Notice of Funding Opportunity 72039122RFA00002

Water Governance for Sindh (WGS) Activity

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Issue Date: February 17, 2022
Deadline for Question: March 01, 2022
Closing Date: March 22, 2022
Closing Time: 05:00 PM (Pakistan Standard Time)

Subject: Notice of Funding Opportunity Number: **72039122RFA00002**

Program Title: Water Governance for Sindh (WGS) Activity

Federal Assistance Listing Number: 98.001

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified entities to implement the WGS Activity. Eligibility for this award is restricted to local Pakistani organizations.

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.

The total estimated amount range of the cooperative agreement award is $1-3 million.

To be eligible for an award, the applicant must provide all information 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. 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,

Judy J. Webb
Supervisory Agreement Officer
USAID/Pakistan

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SECTION A: PROGRAM DESCRIPTION

C.1 TITLE OF ACTIVITY

Water Governance for Sindh (WGS) Activity.

C.2 BACKGROUND

In 2010, USAID/Pakistan entered into a partnership with the Government of Sindh (GoS) to improve provision of basic municipal services. Beginning in 2014, USAID/Pakistan financed the Municipal Services Program-Sindh (MSP-S) in Jacobabad City, capital of the Jacobabad District in Northern Sindh. MSP-S had three components: (1) water and sanitation infrastructure upgrades; (2) civic engagement for inclusive governance; and (3) establishment of management information systems. As a result of the infrastructure upgrades, which include household connections for all of the estimated 35,000 households in Jacobabad, approximately 350,000 citizens will have improved access to safely managed drinking water in their homes. As this component of the MSP program nears completion, USAID is looking for procurement of services to improve wastewater, effluent and solid waste management for Jacobabad.

Existing USAID intervention and Sindh Government Partnership: A summary of direct financial support from USAID and from GoS for Jacobabad's drinking water system is shown below:

- USAID support to Program Management Unit (PMU) in Karachi/Project Support Unit (PSU) in Jacobabad for contracting for construction (to date);
- USAID support for Architecture and Engineering (A&E) services for design and construction supervision in Jacobabad;
- USAID Support for Civic Engagement/Community Mobilization;
- GoS Support to Municipal Committee Jacobabad.

Governance Challenges in Jacobabad MSP: The overall MSP-S project implementation has encountered a shifting political landscape in terms of local governance. There have been several failed efforts at reform in water and sanitation service delivery in Sindh, and the sector has suffered from lack of institutional clarity on roles and responsibilities. However, after several decisions that moved the authority to manage municipal services in Jacobabad from one body to another, the Chief Minister, on advice from USAID and other stakeholders, has made Municipal Committee Jacobabad (MCJ) the main government body that will manage and supply services to the residents of Jacobabad city.

Ownership and Sustainability: Issues with the poor quality of municipal services in Jacobabad and other Sindh municipalities are not only technical or infrastructure-related. They are also the result of the municipalities' lack of accountability to the public and lack of engagement on the part of citizens. Historically, provision of municipal water has been provided virtually free of charge, with no consequences for non-payment. This creates a vicious cycle of low revenues, lack of investment in the utility, and poor water service for which people are unwilling to pay. The municipality is also limited in its ability to set tariffs above a set ceiling. Even if the documented operational costs are above this ceiling, the province must approve the proposed new tariff. Add to that the unwillingness of politicians to be

associated with a rate hike for water, and the conditions become financially unsustainable for the municipality.

Cognizant of USAID's significant investment in infrastructure in Jacobabad (water supply and a new hospital), the Provincial Government of Sindh has approved a monthly grant of 15 Million PKR (approximately $1.2 Million per annum) to the Municipal Committee Jacobabad. While the Municipal Committee Jacobabad has a staff of 800 people, they are mostly sanitation workers, not technical staff. The new water system will require significant systems and technical capacity building to support sustainable service delivery.

RELATIONSHIP TO SPECIAL OBJECTIVE 1 PROJECT APPRAISAL DOCUMENT

The WGS includes activities contributing to improved Special Objective 1 (SpO 1): Strengthened Global Health Security Capacities in Pakistan. In line with USAID/Pakistan's Country Development Cooperation Strategy (CDCS), the activity aims to focus on the implementation of the 2019 United States Global Health Security Strategy[1] and the Global Health Security Agenda (GHSA)[2], by preventing, detecting, and responding to infectious disease threats in Pakistan. Under SpO 1, this activity will support Intermediate Result IR (SpIR) 1.1: Infectious disease prevention and detection improved. The WGS activity in Jacobabad and Sindh will support Sub-SpIR 1.1.2: Water supply and sanitation improved.

The activity scope for Sindh may cover other interventions under this Sub-SpIR, as described in the SpO PAD. However for Jacobabad the following elements of Sub-SpIR 1.1.2: 'Water supply and sanitation improved', would be applicable:

- Work in close coordination with the provincial and local governments, for strengthening municipal services capacity.
- Assist communities by the transfer of knowledge on how to avail services along with sustainable behaviour change.
- Improve the solid waste collection, transportation, and management system.
- Support WASH interventions to promote access to safe water and sanitation, as it is critical for disease prevention.

ACTIVITY DESCRIPTION (AD), OBJECTIVES, AND PROPOSED INTERVENTIONS

This AD is designed to provide technical assistance and a wide range of practical capacity building interventions to the Municipal Committee Jacobabad (MCJ) and other stakeholders, to increase the ability to deliver clean drinking water, manage waste water and solid waste management services for the people of Jacobabad. The recipient will work with the MCJ and civil society to build human and institutional capacity to improve the operations, maintenance and repair of the water and solid waste system. Capacity building approaches will be customized based on both needs and context analysis, and implemented as an integrated process, in close coordination with the construction effort by USG/GoS.

The activity has a period of performance for three years and will be funded up to $3M (subject to availability of funds). The purpose of the activity is that MCJ delivers sustainable and effective municipal services building trust and ownership of the local community, leading to MCJ becoming financially

[1] United States Government Global Health Security Strategy. 2019. Internet: https://www.whitehouse.gov/wp-content/uploads/2019/05/GHSS.pdf
[2] Global Health Security Agenda. Internet: https://ghsagenda.org/

self-sustainable. The recipient is expected to execute activities that contribute to the following IRs and Sub IRs of the activity:

1. IR1: Strengthened Municipal Committee Jacobabad capacity and commitment to deliver municipal services.
    a. Sub-IR1.1: Training and technical assistance for the management of WASH service facilities including developing and implementing manuals, SOPs, business and operational plans.
    b. Sub-IR1.2: Operational and political relationships with local, provincial government offices are formalized.
    c. Sub-IR1.3 Policy reforms, public private partnerships and digitalization are aligned to leverage support and smooth function.
2. IR 2: WASH aware citizens paying for municipal services.
    a. Sub-IR2.1: Improved community awareness and behavior change on WASH practices and their linkages to diseases.
    b. Sub-IR2.2: Improved Municipal services access awareness including any complaint and redressal mechanisms.

