



USAID | HAITI

FROM THE AMERICAN PEOPLE

Issue Date: March 7, 2016

Deadline for Questions: March 25, 2016 at 4:00 pm Haiti Time

Closing Date: April 1, 2016

Closing Time: 04:00 pm Haiti Time

Program Title: Aksyon Kominote nan Sante pou Ogmante Nitrisyon (AKSYON)

Subject: USAID/Haiti Notice of Funding Opportunity Number: RFA-521-16-000006

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a Cooperative Agreement from qualified organizations to fund a program entitled Aksyon Kominote nan Sante pou Ogmante Nitrisyon (AKSYON). Eligibility for this award is not restricted; see Section C of this NOFO for eligibility requirements.

Subject to the availability of funds an award will be made to that responsible applicant whose application best meets the objectives of this funding opportunity and the selection criteria contained herein. While one award is anticipated as a result of this notice of funding opportunity (NOFO), USAID reserves the right to fund any or none of the applications submitted.

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 are encouraged to read this funding opportunity thoroughly to understand the type of program sought, application submission requirements and evaluation process.

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

The successful Applicant will be responsible for ensuring the achievement of the program objectives. Please read each section of the NOFO.

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

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

Thank you for your interest in USAID programs.

Sincerely,

A handwritten signature in black ink, appearing to read 'Marva Butler', with a stylized flourish extending to the right.

Marva Butler
Contracting/Agreement Officer
USAID/Haiti

ABBREVIATIONS AND ACROYNMS USED IN THIS NOFO

ADS	Automated Directive System
AO	Agreement Officer
AOR	Agreement Officer Representative
GBV	Gender-Based Violence
GOH	Government of Haiti
M&E	Monitoring and Evaluation
MOH	Ministry of Health
NGO	Non-Governmental Organization
NICRA	Negotiated Indirect Cost Recovery Agreement
NOFO	Notice of Funding Opportunity
PD	Program Description
RFA	Request for Applications
USG	U.S. Government

SECTION A: PROGRAM DESCRIPTION

1. INTRODUCTION

The U.S. Agency for International Development (USAID) mission in Haiti is issuing this Funding Opportunity to solicit technical applications for Aksyon Kominote nan Sante pou Ogmante Nitrisyon (AKSYON), a five-year Health & Nutrition Activity designed to address the core issues of undernutrition in Haiti. USAID expects AKSYON to improve knowledge and skill-building around essential components of Haitian child and adult nutrition, in line with USAID's goal of achieving a 15% reduction in child stunting within the Feed the Future Zones of Intervention. AKSYON directly supports and contributes to the Government of Haiti (GOH)-led efforts in managing nutrition-related diseases, including tracking of acute malnutrition of women and children at the community level and referral for treatment. These efforts target the linkages between and among nutrition, water and sanitation, and are articulated in the Government of Haiti's Nutrition Strategic Plan (2013-2018) (Plan Stratégique Nutrition MSPP 2013-2018) and National Sanitation Plan (2012-2015) (Politique Nationale du secteur Eau Potable et Assainissement 2012-2015).

This Funding Opportunity comprises concrete program objectives to allow applicants the flexibility to develop and propose a detailed concept that includes high impact, cost-effective, and market-based interventions. USAID encourages applicants to submit results-oriented applications that present a logical, comprehensive, concrete, and measurable set of interventions to achieve the stated objectives and purpose.

2. BACKGROUND

Nutrition plays an essential role in the health and well-being of individuals, households, communities and national populations. Malnutrition, including undernutrition, obesity and nutritional deficiencies, has both immediate and insidious effects on public health, particularly in countries where it is chronic and endemic. Malnutrition also has corresponding effects on general development and quality of life issues; for example, evidence has repeatedly demonstrated that undernutrition has a life-long effect on brain development, with cognitive impairment and related negative impacts on behavior, employability and economic potential.

According to the 2015 Global Nutrition Report, "Although a great deal of progress is being made in reducing malnutrition, it is still too slow and too uneven...." The following table shows the percentage of countries with data that are on track to meet the World Health Assembly (WHA) global targets to improve maternal, infant, and young child nutrition by 2025.

WHA Target	% of countries on track to meet the target
Stunting 40% reduction in the number of children under age 5 who are stunted	34%
Wasting Reduce and maintain childhood wasting to less than 5%	52%
Exclusive breastfeeding Increase the rate of exclusive breastfeeding in the first 6 months up to at least 50%	41%
Anemia 50% reduction of anemia in women of reproductive age	3%
Low birth weight 30% reduction in low birth weight	N.A.
Under-5 overweight No increase in childhood overweight	58%

Nutrition is a fundamentally cross-cutting issue, linking to development sectors as wide-ranging as agriculture, education, health, social protection and WASH (water, sanitation and hygiene). Unfortunately, the contribution of nutrition to improvements in outcomes in other sectors has historically been under-recognized, under-measured and under-leveraged. But there is growing awareness that an integrated approach to nutrition interventions can be an effective way to significantly improve overall quality of life at individual and national levels. For example, the USAID Multi-Sectoral Nutrition Strategy 2014-2025 identifies the importance of making the agency's agriculture, gender and WASH programs more nutrition sensitive.

In 2015, the Copenhagen Consensus identified a nutrition goal – lower chronic child malnutrition by 40% – as a ‘quick win’ that can be addressed rapidly by expanding existing programs with significant cost-benefit implications for development spending. USAID has identified a 20% reduction in stunting as its vision for addressing malnutrition with a parallel commitment to improve the cost-effectiveness of its nutrition funding by better coordinating its nutrition efforts across health and agriculture. A key opportunity is to identify innovative and sustainable ways to deliver better nutrition outcomes – and consequently, better health outcomes – by providing a

focused set of services that address critical issues and barriers at the household and community level.

Situation in Haiti

Undernutrition is a serious and long-standing health problem in Haiti. In 2014, 53.4% of the total population of the country was undernourished. This translates to approximately 5.7 million people, which is an increase from the 4.9 million people found to be undernourished in 2012. In recent years, there have been improvements in key metrics, including declines in the under-5 mortality rate and the percentage of children wasted. However, one-third of children under five years old remain severely undernourished, 22% are stunted, 8% are severely stunted and 5% are wasted. Given that a severely stunted child faces a four times greater likelihood of dying and a severely wasted child has a nine times greater risk of death, the long-term impact of undernutrition on under-five morbidity and mortality in Haiti is profound. As mentioned above, evidence has repeatedly demonstrated that undernutrition has a lifelong effect on brain development, with cognitive impairment and related negative impacts on behavior and employability.

Extreme poverty in Haiti declined from 31% to 24% between 2000 and 2012; however, the rate in rural areas, where poverty is more difficult to address, has essentially remained constant. Food insecurity has been a persistent problem, but the earthquake in 2010 exacerbated the situation. In addition, persistent periods of drought further complicate food production, availability, and accessibility. Nearly a third of the population is food insecure. Issues of stagnant agricultural productivity and soil erosion have limited the ability of the country – as well as communities and households – to produce more of its own food. Poverty and food insecurity play significant roles in undernutrition in Haiti, particularly for women of reproductive age and young children.

According to the latest Demographic Health Survey (DHS) in 2012, only 40% of children aged 0-5 months are exclusively breastfed. This statistic has remained unchanged for half a decade. Breast milk is an essential source of energy and nutrients for infants from birth to 24 months of age. It can provide half or more of a child's energy needs between the ages of 6 to 12 months and one third of energy needs between 6 and 24 months. In Haiti, only 14% of breastfed children aged 6-23 months receive a minimal acceptable diet and just 29% reach an acceptable level of dietary diversity. The need to meet key nutrition milestones during the first 1,000 days is well known. Shortages of a skilled healthcare workforce in Haiti, particularly at the community level, limit critical opportunities to counsel mothers and other caregivers on the importance of maternal nutrition and optimal infant and young child feeding practices.

Nutrition/health outcomes are also affected by problems with the country's water and sanitation infrastructure. 34% of drinking water sources remain unimproved at the national level, with rates as high as 52% in some rural areas. Only 9% of households have water piped to the premises and 76% of households have unimproved access to sanitation facilities. The inadequate water and

sanitation infrastructure contributes to a high rate of diarrheal diseases; for example, water-borne disease, including cholera, is a significant cause of infant mortality in Haiti. Currently, the country spends less than 0.5% of GDP (the amount needed for sanitation alone) on all aspects of WASH.

