Amendment Number:	**01**
Amendment Date:	**April 29, 2019**
Notice of Funding Opportunity:	**72039119RFA00001**
Title:	**USAID’s Women’s Economic and Social Empowerment (“Transform”)**

The purpose of this amendment is to provide answers to questions submitted by the Applicants and to revise/update the Notice of funding Opportunity (NOFO). Following attachments are part of this amendment 01.

Attachment I- USAID’s Responses to Questions

Attachment II- Revised NOFO

Attachment III- Summary of Local Compensation Plan

Thank you for your interest in USAID programs.

Sincerely,

Elizabeth Colarik
Agreement Officer
Office of Acquisition and Assistance

Attachment I

USAID's Responses to Questions:

1. Kindly guide is this call open for UN agencies as well to apply?

   USAID Response: *Yes.*

2. On Page 11 of the RFA mentions: "*The following Key Personnel are essential and necessary for the successful implementation of this activity. USAID designated the following Key Personnel positions:*
   - *Chief of Party*
   - *Technical Specialist – Gender*
   - *Technical Specialist - Business Development*

   The awardee may propose and justify a configuration of key staff positions, qualifications and roles in addition to or in substitution to those described below." Can USAID please confirm the key personnel required or can applicants propose their own key personnel and staffing structures?

   USAID Response: *The word "awardee" is replaced with the word "applicant" on page 11 of the revised NOFO. As per the revised NOFO, Applicant may propose and justify a configuration of key staff positions, qualifications and roles in addition to or in substitution for the key personnel positions mentioned in the NOFO.*

3. USAID has not mentioned key personnel CVs. Can USAID please confirm that CVs are not necessary at this stage of proposal development?

   USAID Response: *Section D is revised to include information related to CVs/Resumes. Please Refer to Page 19 of the Revised NOFO.*

4. Under Section C2. Cost Share, the NoFo states "*the applicant must document as leverage the extent of political will, commitment, and collaboration it intends to receive from the national and provincial levels of the Government of Pakistan... Although the NOFO will not require cost share, it will require applicants to provide evidence of their efforts to secure collaboration, political commitment and potential financial support from host government entities."* Can USAID please confirm this does not require monetary leverage in the Business (Cost) Application?

   USAID Response: *USAID confirms this does not require monetary leverage in Business (Cost) Application, however, it will require applicants to provide evidence of their efforts to secure collaboration, political commitment and potential financial support from host government entities.*

5. Given the devaluation of the rupee, can USAID please provide applicants with an exchange rate?

   USAID Response: *Please use exchange rate of 1 USD = 140 PKR. Section D.6 (d) is updated to reflect this change on page 21 of the revised NOFO.*

6. Can USAID please provide an updated Local Compensation Plan?

   USAID Response: *Please see attached.*

7. Section A Component 2 (page 8) includes an illustrative activity focused on women as necessary resources for deradicalization efforts. To what extent is the activity expected to focus on deradicalization?

   USAID Response: *The activity will build the capacity of women to play an active role in peace building and increasing tolerance in their communities. The applicant has the flexibility to identify which approaches are most relevant.*

8. Section A "Geographic Focus" (page 9) states that the activity will focus on NMD/KP. Does USAID have any priority districts in NMD/KP? If so, can USAID please share with Applicants?

   USAID Response: *USAID does not have any priority districts in NMD/KP.*

9. Section A "Geographic Focus" (page 9) states "as conditions allow – or as opportunities become present – the activity may additionally be implemented in other geographic focus areas, including Southern Punjab, Northern Sindh, Karachi, and Baluchistan." If the opportunity for expansion arises, will USAID provide additional funding to expand activities?

   USAID Response: *Although the primary focus is NMD/KP and KP, applicants may identify other geographic priorities in Southern Punjab, Northern Sindh, Karachi, and Baluchistan that achieve program objectives. To achieve program objectives some national level interventions may also be proposed. Section A "Geographic focus" is updated for clarity. Please refer to page 9 of the revised NOFO.*

10. Section A "Key Issues to Address" (page 9-10) states that the award Recipient will submit a sustainability plan, a detailed plan on how it will engage the private sector, and a MEL plan. Can USAID please confirm that these plans are to be submitted post-award?

USAID Response: *The MEL plan needs to be submitted as part of the technical application package. Sustainability should be addressed in the technical application; however, a Sustainability Plan only needs to be submitted by Recipient post award.*

11. Section C.2 Cost Sharing or Matching (page 15) states "the applicant must document as leverage the extent of political will, commitment, and collaboration it intends to receive from the national and provincial levels of the Government of Pakistan" and "it will require applicants to provide evidence of their efforts to secure collaboration, political commitment and potential financial support from host government entities."

    Can USAID provide clarification on the type of evidence USAID will accept in terms of documenting this?

    USAID Response: *Section C.2 is revised. Please refer to the page 15 of the revised NOFO.*

12. Section D.3 "General Content and Form of Application Submission" (page 17) states that "the estimated start date identified in the Section B of the NOFO must be included in the cost application;" however, Section B does not include a start date. Can USAID please provide an estimated start date?

    USAID Response: *Section B is updated in the attached revised NOFO to reflect the estimated start date as October 1, 2019. Please refer to Page 13 of the revised NOFO.*

13. Section D "Technical Application Format" (page 18) states that the 20-page limit excludes annexes. Can you USAID please provide guidance on what should be included in annexes to the proposal?

    USAID Response: *Section D is updated to include information about Annexes. Please refer to Page 19 of the revised NOFO.*

14. Section D.5. Technical Application Format (page 18) states that the "Technical Application must not exceed twenty (20) 8.5x11 sized pages excluding annexes." May the applicant include a list of acronyms and abbreviations that does not count against the page limit?

    USAID Response: *A list of acronyms and abbreviations are to be included as annexes. Please refer to Page 19 of the revised NOFO.*

15. In Section E.2 Review and Selection Process (pages 30-31) the percentages assigned to the evaluation criteria do not add up to 100%. Where will the remaining 15% be assigned?

USAID Response: *Section E.2 is updated in the attached revised NOFO to eliminate the percentage allocation to the Merit Review Criteria. Please refer to page 31 and 32 of the revised NOFO.*

16. Section E.2.b Sub Criterion 3.2 (page 32-33) states that each of the key personnel positions requires a master's degree. Our understanding of this activity is that it is meant to empower women. In the Applicant's experience, higher education is often out of reach for Pakistani women. We ask that USAID allow Applicants to present candidates with a bachelor's degree in lieu of a master's degree to allow equal opportunity to diverse women candidates from marginalized communities.

    USAID Response: *The educational qualification for key personnel as per NOFO stands final.*

17. Page 23, Section 6g, History of Performance, requests information on previous/similar programs carried out by the Applicant (max 5). Does USAID want details only on USAID- funded programs, or can programs funded by other donors be submitted as well?

    USAID Response*: History of performance is not limited to USAID funded programs only. Past performance information for the programs funded by other donors can be submitted as well.*

18. Page 24/25/26, Section 6h, references the *'apparently successful applicant'* who will be required to submit a Branding Strategy and Marking Plan. Can USAID please define this term to clarify whether this information is required in the Application, or rather at a later date (and prior to contract signing)? Note that the term *'apparently / apparent successful applicant'* is referenced elsewhere in the NOFO, so clarification of this term will be helpful to gain more clarity in a number of instances in the NOFO.

    USAID Response: *Applicants do not need to submit Branding and Marking plan as part of the application. Branding and Marking Plan is only required from the apparently successful Applicant as stated on page 38 of the NOFO. Apparently Successful Applicant is the one who is evaluated and is considered most favorable for getting the award.*

19. Page 15, Section C, 2, Cost Sharing or Matching, indicates 'Successful applicants who are requested to submit full applications…'. Can you provide a timeframe for: (i) when the full applications will be requested for submission and (ii) the deadline to submit full applications?

    USAID Response: *Reference to the full application is eliminated from the Revised NOFO. Please note that the current application stage is the only call for the applications.*

20. Page 30, Section E, 2b, Applicant Instruction and Review Criteria. Please confirm that the MEL plan and Personnel / Management Approach is included in the 20-page limit for the Technical Application (the Tech Approach is referenced on page 18 (5d) but then the Technical Approach and MEL are referenced separately on page 30/31).

    USAID Response: *Section D is updated to include information about the MEL Plan and Personnel and Management approach. Please refer to Page 19 of the revised NOFO.*

21. Page 36, Section F, 2, Environmental Compliance provides information on the Recipient's environmental compliance obligations. Please clarify if there are specific details related to the environment that are required by USAID in the Application.

    USAID Response: *The applicant is required to provide the proposed environmental compliance action plan that will be followed for the activity implementation in accordance with the environmental compliance requirements available in the USAID's approved Initial Environmental Examination (IEE) for the activity, attached with the solicitation. Please refer to the referred IEE to review the environmental threshold determinations and respective conditions of the IEE to be followed by the implementer of the activity."*

22. Does USAID expect the Transform activities to be implemented across all of the Newly Merged Districts (NMDs)? The question is based on our knowledge that some of the NMDs have movement restrictions in place.

    USAID Response: *To achieve sustainability, maximize results, and leverage resources, applicants may preliminarily identify priority districts within NMD/KP for activity implementation.*

23. Is there a preference by USAID as to where the program should establish its main and sub office/s?

    USAID Response: *USAID does not have any preference.*

24. With respect to security / medical training, does USAID have a minimum length of course they require? Are there required instructional elements, or is that left to the Applicant to determine?

    USAID Response: *USAID does not have any preference.*

25. Does USAID have any restrictions on whether the Applicant trains and oversees and internal security force or instead contracts one out?

    USAID Response: *USAID does not have any preference.*

26. What security event insurance (security, kidnap, medical, etc) coverages, if any, does USAID require?

    USAID Response: *USAID does not have any preference.*

27. Will USAID consider funding application of $ 1 to 2 million under this RFP?

    USAID Response: *No.*

28. Will USAID allow paying of 16% GST on top of the budget for a private limited company required to pay these taxes to govt?

    USAID Response: *No.*

29. What is anticipated start date for the project implementation?

    USAID Response: *Please see response to question 12.*

30. The grants.gov entry for this NOFO states that the Award Ceiling is $19,800,000. Page 13 of the NOFO states that $15-20 million in funding is available. Would USAID please clarify the maximum amount of funding available under this NOFO?

    USAID Response: *USAID can only provide a range of funds available i.e $15-20 million.*

31. On page 9, in the Geographic Focus section, the NOFO states:
    As conditions allow - or as opportunities become present - the activity may additionally be implemented in other geographic focus areas, including Southern Punjab, Northern Sindh, Karachi, and Baluchistan. Geographic targeting is expected to be flexible, adaptable, and ultimately undertaken in collaboration with USAID.
    Would USAID please clarify if applicants should budget a flexible fund for potential geographic expansion?