The outcomes for the above IRs and Sub-IRs shall be measured through these targets:

- Ensuring drinking water delivery and wastewater drainage for the households, connected to the filtration plant and to the wastewater treatment plant as a result of USG assistance, are delivering quality service to the citizens. (Illustrative indicators should be reflective of regularity, quality, % of Households (HH) served, customer satisfaction, complaint mechanism and staff & operational capacity of MCJ).
- The City of Jacobabad has a functioning solid waste management system in place with institutional know-how and capacity. (Illustrative indicators should be reflective of regularity, quality, % of HH served, customer satisfaction, complaint mechanism and staff & operational capacity of MCJ).
- Citizens of Jacobabad understand the importance of WASH and disease prevention, the linkage of WASH to the municipal services and how to interface with the municipality for service delivery. (Illustrative indicators should reflect, % of HH trained and adapted to new behaviors)
- Citizen's understanding should be reflected through behavior change as well as through willingness to pay for all the municipal services. (Illustrative indicators should reflect, % of HH with connection paying for service, rupees collection as a % of total billing).
- USAID standard indicators, PMP and other indicators as appropriate and reflective of progress in building institutional capacity, information systems and business models for sustainability of operation should be proposed by the recipient. Some notional indicators are follow:
    - Number of Households connected and receiving water as a percentage of planned and total Household (HH coverage for Jacobabad city);
    - Number of customers paying versus receiving service;
    - Percentage of revenue collection to billing
    - % of MCJ customers with WASH awareness and willingness to pay
    - Percent of USG-assisted organizations with improved performance (CBLD-9)

Target groups of the WGS activity include:

- Executive management, technical and financial managers within local government and in

particular those responsible for budgeting, water tariff proposal development; and tracking funding and revenues for integrated water and waste management system
- The MCJ staff directly responsible for supervision of the water utility operations; budget and finances; non-revenue management; accounting and financial management; consumer relations; and water source protection
- Mayor, members of the Local Council, and the Neighborhood WASH Committees, both men and women
- Current and future households benefiting from water supply and sanitation services. Special efforts must be made to strengthen the existing forums of participation which include women and other vulnerable populations in the target groups.

IR 1: Strengthened Municipal Committee Jacobabad capacity and commitment to deliver municipal services.

The objective of this IR is to improve the capacity of the Municipal Committee Jacobabad (MCJ) to manage, operate, maintain and repair the water, drainage and solid waste management systems in order to ensure smooth functioning of the entire infrastructure. This would include the technical capacity to manage the system as well as being versed in management systems and processes that would allow sustainable and self-reliant operations for MCJ beyond the life of the activity. For sustainable operations it is vital that MCJ has the political and operational relationships aligned with the operational aspects of the municipality. Relationships such as those with the power company to ensure smooth supply or with the irrigation department to ensure proper waste disposal, are integral to running successful operations. Clarity in relationships via policy, agreements, documentation and reporting are an important part of the activity to ensure that various government offices are on the same page and that the political environment remains supportive of MCJ's work. The activity will seek to work with the Government of Sindh to explore public private partnerships and the possibility of engaging the private sector in areas where objectives are aligned.

Sub-IR1.1: Training and technical assistance for the management of WASH service facilities.

Technical assistance for this Sub-IR would entail technical capacity on the operational side and also management capacity to run the municipality successfully. Technical capacity would cover all aspects needed to operationalize the services of MCJ and would include components such as routine maintenance, wastewater infrastructure management, wastewater treatment and disposal management, water pressure management, repairs throughout the water system, filtration and treatment plant operations and maintenance (O&M), water chemistry/laboratory capacity and water treatment process controls. The recipient will work with the MCJ staff and other partners to identify specific technical needs and upgrade them in order to enable MCJ to become a self-reliant and sustainable government organization.

Specific technical areas may include planning such as developing a Water Safety Plan in collaboration with the community to address and inform current and future threats to the municipality's water quantity and quality and/or an Emergency Response Plan for drought or flooding. Technical assistance to MCJ may require that the staff develop an information system for tracking water service performance, monitoring and benchmarking systems. MCJ should also develop a plan for testing water quality at relevant touch points as this closely ties into the quality of service provided to end customers.

Management and Systems capacity building would require developing the systems, SOPS, manuals in partnership with MCJ management would help the organization carry out its operations. This may also include a transparent and effective system for bill collection along with tracking of non-revenue accounts

and developing a customer services center which can leverage the community mobilization efforts in IR2 to build trust for the services offered by MCJ. The Recipient will work with the relevant management and government departments to put together business, HR and operational plans needed by MCJ.

Sub-IR1.2: Operational and political relationships with local, provincial government offices formalized.

The activity envisions close coordination with the PMU and the construction components of the larger MSP project. The WGS activities support the larger MSP. Therefore alignment and coordination are important to ensure that MCJ business plans and customer outreach are in sync with the ongoing infrastructure development. Relationships with provincial and local governments need to be clearly defined in terms of reporting structures, roles & responsibilities, fiscal support etc. and reflected through formal agreements and contracts between them as necessary.

Coordination with other departments such as power, irrigation and related departments is an imperative if service provided by MCJ is to be reliable. Previous experience has shown that long power outages have had an adverse effect on the performance of the filtration plant. Similarly, irrigation channels and drains are a necessary part of the operation for MCJ which will require maintenance and support from the irrigation department. Agreements between such departments and MCJ should be formalized to minimize disruption for service delivery by the municipality.

The Recipient will ensure that there is alignment between various stakeholders such that the relationships are long-term and supportive beyond the life of the activity itself. Where appropriate, the recipient will help MCJ formalize roles, responsibilities and processes between institutions through documented agreements.

In line with the USAID Learning Agenda, the WGS activity will serve as a model that the Government of Sindh could then scale up for other cities in the Province. Implementation under this component will support the development of a set of modules documenting the processes adopted to build the capacity for management and operations, describing activities, materials, staffing plan and budget, for potential scale-up in other municipalities where water and sanitation infrastructure investments are planned or are being undertaken. This may involve assessments or other basic support to local governments.

Sub-IR1.3 Policy reforms, public private partnerships and digitalization are aligned to leverage support and smooth function.

WGS activity will support legal reform, policy formulation and any other support to the Government of Sindh which helps create an enabling environment for efficient health and municipal service delivery. This may start with documenting bureaucratic or policy issues that require reforms and then working with the requisite departments to streamline policy and operations. Assistance may also include areas such as exploring models for sustainable delivery that are applicable to the needs of MCJ and GoS.

The Recipient will support the GoS in exploring public private partnerships, working in close coordination with departments such as the Public Private Partnership (PPP) node. SpO1 private sector engagement presents various options for engagement at commercial, social impact and enabling environment levels and these will be explored by the Recipient in furthering sustainability for MCJ. The Recipient will take into account relevant findings from the Digital Ecosystem Country Assessment (DECA) commissioned by the Mission. Digitization can play an important role in supporting the activity with its goal and also the overall MSP project. Digital billing, real time data, digital payment, digital banking, improved customer service

experience and improved linkages with operational customers and for management, are all opportunities that directly support improving the capacity of MCJ to improve efficiency and effectiveness of its services. They are also areas for partnerships that enhance sustainability and scalability for MCJ. The PSE section discusses in further details the engagement opportunities that support the activity and SpO1 objectives.