Relationship to GOH and USG Strategies

AKSYON is aligned with relevant strategies of both the Haiti and US governments, including their respective nutrition and WASH strategies.

The primary goal of the Government of Haiti's Nutrition Strategic Plan (Plan Stratégique Nutrition MSPP 2013-2018) is the prevention of malnutrition. AKSYON supports this goal through specific activities included in Objectives 3 and 4, which include: improved knowledge and skill-building of community members to implement and sustain effective nutrition and WASH practices to make lasting improvement in and health status (objective 3); and increased availability of and access to sustainable nutrition-specific and nutrition-sensitive activities to prevent undernutrition and generally improve nutrition and health status (objective 4). In addition, the national plan prominently features the management of nutrition-related diseases, including tracking of acute malnutrition of women and children at the community level and referral for management and treatment. Objectives 1 and 2 of AKSYON, with their focus on identification, tracking, referral and treatment of acute malnutrition at the community level directly address these issues.

Two of the six focal areas of the Government of Haiti's current National Sanitation Plan (Politique Nationale du secteur Eau Potable et Assainissement 2012-2015) are directly relevant to and addressed by the proposed activity in Objectives 3 and 4: 1) the linkage between health, water and sanitation; and 2) population sensitization to change behaviors. In addition, the strategy emphasizes sanitation at the household level, which is also an important aspect of the proposed activity. The National Directorate of Drinking Water and Sanitation (DINEPA) is working with the Ministry of Public Health and Population (MSPP) on the development of a new national sanitation strategy, planned for launch in 2016. It is expected that the new strategy will continue an emphasis on household-level sanitation knowledge and practices.

AKSYON aligns closely with the USAID Multi-Sectoral Nutrition Strategy (2014-2025). The strategy specifically integrates the agency's work in health, agriculture, water and sanitation and food assistance and draws on the resources of the Feed the Future and Global Health initiatives, the Office of Food for Peace development programs, resilience efforts and other nutrition investments.

Key components of the USAID nutrition strategy include: reducing the number of stunted children; ensuring programs are more data-driven; improving the cost-effectiveness of nutrition programs; scaling-up community management of acute malnutrition; and strengthening the evidence base and scale-up of proven nutrition-sensitive agricultural interventions. Each of these

components is covered by the four objectives of AKSYON and should be addressed by core activities during implementation (e.g. the collection of longitudinal anthropometric data; the use of data to improve the quality and cost-effectiveness of community-based interventions; scaling-up community/school/homestead gardens)

Feed the Future (FTF), which is part of the USAID Multi-Sectoral Nutrition Strategy, is the U.S. Government's global hunger and food security initiative. With a focus on smallholder farmers -- and particularly women -- Feed the Future supports partner countries in developing their agriculture sectors to spur economic growth, increase incomes and reduce hunger, poverty and undernutrition. The USAID/Haiti FTF strategy aims to reduce the prevalence of poverty and the prevalence of stunting in children under five years old in target areas by 15 percent. FTF/Haiti interventions focus on increasing agricultural productivity in 6 core value chains, stabilizing watersheds, strengthening agricultural markets and delivering nutrition messages and services.

The USAID Water and Development Strategy (2013-2018) include two strategic objectives: 1) improve health outcomes through the provision of sustainable WASH; and 2) manage water for agriculture sustainably and more productively to enhance food security. In the first strategic objective, one intermediate result is directly relevant to the proposed activity: increase adoption of key hygiene behaviors. In the second strategic objective, there is also one intermediate result that is relevant to the proposed activity: improve the efficiency and sustainability of food production in rainfed agricultural systems. Objectives 3 and 4 of the proposed activity will address both of the intermediate results (e.g. sanitation and hygiene knowledge and skills; rainwater harvesting).

The US Government Post-Earthquake Strategy, which was developed and launched in response to the January 2010 earthquake, continues to support sustainable reconstruction and long-term development in Haiti. The strategy includes initiatives in health and food security. The strategy is aligned with the Government of Haiti's Action Plan For National Recovery and Development of Haiti.

The USAID Gender Policy ensures that all investments are aimed at three overarching outcomes including: a) reduce gender disparities in access to, control over and benefit from resources, wealth, opportunities and services; b) reduce gender-based violence and mitigate its harmful effects on individuals and communities; and; c) increase capability of women and girls to realize their rights, determine their life outcomes, and influence decision-making in households, communities, and societies. Implementing a women, girls, and gender equality approach in AKSYON is critical to sustaining development gains across Haiti. To promote gender equality and to mitigate structural and other gender inequalities, it is critical that programs demonstrate thorough gender integration into all planned activities.

3. OBJECTIVES

The AKSYON activity has four interlinked objectives:

1. Establish a practical and sustainable system at the household and community level to identify and track woman and children who are severely malnourished; when required, refer for facility-based treatment (e.g. secondary/tertiary hospital); and prevent recidivism by ensuring they participate in the activities to improve nutrition status that are included in Objectives 3 and 4.
2. Establish a practical and sustainable system at the household and community level to identify and track adults and children who are moderately malnourished; when required, provide community-level treatment (e.g. RUTF); and prevent recidivism by ensuring they participate in the activities to improve nutrition status that are included in Objectives 3 and 4.
3. Improve the knowledge and skills of community members to implement and sustain effective nutrition and WASH practices to make lasting improvement in and health status.
4. Increase availability of and access to sustainable nutrition-specific and nutrition-sensitive activities to prevent undernutrition and generally improve nutrition and health status.

Collectively, the objectives are focused on nutrition-specific and nutrition-sensitive interventions that will contribute directly to improvements in community, household and individual nutrition and health status.

AKSYON will contribute in addressing the core issues and underlying factors at the community and household levels that contribute to the persistently high rates of undernutrition in Haiti. The activity has two interrelated and concurrent clusters of interventions: The first cluster, which includes Objectives 1 and 2, focuses on **systems to identify, monitor and treat people** in activity sites who are severely or moderately malnourished. The second cluster, Objectives 3 and 4, provides communities and households with the **knowledge, skills and support to prevent severe and moderate malnutrition** and take greater control of their health and well-being through nutrition-specific and nutrition-sensitive initiatives.

Cluster One: Systems to Identify, Monitor and Treat Undernourished People

Because there are limited tracking data on undernutrition at the community and household levels in Haiti, it is difficult to confirm if people are able to break the cycle of chronic undernutrition. In general, it appears they are not able to do so. The large and growing number of people who are undernourished is a useful proxy for this inability. There is also anecdotal evidence of a high rate of recidivism among people who are treated for moderate and severe malnutrition.

In addition, the lack of tracking data makes it difficult to assess the performance of interventions designed to address undernutrition. Consequently, USAID has prioritized the capture, recording,

analysis and use of basic anthropometric data in communities reached by AKSYON. This data can and should be used to ensure that interventions are meeting the short and long-term needs of communities and households.

For example, longitudinal anthropometric data can be used to ensure that people who are severely or moderately malnourished receive the necessary care and treatment; it can provide an ‘early-warning’ of severe acute malnutrition (SAM), including potential recidivism, and trigger investment in cost-effective community-based responses that prevent hospitalization and the corresponding burden that creates for households; it can be used to reinforce nutrition-related counseling and skills-building; and it can contribute to ongoing assessments of the outcomes and impact of nutrition interventions.

A parallel advantage of collecting anthropometric data is that it requires a direct and personal interaction with community members. It is the basis for an ongoing dialogue about the role of nutrition in health and it is a regular point of engagement to support participation in other nutrition-specific and nutrition-sensitive activities. It is also an invaluable tool for understanding the dynamics in communities and households facing chronic undernutrition; an understanding that can be used to refine and tailor how nutrition-specific and sensitive interventions can be most effectively delivered.

A nutrition assessment can also be an opportunity to identify those who may need to be tested for infectious diseases such as HIV and TB. Weight loss in adults and growth faltering in infants and young children can be a sign of untreated infectious disease. In addition, a basic nutrition assessment can open the door to other vital tests at the clinic level (e.g. blood pressure, blood sugar).