    USAID Response*: Please see response to question 9.*

32. On page 15, under Section C Cost Sharing or Matching, it states that "*the applicant must document as leverage the extent of political will, commitment, and collaboration it intends to receive from the national and provincial levels of the Government of Pakistan. Successful applicants who are requested to submit full applications will work with national and provincial governments to secure commitment to supporting and taking ownership of the interventions under the Transform activity. Although the NOFO will not require cost share, it will require applicants to provide evidence of their efforts to secure collaboration, political commitment and potential financial support from host government entities.*"
    Would letters of support be sufficient evidence of efforts to secure collaboration, political commitment, and potential financial support from host government entities?

    USAID Response: *Please see response to question 11.*

    Also, the NOFO does not include any other references to a full application stage. Would USAID please confirm the award process and if this current application stage is considered the full application?

    USAID Response: *Please see response to question 19.*

33. On page 18, the technical application format ends at the Technical Approach. However, on page 29, the Criterion Identification also includes the Monitoring, Evaluation, and Learning Approach, and the Personnel and Management Approach. Given these, additional criterion, would USAID please clarify the technical application format and sections?

    USAID Response: *Please see response to question 20.*

34. On page 18, the NOFO states "*the Technical Application must not exceed twenty (20) 8.5x11 sized pages excluding annexes.*"

    Besides reference to an organizational chart on page 32, no other annexes are mentioned. Would USAID please clarify what annexes should be included with the technical application?
    Are CVs and letters of commitment required for Key Personnel and can these be included as an annex? If yes, is there a maximum length for CVS?
    Are letters of commitment/support required from proposed implementing partners? If yes, can these be included as a separate annex?
    Should all of the MEL plan be included within the 20-page limit, or is it okay to include part of the MEL framework as an annex (part of technical application)? Also, on page 35, the NOFO describes the full MEL plan required within 30 days of Award. Would USAID please clarify with the MEL Plan submission requirements are at the application stage under Criterion 2?

USAID Response: *Please see Page 19 of the revised NOFO for information about annexes, Resume/Cvs and letter of commitments.*

An illustrative MEL plan is required as part of the technical application package (within 20-page limit). However, the awardee will be required to submit a detailed MEL plan for the first year of the project including indicators within 30 days of the award. Please refer to page 32 for the revised NOFO to reflect updated merit review criterion 2.

35. With the technical approach weighing 50%, the MEL Plan weighing 20%, and the Personnel and Management Approach weighing 15%, it appears that the total weight of the criteria equals 85%. Would USAID please clarify if there are additional criteria weighting to bring the total to 100%?

    USAID Response: *Please see response to question 15.*

36. Page 17 states that "the estimated start date identified in Section B of this NOFO must be used in the cost application." However, Section B does not include a specific start date. Would USAID please clarify the estimated start date for the cost application?

    USAID Response: *Please see response to question 12.*

37. Should the security plan be attached to the technical or cost application?

    USAID Response: *Please include it as part of the Cost Application.*

38. While we completely understand the importance of having such interventions in NMD/ KP and KP, can geographical coverage be expanded to include areas with greater gender disparities such as southern Punjab and interior Sindh?

    USAID Response*: Please see the answer to question 9.*

39. This NOFO talks about engagement of "women" – does this need to be defined by the offerors or USAID's preference is for any specific cohort as "married women", "unmarried girls", "educated/ uneducated", "urban/rural" etc.?

    USAID Response: *USAID does not have any preference.*

40. What are the deliverables for the project beyond evaluation reports with lessons learned and recommendations?

    USAID Response: *The deliverables are already mentioned in Section F of the NOFO.*

41. There are three components of Program Activities. Can an organization apply only for one of the three?

    USAID Response: *No.*

Issue Date:	April 16, 2019
Due Date for Questions:	April 24, 2019
Closing Date:	May 27, 2019

Subject: Notice of Funding Opportunity Number: 72039119RFA00001

Program Title: USAID's Women's Economic and Social Empowerment ("Transform")

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

The United States Agency for International Development (USAID) is seeking applications for a Cooperative Agreement from qualified entities to implement the Women's Economic and Social Empowerment ("Transform") activity. Eligibility for this award is not restricted.

USAID intends to make an award to the applicant(s) who best meets the objectives of this funding opportunity based on the merit review criteria described in this NOFO subject to a risk assessment. Eligible parties interested in submitting an application are encouraged to read this NOFO thoroughly to understand the type of program sought, application submission requirements and selection process.

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

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements detailed in Section D.6.f. The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early in the process.

Please send any questions to the point(s) 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,

Anthony E. Amerson
Agreement Officer
Office of Acquisition and Assistance

SECTION A: PROGRAM DESCRIPTION

SUMMARY

USAID's Women's Economic and Social Empowerment ("Transform") activity seeks to reduce the gender gap in economic and social opportunities between Pakistani men and women. This project will work primarily in the Newly Merged Districts of Khyber Pakhtunkhwa (NMD/KP, the former Federally Administered Tribal Areas), Khyber Pakhtunkhwa (KP), as well as other priority geographies to help women earn higher incomes, reduce inequality in economic and social participation, and reduce gender-based violence. Successful completion of this activity will create a more supportive environment for women's political, social, and economic empowerment. USAID seeks results-based, cost-effective, and creative solutions from local and international development partners and the private sector to achieve these objectives.

PROBLEM STATEMENT

Pakistani women - particularly in NMD/KP, KP, as well as South Punjab, Northern Sindh, Karachi, and Baluchistan - face several structural and socio-economic constraints that lead to unequal and inadequate economic opportunities for them. This results in economic disempowerment, which undercuts women's control over decision-making in their homes, access to health and education services, ability to serve in leadership positions, and participation in business and public affairs. Moreover, communities vulnerable to crisis and conflict can further exacerbate this inequality and can contribute to instability in certain areas.

Barriers to women's economic and social participation include systemic underinvestment in women and girls, a patriarchal society that prioritizes the productive roles of men over women, limited control of their labor or its benefits, and a division of unpaid labor – especially for family responsibilities – that falls disproportionately on women. Most women who enter the labor force work in informal industries with comparatively lower wages and few legal protections. Women tend to work in sectors that are stereotypically considered women friendly or in spaces considered safe such as their homes. As a result, transitioning into non-traditional or high-value sectors, usually male dominated, becomes a challenge.

These traditional cultural norms and attitudes undergird disparity in power dynamics between women and men and often reinforce perceptions and beliefs that women cannot be economically productive members, undervaluing the basic existence of women. Those who attempt to step out from these norms often face severe repercussions, including gender-based violence. Specific denial of women's participation in economic activities is also a form of gender-based violence and can lead to more explicit and easily recognized forms of gender-based violence, including sexual and physical violence. Economic empowerment has the potential to reverse power imbalances between women and men. Greater access to and control of financial resources can enable women to rebalance gender-based power disparities in home and in local communities.

BACKGROUND

Over the last several years, the Government of Pakistan has made strides toward achieving gender equality. It has promulgated pro-women legislation on harassment in the workplace, and quotas for women in the national, provincial, and local legislatures, and in public sector jobs. New legislation now covers the prevention of domestic violence, women's access to inheritance, protection against early marriage, prevention of acid crimes, custodial rights, rape and honor killings, family courts for marital disputes, and the establishment of the National Commission on the Status of Women.

The 18th Constitutional Amendment in 2010 devolved authority on women's development to the provincial Women's Development Departments. These and other associated departments, such as Social Welfare Departments and Provincial Commissions on the Status of Women, plan, coordinate, and implement policies at the provincial level to increase gender equality. At the federal level, the National Commission on the Status of Women advises the Government of Pakistan on gender policy and the Ministry of Human Rights has the mandate to implement gender policies and regulations.

Pakistan is a signatory to the Universal Declaration of Human Rights, the Convention on the Elimination of All Forms of Discrimination Against Women, the International Covenant on Civil and Political Rights, and the Rights of Persons with Disabilities. Article 38 of the Constitution of Pakistan guarantees citizens the right to pursue economic opportunities irrespective of sex, caste or creed.

Despite these significant efforts to improve the legal protections afforded to women, including in the workplace, legislation remains largely unimplemented resulting in continued discrimination and gender-based violence with impunity. In 2018, Pakistan ranked 148 of 149 countries (second only to Syria) in the World Economic Forum's Global Gender Gap index. Although statistics on the prevalence of gender-based violence vary across the provinces, the scale is tremendous and the consequences for individuals, families, communities, and country at large are devastating. According to a 2015 Aurat Foundation report on Violence Against Women in Pakistan, 713 women were murdered in honor killings, 65 were burned in acid attacks, and 1,515 women were raped. These numbers are likely understated, as a high percentage of sexual violence crime goes unreported.

Women, religious minorities, and the urban and rural poor remain marginalized and disadvantaged groups in Pakistan. Women and girls in poor households bear a disproportionately high share of the poverty burden largely due to the cultural practices rooted in patriarchy. Poverty, cultural norms, and geographic isolation often obstruct Pakistani women's access to education opportunities, starting at an early age and extending through secondary and tertiary education. By the time girls, reach secondary education, only 34 percent remain enrolled. This contributes to significant disparities in literacy, with 45 percent of Pakistani women literate, compared to 68 percent of men. In most cases, women are not trained or provided with the relevant workforce development skills to become financially independent or be able to share the burden with family or a life partner. Their greater deprivation is due to a host of factors, including restricted mobility, lack of education and training, limited access to or ownership of resources and assets, discrimination in labor markets, and limited access to credit and social services.

Reduced investment in women's human capital, preventing and responding to gender-based violence, weak implementation of laws, compounded by the ideology of negative social biases, has led to fewer women participating in the formal labor force and leaving them economically vulnerable. However, women do participate in much greater numbers in the informal and agricultural sectors of the economy. The 2016 UN Women Report on Women's Economic Status in Pakistan estimates that home based workers contribute approximately Rs. 400 billion or 3.8 percent of Pakistan's GDP. Women's economic contribution is neither acknowledged, nor documented in its entirety. The conditions of women workers in Pakistan's informal economy, self-employment (micro-entrepreneurs), and those working on a piece rate basis (home-based workers) are even more problematic, due to the absence or weak implementation of labour laws and policies.

Social norms in Pakistan lead to women's overwhelming representation in unpaid care work. Women in Pakistan are 10 times more involved in unpaid care work than men. This is also manifested in lower literacy levels and lack of market-based skills among women and girls resulting in their sparse representation in high-skilled jobs. Providing access to a violence and harassment-free environment, affordable childcare, safe transport, residential services, and greater access to education and training are essential to encourage higher participation of women in the labor market.

Although men-operated businesses also face difficulties, women-owned businesses frequently encounter additional challenges in Pakistan. Constraints include a lack of access to basic enterprise requirements that are more often available to men-operated businesses. They also include limited access to formal financing and marketing for products, difficulties in adapting to newer technologies, and limited access to skill development for themselves and their workers. Women additionally suffer from restricted rights, limited mobility, and relatively muted voice in shaping decisions that makes them highly vulnerable.

