Issue Date: December 3, 2024
Pre-Application Conference: December 12, 2024
Deadline for Questions: December 23, 2024
Closing Date: February 4, 2024
Closing Time: 05:00 pm (Maputo Time)

Subject: Notice of Funding Opportunity Number (NOFO) 72065625RFA00005 SUCESSO - Tete & Manica

Activity Title: ***SU****staining* ***C****ontrol of the HIV* ***E****pidemic through quality* ***S****ervices, resilient* ***S****ystems, and Community* ***O****utreach* (SUCESSO) – *Tete & Manica*

Federal Assistance Listing Number: 98.001

Greetings,

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified entities to implement the ***SU****staining* ***C****ontrol of the HIV* ***E****pidemic through quality* ***S****ervices****, resilient*** ***S****ystems, and Community* ***O****utreach* ***(SUCESSO)–*** in ***Tete & Manica*** *Activity*. Eligibility for this award is restricted to local organizations.

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

To be eligible for award, the applicant must provide all information as required in this NOFO and meet eligibility standards in Section B 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 NOFO and to ensure that it has been downloaded 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 Support Center at 1-800-518-4726 or via email at support@grants.gov for technical assistance or if you need assistive technology and are unable to access any material on this site.

Unless an exception in 2 CFR 25.110 applies, applicants must comply with 2 CFR 25 requirements to obtain a Unique Entity Identifier (UEI) and register in the System for Award Management (SAM.gov), as applicable. See Section E, Submission Requirements and Deadlines, for more

information. The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early.

Please send any questions to the point(s) of contact identified in ***Section A.4***. 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 NOFO 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,

Patrice Lopez

Digitally signed by Patrice Lopez
Date: 2024.12.03 16:02:00 +02'00'

Patrice Lopez
Supervisory Agreement Officer

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SECTION A: BASIC INFORMATION

A.1 Executive Summary

The USAID **SUCESSO – Tete & Manica** Activity is expected to ensure the continuation of USAID's support for the national HIV response and ongoing efforts in USAID. The primary goal of **SUCESSO – Tete & Manica** is to support the Government of Mozambique to reach and/or maintain HIV epidemic control by 2031 in selected provinces supported by USAID's clinical HIV programming, specifically Tete and Manica Provinces. The activity will operate in a context where USAID will gradually transition up to 90% of its direct HIV direct services portfolio to Provincial Health Services (SPS) and Provincial Health Directorates (DPS) by the end of the activity. By 2031, USAID **SUCESSO – Tete & Manica** aims to achieve following results:

- *Result 1 (R1):* Improved facility-based quality of HIV services;
- *Result 2 (R2)*: Fortified provincial health systems to support the HIV response, and,
- *Result 3 (R3*): Strengthened high quality, comprehensive community-based HIV prevention and treatment services.

SUCESSO – Tete & Manica will be restricted to local organizations. The Activity will adopt provincially differentiated implementation approaches and support packages tailored to the demographic profiles, progress towards HIV epidemic control, and locally specific gaps identified in each province. Applicants are expected to form a strong consortium of partners, bringing together organizations with diverse expertise that collectively respond to the needs and expected outcomes of SUCESSO - Tete & Manica activity.

A.2 Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one Cooperative Agreement pursuant to this Notice of Funding Opportunity (NOFO).

Subject to funding availability and at the discretion of the Agency, USAID intends to provide **$77,500,000** in total USAID funding over a **five (5) year period**.

A.3 Start Date and Period of Performance for Federal Awards

The anticipated period of performance is **five (5) years**. The estimated start date will be the date of signature of the award or other date as determined by the Agreement Officer.

A.4 Agency Point of Contact

Patrice Lopez
Supervisory Agreement Officer
mission-maputo-oaa@usaid.gov

Nelly Mahanjane
Acquisition & Assistance Specialist
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A.5 Acquisition and Assistance Ombudsman

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

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

A.6 Authorized Geographic Code

The geographic code for the procurement of commodities and services under this Activity is **935** which includes the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source. Except as may be specifically approved in advance by the Agreement Officer, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in this NOFO, and must meet the source and nationality requirements set forth in 22 CFR 228.

- END OF SECTION A -

SECTION B: ELIGIBILITY

B.1 Eligible Applicants

Eligibility is restricted to **Local Mozambican Organizations** (local entities) as defined by ADS 303.6.

Local Entity as defined in Section 7077 of Public Law 112-74, the Consolidated Appropriations Act, 2012 (P.L. 112-74), as amended by Section 7028 of the Consolidated Appropriations Act, 2014 (P.L. 113-76), and included by reference in subsequent appropriations acts, local entity means an individual, a corporation, a nonprofit organization, or another body of persons that

(1) is legally organized under the laws of the Republic of Mozambique;
(2) has as its principal place of business or operations in the Republic of Mozambique; and
(3) is

(A) majority owned by individuals who are citizens or lawful permanent residents of the Republic of Mozambique; and

(B) managed by a governing body the majority of who are citizens or lawful permanent residents of the Republic of Mozambique.

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

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

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

B.2 Cost Sharing

Cost Sharing is not required for this activity.

- **END OF SECTION B -**

SECTION C: PROGRAM DESCRIPTION

This funding opportunity is authorized under the Foreign Assistance Act (FAA) of 1961, as amended. The resulting award will be subject to 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and USAID's supplement, 2 CFR 700, as well as the additional requirements found in Section H.

Acronyms List

ADS	Automated Directives System (https://www.usaid.gov/environmental-procedures/laws-regulations-policies/ads)
AHD	Advanced HIV disease
AIDS	Acquired immunodeficiency syndrome
AJUDA	Analyzing Joint Underperformance and Defining Assistance
ANC	Antenatal care
AO	Agreement Officer
AOR	Agreement officer's representative
ART	Antiretroviral Treatment
C/ALHIV	Children and adolescents living with HIV
CBO	Community-based organization
CDC	Centers for Disease Control and Prevention
CDCS	Country Development Cooperation Strategy
CCS	Well Baby Consultation (Consulta Criança Sadia)
CCR	Child at risk consultation (Consulta Criança em Risco)
CLA	Collaborating, Learning and Adapting
CLM	Community-led monitoring
COP	Country Operational Plan
COVID-19	Coronavirus disease 2019
CRM	Climate Risk Management
DDD	Decentralized drug distribution
DO	Development Objective
DPS	Provincial Health Directorate
DQA	Data quality assurance and assessments
DREAMS	Determined, Resilient Empowered, AIDS-Free, and Safe Programming
DSD	Differentiated Service Delivery
ECHO	Efficiencies for Clinical HIV Outcomes
EID	Early Infant Diagnosis
EMMP	Environmental Mitigation and Monitoring Plan
EMMR	Environmental Mitigation and Monitoring Report