Cluster 2: Knowledge, Skills and Support to prevent undernutrition

AKSYON should build on the long history of community interventions in Haiti, many of which rely on local promoters/animators/mother-leaders/peer-educators to implement activities. However, AKSYON is an opportunity to propose innovative ways of identifying, training, deploying and involving community members in the work of the activity, including leveraging existing cadres of community workers already active in AKSYON sites. It is particularly important for the activity to clearly demonstrate the value and sustainability of its approach to community involvement to the key stakeholders, including direct beneficiaries, AKSYON partners, government partners and USAID.

Knowledge and skills-building activities in Objective 3 should focus on practical nutrition and WASH issues that are directly relevant in Haiti. The activities should focus primarily on nutrition and WASH knowledge and skills that can be implemented at the individual and household levels. Potential topics include breastfeeding, complementary feeding, safe water, cooking methods, dietary diversity, hygiene and waste disposal. AKSYON is an opportunity to think creatively about how to deliver and support these activities in communities to ensure that

the lessons resonate with participants and become part of their daily lives. In this context, a metric such as the number of people trained/reached is only valid if there is corresponding data on sustained behavior change.

The community-based, nutrition-specific and nutrition-sensitive activities in Objective 4 should also be highly practical and relevant in the Haitian context. Community, school and homestead gardens have proven to be effective interventions in Haiti when aligned with traditional Haitian agriculture practices (e.g. *jardin de case*) and the available natural resources. Small animal programs can also play an important role in improving nutrition in this setting, particularly when combined with garden programs. It should be noted that the primary focus of any agriculture-related activities should be on consumption, not income generation. In addition, nutrition-sensitive WASH activities, including low-cost sanitation technologies, rainwater harvesting and water purification, are also important to improving health status. Overall, this activity is another opportunity to think innovatively about practical, affordable and sustainable sets of activities that can have a measurable effect in communities faced with chronic undernutrition. This may include market-based approaches, where applicable.

Geographic Scope

Given that undernutrition affects every department in the country, the initial challenge for AKSYON is to identify sites where the interlinked activities can be launched rapidly and effectively. The short-term goal should be to establish proof-of concept of the approach and put systems in place to efficiently and cost-effectively scale up activities. To accelerate the launch, it would be advisable to focus initially on departments where other USAID-supported initiatives (e.g. Services de Santé de Qualité pour Haïti, Kore Lavi, and Feed the Future) have knowledge, experience and capacity that can be leveraged. It is also important that AKSYON leverage government and donor investments in community health workers, particularly for the treatment of moderate malnutrition and community follow-up for patients who were hospitalized for severe malnutrition.

As AKSYON activities are scaled up, community sites should be selected based on a balance of need, local capacity and logistics infrastructure. It may also be useful to develop clusters of communities to build a critical mass of participants that is efficient to support and can provide mutual reinforcement for the communities. Ultimately, the success of AKSYON hinges on its ability to develop and deploy a cost-effective, scalable and sustainable approach to improving nutrition and WASH-related health outcomes.

Expected results:

USAID expects that successful implementation of interventions under these four core objectives will achieve significant improvements in the following areas. Awardee will set ambitious, yet realistic and achievable targets in collaboration with USAID:

- 100% of SAM cases are identified and treated
- 100% of SAM cases are tracked post-treatment
- 100% of MAM cases are identified and treated
- 100% of MAM cases are tracked post-treatment
- < 5% recidivism of identified SAM cases
- < 5% recidivism of identified MAM cases
- Number of new SAM cases decreases over the life of the activity (It is recognized that causes of SAM may be outside the influence of the activity; for example, migration, drought.)
- Number of new MAM cases decreases over the life of the activity (It is recognized that causes of MAM may be outside the influence of the activity; for example, migration, drought.)
- 20% decrease in the number of children under age 5 who are stunted (Requires site-level baseline data; however, national data could be used as a baseline proxy in Year 1.)
- 50% increase in exclusive breastfeeding of infants 0-5 months (Requires site-level baseline data; however, national data could be used as a baseline proxy in Year 1.)
- Reduce and maintain childhood wasting to less than 5% (Requires site-level baseline data; however, national data could be used as a baseline proxy in Year 1.)
- Improvement of Household Dietary Diversity Score
- Increased percentage of the population using an improved drinking water source (Requires site-level baseline data; however, national data could be used as a baseline proxy in Year 1.)
- Increased percentage of the population using improved sanitation facilities (Requires site-level baseline data; however, national data could be used as a baseline proxy in Year 1.)
- Increased detection of early signs of dehydration at the community level.
- 25% decrease in the number of diarrheal cases at the community level. (Requires site-level baseline data; however, national data could be used as a baseline proxy in Year 1.)

4. OPERATING CONSIDERATIONS AND CONSTRAINTS

This section provides information to applicants regarding the key USAID/Haiti considerations for design and implementation of this activity.

Critical Questions

Past experience in Haiti has highlighted a number of critical questions for applicants to consider when thinking about the design and implementation of a community-based health and nutrition program in the country.

- *Severe acute malnutrition (SAM)*
To prevent recidivism, how would patients who have been treated for SAM at a clinic/hospital be monitored once they return home? How would individuals at risk of SAM be identified, tracked and treated at the community level? How would these processes be documented?
- *Anthropometric data*
How would anthropometric data (e.g. MUAC, BMI, weight-for-age) be routinely captured, recorded, analyzed and used in communities to improve health and nutrition outcomes?

- *Sustained behavior change*
What are the most effective ways to ensure that knowledge and skills related to key health and nutrition issues (e.g. exclusive breastfeed, dietary diversity, safe water and basic hygiene) are relevant and used in communities? How are the utility and efficacy of initiatives to teach this knowledge and these skills assessed and improved?
- *Dietary diversity and food security*
What are the most effective ways to ensure that community/school/homestead gardens are sustainable and contribute to improvements in dietary diversity and food security? What other community-based approaches could be used to achieve these same improvements over the long term?

USAID/Haiti Guiding Principles

The following guiding principles are critical to achieving the USAID/Haiti health development objectives stated above and should be reflected throughout applicants' technical applications. These principles include:

- **Innovation:** The challenges of reducing undernutrition and contributing to lasting improvements in health and nutrition status among Haitians requires new ideas and new approaches that leverage proven knowledge and experience from Haiti and other comparable settings.
- **Sustainable approaches:** In order to achieve significant impact on the situation in Haiti, this activity must be designed and implemented to continue after funding from USAID ends. The integrity of the design and the effectiveness of the implementation should build a convincing case for key Haitian stakeholders, ranging from primary beneficiaries to local partners to the Government of Haiti, to assume responsibility for the continuation of the work after the activity cycle ends. A sustainability/exit strategy will be essential to ensure that effective activities continue after USAID funds are withdrawn, including integration of activities into existing community health and social services systems.
- **Impact:** Every facet of the activity, ranging from design to implementation to monitoring, should be focused on ensuring measurable impact in the communities where the activity is active. The activity should target and achieve short, medium and long-term impacts. For example, while a reduction in stunting is a long-term impact, the prevention and treatment of SAM and MAM cases has an immediate impact on individuals and households.
- **Resource Management:** Effective and accountable management of financial and non-financial resources is an important component of innovation, sustainability and impact. The activity should ensure that resources are deployed in ways that minimize running costs and maximize coverage without compromising the results. As an example, training and communications materials should be adapted from existing resources developed and used in comparable settings.

- Gender equality and female empowerment: This activity will support USAID/Haiti's cross-cutting focus of promoting gender equality: working with women and girls and men and boys to support positive change in attitudes, behaviors and roles, and responsibilities, and female empowerment as members of families and communities. The activity must demonstrate gender mainstreaming through male involvement, staffing, partnerships, activity planning and interventions, and implementation.
- Collaboration: Leveraging existing and ongoing efforts from other sectors in which USAID is investing (e.g., education, agriculture, social protection and WASH (water, sanitation and hygiene)) and with other development partners to promote effective implementation of interventions is an important element of this activity. The successful implementer will be expected to proactively collaborate with partners implementing other USAID-supported projects (e.g. Services de Santé de Qualité pour Haïti, Kore Lavi, and Feed the Future) that are working in complementary ways. It is also important that the project activity leverage GoH and donor investments in community health workers, as appropriate.