The lack of property rights for women is a key constraint. This affects both accesses to finance as well as other dimensions of enterprise development such as decision-making power. Complicated procedures further erode the position of women entrepreneurs in joining the formal economy. This is compounded by the challenges they face in acquiring, managing, and retaining skilled labor. High registration, transaction costs and taxes also discourage women entrepreneurs when it comes to graduating from self-employment to entrepreneurship.

According to the government's Labour Force Survey (LFS) 2017-18, women's labor force participation is only 14.5 percent compared to men 48.1, representing a severe imbalance to male participation. Moreover, these numbers are on lower side compared to LSF 2014-2015. The Government of Pakistan's key planning document, Vision 2025, recognizes women's economic concerns and commits the government to increasing women's labor force participation to 45 percent. However, this necessitates significant steps, including a comprehensive framework, to turn this commitment into a reality by 2025.

These enormous challenges can be overcome if all stakeholders - government, civil society, bilateral and multilateral partners and the private sector, work together to encourage women's economic and social participation which will lead to higher incomes for women that will translate in the well-being of their families, resilient communities and improve Pakistan's economy.

PROGRAM OBJECTIVES AND EXPECTED OUTCOMES

Through Transform, USAID aims to empower women economically and socially, to reduce the economic gender gap and increase women's access to information, resources, support, and institutions. The activity will engage men, boys, and community stakeholders to create an enabling environment that will support women in society and additionally reduce the incidence of gender based violence. The activity will also amplify the voices of women in their communities, and enhance their control over their lives at home, at work, and in society at large, and strengthen the role of women as peace-builders and advocates for stability.

To achieve this goal, this activity has the following three objectives:

1. Increased incomes for women-owned micro businesses and women workers,
2. Expanded women's economic, social participation, including in roles as peace builders in local communities, and
3. Reduced gender based violence risk through advocacy and community engagement, particularly with men and boys.

PROGRAM ACTIVITIES AND EXPECTED OUTCOMES

USAID envisions three primary components that support each objective of its new Transform activity:

1. Increased incomes for women-owned micro-businesses and women workers

Component 1 seeks to help women earn higher incomes through targeted assistance to women-owned micro-businesses and women workers in selected value chains. Higher incomes, including from less volatile sources, is one of the key results of economic empowerment. It enables women to generate additional financial resources to support their well-being and to reinvest in their own productivity. It contributes to reduced economic insecurity, household poverty, and national development.

Target beneficiaries will be the most economically vulnerable women in focus geographies, including in rural and urban areas. Micro-businesses and entrepreneurship represent challenging yet promising avenues for these women to raise their incomes and develop new skills in the process. Such economic ventures may include creating products, providing services, or reselling other products.

This activity will adopt an evidence-based approach to establish, nurture, and grow viable women-led micro businesses. It should seek creative ways to address the constraints to growth for these enterprises including new entrants and help these micro-businesses to identify and take advantage of new economic activities. Successful approaches will incorporate survey information and additional analysis to target activities - including selection of value chain or economic focus - most appropriate to the geographic areas covered under this project. Key outcomes for this component include demonstrable increases in beneficiary incomes and greater linkages between participating women-led micro-enterprises and markets, sources of finance, and productive resources.

Where it supports the activity's approach, interventions should leverage sustainable partnerships with the private sector, including potentially larger firms and micro-finance institutions.

Illustrative activities may include but should not be limited to:

1. A geographic survey of industries in target areas with prevalent women-led micro-businesses, including opportunities for where women's participation is possible but currently underutilized
2. Business development services assistance for women-owned and led micro-businesses
3. Skills development or quality control assistance that leads to higher revenues
4. Provision of or strengthened linkages between women and financial services, productive tools, and technology
5. Assistance to link women entrepreneurs and women owned micro-businesses to markets
6. Use of technology solutions to virtually connect women to markets and resources, particularly in areas where physical access is limited. Any technology-based activities should consider access to the necessary telecommunications and internet infrastructure in target geographies, as well as the skills required to utilize them.
7. Training, coaching, or mentoring that enables women micro-entrepreneurs to address sexual harassment (e.g. by customers or vendors)

Illustrative indicators may include but should not be limited to:

1. Percent change in income among female beneficiaries of USG assistance to micro-businesses
2. Amount of credit or outside finance received by beneficiaries through USG assistance
3. Number of women who have access to finance, markets and technology through USG assistance

These activities and indicators are illustrative only. The Offeror should develop its own approach with activities that are most likely to achieve Objective 1.

2. Expanded women's economic, social participation, including in roles as peace builders in local communities

Component 2 seeks to partner with local communities to expand women's economic and social participation, as well as their roles as peace builders. Economic activity takes place against a backdrop of legal, regulatory, and cultural systems and practices. These systems and norms can create or limit economic opportunities for women as well as shape the incentives for women to pursue them. USAID believes that local communities are therefore key partners in overcoming structural obstacles and attitudes that limit greater women's participation in the economy and larger society.

Obstacles may include social and cultural factors, women's ability to interact with and benefit from markets, access to resources, patterns of unpaid domestic and care work, limited mobility, and the prevalence of sexual and gender-based violence. Overcoming these will require greater dialogue among community leaders and an expansion of social space for women's voices in economic decision-making. Communities may find common challenges and solutions to these issues and may benefit from greater collaboration with others. Networks between communities as well as the economic institutions that support women-led micro-businesses may help beneficiaries connect to a wider pool of resources, including those of labor unions, employers' associations, women rights organizations, private sector organizations, micro-finance institutions, and local government.

In addition to expanding their role in economic and social participation, the program is expected to enhance women's roles as peace builders. Ensuring - and supporting - greater participation and leadership of women in conflict resolution, social inclusion, and peacebuilding leads to more durable and sustainable outcomes. Key outcomes under this component include greater women's participation in social and economic activity in local communities, as well as positive changes in attitudes towards gender equality.

Illustrative activities may include but should not be limited to:

1. Creation or enhancement of community forums that support greater women's participation in local economies and leadership in economic activity
2. Establishment or strengthening of networks for women micro-business owners for mentorship, peer support, and other necessary resources to expand their businesses
3. Assistance to help women bargain collectively on issues, including related to targeted value chains
4. Engagement with industry associations, labor unions, micro-finance institutions, and/or local elected representatives to develop new economic opportunities for women workers

or business owners, and help them in establishing mechanisms to address workplace harassment issues

5. Engagement with family members to ensure greater women's control over financial resources and role in financial decision-making
6. Public advocacy campaign in support of women's economic leadership and the rights of women within their communities
7. Strengthening or establishment of women community networks, peer groups, and other necessary resources for deradicalization efforts, including enhancing women's role as peacebuilders

Illustrative Indicators:

1. Percentage of participants reporting increased agreement with the concept that men and women should have equal access to social, economic, and political resources and opportunities
2. Percentage of participants who feel capable to mentor neighbors and friends to identify early warning signs of violence or intolerance as a result of their participation
3. Number of women in target communities in leadership roles

These activities and indicators are illustrative only. The Offeror should develop its own approach with activities that are most likely to achieve Objective 2.

3. Reduced risk of gender based violence through advocacy and community engagement, particularly with men and boys

Component 3 seeks to reduce the risk of gender-based violence through advocacy and community engagement, particularly with men and boys.

Gender-based violence reflects the power imbalance between women and men. Reducing the risk of gender-based violence is a necessary component of women's economic empowerment. Social norms in Pakistan's patriarchal society, particularly in conservative areas, restrict women's mobility outside the home. Traditional cultural attitudes can discourage women as economically productive members of society and lead to the acceptability of sexual harassment and gender based violence, which act as a barrier to women's participation in the economy.

Component 3 activities will engage men and boys as well as other key stakeholders in local communities as key allies and primary actors in the prevention of gender-based violence. USAID envisions that activities under this component focus primarily on prevention, rather than direct service provision to victims of violence. The project will develop creative approaches for communicating and fostering discussion with men and boys, including creating positive role models. Successful approaches will consider how best to engage men and boys in different age groups (e.g. school-age, early adulthood, and late adulthood). Activities should be culturally appropriate for Pakistan's context and explore partnership with networks of local schools, organizations, clubs, and other institutions capable of reaching larger audiences. Offerors should articulate promising community-based approaches to change social and cultural norms related to gender-based violence, particularly in NMD/KP and focus geographies of this activity.

Key outcomes include positive changes in community attitudes towards the unacceptability of gender-based violence, greater awareness of gender-based violence services and support, and the institution or strengthening of mechanisms to protect against gender-based violence.

Illustrative activities may include but should not be limited to:

1. An activity-level gender analysis of target areas covered in this activity, within the first 90-days of award. This analysis would complement (or potentially be part of) the geographic survey described in Component 1 of this activity. It would take place prior to and inform the approach and tailoring of interventions to local communities.
2. Group education activities, including the participation of whole families, that discuss gender roles, misperceptions of social norms, and other issues related to gender-based violence
3. Strategic media campaigns, including the creative use of social media
4. Working with community groups, and religious and local leaders for positive messaging that affirms women's rights to personal safety, agency, and freedom from violence
5. Use of ICT technology to create safety networks, neighborhood watches, connections with law enforcement and organizations that help prevent and provide support for victims of gender based violence
6. Community engagement to enhance women's access to in-person and virtual resources and their presence in public spaces. Examples might include addressing sexual harassment in public and professional settings, including the use of transportation.

Illustrative indicators may include but should not be limited to:

1. Percentage change among target population with the statement that gender-based violence is unacceptable under any circumstances
2. Percent of media campaign audience who recall hearing or seeing a specific USG-supported gender based violence prevention message
3. Percent of direct and indirect beneficiary group who feel safer after specific interventions
4. Number of mechanisms to protect against gender based violence strengthened

These activities and indicators are illustrative only. The offeror should develop its own approach with activities that are most likely to achieve Objective 3.

Geographic Focus

This activity will have a special geographic focus on NMD/KP and KP. ~~As conditions allow – or as opportunities become present – t~~The activity may additionally be implemented in other geographic focus areas, including Southern Punjab, Northern Sindh, Karachi, and Baluchistan. Geographic targeting is expected to be flexible, adaptable, and ultimately undertaken in collaboration with USAID.

Key Issues to Address

Sustainability

USAID's journey to self-reliance development policy promotes sustainability, which encompasses both the sustainable achievement of development results and the use of environmentally sustainable practices. Sustainability depends on the commitment and capacity of local institutions and effectively harnessing the contributions of many local actors to produce results that benefit the people of Pakistan. A focus on sustainable interventions will help avoid inadvertent harm the people that USAID seeks to assist. Policies should consider how they will promote sustainability through: 1) local ownership, 2) the assessment of outcomes after programs have ended, and 3) Strengthening the commitment and capacity of local systems to produce development results.