Implementation under this component will support the following desired results:

1. Management, technical and operational staff with increased capacity to perform and provide sustainable water and waste management services over time
2. Standards and key performance indicators for water service and waste management provision adopted and tracked
3. Increased coverage of water supply/drainage and solid waste management in Jacobabad
4. MCJ technical teams and customer service centers have the tools and understanding to deliver efficient service to the community.

IR 2: WASH aware citizens paying for municipal services.

This component of the activity focuses on community mobilization with the residents of Jacobabad who are customers of MCJ. The objectives of this IR are two folds: First, to raise awareness about WASH practices, importance of hygiene and to bring about behavior change related to this awareness so that incidence of disease is reduced and the second is to link this awareness to the services offered by MCJ so that there is trust in the municipality and customers are willing to pay for service. This will involve building customer service teams within MCJ (as discussed in previous IR) with a community focus, working alongside community groups formed for WASH activities and other community groups.

Sub-IR2.1: Improved community awareness and behavior change on WASH practices and their linkages to diseases.

The Recipient will work with the community building on previous community mobilization efforts in order to raise awareness about WASH and its relationship to diseases. Building on existing community groups formed through previous USAID programs the Recipient will extend WASH coverage to all districts of Jacobabad being serviced through MCJ infrastructure. Training Materials and IEC should link the themes of WASH, its role and relationship with disease prevention and its practical application in the form of service delivery of water and waste management through the larger MSP-S project.

Behavior change is an integral part of the overall sustainability of the activity and the municipality itself. The community needs to not only understand the importance of a managed clean water delivery and waste service but must be willing to take ownership and pay for the service. The Recipient and MCJ staff, during WASH and other community sessions, should explain and emphasize the importance of billing and payment, and how it works to serve the community. The goal of the municipality is the provision of good quality, affordable services over the long term. Both the municipality and the public must understand their respective roles toward disease prevention and have the appropriate channels to fulfill that role.

Sub-IR2.2: Improved Municipal services access awareness including any complaint and redressal mechanisms.

In addition to the technical capacities discussed in the previous component, the Recipient should assist and involve the Customer Services field unit staff with the WASH groups for activities such as expanding outreach or developing and implementing Customer Satisfaction scorecards in collaboration with the community. In order to build trust and collaboration with MCJ, the community should be well versed in understanding the basics of water quality they are to consume. Customers understanding water quality reports as part of community groups is vital in building ownership and trust in the municipal services which will lead to paying for service. The Recipient should look for innovative solutions that will have long term behavior change impact working with the community such that hygiene best practices are adopted and customers understand the importance of paying for service. Partnerships with banks and mobile wallets may be integrated and community trained on them so that customers have payment and banking options needed for smooth operations.

Complaint and redressal mechanisms should be developed in collaboration with the community and MCJ staff, to ensure accountability and community ownership. Perspectives around service utilization, access to the service, and associated issues must reflect views from women and men separately. The Recipient should ensure that the community understands how all the physical mechanics of the system works and how it links and integrates with SpO1 WASH objectives.

Implementation under this component will support the following desired results:

1. Community/customers have complete understanding of the water delivery and waste disposal systems and how these link to disease prevention and the services offered by MCJ.
2. MCJ has improved service so that customers can access the services easily, including clear channels for complaints and redressals and emergency responses.
3. Community/customers are paying for service (target %) and show WASH behavior change.
4. A Customer Satisfaction scorecard developed and implemented (baseline and endline at a minimum)

REPORTS and DELIVERABLES

Based on activity requirement and scope a minimum of the following deliverables and reports expected from the applicants:

1. Baseline & Capacity Assessment Report due 12 weeks after the start of agreement. Report will identify areas for technical assistance in line with all the task areas given in the activity scope. Report will also provide a baseline assessment of where the Municipality stands as a going concern in terms of financial feasibility, operational and information systems, management and political relationships. The Report will form the basis of the Recipient's initial work-plan.
2. Work-Plan to be delivered within 30 days from the start of activity and at the start of each year, for approval. The Plan will articulate the steps needed to achieve the activity objectives highlighted in the IRs given above and as informed by the Capacity Assessment Report. The work-plan, while integrated, will address each of the IR and Sub-IR components in detail. Capacity building plans and community engagement planning (to support the infrastructure activity) must be clearly articulated. Milestones and timelines should be part of the work-plan as well as MEL plan, Gender Analysis for the activity, and a Private Sector Engagement Plan.
3. Documentation such as revenue/billing collection models, business, management and HR plans, revenue strategy, outreach plans and community engagement plans. This may include sharing specific documents such as water safety plans, customer satisfaction scorecards, lab reports, billing

numbers, agreements with partners or other provincial offices - documents related to achieving activity objectives. The Recipient will share documents and plans as they become available in line with the work-plan.

4. Weekly, monthly and quarterly progress reports as agreed upon with the AOR at the approval of the work-plan.

MONITORING, EVALUATION AND LEARNING

The offeror is expected to submit an illustrative monitoring, evaluation, and learning (MEL) plan that shall fully articulate and describe how this activity, over the course of its life, shall be monitored and evaluated. The MEL Plan would include milestones, inputs / outputs, and outcomes and form the basis of the USAID/Pakistan management, monitoring, tracking, assessing, and implementing of this activity The MEL plan should include baseline and endline surveys at a minimum to show change in community behavior and improvement in MCJ performance. In addition, the MEL Plan should include Theory of Change that clearly depicts how the activity interventions will bring about the intended change.

The MEL plan will work closely with the overall MSP activity in Jacobabad and will synchronize its monitoring efforts with those of the construction components. The activity would engage community feedback as part of monitoring, thus complimenting the construction component by adding more details and nuance to what USG is holistically delivering to GoS for its community. MEL plans from the Special Objective 1 Project Appraisal Document will serve as a guide for the WGS activity. Implementation of the MEL Plan will need to be adaptive as interventions learn from the context of Northern Sindh, and Jacobabad in particular.

The monitoring plan should cover deliverables, milestones, intended outputs and higher level outcomes and cover both the operations and maintenance components and also the community engagement activities. MEL should strengthen the effectiveness and impact of MSP-S through implementation of its existing Monitoring and Evaluation Plan and further disseminate knowledge on sanitation and hygiene. The Recipient should propose a list of indicators in alignment with the USAID MEL approach and any evaluations and surveys should be clearly given up front in the work plan. USAID/Pakistan will provide templates for the MEL plan and period reporting templates.

The partner will be responsible for populating data in Pak Info on a quarterly basis or at the frequency decided between USAID and the implementing partner. This includes entering data against the assigned indicators in Pak Info, quarterly/biannual/annual reports and entering/updating site locations.

GENDER ANALYSIS & CONSIDERATIONS

Women’s role in household decision making in North Sindh is limited and inequality is significant when it comes to access and use of resources, including water and sanitation facilities. Women and girls trek long distances, for example, to fetch water to meet their families’ basic needs. The time demands are enormous and put an extra burden on women and girls. Improved access to clean and safe water, solid waste and waste water management systems, put in place through this activity’s intervention, will have multiple beneficial impacts on women's daily life. In addition to saving time by having clean water available in their homes, efficient disposal of solid and water

waste from homes will help reduce incidences of disease spread. With fewer incidents of sickness, the activity may also contribute to reducing the time women have to spend providing care for the sick children and household members, who are prone to illness due to contamination in open water and germs from exposed solid waste.

