of allocated state health budget that was released and expended
- Percentage of annual aggregated LGA budget that was allocated to health
- Number of public health facilities with 24 – hour coverage (proxy to know staffing situation in the clinics)

Therefore, applicants should explicitly address the following issues in their applications to ensure maximum effectiveness of their proposed services.

1. The grant-supported activities should:
a. Provide community mobilization and sensitization services that reach a wide range of the local populace including women, youth, children, OVCs, people with disability and positive people/PLWHA

b. strengthen community level structures that are linked to improved local governance and basic services

c. Promote and implement RTI-LEAD Community Partnership Program

2. Use Innovative approaches for advocacy activities based on best practices to be implemented and adapted to local context in -

a. Advocacy that is linked to the realization of LEAD’s objectives

b. Community advocacy and accountability forum

3. Be creative in delivering capacity strengthening activities -

a. Capacity strengthening for LGAs, communities and other stakeholders in LEAD’s thematic areas.

b. Community empowerment programs linked to improved local governance and basic services

4. Develop media activities (including publications) that will publicize/promote LEAD-supported activities for improved local governance and enhance access to budget information on basic education and health services sectors at the LGA and state levels

5. Description of existing guidelines and organizational approaches LEAD project would have to follow to get information on applicant organization its:

a. Confidentiality

b. Ongoing support

6. Access of citizens to local government decision making processes and documents/information in respect of local governance to promote active and informed citizen’s participations.

VI. Award Information
Under this RFA, RTI anticipates awarding grants to eligible civil society organizations (CSOs), including faith-based organizations (FBOs), non-governmental organizations (NGOs) and community-based organizations (CBOs) for implementation of activities in one or more of the selected Champion Local Government Areas in Rivers state.

This RFA targets CSOs that

- are legally registered in Nigeria,
- implement Local Governance and services improvement programs;
- have the requisite staff and organizational capacity,
- have history and experience of working with LEAD’s “Champion” Local Government Authorities (LGAs) and the north-eastern states of Nigeria; and
- that are interested in assisting with the implementation of the LEAD’s program.

Demonstrable experience and proven adequate training capacity to provide support to the Champion LGAs will be an added advantage.

A total of 6 grants will be awarded under this RFA, estimated at between 8 Million Naira and 15 Million Naira per award for the life of the grant. The period of performance is estimated at 10 months, July 2015 to April 2016, with monthly funding allocations and monthly/quarterly performance review.

Issuance of this RFA does not constitute an award commitment on the part of RTI or USAID/PIND nor does it commit to pay for costs incurred in the submission of an application. In addition, this RFA is not intended to replace any current or future funding agreements organizations may have with any government department, and also does not bind any government department to provide funding.

Furthermore, RTI reserves the right to reject any application or to award a grant without further discussion or negotiations if it is considered to be in the best interests of LEAD and USAID.

VII. Minimum Eligibility Criteria

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. All potential awardees will be subject to a responsibility
determination (pre-award survey). At a minimum,

a) Applicants should be civil society organizations legally registered in Nigeria. Proof of
registration required.
b) Applicants must be resident and operational in target state and also be willing to
implement local governance activities in one or more of the LGAs indicated below under
each of the states:

RIVERS STATE
1. Akuku-Toru  2. Khana  3. Okrika plus 3 additional
LGAs.

c) Applications must be in the RTI Application Form (Annex A). Applicants are therefore
advised to use the form. Applications that do not follow this format will not be considered.
d) Each applicant must submit a detailed line item budget accompanied by a budget
narrative. Budget must be in - Nigeria Local Currency (Naira) and also in US Dollars using
the exchange rate provided in Section VIII. Applications with lump sum budgets will not be
considered.
e) Audited financial statements for the last two financial years.
f) Contact information for at least three (3) partners (donors, government department, private
entities and or other organization) with whom the applicant has worked in the last three
(3) years, in the implementation of a similar program. The reference information shall
include the procuring/financing organization, location, current telephone or e-mail
information, points of contact, award number if available, dollar value of activity, and brief
description of work and dates performed. 2 pages

Contact, at any point, with a member of the Selection Committee may be a cause for
disqualification from the selection process.

VIII. Application and Submission Information
Unnecessary paperwork, brochures or other documents beyond those sufficient to present a complete and effective application in response to this RFA are not required, and applicants need to demonstrate cost consciousness in their application.