The Recipient will submit a sustainability plan that describes how the impacts of these activities will remain effective after the life of the project and support the Journey to Self-reliance (https://www.usaid.gov/selfreliance)

Gender

Among other findings and recommendations, USAID/Pakistan's gender analysis (see Attachment C) for its 2018-2023 Country Development Cooperation Strategy (CDCS) noted that successful approaches to gender equality must focus specifically on gender-specific roles, relationships, social norms, attitudes, behavior, and balance of power. It identified engaging both women and men as necessary to address these issues. Additionally, it recommended that activities such as Transform employ locally contextualized implementation approaches.

To empower women economically, the CDCS gender analysis noted that gender relations can be equalized by introducing alternative attitudes and behavior. These may include approaches that foster collaboration between men and women to jointly address economic and social challenges, including inequality in economic opportunity and the public presence of men and women (e.g., in the workplace, in public, or in public office). Successful approaches must go beyond "doing something for women" but address the underlying patterns that shape inequitable roles and relationships between women and men. This necessarily will involve working with women and men together rather than separately.

USAID and other development agencies have advocated for elevating women's roles - including leadership roles - in community peacebuilding efforts. The achievement of gender equality contributes to the prevention of violence and more sustainable peace outcomes in communities in conflict. Structural gender barriers, including those identified in USAID's gender analysis and described in this NOFO, continue to impede progress. Successful approaches towards this goal must also contextualize activities with attention to local gender roles, relationships, social norms, attitudes, behavior, and balance of power.

USAID/Pakistan's 2018 Gender Analysis is included as an annex III to this NOFO. Offerors' must integrate this - and the offeror's own analysis - into the framework for designing approaches to fulfilling the goals and objectives of this activity.

Engaging the Private Sector

The private sector has a critical role to play in achieving sustainable outcomes. With a growing population and access to technology, private sector engagement is essential to find practical ways of making a fundamental difference in the lives of Pakistani citizens, particularly women. Successful approaches will also engage the private sector to understand its business challenges and priorities, and explore areas of mutual interest through initiatives that contribute to increasing gender equality and meet the private sector's bottom line. Private sector actors are willing to engage in partnerships with development initiatives that will contribute to gender equality, particularly when initiatives contribute to firms' business goals. However, identifying opportunities and operationalizing them typically requires extensive consultation and highly tailored approaches to fit each organization's situation.

The award recipient will submit a detailed plan that details how it will engage the private sector, including in ways that partnership addresses the systemic issues identified in USAID's gender analysis. The plan should also propose how the intervention will remain successful after the life of the project.

Monitoring and Evaluation

Consistent monitoring and timely assessment of activities as well as the overall program are essential for successful implementation. Regular collection and analysis of both performance and context information will be necessary to ensure the activities continue to be aligned with and contribute towards overarching objectives. Successful approaches will work within the local cultural context of partnering communities and data will be used to validate or revise implementation. The regular analysis of this data should continuously inform and improve outreach, assistance activities, as well as operating procedures such as training logistics, grant requirements (if applicable), travel, and resources allocated to engaging men and women.

The recipient will develop a Monitoring, Evaluation and Learning (MEL) plan in order to ensure that the activity is contributing to overall objectives of Transform. USAID ADS 205 and ADS 201 requires sex disaggregation of people-level performance indicators and gender-sensitive indicators to help USAID understand how gender differences "improve or detract from the efficiency and overall impact of its programs." To measure the progress against indicators, the Recipient will set the targets based on its own research and publicly available information, including government statistics, NGO statistics, and studies. The targets will be set with a mutual understanding between the Recipient and USAID that are realistic and contribute towards achieving the overall objectives. USAID/Pakistan has an internal database, PakInfo that will be used by the Recipient/s for recording targets and progress towards achieving results. An evaluation - with baseline and endline plans - will be developed by the Recipient to evaluate the activity performance and document lessons learned. Policy recommendations should be based on lessons learned and evaluations conducted as a part of the activity.

Key Personnel

The following Key Personnel are essential and necessary for the successful implementation of this activity. USAID designated the following Key Personnel positions:

1. Chief of Party
2. Technical Specialist - Gender
3. Technical Specialist - Business Development

The ~~awardee~~ applicant may propose and justify a configuration of key staff positions, qualifications and roles in addition to or in substitution to those described below. Suggested qualifications and functions for key personnel include the following:

Chief of Party: The Chief of Party will be responsible for the overall management of the project. S/he will supervise implementation and ensure the project meets its goals. S/he will also serve as the main representative of the project and the principal interlocutor with USAID/Pakistan and all activity counterparts for the purpose of this activity.

Technical Specialist - Gender: The Gender Specialist - Gender will be the principal technical resource on gender for this activity. A successful incumbent should have significant experience working on gender-barriers in economic contexts as well as on gender-based violence.

Technical Specialist - Business Development: The Business Development Specialist will be the principal technical resource on technical assistance to women-led micro enterprises for this activity. A successful incumbent should possess significant experience in development and working with micro and home-based enterprises.

COMPLEMENTARY USAID-FUNDED AND OTHER ACTIVITIES

USAID and other international donors fund development activities that have similar or complementary objectives to those outlined in this project. USAID expects that offerors avoid duplication or build upon work with these initiatives. Examples of ongoing activities include:

Ambassador's Fund Grants Program (USAID): This activity empowers vulnerable populations, encourages social entrepreneurship, improves responsiveness of government to citizens, promotes women's empowerment, and builds resilience. Grants are likely to include assistance for women's livelihoods and rights.

Youth Workforce Development (USAID): These activities provide youth, particularly in Sindh and Punjab Provinces, with non-violent job skills and employment opportunities and exposes them to new ideas and people with different backgrounds with the aim of reducing the attraction of extremism and violent criminal activities.

The Small and Medium Enterprise Activity (USAID): This activity supports female entrepreneurs by increasing their access to technology, markets, and finance. It also addresses inequities in policies related to business registration and regulation, access to finance, and entrepreneurship, and strengthens women's chamber of commerce and business associations.

USAID's Maternal and Child Health (USAID): This activity works in Sindh Province to increase the number of trained health care providers that can reach marginalized women and children and improve equitable access to basic health services. It also educates local communities about family health issues and strengthens Pakistan's newly-decentralized health delivery systems.

AUTHORIZING LEGISLATION/APPLICABILITY OF 2 CFR 200 & 700

This award is authorized in accordance with the Foreign Assistance Act of 1961, as amended. 2 Code of Federal Regulation (2 CFR) 200 and 700 are applicable to an award to a U.S. organization made under this solicitation and to any sub-award to a U.S. entity resulting from this award. For US NGOs, the *Standard Provisions for U.S. Nongovernmental Recipients* (Non-US NGOs) referenced in ADS 303 will apply to any award or subaward. For non-U.S. organizations, the *Standard Provisions for Non-U.S., Nongovernmental Recipients* (Non-US NGOs) will apply. While, 2 CFR 200 and 700 do not directly apply to non-U.S. applicants, the Agreement Officer will use the standards of 2 CFR 200 and 700 in the administration of the award.

END OF SECTION A

SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

Subject to funding availability, USAID intends to provide $15- 20 million in total USAID funding over a five-year period for its new Women's Economic and Social Empowerment ("Transform") Activity. Actual funding amounts are subject to availability of funds.

USAID intends to award a Cooperative Agreement pursuant to this Notice of Funding Opportunity (NOFO). The estimated start date of the award is October 2019.

2. Period of Performance for Federal Awards

The period of performance anticipated herein is a five-year period from the date the Agreement Officer signs the award.

3. Substantial Involvement

Consistent with ADS 303.3.11, USAID/Pakistan will be substantially involved in the implementation of Transform activity. The intended purpose of 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 work plans
- 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 (COP)
- Technical Specialist - Gender
- Technical Specialist - Business Development

3. Agency and Recipient Collaboration or Joint Participation

The following collaboration or joint participation of USAID and the recipient of the Transform activity is authorized:

- Collaborative involvement in selection of advisory or project steering committee members: The AOR will be involved in the selection of advisory or project steering committee members if the program will establish an advisory or project steering 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 the Recipient's Activity Monitoring, Evaluation and Learning Plan.
- The AO and AOR will monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects.

4. Agency Authority to Immediately Halt a Construction Activity

4. Authorized Geographic Code

The geographic code for this program is 937 (the United States, the Recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source).

5. Nature of the Relationship between USAID and the Recipient

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 Transform 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.

END OF SECTION B

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

All qualified U.S. and non-U.S. organizations (to include the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source) 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.

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 determined a responsible entity in order to be awarded the cooperative agreement. The assessment 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 share or matching is not required under this NOFO. ~~The NOFO will not require cost share. In an effort to enhance the prospects of sustainable development impact, the applicant must document as leverage the extent of political will, commitment, and collaboration it intends to receive from the national and provincial levels of the Government of Pakistan. Successful applicants will work with national and provincial governments to secure commitment to supporting and taking ownership of the interventions under the Transform activity. Although the NOFO will not require cost share, it will require applicants to provide evidence of their efforts to secure collaboration, political commitment and potential financial support from host government entities.~~

END OF SECTION C

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Anthony E. Amerson Agreement Officer USAID/Pakistan C/o American Embassy Diplomatic Enclave, Ramna 5 Islamabad aamerson@usaid.gov	Maria Hassan Acquisition & Assistance Specialist USAID/Pakistan C/o American Embassy Diplomatic Enclave, Ramna 5 Islamabad mahassan@usaid.gov

2. Questions and Answers:

Questions regarding this NOFO should be submitted in writing to Ms. Maria Hassan with a copy to Mr. Anthony E. Amerson 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.

3. General Content and Form of Application Submission

Preparation of Applications:

Each applicant must furnish the information required by this NOFO. Applications must be submitted in two separate parts: the Technical Application and the Business (Cost) Application. This subsection addresses general content requirements applying to the application. Please see subsections 5 and 6, below, for information on the content specific to the Technical and Business (Cost) applications. The Technical application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues.

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

- Name of the organization(s) submitting the application;
- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address);
- Program name
- Notice of Funding Opportunity number
- Name of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations, per USAID's definition of 'local entity' under ADS 303.

Any erasures or other changes to the application must be initialed by the person signing the application. Applications signed by an agent on behalf of the Applicant must be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.

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

Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- Written in English
- Use standard 8 ½" x 11", single sided, single-spaced, 12 point Times New Roman font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and Applicant's name.
- 10 point font can be used for graphs and charts. Tables however, must comply with the 12 point Times New Roman requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel and must be printer friendly.
- The estimated start date identified in Section B of this NOFO must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the Applicant's discretion, however, the official cost application submission is the unlocked Excel version.

Applicants must review, understand, and comply with all aspects of this NOFO. Failure to do so may be considered as being non-responsive and may be evaluated accordingly. Applicants should retain a copy of the application and all enclosures for their records.

4. Application Submission Procedures

Applications in response to this NOFO must be submitted no later than 1400 hours on May 27, 2019. Late applications will not be reviewed nor considered. Applicants must retain proof of timely delivery in the form of system generated documentation of delivery receipt date and time/confirmation from the receiving office/certified mail receipt.