FP	Family Planning
G2G	Government to Government Agreement
GBV	Gender-Based Violence
GESI	Gender and Social Inclusion
GIS	Geographic Information Systems
GRM	Government of the Republic of Mozambique
HCW	Health care worker
HEI	HIV-exposed Infant
HIV	Human immunodeficiency virus
HIVST	HIV Self Testing
HPV	Human papillomavirus
HRH	Human resources for Health
HSS	Health Systems Strengthening
HTS	HIV testing services
IEE	Initial Environmental Examination
IHO	USAID Integrated Health Office
IPV	Intimate Pattern Violence
ITT	Interruptions in Treatment
IMASIDA	Immunization, Malaria and HIV/AIDS Indicators Survey
INSIDA	Mozambique Population-Based HIV Impact Assessment
INGO	International non-governmental organization
IR	Intermediate result
KP	Key populations
LOE	Level of effort
MCH	Maternal Child Health
MEO	Mission Environmental Officer
MEL	Monitoring, evaluation and learning
MER	Monitoring, Evaluation, and Reporting
MH	Maternal Health
MNCH	Maternal Neonatal and Child Health
NCD	Non-Communicable Disease
NGO	Non-governmental organization
OVC	Orphans and vulnerable children
PEP	Post-Exposure Prophylaxis
PEPFAR	President's Emergency Plan for AIDS Relief
PHC	Primary Health Care
PICT	Provider-initiated testing & counseling
PLHIV	People living with HIV
PMTCT	Prevention of mother to child transmission
PNC	Prenatal care

PrEP	Pre-exposure prophylaxis
RRF	Rapid Response Fund
SAAJ	Adolescents and Youth Friendly Services
SBCC	Social and behavior change communication
SPS	Provincial Health Services
SOP	Standard operating procedures
SRH	Sexual and reproductive health
STI	Sexual Transmitted Infections
TB	Tuberculosis
UNICEF	United Nations Children's Fund
USAID	United States International Agency for Development
USG	United States Government
VCT	Voluntary Counseling and Testing
VL	Viral load
VMMC	Voluntary Medical Male Circumcision
WHO	World Health Organization

A. INTRODUCTION

The main goal of the USAID Sustaining Control of the HIV Epidemic through quality Services, resilient Systems, and community Outreach (SUCESSO) - Tete & Manica Activity is to support the government to reach and/or maintain HIV epidemic control by 2031 in select provinces supported by USAID's clinical HIV programming, namely Tete and Manica Provinces. The activity will operate in a context in which USAID will gradually transition (up to 90% by project's end) the HIV direct services clinical portfolio to Provincial Health Services (SPS) and Provincial Health Directorates (DPS).

Aligned with PEPFAR's Five-Year Strategy (December 2022), the PEPFAR Sustainability Roadmap, the HIV Response National Strategic Plan (2021 - 2025), and the Second HIV National Acceleration Plan (2024 - 2026), this activity responds to USAID/Mozambique's Country Development Cooperation Strategy Objective 1: Healthier and Better Educated Mozambicans, especially the young and vulnerable. This activity also aligns with USAID's global strategy on localization, which seeks to enhance the engagement of local partners by aiming to achieve a 50% involvement of local partners by 2030. Accordingly, SUCESSO - Tete & Manica will leverage localization lessons learned and experience of USAID/Mozambique's Integrated Health Office (IHO) and is expected to build on the gains and results of enhanced provincial-level capacity building being provided by USAID's "Efficiencies for Clinical HIV Outcomes" (ECHO) project, implemented by Abt Associates. SUCESSO - Tete & Manicaa will also capitalize on USAID Government-to-Government (G2G) investments across these same provinces.

SUCESSO - Tete & Manica will aim at achieving the following results by 2031:

- Result 1 (R1): Improved facility-based quality of HIV services;
- Result 2 (R2): Fortified provincial health systems to support the HIV response; and
- Result 3 (R3): Strengthened high quality, comprehensive community-based HIV prevention and treatment services.

SUCESSO - Tete & Manica is expected to support government efforts to ensure that gaps are addressed and that the country is on the right path to achieve and maintain 95-95-95 in the four provinces, using provincially differentiated implementation approaches and support packages that consider epidemiologic and demographic profile, progress towards HIV epidemic control, and identification of locally specific gaps.

B. PROGRAM DESCRIPTION

B.1 Background and Problem Analysis

Mozambique is a country of more than 34.5 million people, with a median age of 17.0 years. The total fertility rate is 4.6 and life expectancy at birth is 59 years. The country is challenged by high levels of poverty, with 42.1% of the population without access to drinkable water, 14.7% without access to electricity, and 71.3% without access to sanitation. Mozambique continues to rank low in the United Nations Human Development Index, ranking 185 out of 191 countries.

Shortly after obtaining independence in 1975, Mozambique entered sixteen years of civil war that highly impacted the country's overall infrastructure. Over the past half-decade, Mozambique has weathered a series of significant challenges, including major health crises (e.g., COVID-19, cholera, and wild polio) and escalating frequency and severity of climate-related disasters. Cyclones Idai (2019), Kenneth (2019), Freddy (2023), and Filipo (2024) not only disrupted livelihoods but also wrought havoc upon infrastructure and exacerbated the displacement of communities. Among the adult population (15 - 59 years old), HIV was the lead cause of death (25%) followed by infections, such as meningitis/encephalitis (22%) . Despite these harrowing statistics, between 2009 to 2019, the country has seen progress in key health indicators, including a 50% drop in mortality due to malaria, and a 28% reduction in mortality due to diarrheal diseases and lower respiratory infections. The most recent Demographic Health Survey also shows that under-five child mortality has declined from 97/1,000 in 2011 to 60/1,000 in 2022/23, and that institutional deliveries have increased from 55% to 65%.

HIV prevalence among adults in Mozambique is 12.5%, with current models estimating 2.4 million adults living with HIV, with prevalence higher among women (15.0%) than men (9.5%). The country has taken major strides forward in the past several years with 87% of adults (15+ years old) being aware of their status, 93% were on antiretroviral therapy (ART), and 89% were virally suppressed. Individual sub-populations, like pediatrics, adolescents, and young men, lag the general population.

