



Issue Date: June 1, 2020

Deadline for Questions: June 10, 2020 at 15:00 Colombia Local time

Closing Date & Time
for Concept paper: June 30, 2020 at 15:00 Colombia Local time

Closing Date & Time
for Full Applications: 60 days after receiving Request for Full Application at 15:00
Colombia Local time

Subject: Notice of Funding Opportunity Number: 72051420RFA00013

Program Title: Weaving Lives and Hope (WLH) Activity

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

To All Interested Parties,

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified entities to implement the Weaving Lives and Hope Activity (WLH). Eligibility for this award is not restricted.

USAID intends to make an award to the Applicant(s) who best meets the objectives of this funding opportunity based on the merit review criteria described in this NOFO subject to a risk assessment. Eligible parties interested in submitting an application are encouraged to read this NOFO thoroughly to understand the type of program sought, application submission requirements and selection process. This is a multi-tiered RFA in accordance with Automated Directives System (ADS) 303.3.6.1(c). Selection under this NOFO will be based on a multi-step process:

- Stage 1 – Concept Paper submissions. Open to all eligible organizations as described in this NOFO. Concept papers will receive a PASS or FAIL depending on the results of the evaluation process according to the merit review criteria outlined in Section E for this stage.
- Stage 2 – Full Application submissions. Open to Applicants selected during Phase 1.

To be eligible for award, the Applicant must provide all information as required in this NOFO and meet eligibility standards in Section C of this NOFO. This funding opportunity is posted on www.grants.gov, and may be amended. It is the responsibility of the Applicant to regularly check

the website to ensure they have the latest information pertaining to this notice of funding opportunity and to ensure that the NOFO has been received from the internet in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion process. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

USAID may not award to an Applicant unless the Applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements detailed in Section D3.2.2.8. The registration process may take many weeks to complete. Therefore, Applicants are encouraged to begin registration early in the process.

USAID expects Applicants will have equal access to all local organizations needed to implement the resulting Cooperative Agreement and strongly discourages exclusivity agreements with local organizations.

Please send any questions regarding this NOFO 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,

A handwritten signature in black ink, appearing to read 'R. Clark Pearson', written in a cursive style.

R. Clark Pearson
Agreement Officer

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SECTION A: ACTIVITY DESCRIPTION

1. INTRODUCTION

The United States Agency for International Development in Colombia (USAID/Colombia) fosters a continuum of care, support, and engagement for conflict survivors so they can live without fear of violence or retribution and become economically independent and resilient, in communities that are strong.

Reconciliation and peace among conflict victims and survivors, ex-combatants, and other citizens is based on the belief that a durable peace depends on Colombian institutions' sustainability. This sustainability advances USAID's goal of self-reliance. The country's protracted conflict and evolving post-Accord scenario have made post-conflict rehabilitation and coexistence a U.S. Government priority. The proposed Weaving Lives and Hope Activity is a strategic mechanism in the Mission's portfolio that enables USAID to contribute to post-conflict rehabilitation and coexistence, and support a culture of peace in Colombia.

The Weaving Lives and Hope Activity (WLH or the Activity) is driven by USAID/Colombia's Country Development Cooperation Strategy (CDCS) goal of "Creating the conditions for a sustainable and inclusive peace in Colombia." The Activity stems from Development Objective 2, which seeks to "advance reconciliation among victims, ex-combatants and other citizens" and is built upon lessons learned from previous and ongoing USAID/Colombia programs working with youth, marginalized groups, victims of the conflict, prevention of recruitment, reconciliation, psychosocial support, peace-builders and inclusion of conflict-affected populations.

Additionally, the Activity aligns with the newly drafted Country Cooperation and Development Strategy (CDCS): A more Stable, Peaceful and Prosperous Colombia through Inclusive Development and Equitable Growth, - Development Objective (DO)#1: A more cohesive and inclusive society resilient to conflict. USAID/Colombia fosters integration and reintegration into society of migrants and conflict affected persons, particularly youth, increased participation in psychosocial services and advance truth-telling and reparation processes.

USAID/Colombia's Weaving Lives and Hope Activity (WLH) seeks to continue these efforts by supporting community-based initiatives and civil society organizations that represent conflict survivors and advocate for conflict survivors' rights and access to services. WLH is expected to partner with GOC institutions to include health and rehabilitation approaches in post-conflict peace building. WLH is also expected to align its efforts to improve citizen access to mental health and psychosocial support services (MHPSS) and with initiatives that promote economic opportunities in conflict-affected communities. By simultaneously strengthening MHPSS and economic development in these communities, WLH will develop holistic interventions that support individual and community well-being.

2. BACKGROUND

Survivors and communities affected by Colombia's over 50 years of internal conflict face tremendous challenges. Colombian conflict survivors have higher depression and chronic anxiety rates due to their exposure to conflict. They lack sufficient public service access because they live in communities with limited state presence, and state failure to recognize their status as conflict survivors, aggravates their vulnerability and complicates their emotional recovery. Nearly 70 percent of Colombia's conflict survivors live below the poverty line, and 30.6 percent live below the extreme poverty line. Only 13.83 percent of conflict survivors are employed and only 7.24 percent have formal employment¹. The Human Rights Council's resolution 32/18 states that conflict survivors, people with mental health conditions and people with psychosocial disabilities face increased rates of discrimination, human rights violations and denial of their autonomy by their families and Government of Colombia (GOC) entities.²

Conflict survivors have experienced violence, destruction, displacement, and personal loss. The ability of conflict survivors to cope with such extraordinary painful experiences is limited, considering that they have an increased likelihood of psychosocial trauma. Exposure to violence and armed conflict have been consistently associated with an increased prevalence of mental illness and psychosocial impact.³ Traumatized people are less able to reconcile with their family, community and perpetrators because they are trapped in their experiences of violence and loss. Scholars maintain that if the psychosocial factors at the heart of the conflict are not addressed, then the conflict will continue to erupt.⁴ Including psychosocial support⁵ for conflict victims as part of greater reconciliation efforts helps these victims address their trauma and promotes community trust and healing. The type of psychosocial support provided to victims needs to be tailored to different ages, genders, cultural and political contexts for these interventions to successfully address individual needs and be accepted and utilized by victims.

Studies looking at conflict and violence survivors' economic strengthening programs found that integrating evidence-based, trauma-informed approaches improves program results.⁶ These studies also found that trauma-informed approaches can be effectively delivered in low-income countries

¹ (PND 2019 - 2022)

² UN - A/HRC/34/32. Human Rights Council. Thirty-fourth session. 27 February-24 March 2017. Agenda items 2 and 3. Annual report of the United Nations High Commissioner for Human Rights and reports of the Office of the High Commissioner and the Secretary-General. Promotion and protection of all human rights, civil, political, economic, social and cultural rights, including the right to development Mental health and human rights

³ Mental Health Action Plan 2013-2020 [Internet]. Geneva: who; 2013. http://apps.who.int/iris/bitstream/10665/89966/1/9789241506021_eng.pdf?ua=1

⁴ The Psychology of Intractable Conflicts: Eruption, Escalation, and Peacemaking Daniel Bar-Tal and Eran Halperin The Oxford Handbook of Political Psychology (2 ed.) Edited by Leonie Huddy, David O. Sears, and Jack S. Levy.

⁵ Articulated processes of services that seek to mitigate, overcome and prevent the damages and impacts to the psychological and moral integrity to vulnerable populations, to the project of life and life in relation, generated to the victims, their families and communities for the serious violations of Human Rights and infractions to International Humanitarian Law. The psychosocial care of victims in the framework of reparation has three modalities: Individual, family and community.

⁶ Anna Ornnert, "Implications of not Addressing Mental Health and Psychosocial Support: MPHSS Needs in Conflict Settings," K4D.

through trained, supervised community-based paraprofessional workers. Studies found that programs that employed traditional economic recovery approaches, like business training, to reach war-wounded populations had trouble achieving their target objective. This was because these programs did not integrate psychosocial well-being support services in their training programs and individuals did not have the personal skills needed to act as fully participatory members of society.⁷

USAID/Colombia supports strategies and approaches that strengthen locally-driven peace processes and conflict mitigation strategies. These strategies include respect for community rules and norms, a culture of peace, legality and respect for fellow citizens, and support of psychosocial attention and mainstreaming. USAID/Colombia's Weaving Lives and Hope Activity (WLH) seeks to provide funding to an eligible recipient to continue these efforts by supporting community-based initiatives and civil society organizations that represent conflict survivors and advocate for conflict survivors' rights and access to services. WLH is expected to partner with GOC institutions to include health and rehabilitation approaches in post-conflict peacebuilding. WLH is also expected to align its efforts to improve citizen access to mental health and psychosocial support services (MHPSS) and with initiatives that promote economic opportunities in conflict-affected communities and simultaneously strengthening MHPSS and economic development in these communities.

3. CRITICAL ASSUMPTIONS

USAID bases the WLH Activity description on a number of assumptions. While no one assumption is determinative, USAID considers them valid and important in the aggregate.

- The security situation in the country remains stable, allowing for Activity presence and implementation in target municipalities;
- The Victims' Law and the peace accord will continue to compete for the GOC human and financial resources needed to be properly implemented;
- The GOC will effectively issue regulatory directions for a mental health and migration public policy during the life of the Activity, and this policy will provide a clear legal framework with an assigned budget to address MHPSS holistically;
- With appropriate information, private sector actors will continue to demonstrate an interest in responding to the Venezuelan migration crisis, other crisis, and will increasingly identify ways to do so;
- GOC institutions and health and victims sector actors will continue to demonstrate willingness to design and implement tailored strategies to respond to MHPSS. These actors will also continue to encourage behavioral change to increase reconciliation and peaceful coexistence in the current context, as well as to increase citizen security;
- Target institutions, communities and organizations will remain open to receiving USAID

⁷ The World Bank Group. (2014.) "Invisible Wounds": A Practitioners' Dialogue on Improving Development Outcomes through Psychosocial Support. Workshop Summary. Retrieved from: <http://siteresources.worldbank.org/EXTSOCIALDEVELOPMENT/Resources/244362-1239390842422/6012763-1239905793229/Invisible-Wounds-Practitioner-Dialogue-Summary-Report-May6.pdf> and Secure Livelihoods Research Consortium (SLRC.) (2014.) "The War-Wounded and Recovery in Northern Uganda." Briefing Paper, (6), London: SLRC.

assistance;

- USAID and GOC funding levels remain stable;
- GOC regulations, structure and functioning related to the national health system and other entities that respond to conflict survivors' needs remains; and
- Peace accord mandates related to psychosocial and income generation schemes are implemented.

4. PURPOSE

The purpose of WLH is to partner with GOC, conflict-affected communities, and conflict survivors-including youth suffering from transgenerational trauma- to advance psychosocial support mechanisms' inclusion in community-based interventions. By supporting psychosocial mechanisms through WLH, USAID will improve citizen access to MHPSS in conflict-affected communities. WLH's work to improve mental health service access is expected to mitigate the risks associated with psychosocial trauma, like anxiety and depression, and will allow conflict survivors to lead productive lives and generate peaceful coexistence. Support to civil society organizations (CSOs) in areas like leadership, administrative skills and financial management will help develop local capacity to promote transformative change and peaceful coexistence.

USAID will provide financial support for the implementation of WLH to promote economic empowerment through job training, job placement, entrepreneurial support and public-private partnerships (PPP). USAID/Colombia also expects to support establishment of PPPs by building upon lessons learned and best practices from previous and ongoing programs. Through these PPPs, WLH is expected to help vulnerable populations, including women, youth and ethnic groups, develop workforce development skills, access to gainful employment, and develop new entrepreneurship opportunities.

5. LINKAGES TO COLOMBIA'S COUNTRY DEVELOPMENT COOPERATION STRATEGY (CDCS)

A goal of USAID/Colombia's CDCS is to make Colombia more capable of successfully implementing a sustainable and inclusive peace. Within this CDCS, WLH will contribute to the achievement of the Development Objective #2: Reconciliation advanced among victims, ex-combatants and other citizens." This Activity also aligns with the Mission new CDCS' Development Objective #1, *A more cohesive and inclusive society resilient to conflict*, contributing directly to this goal.

6. THEORY OF CHANGE

IF conflict survivors and conflict-affected communities have access to and are engaged in:

1. Inclusive and broad based MHPSS services and associated organizational development;

2. Community development via the strengthening the role of family and its rehabilitation, fostering the development of social networks engendering cohesive communities to ensure community resilience to threats; and
3. Economically sustainable and demand-driven economic empowering opportunities,

THEN they can build healthy relationships with their peers, families and communities, they will be able to peacefully manage conflict, and overall community wellbeing, reconciliation and stabilization will improve.

This theory of change is built upon the assumptions that:

- The security situation in the country remains stable, allowing for Activity presence and implementation;
- The social and political situation remains stable;
- Target institutions, communities, and organizations remain open to receiving USAID assistance;
- USAID and Government of Colombia (GOC) funding levels remain stable;
- The GOC remains committed and desires additional assistance in addressing issues faced by conflict survivors;
- GOC regulations, structure and functioning of the health system and other entities for conflict survivors remains consistent; and
- Implementation of peace accord mandates related to psychosocial and income generation responses progress;
- The skills developed by conflict survivors align with market needs and private sector.

USAID/Colombia recognizes that given the complexity of the current development landscape in Colombia, the theory of change will need to be periodically revisited, and potentially adjusted, in accordance with an ongoing, iterative analytical approach. It will be essential for monitoring, evaluation, and learning actions, underpinned by staff skills and processes, to periodically examine ongoing progress with respect to the key drivers for transformative and sustainable development.

7. ACTIVITY RESULTS

7.1 Results Framework



7.2. Result 1: Psychosocial services delivered by GOC institutions and community actors improved

Through WLH, USAID/Colombia aims to enable the award recipient to strengthen the GOC, local authorities, and civil society organizations' service delivery and public policy implementation capacities. Also, WLH efforts will support the GOC in finalizing and launching the existing draft of the National Plan for Reconciliation and Coexistence that includes MHPSS. The goal is to improve psychosocial attention services' efficiency and effectiveness and to encourage mainstreaming and management of psychosocial services. Psychosocial rehabilitation and communication supported by WLH will employ differentiated approaches based on age, gender, and ethnicity to achieve effective public policy development and implementation.