Applications must be submitted by email to mahassan@usaid.gov. Email submissions must include the NOFO number and applicant's name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g. "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line that states: "[NOFO number], [organization name], Cost Application, Part 1 of 2".

USAID's preference is that the technical application and the cost application each be submitted as consolidated email attachments, e.g. that you consolidate the various parts of a technical application into a single document before sending it. If this is not possible, please provide instructions on how to collate the attachments. USAID will not be responsible for errors in compiling electronic applications if no instructions are provided or are unclear.

After submitting an application electronically, applicants should immediately check their own email to confirm that the attachments were indeed sent. If an applicant discovers an error in transmission, please send the material again and note in the subject line of the email or indicate in the file name if submitted via grants.gov that it is a "corrected" submission. Do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

Applicants are reminded that e-mail is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, applicants are requested to send the application in sufficient time ahead of the deadline. For this NOFO, the initial point of entry to the government infrastructure is the USAID mail server.

There may be a problem with the receipt of *.zip files due to anti-virus software. Therefore, applicants are discouraged from sending files in this format as USAID/OAA/E3 cannot guarantee their acceptance by the internet server. File size must not exceed 15 MB.

5. Technical Application Format

The technical application should be specific, complete, and presented concisely. The Technical Application must not exceed twenty (20) 8.5x11 sized pages excluding annexes. The application must 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 merit review criteria found in this NOFO.

(a) Cover Page (See Section D.3 above for requirements, does not count towards page limitation)

(b) Table of Contents (does not count towards page limitation) Include major sections and page numbering to easily cross-reference and identify merit review criteria.

(c) Executive Summary (One page, does not count towards page limitation) The Executive Summary must provide a high-level overview of key elements of the Technical Application.

(d) Technical Approach. The technical approach will be evaluated in terms of the evaluation criteria and sub-criteria outlined in Section E.

(e) Monitoring, Evaluation, and Learning Plan. The monitoring, evaluation, and learning approach will be evaluated in terms of the evaluation criteria and sub-criteria outlined in Section E.

(f) Personnel and Management Approach. The personnel and management approach will be evaluated in terms of the evaluation criteria and sub-criteria outlined in Section E.

Annexes: Annexes may include:

- Resumes and letters of commitment for each key personnel proposed should be included in the Annex, as well as reference information for each key personnel candidate proposed. Resumes and letters of commitment are not included in page limit.
- Organizational Chart/Structure
- A list of acronyms and abbreviations

6. Business (Cost) Application Format

The Business (Cost) Application must be submitted separately from the Technical Application. While no page limit exists for the full cost application, Applicants are encouraged to be as concise as possible while still providing the necessary details. The business (cost) application must illustrate the entire period of performance, using the budget format shown in the SF-424A.

Prior to award, Applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the Applicant's risk in accordance with 2 CFR 200.205. Applicants should not submit any additional information with their initial application.

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

a) Cover Page (See Section D.3 above for requirements)
b) SF 424 Form(s)

The Applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at www.grants.gov or using the following links:

Instructions for SF-424	http://www.grants.gov/web/grants/form-instructions/sf-424-instructions.html
Application for Federal Assistance (SF-424)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424A	http://www.grants.gov/web/grants/form-instructions/sf-424a-instructions.html
Budget Information (SF-424A)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424B	http://www.grants.gov/web/grants/form-instructions/sf-424b-instructions.html
Assurances (SF-424B)	https://www.grants.gov/web/grants/forms/sf-424-family.html

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

c) Required Certifications and Assurances

The applicant must complete the following documents and submit a signed copy with their application:

(1) "Certifications, Assurances, Representations, and Other Statements of the Recipient" document found at http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf
(2) Assurances for Non-Construction Programs (SF-424B)
(3) Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

d) Budget and Budget Narrative

The Budget must be submitted as one unprotected Excel file (MS Office 2010 or later versions) with visible formulas and references and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount. Files must not contain any hidden or otherwise inaccessible cells. _The Budget Narrative must contain sufficient detail to allow USAID to understand the proposed costs. The Applicant must ensure the budgeted costs address any additional requirements identified in Section F, such as Branding and Marking. The Budget Narrative must be thorough, including sources for costs to support USAID's determination that the proposed costs are fair and reasonable. Applicants are advised to use the exchange rate of USD 1= PKR 140 for budget purposes.

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

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the Applicant and any potential sub-applicants for the entire period of the program. See Section H, Annex II for Summary Budget Template
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.
- Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

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

1) Salaries and Allowances – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The Applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the Applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.

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

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

4) Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The

Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.

5) Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200.330 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the Applicant's budget, including those related to fringe and indirect costs.

6) Other Direct Costs – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.

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

   <u>Method 1 - Direct Charge Only</u>
   Eligibility: Any applicant
   Initial Application Requirements: See above on direct costs

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

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

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

   - Total costs incurred by the organization for the previous fiscal year and estimates for the current year.

- Indirect costs (common costs that benefit the day-to-day operations of the organization, including categories such as salaries and expenses of executive officers, personnel administration, and accounting, or that benefit and are identifiable to more than one program or activity, such as depreciation, rental costs, operations and maintenance of facilities, and telephone expenses) for the previous fiscal year and estimates for the current year
- Proposed method for prorating the indirect costs equitably and consistently across all programs and activities of using a base that measures the benefits of that particular cost to each program or activity to which the cost applies.

If the applicant does not have an approved NICRA and does not elect to utilize the 10% de minimis rate, the Agreement Officer will provide further instructions and may request additional supporting information, including financial statements and audits, should the application still be under consideration after the merit review. USAID is under no obligation to approve the applicant's requested method.

Security Costs

The budget must include security costs. The Applicant will provide USAID/Pakistan a security plan and budget for security costs as part of its application. The Security Plan and budget shall delineate and justify for reasonableness all costs and provide a coherent, overall integrated security plan that demonstrates that the Applicant has undertaken a thoughtful review of their security needs and includes, analysis of the various elements of a security plan. Applicants should consider any costs foreseen for security, as identified in the section below: "Sample Format for Initial Security Plan", to include security equipment, security-related communication equipment, training, and guards required for program implementation. These costs should be included under "Other Direct Costs." Security Costs shall be clearly identified in the cost application in a separate budget line item and must be included as part of the overall Applicant's cost application.

Security Format

The Applicant shall submit a Security Plan and budget as a part of their application. The Security Plan shall be based on a credible threat analysis and risk assessment. The plan shall provide a coherent, integrated security plan, which demonstrates that the applicant has undertaken a thoughtful review of their security needs and includes analysis of the various elements of a security system showing how threats will be mitigated. The security budget shall delineate and justify for reasonableness of all costs. The security budget shall be complete and include comprehensive budget notes. The Security Plan and budget shall also include a point of contact to answer questions or provide clarifications regarding security throughout the life of the program. The applicant is encouraged to acquire professional advice from an expert of its choosing to assist in establishing an overall security plan/system. The security plan accompanied by the budget will be reviewed together with the technical and cost applications, and will need to demonstrate that the security needs to successfully implement the program description as presented in the applicant's technical approach have been addressed/considered.

e) Prior Approvals in accordance with 2 CFR 200.407

Inclusion of an item of cost in the detailed application budget does not satisfy any requirements for prior approval by the Agency. If the applicant would like the award to reflect approval of any cost elements for which prior written approval is specifically required for allowability, the Applicant must specify and justify that cost. See 2 CFR 200.407 for information regarding which cost elements require prior written approval.

e) Approval of Subawards

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

- Name of organization
- DUNS Number
- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM)
- Confirmation that the subrecipient is not listed in the United Nations Security designation list
- Confirmation that the subrecipient is not suspended or debarred
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.331(b)
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

f) Dun and Bradstreet and SAM Requirements

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

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

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

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

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

g) History of Performance

The Applicant must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed five awards, as follows:

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

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

h) Branding Strategy & Marking Plan

The apparently successful applicant will be asked to provide a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer and incorporated into any resulting award

<u>Branding Strategy – Assistance (June 2012)</u>

a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.

b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.
d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Branding Strategy must include, at a minimum, all of the following:

(1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.

(2) The intended name of the program, project, or activity.

(i) USAID requires the applicant to use the "USAID Identity," comprised of the USAID logo and brandmark, with the tagline "from the American people" as found on the USAID Web site at http://www.usaid.gov/branding, unless Section VI of the

NOFO states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.

i. (ii) USAID prefers local language translations of the phrase “made possible by (or with) the generous support of the American People” next to the USAID Identity when acknowledging contributions.

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

iii. (iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.

iv. (v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos. Section VI of the NOFO will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

(3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.

(4) Planned communication or program materials used to explain or market the program to beneficiaries.

(i) Describe the main program message.

(ii) Provide plans for training materials, posters, pamphlets, public service announcement, billboards, Web sites, and so forth, as appropriate.

(iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicant must incorporate the USAID Identity and the message, “USAID is from the American People.”

(iv) Provide any additional ideas to increase awareness that the American people support this project or program.

(5) Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.

(6) Any other groups whose logo or identity the applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.

f. The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

g. If the applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement.

(END OF PRE-AWARD TERM)

Marking Plan – Assistance (June 2012)

a. Applicants recommended for an assistance award must submit and negotiate a "Marking Plan," detailing the public communications, commodities, and program materials, and other items that will visibly bear the "USAID Identity," which comprises of the USAID logo and brandmark, with the tagline "from the American people." The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at http://www.usaid.gov/branding. Section VI of the NOFO will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(v) The rationale for not marking program deliverables.

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

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

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

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

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

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

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

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

f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

(END OF PRE-AWARD TERM)

i) Funding Restrictions

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.330 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

Construction will not be authorized under this award.

USAID will not allow the reimbursement of pre-award costs under this award without the explicit written approval of the Agreement Officer. Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in Section B.4 of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

f) CONFLICT OF INTEREST PRE-AWARD TERM (August 2018)

a. Personal Conflict of Interest

1. An actual or appearance of a conflict of interest exists when an applicant organization or an employee of the organization has a relationship with an 8 Agency official involved in the competitive award decision-making process that could affect that Agency official's impartiality. The term "conflict of interest" includes situations in which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or recipient employee.

2. The applicant must provide conflict of interest disclosures when it submits an SF-424. Should the applicant discover a previously undisclosed conflict of interest after submitting the application, the applicant must disclose the conflict of interest to the AO no later than ten (10) calendar days following discovery.

b. Organizational Conflict of Interest

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

(END OF PRE-AWARD TERM)

End of Section D

SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

The merit review criteria prescribed here are tailored to the requirements of this particular NOFO. Applicants should note that these criteria serve to: (a) identify the significant matters which the Applicants should address in their applications, and (b) set the standard against which all applications will be evaluated.

Technical and other factors will be evaluated relative to each other, as described here and prescribed by the Technical Application Format. The Technical Application will be scored by a Selection Committee (SC) using the criteria described in this section.