1. The application must be:

- In the RTI application Form/format
- In English language
- Typed in a Microsoft Word compatible program, single-spaced with Arial font size 11 point and one inch margins
- Budget must be in Microsoft Excel with both Naira and USD equivalent.
- Exchange Rate to be used will be based on prevailing rate at time of award.
- Five bound hard copies and a CD
- One single sided original of the application which should be "photo-ready," i.e., printed on one side only and unbound
- Labeled with page numbers, the RFA number LEAD #0001 and name of applicant organization on each and every page.
- Submitted to RTI-LEAD Nigeria Offices at one of the Office addresses and web link provided on the first page)

**Note: No late applications will be considered. No extensions will be granted.**

2. Application content must include:

- Completed Application Cover Sheet with project title; organization name and contact information including contact person, address, telephone, fax, and email address
- Executive Summary not to exceed 1 page
- Completed Grant Application Form (see Annex A)
- **Program description** (Attachment A) including:
  - Brief description of the development challenge the project is addressing, i.e. demonstrate your knowledge of the problem of local governance and basic education service in Nigeria, and specifically, in the LGA/community your organization will serve. (1 Page)
• Project description. Provide a brief description of the project, including the technical approach. Describe the expected results. Explain how the results will contribute to addressing the problem local governance, basic Education and Health support delivery in the target community? (3 Pages)

• Strategic fit and linkages (e.g. to community, to other support and service improvements) (1 Page)

• Implementation Plan. Describe each of the project activities and how these will be implemented and how results will be achieved. Describe project beneficiaries, target population(s) and expected coverage. Attachment B. See Application Form. (2 pages)

• Monitoring and evaluation plan. Attachment C. See Application Form. (2 pages)

• Past Performance on similar programs including the organization’s experience of working with local government, health support and basic education areas and/or similar programs. See Application Form (1 Page)

• Sustainability Plan. Describe how project activities will be sustained beyond LEAD funding. (1 Page)

• Brief description of organizational capacity and performance, including grant funding levels. This should also include summary information on the proposed key personnel and their level of effort. An organizational capacity statement provides an understanding of the applicant’s capacity to implement the proposed program.
  o The statement should present a brief overview of the applicant’s mission and goals and how they relate to the present program; relevant experience in relation to the proposed program and geographic area;
  o Key personnel, including short description of experience and capacity relevant to the program objectives;

• Comparative advantage in carrying out this work, such as prior successes in similar endeavors. (2 Pages)

• Budget (Attachment D) organized in the following categories: Direct labor; fringe benefits; equipment; travel & per diem; supplies (administrative support costs); other direct costs. If applicant does not have a negotiated indirect cost rate (NICRA) then all the general and administrative costs should be presented as direct costs. See application form.

• Completed Management Systems Questionnaire (see Annex B.) Attachment E

• Supporting documents: The following documents MUST be included with the application:
  o Proof of registration in Nigeria.
o Audited financial statements for the last two financial years.

o Contact information for at least three (3) partners (international donor, government department, private donor, other organization) with whom the applicant has worked in the last three (3) years, in the implementation of a similar program. The reference information shall include the procuring/financing organization, location, current telephone or e-mail information, points of contact, award number if available, dollar value of activity, and brief description of work and dates performed.

IX. Evaluation Criteria and Selection Process

Applications will go through a four step evaluation and selection process.

1) Initial screening: This is the initial assessment of applications to eliminate applications that do not meet the minimum eligibility criteria.

2) Technical Review: This is the in-depth review of applications by the technical evaluation committee (TEC)

3) Finalization and negotiations with the Selected Applicants: LEAD will work with the selected applicants to negotiate and finalize the scope of work and budget for possible award. There will also be pre-award assessment of the selected organizations by LEAD during this step of the process. Final award will also depend on the outcome of this assessment.

4) Final Approval: Recommendations on selected organizations will be submitted to USAID for final approval before the award is issued by RTI-Nigeria LEAD.

Only applications received by the deadline will be reviewed for eligibility, responsiveness and compliance with RFA guidelines. Applications that are received after the deadline or are incomplete will not be considered.