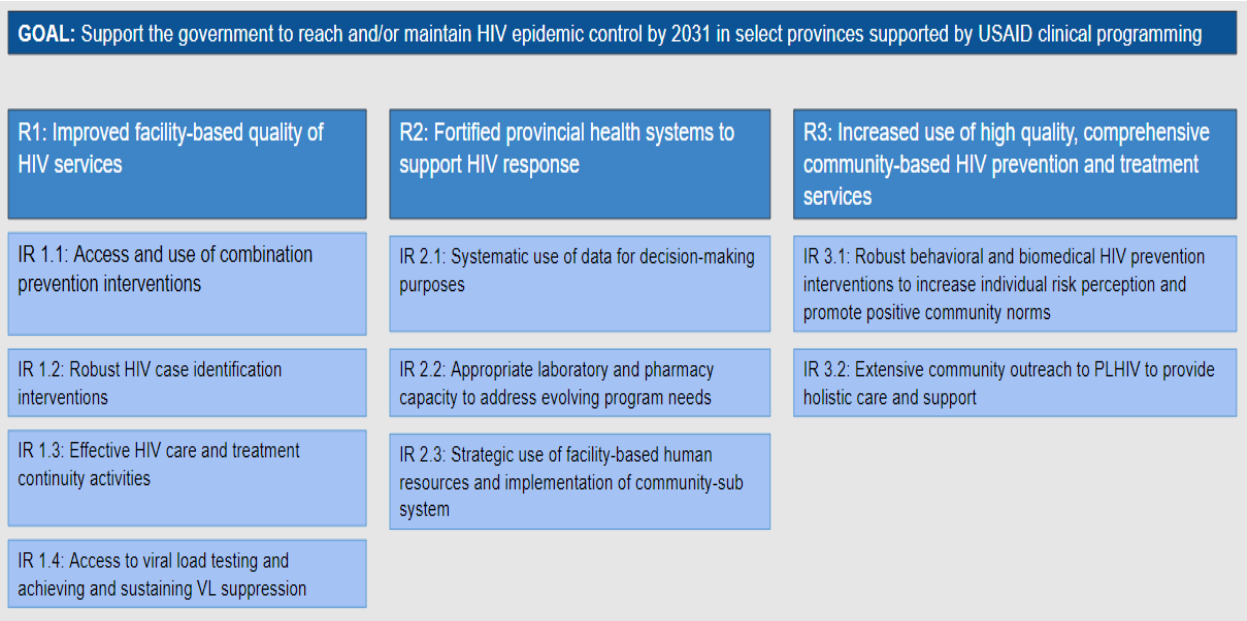
B.2 Overall Geographic Focus

SUCESSO - Tete & Manica will be implemented in Tete and Manica Provinces, with the possibility to expand to other provinces based on emerging needs identified by the USAID Mission, IHO and/or PEPFAR inter-agency team. In 2019, PEPFAR agreed with the Ministry of Health to provide direct service delivery support at a subset of all public health facilities through its implementing partners. These sites, affectionately known as AJUDA sites, serve 85% of all ART clients across the country, although ART client coverage may differ across provinces. While these sites have not shifted much over the past five years, as implementation evolves and new epidemiologic data become available, adjustments may be required, as dictated by USAID. Synergies and complementarity with sustainability sites, which are supported by provincial authorities with PEPFAR and non-PEPFAR funds, are encouraged to maximize the likelihood of reaching and/or maintaining provincial HIV epidemic control.

B.3. Logic Model and Intended Results

By 2031, USAID envisions provincial health directorates with appropriate capacity to maintain high levels of HIV treatment coverage and viral suppression, complemented by prevention interventions to reduce HIV transmission (Result 1 and Result 3), and buttressed by resilient provincial health systems (Result 2). USAID is committed to shifting leadership for priority setting, project design, implementation, and measuring results to local organizations and the host government to drive sustainable change. SUCESSO - Tete & Manica will require a nuanced package of support, tailored to the local context, which may vary not only by province but also across different communities within provinces. Having a strong understanding of strengths and challenges in these local communities will allow the awardee to tailor its support and adapt over

time. SUCESSO - Tete & Manica activities will be predicated on a regular review of provincial and local program data, determination of gaps, engagement of target populations in both program design and implementation, and subsequent programming and assessment of interventions that address those identified gaps.



Result 1: Improved facility-based quality of HIV services.
Strengthening HIV program quality and fostering service quality improvement is core to achieving 95-95-95 goals, improving the health of the Mozambican people, and providing person-centered appropriate prevention interventions to individuals at risk of acquiring HIV and treatment interventions to PLHIV. As provinces get closer to epidemic control, closing the final gaps will likely involve innovative approaches, tailored support to different subsets of PLHIV, and keen awareness of how to provide high quality care in a cost-effective manner. The quality and reach of HIV services in Mozambique has made great strides in recent years, as demonstrated by improvements between clinical cascade coverage of IMASIDA 2015 and INSIDA 2021. Still, there remain gaps and inequities in the response. Population-level viral suppression remains lower in the central and northern parts of the country, when compared to the south, and rates of viral load suppression remain stubbornly low among adolescents and young adults. Improving the quality and patient-friendliness of services will help close these gaps and ensure all populations can reach epidemic control. Streamlining and simplifying services, bringing them closer to clients and reducing the need for multiple facility touchpoints, will further enable PLHIV to remain healthy and engaged in HIV treatment. Targeted integration across disease areas may also allow for de-stigmatization of HIV and greater uptake of HIV prevention services among individuals who might be at risk of HIV acquisition.

<u>IR 1.1: Access and use of combination prevention interventions</u>

Illustrative activities (Illustrative activities are important but not sufficient - applicant expected to identify additional activities needed to achieve each of the results):

- Integrate prevention services (HIV testing, PrEP provision, condoms provision, STI screening and treatment, GBV screening and PEP provision, and referrals to VMMC as appropriate) into primary healthcare services including triage, emergency, within all MCH services entry points, example FP, ANC, SBCC, CCS/EPI, CCR, etc.
- Provide PrEP through differentiated service delivery models (facility and community-based) and through multi-month dispensing. Align DSD models with other prevention and health promotion activities were doing so aligns with client preferences (such as family planning services provided in the community).
- Develop support material for facility and community providers of prevention services, in collaboration with local governments and community stakeholders, that are informed by local data, and which target services towards key gaps and de-prioritize where there is saturation.
- Support development and roll out of SOPs and implementation models for new PrEP modalities that expand choice as allowed under Mozambican guidelines. Support the evaluation, piloting, and adoption of new products as they become available.
- Ensure guidelines on integration of HIV and family planning services are updated to include HIV prevention services and vice versa.
- Strengthen the integration of HIV prevention services into FP, STI, adolescent responsive/AYF services (SAAJ), DREAMS and MNCH platforms and settings reaching key populations.