The GOC faces capacity, financial, and access challenges in providing psychosocial attention to citizens and in implementing psychosocial-focused interventions in conflict-affected communities. As a result, conflict survivors in these communities have expressed continued barriers to psychosocial services access, such as individual economic constraints and lack of available services. The GOC is aware of these service access barriers and is developing a proactive service delivery approach by working with community representatives⁸ to identify victims and encourage

⁸ Community representatives, or co-gestores, are responsible for assuming the process of accompaniment with the families voluntarily linked to UNIDOS. The Social Co-Manager plays a fundamental role as a link between the demand of the families and

them to participate in state services. USAID/Colombia has experience working with GOC community representatives and will continue to do so within WLH through partnerships with GOC entities like the Ministry of Health, local secretaries of health, and the Victims Unit. WLH will also coordinate with other partners like the Vice-President's Office, the National Institute of Learning (SENA), the Ministry of Justice, local disability committees, and national and international non-governmental organizations (NGOs) with expertise in MHPSS, rehabilitation and community-based groups.

WLH will help strengthen local capacities to promote transformative change which is integral to engendering peace and reconciliation. This can be accomplished through grants and mentoring to CSOs in all areas, including leadership, financial management, administrative, governance, and performance-monitoring skills.

- IR 1.1** MHPSS policy instruments operationalized and tools for their implementation developed.
- IR 1.2** Beneficiaries have increased access to MHPSS-Responsive services and MHPSS responsive services are improved.
- IR 1.3** Existing community based interventions are strengthened and new culturally and contextually relevant interventions are developed.
- IR 1.4** Civil Society Organizations (CSO) strengthened and their capacities are improved.

Illustrative results:

- National, departmental and municipal GOC MHPSS policies developed and implemented;
- Existing protocols and methodologies for MHPSS strengthened and implemented;
- Citizen access to MHPSS increased;
- Quality of accessible psychosocial services for diverse populations increased; and
- Overall efficiency and effectiveness in the implementation of psychosocial attention improved.

7.3 Result 2: Social and community resiliency capacities strengthened

Through WLH, USAID/Colombia aims to enable the award recipient to strengthen community resilience capacities by providing psychosocial and communication tools and strategies to conflict-affected families and communities. The goal of these tools will be to improve conflict survivors' individual behavior, family relationships, and community interactions, and to build a culture of peace through productive dialogue and behavioral change mechanisms.

the local social service supply. Their work contributes to guide the actions of the institutions, so that the services they provide can benefit comprehensively and opportunely the families during the time that the accompaniment lasts, guaranteeing their preferential access.

WLH is expected to build on strategies from Entrelazando, Integral Health and Psychosocial Attention Program for Conflict Victims (PAPSIVI), and the National Psychosocial Rehabilitation Plan for Coexistence and No-Repetition. WLH will promote open dialogue between all Activity participants and beneficiaries about community perceptions, behaviors and relationships to address stereotypes and prejudices around armed conflict.⁹ The Activity will use a variety of psychosocial techniques with conflict survivors and communities to identify and transform dominant collective imaginaries like justification of violence, dehumanization, and prejudices against youth, women and LGBTI. WLH will also use these psychosocial techniques to promote healing, coexistence, and trust among all members of the targeted communities.

Strengthening the role of family, the smallest unit of governance in any society, is a critical element of developing cohesive communities. Family rehabilitation fosters improved social networks, and social networks help ensure community resilience to threats of displacement and exploitation of illegal armed groups. By promoting healthy and stable family environments, WLH will provide conflict survivors with more stable living environments. It is expected that the Activity will also strengthen individual and family capacities to make decisions and promote positive changes to build individual self-confidence and promote positive role-models when dealing with conflict. In so doing so, the Activity will reduce violence at individual, family and community levels with emphasis on intergenerational dynamics to enhance their participation.¹⁰

IR 2.1 Enhanced individual and family communication capacities developed, including self-care, conflict management skills and peer to peer mentoring.

IR 2.2 Community social fabric strengthened.

IR 2.3 Increased interaction and participation of conflict survivors in community dynamics.

Illustrative results:

- Community and family rehabilitation to foster social cohesion and social capital increased;
- Greater social cohesion in communities;
- Trust in communities increased;
- A culture of legality in receptor communities fostered;
- A culture of peace and peaceful resolution enabled;
- Alternative dispute resolution mechanisms and skills strengthened; and
- Healthy relationships at individual and family levels increased.

7.4 Result 3: Economic empowerment enhanced

⁹ “...el sufrimiento tiene diferentes formas de expresión o de simbolización, está por ejemplo simbolizado en el cuerpo de quien tiene alguna enfermedad física derivada de la afectación emocional, a veces está simbolizado en el silencio, en la rabia. Unidad para la Atención y Reparación Integral a las Víctimas (s.f.b) Estrategia de Recuperación Emocional a nivel Grupal. p. 7).”

¹⁰ Reconciliation after Violent Conflict. A handbook, David Bloomfield, Teresa Barnes and Luc Huyse. International IDEA handbook Series. Sweden

WLH will use a differentiated approach to work with different ages, genders and ethnic groups in economic growth activities. USAID/Colombia envisions WLH will partner with the private sector to promote economic growth and provide job skill training and economic initiatives of inclusive, sustainable, and market-driven employment and/or entrepreneurship opportunities to women, youth, LGBTI, people with disabilities (PWD), and ethnic communities. WLH's goal is to help these individuals capitalize on their existing strengths and cultural knowledge, and to promote stability, trust and diversity in conflict-affected communities.

WLH is expected to promote economic development and training through grants and mentoring to CSOs in areas like financial management, administrative processes, and technical skills. These grants will seek to strengthen local capacities to promote community peace, reconciliation and economic development.

USAID/Colombia expects to support the establishment of market-driven workforce development strategies for conflict survivors to acquire the foundational, technical, financial, entrepreneurial, and other critical skills they need to obtain or create livelihoods to support themselves and their families. USAID/Colombia expects that youth who participate in workforce development and psychosocial and life skills initiatives targeted under Result one will be prioritized to access income generating opportunities. This will be done in the framework of long-lasting strategic partnerships committed to violence prevention and creating shared value in the communities where they operate. WLH will support its private sector partners to understand, adapt, and respond to the unique conditions of conflict survivors with diverse backgrounds. For private sector partners, this may entail creating and/or adapting internal policies and procedures, responding to youth's psychosocial needs, and creating programs to engage former youth offenders.

IR 3.1 Personal/Individual, workforce and entrepreneurship skills developed.

IR 3.2 Employability and entrepreneurship opportunities created or strengthened.

Illustrative results:

- Conflict survivors and conflict-affected communities' access to inclusive economic opportunities increased;
- Beneficiaries' personal life/soft skills acquired and/or improved;
- Enabling environment that allows for greater private participation developed; and
- Private sector support and engagement expanded.

7.5 Cross-cutting objective: Enhanced strategic communications through a culture of peace for social cohesion

WLH will develop an evidence based social and behavior change communications strategy with a psychosocial focus throughout its programmatic efforts. This strategy will inform diverse audiences, including vulnerable populations, about the consequences of the conflict and violent behavior, and will promote a culture of peace and reconciliation through music, story-telling and cultural activities. This transversal communications strategy is expected to support the GOC, CSOs and private sector actors' efforts to promote peace and coexistence. Interventions may include

providing these actors with the equipment, and financial and technical assistance needed to create content and engage community members.

Cognizant of the fact that behavioral change strategies are complex and take time, USAID/Colombia expects WLH to strategically collaborate with other similar efforts, in particular with USAID/Colombia's Youth Resilience Activity, in order to increase coverage and impact.

8. ILLUSTRATIVE INDICATORS

The following are illustrative indicators that can be used to measure WLH's results:

- Number of conflict-affected beneficiaries that have access to community MHPSS;
- Percentage of beneficiaries who show an improvement in functionality after completing psychosocial and rehabilitation assistance;
- Number of GOC regional projects addressing MHPSS, under peace accord mandates, supported by WLH;
- Number of conflict survivors participating in community-driven decision-making processes;
- Percentage of beneficiaries that have a positive perception of mental health services;
- Organizational Performance Index;
- Average levels of trust in targeted regions improved;
- Percentage change of levels of fear experienced by beneficiaries in targeted regions;
- Percentage change in intra-family violence cases reported in targeted regions;
- Number of conflict survivors trained in social or leadership skills;
- Percentage change in gender-based violence (GBV) in targeted municipalities;
- Number of conflict survivors receiving employment following USG training;
- Value of incremental income of beneficiaries improved after WLH interventions;
- Value of funds leveraged from private and public sector;
- Number of private sector partnerships to advance Weaving Lives and Hope;
- Number of conflict-affected beneficiaries that have access to community MHPSS;
- Percentage change in family and community members' perception of peace and security; and
- Number of collective reparation processes advanced in targeted Rural Development Plan with Territorial Approach (PDET) municipalities, with focus on ethnic communities.

9. GEOGRAPHIC FOCUS

The Activity will be implemented in urban and rural centers located in regions with conflict affected communities and conflict survivors that are aligned with USAID/Colombia's geographic priorities. The final geographic focus will be determined upon award and will be based on the selected recipient's application, consistent with PDETs, the National Rehabilitation and Coexistence Plan and other contextual key elements. Additional criteria to this identification will also include high levels of GBV, high levels of reported intra-family violence, and significant lack of access to MHPSS services.

10. GUIDING PRINCIPLES

These operational principles reflect important tenets of USAID's commitment to assisting partner countries on their journey to self-reliance and will guide all programming under this Activity.

10.1 Community-led development

Through dialogue, support communities to identify, develop, and implement priority actions that address core challenges and opportunities.

10.2 Local ownership and leadership

Local ownership and leadership should underpin all Activity engagements with GOC actors at the national and local level (particularly municipal authorities), civil society, the private sector, and other Colombian stakeholders. Locally-led programming is more context relevant, tailored, and sustainable and empowers local stakeholders on their journey to self-reliance. This Activity is expected to apply a participatory and facilitative approach throughout the program cycle, particularly during the inception period, to garner local leadership and ownership. The Activity will place a premium on investing in relationships and playing a behind-the-scenes role¹¹ in strengthening ongoing GOC, private sector, and civil society platforms, as well as other donor-supported efforts.

10.3 Leverage a systems approach

Since Colombia is a complex, multi-dimensional and fluid operating environment, it will be critical to analyze and plan all interventions based on a deep understanding of the various system components in which the Activity will work, as well as how they interact, affect each other, and produce effects. Programming should seek to approach elements in the system that can create positive catalytic effects that sustain and expand naturally after the life of the Activity.

10.4 Inclusive, differentiated approach

Support population groups and households in conditions of vulnerability by engaging them throughout activity implementation, fostering their abilities as resilient agents of their own change, enhancing their aspirations, responding to their specific needs, and strengthening their ability to access resources and services.

10.5 Maintain a flexible, iterative approach that embraces collaboration, learning and adapting (CLA)

This Activity should remain flexible and be ready to adapt to changes on the ground due to the volatile and dynamic nature of the operating environment. This will require the robust integration of [USAID's \(CLA\) principles](#) throughout planning and implementation. The Activity also should

¹¹ See, for example, the Sidekick Manifesto: <https://twodollarchallenge.org/sidekick-manifesto/>

adapt programming based on dynamic learning, including pause, reflect and pivot/rolling assessments, enabling the project to focus on programming that is having real impact and halt programming that is not. This is particularly important in efforts to strengthen local institutions and systems.

10.6 Do no harm approach

Interventions in receptor communities may exacerbate existing discriminatory and xenophobic behavior against vulnerable populations, including women, youth and Venezuelan migrants. Communication strategies and other work must include attention to potential psychosocial impacts for victims of human rights violations. Additionally, the award recipient must take into account the security and protections of beneficiaries. Accordingly, this Activity should design interventions strategically to prevent and manage risks of causing harm, and provide proper care for victims and the people who provide them services.

10.7 Leverage private sector investment

The private sector brings special resources, skills and capacities to the table that can augment the impact of USAID interventions when strategically aligned. Private sector engagement throughout the Activity is key for designing market-driven solutions and coalitions for change that will be sustainable beyond the life of the Activity. Additionally, non-traditional development partners can strengthen the sustainability and impact of interventions.

10.8 Harness innovation

Innovation can come in different forms. Many think of technological innovations, but innovations can also come in the form of new creative approaches or new intervention ideas for piloting and testing. The Activity should innovate, test, and learn from new models where possible. The Activity also should encourage and seek out positive deviance and innovation from the communities themselves as their ability to problem-solve will be key for their journey to self-reliance.

10.9 Sustainability

While the above principles will enhance sustainability, it is important to note that other strategies and approaches to strengthen sustainability will need to be integrated into every aspect of the Activity. Sustainability will be viewed as a multidimensional concept that includes financial viability, institutional and political incentives, perceptions and attitudes about vulnerable populations, civil society and government, among other dimensions.

11. OTHER CONSIDERATIONS

11.1 Partnerships

Cooperation with key stakeholders such as local governments, national government entities, private sector companies, civil society organizations, media outlets, advocacy groups, think tanks, and academia will be critical to achieving Activity results. Such partnerships are critical for ensuring

correct design and implementation of the activities, local ownership and sustainability. Furthermore, close coordination between this Activity and other USAID-funded citizen security, civil society and economic stabilization activities will be essential to achieving Activity objectives.

11.2 Enhanced strategic communications through a culture of peace for social cohesion

WLH will develop an evidence based social and behavior change communications strategy with a psychosocial focus throughout its programmatic efforts. This strategy will inform diverse audiences, including vulnerable populations, about the consequences of the conflict and violent behavior, and will promote a culture of peace and reconciliation through music, story-telling and cultural activities. This transversal communications strategy is expected to support the GOC, CSOs and private sector actors' efforts to promote peace and coexistence. Interventions may include providing these actors with the equipment, financial and technical assistance needed to create content and engage community members.

Cognizant of the fact that behavioral change strategies are complex and take time, USAID/Colombia expects WLH to strategically collaborate with other similar efforts, in particular the USAID/Colombia's Youth Resilience Activity, in order to increase coverage and impact.

11.3 Programmatic Approach

The award recipient is expected to incorporate [thinking and working politically](#) and [problem-driven iterative adaptation](#) resources. This means that during implementation, the award recipient will undergo rapid cycles of [strategy testing](#), with [feedback loops](#) that inform programming adjustments and decisions to scale up or terminate interventions. The award recipient must understand the underpinnings of the MHPSS GOC public policy, the Decennial Public Health Plan, the National Psychosocial Rehabilitation Plan for Coexistence and Non-Repetition, and other political economy dynamics to facilitate alignment of interests and support collective action by Colombian power brokers and stakeholders. This collective action is needed to achieve significant psychosocial service access; develop new income generation opportunities; and positively change how citizens living in conflict-affected communities interact with one another. The Activity will operate in a complex environment where many other development partners, government institutions, and local organizations already exist and have a long history of interactions. Programming will learn from USAID and other donors' previous and ongoing activities, identifying and building on [what is already working](#), and supporting 'best fit'¹² without neglecting 'best practice' [approaches](#).