Applications that meet the minimum eligibility requirements will be shortlisted for technical and cost evaluation. The shortlisted applications in general, should have the following competencies:
• A sound working knowledge regarding challenges faced by communities in the Champion Local Government Areas in the target state in Nigeria, particularly as they relate to Local Governance, basic education and health services.
• Knowledge and experience about local governance, basic education and health in the selected states.
• Demonstrated relevant experience and proven adequate training skills to provide support to Champion LGAs will be an added advantage.
• Capacity to achieve results and impact; and sustainability of the services beyond the grant cycle.
• Ability to create linkages to ongoing programs and commitment to target community.
• Staff competencies with understanding of the local languages and community dynamics are highly desirable.
• Monitoring and evaluation expertise with a well-articulated working Project Monitoring Plan (PMP).
• Strong programmatic and financial management and reporting capabilities.

Technical Evaluation

RTI will evaluate applications meeting the minimum eligibility criteria as described below. A total score of 100 points are available for a complete application and allocated between four components based on their relative importance. The technical evaluation committee will review and score each eligible application on the basis of these four components as indicated below. Applicants are advised that the statements under each scoring criterion are intended to broadly inform the scoring process and will not be individually scored or equally weighted. However, these criteria identifies and guides the applicants on significant matters which applicants should address.

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Approach</td>
<td>40</td>
</tr>
<tr>
<td>Organizational Capacity</td>
<td>30</td>
</tr>
<tr>
<td>Past Performance</td>
<td>15</td>
</tr>
<tr>
<td>Cost Effectiveness</td>
<td>15</td>
</tr>
</tbody>
</table>

Technical Approach

40 points
Applicants will be evaluated on the effectiveness and appropriateness of their approaches and strategies to implement one or more of the illustrative activities listed in the Statement of Work. Applicants will be evaluated on the extent to which their approaches and strategies address sustainability, capacity development for country counterparts and local organizations, and innovative practices that will enable the LEAD project to achieve its objectives of (1) strengthened capacity of local governments and increased transparency of local government operations; (2) increased capacity of local organizations; and (3) improved service delivery. Applicants will also be evaluated on the extent to which they demonstrate existing tools, methodology and/or curricula that are applicable to one or more of the illustrative activities and can be adapted and used in activity implementation.

### Organizational Capacity 30 points

Applicants will be evaluated on their current technical and organizational capabilities and expertise that are related to relevant illustrative activities listed in the Statement of Work. This evaluation will include the Applicant’s proposed management structure and personnel. Applicants will be evaluated on the quality of proposed management, technical and other personnel, including the relevance of their knowledge, skills, experience and overall capacity to implement relevant illustrative activities. Financial stability is also an important factor that will be assessed in part by the completed Review of Applicant’s Financial Systems and Evidence of Responsibility documents.

### Past Performance 15 points

Applicants will be evaluated on the prior demonstrated capacity to successfully manage (technically, administratively, and financially) projects of similar type and complexity to the illustrative activities in the Statement of Work and to deliver the required results. In addition, the evaluation committee will consider the prior demonstrated experience of the Applicants in the design, implementation, monitoring and evaluation of activities and performance. Prior experience working with local governments and/or civil society organizations is critical. The Applicants must have an acceptable and verifiable past performance record. RTI will evaluate the past performance record and make a determination as to the validity and materiality of any negative past performance information. The evaluation may take into account past performance information regarding key personnel who have relevant experience and applicants that will perform major or critical aspects of the project when such information is relevant to the scope of this RFA.
Cost Effectiveness 15 points

The budget will be evaluated for cost effectiveness, reasonableness and realism of costs. The budget will also be evaluated on the extent to which (1) the Applicant demonstrates that proposed results will be achieved with the most effective use of available resources; (2) the Applicant’s budget includes allowable, allocable, and reasonable costs; and (3) the Applicant’s technical approach supports the costs proposed.

Selection Process

The TEC panel will evaluate the technical merit of each application as measured against the evaluation categories stated above. Application(s) which are deemed to offer the best technical proposition to meet the strategic objectives as outlined in this RFA and also cost effective will be selected for award. RTI-Nigeria LEAD may request additional information and negotiate finer details of the award with the successful applicant(s). Upon USAID providing approvals of selected applicant(s), final award decision will be made and grant(s) issued.