IR1.2: Robust HIV case identification interventions

Illustrative activities (Illustrative activities are important but not sufficient - applicant expected to identify additional activities needed to achieve each of the results):

- Perform data reviews to examine where HIV testing is being offered and where HIV-positive individuals are either (a) being newly diagnosed, or (b) re-entering care. Use analyses to inform approaches (e.g., if high positivity in specific age-sex bands, increasing coverage); identify low volume-low positivity sites or high volume-low positivity sites for targeted changes or quality improvement activities.
- Strengthen the quality and provision of provider-initiated testing & counseling (PITC), HIV self-testing, voluntary partner notification (index testing), maternal retesting in ANC services for pregnant and breastfeeding women who previously tested negative, voluntary counseling & testing (VCT) and target community testing outreach tailored to the local context based on epidemic gaps.
- Ensure voluntary index and partner testing, including assisted and unassisted partner notification and contact tracing services adhere to WHO rights-based minimum standards of informed consent, confidentiality, counseling, correct test results, and connection to treatment or other services. Provide multiple options for delivering index partner testing for different client preferences, including anonymous methods for PLHIV not ready or willing to disclose.

- Deploy voluntary HIV self-testing interventions to reach key and priority populations at increased risk of HIV infection including young adults, men, key populations and their families and/or clients, index partners, adolescents and young girls, or other under-served at risk populations.
- Offer immediate initiation of ART services (through models appropriate to the local guidelines, potentially including telehealth linkage or linkage through a community health worker) at the time of diagnosis and, if community-based, connection to a client-preferred ART facility. In cases where immediate ART is not possible, provide linkage interventions that result in 95% of positives initiating ART within 14 days by addressing client-specific barriers.
- Support sites to achieve ≥95% coverage of EID testing for HIV-exposed infants by two months of age, 100% coverage by 12 months of age, and ensure immediate, same-day linkage to ART.

IR 1.3: Effective HIV care and treatment continuity activities

Illustrative activities (Illustrative activities are important but not sufficient - applicant expected to identify additional activities needed to achieve each of the results):

- Support high-quality facility-based HIV treatment services that ensure continuity of treatment for all population segments irrespective of duration on ART through innovative people-centered service delivery models and use of digital health technology.
- Assess potential barriers to continued adherence and retention for all clients on a regular schedule, assessing the desire for services through specific differentiated service delivery (DSD) models, and offering integrated mental health/psycho-social support services to clients with high-risk of IIT, defaulters and clients with elevated viral load. Utilize machine-based learning to flag clients most likely to need support to remain engaged in care and tailor adherence support packages to the client's specific needs.
- Offer ART through decentralized drug distribution (DDD) models where available, including, but not limited to, mobile brigades, community ART groups (GAACs), private sector pharmacies, community ART distribution by APS' and health providers, adolescent clubs, youth case management support and family-centered models.
- For those who interrupt care, implement a 'welcome back' package that embraces individuals who return to care, and provides tailored support to remain on ART. Support advanced HIV disease (AHD) services to all sites and attain optimal coverage of the core essential service package in eligible clients.
- Leverage peer support models (Mentor mothers, Youth mentors, male champions, other PLHIV) to improve outcomes for populations at risk of disengagement from treatment.
- Support the effective integration of HIV treatment services with other important health care services for PLHIV to ensure people-friendly, easy access to all health care needs, and non-stigmatizing services. Services can include:
    - non-communicable disease (NCD) screening and treatment;
    - voluntary family planning options for women of reproductive age;
    - TB screening, prophylaxis, diagnosis, and treatment;
    - Sexually Transmitted infection (STI) education, screening and treatment;

- IPV and gender-based violence (GBV) screening and treatment/referral services;
- PMTCT services with antenatal, postnatal and child health services; and
- OVC services for C/ALHIV and their families.

Tailor integration approaches based on the context and needs of specific facilities and populations.

IR 1.4: Access to viral load testing and achieving and sustaining VL suppression.

Illustrative activities (Illustrative activities are important but not sufficient - applicant expected to identify additional activities needed to achieve each of the results) - (in addition to IR1.3 Illustrative Activities):

- Saturate viral load coverage and sustain viral suppression rates through targeted demand creation in all DSD models.
- Routinely document sample collection, relevant client data, and result return times. Collaborate with partners providing laboratory sample transport to analyze data and improve the timeliness of results returned.
- Leverage digital technology to provide results to clients in near-real time, where feasible, and in alignment with principles of privacy and confidentiality.
- Strengthen management of treatment failure at all levels of care, which includes, but is not limited to, capacity building of service providers on enhanced adherence counseling; U=U treatment literacy, optimal viral load coverage, and active clinical case management of viremic patients and those confirmed to have treatment failure.
- Routinely assess barriers to adherence, including to specific sub-populations, and offer appropriate adherence support interventions (e.g., DSD models, linkage to nutritional support, etc.) to clients with identified barriers.
- Strengthen coordination with OVC programs to support adherence and viral load suppression among C/ALHIV and HEI. Ensure longitudinal tracking of maternal and infant service uptake and outcomes (including HEI final outcome).

Result 2: Fortified provincial health systems to support HIV response.

As Mozambique reaches and maintains HIV epidemic control, the management of HIV as a chronic condition will require a health system that is well managed and capable of absorbing challenges, shocks and changes while maintaining the provision of essential services, and efficiently resourced (e.g., human resources, equipment, and commodities). The COVID-19 pandemic highlighted the importance of resiliency of local health systems to withstand unanticipated shocks. In addition to COVID-19, Mozambique also suffers from security concerns in areas of the north, and has endured multiple environmental shocks, further highlighting the importance of strengthening the resilience of local health systems to serve people living with HIV. Building this resiliency will encompass several different elements, including the management and oversight of health facilities (and community-based programs); strategic deployment of available resources; use of data to inform planning and make necessary adaptations; and the creativity to pivot programming in the setting of unanticipated shocks. Alongside the objectives described in Result 1, SUCESSO - Tete & Manica will simultaneously work with provincial (and district) governments to improve the use of data for decision-making

purposes, strengthen laboratory and pharmacy capacity, and optimize the deployment and skillsets of human resources in the supported provinces. The specific blend of programmatic and systems strengthening work will need to be tailored to the needs of each province.