The Offeror is expected to undertake a detailed activity specific Gender Analysis for the activity and generate a Gender Action Plan which must include concrete measures to address the gender inequalities and gaps as highlighted by the Gender Analysis. The Offeror is expected to design specific measures into the activity to include the opinions and voices of women. The activity will ensure that relevant engagement channels for women are available and functioning with the municipality, and ensure that MCJ understands and integrates within its working a gender sensitive approach to the overall municipal service it provides to the community. Some of the questions that the Gender Analysis will explore would be as follows:

MCJ Service Delivery: How is the municipal services impacting each of these groups differently? This would be along the lines of physical changes in daily routine (less time spent fetching water for women and girls) to social implications of the service (does less time outside translate into further restricting women's independence? How is empowerment linked to service or is it not?). What are the implications and differences in engagement for municipal services for women-led households?

Community Mobilization: How are the community mobilization efforts different for men, women and girls? There are different social norms and restrictions that each group abides by and the approach to community mobilization and the ensuing course of action by the community needs to take into account the limitations and options for different groups.

The MEL plan should include the following components as part of gender integration:

1. Conduct Gender Analyses at the outset to establish baseline and endline for results;
2. Collecting and reporting of sex-disaggregated data for all people level indicators;
3. Developing performance and context indicators to track changes in key gender gaps from baseline to end-of-activity results;
4. Applying mixed methods (qualitative and quantitative) to gather and analyze relevant gender sensitive data;
5. Tangible plans for integrating gender considerations into MCJ's service delivery and clear women engagement and access to service plans

PRIVATE SECTOR ENGAGEMENT AND DIGITALIZATION

SPO1 under the GHSP in Pakistan has the objective of improving water and sanitation for Jacobabad in order to improve disease prevention. The WGS activity working towards this larger objective supports capacity building of MCJ while raising awareness and bringing behavior change within the community/customers of the municipality. Both these two main Intermediate Results of the WGS would be strengthened through engagement with the private sector and digitalization.

The PSE and digital Analysis of SPO1 has several ways for engaging the private sector for improved basic services. In line with the CDCS, the SPO1 envisions pursuing four tracks of private sector engagement

(PSE), Commercial Impact: Market-based solutions with the private sector, Social Impact: corporate philanthropy programs, mobilizing resources from high net worth individuals, Resilience/humanitarian: challenges as a result of a humanitarian crisis, Enabling Environment: Improving operating, legal, policy, regulatory and institutional environment for enhancing private sector investments in the health, water and sanitation sectors.

Given this framework the WGS activity presents several opportunities for engaging the private sector in various ways. Some of these are presented below as illustrative examples but the Recipient will develop a strategy for engagement as dictated by the requirement, the needs as articulated by GoS and the private sector and the actual situation on the ground:

1. Exploring ways to leverage existing activities such as community mobilization
2. Target diaspora for engagement
3. Work with GoS on Public Private Partnerships (PPPs)
4. Strategically Integrate Digitization and Innovation

The Recipient will assess and analyse the following questions as part of the Private sector engagement and digital solutions potential:

- Can the Recipient achieve the desired objectives itself or by engaging the private sector and whether mainstreaming digitization can help achieve objectives more efficiently and effectively?
- Could there be a market-based approach to addressing the development challenge of the activity?
- What can be the roles and interests of the private sector and digitization in addressing this challenge?
- Are there factors constraining the private sector from involvement and investment?
- Are there factors constraining capitalization on digital potential for greater efficiencies and effectiveness?
- Is there a role for USAID to help alleviate or eliminate these constraints and improve basic services outcomes for targeted beneficiaries of the activity and low income groups in general?

ENVIRONMENTAL COMPLIANCE CONSIDERATIONS:

This activity is covered under the Initial Environmental Examination (IEE) # OAPA-13-SEP-PAK-0023 (Attachment xx.) for the Municipal Services Program approved by the Bureau Environmental Officer (BEO) on September 4, 2013. The environmental determination for all the sub activities is a Categorical Exclusion pursuant to 22 CFR 216.2.(c)(i), (ii), (iii) and (v) as these do not have an adverse effect on the natural or physical environment. The Memorandum to File-2 (MTF-2) # OAPA-11-APR-PAK-0023-MTF-2 (Attachment xx) was approved by the BEO on June 8, 2020 with a validity date of September 30, 2023.

CLIMATE CHANGE INTEGRATION

Karachi Office completed the mandatory climate-risk assessment as part of the process of designing Water Governance for Sindh (WGS) using "USAID's Climate Risk Screening Tool" (Attachment xx) to assess the potential climate risks for the project. The assessment identified low climate-related risks associated with this activity. As the assessment identified low risks, no additional measures to mitigate climate risk are required.

[END OF SECTION A]

SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one (1) Cooperative Agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide up to $3 million in total USAID funding over a three (3) year period.

2. Expected Performance Indicators, Targets, Baseline Data, and Data Collection

[Guidance: Program goals and objectives should be derived from program planning and design. See 2 CFR 200.202 and 200.301 for more information.]

3. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is 36-months. The estimated start date will be TBD.

4. Substantial Involvement

The award under this NOFO will be a cooperative agreement. Potential applicants should note that USAID's policy prohibits the payment of fee/profit to the recipients under assistance instruments. Consistent with ADS 303.3.11, USAID will be substantially involved in the implementation of this Activity. The intended purpose of the Agreement Officer's Representative (AOR) involvement during the implementation of the program is to assist the recipient in achieving the supported objectives. It is expected that the AO will delegate the following approvals to the AOR:

(a) Approval of the Recipient's Implementation Plans
USAID will approve annual work plans and the life-of-project exit strategy, and any subsequent revisions.
(b) Approval of Specified Key Personnel
USAID may designate as Key Personnel only those positions that are essential to the successful implementation of the Recipient's program. The following positions have been designated as key to the successful implementation of the program objectives of this Cooperative Agreement and require USAID approval:

1. Chief of Party (COP): - Jacobabad

2. Technical Manager (TM): - Jacobabad

The applicant may propose additional key personnel positions, based on the focus and specific activities included in the application. USAID/Pakistan recommends gender balance in the team of proposed key personnel. The applicant may propose additional key personnel, based on the specific needs of the program design. In accordance with the Substantial Involvement clause of this award, these personnel are subject to the approval of the Agreement Officer:

(c) Agency and Recipient Collaboration or Joint Participation
When the Recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge, the AO may authorize the collaboration or joint participation of USAID and the Recipient on the program. The AO may include appropriate levels of substantial involvement such as the following:

1. Collaborative involvement in selection of advisory committee members, if the program will establish an advisory committee that provides advice to the Recipient. USAID may participate as a member of this committee as well. Advisory committees must only deal with programmatic or technical issues and not routine administrative matters.

2. Concurrence on the substantive provisions of sub-awards –including subcontracts to carry out work of a technical nature under the award (examples include, carrying out a study or a training of a technical nature, etc.). 2 CFR 200.308 already requires the Recipient to obtain the AO's prior approval for the sub-award, transfer, or contracting out of any work under an award. This is generally limited to approving work by a third party under the agreement.
3. Approval of the Recipient's Activity Monitoring, Evaluation, and Learning Plan (AMELP).
4. Monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects.