X. Application Package Checklist

<table>
<thead>
<tr>
<th>DOCUMENTS/FORMS</th>
<th>DESCRIPTION OF REQUIRED CONTENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Cover Sheet</td>
<td>Corporate Profile</td>
</tr>
<tr>
<td>Executive Page</td>
<td>Executive summary</td>
</tr>
<tr>
<td>Attachment A</td>
<td>Program Description</td>
</tr>
<tr>
<td>Attachment B</td>
<td>Implementation Plan</td>
</tr>
<tr>
<td>Attachment C</td>
<td>Monitoring and Evaluation Plan</td>
</tr>
<tr>
<td>Attachment D</td>
<td>Budget and Budget Narrative</td>
</tr>
<tr>
<td>Attachment E</td>
<td>Management System Questionnaire</td>
</tr>
<tr>
<td>Attachment F</td>
<td>Anti-Terrorism Certification</td>
</tr>
<tr>
<td>Annex</td>
<td>Organizational capacity and personnel information</td>
</tr>
<tr>
<td>Annex</td>
<td>Sustainability Plan</td>
</tr>
<tr>
<td>Annex</td>
<td>Audit Reports of last two financial years</td>
</tr>
<tr>
<td>Annex</td>
<td>Registration Certificate</td>
</tr>
<tr>
<td>Annex</td>
<td>Past performance reference organizations (Donor and/or partner) three</td>
</tr>
</tbody>
</table>
XI. Award Administration Information

Rules & Regulations

In addition to adherence to the local laws and regulations in conduct of business, Standard Provisions for Non-U.S. NGOs may become applicable for grants issued.

Reporting

Funded projects will be expected to comply with minimal reporting requirements, including the periodic reporting of project activities, numbers of individuals reached, documentation of lessons learned, and evidence of organizational networking.

All projects will submit monthly/quarterly and annual narrative and financial reports. Feedback will be provided to applicants on reports submitted.

LEAD expects that all awards will contribute to the identification and documentation of lessons learned that will benefit Nigeria and the region. At the end of the grant period, LEAD anticipates there will be more CSOs mobilized to respond to the needs of LGAs. These grants will also provide the opportunity for CSOs with strong links to the community to test the added impact of providing ongoing support to LGAs. By the end of the grant period, the lessons learned through LEAD could be used to implement support services at a national scale.

Closure and Final Report

Upon completion of the project, the recipient will provide all required final, performance, and financial reports. In addition, the project will be expected to report on their inventory and seek disposition instruction from Nigeria LEAD.
Annex A. Grant Application and Award Form

Note: the TABLES below should be filled in Attachment A

Instructions:
1. All applicants are required to complete and submit this application form.
2. All the attachments (A to E) referenced in this application are required parts of the application and must be attached to the completed application form. Therefore, a complete application should consist of this form and all the attachments.
3. By signing and submitting Attachment-F, the applicant attests to the Anti-Terrorism Certification in item 16.
4. Applicants must complete only Part I (items 1-14) and submit all the required attachments; Parts II and III are not for the applicant’s use.
5. If an award is made and is accepted by the applicant, the award shall be subject to the terms and conditions in item 14 and any other special award condition(s) that may be added to the award. In accepting the award, the applicant agrees to comply with all these terms and conditions.

Part I – Application – *All applicants must complete ALL of Part I.*

| 1. Project Title: |   |
| 2. Date of application: |   |
| 3. Name of applicant: |   |
| 4. Address of applicant: |   |
|   |   |
|   |   |
|   |   |
|   |   |

5. Names and titles of officer(s) authorized to represent the applicant and his/her alternate:

(a) Authorized Officer: ________________________________

(b) Alternate: ________________________________

(c) Telephone No: ________________________________

6. Proposed period of performance: ________________________________
8. **Program Description (Required).** The applicant must describe in detail the program of activities proposed to be supported by the grant. The program description must be results-oriented. Result is a significant, intended, and measurable change in the condition of the beneficiary, or a change in the host country, institutions, or other entities that will affect the beneficiary directly or indirectly. Results are linked by causal relationships; i.e., a result is achieved because related, interdependent result(s) were achieved. An excellent program description should address the following:

(a) Applicant’s understanding of the “development challenge,” opportunity, or problem. The applicant should discuss what political, social, economic, and environmental conditions(s) require(s) changing. How does the applicant know what needs changing? What appraisals, evaluations, needs analysis and other methodologies were used to understand what requires changing?

(b) Applications must clearly identify the beneficiaries, their number, location, and anticipated benefits that they will receive. What are the intended results (i.e., changes in conditions)?

(c) The link of the challenge, opportunity, or problem to the key objectives of the overall project. How will results contribute to the achievement of strategic objectives? What are the external factors and other critical assumptions that are likely to facilitate or hinder the achievement of the results?