2. Review and Selection Process

a) Merit Review

Criterion Identification **–** USAID will conduct a merit review of all applications received that comply with the instructions in this NOFO. The review of applications will be limited to the following three main criteria: Technical Approach, Monitoring, Evaluation and Learning Plan, and Personnel and Management Approach. Each criterion will be evaluated in descending order of importance. Each sub-criterion will also be evaluated in descending order of importance. The evaluation of applications will be completed using the following merit review criterion:

CRITERION	CRITERION NAME
Criterion 1	**Technical Approach**
Sub Criterion 1.1	Understanding of Women's Economic and Social Empowerment ("Transform") Activity objectives and results, including description of interventions and demonstrated integration of gender parity considerations
Sub Criterion 1.2	Understanding of socio-cultural context and policy environment with respect to women's economic empowerment, gender equality barriers including access to resources and opportunities, and gender based violence
Sub Criterion 1.3	Ability to complete Transform activity with results
Criterion 2	**Monitoring, Evaluation and Learning Approach**
Sub Criterion 2.1	Appropriateness and effectiveness of the program objectives and expected outcomes, including indicators and interim and final results
Criterion 3	**Personnel and Management Approach**
Sub Criterion 3.1	Effectiveness and realism of proposed staffing plan to manage the

	“Transform” activity
Sub Criterion 3.2	Key Personnel

b) Applicant Instructions & Review Criteria

CRITERION 1	CRITERION NAME:	Technical Approach	IMPORTANCE	Ranked as Highest

a. Instructions to Applicant: ~~The weight of this criterion is 50%, encompassing three sub-criterions.~~

b. Evaluation Criteria:
Evaluation of the technical approach criteria will focus on the extent to which it is well conceived, technically sound and takes into account the considerations identified in the NOFO. The technical application should be specific, complete, and presented concisely. Evaluation will further be focused on the extent to which the proposed activities are appropriate, realistic, and directly relevant to the achievement of results. The technical approach will be evaluated in terms of overall quality.

SUB CRITERION 1.1	CRITERION NAME:	Understanding of Women’s Economic and Social Empowerment (“Transform”) Activity objectives and results, including description of interventions

c. Evaluation Sub-Criterion:
Applications will be reviewed according to the clarity of the demonstrated understanding of the Transform objectives and results, particularly the focus on women’s economic, social empowerment, and gender based violence. Key aspects of this criterion include:

- Clear articulation of key high-level interventions for women’s economic empowerment, particularly as it relates women-owned micro-businesses and women workers
- Clear articulation of evidence-based approaches that reduce gender-based violence.
- The feasibility of the technical and operational approaches to achieve those objectives, including expanded women’s social participation, and in roles as peace builders in local communities
- The adequacy of the description of how the technical approach addresses all of the technical requirements specified in the program description.
- Demonstrated capability to partner with private sector for achieving Transform activity objectives.

SUB CRITERION 1.2	CRITERION NAME:	Understanding of socio-cultural context and policy environment with respect to women’s economic empowerment and gender based violence issues.

d. Evaluation Sub-Criterion:

The ability of the application to reflect a robust understanding of the current socio-cultural context and policy environment in Pakistan, particularly in the Newly Merged Districts of Khyber Pakhtunkhwa and broader Khyber Pakhtunkhwa will be key to the review process.

SUB CRITERION 1.3	**CRITERION NAME:**	Ability to complete "Transform" activity with results

e. Evaluation Criterion:
The applicant's demonstration of how effectively they have presented an evidence-based approach to achieve the results of the "Transform" activity.

CRITERION 2	**CRITERION NAME:**	Monitoring, Evaluation and Learning (MEL) Plan	**IMPORTANCE**	Ranked less than criterion 1 and more than criterion 3

a. Instructions to Applicant: ~~The weight of this criterion is 20%, encompassing one sub-criterion.~~

b. Evaluation Criterion:

- Evaluation of the illustrative MEL Plan will focus on the extent to which it is technically sound and presents an effective and robust monitoring and evaluation framework to ascertain effectiveness of the approaches. The illustrative MEL Plan will be evaluated in terms of overall quality.
- The illustrative MEL Plan articulates how applicants will monitor for unintended negative consequences as they implement their activities, and approaches to overcome risks.
- Applicant will track and monitor women's participation during project implementation.

SUB CRITERION 2.1	**CRITERION NAME:**	Appropriateness and effectiveness of the program objectives and expected outcomes, including indicators and interim and final results

c. Evaluation Criterion:
Applicants will be assessed according to appropriateness and effectiveness of the program objectives and expected outcomes and preliminary list of realistic indicators, benchmarks and targets to measure achievement and success towards stated objectives. The Successful illustrative MEL Plans will include illustrative indicators that measure outcomes in addition to outputs across each activity area.

CRITERION 3	**CRITERION NAME:**	Personnel and Management Approach	**IMPORTANCE**	Ranked less than criterion 1 and 2

a. Instructions to Applicant: ~~The weight of this criterion is 15%, encompassing 2 sub-criteria.~~

b. Evaluation Criteria:

The personnel and management approach criterion will be assessed based on the extent to which the proposed management structure supports the technical approach and convincingly demonstrates an ability to achieve program objectives. The personnel and management approach will be evaluated in terms of overall quality.

SUB CRITERION 3.1	**CRITERION NAME:**	Effectiveness and realism of proposed staffing plan to manage the "Transform" activity

c. Evaluation Criterion:

- Applicants will be assessed according to the effectiveness of the proposed staffing plan, which should also include the technical, administrative and finance support personnel required to implement the program (showing roles and responsibilities for Key and non-Key Personnel). Applicants should include an organizational chart as an Annex.

- Applicants will be assessed according to the realism and effectiveness of the plans to manage the activity described in the application and to collaborate with local entities to provide sustainability, including, but not limited to, effective arrangements among multiple organizations, including cooperation with government structures and processes.

SUB CRITERION 3.2	**CRITERION NAME:**	Qualifications of key personnel

d. Evaluation Criterion:
Applicants will be assessed according to the strength of the technical background and qualifications of each proposed key personnel, including:

- Academic and relevant technical background and qualifications (including English language ability), and
- Successful experience in providing technical assistance in developing countries presented in chronological order and in areas relevant to this activity:

Chief of Party:

- o At least 10 years of professional experience in a leadership position in designing and advancing projects on women's economic and social empowerment is required, preferably in a developing country.
- o Strong leadership, administrative management, presentation, reporting, and communication (both oral and written) skills and the ability to implement and manage projects with diverse subject matter expertise is preferred.
- o Master's Degree or higher in a field of social science, international development or equivalent, gender studies, or a related field is required. .
- o Experience in managing complex development programs, financial management and negotiation skills that demonstrate ability to coordinate with different stakeholders in a complex and dynamic context.

Technical Specialist- Gender:

- o At least seven years of work experience in technical implementation of women's empowerment and /or gender integration activities in development programs.

- Master’s degree in social science, development studies, gender, or a related field is required.
- Experience in behavioral change communication is desired, particularly in areas such as reducing gender-based violence and engaging communities in addressing issues related to women’s participation in civic engagement or issues that restrict women’s ability to access resources and opportunities.
- Experience working in developing countries, particularly Asia region
- Strong interpersonal and communications skills required.

Technical Specialist- Business Development:

- At least seven years of work experience in business development programs, preferably in a developing country.
- Master’s degree in a Business Development, Business Administration or a related field is required.
- Experience in the development of women-led micro and home-based enterprises and workers is highly preferred. Also demonstrated experience managing people and processes in home-based enterprise ventures,, and leading teams to produce deliverables which will increase income of home-based enterprises and their workers.
- Demonstrated experience in strategy development, with a strong emphasis on organizational position and marketing (leveraging results).
- A solid understanding of key gender equality considerations, design, approaches and indicators for women’s economic empowerment and equality
- Experience providing capacity building, including one-on-one or small group technical assistance, and creating related tools and resources.

a) Business Review

The Agency will evaluate the cost application of the applicant(s) under consideration for an award as a result of the merit criteria review to determine whether the costs are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.

The Agency will also consider (1) the extent of the applicant's understanding of the financial aspects of the program and the applicant's ability to perform the activities within the amount requested; (2) whether the applicant's plans will achieve the program objectives with reasonable economy and efficiency; and (3) whether any special conditions relating to costs should be included in the award.

Proposed cost share, if provided, will be reviewed for compliance with the standards set forth in 2 CFR 200.306, 2 CFR 700.10, and the Standard Provision "Cost Sharing (Matching)" for U.S. entities, or the Standard Provision "Cost Share" for non-U.S. entities.

The AO will perform a risk assessment (2 CFR 200.205). The AO may determine that a pre-award survey is required to inform the risk assessment in determining whether the prospective recipient has the necessary organizational, experience, accounting and operational controls, financial resources, 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. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with “specific conditions” (2 CFR 200.207).

END OF SECTION E

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. **Federal Award Notices**

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

2. **Administrative & National Policy Requirements**

The resulting award from this NOFO will be administered in accordance with the following policies and regulations.

For US organizations: ADS 303, 2 CFR 700, 2 CFR 200, and Standard Provisions for U.S. Non-governmental organizations.

For Non US organizations: Standard Provisions for Non-U.S. Non-governmental Organizations.

See Annex 1, for a list of the Standard Provisions that will be applicable to any awards resulting from this NOFO.

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).

- 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/Pakistan 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.

  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 relevant USAID/Pakistan activities, donor programs, beneficiary communities, and all other relevant stakeholders as designated by the AOR.

- **Monitoring, Evaluation and Learning (MEL) Plan**: The Recipient will submit to the AOR a life of project MEL Plan covering the full implementation period within 30 days of the Award (with the submission of the first work plan) 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 MELP 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.

- **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.

- **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 MEL Plan 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 Activity Report:** The Final Report must cover the full period of the Award and contain an executive summary of the accomplishments and results achieved; an overall description of the activities and accomplishments; a summary of problems/obstacles encountered during implementation; an assessment of the performance in accomplishing the Activity's objectives; significance of these activities; findings; comments, recommendations and other pertinent information. The Recipient shall submit the original and one copy to 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:** If applicable, 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.

- **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; Sub Awardees 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: *https://www.usaid.gov/sites/default/files/documents/1868/320.pdf*. See 2 CFR 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.

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) for this activity is currently in draft; however, has not yet been signed by the Bureau Environmental officer at USAID/Washington. The IEE covers activities expected to be implemented under this Cooperative Agreement. USAID expects that a Negative Determination with Conditions (NDC) will apply 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 Agreement Officer's Representative (AOR) 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 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.

Environmental Due Diligence Form (EDF) 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:

- 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.

- Integrate a completed EMMP or M&M Plan into the initial work plan.

- 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 AOR as specified in the Schedule/Program Description of this solicitation.