6. MONITORING AND EVALUATION PLAN

The Awardee will be required to develop and maintain a performance monitoring system to track tangible, measurable progress toward the results under this program description. Specifically, this activity will require a comprehensive Activity Monitoring and Evaluation Plan (AMEP), which must include clearly defined development hypothesis, performance monitoring, learning approach and resources, indicators, baselines, and targets for output, outcome, and impact level monitoring, as well as benchmarks for performance over the five-year implementation period. The AMEP should also contain metrics for the sustainability of successful interventions introduced with activity support. An illustrative abridged AMEP is to be included in the technical application with the final version submitted to the Agreement Office Representative (AOR) within 30 days of the Award. USAID expects the illustrative AMEP to be populated with as much information as possible. The AMEP should ensure that the longitudinal anthropometric data collected by the activity are an integral part of tracking and assessing overall activity performance. In addition, the community and household focus of the activity's work could be an opportunity for an innovative approach to participatory monitoring and evaluation. During implementation, the Awardee will be using the AMEP to track and report on progress against jointly agreed-upon quarter, semi-annual, annual, and end-of-program performance targets and benchmarks. Additionally, the Awardee will empirically demonstrate how activities build the institutional capacity of NGOs, the MOH, and other key stakeholders. All performance indicators and targets should be disaggregated by sex wherever relevant. USAID/Haiti may require the Awardee to track and report on additional performance indicators subject to changing of Agency guidance and/or the requirements of specific funding sources and the Mission's own PMP.

USAID will be responsible for conducting an independent mid-term or end-of project evaluation, if needed, to assess the progress of this activity and identify any necessary course corrections. Specifically, the evaluation will focus on progress towards expanded access of services, increased coverage of services, and improved quality services. In addition to access, coverage, and quality, the mid-term evaluation will investigate the extent to which demand creation and quality improvement of these services and required systems strengthening to ensure sustainability are on track. As with all USAID evaluations, the evaluations will include other questions that are pertinent to program design, management, and operational decision-making.

Notwithstanding the need for semi-annual and annual reporting, the Awardee must immediately notify USAID/Haiti of any developments that have a significant impact on award-supported activities. Further, notification must be given in the case of problems, delays, or adverse conditions, which materially impair the ability to meet the objectives of the award. These notifications must include a statement of the action taken or contemplated, and any assistance needed to resolve the situation. This is a program area that may require high-level USAID or Embassy intervention to catalyze movement or advocate for a viewpoint. At a minimum, the Awardee will be required to meet regularly with the AOR and submit written quarterly performance progress reports on implementation and strategic direction of this activity.

7. AUTHORITY

The authority is found in the Foreign Assistance Act of 1961, as amended, and the applicable sections of 2 CFR 700 and 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. While 2 CFR 200 and 2 CFR 700 do not directly apply to foreign organizations (non U.S. non-governmental organizations), USAID applies some of these regulations to non-U.S. non-governmental organizations through ADS Chapter 303 and the Standard Provisions for Non-U.S. Non-governmental Organizations.

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SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

Subject to funding availability, USAID intends to provide \$18 million in total USAID funding over a five (5) year period. The ceiling for this program is \$18 million. Actual funding amounts are subject to availability of funds.

USAID intends to award a cooperative agreement pursuant to this notice of funding opportunity.

2. Start Date and Period of Performance for Federal Awards

The period of performance anticipated herein is five years. The estimated start date will be upon the signature of the award, on or about May 2016.

3. Substantial Involvement

Consistent with ADS 303.3.11, USAID/Haiti will be substantially involved in the implementation of the Health AKSYON Activity. The intended purpose of the Agreement Officer's Representative (AOR) involvement during the implementation of the program is to assist the recipient in achieving the supported objectives. It is expected that the Agreement Officer will delegate the following approvals to the AOR, except for changes to the Program Description or the approved budget or key personnel, which may only be approved by the Agreement Officer.

Elements of Substantial Involvement:

(1) Approval of the Recipient's Implementation Plans.

- Approval of annual workplans.
- Approval of the final report.

(2) Approval of Specified Key Personnel.

The following positions have been designated as key to the successful implementation of the program objectives of this Cooperative Agreement. In accordance with the Substantial Involvement clause of this award, these personnel are subject to the approval of the Agreement Officer:

- Chief of Party
- Nutrition and Health Development Advisor
- Monitoring, Evaluation, and Learning Advisor

(3) Agency and Recipient Collaboration or Joint Participation

The following collaboration or joint participation of USAID and the recipient on the Health AKSYON Activity are authorized:

- Collaborative involvement in selection of advisory committee members: The AOR will be involved in the selection of advisory committee members if the program will establish an advisory committee that provides advice to the recipient. The AOR may participate as a member of this committee.
- The AO will approve sub-awards, transfer, or contracting out of any work under an award pursuant to 2 CFR 200.308.
- The AOR will approve any grants under the innovation fund that are in accordance with the reviewed Grants Manual.
- The AOR will approve the Recipient's Activity Monitoring and Evaluation Plan.
- The AOR will monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects.
- Communications with GOH officials – The AOR must be present in all meetings with government level officials at the Minister and Secretary General levels. All communication with GOH officials must be made by the Chief of Party and coordinated in advance with the USAID AOR. Exceptions may be granted but must be in writing and made prior to any meeting/communication.

(4) Agency Authority to Immediately Halt a Construction Activity

The AO may immediately halt a construction activity if identified specifications are not met.

4. Title to Property

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

5. Authorized Geographic Code

The geographic code for this award is 937.

6. Purpose of the Award

The principal purpose of the relationship with the Recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the Health AKSYON Activity which is authorized by Federal statute.

The successful Recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the

terms and conditions of the Federal award. The Recipient using its own unique combination of staff, facilities, and experience, has the primary responsibility for employing whatever form of sound organization and management techniques may be necessary in order to assure proper and efficient administration of the resulting award.

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SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

All qualified U.S. and non-U.S. organizations (other than those from foreign policy restricted countries) are eligible to apply. Pursuant to Code of Federal Regulations (CFR) 200.400(g), it is USAID policy not to award profit under assistance instruments such as cooperative agreements, and as such, for-profit organizations must waive profits and/or fees to be eligible to submit an application. Forgone profit does not qualify as cost-share or leverage.

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

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

Applicants must have established financial management, monitoring and evaluation processes, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations. The successful applicant(s) will be subject to a responsibility determination assessment (Pre-award Survey) by the Agreement Officer (AO).

The Recipient must be a responsible entity. The AO may determine a pre-award survey is required to conduct an examination that will determine whether the prospective recipient has the necessary organization, experience, accounting and operational controls, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award.

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 issued under this Cooperative Agreement.

Applications will not be accepted from individuals.

2. Cost Sharing or Matching

Cost sharing is suggested, but not required. If cost share is proposed, it must meet the standards set in 2 CFR 200.306 for U.S. organizations or the Standard Provision “Cost Share” for non-U.S. organizations.

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Marva Butler
Agreement Officer
USAID/Haiti
Port-au-Prince, Haiti
Email: mbutler@usaid.gov

Sandra Ricot
A&A Specialist
USAID/Haiti
Port-au-Prince, Haiti
Email: srcicot@usaid.gov

Questions and Answers:

Questions regarding this NOFO should be submitted in writing to Ms. Sandra Ricot with a copy to Ms. Marva Butler at the email addresses above no later than the date and time provided on the cover letter. Any information given to a prospective Applicant concerning this NOFO will be provided 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.

2. Content and Form of Application Submission

Applicants are expected to review, understand, and comply with all aspects of the NOFO.

Overall Application Process:

The application process includes two Merit Review phases, followed by the development of a final Program Description by the Apparently Successful Applicant.

Merit Review Phase 1: The first phase includes a written concept note and summary budget application. Applicants are invited to submit a concept note not to exceed twelve (12) pages and an Annex.. More information regarding the concept note submission follows in Section IV. Concept notes will be evaluated and up to five applicants will be invited to participate in Merit Review Phase 2.