(d) Agency Authority to Immediately Halt a Construction Activity
The AO may immediately halt construction activity if identified specifications are not met. An award shall be made only when the Agreement Officer makes a positive determination that the Applicant possesses, or has the ability to obtain, the necessary management competence in planning and carrying out assistance programs and that it will practice mutually agreed upon methods of accountability for funds and other assets provided by USAID. For organizations that are new to USAID, or organizations with outstanding audit findings, it may be necessary to perform a pre-award survey in accordance with ADS 303.3.9 and ADS 591.3.4.2.

(e) Approval of annual work plans
(f) Approval of the final report
(g) Approval of MEL Plan

5. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is **Code 937.**

6. 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 Water Governance for Sindh (WGS) 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.

[END OF SECTION B]

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SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

Eligibility for this NOFO is restricted. The eligibility to implement the WGS Activity is open only to Local Pakistani Organizations. Applications will not be accepted from any other types of organizations or individuals.

Competition will be limited to local Pakistani entities in accordance with Section 7077 of Public Law 112-74, the Consolidated Appropriations Act, 2012 (P.L. 112-74), as amended by Section 7028 of the Consolidated Appropriations Act, 2014 (P.L. 113-76), is titled "Local Competition Authority". U.S. and international firms and organizations are not eligible to submit an offer.

Only local organizations as defined below are eligible for an award. USAID defines a "local entity" as an individual, a corporation, a nonprofit organization, or another body of persons that:

(1) Is legally organized under the laws of; and

(2) Has as its principal place of business or operations in; and

(3) Is majority owned by individuals who are citizens or lawful permanent residents of; and

(4) Is managed by a governing body the majority of who are citizens or lawful permanent residents of the country receiving assistance.

For purposes of this section, 'majority owned' and 'managed by' include, without limitation, beneficiary interests and the power, either directly or indirectly, whether exercised or exercisable, to control the election, appointment, or tenure of the organization's managers or a majority of the organization's governing body by any means.

These eligibility requirements apply to both the principal applicant and to any sub-awardee.

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, if applicable) by the Agreement Officer (AO).

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

4. 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

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

Faith-based organizations are eligible to apply for federal financial assistance on the same basis as any other organization and are subject to the protections and requirements of Federal law.

2. Cost Sharing or Matching

USAID has established that no Cost Share is required for this WGS Activity.

3. Other

a. Organizations shall submit only one application under this NOFO.

[END OF SECTION C]

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SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Primary:
Name: Sohail Humayun
Title: Acquisition and Assistance Specialist
Email: shumayun@usaid.gov

Alternate:
Name: Muhammad Yasser
Title: Administrative Agreement Officer
Email: Myasser@usaid.gov

2. Questions and Answers

Questions regarding this NOFO should be submitted to shumayun@usaid.gov with a copy to Myasser@usaid.gov no later than the date and time indicated on the cover letter, as amended. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

3. General Content and Form of Application

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 full application. Please see subsections 6 and 7, 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 and DUNS number 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:

- In addition to the title page and annexes, USAID will not review any pages in excess of 25 pages. 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.
- A 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.
- 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 the closing date and time indicated on the cover letter, as amended. 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 shumayun@usaid.gov, sjaved@usaid.gov and Myasser@usaid.gov . **Please do not submit applications through the Grants.gov website.** 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/Pakistan cannot guarantee their acceptance by the internet server. File size must not exceed 10 MB per email.

5. Technical Application Format

The technical application should be specific, complete, and presented concisely. 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 (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.

6. Technical Application Format

The Technical Application must address the following three (3) factors at a minimum.

I. **Technical Approach**
II. **Personnel and management Approach**
III. **Institutional Capacity and Past Performance**

(**Please note that for the evaluation of technical factors, the importance of** the **technical factor "Technical Approach" is weighted more important than the other technical factors (Criterion 2 and Criterion 3) combined.**

7. Business (Cost) Application Format

The applicant(s) must not submit cost application(s) unless/until explicitly requested to do so by USAID in writing. Only the Apparently Successful Applicant selected by USAID as a result of the Phase I Merit Review will be requested to submit a Cost/Business Application.

Cost

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 200.206. 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 https://www.grants.gov/or using the following links:

Instructions for SF-424	https://www.grants.gov/web/grants/forms/sf-424-family.html

Application for Federal Assistance (SF-424)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424A	https://www.grants.gov/web/grants/forms/sf-424-family.html
Budget Information (SF-424A)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424B	https://www.grants.gov/web/grants/forms/sf-424-family.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" ADS 303mav document found at https://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 2000 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. Budgets with hidden cells lengthen the cost analysis time required to make an award, and may result in a rejection of the cost application. 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= PKR170 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. Annex 1 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 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) Construction – Not applicable

7) 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.

8) 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. 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:

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

   Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)
   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.

   Method 3 - De minimis rate of 10% of modified total direct costs (MTDC)
   Eligibility: Any applicant that does not have a current 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 for further information.

   Method 4 - Indirect Costs Charged As A Fixed Amount

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.

9. 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. See Annex 3 for Sample Security Plan Template.

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.

f) 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 200.332(b) and 2 CFR.331(a).
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

g) Dun and Bradstreet and SAM **Requirements**

USAID <u>may not</u> 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 <u>before</u> 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.beta.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.beta.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.beta.sam.gov, navigate to Help, then to International Registrants.

h) 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 (5) 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.

Applicant must use the format provided in Annex # 4: Past Performance Information of the NOFO to document the detailed information as requested. The completed forms should

be included in the technical application as an Appendix/Annex.

i) Branding Strategy & Marking Plan

Pursuant to ADS 303.3.6.3.f and ADS 320.3.1.2, 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

These plans shall be prepared in accordance with the guidance in ADS 320.3.1.2, 2 CFR 700.16 and the references therein. ADS Chapter 320 sections concerning "assistance" apply to this NOFO. ADS Chapter 320 can be found on the USAID website: http://www.usaid.gov/policy/ads/300/320.

Branding Strategy – Assistance (June 2012)

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

j) Funding Restrictions

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.331 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.

k) Conflict of Interest Pre-Award Term

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]

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SECTION E: APPLICATION REVIEW INFORMATION

1. General

USAID intends to award the Cooperative Agreement to the applicant whose technical application is highly rated.

All applications will be reviewed in accordance with the review criteria set forth below. Submissions will be evaluated using an adjectival rating against each merit review criterion.

The criteria presented below have been tailored to the requirements of the NOFO. Applicants should note that these criteria serve to:

1. Identify the significant matters which Applicants should address in their applications, and
2. Set the standard against which all applications will be evaluated.

Technical factors will be evaluated 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.

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

2. Review and Selection Process

USAID will use an adjectival rating method for reviewing applications. Technical factors will be evaluated as described below.