11.4 Leveraging, Collaboration and Partnerships with other USG Investments

As a USG funded Activity, WLH will complement on-going and future USG investments to build on existing successes and scale up the reach of strategies that have been impactful. Structured and

¹²“Best fit’...describes aid programmes that are optimally adapted to the political, social and economic context. Such programmes can take advantage of a plurality of possible solutions, which can be deployed flexibly. They often work at multiple levels simultaneously...to facilitate and bring about change.” Ramalingam, Laric and Primrose, [From best practice to best fit: Understanding and navigating wicked problems in international development](#), ODI working paper July 2014

opportunistic collaboration with USAID/Colombia's related activities will also be important for joint learning and impact, aligning approaches, avoiding duplication of effort, and consistent messaging to GOC and other Colombian counterparts.

WLH is also expected to actively collaborate with GOC agencies, private sector actors, civil society, local governments, and key stakeholders.

To facilitate the collaborative process, the Activity will be expected to:

- Proactively seek opportunities for joint programming that amplifies results;
- Describe joint activities in work plans that clarify roles and responsibilities around specific programmatic linkages and common objectives;
- Conduct joint site visits, when appropriate, to facilitate learning across activities;
- Actively participate in USAID partner meetings and learning events;
- Include a section in quarterly and annual reports on collaborative activities and synergies; and
- Develop and contribute to joint indicators.

A continuum of additional USG cooperation and collaboration opportunities could include regular meetings between Chiefs of Party and frontline Activity staff; 'speed dating' events to identify cross-project partnering opportunities; joint work planning; trainings; field visits and peer learning events; co-location of offices; and pooling resources with other USG activities, among others.

11.5 Cooperation with Other Development Actors

The Activity will operate in a very complex, fluid environment. Communities face myriad context-specific social, political, economic, and security issues, and a multiplicity of actors operating in their territory: GOC, USAID and other donors, humanitarian relief organizations, and other international NGOs.

The Applicant/Recipient must be aware of other donor-supported activities to ensure complementarity and avoid duplication. The Activity will work side-by-side with national, regional and municipal authorities over the life of the Activity to strengthen their ability to take leadership for ensuring that all development actors active in their community are working in harmony and supporting locally defined priorities.

11.6 Inception Phase

Achieving outcomes will be a process of problem-driven, iterative learning and adapting. The first four months of the Activity will serve as an inception phase, allowing time for the award recipient to:

- Identify and analyze existing initiatives and institutions (public, private, informal, ongoing USG and non-USG projects, beneficiary groups of other interventions) that could be utilized or supported to successfully achieve program goals and objectives;

- Map and develop alliances with stakeholders in the field (government, private sector, NGOs, community committees, etc.) to start to follow their lead and ensure their ownership of activities;
- Identify and define potential local partners' absorptive capacity to receive assistance;
- Identify opportunities to build capacity for sustainability and expand public knowledge of MHPSS, family relationship as protective environment, community relationships;
- Conduct a holistic assessment of cultural and gender norms, and how these impact MHPSS;
- Deepen its organizational understanding of on-the-ground conditions of MHPSS interventions, GOC approaches, potential of innovative approaches and sustainability;
- Deepen the Recipient's understanding of on-the-ground conditions, factors impacting different risk levels and local political economy dynamics, including (dis)incentives for change and potential windows of opportunity for achieving results;
- Use new technology to engage citizens in development discussions, test and update critical assumptions, and refine the theory of change;
- Confirm the geographic focus and/or propose justified adjustments;
- Identify strategic entry points for engagement;
- As applicable, gather baseline information; and
- Begin testing initial approaches in agile MHPSS, community resilience and/or economic empowerment micro pilots that build in explicit processes of iterative design and adaptation.

11.7 Co-creation Throughout Implementation

As per USAID's Discussion Note: Co-Creation Additional Help,¹³ included as an Annex to this NOFO, "co-creation" is a technique that brings people together to collectively produce a mutually valued outcome, using participatory processes, and can be used at various points throughout the Program Cycle.

Based on findings from the inception phase, the award recipient will engage with USAID and other relevant stakeholders in co-creation to review the Theory of Change and finalize the updated life-of-Activity technical strategy. Co-creation with USAID will also take place during the revision and finalization of the Activity's draft implementation plans and the Activity Monitoring, Evaluation and Learning Plan (AMELP).

Co-creation may take various forms, but USAID anticipates in-person oral and/or virtual discussions and strategic planning sessions with relevant Activity team members, consultations with other USAID specialists and activities, key stakeholders, among others.

11.8 Knowledge Management

USAID is a knowledge-driven organization that works on complex issues in an ever-changing environment. Having access to the right information at the right time is critical for USAID's success.

¹³ USAID's [Co-Creation Discussion Note](#) (March 31, 2017), which includes co-creation throughout the program cycle, not just in the design phase.

The Knowledge Management Plan (KM) throughout the Activity will ensure that knowledge is generated, captured, shared, and applied systematically and strategically so there is continuous learning, effective engagement, and organizational improvement. Effective KM in this Activity will also help to stimulate innovative ideas, capitalize on effective practices, foster better decision-making, and build a more informed workforce. The above will be key if USAID/Colombia decides to scale-up this intervention.

For this Activity, KM will require effective coordination and complementarity between the AMELP and the Communications and Outreach Plan.

11.9 Monitoring, Evaluation, and Learning (MEL)

The Applicant/Recipient must demonstrate its commitment to monitoring outcomes, learning from continual analysis and evaluation of data, and applying learning within the period of performance to increase the achievement of sustainable results.

The Applicant will develop and implement the AMELP that reflects CLA principles to effectively integrate real time monitoring and learning back into program implementation, and to ensure knowledge is shared with the Activity's stakeholders (see ADS 201).

The Applicant's MEL approach must allow for ongoing review, evaluation, and reassessment of program tactics and strategies, reiterative analysis of progress towards activity objectives, help measure local ownership and buy-in, and define USAID's engagement and role throughout the process.

The Applicant must regularly revisit its theory of change to assess whether assumptions continue to hold and indicators remain relevant. The AMELP will be an analysis tool capable of reliably informing shifts in resources and/or strategy, and when necessary, the Applicant may request changes to the AMELP with the concurrence of USAID. In designing the AMELP, the Applicant/Awardee must allocate sufficient human and financial resources within the budget necessary for its successful implementation as instructed in Section D.

11.10 Communications and Outreach

The Activity must enhance USAID's outreach and communications efforts in three dimensions:

The first dimension is outreach to Colombian and other audiences. This effort will focus on describing and explaining USAID's efforts to assist Colombian partners to achieve the objectives established above. This includes but is not limited to:

- Preparing and sharing (with USAID) updated fact sheets on a quarterly basis.
- Preparing and sharing infographics and other innovative communications pieces and/or channels of communication with USAID and other audiences.
- Preparing and including at least one success story, following USAID guidance, describing the impact of the program in each quarterly technical report. Such stories can be as short as half-page and not longer than one page.

The second dimension is to advance the Activity's programmatic objectives through effective communications. Toward this end, the Communication and Outreach Plan will include an in-depth strategic considerations section providing an analysis of the internal and/or external environment, a set of project and communication objectives, key audiences (both primary and secondary), key messages, implementation plan, budget, and evaluation framework.

The third dimension is to contribute to knowledge management, including through close coordination with the AMELP.

The Communications and Outreach Plan will need to strategically be aligned with the AMELP in order to ensure effective knowledge management.

11.11 External Evaluation

As required, the award recipient will coordinate with USAID/Colombia's MEL contractor for third-party monitoring, verification, and evaluations. The award recipient will consult with USAID before conducting any sub-contracted evaluations to ensure that planned evaluation efforts will not be duplicated.

[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 between \$27,000,000.00 and \$30,000,000.00 in total USAID funding over a five-year period.

USAID reserves the right to fund any one or none of the application submitted

2. START DATE AND PERIOD OF PERFORMANCE FOR FEDERAL AWARDS

The anticipated period of performance is 5 years.

3. SUBSTANTIAL INVOLVEMENT

USAID/Colombia anticipates having substantial involvement throughout the implementation of this Cooperative Agreement in accordance with ADS 303.3.11. The specific areas of USAID involvement include:

3.1 Approval of the Recipient's Implementation Plans

The Agreement Officer Representative (AOR) will approve the Recipient's annual implementation plan (AIP) and any subsequent changes to the plan due to shifting context, new information, security conditions, etc. The AOR will participate early in the development of the implementation plan. The AOR must review the agreement's terms and conditions to ensure inadvertent changes to them are not approved through the AIP.

3.2 Approval of Key Personnel and Any Changes in Key Personnel

Key Personnel are those individuals considered to be essential to the success implementation of the award. USAID will be consulted early in the process of any proposed changes in key personnel following award, and the AO and AOR will approve the selection. Key personnel identified for this award are: (1) Chief of Party, (2) Deputy Chief of Party Programmatic, (3) Deputy Chief of Party Operational, (4) To be proposed by the Applicant and (5) To be proposed by the Applicant.

3.3 Agency and Recipient Collaboration and Joint Participation

The Agency and Recipient engagement in collaboration and joint participation may occur when the Recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge. USAID anticipates collaboration and joint participation during the inception phase and co-creation throughout award implementation. Additional areas and spaces for joint

participation and collaboration may be identified throughout the life of the Activity. Additionally, if the Activity establishes an advisory committee that provides advice to the Recipient, USAID may participate as a member of this committee as well. Advisory committees will only deal with programmatic or technical issues, and not routine administrative matters.

3.4 Approval of all sub-awards and sub-award manual

2 CFR 200.308 requires the Recipient to obtain the AO's prior approval for the subaward, transfer or contracting out of any work under the agreement. USAID will also approve the sub-award manual. Subawards included in the final revised application and budget are considered approved unless otherwise noted.

3.5 Approval of the Activity Monitoring Evaluation and Learning Plan (AMELP)

The AOR will review and approve AMELP, all subsequent changes to it, and approve any data collection instruments which may be used.

3.6 Approval of one stage of work

The Agency's review and approval of one stage of work, before work can begin on a subsequent stage during the period covered by the cooperative agreement. This includes the Inception Phase detailed in Section A. Additional stages may be identified depending on the technical approach of the apparently successful Applicant and included in this section prior to award

3.7 Approval of print or electronic publications

The AOR will review with the Development Outreach & Communications (DOC) Specialist and approve final versions of all printed and/or electronic publications before these are released to ensure compliance with approved Activity specifications.

3.8 Approval for direction or redirection

The AOR will authorize specific kinds of approval for direction or redirection because of interrelationships with other projects to help achieve results through coordination with other activities sponsored by the U.S. government or other donors, to avoid duplication of effort, and/or support U.S. foreign policy considerations. All such direction or redirection must be within the program description, budget, and other terms and conditions of the award.

4. ADMINISTRATIVE AND TECHNICAL INVOLVEMENT

The following factors are not considered substantial involvement during performance and include the following:

- Agency approval of Recipient plans prior to award;

- Normal exercise of Federal stewardship responsibilities during the project period such as site visits, performance reporting, financial reporting, and audit to ensure the Recipient accomplishes the objectives, terms, and conditions of the award;
- Unanticipated Agency involvement to correct deficiencies in project or financial performance from the terms of the assistance instrument;
- General statutory requirements understood in advance of the award, such as civil rights, environmental protection, and provision for the handicapped;
- Agency review of performance after completion; and
- General administrative requirements, such as those included in 2 CFR 200.

Also, the Agency may provide technical assistance, guidance, or advice to the Recipient during the period of the award to enhance collaboration or engagement with the Recipient. Such technical assistance, guidance, or advice is not considered substantial involvement when:

- USAID provides it at the request of the Recipient;
- The Recipient is not required to follow it; or
- The Recipient is required to follow it, but USAID provides it prior to the start of the award, and the Recipient understands this prior to the award of the instrument, for example, when more-frequent reporting is required, as allowed by 2 CFR 200.327 and 2 CFR 200.328 .

5. AUTHORIZED GEOGRAPHIC CODE

The geographic code for the procurement of commodities and services under this program is 937. Code 937 is defined as the United States, Colombia (Recipient country), and developing countries other than advanced developing countries, but excluding any country that is a prohibited source.

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 Weaving Lives and Hope 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]

SECTION C: ELIGIBILITY INFORMATION

1. ELIGIBLE APPLICANTS

Eligibility for this NOFO is not restricted. U.S. and non-U.S. organizations may participate under this NOFO. USAID welcomes applications from organizations which have not previously received financial assistance from USAID.

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 will be subject to a responsibility determination assessment by the Agreement Officer (AO).

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

For-profit Applicants must note that USAID policy prohibits the payment of fee/profit for Recipients under assistance instruments. Forgone profit does not qualify as cost-share or leverage. Extensive sub-grants or consortia with local organizations are encouraged in the Applicant's program.

2. COST SHARING OR MATCHING

Cost sharing is required for the Applicant to be eligible. Applicants must propose a cost share of minimum 10%. Applications that do not meet the minimum cost share requirement are not eligible for award consideration.

Cost share refers to the resources a Recipient contributes to the total cost of an agreement. Cost share will become a condition of the resulting award and will be included in the approved award budget. Cost share may be audited and must be verifiable from the recipient's records; for U.S. organizations it is subject to the requirements of 2 CFR 200.306, and for non-U.S. organizations it is subject to the Standard Provision, "Cost Share." If a recipient does not meet its cost share requirement, the AO may apply the difference between the actual cost share and the agreed upon cost share to reduce the amount of USAID funding for the following funding period, require the recipient to refund the difference to USAID when the award expires or is terminated, or reduce the amount of cost share required under the award.

[END OF SECTION C]

SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. AGENCY POINTS OF CONTACT

Name: R. Clark Pearson
Title: Agreement Officer
Email: rpearson@usaid.gov

Name: Angela I. Garcia
Title: Acquisition & Assistance Specialist
Email: anggarcia@usaid.gov

2. QUESTIONS AND ANSWERS

Questions regarding this NOFO should be submitted to the points of contact listed above 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 THE CONCEPT PAPER, FULL APPLICATIONS AND ORAL PRESENTATIONS

This is a multi-tiered RFA in accordance with Automated Directives System (ADS) 303.3.6.1(c). Selection under this NOFO will be based on a multi-step process:

- Stage 1 – Concept Paper submissions. Open to all eligible organizations as described in this NOFO. Concept papers will receive a PASS or FAIL depending on the results of the evaluation process according to the merit review criteria outlined in Section E for this stage.
- Stage 2 – Full Application and oral presentation submissions. Open to Applicants that PASS Stage 1.