IR 2.1: Systematic use of data for decision-making purposes

Illustrative activities (Illustrative activities are important but not sufficient - applicant expected to identify additional activities needed to achieve each of the results):

- Promote and facilitate regular data review meetings with provincial leadership and/or health management teams, focused on identifying specific changes to improve the overall quality of service delivery.
- Support data use and management at site level, by supporting the institutionalization of data use and review through, promoting regular data review, including, strengthening the capacity of health care workers to use data at the facility level to drive improvements.
- Create routine and custom visual analytics that support district and provincial management teams to use data regularly to solve problems.
- Improve the quality of services provided at facility level, by implementing the national Quality Improvement Strategy, including data collection and analysis, development, implementation, and monitoring of targeted action plans.
- Work jointly with community-led monitoring (CLM) stakeholders and provincial/district managers to analyze data, design strategies for improvement, and improve the transparency of quality improvement efforts.
- Strengthen capacity to ensure data quality and reliability, through standardizing data quality assessment (DQA) approaches, supporting DQA processes and instituting appropriate changes to improve the accuracy of data collected.

IR 2.2: Appropriate laboratory and pharmacy capacity to address evolving program needs.

Illustrative activities (Illustrative activities are important but not sufficient - applicant expected to identify additional activities needed to achieve each of the results):

- Support the implementation of electronic laboratory and logistics information systems at the facility level, including roll-out, HCW training, and maintenance (where appropriate).
- Develop SOPs in tandem with provincial/district leaders to ensure communication of stock-levels (pharmaceuticals, supplies, and laboratory reagents), redistribution of commodities (as required), ordering and reporting, between facilities and local/regional warehouses.
- Support provincial coordination with central level partners providing services related to samples and results referrals and drugs/commodities distribution.
- Participate in the Provincial Medicines Technical Working Group (GTM Provincial) and ensure the use of nSIMAM (or alternative systems) data for decision making.
- Support the Improvement of Pharmacy business systems at health facility level with focus on people and processes and tools (shared vision, accountability, human resources, performance management, work conditions, continuous quality improvement….)

- Support integrated laboratory diagnostic work (including mapping and optimization exercises) on common platforms across disease states, including health threats (e.g., TB, HPV, HIV/EID, COVID).

IR 2.3: Strategic use of facility-based human resources and implementation of community-sub system

Illustrative activities (Illustrative activities are important but not sufficient - applicant expected to identify additional activities needed to achieve each of the results):

- Provide technical assistance to improve HRH management within provinces, including reducing vacancy rates, optimizing deployment of new HRH, and ensuring clearly outlined communication between facility and community-level HCWs.
- Support SPS/DPS developing provincial level HRH strategies, including staffing plans, developed and approved in line with GRM and provincial guidelines, training plans in line with overall provincial HIV strategies.
- Upskill the PEPFAR-supported health workforce to provide other PHC services (e.g., MNCH, SRH, TB, FP, COVID, NCDs, MH, GBV, and community care and support) for PLHIV as a bridge towards a multidisciplinary health workforce that can provide comprehensive and integrated services.
- Align the PEPFAR-supported health workforce (both facility- and community-based) with the local health workforce structure in collaboration with relevant line ministries (e.g. finance and planning).
- Conduct landscape analyses of the existing health system in consultation with the government and other stakeholders to determine needs for HIV programs and potential avenues of HIV integration into PHC.
- Support the development and/or formalization of processes for facility and community HCWs to review progress and improve coordination and documentation of services delivered through a combination of facility and community components.

Result 3: Increased use of high quality, comprehensive community-based HIV prevention and treatment services.

SUCESSO - Tete & Manica will support community engagement, as it is a critical component of high-quality primary healthcare services provision for people living with HIV and reaching people at risk of HIV acquisition. Provision of basic services for both prevention and treatment through community platforms helps reduce the costs for PLHIV to access ongoing care, opens more flexible and person-centered avenues for HIV prevention, and helps reduce the stigma associated with HIV. Coordination of integrated community-facility programming within existing governance structures ensures comprehensive, locally led health services, which can be delivered as effectively and potentially more efficiently than traditional care. Equally applicable is the need for SUCESSO - Tete & Manica to establish effective coordination and partnerships with existing or upcoming Activities and/or Community organizations working with vulnerable and hard to reach sub populations, such as children adolescents girls and key populations, and ensure linkages and support to prevention service and care and treatment cascade. If needed, SUCESSO - Tete & Manica can engage in joint efforts to enhance the existing platforms to

facilitate better integration of HIV services; this would include defining the package of services to be delivered through community-based actors (community HRH cadres, local organizations, etc.), including MoH efforts regarding the community-based subsystem, establishing guidelines for on-going support and referrals, and ensuring effective referral systems between health facilities and community structures are three important elements that support community-based care and must all be implemented in alignment with the national guidelines for HIV and TB. Engagement with community-led monitoring (CLM) initiatives will ensure that community concerns and challenges regarding quality of services are considered as part of implementation and quality improvement efforts.

IR 3.1: Robust behavioral and biomedical HIV prevention interventions to increase individual risk perception and promote positive community norms.

Illustrative activities (Illustrative activities are important but not sufficient - applicant expected to identify additional activities needed to achieve each of the results):

- Work and train community, community cadres and faith leaders to broaden messaging platforms and de-stigmatize HIV and integrate HIV prevention and violence prevention into broader health education efforts, tailored to specific population needs.
- Through community health cadre, improve HIV prevention and treatment literacy levels, including U=U messaging, among clients and in communities.
- Strengthen community health systems to offer HIV prevention services including HTS, assisted HIVST, virtual counseling and support, potential distribution of PrEP refills and condoms, referrals for social services.
- Use feedback from community leaders and clients and use locally relevant messaging platforms to increase understanding and awareness of PrEP, condoms and VMMC programs.
- Integrate HIV services into the local community structures for general health promotion, prevention, detection, and referrals to care and treatment services.
- Intentionally integrate HIV services with relevant programming platforms for other line ministries outside health such as Gender, Children and Social Action; Education and Human Development; Youth and Sports.

IR 3.2: Extensive community outreach to PLHIV to provide holistic care and support.

Illustrative activities (Illustrative activities are important but not sufficient - applicant expected to identify additional activities needed to achieve each of the results):

- Strengthen community health systems to integrate HIV into existing community health services, support comprehensive behavior change messaging, reduce IIT and support re-engagement into care, including, but not limited to, appointment reminders, active tracking systems, targeted clinical case management, non-judgmental, supportive providers, virtual adherence support, and innovations for re-engaging highly mobile populations in care. Sensitivities to the varied needs of the populations served (e.g.,

young adults, adolescents, KPs, men, families) should be a focus of mentoring of all providers to address beneficiary reticence in engagement in services.