- For the overall evaluation purposes, technical factors are more important than cost or price.
- For the evaluation of technical factors, Criterion 1, “Technical Approach” is weighted more important than the other technical factors (Criterion 2 and Criterion 3) combined.
- In case of similar overall scores, Past Performance will be taken into account to differentiate between applications.
- Criterion 2 and Criterion 3 are of equal weight.
- Further, if after carrying out discussions, USAID is unable to agree with the apparently successful applicant's proposed cost; the applicant may be eliminated from further consideration and, at its discretion, USAID may initiate discussions with the next highest ranked applicant on the final selection list.

a) Merit Review

USAID will conduct a merit review of all applications received that comply with the instructions in this NOFO. Applications will be reviewed and evaluated in accordance with the following criteria:

Criterion Identification – The evaluation of applications will be completed using the following merit review criterion:

The review of applications will be limited to the following three main factors : Technical Approach, Personnel and Management Approach, and Institutional Capability.

CRITERION	CRITERION NAME
Criterion 1	Technical Approach
Criterion 2	Personnel and Management Approach
Criterion 3	Institutional Capability & Past Performance

CRITERION 1	CRITERION NAME:	Technical Approach

Instructions to Applicant:

Provide a specific, complete, and concise Technical approach that takes into account considerations identified in the NOFO. Technical Approach must propose appropriate, realistic and relevant activities to achieve the expected results. The Technical Approach should show a clear understanding of WGS's objectives and results, separately addressing both main components, capacity building of Municipal Committee Jacobabad and community mobilization for cultivating WASH aware customers. The Approach should:

- Identify key high-level results. Applicants should also include SMART (Specific, Measurable, Attainable and action-oriented, Relevant, and Time-bound) indicators for the high level results.
- Demonstrate sound approach for achieving the objectives of capacity building for Municipal Committee Jacobabad.
- Demonstrate sound approach for cultivating WASH aware paying customers.
- Provide technical and operational approaches to achieve these results, including the extensive engagement required with GoS through Local Government Department, Municipal Committee Jacobabad and Municipal Services Program Sindh and the various stakeholders important to the success of the WGS objectives.
- Identify anticipated challenges and/or critical areas for the activity to succeed and how these may be addressed.

- Provide an adequate description of how the prioritized technical approach addresses all of the technical requirements specified in the activity description and leads to the desired results.
- Demonstrate sound understanding of the work to be performed and outcomes along with required quality and sustainability.

Evaluation Criterion:

USAID will evaluate the extent to which the Applicant demonstrates a clear and complete technical and practical understanding of each component's requirements, the activities it proposes to implement, and the performance management challenges and priorities it will face in doing so. The technical approach criteria will take into account the considerations identified in the NOFO. 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 the understanding of the activity, the clarity of approach to address the challenges and how well the steps in the approach integrate to deliver the desired results.

Activities identified for the first component should be coherent, clear, technically sound while taking into account local context, working with GoS and the anticipated challenges in achieving the results. For the second component, the activities should show how WASH community mobilization will be carried out to achieve behavior change as well as how it will be integrated into the larger goals of building customer trust in the municipality. The proposed set of interventions should be integrated and show clear prioritization of tasks needed to achieve the overall results. The following elements should be covered:

- Articulation of Intermediate Result and Sub-Intermediate Result objectives
- Proposed interventions and activities to achieve objectives
- Approach for capacity building, operation and political relationships and political reforms, within activities
- Approach for WASH behavior change, building access and trust of the community, leading to paying customers
- Clear path from activities to results

CRITERION 2	CRITERION NAME:	Personnel and Management Approach

Instructions to Applicant:

Provide personnel and management approach with a proposed management structure that supports the technical approach and convincingly demonstrates an ability to achieve program objectives.

1. Project Management and Mobilization Plan:
    a. Provide staffing and mobilization plans which must also include the technical, administrative, and financial support personnel required to implement the activity

(sharing the roles and responsibilities for Key and non-Key Personnel). Applicants should include an organizational chart as an Annex.

b. Demonstrate how the Management Plan will efficiently manage the activity described in the application and to collaborate with local entities to ensure sustainability of the planned interventions, including, but not limited to, effective cooperation and coordination with multiple organizations, cooperation with government officials and operating within bureaucratic structures and processes.

2. Key Personnel:

A. Chief of Party (COP)

The Chief of Party shall be responsible for the overall leadership, management, and implementation of the program and shall directly coordinate with and report to the designated USAID Agreements Officer's Representative (AOR). The COP shall supervise activity implementation, serve as the principal interlocutor with USAID and the Government of Sindh (GOS) including the Local Government Department, Municipal Committee Jacobabad, Municipal Services Program-Sindh and the District Administration Jacobabad. The COP shall ensure the activity meets its stated goals, compliance standards, and reporting requirements.

The COP shall meet the following minimum qualifications:

- A Master's degree or higher in international or economic development, public or business administration, public policy, social science or a related field
- At least 10 years of demonstrated professional experience of leading and managing programs of similar scope and size in the Pakistani development context
- Proven ability to develop and communicate a common vision among diverse partners and the ability to lead technical, operational and management teams
- Proven experience of working/liaising at the national, sub-national/provincial and local levels
- Sound demonstrable knowledge of local government and governance systems, processes and municipal services highly preferred
- Demonstrated experience of leading and guiding community mobilization, outreach and behavior change activities and programs
- Sound knowledge of/experience in public-private partnerships and outsourcing of basic services
- Evidence of strong interpersonal and written communication skills.

B. Technical Manager (TM)

The Technical Manager (TM) shall report to the Chief of Party. She/He shall be responsible for the technical and engineering aspects of water supply, sanitation and wastewater management. Under the supervision of the COP, she/he shall lead the capacity assessment of the Municipal Committee technical staff, identify areas of improvement and

contribute to the capacity development activities. The TM shall work closely with the technical staff of the Municipal Committee and provide hands-on day-to-day guidance and advice to operate and maintain the water supply, sanitation and wastewater services. She/He shall also act as the technical liaison focal point between the Municipal Services Program-Sindh technical and engineering teams in the field and the Water Governance Sindh activity. The TM shall function as the program lead in the absence of the COP.

The TM shall meet the following minimum qualifications:

- A Bachelor's degree or higher in Engineering (Mechanical / Electrical/ Civil)
- At least five years of experience in water and sanitation projects and services of a similar size and scope
- Demonstrated ability to identify technical/engineering issues in operating and maintaining municipal services and provide hands-on capacity development support to the local staff.
- Proven ability to collect, collate and present technical and engineering data
- international development including 3 years' experience serving in a leadership role. Experience in water and sanitation projects will be preferred.

C. Other Staff:

The award recipient has the discretion to determine the appropriate number and composition of additional personnel, including short-term technical staff, and others needed to meet the activity requirements described in the technical proposal. All personnel must demonstrate exceptional written and oral communication skills in English and have an excellent command of the technical area. Familiarity with the political, social, economic, and cultural context of the activity implementation location is also highly preferred. Overall, including the key personnel, preference will be given to applicant organizations demonstrating a commitment to hiring diversity and inclusivity that includes race, gender and gender identity, sexual orientation, religion, ethnicity, and national origin.