Each Applicant must furnish the information required by this NOFO to the points of contact listed above. Concept Papers/Applications must be submitted in two separate parts: Technical Application and the Business (Cost) Application. This subsection addresses general content requirements. Please see subsections below for information on the content specific to the Concept Paper, Technical and Business (Cost) full applications and oral presentations. The Technical application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues.

The Concept Paper, Technical and Business (Cost) Applications and materials for the oral presentation must include a cover page (not counted) containing the following information:

- Name of the organization(s) submitting the Concept Paper/Application/Oral Presentation.
- 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).
- Activity Title
- Notice of Funding Opportunity number
- Name of any proposed Sub-recipients or partnerships (identify if any of the organizations are local organizations, per USAID's definition of 'local entity' under ADS 303).

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

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

Concept Papers/Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure submissions comply with the page limitations.
- Written in English.
- Use standard 8 ½" x 11", single sided, single-spaced, 12-point Times New Roman font, 1" margins, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and Applicant's name.
- 10-point font can be used for graphs and charts. Tables, however, must comply with the 12-point Times New Roman requirement.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The concept paper/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.
- The total size of each e-mail transmission should not exceed 25 MBs.

Instructions for the oral presentation are included in the sections below.

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 must retain a copy of the application and all enclosures for their records.

3.1 Stage 1 – Concept Paper – Open to all eligible organizations

3.1.1 Content and Form

The concept paper must be no longer than 8 pages (5 pages for the technical approach and 3 pages for the management approach). Applicants must clearly mark each section as such and not exceed the page limitation for each. No cost information can be included in the concept paper. However, Applicants are required to include a statement acknowledging their understanding of the Cost Share requirement and their ability to meet it, in accordance with Section C.

3.1.1.1 Technical Approach

The Applicant must present a case study. The Applicant must select a municipality or region with a high population of communities affected by conflict, within PDET's regions, and describe illustrative activities that it would undertake in that region to incorporate the different Activity elements and fulfill the goals of this Activity as described in Section A. The case study must demonstrate the Applicant's understanding of ethnic, youth, PwD, gender and social inclusion issues, conflict affected populations, MHPSS and Peace Accord implementation in the Colombian context and particularly in the municipality/region selected. The case study must be succinct and provide sufficient detail to evaluate the components set forth in the Activity Description for the municipality/region selected.

3.1.1.2 Management Approach

The Applicant must describe the management structure that would support the strategy presented in the case study to achieve results. The submission must also include an organizational chart as well as a description of the proposed regional office structure.

3.2 Stage 2 – Full Applications – Open ONLY to organizations invited to this stage

3.2.1 Application/Oral Presentations Submission Procedures

Applications/oral presentations in response to this NOFO from organizations invited to this stage must be submitted no later than the closing date and time indicated on the cover letter, as amended. Late applications may be considered at the discretion of the Agreement Officer. Applicants must retain proof of timely delivery in the form of system generated documentation of delivery receipt date and time. It is the Applicant's responsibility to ensure that all necessary documentation is complete and received by USAID/Colombia on time.

Full Applications must be submitted in three separate parts: (a) Technical Application; (b) Oral Presentations; and (c) Cost Application. Please indicate in the subject line of the email whether the email related to the technical, cost application or presentation, and the desired sequence of multiple emails (if more than one is sent) and of attachments (e.g. "No. 1 of

4”). For example, if your cost application is being sent in two emails, the first email will have a subject line which says: “[*organization name*], Cost Application, Part 1 of 2”.

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

After the application has been sent electronically, immediately check your own email to confirm that the attachments that were intended to be sent were included. If an error is discovered in the transmission, please send the material again. 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.

3.2.2 Technical Application Format

The technical application must be specific, complete, and concise. The application must demonstrate a clear understanding of the work to be undertaken, the responsibilities of all parties involved, offer critical thinking and analysis for each component, demonstrate how the programmatic approach and operational principles will be implemented, and tie the technical approach to Expected Results to be achieved. The application must take into account the requirements of the Activity and merit review criteria found in this NOFO.

The entire technical application must not exceed 45 pages and must include the following sections. All pages except the cover page and Table of Contents will be counted

- Cover Page: (see Section D.3 above for requirements)
- Table of contents (one page listing all page numbers and annexes)
- Technical Strategy
- Illustrative AMELP
- Protection, Conflict Sensitivity, and “Do No Harm” Approach
- Management, staffing plan and key personnel

3.2.2.1 Technical Strategy

The technical strategy must:

- Provide a clear and succinct overview of the Applicant’s proposed plan for achieving the outlined objectives and results included in Section A.
- Include the proposed geographical focus where the Applicant expects to achieve Activity objectives, including a technically sound justification for the geographic decision that shows the current and predicted future need for the intervention, added value of the intervention in these areas; and how the Applicant will complement and program collaboratively with other development actors and projects in these areas.

- Explain how the Applicant will use the Grants Fund to achieve the objectives of the Activity consistent with its technical approach and how it proposes to implement a capacity building plan to support local partners. The GF should be at least 15 percent of the total Activity budget; if the Applicant considers the amount of resources allocated to the GF should be different, the technical strategy must include a sound justification for the proposed percentage in this section.
- Demonstrate adherence to the guiding principles and other considerations included in Section A.
- Show an understanding of the political economy and incorporate approaches and illustrative activities that are hallmarked by the integration of gender issues, innovation, feasibility considerations, synergies between stakeholders, and a focus on generating sustainability beyond the performance period.
- Incorporate the Applicant's CLA approach, including flexible, iterative program management to adapt and respond to changing country context and emerging needs, throughout programming. Demonstrate effective coordination, integration and complementarity among Objectives. Reflect critical assumptions, where applicable. The Applicant is also free to note where it believes these assumptions do not apply or are not valid. Critical assumptions are expected to be validated and updated during the inception phase and throughout implementation through a CLA process.

3.2.2.2 Illustrative AMELP

The illustrative AMELP will describe the Applicant's approach to monitoring, evaluation, and learning to include specific high-level outcomes linked to impact-level results and relevant indicators.

The proposed indicators must be useful for timely management decisions and credibly reflect the actual performance of the program. Structured qualitative data gathering, and analysis approaches can shed valuable insight on activities and approaches that are not amenable to standard performance indicators and linear logic models. If the Applicant proposes such data gathering and analysis, discuss how they will transcend anecdotes and contribute to establishing an evidence base for future decisions.

This Activity is designed to enable iterative, adaptive approaches to achieving programmatic objectives, guided by system analysis and stakeholder mapping during the initial inception phase, and informed by ongoing context analysis. The Applicant's illustrative AMELP must describe its approach to Collaborating, Learning, and Adapting (CLA) in depth. In addition to traditional performance-based monitoring and evaluation tools, the Activity is expected to employ approaches suitable to non-linear change pathways. Illustrative methodologies include outcome mapping, network analysis, and most significant change

Ongoing, CLA and context analysis will be embedded in the Activity's technical strategy as well as its management and staffing plan. This will allow Activity staff and USAID to

closely monitor the political and institutional environment, assess emerging and shifting needs, and quickly redirect resources out of areas where progress is unlikely to areas where opportunities and challenges arise. The Applicant must explain how it will use the AMELP to proactively recommend programming adjustments to USAID and is expected to be candid about approaches and activities that are not working.

The AMELP will have a special focus on empowering Colombian partners - both within and outside of government - to utilize diverse MEL approaches, and to integrate learning into feedback processes that are cyclical and well facilitated. The Plan must describe how the Applicant will ensure CLA with relevant stakeholders. The AMELP must also describe how it will be articulated with the Communications and Outreach Plan for effective knowledge management. For additional information on KM, please see Section A.

3.2.2.3 Protection, Conflict Sensitivity, and “Do No Harm” Approach

In this section of the technical application, Applicants must:

- Identify specific protection, conflict, and “do no harm” concerns associated with the proposed activity design and present the mitigation strategies that will be used to safeguard Activity participants and staff involved. Include an analysis of how programming may impact existing social dynamics (gender, age, ethnicity, etc.), and how local input will be solicited to mitigate unintended consequences.
- Articulate how conflict sensitivity and an understanding of conflict dynamics will inform interventions and adaptive management throughout the entire program cycle. For this, discuss what strategies will be employed to identify and mitigate throughout implementation the unintended but potential negative impacts of the Activity on target communities and populations, both targeted and untargeted, including but not limited to gender-based violence.

A conflict sensitive activity must at a minimum “Do No Harm” and avoid inadvertently contributing to conflict. Together conflict sensitivity and the “Do No Harm” approach require:

- An understanding of the conflict context in which it operates, including intergroup tensions, divisive issues, as well as areas of common ground within/among groups can be leveraged to mitigate conflict and strengthen social cohesion;
- An understanding the interaction between an activity and a conflict context;
- Act upon the understanding of this interaction to avoid unintentionally feeding into further division and to maximize the potential contribution to strengthen social cohesion and peace.

For this section of the application the Applicant must consider the following core protection principles:

- Minimizing any unintended negative effects of the intervention that can increase people's vulnerability to both physical and psychosocial risks and result in harm, exploitation, and abuse;
- Arranging for people's meaningful, impartial and inclusive participation and engagement;
- Setting up mechanisms through which affected populations can measure the adequacy of interventions and address concerns and complaints; and
- Supporting the development of self-protection capacities of individuals and communities.

3.2.2.4 Management, Staffing Plan and Key Personnel

i. Management and Staffing Plan

The Applicant must propose a management approach and staffing plan with a clear structure and lines of accountability to achieve maximum impact. The use of local rather than international personnel for both permanent and short-term positions must be maximized as much as possible to assure local capacity development, appropriate institutionalization and sustainability. Applicants are strongly encouraged to consider gender and social inclusion as part of the leadership team and overall staffing plan.

This section must include a discussion of how the Applicant will manage WLH activities, including the management of any field offices. Additionally, the Applicant must include a summary organizational chart which shows the total number of positions proposed as well as inter-staff relationships and lines of communication. The overall management approach must demonstrate the Applicant's capacity to implement CLA approaches and manage a program that will function in an environment that is subject to security challenges, as well as an evolving political context.

If the application includes identified Sub-Recipients, the Applicant must include as part of the management plan the proposed Sub-Recipients and their respective roles in relation to the Activity's objectives. The management plan must include a chart that shows the structure, governance, and relationships between the prime and Sub-Recipients.

ii. Key Personnel

Under WLH, key personnel include the Chief of Party, Deputy Chief of Party Programmatic and Deputy Chief of Party Operational. The Applicant may propose an additional two key personnel positions and the respective candidates. USAID reserves the right to approve and designate the two additional key personnel positions. The Applicant must propose individuals for the key personnel positions that are highly qualified to fulfill the responsibilities of these roles. At least half of the key personnel positions must be filled by Colombian professionals. At least one

of the key personnel under this cooperative agreement is required to have expertise in gender equality and women's empowerment to support full integration of USAID's policies on gender into implementation.

For each key personnel position, the Applicant must submit the following:

- 1) Brief justification for the proposed key personnel position including a description of the roles and responsibilities
- 2) List of minimum requirements consistent with the proposed technical approach and how they meet or exceed the minimum requirements;
- 3) Resume with three references including telephone numbers and email addresses; and
- 4) Signed letter from each key personnel indicating his/her availability to serve in the stated position.

The COP must be fluent in oral and written English to ensure effective communication with USAID and other USG entities. English language competencies, although not required, would be valued for other key personnel. Documentation is required to confirm non-native language competencies.

3.2.3 Oral Presentations Format

Applicants that pass Stage 1 and are invited to submit a full application, must submit slides to be used in their oral presentation by the full application deadline. The slides submitted at the full application deadline must be the same slides used during the oral presentation. No updates to the presentation will be accepted after the full application submission deadline. The written technical application will form the basis of the oral presentation. In case of discrepancy between the written technical application and the oral presentation, the written technical application will take precedence.

Slide Limit: The oral presentation PowerPoint must not exceed 35 slides. Any additional slides will not be reviewed and cannot be used during the oral presentations.

Time Limit for Oral Presentation: Applicant's oral presentation must not exceed 60 minutes, followed by Applicant's responses to USAID's clarification questions, if any, which must not exceed 60 minutes. The time period will be strictly adhered to. During the 60 minutes presentation, the Technical Evaluation Committee (TEC) members will not interrupt the Applicant to ask questions (except to request the repetition of inaudible words or statements or the explanation of terms that are unknown to them) or otherwise engage the Applicant in any dialogue.

Clarification of Oral Presentation Points: USAID may request clarification of certain aspects of the application. The time allowed for clarifications will not exceed 60 minutes.

Number of Presenters: The oral presentation must be made by two presenters, one of which must be the proposed Chief of Party. The other presenter can be a member of the

Applicant's Head Office who will be responsible for managing or supervising the implementation of the Weaving Lives and Hope Activity or a second key personnel individual. Necessary audiovisual equipment and support staff of the Applicant who will take notes are allowed into the presentation.

Language: The oral presentation will be in English.

Topics for Oral Presentation: The Applicant's oral presentation will address the following:

- Presentation of information contained in the technical application (up to 60 minutes)
- Responses to USAID's clarification questions, if any (up to 60 minutes).

Presentation Media: Applicants are free to structure their oral presentations using software compatible to Microsoft Office (PowerPoints, Word and/or Excel) and/or pdf.

Venue: Specific logistics for the oral presentation will be determined at the time of scheduling.

- The oral presentation will be videotaped by the Government, be available to the TEC for their review and be maintained as part of the award file.
- The oral presentation is not a platform for negotiation or discussion that allows the Applicant to revise its written application, but an opportunity to clarify the information contained in the written application and provide clarifications to USAID's questions for clarifications.

Scheduling: The oral presentation will be scheduled as soon as practicable after application receipt, as arranged with the Applicant by the Agreement Officer. The order of presentations will be determined alphabetically; however, the Government reserves the right to reschedule presentations at the sole discretion of the Agreement Officer.

Topics Order: The oral presentation must cover the written technical application contents as listed below. It is up to the Applicant's discretion to determine the amount and extent of explanation on each section:

- Technical Strategy
- Illustrative AMELP
- Protection, Conflict Sensitivity, and "Do No Harm" Approach
- Management, staffing plan and key personnel

Organization: The Oral presentation must be organized into the following sections as follows:

- Cover Slide (not included in slide limit)
- Table of Contents (not included in slide limit)
- Technical Application (included in slide limit)

3.2.4 Business (Cost) Application Format

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

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

For budgeting purposes, Applicants must use an Exchange Rate of COP \$3,300 per US dollar.

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

3.2.4.1 Cover page: (See Section D.3 above for requirements)

3.2.4.2 SF 424 Form

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

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

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

3.2.4.3 Required Certifications and Assurances

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

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

3.2.4.4 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.