- Assess the knowledge, skills, and support needs (including commodities) for community-based health workers to provide a comprehensive suite of integrated health services, including for HIV, and develop interventions to address the identified needs.
- Train and support community health workers including PLHIV to provide the core package of health, for health promotion and care and treatment services adherence as appropriate/necessary.
- Integrate HIV services into the local community structures for general health promotion, norms change, and HIV prevention, and detection and intentionally integrate HIV services with relevant programming platforms for other line ministries outside health such as such as Gender, Children and Social Action; Education and Human Development; Youth and Sports.
- Increase community participation of members of key and priority populations and KP, youth and community-led organizations in health decision-making forums and working groups (i.e. Comites de Saude/community health councils).
- Develop approaches to expand community (including faith-based) models to engage and access clients who may not be attending facilities for care and treatment services.
- Ensure coordination and referrals between clinical and community-based support services for children and families to support adherence, retention, including case conferencing.
- Collaborate with provincial governments to establish a harmonized system and formal remuneration of community health workers, in alignment with national guidelines, to implement integrated HIV with other disease programs and services, determine resource needs and plan accordingly.

B.4. Implementation Approach

SUCESSO - Tete & Manica represents a pivotal step in supporting USAID's vision of gradually transitioning up to 90% of clinical cascade service delivery activities to G2G agreements by 2031. The project's ability to support provincial capacity for a sustained and efficient national HIV response is fundamental to its success. USAID is seeking a continuation of effective interventions coupled with innovative tactics to reach and serve specific subpopulations lagging. At the same time, USAID is promoting the use of provincially differentiated implementation approaches and support packages that consider the epidemiologic and demographic profile, progress towards HIV epidemic control, and identification of locally specific gaps, including those related to gender issues, sub-populations and key populations.

In April 2026, SPS/DPSs will each be at different stages of capacity to directly manage the HIV service delivery portfolio. As such, the type of support required by the applicant will differ by province. The Activity is expected to assess the provincial context at the time of project initiation to ensure interventions are tailored to the unique context of each province. SUCESSO - Tete & Manica has the benefit of capitalizing on both the gains of enhanced provincial-level capacity building efforts currently being provided by the USAID-supported Efficiencies for Clinical HIV Outcomes (ECHO) project, implemented by Abt Associates, as well as existing USAID investments

under G2G agreements in each province. Through a collaborative decision-making process with USAID and SPS/DPSs, annual consensus should be reached on the most suitable and effective approach -- be it direct service delivery, technical assistance, or a combination of both -- acknowledging that the model will shift as the Activity ages. USAID, in partnership with stakeholders, will direct the successful Applicant during the work plan annual process, as to when and which interventions to transition, but expects successful implementing partners to demonstrate adaptable staffing and operational systems to respond to changing implementation approaches.

Based on significant progress in closing HIV clinical cascade gaps, a combination of some direct service delivery approaches and some more broad technical assistance is anticipated for Manica province. Whereas routine supervision of HIV services and training of personnel may be adequately managed by provincial authorities, support for human resources, information systems and community interventions may require additional intensive support in the initial phase of the Activity. Assessing the provincial context at the time of project launch, as well as existing G2G activities, will shed critical light on where the Activity may be best suited to fill critical gaps. The annual work planning process will also be a critical moment to align efforts between this Activity and G2G efforts. While the priority is ensuring that clients receive quality, person-centered care, the expectation is that the SPS/DPS will have greater capacity to deliver on this priority throughout the life of the Activity.

Based on significant progress in closing HIV clinical cascade gaps and a well-established Tete Province G2G agreement since 2019, the expectation is that HIV direct service delivery interventions will be channeled through the G2G, with SUCESSO - Tete & Manica offering technical assistance to ensure quality service provision as well as supporting complex program areas with additional expertise. While overall reporting, maintenance of reporting systems, and human resources (including direct service delivery staff, site-level lay staff and data clerks, and community-based cadres) will be under the Applicant's responsibilities at the onset of the project, gradual transition of these responsibilities throughout the life of the project is anticipated. The Applicant is encouraged to present a creative and cost-effective approach to technical assistance, acknowledging the local context and areas of greatest need.

The Applicant will work closely and regularly with USAID and SPS/DPS to assess and agree on readiness of activities for transition. Joint annual reviews between **SUCESSO -Tete & Manica**, SPS/DPS, and USAID are expected to make consensus-oriented decisions, and the PEPFAR Country Operational Plan (COP) annual exercise will also be a crucial moment to inform which activities and how and when to transition interventions, deciding which activities will be implemented under the G2Gs and which by the implementing partner/s. To meet transition objectives, USAID capacity strengthening approaches and mechanisms will play a key role in complementing **SUCESSO - Tete & Manica** technical implementation. These efforts will contribute to addressing SPS/DPS institutional capacity gaps that may hinder transition efforts. Applicants should demonstrate how they can adapt to changing implementation directives.

While the goal is to transition 90% of the HIV service delivery portfolio directly to G2G agreements by 2031, USAID acknowledges that the path may not be direct. The Applicant plays an essential role in anticipating and addressing potential setbacks and challenges throughout the process. The Applicant is expected to be prepared to mitigate any backsliding and intervene promptly, ensuring uninterrupted service delivery and safeguarding of provincial clinical cascade achievements.

Whether implementing directly, providing technical assistance, or some combination of the two, **SUCESSO - Tete & Manica** is encouraged to consider:
● Application of costing and cost-outcome analyses, or cost-effectiveness analyses for questions that indicate the benefit of certain interventions;
● Rapid adoption and utilization of approaches, models, or best practices that are "quick-wins";
● Strong synergies with community entities and partners to share in the delivery of services and in the achievement of results; and
● Readiness for and early uptake of promising policy reforms and strategies, and early adoption of state-of-the-art practices.

The Activity will also work to ensure consistent utilization of the latest evidence and data for decision-making and rapid scale up of effective HIV interventions. Furthermore, SUCESSO - Tete & Manica is expected to propose and utilize evidence-based models, approaches, and methods of service delivery based on gaps identified through: ongoing analyses of results achieved to date and HIV epidemiological context, epidemic drivers and challenges by province/region and population (i.e. children, youth, men and pregnant women) Government of Mozambique and PEPFAR priorities, PEPFAR Technical Considerations from the most recent annual country operational plan (COP), and any emerging new evidence.

SUCESSO - Tete & Manica Program Description has been developed based on the following assumptions:

- USAID/Mozambique's Integrated Health Office views Government-to-Government agreements (G2Gs) as the long-term strategy to support a sustained HIV response in the country;
- USAID/Mozambique's Integrated Health Office G2G mechanisms are consistently funded in a timely fashion to ensure no interruption in service provision;
- Provincial government capacity continues to positively evolve, with demonstrated capacity to assume greater service delivery responsibilities; and
- USAID/Mozambique's Integrated Health Office will have institutional capacity building mechanisms to support both provincial G2G mechanisms and civil society organizations, complementing the technical support being provided through SUCESSO - Tete & Manica.