The non-key personnel positions may include the following in alignment with the proposed technical approach and implementation and management plan:

- Project Manager
- M&E Specialist
- Finance Specialist
- Training Specialist
- Procurements Officer
- Community Mobilizers
- Finance Assistant
- Human Resource Officer
- Information Systems Officer
- Technical Advisors/Consultants
- Other activity staff, as needed

Evaluation Criterion:

- The personnel and management approach will be based on the extent to which the proposed management structure supports the technical approach and convincingly demonstrates an ability to achieve activity objectives. The personnel and management approach will be evaluated in terms of overall quality and efficiency.
- Applicants will be assessed according to the effectiveness of the proposed staffing plan, which should also include the technical, administrative, and financial support personnel required to implement the activity (sharing the roles and responsibilities for Key and non-Key Personnel). Applicants should include an organizational chart as an Annex.
- Personnel have relevant technical background and qualifications (including English language ability), and
- Personnel demonstrated successful experience in providing technical assistance to developing countries. All work experience should be presented in reverse chronological order and areas relevant to this activity should be specified.
- Applicants will be assessed according to the feasibility and effectiveness of the plans to efficiently manage the activity described in the application and to collaborate with local entities to ensure sustainability of the planned interventions, including, but not limited to, effective cooperation and coordination with multiple organizations, cooperation with government officials and operating within bureaucratic structures and processes.

CRITERION 3	CRITERION NAME:	Institutional Capability & Past Performance

Instructions to Applicant:

The applicant must describe its existing capacity and/ or its ability to obtain the necessary capacity in order to implement the interventions needed to meet the objectives of the activity description. The applicant must demonstrate administrative and financial ability to implement the technical approach. The applicant must also demonstrate institutional resources (technical expertise, institutional networks and links, human resources, facilities, equipment, and/or materials) and past performance available to carry out the activity. Applicants must address the path to sustainability and the plans for the Municipality to continue successful operations beyond the period of USAID support. Institutional data must be provided to show the institution's ability to support the proposed activity.

Evaluation Criterion:

This criterion relates to the organizational capacity to perform the activity. Demonstrated administrative and financial ability to implement the technical approach. Other elements include the demonstration of institution's commitment to the activity, the adequacy of institutional resources (technical expertise, institutional networks and links, human resources, administrative capabilities, facilities, equipment, and/or materials) available to carry out the

activity and plans for activity to be sustainable beyond the period of USAID support. Institutional data included to show the institution's ability to support the proposed activity.

This criterion also relates to the organization's past performance of similar scale and scope that shows the capability to achieve or exceed the stated objectives for WGS activity. Organizations may reference work with governments at any level as well as projects that show coordination between various stakeholders in order to achieve common objectives for past projects or activities. Organizational information may include formal references of work successfully completed. Annex 4 provides a guide for basic information needed.

b) Business Review

The Agency will evaluate the cost application of the applicant 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 200.206). 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 200.208).

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.

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

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

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

2. Administrative & National Policy Requirements

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

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

See Annex 2, for a list of the Standard Provisions that will be applicable to any awards resulting from this NOFO.

3. Reporting Requirements

The Recipient will adhere to all reporting requirements listed below; further, The recipient of the award needs to be in compliance with 2 CFR 200 and 2 CFR 700 (specifically 2 CFR 200.327-329). The Recipient will submit all reports by the due date for approval from the Agreement Officer's Representative (AOR). The Recipient will consult with the AOR on the format and content prior to submission. In addition to the reports below, the AOR may request additional information to contribute to the internal USAID project reviews.

- **Financial Reporting:**

(1) Reporting of Expenditures

In accordance with 22 CFR 226.52, the SF 425 will be required on a quarterly basis. The recipient shall submit these forms in the following manner:

a) SF-425

The Recipient must submit final financial reports to the Agreement Officer and the AOR, as well as to:

Local Address	**Regional Office USAID/Egypt**
USAID/Pakistan	Financial Management Office
Office of Financial Management (OFM)	1/A Ahmed Kamel St.
US Embassy	Off El-Laselki Street
Diplomatic Conclave, Ramna 5	Mew Maadi,
Islamabad, Pakistan	Cairo, Egypt
Email: aidisvoc@usaid.gov	E-mail: PakistanAccountsPay@usaid.gov

Federal Financial Form (SF-425) shall be submitted on a fiscal quarterly basis (October 30th, January 30th, April 30th and July 30th) via electronic format to USAID Agreement Officer and the AOR.

Electronic copies of the SF-425 can be found at:
https://www.grants.gov/forms/post-award-reporting-forms.html

Line item instructions for completing the SF-425 can be found at:
https://www.grants.gov/forms/post-award-reporting-forms.html

Due Date: Within 30 calendar days after the end of each quarter.

b) Accruals Reports

The Recipient shall submit Accruals Reports to the AOR. Accruals information shall consist of current status of the expenditures and accrued amounts from the effective date of the Agreement through the end of the upcoming quarter or the Agreement end date, and shall be submitted in the following format unless otherwise instructed by the AOR:

Name of Recipient: _____
Award Number: _____
Total Obligated Amount: _____
Total Estimated Cost of the Award: _____

A. Total cumulative amount advanced by USAID to date: _____
B. Total cumulative amount liquidated: _____
C. Total Accrued Expenditures as of end of the Quarter: _____

- **Performance Reporting**

  - **Mobilization Plan:** The Contractor must submit a Mobilization Plan explaining its strategy for successful deployment of the required staff and the other logistical arrangements including office(s), transportation, and security. The Mobilization Plan is due to the AOR not later than 30 calendar days after the effective date of this Award.

  - **Monthly Progress Reports:** Monthly reports covering the progress of the project shall be submitted to the AOR within ten calendar days of the end of each month. Monthly reports are to be concise, summarize results and progress of the scope of this Award, and identify developing issues and problems. The Recipient and AOR shall agree on a format or table of contents before the submission of the reports.

  - **Email Updates:** On a weekly or on "as-needed" basis, the Recipient shall provide email updates to the AOR regarding project progress, developing issues, and potential solutions.

  - **Minutes of Coordination Meetings:** The Recipient must submit the minutes of all coordination meetings to the AOR within 5 calendar days after each meeting.

  - **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 01 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 at 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. The annual report must also include a copy of the Implementing Partners inventory of all equipment purchased under this cooperative agreement.

- **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 yearOn 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.

4. 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.

5. Other Requirements

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/320.pdf. 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.

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 timeline 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/sub-awardee 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. OFFICE OF INSPECTOR GENERAL (OIG) HOTLINE

The USAID Office of the Inspector General's (OIG) mission is to protect the integrity of USAID programs and awards. Additionally, the Office of Inspector General provides independent oversight that promotes the efficiency, effectiveness, and integrity of foreign assistance programs and operations under USAID OIG's jurisdiction. The purpose of the OIG Hotline is to receive complaints of fraud, waste, or abuse in our client agencies' programs and operations, including mismanagement or violations of law, rules, or regulations by employees or program participants. Fraud, waste and abuse are defined as:

> Fraud is defined as the wrongful or criminal deception intended to result in financial or personal gain. Fraud includes false representation of fact, making false statements, or by concealment of information.
>
> Waste is defined as the thoughtless or careless expenditure, mismanagement, or abuse of resources to the detriment (or potential detriment) of the U.S. government. Waste also includes incurring unnecessary costs resulting from inefficient or ineffective practices, systems, or controls.
>
> Abuse is defined as excessive or improper use of a thing, or to use something in a manner contrary to the natural or legal rules for its use. Abuse can occur in financial or non-financial settings.