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

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the Applicant and any potential sub-Applicants for the entire period of the program. See Section H 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:

- a. Salary 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.

- b. 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.
- c. 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.
- d. 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.
- e. Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200.330 for assistance in determining whether the sub-tier entity is a subRecipient or contractor. The subRecipient budgets must align with the same requirements as the Applicant's budget, including those related to fringe and indirect costs.
- f. Inception Phase - The Applicant must incorporate costs associated with the four months of inception phase.
- g. Co-creation - The Applicant must incorporate costs associated with co-creation throughout the life of the Activity.
- h. Grants Fund – The GF should be at least 15 percent of the total Activity budget. This section of the budget should be consistent with the Applicant's technical approach.
- i. Knowledge Management - The Applicant must incorporate the estimated cost for knowledge management as described in Section A.

- j. AMELP - The Applicant must allocate sufficient human and financial resources within the budget necessary for successful implementation of the AMELP.
- k. Reports – WLH will require various reports throughout the life of the Activity as included in section F. The Applicant must allocate sufficient resources to generate these reports and to submit them in English language.
- l. Security – The Applicant must clearly identify security costs in the budget and budget narrative that demonstrates it has undertaken a thoughtful review of their security needs to successfully implement the Activity as presented in its technical approach
- m. Environmental Compliance – The Applicant must include enough resources in the budget to ensure it can comply with environmental requirements for this Activity.
- n. 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.
- o. Indirect Costs - Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200.414. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

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 has never received a NICRA

Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The Applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200.414(f) for further information.

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, if the application is still under consideration after the merit review. USAID is under no obligation to approve the Applicant's requested method.

- p. Cost Sharing - The Applicant must include the amount of cost-sharing resources to be provided over the life of the agreement and specify the sources of such resources, and the basis of calculation in the budget narrative. Applicants must also provide a breakdown of the cost share (financial and in-kind contributions) of all organizations involved in implementing the resulting award.

3.2.4.5 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.

3.2.4.6 Approval of Subawards

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

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

3.2.4.7 Dun and Bradstreet and SAM Requirements

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

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

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

DUNS number: <http://fedgov.dnb.com/webform>

SAM registration: <http://www.sam.gov>

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

3.2.4.8 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 three (3) 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 three (3) 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.

3.2.4.9 Branding Strategy & Marking Plan

Applicants must provide a Branding Strategy and Marking Plan (BSMP) to be evaluated and approved by the Agreement Officer and incorporated into any resulting award. The template for submission of this document is attached to this NOFO.

The Applicant must submit a draft Branding Strategy and Marking Plan with the Technical Application. The proposed BSMP may be revised and modified as needed during the inception and/or co-creation periods. It must include all estimated costs associated with the branding and marking of the Activity, such as plaques, stickers, banners, press events and materials, etc. In preparation of the BSMP, the Applicant must use the attached guidance and format.

Applicants must briefly describe (not to exceed two pages) how they will promote USAID identity, U.S. Government's support for this Activity and the Activity's achievements in Colombia. It is a Federal statutory and regulatory requirement that all overseas programs, projects, activities, public communications and commodities that USAID partially or fully funds under an assistance award or sub-award must be appropriately marked with the USAID identity.

The branding and marking plan must be consistent with USAID's Branding and Marking Policy. USAID's Agreement Officer will have final approval of the branding strategy and marking plan. The branding and marking plan will be included in and made a part of the resulting associate cooperative agreement.

Although the Activity has been named "*Hilando Vidas y Esperanza*" by USAID, the Applicant is encouraged to propose a similar name that reflects the Activity's objective. This may be done through the submission of the draft BSMP and will be subject to discussion and approval by USAID.

1. 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 brandmark, with the tagline "from the American people" as

found on the USAID Web site at <http://www.usaid.gov/branding>, unless Section VI of the RFA or APS 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 RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.
3. The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.
4. Planned communication or program materials used to explain or market the program to beneficiaries.
- i. Describe the main program message.
 - ii. Provide plans for training materials, posters, pamphlets, public service announcement, billboards, Web sites, and so forth, as appropriate.
 - iii. Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicant must incorporate the USAID Identity and the message, “USAID is from the American People.”
 - iv. Provide any additional ideas to increase awareness that the American people support this project or program.
5. Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.
6. Any other groups whose logo or identity the Applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.

- f. The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the Applicant's cost data submissions, and the performance plan.
- g. If the Applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement.

2. 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 RFA or APS 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, audio-visual 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
 - vi. 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.
 - vii. 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.
 - viii. 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.

3.2.4.10 Funding Restrictions

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

Construction will not be authorized under this award.

USAID will not allow the reimbursement of pre-award costs under this award without the explicit written approval of the Agreement Officer.

Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in Section B.5 of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

3.2.4.11 Conflict of Interest Pre-Award Term (August 2018)

1. Personal Conflict of Interest

- a. 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 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.
 - b. The Applicant must provide conflict of interest disclosures when it submits an SF-424. If the Applicant discovers 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.
2. 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 SECTION D]

SECTION E: APPLICATION REVIEW INFORMATION

1. CRITERIA

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

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

2. REVIEW AND SELECTION PROCESS

This is a multi-tiered RFA in accordance with Automated Directives System (ADS) 303.3.6.1(c). Review and selection under this NOFO will be based on a multi-step process:

- Stage 1 – Concept Paper submissions. Open to all eligible organizations as described in this NOFO. Concept papers will receive a PASS or FAIL depending on the results of the evaluation process according to the merit review criteria outlined below for this stage. Applicants who are not invited to proceed to Stage 2 will be notified.
- Stage 2 – Full Application and oral presentation submissions. Open to Applicants that PASS Stage 1.

In accordance with ADS 303.3.10.2 and 2 CFR 200.306, cost sharing cannot be used as a separate factor during the merit review of applications. However, cost sharing may be considered in the merit review only if the funding announcement specifically addresses how it will be considered. In this NOFO, cost sharing will be used to break ties among applications with equivalent scores after evaluation against all other factors.

2.1 Merit Review Stage 1 – Concept Paper – Open to all eligible organizations

2.1.1 Criteria 1. Technical Approach (equal importance)

Through the case study, USAID will review the Applicant's understanding of conflict survivors, MHPSS, ethnic, gender and social inclusion issues in the Colombian context and how the proposed illustrative activities incorporate the different elements of the Activity Description in a feasible way to achieve the overall objectives in the municipality/region selected. USAID will review the extent to which the municipality/region selected is consistent with the criteria set forth in Section A under Geographic Focus, and whether the proposed approach for that municipality/region presents potential for transformational and sustainable development, is aligned with the communities' development priorities,

safeguards them against inadvertent harm and expected results can continue past the life of the Activity.

2.1.2 Criteria 2: Management Approach (equal importance)

USAID will review the extent to which the management structure supports the strategy presented in the case study to achieve the results described in the Activity Description in the municipality/region selected.

2.2 Merit Review Stage 2 – Full Application/Oral Presentation – Open ONLY to organizations invited to this stage

USAID will conduct merit reviews of all applications received from invited organizations that comply with the instructions in this NOFO. Applications/oral presentations will be reviewed and evaluated in accordance with the criteria below, listed in descending order of importance. Applications will be scored using an adjectival evaluation scale (exceptional, very good, satisfactory, marginal and unsatisfactory).

2.2.1 Criteria 1: Technical Strategy - The merit review will consider the following of equal importance:

- The technical quality, responsiveness, feasibility and relevance of the proposed approach to achieve each of the Activity’s objectives as described in Section A and the extent to which it reflects the Applicant’s contextual analysis capacity.
- The Applicant’s selection of the proposed geography and the extent to which it demonstrates it took into consideration PDETs, the National Rehabilitation and Coexistence Plan, contextual key elements, areas with high levels of GBV, reported intra-family violence, and significant lack of access to MHPSS services.
- Likelihood of sustainability of the proposed approach beyond the life of the Activity.

2.2.2 Criteria 2 - Illustrative AMELP - The merit review will consider, in equal importance, the extent to which the Illustrative AMELP :

- Captures the full extent of the results and impacts, and their appropriateness to flexible, demand-led, and complex change processes.
- Includes a CLA approach that is clear, responsive to the programming context and is embedded in the technical strategy and management and staffing plan.

2.2.3 Criteria 3 - Protection, Conflict Sensitivity, and “Do No Harm” - The merit review will consider, in equal importance, the extent to which the application:

- Demonstrates a conflict sensitivity and “Do No Harm” approach and strategies that inform interventions and adaptive management throughout the entire Activity cycle.

2.2.4 Criteria 4 - Management, Staffing Plan and Key Personnel - The merit review will consider the following of equal importance:

- The overall efficiency and appropriateness of the proposed staffing structure relative to the Activity components and the Applicant's approach, including representation by a diverse team of Colombian professionals in key positions.
- The degree to which the roles and responsibilities of identified subrecipients are clearly defined and contribute to achieve the objectives of the Activity.
- The extent to which proposed key personnel roles and responsibilities are adequate and consistent with the proposed technical application and whether their qualifications and work experience are appropriate for this Activity. The COP will be assessed on his/her English language abilities to ensure effective communication with USAID and other USG entities.

3. BUSINESS REVIEW

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

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

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

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

[END OF SECTION E]

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. FEDERAL AWARD NOTICES

A notice of award signed by the AO is the authorizing document. USAID will provide it to the selected Recipient electronically. Unsuccessful Applicants will be notified

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

2. ADMINISTRATIVE & NATIONAL POLICY REQUIREMENTS

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

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

For Non US organizations: [Standard Provisions for Non-U.S. Non-governmental Organizations](#).

This NOFO only contains provisions that are required at this stage. Final provisions will be incorporated in the final award as applicable to the selected Recipient.

3. REPORTING REQUIREMENTS

3.1 Financial Reports

3.1.1 Quarterly Projected Expenditures: The Recipient must submit a spreadsheet, within 10 days following the end of each USG Federal Fiscal Quarter (e.g., by October 10, January 10, April 10 and July 10), showing quarterly projected expenditures to the AOR in accordance with the schedule specified by USAID/Colombia.

3.1.2 Quarterly Accruals Reports: The Recipient is expected to submit accrual information to the AOR in accordance with the schedule specified by USAID/Colombia.

3.2 Planning, Monitoring and Learning Reports

3.2.1 Inception Period Scope of Work

The Recipient must submit a scope of work for the inception period that includes the proposed approach, work plan, management and staffing structure, budget, and timeline. This scope of work must include a plan to ensure engagement of USAID, relevant USG and

other donor programs and activities, and other key stakeholders (GOC, private sector, civil society, etc.).

In this inception phase, the Recipient will further test the geographic focus and may propose changes for USAID's approval.

Due Date: Thirty (30) calendar days after the beginning of the period of performance.

3.2.2. Updated Activity Description

Based on inception period findings, the Recipient must submit an updated Activity Description for AO and AOR approval that reflects a more tailored and realistic strategy that effectively responds to the programmatic contexts.

Due Date: Twenty (20) calendar days after the end of the four (4) month inception phase

3.2.3 Annual Implementation Plan (AIP)

The AIP must include, at a minimum:

- All proposed activities, including expected accomplishments and progress towards achieving results and performance measures tied to the indicators agreed upon within the AMELP and to projected expenditures by quarter;
- A timeline with relevant milestones indicated for implementation of the upcoming year's proposed activities, including target completion dates;
- Information on how activities will be implemented;
- Personnel requirements and consultancy requirements during Activity implementation, including draft position descriptions and budget to achieve expected outcomes;
- Details of collaboration with other major partners, other USAID/Colombia Activities, alliance, etc.;
- A Gender and Vulnerable Populations (GVP) and Youth strategy for the life of the Activity, that will be updated with each AIP, as needed. The strategy must concretely describe and provide a basis for monitoring how the Activity will address issues related to GVP and Youth through the design and its implementation, including how it will strengthen youth participation, how youth issues will be integrated and how young people will be engaged throughout Activity implementation. The activities directly related to the implementation of the GVP and Youth strategy must be included in each AIP;
- An Annual communication plan and calendar itemizing milestones; and
- Anticipated international travel if any;

The AIPs must be organized in a manner that describes overarching (performance management-based) intermediate results in connection with programmatic inputs (sub-activities), outputs (process-based results such as model iterations developed), and outcomes (transformative results reflecting changed behavior, policies and strategies informed). The AIPs will also describe how activities in a given year will lead to further activities and outcomes in subsequent/remaining years/period of performance, as well as

how activities are leading towards long-term sustainability of Activity impacts. To finalize each AIP, the Recipient will engage in co-creation with the AOR and other relevant stakeholders. The AOR must approve all AIPs, including any significant changes or revisions thereto.

Due Date AIP years one and two: within forty (40) calendar days of the finalization of the inception phase. This AIP will cover activities through the end of the current USG Federal Fiscal Year (October 1 – September 30), plus the second fiscal year of implementation.

Due date Subsequent AIPs: August 31 of every year. It will cover the Activity from October 1 through September 30.

3.2.4 Activity Monitoring, Evaluation and Learning Plan (AMELP)

The Recipient will be responsible for developing and implementing an AMELP. This plan will describe the process for tracking and documenting progress against the Activity objectives and expected results, over the life of the Activity. Its implementation will be used to identify challenges and lessons learned; influence decision-making for ongoing improvement and resource allocation; and serve for adaptive management. The AMELP must reflect the approach described in Section A.

The AMELP must describe the MEL strategies, approaches and tasks as stated in USAID Automated Directives System (ADS) 201. It will contain at least the following sections:

a. Introduction and/or Overview

This section will include a brief description of the Activity, its results framework, the theory of change and its alignment with the Colombia Country Development Cooperation Strategy (CDCS).

b. Monitoring Plan

This section will incorporate the monitoring approach including performance indicators of outputs and outcomes that must be clearly articulated to the results framework (or logic model) of the Activity. The main objective (or goal) and the higher-level objectives (or components) of the results framework must be aligned with at least one outcome indicator directly attributable to or affected by the Activity. All the objectives at the different levels of the results framework will include the necessary output indicators to track progress of the Activity. Baselines and targets for all performance indicators included must be settled and included in a summary table.

This plan will also include context indicators to track conditions and external factors out of the direct control of the Activity, that are relevant to its implementation and that will be used to monitor assumptions and risks identified in the results framework. No targets are required for context indicators. With the context

indicators the Recipient should consider to include at least one indicator to track and to comply with climate risk mitigation. When selecting performance and context indicators, the Recipient must consider their relevance and accuracy according to the intended results of the Activity, as well as the time and resources required to collect and report each indicator data.