Should any of these assumptions change or not be met, adjustments to SUCESSO's - Tete & Manica implementation model will likely be required. USAID will take the lead in signaling if it foresees any alterations required based on annual planning discussions, budget allocation, or any other strategic discussions. The Applicant is also required to highlight concerns or necessary adjustments in a timely fashion, offering proposed solutions that will most efficiently support

quality, patient-centered services while maintaining a vision toward increasing SPS/DPS responsibility.

B.5. Management Approach

The applicant is expected to develop a comprehensive program management plan that enables achievement of all intermediate results under the activity. The professional staff proposed should possess complementary experience that reflects a combination of strong management skills as well as specific technical expertise and competencies. SUCESSO - Tete & Manica aims to establish a robust management and staffing framework that prioritizes a strong technical footprint at the provincial level, supplemented by a subset of advisors at the central level. Central level advisors will cover various technical domains, ensuring comprehensive engagement with the Ministry of Health (MoH), including participation in technical working groups, provision of technical assistance, aiding in policy and strategy development, while providing technical assistance and ensuring alignment with national guidelines and standard operating procedures (SOPs) at the provincial level. At the central level, staff members will maintain regular communication with counterparts at USAID/Mozambique and MoH. USAID anticipates that SUCESSO - Tete & Manica proposes a structure that ensures timely and efficient intensive supportive supervision to all sites, with greater frequency for health facilities that are of greater volume and/or are struggling to meet expectations.

Additionally, SUCESSO - Tete & Manica should plan to deploy up to two embedded advisors directly at MoH, pending confirmation and in accordance with USAID guidelines. These advisors are expected to receive support for necessary equipment and report daily to MoH.

B.6. Summary of Relevant USG and Donor Activities

USAID/Mozambique's Country Development Cooperation Strategy (CDCS) 2020-2025 guides all USAID programming to support the Mozambique health sector. SUCESSO - Tete & Manica falls under Development Objective (DO) 1: Healthier and Better Educated Mozambicans, especially the young and vulnerable, and supports the achievement of three intermediate results (IRs) under this DO 1: IR 1.1 Quality of Health and Education Services Improved; IR 1.2 Utilization of Health and Education Services Expanded, Focusing on Youth and Gender; and IR 1.3 Resilient Health and Education Systems Strengthened.

SUCESSO - Tete & Manica is central to the Mission's PEPFAR portfolio and should be implemented in close coordination and through synergies with other USG and non-USG health and HIV investments. Opportunities for complementarity can be found both at the central and provincial levels, offering numerous ways to amplify impact and extend reach across shared priority geographic areas. Acknowledging the multitude of challenges facing many of our beneficiaries, the most cost-efficient approach to offering holistic services and care is to have long-term sustainable impact through thoughtful and intentional partnerships and referrals. USAID/Mozambique's Integrated Health Office has funding in a wide range of areas, from HIV-focused programming to maternal and child health, malaria, family planning, TB, global health security, and health systems strengthening. Global Fund has a significant HIV, TB, and malaria portfolio, in addition to an increased focus on health systems strengthening. There are many other active contributors in the health arena, including the World Bank and the broader United

Nations family, that are pivotal to the national response to improve health outcomes. Of course, other technical offices within the Mission, including education, democracy and governance, economic growth, and environment, also have a crucial role to play in building resilience and the health and well-being of the Mozambican population. Identifying potential collaborative efforts to address the holistic needs of our beneficiaries is highly encouraged.

C. STRATEGIC CONSIDERATIONS

C.1. Gender

Women are disproportionately affected by HIV; according to 2021 INSIDA data, prevalence of HIV among adults in Mozambique was 12.5%, with women being more infected (15.0%) than among men (9.5%), and HIV prevalence was two to three times as high among women as among men for youth between 15-29 years. Compounding this issue is the alarming rate of early sexual activity among young people aged 15 to 24, with 19% initiating sexual activity prematurely. This trend correlates with data from UNICEF, which highlights a concerning prevalence of child marriage, affecting 17% of girls under the age of 15 and a staggering 53% under the age of 18. Moreover, early sexual initiation is three times more prevalent among young women with limited or no access to education compared to their counterparts with higher educational attainment levels. All interventions under this Activity must be designed using a gender lens and utilize gender transformative approaches at the individual, community, structural, social, and political levels to achieve epidemic control.

USAID conducted a design-level gender analysis for this Activity and identified the following as opportunities in clinical HIV services: youth friendly services, safe space for key populations, improved empathy and privacy of providers, peer educators and leveraging of social media for young people, more accurate information on PrEP and HIV treatment, and improvement knowledge of GBV and linkage response. While the general issues around gender and inclusion for an effective HIV response are known, the successful Applicant will be expected to conduct an Activity level Gender and Social Inclusion (GESI) Analysis and Action plan within 90 days of the award to ensure gender and social inclusion issues are addressed within the Activity. The implementing partner(s) should focus on understanding how specific issues related to gender, youth, and disabilities, in addition to issues affecting key populations, affect their access to services. This will identify/refine differentiated strategies for ensuring no groups are left behind in the HIV response. This analysis should identify gaps and opportunities related to gender and youth that are specific to the areas of implementation. Monitoring, Evaluation, and Reporting (MER) indicators should capture the reach and results of different populations groups by age, gender, and vulnerability status. The MEL plan should include strategies to monitor and respond to gendered differences in programmatic results, with review of data and corrective measures incorporated into management practices. To the extent possible, the partner should involve youth and key populations in MEL activities. Finally, quarterly reports should include updates on gender/youth challenges and corrective measures or strategies employed to reach vulnerable populations.

C.2. Youth

Youth is a cross-cutting issue identified in the Mission's CDCS and is considered a key focus group both for USAID/Mozambique and PEPFAR, as Mozambique is facing a significant "youth bulge", with 53% of its population below 17 years old. The combined impact of poverty influenced by socio-economic conditions and the HIV/AIDS epidemic poses a major challenge for this population. Youth continue to lag in achieving the 95-95-95 goals; as of 2021 only 50% were aware of their HIV status, 52.6% of youth (15-24) were on treatment, and 41.6% had viral load suppression, the lowest compared to the other groups.