Complainants can reach the USAID OIG Hotline in the following different methods to report fraud, waste and abuse including:

> By completing an online form on our website https://oig.usaid.gov/report-fraud
> By email: ig.hotline@usaid.gov
> By telephone: 1-800-230-6539 (Toll-Free) or 202-712-1023
> By mail:
>
> U.S. Agency for International Development
> Office of Inspector General
> P.O. Box 657
> Washington, DC 20044-065

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.

(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)

IX. SPECIAL AWARD REQUIREMENT RELATING TO THE PROHIBITION ON CERTAIN TELECOMMUNICATION AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT (NOVEMBER 2020)

USAID has been granted a temporary waiver under Section 889(d)(2) that will allow the recipient to use award funds through September 30, 2022, to procure certain telecommunications and video surveillance services or equipment as specified in the standard provision "Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment (AUGUST 2020)." Based on this waiver, all costs incurred for covered telecommunications and video surveillance services or equipment will be allowable through September 30, 2022, without regard to the standard provision "Allowable Costs" and the cost principle at 2 CFR 200.471. Procurements made on or after October 1, 2022, will be unallowable in accordance with the standard provision "Allowable Costs" and 2 CFR 200.471.

[End of Special Award Requirement]

END OF SECTION F
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SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

1. NOFO Points of Contact

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 Mr. Muhammad Yasser at Myasser@usaid.gov, and Mr. Sohail Humayun at Shumayun@usaid.gov by the deadline for questions indicated at the top of this NOFO's cover letter.

2. Acquisition and Assistance Ombudsman

The A&A Ombudsman helps ensure equitable treatment of all parties who participate in USAID's acquisition and assistance process. The A&A Ombudsman serves as a resource for all organizations who are doing or wish to do business with USAID. Please visit this page for additional information: https://www.usaid.gov/work-usaid/acquisition-assistance-ombudsman

The A&A Ombudsman may be contacted via: Ombudsman@usaid.gov

END OF SECTION G

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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.

Applications with Proprietary Data

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."

END OF SECTION G

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ANNEX 1 - SUMMARY BUDGET TEMPLATE

Sample Budget Template Excel Sheet. Attached separately with this NOFO as ANNEX-1.

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ANNEX 2 - STANDARD PROVISIONS

MANDATORY STANDARD PROVISIONS FOR NON-U.S. NONGOVERNMENTAL ORGANIZATIONS

M1. ALLOWABLE COSTS (NOVEMBER 2020)
M2. ACCOUNTING, AUDIT, AND RECORDS (MARCH 2021)
M3. AMENDMENT OF AWARD AND REVISION OF BUDGET (AUGUST 2013)
M4. NOTICES (JUNE 2012)
M5. PROCUREMENT POLICIES (JUNE 2012)
M6. USAID ELIGIBILITY RULES FOR PROCUREMENT OF COMMODITIES AND SERVICES (MAY 2020)
M7. TITLE TO AND USE OF PROPERTY (DECEMBER 2014)
M8. SUBMISSIONS TO THE DEVELOPMENT EXPERIENCE CLEARINGHOUSE AND DATA RIGHTS (JUNE 2012)
M9. MARKING AND PUBLIC COMMUNICATIONS UNDER USAID-FUNDED ASSISTANCE (DECEMBER 2014)
M10. AWARD TERMINATION AND SUSPENSION (DECEMBER 2014)
M11. RECIPIENT AND EMPLOYEE CONDUCT (JUNE 2018)
M12. DEBARMENT AND SUSPENSION (JUNE 2012)
M13. DISPUTES AND APPEALS (DECEMBER 2014)
M14. PREVENTING TRANSACTIONS WITH, OR THE PROVISION OF RESOURCES OR SUPPORT TO, SANCTIONED GROUPS AND INDIVIDUALS (MAY 2020)
M15. TRAFFICKING IN PERSONS (April 2016)
M16. VOLUNTARY POPULATION PLANNING ACTIVITIES – MANDATORY REQUIREMENTS (MAY 2006)
M17. EQUAL PARTICIPATION BY FAITH-BASED ORGANIZATIONS (JUNE 2016)
M18. NONDISCRIMINATION (JUNE 2012)
M19. USAID DISABILITY POLICY - ASSISTANCE (JUNE 2012)
M20. LIMITING CONSTRUCTION ACTIVITIES (AUGUST 2013)
M21. USAID IMPLEMENTING PARTNER NOTICES (IPN) PORTAL FOR ASSISTANCE (JULY 2014)
M22. PILOT PROGRAM FOR ENHANCEMENT OF GRANTEE EMPLOYEE WHISTLEBLOWER PROTECTIONS (SEPTEMBER 2014)
M23. SUBMISSION OF DATASETS TO THE DEVELOPMENT DATA LIBRARY (OCTOBER 2014)
M24. PROHIBITION ON REQUIRING CERTAIN INTERNAL CONFIDENTIALITY AGREEMENTS OR STATEMENTS (MAY 2017)
M25. CHILD SAFEGUARDING (June 2015)
M26. MANDATORY DISCLOSURES (NOVEMBER 2020)
M27. NONDISCRIMINATION AGAINST BENEFICIARIES (November 2016)
M28. CONFLICT OF INTEREST (August 2018)
M29. Prohibition on Certain Telecommunication and Video Surveillance Services or Equipment (August 2020)

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 also contain the following "required as applicable" Standard Provisions:

Please note that the resulting award will include all standard provisions (both mandatory and required as applicable) in full text.

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

RAA1. ADVANCE PAYMENT AND REFUNDS (NOVEMBER 2020)
RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (NOVEMBER 2020)
RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
RAA5. INDIRECT COSTS – DE MINIMIS RATE (NOVEMBER 2020)
RAA6. UNIVERSAL IDENTIFIER AND SYSTEM FOR AWARD MANAGEMENT (NOVEMBER 2020)
RAA7. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (NOVEMBER 2020)
RAA8. SUBAWARDS (DECEMBER 2014)
RAA9. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
RAA10. OCEAN SHIPMENT OF GOODS (JUNE 2012)
RAA11. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
RAA12. PATENT RIGHTS (JUNE 2012)
RAA14. INVESTMENT PROMOTION (NOVEMBER 2003)
RAA15. COST SHARE (JUNE 2012)
RAA16. PROGRAM INCOME (AUGUST 2020)
RAA17. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
RAA20. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
RAA21. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
RAA22. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)

RAA24. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE)
RAA26. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
RAA27. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
RAA28. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
RAA29. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)

ANNEX 3 - SAMPLE SECURITY PLAN

Sample Security Plan. Attached separately with this NOFO as ANNEX-3.

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ANNEX 4 - PAST PERFORMANCE INFORMATION

Past Performance Information (PPI)

(To be completed by the applicant)

1.	**Award Number:**
2.	**Contractor/Recipient (Name and Address):**

3.	**Type of Award:**
4.	**Complexity of Work: Difficult _____Routine _____**
5.	**Description, location, and relevancy of work:**
6.	**Dollar Value of Work : _____** **_____ Status: Active _____** **Completed _____**
7.	**Date of Award: _____** **Award Completion Date (including extensions): _____**
8.	**Type and Extent of Subawards:**
9.	**Name, Address, Telephone Number, and E-mail Address of the Awarding Contracting/Agreement Officer and/or the Contracting/Agreement Officer 's Representative (and other references as applicable):**