The AMELP may include strategic indicators from the Mission's Performance Management Plan and the Project MEL Plan linked to the Activity. This alignment will be done jointly with MEL USAID Staff.

Some of the indicators proposed may include Foreign Assistance (F) Standard Indicators and USAID/Colombia Mission Indicators relevant for tracking progress of the expected results of the Activity. The Recipient will include this type of indicators in collaboration with the AOR and the MEL Specialists of USAID/Colombia. USAID/Colombia will provide guidance and the list: Performance Indicator Reference Sheet (PIRS) of all active "F" and Mission indicators as soon as the Activity starts.

As part of the AMELP, per ADS 205.3.6, "Integrating Gender Equality and Female Empowerment in USAID's Program Cycle, Monitoring, Evaluation, and Learning", the Recipient must include gender sensitive indicators that focus on gender equality and female empowerment. Specifically, the indicators are to be designed to track changes in key gender gaps and male and female roles. The Recipient should also disaggregate information by gender and age and provide an analysis of the differing impacts on women, children and vulnerable groups, which may be ethnic communities, persons with disabilities, or the LGBTI community. The Recipient is encouraged to use USAID's Standard "F " indicators related to gender where appropriate, and also to develop outcome indicators that quantitatively show the Activity's impact on inequalities that exist in terms of gender and vulnerable populations.

Data for beneficiary population indicators proposed should be disaggregated by geography (department, municipality), sex, and where possible, by age, by vulnerable and minority groups including ethnic groups. The Recipient must include gender sensitive indicators that focus on gender equality and female empowerment. Specifically, the indicators will be designed to track changes in key gender gaps and male and female roles.

Beyond indicators, the Recipient will also incorporate as applicable other monitoring approaches that can provide qualitative insights, data collection on a more ad hoc basis, or more in-depth exploration into the achievement of results.

c. Evaluation Plan

The section will include any plan for internal evaluations to be developed by the Recipient over the life of the Activity, the type of evaluation (performance or

impact), purpose and expected use, and an initial approach to possible evaluation questions, estimated budget, planned start date, and estimated completion date. The evaluation plan will also include any plans for collaborating with any external evaluations planned by USAID, which entails ensuring that external or USAID-led evaluations will have access to appropriate data collected by the Recipient, such as performance monitoring data. As appropriate, the Recipient should plan to collect baseline information during the inception phase.

d. Collaborating, Learning and Adapting (CLA) Plan

This section of the AMELP will identify learning questions that relate to the Activity theory of change, potential gaps in the theory of change or technical knowledge base, and how the Activity relates to others known by the Recipient. The CLA plan may also indicate how the Activity will address learning questions or knowledge gaps and identify ways to allow for adjustments as circumstances change or learning evolves. It will also describe and indicate the frequency of the learning and reflection activities that will be developed such as after-action reviews, workshops and reports. It will also describe how knowledge and learning will be gained from implementation, evaluation findings, and monitoring data, among other sources, to adjust interventions and approaches, as needed. This plan must also include how the Recipient will achieve effective coordination and complementarity between MEL initiatives and the communication's strategy.

e. Plan for Managing Data

This section will have a full description of how the data and information will be collected, analyzed, and used, based on data quality standards referenced in ADS 201. This section will include the data collection methods, the data storage mechanisms, the formats in which data will be held and shared within the Recipient facilities, data security protocols and data analysis and use, bearing into consideration USAID's data quality standards.

This section must also include a preliminary identification of the Open Datasets to be collected and submitted in USAID's open data portal (www.usaid.gov/data) according to ADS 579. If all the datasets cannot be identified to the moment of the AMELP approval, it must include provisions on future collection and submission in compliance with references of the ADS 579, such as incorporation of metadata and standards for geographic data.

f. Roles and Responsibilities

This section will describe the composition of the staff/personnel needed to carry out the monitoring, evaluation and learning activities for the implementation of the AMELP, including roles, responsibilities and level of effort.

g. PIRS (Performance Indicator Reference Sheets) and CIRS (Context Indicator Reference Sheets)

A PIRS and CIRS must be completed for all performance and context indicators included in the Monitor Plan. Each one describes all the relevant information necessary for those who collect or ultimately use the indicator data. The chosen “F” Standard and USAID/Colombia Mission indicators must comply with the existing Standard PIRS so that the results can be aggregated at Colombia Mission and other USAID level. The Recipient may further define a “precise definition” according to the Activity’s context in the standard PIRS as appropriate. However, the precise definition must be within the scope of the indicator’s standard definition.

h. Annexes:

As per ADS 201, every instrument or method used to collect or analyze information will be referenced and annexed to the AMELP. Annexes may include also other narratives and tables that the Recipient consider relevant for complementing the previous sections.

Resources for AMELP construction:

For guidance on the AMELP construction please refer to ADS 201, How-to Note: Activity Monitoring, Evaluation, and Learning Plan and ADS Reference 201maf Performance Indicator Reference Sheet (PIRS)

Guidance & Template: USAID/Colombia will also provide the Recipient with additional templates and guidance.

Elaboration and approval of the AMELP

The AOR in collaboration with the USAID/Colombia MEL Specialists, and other relevant stakeholders as appropriate, will engage in co-creation with the Recipient to review and finalize the AMELP, will verify that the proposed indicators are consistent with and meet the data collection needs of the Mission, and approve or concur with the plan. The AMELP is a critical mandatory tool for planning, managing, documenting, and evaluating performance over the life of the Activity. If over the course of implementation, modifications to the AMELP become necessary, the changes to the Plan must be approved by the AOR.

Due Date: Fifty (50) calendar days after the end of the inception phase

3.2.5 Branding Strategy and Marking Plan (BSMP)

It is a Federal statutory and regulatory requirement that all overseas programs, projects, activities, public communications and commodities that USAID partially or fully funds

under an assistance award or sub-award must be appropriately marked with the USAID identity.

The Recipient's BSMP may include a request for approval of one or more exceptions to the marking requirements in accordance with ADS 320.3.3 and 2 CFR 700.348. It must include all estimated costs associated with the branding and marking of the Activity. In preparation of the BSMP, the Applicant must use the attached guidance and format. The AO will review and approve the apparently successful Applicant's BSMP (including any requests for exceptions), consistent with USAID's Branding and Marking Policy.

Due Date: (50) calendar days after the end of the inception phase.

3.2.6 Communications and Outreach Plan

USAID/Colombia conducts communications activities to raise public awareness, understanding, and support for the role and contribution of U.S. assistance programs in Colombia. The Recipient must support USAID's outreach to Colombian and U.S. audiences by producing informative materials explaining USAID's efforts to assist the people and government of Colombia to achieve the objectives outlined in Section A.

The Communications and Outreach Plan must explain how the Recipient will create and implement a variety of appropriate outreach and communications tools and platforms to i) raise public awareness, understanding, and support for the Activity; ii) help advance the Activity's programmatic objectives in accordance with the requirements of Section A and C; and iii) contribute to knowledge management, including through close coordination with the AMELP. The Recipient will also include an annual Communications Calendar noting key elements and activities warranting public information and outreach activities.

The Communications and Outreach Plan must identify the audience (primary and secondary), format, schedule and purpose of all internal and external communications products, including the required reports listed below. The Communications and Outreach Plan must provide an analysis of the internal and/or external environment and identify a set of project and communication objectives, key audiences - primary and secondary -, messages, appropriate communication products, implementation plan, budget, and evaluation framework. Illustrative examples of other products that might be included are electronic bulletins, info-graphics and/or newsletters. The Communications and Outreach Plan must include a narrative section describing the strategic purpose for each outreach tool not listed among the required reports. Additionally, the Communications and Outreach Plan must include a section describing the resource needs for each communications product, to ensure adequate planning and execution of the plan to produce high-quality, timely, succinct and effective communications tools. The Plan must also describe how it articulates and complement the AMELP under the KM umbrella; this must be evident in the communication and outreach activities included in the annual implementation plans. Finally, the plan must be designed for an initial two-year horizon, with a more detailed implementation plan for the first year.

The draft Communications and Outreach Plan will be refined jointly with the AOR and USAID's Development Outreach and Communications Specialist.

The Communications and Outreach Plan must align with the Branding Strategy and Marking Plan, which describe how they will communicate to beneficiaries and stakeholder audiences that the work of this award is from the American people per the Branding Strategy and USAID Branding Guidelines (see www.usaid.gov/branding).

Due Date: Sixty (60) calendar days after the end of the inception phase

3.2.7 Safety and Security Plan

One of USAID/Colombia's primary programming concerns is that its implementing partners take all reasonable precautions to minimize risks to all staff and operations funded by the Agency. While risk can never be fully eliminated, USAID/Colombia expects its partners to be adequately prepared to work in the prioritized territories. The Recipient must submit a location-specific Safety and Security Plan for proposed operational areas, which may be as specific as by region, department, municipality, etc., where activities will occur. The Recipient will use discretion in providing a level of detail appropriate to the operating context and variance in conditions across the targeted areas. Submission of global security handbooks and/or policy documents does not qualify as a Safety and Security Plan.

The Safety and Security Plan must be demonstrably written for and apply directly to the areas where activities will be implemented. All personnel and operations funded under this award, including sub-awardees or other partners with substantive programmatic contributions, must be covered by a safety and security plan. The Recipient must pay attention to the unique threats and vulnerabilities faced by their staff, beneficiaries, sub-awardees, etc., and directly address these threats and vulnerabilities in safety and security plans.

In terms of protection from sexual exploitation and abuse (PSEA) for Activity staff, beneficiaries, sub-awardees, etc., the Recipient must describe how the Activity will monitor this, as well as manage potential cases internally and externally according to relevant local laws.

USAID/Colombia will not approve the safety and security plan. The Safety and Security Plan is meant to demonstrate the Recipient's due inclusion of a conflict-sensitivity and "Do No Harm" approach to ensure the security and protection of staff, beneficiaries, sub-awardees, etc.

Due Date: Sixty (60) calendar days after the end of the inception phase.

3.2.8. Security Reports

As part of the overall security requirements, the Recipient must report any security threats and/or incidents impacting the implementation of the award, verbally or by telephone, immediately to the AOR or Alternate AOR in the AOR's absence. Subsequently, a written

report must be promptly submitted. All sub-awardees will be required to report any threats/incidents to the prime Recipient, who will immediately after, notify the AOR.

At the minimum, a security incident report must contain the name of the Organization, name of the individual(s), date, time, a description of what happened, where the incident occurred, and any other relevant details surrounding the incident.

Due Date: The type and frequency of these reports may vary with the Activity scope and location. If this is an ongoing incident, progress reports must be submitted to keep the AOR apprised of the situation.

3.2.9 Reporting in the Mission-wide Monitoring Management Information System (MONITOR)

In compliance with ADS 201 and ADS 579 regarding data reporting, once the AMELP is approved by the AOR, the Recipient must register in USAID/Colombia's MONITOR System (see Section 6.4 in Attachment A of this Cooperative Agreement) the following:

- a) Activity information (Summary, start/end dates, objective, budget, geographical coverage, target population, etc.)
- b) Sub-activity information (Summary, start/end dates, objective, budget, geographical coverage, target population, classification), etc. A sub-activity is understood as an effort within the Activity, carried out either directly by the Recipient or by its sub-awardees. The sub-activity should have a clear purpose, USAID resources, indicators and targets linked to the Activity's AMELP and an environmental determination. Sub-activities will be uploaded in the system on an ongoing basis.
- c) Sub-activity environmental compliance information. Should the Activity be rated as "negative determination" or "positive determination" in the Initial Environmental Examination (IEE) and/or Environmental Threshold Decision (ETD), the Recipient will need to report on the compliance of applicable Environmental Management Approach (EMA) for each sub-activity on a quarterly basis. The EMA must identify mitigation measures and training needs to avoid harming people and ensure the wise use of USAID money through thoughtful, environmentally sound economic development - for activities that are subject to one or more conditions set out in the "Recommended Threshold Decision" section of the IEE. The Recipient should keep in mind that it is its responsibility to:
 - i. Develop and provide an EMA to USAID/Colombia Mission Environment Officer (MEO) for review and approval by registering each sub-activity in the MONITOR system (<http://www.monitor.net.co>).
 - ii. All sub-activities must be approved by the MEO of USAID/Colombia before starting through the MONITOR system, including Categorical Exclusion.
 - iii. Use the MONITOR system, as instructed by the MEO, to ensure compliance with USAID environmental regulation 22 CFR 216.
 - iv. Ensure that any appropriate environmental guidelines are followed and that mitigation measures described in the pertinent Threshold Decision (IEE) for

each of these activities are funded and implemented, including any necessary training or capacity building, and adequate monitoring.

- v. Ensure that the EMA is implemented, even under subcontracts and sub-grants.
- d) AMELP indicators (PIRS Information). The indicator results will be uploaded on a quarterly basis. Any modification to an Indicator and its PIRS needs to be validated and approved by USAID.
- e) The Recipient must report indicator progress into MONITOR, in parallel as the submission of the (Quarterly/Annual) Performance Progress Reports. This will allow aggregation of results at the Activity level and elaboration of progress reports by USAID/Colombia.

3.3 PERFORMANCE REPORTS

3.3.1 Quarterly Performance Progress Reports

The Recipient will submit the Quarterly Performance Progress Reports to inform on progress and activities of the preceding quarter under the Cooperative Agreement. The report must describe the tasks completed in the last quarter relative to what was anticipated by the approved AIP and will assess overall Activity's progress to date relative to the performance indicator targets. Each report must include the following:

- Name of the Activity and Implementer; award number; and period of performance;
- Brief outline of Activity purpose and Activity approach;
- Overall status of Activity progress towards programmatic and financial objectives (narrative);
- Identify and relate the benchmarks and achievements towards planned targets, as identified in the Recipient's AMELP of the three month period of the approved Implementation Plan;
- Provide status of overall Activity progress per the approved performance and context indicators defined in the AMELP, clearly distinguishing between relevant components of the results framework;
- Succinct success stories and lessons learned for possible public dissemination;
- Status of progress in implementation of the Gender and Youth Strategies, the Communications and Outreach Plan, and Knowledge Management Plan;
- Verification of compliance with cost share broken down by financial and/or in-kind contributions
- Programmatic Coordination and collaboration with other USAID Activities, if applicable
- Monitor indicator report and screenshots of documents uploaded to the DEC during the quarter
- If any key problems or issues were encountered, how they were or will be resolved, and, if there are recommended Mission-level interventions to facilitate their timely resolution.

Due Date: Thirty (30) days following the close of each three-month period based on the USG Federal fiscal year. The submission of the first report will begin following submission of the first AIP.