SPECIAL AGREEMENT PROVISIONS:

I. EXECUTIVE ORDER ON TERRORISM FINANCING (FEB 2002)

The Recipient 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 responsibility of the contractor/recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all subcontracts/sub awards issued under this contract/agreement.

II. SECURITY REPORTING REQUIREMENT:

a) Security Conditions

The Recipient must be aware of security conditions in Pakistan, and by entering into an agreement, assumes full responsibility for the safety of its employees. Prior to commencing work, the Recipient shall ensure that it has adequate procedures in place to advise its employees of situations or changed conditions that could adversely affect their security. In order to keep abreast of security conditions in Pakistan, the Recipient shall seek information from all available sources, including the USAID Pakistan EXO/Safety & Security Office (SSO), for all areas in which its employees work or travel. The Recipient acknowledges that security conditions are subject to change at any moment, that USAID cannot guarantee the accuracy of any information that it may provide to the Recipient and that USAID assumes no responsibility for the reliability of such information. The Recipient has sole responsibility for anticipating, scheduling, budgeting, receiving country clearance and securing required AOR and Agreement Officer approvals for all travel for its employees and/or his/her dependents traveling to post if accompanied by dependents is allowed by the Recipient's personnel internal policies. The Recipient shall also be responsible for immediately notifying USAID Pakistan and the U.S. Embassy American Citizen Services section in the event a U.S. citizen employee does not return from travel as expected or does not report to work. In the event that USAID requests the Recipient to do so, the Recipient's Chief of Party (COP) shall assume responsibility for contacting all of its employees. The Recipient shall provide to the USAID Pakistan EXO/SSO the name, current address, and current home and/or cellular telephone number of the COP and of an alternate designated employee. The Recipient shall be responsible for ensuring that the information on file in the USAID Pakistan EXO/SSO is up-to-date so that in an emergency, the COP or alternate representative can be reached immediately and he/she can rapidly contact all other affected employees.

The Recipient will be requested to notify the AOR and EXO/SSO about any changes of the individual listed in the security plan as in charge of security.

Once the Agreement is awarded, the Recipient shall be required to submit a list of all personnel involved in the implementation of the project, including sub awardees' personnel. The required list shall be submitted to the AOR and EXO/SSO no later than 30 days after the effective date of the Agreement and must be updated every quarter after the start date of the agreement and/or if a change of personnel happens.

b) Security Plan

The Recipient shall develop a security plan to safeguard all project operations and to comply with all United States Government regulations and Pakistani law. The plan is to be implemented and maintained also by all subcontractors (and/or sub-grantees). The security plan will be reviewed by the Agreement Officer in consultation with USAID/Pakistan's EXO/SSO.

The plan shall include:

- Procedures for reporting and addressing security threats
- Procedures for reporting any deaths related to the project
- Procedures for reporting and addressing any persons missing or kidnapping incidents
- Name and contact information of security contact person for the head office and regional office(s)
- An internal "cascade" list for communicating with staff, which shall be updated/, maintained by the Recipient. The Recipient shall provide the name, address and telephone numbers of the COP and their designee to USAID as principle contacts in case of security situations/emergencies. The Recipient shall be responsible for passing information to their staff.

c) Life Support and Security Services

The Recipient shall be responsible for maintaining the security of its personnel, materials and equipment. All employees of the Recipient must meet the requirements of their work-site, which may include, but not limited to background checks, security/restricted area clearances, drug-free workplace, safety training and/or any other company safety and security requirements.

d) Security Threat Reporting

As part of the overall security requirements, the Recipient shall report any security threats and/or incidents verbally / by telephone, immediately to the following USAID/Pakistan representatives:

- Security & Safety Specialist and any other USAID/Pakistan EXO designated official(s)
- Executive Officer (EXO)
- AOR

Subsequently, a written report shall be submitted in accordance with approved procedures. The Recipient shall develop a list of specific steps to track any potential/identified threats, which will be part of its overall security system. All subcontractors will be required by the Recipient to report any threats/incidents to the Recipient, who will immediately after, notify the above listed USAID/Pakistan representatives.

USAID requires appropriate Security reports be submitted to the Islamabad Safety & Security Specialist, Executive Office, AOR and other USAID/Pakistan officials as directed by USAID Executive Office. The type and frequency of these reports may vary with the project scope, location, and criticality. The Recipient shall report an Initial Threat Assessments and subsequent changes as often as the situation requires (weekly, bi-weekly, monthly etc.). The Recipient is also required to notify USAID of any security related incident in a timely manner according to the following guidelines:

There are various types of Incident Reporting: Serious Incident Report (SIR); Incident Report (IR); Situation Report (SITREP); and any other security related report that may be required by USAID.

Serious Incident Report (SIR)

- An incident that involves the death, injury, kidnapping of partner personnel and/or damage to partner's property.
- An incident that has critically damaged the funded program, such as fire, catastrophic flood, etc.
- Initial SIR must be reported verbally immediately, and within 4 hours of the incident occurrence/discovered
- A Complete SIR must be filed in writing within 24 hours of the incident
- Updated SIR will continue to be filed in a timely basis (daily, weekly) as long as the situation exists. The time line will be adjusted as required by USAID.
- Final Report SIR will summarize the incident, the subsequent happenings and the final resolution.

Incident Report (IR)

- An incident involving accidents, potential harm, suspicious persons or acts, threats or harassing actions against personnel or the program.
- IR should be filed as soon as possible (within 24 hours) after the incident is evaluated, and a complete report not later than 72 hours after the incident.

Situation Report (SITREP)

- A report that a significant, but not critical action or activity, has taken place that has impacted, or may impact, on the wellbeing of the personnel or the success of the program.
- This report may describe trends, second hand information that may have bearing on the project, or impact on future operations.

Telephonic communication is the preferred method to provide the initial information of an incident. A written report by e-mail must follow as soon as possible within above described guidelines and it shall be as detailed as possible. The report shall follow the format approved in the original Security Plan but at a minimum it shall contain the name of the company, name of the victim(s), date, time, a description of what happened, where the incident occurred, and any other relevant details surrounding the incident. If this is an ongoing incident, progress reports should be submitted in accordance with the guidelines provided in order to keep USAID-Islamabad Security personnel apprised of the situation.

III. PAKINFO REPORTING REQUIREMENT

USAID/Pakistan utilizes a management information system (MIS), currently called PakInfo, to track activities for all mission-funded projects at the national, provincial, district, and village levels. The purpose of this database is to map the location of project implementation sites to the nearest village or geospatial coordinates, monitor the use of funds at the district and tehsil level and the performance of projects to meet timely information requirements for USAID/Pakistan and several interested parties. These interested parties are USAID/Washington, Congress, implementing partners, the Government of Pakistan (GOP), other donors, and stakeholders. This reporting process supports the bilateral agreement between the U.S. Government and GOP by sharing information on USAID/Pakistan's Mission-funded activities. The Recipient shall provide a quarterly update of information (including, but not limited to, performance results, geospatial coordinates, and photographs) on the activities under the acquisition or assistance agreement by entering this information into the USAID/Pakistan's MIS. The Recipient shall enter information via an Internet website or a Microsoft (MS) Access Database; USAID will provide the URL address or Access Database, and a user ID/password. A comprehensive user manual will be provided by USAID/Pakistan. Upon receipt of the manual, the Recipient will enter and manage the data accordingly.

IV. AMMONIUM NITRATE AND CALCIUM AMMONIUM NITRATE RESTRICTION

(September 2011) (Class Deviation OAA-DEV-11-03c, expiration date September 8, 2016)

(a) Ammonium Nitrate (AN) and Calcium Ammonium Nitrate (CAN) are marketed and used as fertilizers for agricultural applications, and as explosives for construction/demolition applications. None of the funds made available under this contract/agreement shall be used, directly or indirectly, to produce, acquire, use, transport, store, sell, or otherwise deal with AN for agricultural applications or CAN for agricultural or construction/demolition applications. This clause/provision supersedes the terms and conditions of any other clause/provision, including any deemed approval, in this contract/agreement applicable to restricted goods and services. This clause/provision shall not be altered or its applicability waived.

(b) If USAID determines that the contractor/recipient or any subcontractor/subawardee has used any funds under this contract/agreement contrary to the restriction in paragraph (a) of this clause/provision, the Contracting Officer/Agreement Officer may require the contractor/recipient to refund the entire amount used for such purposes.

(c) The contractor/recipient shall insert this clause/provision in its entirety in all subcontracts/subawards, including (without limitation) Grants under Contracts (GUCs).

V. ANTI-FRAUD HOTLINE

a) The Recipient is required to include the following language on its website(s), and in any solicitations, procurements and recruitments:

"USAID/Pakistan has, in cooperation with the USAID Office of Inspector General, established the Anti-Fraud Hotline to provide an avenue for the reporting of fraud, waste, and abuse which may be associated with USAID funded projects in Pakistan. Complaints are handled with complete confidentiality and individuals are encouraged to report when corruption, fraud, waste or abuse may exist in the USAID/Pakistan projects. Reports can be filed anonymously via the easy-to-use **Hotline** (toll free number **0800 84700)**; e-mail at complaints@anti-fraudhotline.com; fax at 021-35390410; postal address at 5-C, 2nd Floor Khayban-e-Ittehad, Phase VII, DHA, Karachi, Pakistan; and on the website **www.anti-fraudhotline.com.** "

b) Fraud awareness materials (in all regional languages) are available at www.anti-fraudhotline.com, and the Contractor/Grantee/Recipient must use reasonable efforts to ensure that USAID/Pakistan's sub awardees are provided these materials.

c) The Recipient must prominently post notice(s) of USAID/Pakistan's **Anti-Fraud Hotline** within public areas of its project's offices and implementation areas in the appropriate local languages (unless USAID agrees to the contrary in special circumstances i.e. security threats or law and order issues). Copies of the posters are available at Anti-Fraud Hotline office and can be requested by contacting the hotline number or emailing them at complaints@anti-fraudhotline.com.

VI. PARTNER VETTING

Prior to award, the highest rated applicants will be notified to fulfill vetting requirements.

(a) The recipient must comply with the vetting requirements for key individuals under this award.

(b) Definitions: As used in this provision, "key individual," "key personnel," and "vetting official" have the meaning contained in 22 CFR 701.1.

(c) The Recipient must submit within 15 days a USAID Partner Information Form, USAID Form 500-13, to the vetting official identified below when the Recipient replaces key individuals with individuals who have not been previously vetted for this award. Note: USAID will not approve any key personnel who are not eligible for approval after vetting. The designated vetting official is:

Vetting official: Chad Johnson

Address: USAID/Pakistan, U.S. Embassy Islamabad, Diplomatic Enclave, Ramna 5
Islamabad, Pakistan 44000

Email: pakaidvsu@usaid.gov (for inquiries only)

(d)(1) The vetting official will notify the Recipient that it—

(i) Is eligible based on the vetting results,
(ii) Is ineligible based on the vetting results, or
(iii) Must provide additional information, and resubmit the USAID Partner Information Form with the additional information within the number of days the vetting official specifies.