Merit Review Phase 2: The second phase is an oral presentation. Up to five selected applicants will be invited to participate in Phase 2 approximately two weeks after the submission of the concept note. **The in-person oral presentation is required, and will be held in Port-au-Prince, Haiti.** The format of the presentation and any other technical requirements will be made available to those applicants invited to participate in Phase 2. **The proposed Chief of Party must lead the presentation in Haiti.** The participation of other key personnel is strongly encouraged. Oral presentations are expected to occur approximately two weeks after the selected applicants have been invited to participate in Phase 2. Costs incurred will not be reimbursed.

Program Description Development and Award Phase: The applicant selected from the oral presentation will be the apparently successful applicant. The apparently successful applicant will be expected to create the Program Description – with inputs from USAID/Haiti – and a full cost

application to inform the resulting Cooperative Agreement. Costs incurred will not be reimbursed.

No funding will be made available prior to the award of the Cooperative Agreement. Applicants, including the organization selected to develop the Program Description, are responsible for all costs incurred prior to the award of the Cooperative Agreement, including travel and all other costs related to the oral presentation phase.

3. Application Submission Procedures

All applications must be submitted via email to usaidhaitioaa@usaid.gov. If you experience any difficulties with submission, please email mbutler@usaid.gov.

Applications and any modifications thereof must be submitted in **two** separate volumes via email: (a) Concept Note and (b) Summary Budget. Email submissions must include the following in the subject line:

“Concept Note under RFA No.521-16-000005, submitted by: [name of Applicant organization].”

“Summary Budget under RFA No.521-16-000005, submitted by: [name of Applicant organization].”

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

Late or incomplete applications may not be included in the review process. Late applications will be considered for award only if the Agreement Officer (AO) determines it is in the Government’s interest.

4. Concept Note Format

The concept note should be specific, complete and presented concisely. The concept note should demonstrate the Applicant's capabilities and expertise with respect to achieving the goals of this program. The application should take into account the requirements of the program and evaluation criteria found in this NOFO.

The 12-page concept note should be formatted as follows:

- Language – English
- Paper - Letter or A4
- Type - Times New Roman, 12 point, single- spaced
- Margins - At least one inch on the top, bottom and sides
- Consecutive page numbers

The concept note should include the following sections:

- Cover Page (not included in the 12-page limit)
- Technical Approach (recommended: 6 pages)
- Responses to Critical Questions on Activity Objectives (recommended: 3 pages)
- Key Personnel and Management Plan (maximum 2 pages)
- Institutional Capability/Past Performance (maximum 1 page)
- Annexes (not included in the 12-page limit)
 - Summary staffing plan and organizational chart (maximum 2 pages)
 - Key Personnel CVs (maximum 2 pages per person)
 - Recommendation Letters
 - Letters of Commitment

The above annexes as well as the cover page, table of contents, and list of acronyms, are excluded from the page limitation. Elaborate art work, expensive paper, and bindings, and expensive visual and other presentation aids are neither necessary nor wanted. Unnecessary elaborate brochures or other presentation beyond those sufficient to present a complete and effective application in response to this NOFO are not desired and may be construed as an indication of the prospective recipient's lack of cost consciousness.

Cover Page: (not included in the 12-page limit)

In one page, the cover page should include: a) program title; b) Request for Applications reference number; c) name of organization(s) applying for the agreement; d) any partnerships; and e) contact person, telephone number, fax number, address, and types name(s) and title(s) of person(s) who prepared the application, and corresponding signatures.

Technical Approach: (recommended: 6 pages)

This section of the concept note should address each of the following issues:

- Strategy. Describe the strategy to be used to achieve the proposed objectives.
- Activity description and timeline. Describe the activities that will be undertaken to achieve the proposed objectives. Provide a general time line of activities, including the implementation of an exit strategy and sustainability plan.
- Implementation partners. Identify prospective implementation partners and describe the roles they would play in the launch and ongoing performance of activities.
- Beneficiary population. Identify and describe the beneficiary population and what steps will be taken to ensure that key beneficiaries are identified and reached by project activities.
- Geographic Coverage. List the key criteria for selecting project sites in priority departments (i.e. arrondissements, communes and communal sections).
- Social, cultural and demographic issues. Describe any social, cultural or demographic issues that should be factored into the planning and implementation of the project (e.g. gender, age, literacy, migration, empowerment, etc).
- Expected impact. Outline expected results and impacts and the mechanisms proposed to measure and monitor progress, achievement and sustainability.

Responses to Critical Questions on Activity Objectives: (recommended: 3 pages)

Applicants must provide concise responses to each of the following questions related to critical topics included in the objectives in Section A.4:

- *Severe acute malnutrition (SAM)*
To prevent recidivism, how would patients who have been treated for SAM at a clinic/hospital be monitored once they return home? How would individuals at risk of SAM be identified, tracked and treated at the community level? How would these processes be documented?
- *Anthropometric data*
How would anthropometric data (e.g. MUAC, BMI, weight-for-age) be routinely captured, recorded, analyzed and used in communities to improve health and nutrition outcomes?
- *Sustained behavior change*
What are the most effective ways to ensure that knowledge and skills related to key health and nutrition issues (e.g. exclusive breastfeed, dietary diversity, safe water and basic hygiene) are relevant and used in communities? How are the utility and efficacy of initiatives to teach this knowledge and these skills assessed and improved?
- *Dietary diversity and food security*
What are the most effective ways to ensure that community/school/homestead gardens are sustainable and contribute to improvements in dietary diversity and food security? What other community-based approaches could be used to achieve these same improvements over the long term?

Key Personnel and Management Plan: (maximum 2 pages)

Key personnel are those individuals whose performance is critical to the success of the AKSYON activity. USAID/Haiti has determined that these three positions must be the Chief of Party (COP), Nutrition and Health Development Advisor, and Monitoring, Evaluation, and Learning Advisor. USAID also requires that one of the latter three key personnel be designated as the Deputy Chief of Party (DCOP). The DCOP will be responsible for technical leadership of the program and management of the team in the absence of the COP. The Applicant should propose individuals that they deem appropriate for the anticipated role of each position and have the sufficient managerial as well as technical capacity, expertise, experience and academic qualification to meet the minimum requirements of the positions and effectively manage and support the overall project and its staff as defined below.

Applicants must provide CVs for each proposed key personnel to demonstrate how each proposed individual is the best fit for the position. These CVs should not exceed 2 pages and should be included in an Annex. The Applicant should also submit three references, with complete contact information, for the proposed candidates, including their most recent supervisor. USAID reserves the right to contact other references not provided by the Applicant.

The list of references is not included in the two-page resume limit. The Applicant must also include a letter of commitment signed by each person proposed as key personnel confirming their present intention to serve in the stated position immediately upon award and their availability to serve for the term of the proposed Award.

Given the complexity of this program, USAID expects these key personnel to have the appropriate qualifications and experience to work as a team to manage a complex U.S. Government Program, especially the ability to bring in regional and international best practices in nutrition.

Chief of Party: The resident Chief of Party candidate is expected to have both technical and management experience and will be responsible for overall program management, including providing leadership to attain objectives, ensuring adequate communications with USAID, and identifying and mitigating program risks. The candidate for this five-year position must meet the following minimum qualifications:

- Minimum of 10 years of relevant professional experience, with progressively increasing responsibilities and duties, in fields related to the successful implementation of projects, including, nutrition technical assistance, local governance, private sector capacity building for improvement of nutrition services, and/or behavior change communications.
- An advanced graduate degree in a similarly related field of study (e.g. nutrition science and policy, nutrition policy, food science and human nutrition, community nutrition, public health, business administration, governance, etc.).
- Proven experience as COP or leadership in the administration of similar sized international donor support programs with skills in strategic planning, management, supervision, and budgeting.
- Proven ability to communicate a common vision among diverse partners and the ability to lead multi-disciplinary teams.
- Evidence of strong communication skills, both oral and written, to fulfill the diverse technical and managerial requirements of the agreement.
- Knowledge of Haiti preferred

Nutrition and Health Development Advisor: This Nutrition Health Development Advisor will work closely with all project key personnel and with USAID. His/her main functions will be to manage and direct the aspects of the project related to the *immediate determinants* of undernutrition, and *underlying and systemic causes* of undernutrition. The predominant focus of this position will be to establish practical methods at the household and community level to *identify and track* children and adults who are malnourished, and establish practices that *prevent* malnutrition at the community level. This position will also be responsible to set up referral systems between the communities and facilities to ensure adequate and consistent treatment and to prevent recidivism. This position will be responsible to improve the knowledge and skills of communities and assist them to implement sustainable activities that make lasting improvements in nutrition and health status. This position will work closely with the M&E Advisor.