3.3.2 Annual Performance Progress Reports

The Annual Performance Progress Report of the fiscal year will serve as the annual status report for the concluding year. The Annual Performance Progress Reports may be submitted in lieu of the fourth quarterly technical report. In addition to meeting the requirements of the Quarterly Performance Progress Reports, the annual report must include:

- A discussion, supported with quantitative and qualitative evidence(which will remain auditable under the terms of the Cooperative Agreement and USAID Activity implementation procedures), of impacts achieved to-date, including clear identification of which impacts achieved were within the manageable interests of the Recipient and which were likely catalyzed by Recipient-supported initiatives, leading to substantial, sustained achievement of results, and,
- Brief summary explaining how progress achieved and overall implementation contributed to build local capacity and promote sustainability beyond USG assistance.

Due Date: Thirty (30) days after September 30 each year.

3.3.3 Final Performance Progress Report

The Activity's Final Performance Progress Report will include: an executive summary of the Recipient's accomplishments in achieving results, targets and impact; important research findings; comments and recommendations to USAID Colombia for future programming; and a fiscal report that describes how the Recipient's funds were used.

Due Date: Sixty (60) calendar days prior to the end date of the Award.

4. PROGRAM INCOME

If generated during award implementation, the Recipient must account for Program Income in accordance with 2 CFR 200.80. Program income will be used in accordance with 2 CFR 200.307(e)(2), added to funds committed by USAID and the Recipient to the Activity, and used for the purposes and under the conditions of the Federal award to further eligible Activity objectives.

5. ENVIRONMENTAL COMPLIANCE

1a) 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 Automated Directives System (ADS) Parts 201.5.10g and 204 (<http://www.usaid.gov/policy/ADS/200/>),

which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. The Recipient's environmental compliance obligations under these regulations and procedures are specified in the following paragraphs.

1b) In addition, the Recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter will govern.

1c) 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.")

2) Initial Environmental Examinations (IEE) [LAC-IEE-15-10] & [LAC-IEE-18-46] have been approved for the Peace and Reconciliation Project covering the "Weaving Lives and Hope" Activity. The IEEs cover activities expected to be implemented under this award.

A Categorical Exclusion was issued to the Peace and Reconciliation Project's Capacity development activities aiming at building capacity of the GOC to formulate and implement policies, support to policy consultation processes, support to institutional reform, training of staff are actions are not subject to the procedures set forth in 216.3, except to the extent provided herein, in accordance with 22 CFR 216.2(c)(2):

- (i) Education, technical assistance, or training programs except to the extent such training programs includes activities directly affecting the environment (such as construction of facilities, etc.);
- (ii) Controlled experimentation exclusively for the purpose of research and field education which are confined to small areas and carefully monitored;
- (iii) Analyses, studies, academic or research workshops and meetings;
- (xiv) Studies, projects or programs intended to develop the capability of Recipient countries to engage in development planning, except to the extent designed to result in activities directly affecting the environment (such as construction of facilities, etc.).

USAID has determined that a Negative Determination with conditions applies to the activities below. 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 Recipient will be responsible for implementing all IEE conditions pertaining to activities to be funded under this award.

A Negative Determination with Conditions is issued to the Peace and Reconciliation Project for activities related to technical assistance to producing or processing crops and for small productive infrastructure. The Mission Environmental Officer (MEO) and the Agreement Officer's Representative (AOR) will oversee the implementation of appropriate environmental guidelines.

Reports on these matters will be submitted by the Mission to LAC/BEO in Washington periodically.

A Negative Determination with Conditions is issued to the Peace and Reconciliation Project for the use of pesticides in the agricultural production, being the condition the full use and application of the approved PERSUAP (LAC-IEE-09-19 or most recent). Any modification of the PERSUAP will have to be approved before the implementation of the program. The MEO and the COR/AOR will oversee the implementation of the PERSUAP. Reports on these matters will be submitted by the Mission to LAC/BEO periodically.

A Negative Determination with Conditions is issued to the Peace and Reconciliation Project for activities needing small-scale infrastructure and small-scale construction. The condition is that the relevant USAID Environmental Guidelines for Development Activities in Latin America and Caribbean will be used in the implementation of these activities. The MEO, COR/AOR, and implementing partners will oversee the use of these Guidelines and their implementation. Reports on these matters will be submitted by the Mission to the LAC/BEO on an annual basis.

The IEE contains a Positive Determination for the activities below. This indicates that these activities have the potential for significant adverse effects on the environment. Accordingly, the Recipient is required to comply with the terms of the Environmental Assessment (EA) addressing the environmental concerns raised by these activities. No activity identified under this Positive Determination can proceed until Scoping as described in §216.3(a)(4) and an EA as described in §216.6 are completed and approved by USAID.

A Positive Determination is issued to the Peace and Reconciliation Project for other infrastructure or activities that may cause significant environmental impacts. Following the present determination, the Mission will take special care to follow the Environmental Review (ER) procedures established in the Programmatic Environmental Assessment (PEA) approved by LAC/BEO on April 28, 2003 and the ones coming up under the PEA currently being developed. Based on these procedures, the MEO will determine which activities/projects may use the ER process and which activities will require the preparation of an EIA. Conditions include:

- The environmental impacts of waste disposal are analyzed in the different environmental guidelines developed by the Colombia Ministry of Environment. These environmental guidelines make a full analysis of the waste disposal and processing steps and indicate clear and affordable management measures. This specific intervention will be registered in Monitor and its environmental management plan will be implemented.
- As the other sub-activities do not have a significant negative effect on the environment, the technical assistance and training to be provided under this Activity fall under the categorical exclusion. If additional activities that may directly affect the environment are later considered, an amended IEE will be submitted, as appropriate.

4a) As part of its initial Implementation Plan, and all Annual Implementation Plans thereafter, the Recipient, in collaboration with the USAID Agreement Officer Representative (AOR) and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, must 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.

4b) If the Recipient plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it must prepare an amendment to the documentation for USAID review and approval. No such new activities will be undertaken prior to receiving written USAID approval of environmental documentation amendments.

4c) Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation will be halted until an amendment to the documentation is submitted and written approval is received from USAID.

5. When the approved Regulation 216 documentation is (1) an IEE that contains one or more Negative Determinations with conditions and/or (2) an EA, the Recipient must:

5a) Unless the approved Regulation 216 documentation contains a complete environmental mitigation and monitoring plan (EMMP) the Recipient must prepare an EMMP or an Environmental Review (ER) generated through the Monitor System 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 ER must include monitoring the implementation of the conditions and their effectiveness.

5b) Integrate a completed EMMP or ER into the initial Implementation plan.

5c) Integrate an EMMP or ER Plan into subsequent Annual Implementation Plans, making any necessary adjustments to activity implementation in order to minimize adverse impacts to the environment.

6a) Sub-grants are allowed 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 that these 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 and investment activities cannot go forward until the ERF or ER checklist is completed and approved by USAID. The Recipient is responsible for ensuring that mitigation measures specified by the ERF or ER checklist process are implemented. In cases where the nature of the investment is not well known enough to make an informed decision about potential environmental impacts, the final impact assessment can be deferred to a later stage in consultation with the AOR.

7a) The Recipient will be responsible for periodic reporting to the USAID Agreement Officer Representative.

Climate Risk

All USAID projects and activities approved after October 1, 2016 are required to be assessed for climate risks. The process of assessing, addressing, and adaptively managing climate risks is

known as climate risk management (see Climate Risk Management for USAID Projects and Activities, a Mandatory Reference for ADS Chapter 201 https://www.usaid.gov/sites/default/files/documents/1868/201mal_042817.pdf).

The goal of climate risk management is to make USAID’s development work more resilient to potential changes in climate or weather conditions -- such as increasing temperatures, more frequent droughts or floods, or large storms. These events can have potential negative consequences on projects or activities, making it more difficult to achieve results. With better analysis and planning, USAID can anticipate, prepare for, and adapt to these changing conditions and avoid inadvertently increasing our exposure to risk.

Climate risk is the potential for negative consequences due to changing climatic conditions where the outcome is uncertain. The focus of climate risk management at USAID is on the risk to USAID development programs. This risk consists of individual climate risks—potentially severe adverse consequences for development programs resulting from the interaction of climate-related hazards with the vulnerability of societies and systems exposed to climate change. A climate risk may arise when something is exposed to a climate stressor such as higher temperatures, flooding or drought. The level of risk increases as the magnitude of the negative consequence from the exposure increases and it also increases as the likelihood of the negative consequence increases.

For WLH, USAID/Colombia conducted the climate risk assessment and will present results to the Recipient during the Post Award Orientation Meeting. If the assessment indicates moderate or high climate risks, each risk must be addressed by integrating risk management measures into activity implementation. This will be done through an Environmental Management Approach (EMA) in the Monitor system, where the Recipient will describe specifically how it will implement all Initial Environmental Examination (IEE) conditions and mitigation measures that result from the climate risk screening that apply to proposed activities within the scope of the award, including identified climate risks.

6. OTHER REQUIREMENTS (Reserved)

[END OF SECTION F]

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

The Agreement Officer for this Award is:

R. Clark Pearson
Agreement Officer
U.S Agency for International Development
Carrera 45 No. 24B-27
Bogota, Colombia
Email: rpearson@usaid.gov

The Acquisition and Assistance Specialist for this Award is:

Angela I. Garcia
Acquisition & Assistance Specialist
U.S Agency for International Development
Carrera 45 No. 24B-27
Bogota, Colombia
Email: anggarcia@usaid.gov

[END OF SECTION G]

SECTION H: OTHER INFORMATION

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

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

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

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

ANNEX 1 – LIST OF EXTERNAL LINKS AND REFERENCE

Title	Link
Colombia's Country Development Cooperation Strategy (CDCS)	https://www.usaid.gov/colombia/cdcs
Decennial Public Health Plan - Colombian Ministry of Health	https://www.minsalud.gov.co/English/Paginas/Ten-year-public-health-plan.aspx https://www.minsalud.gov.co/Documentos%20y%20Publicaciones/Plan%20Decenal%20-%20Documento%20en%20consulta%20para%20aprobaci%C3%B3n.pdf
National Rural Health Plan - Colombian Ministry of Health	https://www.minsalud.gov.co/sites/rid/Lists/BibliotecaDigital/RIDE/DE/PES/msps-plan-nacional-salud-rural-2018.pdf
Consequences of the Armed Conflict in Colombia	https://consultorsalud.com/wp-content/uploads/2020/02/Implementaci%C3%B3n-del-Plan-Nacional-de-Salud-Rural-%E2%80%93-PNSR-y-Anexo-T%C3%A9cnico-Proyecto-de-resolucion.pdf https://www.ins.gov.co/Direcciones/ONS/Resumenes%20Ejecutivos/Resumen%20ejecutivo%20informe%209%20Consecuencias%20del%20Conflicto%20Armado%20en%20Salud%20en%20Colombia.pdf
Colombian National Mental Health Policy	https://www.minsalud.gov.co/sites/rid/Lists/BibliotecaDigital/RIDE/VS/PP/politica-nacional-salud-mental.pdf https://www.minsalud.gov.co/Paginas/Gobierno-presenta-Politica-Nacional-de-Salud-Mental.aspx
National Psychosocial Rehabilitation Plan for Coexistence and No-Repetition	https://www.minsalud.gov.co/sites/rid/Lists/BibliotecaDigital/RIDE/DE/PS/plan-nacional-rehabilitacion-psicosocial.pdf
National Development Plan 2018-2022	http://www.andi.com.co/Uploads/PND-2018-2022-Articulado-06.02.19%20Final%20Finalpdf.pdf
Comprehensive Health Care Protocol with a Psychosocial Approach to Victims of the Armed Conflict (PAPSIVI)	https://www.minsalud.gov.co/sites/rid/Lists/BibliotecaDigital/RIDE/DE/PS/Protocolo-de-atencion-integral-en-salud-papsivi.pdf
Entrelazando	https://www.unidadvictimas.gov.co/sites/procesos_caracterizados/38.%20PROCEDIMIENTO%20ENTRELAZANDO%20v3.pdf
Community-based Approaches to MHPSS Programmes: A Guidance Note	https://migrationhealthresearch.iom.int/sites/default/files/publications/community-based_approaches_to_mhpss_programmes_a_guidance_note_1.pdf
Manual on Community-Based Mental Health and Psychosocial	https://www.iom.int/sites/default/files/mhpss/manual_july_02_2019r2.pdf

Support in Emergencies and Displacement	
Mental Health Law in Colombia	https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5618871/
Stigma and Mental Health in Victims of Colombia's Internal Armed Conflict in Situation of Forced Displacement	https://pubmed.ncbi.nlm.nih.gov/26574078/
Why Positive Deviance could be the answer to working in complex, messy places like Papua New Guinea?	https://oxfamblogs.org/fp2p/why-positive-deviance-could-be-the-answer-to-working-in-complex-messy-places-like-papua-new-guinea/
From best practice to best fit: understanding and navigating wicked problems in international development	https://www.odi.org/publications/8571-best-practice-best-fit-understanding-and-navigating-wicked-problems-international-development
Mental Health and Psychosocial resources	https://twpcommunity.org/
	https://www.who.int/mental_health/emergencies/IASC_MH_PSS_M_E_30.03.2017.pdf
	https://www.who.int/mental_health/resources/toolkit_mh_e_mergencies/en/
	https://www.who.int/mental_health/emergencies/IASC_guidelines.pdf
	https://www.who.int/mental_health/emergencies/guidelines_iasc_mental_health_psychosocial_june_2007.pdf
	https://www.hrw.org/report/2014/03/20/crisis-buenaventura/disappearances-dismemberment-and-displacement-colombias-main
	https://www.who.int/mental_health/evidence/atlas/mental_health_atlas_2017/en/
	https://www.who.int/mental_health/mhgap/en/
	https://www.who.int/mental_health/action_plan_2013/en/
	https://www.who.int/mental_health/evidence/atlas/profiles-2017/COL.pdf?ua=1
	https://www.researchgate.net/publication/308215080_Healing_invisible_wounds_and_rebuilding_livelihoods_Emerging_lessons_for_combining_livelihood_and_psychosocial_support_in_fragile_and_conflict-affected_settings
	https://kroc.nd.edu/assets/284864/informe_2_instituto_kroc_final_with_logos.pdf
	https://www.msf.es/sites/default/files/legacy/adjuntos/Informe-Colombia_Junio-2013.pdf
	http://www.scielo.org.co/pdf/cesm/v32n2/0120-8705-cesm-32-02-129.pdf