(2) The vetting official will include information that USAID determines releasable. USAID will determine what information may be released consistent with applicable law and Executive Orders, and with the concurrence of relevant agencies.

(e) The inability to be deemed eligible as described in this award term may be determined to be a material failure to comply with the terms and conditions of the award and may subject the recipient to suspension or termination as specified in the subpart "Remedies for Noncompliance" at 2 CFR part 200.

(f) Reconsideration: (1) Within 7 calendar days after the date of the vetting official's notification, the recipient or prospective subrecipient or contractor that has not passed vetting may request in writing to the vetting official that the Agency reconsider the vetting determination. The request should include any written explanation, legal documentation and any other relevant written material for reconsideration.
(2) Within 7 calendar days after the vetting official receives the request for reconsideration, the Agency will determine whether the recipient's additional information merits a revised decision.

(3) The Agency's determination of whether reconsideration is warranted is final.

(g) A notification that the Recipient has passed vetting does not constitute any other approval under this award.

Alternate I. When sub-recipients will be subject to vetting, add the following paragraphs to the basic award term:

(h) When the prime recipient anticipates that it will require prior approval for a subaward in accordance with 2 CFR 200.308(c)(6) the subaward is subject to vetting. The prospective subrecipient must submit a USAID Partner Information Form, USAID Form 500-13, to the vetting official identified in paragraph (c) of this provision. The agreement officer must not approve a subaward to any organization that has not passed vetting when required.

(i) The recipient agrees to incorporate the substance of paragraphs (a) through (i) of this award term in all first tier subawards under this award.

Alternate II. When specific classes of services are subject to vetting, add the following paragraph:

(j) Prospective contractors at any tier providing the following classes of services must pass vetting. Recipients must not procure these services until they receive confirmation from the vetting official that the prospective contractor has passed vetting.

(End of Provision)

VII. POST AWARD CONDITION PRECEDENT TO START PROJECT IMPLEMENTATION IN PAKISTAN:

A condition precedent to start project implementation will be that the apparent successful applicant must have, within 90 days of the award date, (i) obtained registration(s) with any relevant agency of the Government of Pakistan (GOP), (ii) obtained any necessary No-Objection Certificate(s) (NOCs) from the Ministry of Interior or other relevant GOP and/or Provincial Agency, and (iii) entered into any necessary Memoranda of Understanding with the relevant governmental body. Should the organization be unsuccessful in satisfying the condition precedent within 90 days, the award may be terminated at the discretion of the Agreement Officer and issued to the next highest rated applicant.

The apparent successful applicant will be asked to submit a “Pre-Mobilization Plan and Budget” to include a statement of understanding of GOP and Provincial requirements to implement the project in Pakistan, and the minimum staff and resources needed for obtaining these requirements.

VIII. PROHIBITION ON PROVIDING FEDERAL ASSISTANCE TO ENTITIES THAT REQUIRE CERTAIN INTERNAL CONFIDENTIALITY AGREEMENTS – REPRESENTATION (APRIL 2015)

(a) In accordance with section 743 of Division E, Title VII, of the Consolidated and further Continuing Resolution Appropriations Act, 2015 (Pub. L. 113-235), Government agencies are not permitted to use funds appropriated (or otherwise made available) under that or any other Act for providing federal assistance to an entity that requires employees, sub awardees or contractors of such entity seeking to report fraud, waste, or abuse to sign internal confidentiality agreements or statements prohibiting or otherwise restricting such employees, sub awardees, or contractors from lawfully reporting such waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.

(b) The prohibition in paragraph (a) of this provision does not contravene requirements applicable to Standard Form 312, Form 4414, or any other form issued by a Federal department or agency governing the non disclosure of classified information.

(c) By submission of its application, the prospective recipient represents that it does not require employees, sub awardees, or contractors of such entity seeking to report fraud, waste, or abuse to sign internal confidentiality agreements or statements prohibiting or otherwise restricting such employees, sub awardees, or contractors from lawfully reporting such waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.

(END OF PROVISION)

END OF SECTION F

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 NFO, 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. Maria Hassan at mahassan@usaid.gov by the deadline for questions indicated at the top of this NOFO's cover letter**.**

END OF SECTION G

SECTION H: OTHER INFORMATION

USAID reserves the right to fund any or none of the applications submitted. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. Any award and subsequent incremental funding will be subject to the availability of funds and continued relevance to Agency programming.

<u>Applications with Proprietary Data</u>

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

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

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

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

ANNEX 1 - STANDARD PROVISIONS

(Note: the full text of these provisions may be found at: https://www.usaid.gov/ads/policy/300/303maa and https://www.usaid.gov/ads/policy/300/303mab). The actual Standard Provisions included in the award will be dependent on the organization that is selected. The award will include the latest Mandatory Provisions for either U.S. or non-U.S. Nongovernmental organizations**.** The award will also contain the following "required as applicable" Standard Provisions:

REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL ORGANIZATIONS

Required	Not Required	Standard Provision
TBD		RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (DECEMBER 2014)
		RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (DECEMBER 2014)
		RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2014)
		RAA4. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
		RAA5. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
		RAA6. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
		RAA7. CARE OF LABORATORY ANIMALS (MARCH 2004)
		RAA8. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)
		RAA9. COST SHARING (MATCHING) (FEBRUARY 2012)
		RAA10. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
		RAA11. INVESTMENT PROMOTION (NOVEMBER 2003)
		RAA12. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2014)
		RAA13. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
		RAA14. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)

		RAA15. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
		RAA16. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
		RAA17. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)
		RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
		RAA19. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
		RAA20. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
		RAA21. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
		RAA22. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)
		RAA23. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
		RAA24. PATENT REPORTING PROCEDURES (DECEMBER 2014)
		RAA25. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013)
		RAA26. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
		RAA27. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
		RAA28. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2017)

REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR NON-U.S. NONGOVERNMENTAL ORGANIZATIONS

Required	Not Required	Standard Provision

TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (DECEMBER 2014)
		RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
TBD		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (DECEMBER 2014)
		RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
		RAA5. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)
		RAA6. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
		RAA7. SUBAWARDS (DECEMBER 2014)
		RAA8. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
		RAA9. OCEAN SHIPMENT OF GOODS (JUNE 2012)
		RAA10. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
		RAA11. PATENT RIGHTS (JUNE 2012)
		RAA12. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
		RAA13. INVESTMENT PROMOTION (NOVEMBER 2003)
		RAA 14. COST SHARE (JUNE 2012)
		RAA15. PROGRAM INCOME (DECEMBER 2014)
		RAA16. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
		RAA17. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
		RAA18. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
		RAA19. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)

		RAA20. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
		RAA21. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
		RAA22. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
		RAA23. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
		RAA24. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
		RAA25. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING(ASSISTANCE) (SEPTEMBER 2014)
		RAA26. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
		RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
		RAA28. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
		RAA29. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2017)

Annex II- Summary Budget Template

Line Items	**Total**
Salaries and Allowances	$
Fringe benefits	$
Travel & Transportation	$
Equipment & Supplies	$
Other Direct Cost	$
Sub-awards	$
Indirect Cost	$
Total	$

Annex III- USAID/Pakistan's 2018 Gender Analysis

Please see a separate attachment

End of Section H

End of NOFO

Summary of Mission Local Compensation Plan		
	(Effective from November 01, 2018)	Annual Basic Salary Range in PKR
	Type of Jobs	40 Hours per Week (Starting - Ending)
1	**Manual Labor and semi skilled** **FSN 01 - FSN 03**	**Rs. 314,960 - Rs. 932,528**
	Janitor/Janitress, Janitor Supervisor, Laborer, Gardener, Duplicating Equipment Operator, Chauffeur, Gardener, Automotive Mechanic, Motor Vehicle Serviceman, Trades Helper, Warehouseman, Clerk Typist, Distribution Clerk, Guard, Mail Clerk/ File clerk, Maintenance Man, Power Plant Operator, Receptionist etc.	
2	**Skilled Labor** **FSN 04 - FSN 06**	**Rs. 570,517 - Rs.1,548,875**
	Automotive Mechanic, Boiler Operator, Chauffeur, Clerk Stenographer, Clerk Typist, Dispatcher, Guard, Guard/Receptionist, Locksmith, Mail Clerk, Maintenance Man, Mechanic (Building Trades), Power Plant Operator, Procurement Clerk, Receptionist, Supply Clerk, Telephone Operator, Guard Supervisor, Library Clerk, Mail Supervisor Maintenance Foreman, Medical Technician, Payroll Clerk, Personnel Clerk, Program Clerk, Purchasing Agent, Receptionist, Secretary, Security Clerk, Shipment Clerk, Telephone Supervisor, Travel Clerk, Utilities Foreman, Voucher Examiner, Work Control Clerk, Administrative Assistant, Automotive Mechanic Foreman, Customs Expediter, Guard Supervisor, Library Assistant (Technical Services), Library Clerk (LOC), Medical Technician, Motor Pool Supervisor, Payroll Clerk, etc	
3	**Middle leval Management & Assistants** **FSN 07 - FSN 09**	**Rs. 1,062,634 - Rs. 3,519,565**
	Accounting Technician, Administrative Assistants, Agricultural Assistant, Arts and Graphics Assistant, Budget Analyst, Cashier, Commercial Assistant, Cultural Affairs Assistant, Development Assistance Assistant, Distribution Assistant , Economic Assistant, Information Assistant, Language Instructor, Librarian ,Maintenance Supervisor, Nurse, Participant Training Assistant, Payroll Supervisor, Personnel Assistant, Political Assistant, Procurement Agent, Program Assistant, Project Management Assistant, Protocol Assistant, Purchasing Agent, Reference Librarian, Secretary , Security Investigator, Security Investigator, Shipment Assistant, Shipment Assistant, Shipment Assistant (POV), Shipment Supervisor, Supervisory Accounting Technician, Supervisory Audio Visual Technician, Supervisory Language Instructor, Supervisory Voucher Examiner, Supply Supervisor, Technical Services Librarian, Translator, Travel Assistant, Voucher Examiner, etc.	
4	**Management Level employees** **FSN 10 - FSN 12**	**Rs. 2,644,608 - Rs.8,819,297**
	Accountant, Agricultural Specialist, Arts & Graphics Specialist, Acquisition & Assistance Specialist, Budget Analyst, Chief Accountant, Chief Librarian, Commercial Specialist, Cultural Affairs Specialist, Cultural Affairs Specialist, Cultural Affairs Specialist, Development Assistance Specialist, Development Program Specialist, Distribution Record System Specialist, Distribution Specialist, Economic Specialist, Engineer, Financial Analyst, Information Specialist, Library Director, Maintenance Supervisor, Medical Officer, Participant Training Specialist, Personnel Specialist, Political Specialist, Procurement Supervisor, Program Specialist, Project Management Specialist, Security Investigator, Supervisory Budget Specialist, Supv. Financial Analyst etc.	

End of Amendment No 01