- Master degree or equivalent experience in nutrition science and policy, food science and human nutrition, community nutrition, or public health.
- At least 5 years of relevant public health experience, including engagement of government counterparts in coordination, planning, and monitoring.
- Demonstrated understanding facility and community-based referral systems and networks, methods for identifying and tracking undernutrition at the community and household levels and familiarity with best practice in the treatment and prevention of moderate and severe malnutrition.
- Demonstrated understanding of nutrition behavior change methodologies.
- Strong interpersonal, oral and written communication skills.
- Fluent in French or Haitian Kreyol and English (written and spoken)

Monitoring, Evaluation, and Learning Advisor: The Monitoring, Evaluation and Learning Advisor will work closely with the COP and USAID. His/her main functions will be to monitor program progress and findings to improve program performance. The M&E Advisor will have a major focus on promoting achieving results in all areas assuring that responsible staff of key program results is poised to deliver planned results/deliverables on schedule. The M&E Advisor is expected to meet the following minimum qualifications:

- Master's Degree or equivalent experience in monitoring and evaluation, statistics, research methods, or related field.
- At least 5 years of relevant monitoring and evaluation experience, demonstrating increased level of responsibility.
- Proven ability to articulate technical information clearly and effectively to both technical and non-technical audiences.
- Demonstrated experience in successfully translating data and findings into program actions.
- Strong interpersonal, oral and written communication skills.
- Fluent in French or Haitian Kreyol and English (written and spoken)

Management Plan

Applicants should propose a comprehensive management plan that demonstrates the applicant's ability to effectively develop and manage a successful flagship activity that operates in both the public and private health sectors, and functions in highly sensitive situations. The applicant should articulate the roles and responsibilities of all key stakeholders, differentiating the Applicant versus proposed sub-awarded implementer(s) and the Home Office versus field-based staff. If the Applicant proposes sub-awarded implementer(s), they must briefly describe the method of identifying these sub-partners indicating whether or not they have existing relationships with these other organizations and the nature of the relationship. If the proposed management plan includes partners, the applicant should demonstrate experience leading an effective consortium.

In an annex, the applicant is encouraged to:

- Include a summary staffing plan and summary organizational chart which, together, show the totality of positions proposed for all components of the implementation plan, inter-staff relationships and lines of communications.
- Include a narrative that helps explain the staffing plan and organization chart(s) and describes the advantages of the management approach.

In the event of two or more organizations applying together, USAID prefers a well-defined prime and sub-recipient relationship. Consortiums without a clear hierarchy and delineation of authority among members are discouraged. The applicant will present its strategy to retain key personnel throughout the life of the activity (especially the Chief of Party), as well as its contingency plan in the event any of the key personnel leaves the activity.

Institutional Capability/Past Performance (maximum 1 page)

All applicants will be subject to a past performance review for demonstrated successful past performance in previous and/or existing projects. Past performance information must be provided and should relate to the specific technical nature of the AKSYON activity. Applicants should demonstrate experience and success in implementing comparable activities in terms of scope, magnitude, and complexity. The applicants should describe lessons learned during these past experiences and how these lessons-learned informed their proposed technical approach. Additionally, if sub-awarded implementer(s) are proposed, this same information should be provided related to their past experiences. Applicants are strongly encouraged to provide examples of significant impact of their past projects.

5. Summary Budget Format

The Summary Budget must be submitted separately from the concept note.

The Summary Budget application shall consist of a summary budget, in US Dollars, which provides a breakdown by major cost element, the anticipated costs under the Cooperative Agreement using Standard Form 424- Application for Federal Assistance, 424A- Budget Information- Non Construction Programs, and 424B- Assurances- Non Construction Programs.

Standard Forms (SF424 Forms)

The Applicant must sign and submit the Cost Application using the SF-424 series. Submission of the SF 424, SF 424A, and SF 424B are required for the cost application. Standard Forms can be accessed electronically at www.grants.gov and can be downloaded from USAID's web site:

Instructions for SF-424	http://www.grants.gov/web/grants/form-instructions/sf-424-instructions.html
SF424	http://apply07.grants.gov/apply/forms/sample/SF424_2_1-V2.1.pdf
Instructions for SF-424A	http://www.grants.gov/web/grants/form-instructions/sf-424a-instructions.html

SF 424A	http://apply07.grants.gov/apply/forms/sample/SF424A-V1.0.pdf
Instructions for SF-424B	http://www.grants.gov/web/grants/form-instructions/sf-424b-instructions.html
SF 424B	http://apply07.grants.gov/apply/forms/sample/SF424B-V1.1.pdf

6. Other Submission Requirements

Dun and Bradstreet and SAM.gov Requirements

USAID may not award to an applicant until the applicant has complied with all applicable unique entity identifier and SAM requirements. Each applicant is required to:

- (i) Be registered in SAM before submitting its application;
- (ii) Provide a valid unique entity identifier in its application; and
- (iii) Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

Potential Request for Additional Documentation

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

The information submitted should substantiate:

1. Bylaws, constitution, and articles of incorporation, if applicable.
2. Whether the organizational travel, procurement, financial management, accounting manual and personnel policies and procedures, especially regarding salary, promotion, leave, differentials, etc., submitted under this section have been reviewed and approved by any agency of the Federal Government, and if so, provide the name, address, and phone number of the cognizant reviewing official.

7. Funding Restrictions

Pursuant to 2 CFR 200.400, it is USAID policy 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 (2 CFR 200/700, OMB Circular A-122 for non-profit organization, OMB Circular A-21 for universities, and the Federal Acquisition Regulation (FAR) Part 31 for-profit organizations), may be paid under the grant.

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SECTION E: APPLICATION REVIEW INFORMATION

Merit Review Criteria and Selection Process

A Selection Committee (SC) comprised of USAID employees shall conduct a merit review of all concept notes received that comply with the instructions in this NOFO. The evaluation will be conducted using the adjectival rating system.

Applicants should note that the technical review criteria will be used to: (a) identify the significant matters which applicants should address in their concept notes; (b) set the standard against which all concept notes will be evaluated; and (c) determine which applicants will be invited to participate in Phase 2 of the selection process. To facilitate the review of applications, applicants should organize the narrative sections of their applications in the same order as the concept note format (Section D) and the merit review criteria set forth below.

The criteria listed below are presented by major category, so that applicants will know which areas require emphasis in the preparation of the concept note application. To be selected for the award, the application must contain, at a minimum, these elements.

There are two distinct merit review phases. The specific merit review criteria for each phase are as follows:

A. Phase 1: Concept Note Merit Review

The four criteria below reflect the requirements of this particular NOFO. Applicants must note that these factors serve as the standard against which all concept notes will be evaluated, and serve to identify the significant matters, which applicants must address in their concept notes.

Concept Notes will be reviewed on the basis of the following merit criteria and sub-criteria. These evaluation criteria are of equal importance.

1. Technical Approach

The extent to which the proposed technical approach comprehensively address how the Applicant will achieve the core objectives and provide a concise description of the technical strategy and methodology, including collaborating with existing efforts and promoting sustainability and capacity building. Applicant will be evaluated on the following:

- Describe a credible and feasible approach to implementation, including strategy; activity description and timeline; implementation partners, beneficiary population; geographic coverage; social, cultural and demographic issues; and impact;
- Extent to which the proposed technical approach demonstrates a clear understanding of the objectives and presents a ***logical, comprehensive, feasible, and convincing*** approach to achieve them. This should clearly articulate how the approach will address the needs of the marginalized and vulnerable populations, including youth and women. Proposed

interventions should include a mix of evidence-based best practices, as well as innovative approaches that will lead to the achievement of program objectives.

2. Response to Activity Objectives Challenge Questions

The extent to which the Applicant provides insightful responses to the specified questions on the objectives (i.e. severe acute malnutrition, anthropometric data, sustained behavior change, dietary diversity and food security) included in the project objectives.

3. Key Personnel and Management Plan

This includes two sub-criteria of equal weight:

3.1 Key Personnel-Demonstrated *quality, experience and appropriateness* of Key Personnel, including professional competence, academic background, interpersonal skills, management capacity, political astuteness, as well as demonstrated knowledge and ability to successfully and effectively implement the proposed activity.