	https://www.minsalud.gov.co/sites/rid/Lists/BibliotecaDigital/RIDE/DE/presentacion-encuesta-nacional-salud-mental-2015.pdf
	https://www.medellin.gov.co/irj/go/km/docs/wpcontent/Sites/Subportal%20del%20Ciudadano/Bienestar%20Social/Secciones/Plantillas%20Gen%C3%A9ricas/Documentos/2011/MARILENE%20GARANDESSO.pdf
	https://doctorswithoutborders.org/sites/default/files/2018-08/MSF-Colombia-Three-Time-Victims.pdf
	http://www.scielo.org.co/pdf/crim/v51n1/v51n1a07.pdf
	https://www.researchgate.net/publication/254732910_Telling_Stories_for_the_Next_Generation_Trauma_and_Nostalgia
	https://www.researchgate.net/publication/44678498_Development_of_a_multi-layered_psychosocial_care_system_for_children_in_areas_of_political_violence
ADS Chapter 201 Program Cycle Operational Policy	https://www.usaid.gov/ads/policy/200/201
ADS Chapter 303 - Grants and Cooperative Agreements to Non-Governmental Organizations	https://www.usaid.gov/sites/default/files/documents/1868/303.pdf
CFR 200.306 - Cost sharing or matching	https://ecfr.io/Title-02/pt2.1.200#se2.1.200_1306
ADS Chapter 204 - Environmental Procedures	https://www.usaid.gov/ads/policy/200/204
U.S General Services Administration - Per Diem Rates	https://www.gsa.gov/travel/plan-book/per-diem-rates
Private Sector Engagement	https://www.usaid.gov/work-usaid/private-sector-engagement
	https://www.usaid.gov/sites/default/files/documents/1865/USAID_PSE_Policy_FAQs.pdf
Collaborating, Learning and Adapting (CLA)	https://usaidlearninglab.org/qrg/understanding-cla-0
Evaluation Policy at USAID	https://usaidlearninglab.org/evaluation-toolkit?tab=2
	https://www.usaid.gov/sites/default/files/documents/1870/USAIDEvaluationPolicy.pdf
Monitoring	https://usaidlearninglab.org/monitoring-toolkit?tab=3
	https://usaidlearninglab.org/library/complexity-aware-monitoring-discussion-note-brief
Activity MEL Plans	https://usaidlearninglab.org/monitoring-toolkit?tab=2&subtab=6
	https://usaidlearninglab.org/library/additional-help-activity-monitoring%2C-evaluation%2C-and-learning-plan-template

	www.usaid.gov/data
	http://www.monitor.net.co/
	https://www.usaid.gov/sites/default/files/documents/1861/DRAFT_Activity_MEL_Plan_Guideline_Nov_17_2017.pdf
	http://www.cgdev.org/publication/escaping-capability-traps-through-problem-driven-iterative-adaptation-pdia-working-paper
	https://asiafoundation.org/resources/pdfs/AnInnovativeApproachtoMonitoringHighlyFlexibleAidPrograms.pdf
	https://usaidlearninglab.org/lab-notes/using-feedback-loops-drive-success
Gender and Social Inclusion	https://www.usaid.gov/16-days/gbv-toolkits
	https://www.usaid.gov/documents/1865/toolkit-integrating-gbv-prevention-and-response-economic-growth-projects
	https://www.usaid.gov/documents/1865/toolkit-addressing-gender-based-violence-through-rule-law-projects
	https://www.usaid.gov/what-we-do/gender-equality-and-womens-empowerment/womens-economic-empowerment
	https://www.usaid.gov/what-we-do/gender-equality-and-womens-empowerment/reducing-gender-based-violence
	https://www.usaid.gov/gbv
	https://www.usaid.gov/sites/default/files/documents/1870/205.pdf
	https://www.usaid.gov/what-we-do/democracy-human-rights-and-governance/protecting-human-rights/disability
Outreach and Communications	https://www.usaid.gov/branding
	https://www.usaid.gov/branding/resources
	https://www.usaid.gov/ads/policy/500/501mad
	https://www.usaid.gov/branding/faqs

Annexes 2 to 12 are attached with the NOFO package in www.grants.gov

ANNEX 2 - SUMMARY BUDGET TEMPLATE

ANNEX 3 - YOUTH IN DEVELOPMENT POLICY

ANNEX 4 - YOUTH ENGAGEMENT IN DEVELOPMENT:

ANNEX 5 - POSITIVE YOUTH DEVELOPMENT MEASUREMENT TOOLKIT

ANNEX 6 - USAID DISCUSSION NOTE: CO-CREATION ADDITIONAL HELP

ANNEX 7 – INVESTING IN DIVERSITY

ANNEX 8 – USAID’s LOCAL SYSTEM FRAMEWORK

ANNEX 9 – PRIVATE SECTOR ENGAGEMENT POLICY

ANNEX 10 - COLOMBIA VIOLENCE AGAINST CHILDREN SURVEY

ANNEX 11 – AMELP TEMPLATES AND GUIDANCES

ANNEX 12 – CLIMATE RISK MANAGEMENT TABLES

ANNEX 13 – BRANDING AND MARKING GUIDANCE AND TEMPLATE FOR ASSISTANCE AWARDS

1. GUIDANCE

1.1 ADS 320.3.3 Branding and Marking Requirements for Assistance Awards

USAID’s policy is that programs, projects, activities, public communications, or commodities implemented or delivered under assistance instruments – such as grants, cooperative agreements, or other assistance awards – generally are “co-branded and co-marked.” In accordance with Section 700.16 of Title 2 of the CFR, this policy applies to assistance awards even when the award does not require any cost sharing (see ADS 303.3.10).

Please note that while USAID requires exclusive USAID branding and marking for acquisition awards, and co-branding with the assistance Recipient for assistance awards, USAID generally manages branding and marking in a similar manner for all U.S foreign assistance, to promote a consistent approach to branding and marking across all the Agency’s programs and maintain a brand identity that there are “from the American People.”

1.2 ADS 320.3.3.1 Co-branding and Co-marking for Assistance Awards

"Co-branding" and "co-marking" mean that the program, project, or activity marking represents both USAID and the implementing partner. The USAID Identity must appear on program materials produced for programmatic purposes with equivalent or greater size and prominence than the identity or logo of the implementing partner, a Recipient, another donor, or any third party. Program materials include the examples set forth in Section 700.16 of Title 2 of the CFR 700.

The AO, after consulting with the Principal Officer and RO, may determine that a program's goals require that the USAID Identity be larger and more prominent, if USAID is the majority donor and the USAID-funded program, project, or activity is especially important to USAID.

A host-country symbol or ministry logo or other U.S. Government seal or logo may also be added, if applicable. See Section 320.3.5.1 on the use of an additional or substitute logo or seal and tagline to represent a presidential, or other high-level interagency Federal initiative.

Please see the USAID Graphic Standards Manual and Partner Co-Branding Guide for further information on co-branding.

1.3 ADS 320.3.3.2 Branding and Marking Requirements for Specific Grant, Cooperative Agreement, or Other Assistance Awards

Requirements for marking assistance, including requests for presumptive exceptions and waivers for assistance awards, must comply both with this ADS chapter and Section 700 of Title 2 of the CFR, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. By policy, USAID requires non-U.S., non-governmental organizations, including non-governmental organizations in partner countries, to follow marking requirements for assistance awards as set forth in this ADS chapter and Section 700 of Title 2 of the CFR. AOs and the relevant RO(s), with support as needed from DOCs, Bureau/Office Communications Officers, and the Senior Advisor for Brand-Management in LPA, are responsible for ensuring that Apparently Successful Applicants and Recipients are familiar with the Agency's requirements for branding and marking.

Whether in connection with a competitive award, an unsolicited proposal, or other noncompetitive award, every Apparently Successful Applicant must submit a Branding Strategy and Marking Plan (see Section 320.3.1.4 regarding adding incremental funding to existing awards). The Marking Plan may include requests for the AO to approve presumptive exceptions (see Section 700.16 [g-h] of Title 2 of the CFR). A determination by an AO before the Agency makes an award that none of the presumptive exceptions applies is not subject to a separate appeal process, but the normal procedures for awarding or administering a grant may address it. A determination by an AO after the Agency makes an award that a presumptive exception does not apply is subject to the appeals process in Section 700 of Title 2 of the CFR.

The Branding and Marking Monitoring and Verification form serves as a tool to assist AORs in monitoring implementing partners' compliance with marking requirements.

2. TEMPLATES

2.1 BRANDING STRATEGY

THIS PORTION TO BE COMPLETED BY THE RECIPIENT

"USAID BRANDING STRATEGY"

WEAVING LIVES AND HOPE / HILANDO VIDAS Y ESPERANZA

AWARD NUMBER

DATE OF PLAN

1. Positioning

- What is the intended name of this program, project, or activity?
- Will this be co-branded with the partner/organization? If yes, how?
- Will a program logo be developed and used consistently to identify this program? If yes, please attach a copy of the proposed program logo.

2. Program Communications and Publicity

- Who are the primary and secondary audiences for this project or program?
- What communications or program materials will be used to explain or market the program to beneficiaries?
- What is the main program message?
- Will the Recipient announce and promote publicly this program or project to host country citizens? If yes, what press and promotional activities are planned?
- Please provide any additional ideas about how to increase awareness that the American people support this project or program.

3. Acknowledgements

- Will there be any direct involvement from a host country government ministry? If yes, please indicate which one or ones. Will the Recipient acknowledge the ministry as an additional co-sponsor?

Note: it is perfectly acceptable and often encouraged for USAID to "co-brand" programs with government ministries.

- Indicate if there are any other groups whose logo or identity the partner will use on programs with government ministries.

4. Budget

Please include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events and materials.

2.2 MARKING PLAN

2.2.1 General Instructions

USAID's policy requires non-U.S., non-governmental organizations, including cooperating country non-governmental organizations (and in rare cases, Public International Organizations) to follow marking requirements for assistance awards. Marking requirements, including requests for presumptive exceptions and waivers for assistance awards must be in accordance with 2 CFR 700.16(h).

With reference to ADS Sections 320.3.3.2 and 2 CFR 700.16, the Recipient must prepare a Marking Plan containing information substantially similar to the sample provided below:

“USAID MARKING PLAN”
WEAVING LIVES AND HOPE / HILANDO VIDAS Y ESPERANZA
AWARD NUMBER
DATE OF PLAN

- (1) Requirement: A description of the public communications, commodities, and program materials that the Recipient will produce as a part of the grant or cooperative agreement and which will visibly bear the USAID identity. These include: (i) program, project, or activity sites funded by USAID, including visible infrastructure projects or other programs, projects, or activities that are physical in nature; (ii) technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, websites/Internet activities, and other promotional, informational, media, or communication products funded by USAID; (iii) events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences, and other public activities; and (iv) all commodities or equipment provided under humanitarian assistance or disaster relief programs, and all other equipment, supplies and other materials funded by USAID, and their export packaging.
- (2) Table of Supplies and Equipment to be used in a visible manner in the fulfillment of the goals of the _____ project and an indication of how and where they will be tagged with the USAID identity.

Supply/Equipment	Type of Marking	Where Marking Placed
Computers?	USAID Identifying vinyl label	On front of monitor
Printers?	USAID Identifying vinyl label	On top of printer
Field Backpacks?	USAID Identifying vinyl label	On outside of backpack
Shirts/ Sports gadgets?		

- (3) Table of Deliverables expected to be produced in the conduct of this program: All deliverables will be marked in a visible manner with the USAID identity; below is an indication of what type of marking will be used and where on the deliverable the USAID identity will be placed.

Deliverable	Type of Marking	Where Marking Placed
Reports?	USAID printed identity	Front cover
Publications (brochures)?	USAID printed identity	Front cover
Website?	USAID web identity	Front page
Radio programs?		

- (4) Sub-Recipient: As specified in the standard provisions, the marking requirements will “flow down” to Sub-Recipients or sub-awards, and will include the USAID-approved marking provision in all USAID funded sub-awards, as follows: “As a condition of receipt of this sub-award, marking with USAID identity of a size and prominence equivalent to or greater than the Recipient’s, Sub-Recipient’s, other donor’s or third party’s is required.”

- (5) Any “public communications,” as defined in 2 CFR 700.1 (j), funded by USAID, in which the content has been approved by USAID, will contain the following disclaimer:

“This study/report/audio-visual/other information/media product (specify) is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of [insert Recipient’s name] and do not necessarily reflect the views of USAID or the United States Government.”

- (6) As specified in the standard provisions, _____ will provide the Agreement Officer’s Representative (AOR) or other USAID personnel designated in the grant or cooperative agreement with two copies of all program and communications materials produced under the award. In addition, _____ will submit one electronic or one hard copy of all final documents to USAID’s Development Experience Clearinghouse.

ANNEX 14 - ABBREVIATIONS AND ACRONYMS

AMELP	Activity Monitoring, Evaluation, and Learning Plan
AIP	Annual Implementation Plan
AO	Assistance Officer
AOR	Assistance Officer Representative
ADS	Automated Directives System
BSMP	Branding Strategy and Marking Plan
CFDA	Catalog of Federal Domestic Assistance
CPA	Certified Public Account
COP	Chief of Party
CLA	Collaboration, Learning and Adapting
CIRS	Context Indicator Reference Sheets
CDCS	Country Development Cooperation Strategy
DOC	Development Outreach Communication
EA	Environmental Assessment
EMA	Environmental Management Approach
ER	Environmental Review
ERF	Environmental Review Form
ETD	Environmental Threshold Decision
FAA	Foreign Assistance Act
GVP	Gender and Vulnerable Population
GBV	Gender Based Violence
GOC	Government of Colombia
GF	Grants Fund
IEE	Initial Environmental Examination
PAPSIVI	Integral Health and Psychosocial Rehabilitation Plan for Coexistence and No-Repetition
KM	Knowledge Management
LGBTI	Lesbian, gay, bisexual, transgender/transsexual and intersex
MHPSS	Mental Health and Psychosocial Support Services

MEO	Mission Environment Officer
MTDC	Modified Total Direct Cost
MEL	Monitoring Evaluation and Learning
MONITOR	Monitoring Management Information System
NICRA	Negotiated Indirect Cost Rate Agreement
NGO	Non-governmental Organizations
NOFO	Notice of Funding Opportunity
OFAC	Office of Foreign Assets Control
PWD	People with Disabilities
PIRS	Performance Indicator Reference Sheet
PSEA	Protection from Sexual Exploitation and Abuse
PIO	Public International Organization
PPP	Public-Private Partnerships
RIO	Reconciliation and Inclusion Office
RFA	Request for Application
RCE	Request for Categorical Exclusion
PDET	Rural Development Plan with Territorial Approach
SAM	System for Award Management
TEC	Technical Evaluation Committee
USG	U.S. Government
WLH	Weaving Lives and Hope

[END OF SECTION H]

[END OF NOFO 72051420RFA00013]