Applicants are required to submit the **Program Description** as Attachment A to this application.

9. **Implementation Plan (Required).** An excellent implementation plan should show how the anticipated results would be achieved. What activities, processes, or strategies are essential to achieve the results? Why will the planned work lead to the intended results? What is the anticipated timetable for the achievement of the results?

Applicants are required to submit the **Implementation Plan** as Attachment B to this application.

10. **Past Performance References (Required).** All applicants are subject to a past performance reference check.

   a) Applicants must describe past experiences including: quality of service; timeliness of performance (including adherence to schedules and effectiveness of office management to make prompt decisions and ensure efficient operation); client satisfaction; effectiveness of key personnel; and proven experience managing proposed funding amounts.

   b) Applicants must provide name, address, and other contact information of at least three past performance references below.
11. **Risk Analysis and Management (Required)**. Applicants must identify potential and actual risks that may affect the proposed project. You must then rate the probability of their occurrence using a three-point scale (high, medium and low) to rate the risks inherent in achieving results. Develop a mitigation strategy for each identified risk.

<table>
<thead>
<tr>
<th>Risk</th>
<th>Ratings</th>
<th>Mitigation strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

12. **Monitoring and Evaluation Plan (Required)**. An excellent monitoring and evaluation plan should contain a set of indicators that would permit continuous measurement of progress toward targeted results. *For each result, what is the performance indicator? What is the baseline data? What is the performance target? What is the timetable for achieving results? For each performance indicator, what is the definition and what is the unit of measurement? What are the plans for reporting and using the performance information?*

Applicants are required to submit the **Monitoring and Evaluation Plan** as **Attachment C** to this application.

13. **Sustainability Plan (Required)**. An excellent sustainability plan should demonstrate how the grant will improve the sustainability of the organization and what steps are put in place, so that funded activities will continue beyond the life of this project.

Applicants are required to submit the **Sustainability Plan**. 1 page

14. **Budget and Budget Narrative (Required)**. Each application must contain a **detailed line item budget** accompanied by a **budget narrative** explaining all costs. Lump sum budgets will be considered non-responsive and will be rejected. An acceptable budget will have all costs broken out by unit costs and should clearly show the number of units used for each line item. Each line item should identify the type of cost (e.g., labor units, units of materials and/or equipment, travel,
transportation, communications, etc. The narrative will describe how the applicant arrived at each unit cost and the number of units for each line item. **Budget must be in Naira and USD.**

Applicants are required to submit the **Budget and Budget Narrative** as **Attachment D** to this application.

15. **Management Systems Questionnaire (Required).** All applicants are required to complete the questionnaire attached to this application. U.S. Agency for International Development (USAID) regulations require RTI International (RTI) to obtain information from all applicants in order to determine an applicant’s ability to comply with prescribed standards for (a) financial management, (b) property management, (c) procurement, and (d) reports and records. Please answer all questions to the best of your ability; do not leave blanks. Failure to provide the necessary information may cause your application to be rejected.

Applicants are required to submit the completed **Management Systems Questionnaire** attached (see **Annex B**) as **Attachment E**.

16. **Anti-Terrorism Certification (Required).** It is **a mandatory requirement** by USAID and a condition of award that the applicant must certify that it does no support terrorism. Applicants unable submit this signed certification will not be eligible for an award. See attachment F to sign and submit this document.
Annex B: Budget Template

Double click on the icon below to display the budget template.

Attachment
D-SAMPLE BUDGET
Annex C: Certification Regarding Terrorist Financing, Implementing Executive Order 13224

By signing and submitting this application, the prospective recipient provides the certification set out below:

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/eotff/c/ofac/sdn/t11sdsn.pdf, or (ii) is not included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID 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/1267/12671istEng.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, safe houses, 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 sub-national 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.
   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 USAID funds or USAID-financed commodities to the ultimate beneficiaries of USAID assistance, such as recipients of food, medical care, micro-enterprise loans, shelter, etc., 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 by USAID prior to the end of its term.

Certification of Recipient
By signing below the recipient provides certifications and assurances for the Certification Regarding Terrorist Financing Implementing Executive Order 13224 above.