3.2 Management Plan- Demonstrated ability to effectively develop and manage the proposed program outlined in the technical approach. The extent to which the Applicant articulates the roles and responsibilities of all key stakeholders, differentiating the role of the prime versus proposed sub-awarded implementer(s). Demonstrated experience leading an effective consortium if the proposed in the management plan.

4. Institutional Capability/Past Performance

The extent to which the Applicant demonstrates successful past performance in previous and/or existing projects. The past performance review will take into account the following:

- Demonstrated successful experience in managing and implementing similar programs, in size and scale
- Timeliness of performance, cost, and scope
- Articulated lessons learned during past experiences and how lessons-learned informed proposed technical approach.
- The quality of performance demonstrated by the applicant based on references provided by the applicants and other references as determined by USAID
- Experience in working with a broad range of sub-grantees including but not limited to government entities, registered organizations, community based organizations and informal groups and networks.

B. Phase 2- Oral Presentations Merit Review:

The factors below highlight the requirements of this NOFO for the second stage of selection, which is an oral presentation in **Port-au-Prince, Haiti**. Each oral presentation will be evaluated and scored by the SC in accordance with the evaluation criteria set forth below.

The applicant selected from the oral presentation will be the apparently successful applicant. The apparently successful applicant will be expected to create the Program Description – with inputs from USAID/Haiti – and a full cost application to inform the resulting Cooperative Agreement.

Oral Presentations will be evaluated on the basis of the following three (3) technical evaluation factors. These evaluation criteria are of equal importance.

1. Ability to build local partnerships and engage key stakeholders

In assessing this factor, the SC will consider the applicant's ability to establish sustainable partnerships with focus on the set-up of partnerships with local organizations and other stakeholders for constructive working relationships that maximize project output.

2. Ability to identify key challenges and discuss possible interventions

In assessing this factor, the SC will consider the key challenges identified including effectiveness in a do-no harm context in light of social and political sensitivities.

3. Capacity of implementing innovative approaches efficiently and effectively throughout Haiti

In assessing this factor, the SC will consider the applicant's capacity highlighting the method in which maximum outreach and engagement is achieved. Major challenges in the Haitian context (e.g. widespread malnutrition, poor infrastructure, inefficient logistics systems, limited human resources, adverse weather conditions) put a premium on the applicant's ability to identify and implement innovative approaches to overcoming those challenges. USAID will carefully assess the applicant's approach to innovation, including learning from effective approaches used in Haiti; adapting proven approaches from other settings; and leveraging government, civil society and/or private sector capacity; and sustainability.

Cost Evaluation:

Following the evaluation process, a final cost application will be requested from the apparently successful applicant. A review of cost realism will be conducted on the summary budget application. Cost has not been assigned a score, but will be evaluated for general reasonableness and cost effectiveness. The applicant's cost application will be evaluated to ensure it is a realistic financial expression of the proposed project and does not contain estimated costs which may be unreasonable or unallowable.

Cost negotiations will only be conducted with the apparently successful applicant. If a mutually satisfactory award cannot be negotiated, the Agreement Officer will notify the applicant that

negotiations have terminated and the Agreement Officer will initiate negotiations with the second most technically acceptable applicant. This procedure will continue until a mutually satisfactory award has been negotiated.

The final cost application may be adjusted, for purposes of evaluation, based on the results of the detailed budget review and its assessment of credibility, completeness and for:

1. Allowable Costs (2 CFR 200.403)
2. Reasonable Costs (2 CFR 200.404)
3. Allocable Costs (2 CFR 200.405)

Determination of Award

Following the recommendation of the Selection Committee, the Agreement Officer will make an award determination.

The Agreement Officer's decision regarding funding of an award is final and not subject to review. Any information that may impact the Agreement Officer's decision shall be directed to the Agreement Officer.

Authority to obligate the U.S. Government: the Agreement Officer is the only individual who may legally commit the U.S. Government to the expenditure of public funds.

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SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

Federal Award Notices

Award of the agreement contemplated by this NOFO cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for the award. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Agreement Officer.

Following selection for award and successful negotiations with the apparently successful applicant, an electronic copy of the notice of the award signed by the Agreement Officer will be sent to the successful applicant, which serves as the authorizing document. The Agreement Officer will only do so after making a positive responsibility determination that the applicant possesses, or has the ability to obtain, the necessary management competence in planning and carrying out assistance programs and that it will practice mutually agreed upon methods of accountability for funds and other assets provided by USAID.

The award will be issued to the contact as specified in the application as the Authorized Individual in accordance with the requirements in the Representations and Certifications.

USAID reserves the right to perform a pre-award survey which may include, but is not limited to: (1) interviews with individuals to establish their ability to perform agreement duties under the project conditions; (2) a review of the prime recipient's financial condition, business and personnel procedures, etc.; and (3) site visits to the prime recipient's institution.

Administrative & National Policy Requirements

The resulting award will be administered using the policies and federal regulations that are available at the following websites:

ADS 303

<https://www.usaid.gov/ads/policy/300/303>

For U.S non-governmental organizations:

2 CFR 200

http://www.ecfr.gov/cgi-bin/text-idx?SID=74c9b031753603ccb31812ebb90e203a&tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl

2 CFR 700

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

Standard provisions for U.S non-governmental organizations:

<https://www.usaid.gov/sites/default/files/documents/1868/303maa.pdf>

For foreign organizations (non-U.S. non-governmental organizations, the following standard provisions apply:

<https://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf>

Reporting Requirements

Financial Reporting:

- The recipient must submit the Federal Financial Form (SF-425) on a quarterly basis via electronic format to the U.S. Department of Health and Human Services (<http://www.dpm.psc>). The recipient must submit a copy of the FFR at the same time to the Agreement Officer and the Agreement Officer's Representative (AOR).
- The recipient must submit the original and two copies of all final financial reports to USAID/Washington, M/CFO/CMP-LOC Unit, the Agreement Officer, and the AOR. The recipient must submit an electronic version of the final Federal Financial Form (SF-425) to U.S. Department of Health and Human Services in accordance with paragraph (a) above.
- On a quarterly basis, the AOR may require additional information related to financial accruals and pipeline of funds. This information will help to ensure that the activity has adequate pipeline to conduct its programs. These reports/forms will be submitted when requested within 30 calendar days from the end of each quarter. In addition to this, Awardee will submit accruals reports to the AOR 15 days before the end of each quarter.

Performance Reporting:

- **Annual Work Plans:** The work plans for all USAID/Haiti Health Office activities are aligned with the USG Fiscal Year Calendar (October 1 to September 30). The Recipient will submit its first work plan to the AOR for approval within 30 days of Award. The first work plan will cover the period from the start date of the Award until the end of the first USG Fiscal Year of the Activity – therefore the first work plan may cover less than twelve months depending on the date of Award. The AOR will provide comments within 20 working days to the Recipient and the Recipient will have 15 working days to respond and make all requested changes, after which the AOR will provide final approval within 15 working days.
 - o All subsequent work plans will be submitted to the AOR no later than 1 September and will cover an entire Fiscal Year, i.e. October 1 to September 30. The AOR will provide comments within 20 working days to the Recipient and the Recipient will

have 15 working days to respond and make all requested changes, after which the AOR will provide final approval within 15 working days. All work plans must be developed in cooperation with the AOR, other USAID/Haiti Health Activities, other relevant USAID/Haiti activities, donor programs, the MOH, the HPC, local leaders, beneficiary communities, and all other relevant stakeholders as designated by the AOR.

- **Activity Monitoring and Evaluation (AMEP Plan):** The Recipient will submit to the AOR a life of project AMEP Plan covering the full implementation period within 30 days of the Award (with the submission of the first workplan) that include Performance Indicators for the first year and for the Life of the Project (LOP). For all subsequent years of operation, the Recipient will modify the AMEP to align with the annual work plan, if required by the AOR. The AOR will then provide comments within 20 working days to the Recipient and the Recipient will have 15 working days to respond and make all requested changes, after which the AOR will provide final approval within 15 working days.
- **Grants Manual:** Within 90 days of the start of the Cooperative Agreement, the Recipient shall submit a Grants Manual to the AOR and to the Acquisition and Assistance Office for their review.
- **Quarterly Progress Report:** Quarterly reports will summarize the following: program highlights, achievements, and major activities; budget information; problems encountered, proposed remedial actions and impact achieved against the objectives. The Recipient shall submit an electronic copy of a performance report to the AOR. The performance reports are required to be submitted quarterly (30 calendar days after the quarter). Please refer to 2 CFR 200.328 (b) (1). Along with the quarterly progress report, the Awardee will provide one success story (*Telling Our Story*) from its program. Success stories should be no more than one page. In addition, reporting will also be done through the mission's online performance monitoring system, which is currently Dev Results.
- **Annual reports:** The annual report shall be submitted within 90 calendar days after the reporting period the end of the first full USAID fiscal year and annually thereafter for each authorized year of performance. The Annual Performance Report shall follow the same format as the quarterly report, but with additional focus on cumulative accomplishments, progress and problems toward achievement of results, performance measures, indicators and benchmarks tied to the Annual Work Plan and the AMEP targets, for the quarter and the entire previous fiscal year, which runs from October 1-September 30.
- **Outreach and Communication Strategy:** A communication and outreach strategy shall be developed on an annual basis and incorporated as a section of the Annual Work Plan. The strategies will include the overall communication message of the program, as set forth in the Branding and Marking Plan. The annual strategies must also focus on opportunities for USG visibility through the components of the project in terms of branding and marking but also with regard to events and other direct engagements. The project offers opportunities for signing ceremonies, graduation ceremonies and engagement with the NGOs and their target audiences throughout the course of the project. The strategy must ensure the use of

traditional and social media.

- **Final Program Report:** The Recipient shall submit the original and one copy to FMO, the Agreement Officer (if requested), the AOR, and to the Development Experience Clearinghouse (DEC). Submission instructions to DEC can be found at: <http://dec.usaid.gov>.
- **Short-Term Consultant Reports, Technical Briefs/Reports, Special and External Reports:** Upon completion of the services of each short-term consultant, the recipient shall submit a report to the AOR summarizing the activities, accomplishments and recommendations of the consultant. This can be either in written or verbal form as determined by the AOR. In addition, the recipient shall provide copies of all technical reports including analyses, policy recommendations, comparative studies, etc. to the AOR as these are developed.
- **Geographic Data Reporting Requirements**
 - Activity Location Data (coordinates): The Awardee shall submit Activity Location Data which indicates the geographic location(s) where an activity is implemented. If Activity Location Data exists in a Geographic Information System (GIS) data format, it shall be submitted in accordance with the Geographic Data formatting requirements outlined in the below standards. Activity Location Data shall be submitted as part of the quarterly reports.
 - Geographic Data Standards:
 - Geographic Data must be submitted in industry standard formats such as Shapefile (.shp) or GeoTIFF, or in a File Geodatabase.
 - Geographic Data must be projected to the Geographic Coordinate System World Geodetic System 1984 (GCS WGS 1984). All data must use the World Geodetic System 1984 (WGS 1984) datum.
- **Closeout Plan:** Ninety (90) days prior to the end of the Agreement, the Recipient shall submit a closeout plan to the AOR and the Acquisition and Assistance Office. The closeout plan shall include: brief program summary; brief program timeline; financial status report ; final Financial Status Report timeline; latest NICRA or indirect cost rates; anticipated balance of federal funds after expiration of the instrument; final inventory of residual non-expendable property, which was acquired or furnished under the instrument; program and activity end date; recipient responsibilities during phase out; Subawardees and/or partnership phase out; status of all program audit reports per the instrument's provisions; final audit report timeline; final report timeline; personnel phase-out timeline; personnel phase-out plan; and job descriptions for personnel anticipated to serve during the closeout phase.
- **Development Experience Clearinghouse Requirements:** The Recipient shall be required to submit any technical reports produced under this program, in English, to USAID's Development Experience Clearinghouse (DEC) according to the instructions found at <https://dec.usaid.gov/dec/content/submit.aspx>

- **Foreign Tax Reports:** Standard report will be issued for each Fiscal Year and delivered prior to April 16th of each year.

Branding & Marking:

The apparently successful applicant will be required to submit a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer. A Branding Implementation Strategy and Marking Plan must be in accordance with USAID Branding and Marking Plan as required per ADS 320 at the following link: <http://www.usaid.gov/policy/ads/300/>. See 2 CFR 700.16 or, for non-U.S. organizations, see the provision entitled “Marking and Public Communications Under USAID-Funded Assistance”.

The Recipient must comply with the requirements of the USAID “Graphic Standards Manual” available at www.usaid.gov/branding, or any successor branding policy.

Program Income:

Any program income generated under the award will be used to reduce the Federal award and non-Federal entity contributions rather than to increase the funds committed to the activity in accordance with 2 CFR 200.307.

Environmental Compliance:

- A. The Foreign Assistance Act of 1961, as amended, Section 117, requires that the impact of USAID’s activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID’s ADS 204, which require that any potential environmental impacts of USAID-financed activities be identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. In case of a conflict between host country and USAID regulations, the latter shall govern. The Recipient’s environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this NOFO.

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

- B. An Initial Environmental Examination (IEE) (ME 15-08) has been approved for the Project funding this NOFO. The IEE covers activities expected to be implemented under this Cooperative Agreement. USAID has determined that a Negative Determination with conditions applies to one or more of the proposed activities. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The applicant shall be responsible for

implementing all IEE conditions pertaining to activities to be funded under this solicitation.

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

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

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

- D. For activities with NDC including training service providers on using Family Planning methods, the following actions are required:

The implementer should comply with Haitian regulations for medical waste management: <http://www.moh.gov.jo/AR/Documents/Medical%20waste.pdf>

For activities with NDC including procurement of medical equipment, supplies, furniture and/or office equipment, the following actions are required:

The implementer is required to ensure that equipment, commodities (see also ADS 312) and materials are procured from certified retailers; environmental safety and quality certificates conforming with national and/or international standards are available; equipment and materials are used in an environmentally sound and safe manner, properly disposed of when applicable at the end of their useful life in a manner consistent with best management practices according to USG, European Union or equivalent standards acceptable to USAID.

For activities with NDC including small-scale rehabilitation activities, the following actions are required:

Environmental Due Diligence (EDD) in the form of Environmental Review and Assessment Checklist is required to identify environmental effects, develop Environmental Manual and Mitigation and Monitoring Plans when applicable, confirm/neglect and mitigate a potentially significant adverse effect approved by the Mission Environment Officer (MEO).

Since the approved Regulation 216 documentation is (1) an IEE that contains one or more Negative Determinations with conditions, the recipient shall:

- o Unless the approved Regulation 216 documentation contains a complete environmental mitigation and monitoring plan (EMMP) or a project mitigation and monitoring (M&M) plan, the recipient shall prepare an EMMP or M&M Plan describing how the recipient will, in specific terms, implement all IEE and/or EA conditions that apply to proposed project activities within the scope of the award. The EMMP or M&M Plan shall include monitoring the implementation of the conditions and their effectiveness approved by the MEO.
 - o Integrate a completed EMMP or M&M Plan into the initial work plan.
 - o Integrate an EMMP or M&M Plan into subsequent Annual Work Plans, making any necessary adjustments to activity implementation in order to minimize adverse impacts to the environment.
- E. A provision for sub-grants is included under this award; therefore, the recipient will be required to use an Environmental Review Form (ERF) or Environmental Review (ER) checklist using impact assessment tools to screen grant proposals to ensure the funded proposals will result in no adverse environmental impact, to develop mitigation measures, as necessary, and to specify monitoring and reporting. Use of the ERF or ER checklist is called for when the nature of the grant proposals to be funded is not well enough known to make an informed decision about their potential environmental impacts, yet due to the type and extent of activities to be funded, any adverse impacts are expected to be easily mitigated. Implementation of sub-grant activities cannot go forward until the ERF or ER checklist is completed and approved by USAID. Recipient is responsible for ensuring that mitigation measures specified by the ERF or ER checklist process are implemented.

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

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SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

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

Any questions or comments concerning this NOFO must be submitted in writing by email to Ms. Marva Butler at mbutler@usaid.gov by the deadline for questions indicated at the top of this NOFO's cover letter.

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