Date of Application ______________________________

Name of Recipient _______________________________

Typed Name and Title ______________________________

Signature _____________________________________

Date _______________
Annex D : Management System Questionnaire

For Grants to Non-US Organizations with Simplified and/or Fixed Obligation
Grants anticipated to be under $150,000

RTI International uses this questionnaire to verify applicant has the capacity or potential capacity to adequately perform in accordance with the principles established by the US Government and other donors to ensure that its accounting, record keeping and overall financial management systems meet applicable standards and to determine if the applicant’s system of internal controls is reasonable in the applicable cost principles.

Legal name of applicant organization: _________________________________

Name and title of individual completing this questionnaire: _________________________________

Signature of Individual Completing: _________________________________

DUNS Number _________________________________

(An organization may apply for a DUNS Number at http://fedgov.dnb.com/webform/CCRSearch.do?val=1. You can also find more information about DUNS Number at http://fedgov.dnb.com/webform/displayFAQPage.do )

A. General Information

1. Type of Organization: (Check either NGO or HG)
☐ Nongovernmental (NGO)
☐ Governmental (or host government [HG] institution)*

*An HG institution or a subdivision of it is an organization that functions as a governing body and in which the host government owns at least a 50 percent share or receives at least 50 percent of its financial support from the host government. Examples of HG entities are ministries, or local or state governments or agencies.

(Check one below)
☐ Non-Profit
☐ Educational
☐ For-Profit
☐ Other _________________________________
2. Is your organization incorporated or legally registered?

☐ Yes
☐ No

3. City and country of incorporation or legal registration:


4. Date of incorporation or legal registration:


5. Is your organization required to pay taxes on revenue/income, or is it exempt from such taxes?

☐ Required to pay taxes on revenue/income
☐ Exempt from taxes on revenue/income

6. Please list the number of employees of your organization:

___ Full-time employees

___ Part-time employees or Volunteers

7. Has your organization received funding from any agency of the U.S. Government in the last 3 years?

☐ Yes
☐ No

If yes, please identify the source and specify the amount(s) received from each source, by year below:

8. What is your organization’s fiscal year?


9. Do you anticipate expending $300,000 or more in funds received directly or indirectly from the U.S. Agency for International Development during your fiscal year?

☐ Yes
☐ No
B. Indirect/Overhead Rates

1. Does your organization have a Negotiated Indirect Rate Agreement (NICRA) with the U.S. Government?
   - Yes
   - No

   If YES, please attach a copy to this Questionnaire and go to the next section.

   If NO, does your organization plan to charge an indirect or overhead rate to the budget of the grant agreement?
   - Yes
   - No

   If YES, please describe the basis upon how the indirect rate was determined.

Has the indirect rate been audited?
   - Yes
   - No

   If YES, please provide a copy of an audit report with the audited indirect rate and an explanation of the indirect rate costs.

Is the indirect rate charged equally to all funders of your organization?
   - Yes
   - No

   If NO, Please explain.
C. Financial Management

1. Is your accounting system [  ] manual or [  ] automated? If automated, what accounting software program are you using? Specify.

2. Do you have documented policies and procedures for processing transactions in accordance with laws, regulations, or management policy? If you answer yes, you also agree to make these documents available for inspection.

   □ Yes  
   □ No

3. Is your accounting system capable of accurate, current, and complete reporting of the utilization of grant funds for all types of costs (including but not limited to labor, travel, materials, and equipment)?

   □ Yes  
   □ No

4. Do you use a written chart of accounts containing a description of each account and are journal entries prepared, reviewed, compared with supporting details where necessary, and approved each accounting period?

   □ Yes  
   □ No

5. Is your accounting system capable of tracking and documenting the utilization (see above) of grant funds by source?

   □ Yes  
   □ No

6. Are the liquid assets (cash) of your organization kept in an interest-bearing bank account?

   □ Yes  
   □ No

7. What is the name of your organization’s bank? ________________________________
D. Personnel:

27. Does your organization utilize an electronic timesheets system in accordance with United States Government regulations?
   □ Yes
   □ No

28. Does your organization have a timekeeping policy requiring employees to submit timesheets at least once a month?
   □ Yes
   □ No

If the answers to the prior questions have been negative, please explain how do you record the hours worked for the assign project/activity?

E. Procurement and Property Management System

1. Does your organization have a written procurement manual?
   □ Yes
   □ No

2. Do you always solicit quotations from vendors before making a purchase over the local currency equivalent of $3,000?
   □ Yes
   □ No

3. Do you have a property management manual?
   □ Yes
   □ No