As Youth is a priority group for SUCESSO - Tete & Manica, USAID conducted an analysis of relevant documentation and held consultations with key stakeholders to ensure that this Activity is responsive and inclusive of Youth specific challenges and concerns related to access and retention in health and HIV services. The analysis identified the following factors as barriers for active uptake and maintenance of Youth in health and HIV services: lack of integrated prevention services in health facilities; complex flows and poor linkages between prevention services; limited adaptation of health services to youth needs (limited working hours for SAAJs, long waiting hours); discrepancies between demand creation done in the community and schools and the responsiveness and receptiveness at health facilities and by providers; and a lack of appropriate infrastructure within health facilities to provide friendly, safe and confidential services for key populations. The analysis identified concerns regarding the communication and technical capacity of health providers, and their preparedness to work with adolescents as they transition into adulthood, including lack of confidentiality, stigma, and discrimination. To support this, the analysis found that the delay in the HIV status disclosure process posed a barrier to treatment for adolescents, as parents struggled to openly disclose their kids' HIV status. Lastly, the role of parents is not well explored despite there being well-developed guidelines for this. The analysis identified the following good practices and interventions that create a youth supportive environment for health seeking behavior and active engagement with health facilities: Youth friendly services (SAAJs); adherence groups for adolescents and young people in care and treatment; peer support approach; self-testing; involvement of community leaders in community dialogues; and involvement of religious leaders in campaigns targeting adolescents. PrEP and combined prevention (with condoms) were presented as very appealing to youth, yet uptake and perception still needs improvement. Thus, greater investment in PrEP education was recommended. Additionally, improved integration of prevention services in health facilities and strengthened health education activities (use of mass media, community radios) have a great potential to mobilize youth.

Tailoring interventions to specific age groups, including young boys and girls, adolescent males and females, young women and men, and children under five, is imperative. Moreover, it's crucial that special attention is given to the unique needs of HIV positive youth, ensuring they receive the specialized support necessary to comprehend their HIV status and to equip them with the skills to effectively manage their health.

C.3. Local Systems

The USAID Localization Vision renews the agency commitment to localization by shifting more leadership, ownership, decision making, and implementation to the local people and institutions who possess the capability, connectedness, and credibility to drive change in their own countries and communities. SUCESSO - Tete & Manica is aligned with USAID's vision on localization and advances USAID/Mozambique's strategy towards that vision: to gradually expand direct support to provincial governments, through Government-to-Government (G2Gs) agreements and to support and build government and local entity efforts to develop sustainable systems for an improved and sustained HIV response. This activity is in full alignment with GRM health sector plans.

C.4. Sustainability

Sustainability of the PEPFAR program through host government systems is a priority to help ensure ownership and sustain results achieved by PEPFAR over time. SUCESSO - Tete & Manica is in full alignment with GRM health sector plans and the PEPFAR sustainability road map, expected by 2024.

C.5. Host Government, Donor, and other Counterpart Collaboration

Strong collaboration is expected with the GRM on the following: policy issues, alignment with national priorities, joint planning (work plan development), implementation and performance reports, data sharing, regular program coordination, communication with counterparts and strategic discussions to develop a shared vision for successful implementation of this activity. The Activity will collaborate with other PEPFAR and non-PEPFAR funded activities to develop synergies to maximize expected outcomes, which include but are not limited to other USAID and USG funded programs, and with other donors, as appropriate.

C.6. Climate Change Integration

As per the IHO Health Service Delivery Initial Environmental Examination (IEE), climate risks that potentially affect this activity were rated as moderate and moderate to high and include disrupted access to services and capacity support and damage to infrastructure due to storms, flooding, and drought. Therefore, this Activity will identify expected climate change impacts over the life of the Activity and demonstrate how those risks will be reduced to ensure sustainability. An overall Climate Risk Management (CRM) plan is required as part of the Environmental Mitigation and Monitoring Plan (EMM) annual deliverable.

C.7. Environmental Compliance Considerations

The Activity is covered under the Health Service Delivery Initial Environmental Examination (IEE) valid through June 30, 2027. The proposed interventions in this Activity fall under the categorical exclusion and negative determination categories. The AOR, in consultation with the Mission Environmental Officer (MEO), will oversee the implementation of the requirements in the IEE. In addition, the MEO will approve the Environmental Mitigation and Monitoring (EMMP) that the Implementing Partner will prepare prior to the commencement of activities, and will review and approve the Environmental Mitigation and Monitoring Report (EMMR) that the Implementing Partner will prepare on an annual basis.

C.8. Rapid Response Funds (RRF)

As part of this activity, a Rapid Response Fund (RRF) will be established to enable the Recipient to respond efficiently and effectively to rapid-onset natural and/or man-made disasters in the activity's target geographic areas. The purpose of the RRF is to quickly respond to, or mitigate, natural emergencies or crisis originated emergencies, which can lead to the outbreak of disease and challenges in accessing HIV services. Given the potential for known and unknown risks to project implementation, the applicant will propose an annual dedicated amount of $300,000, supported by a rationale, to address any RRF related activities. USAID is expected to give no objections to the proposed amount. Any RRF funds remaining by the end of activity will be de-obligated as part of the final sub-obligation. Any un-utilized RRF funds will roll over, year to year. The use of RRF requires AO prior approval based on a submission of a budgeted concept note and work plan. All activities funded by RRF will be reported on a quarterly basis and should be included in annual performance reports.

C.9. Sub-Awards

The local lead organization (prime) is encouraged to form a strong consortium of diverse partners to meet the needs and goals of SUCESSO - Tete & Manica. This lead organization will directly implement the activity and provide technical guidance to its sub-awardees to ensure effective execution. Grants can be given to government entities, local NGOs, community-based organizations (CBOs), faith-based organizations (FBOs), educational institutions, and others. USAID expects SUCESSO - Tete & Manica to allocate its entire community-based portfolio to local NGOs, including CBOs, through competitive sub-awards. Capacity building for better service provision and long-term sustainability is encouraged. If a consortium is formed, at least 75% of the budget should be managed by local organizations (prime and sub-awardees). For sub-awards with international organizations that focused on capacity building, include a phase-out plan with milestones, a timeline, and verification methods, not exceeding 24 months. The budget for international sub-awardees, regardless of the type of services provided (capacity building or technical expertise), should not exceed 25% of the total award budget.

C.9.1. Sub-awards to partner government entities

Sub-awards with government entities can be considered and should be targeted to foster district-level capacity and ownership by empowering government authorities to take charge in managing and implementing activities to improve HIV service delivery and support areas of the health system that offer the highest potential to catalyze lasting improvements in HIV service delivery. Illustrative sub-award activities include (but are not limited to): recruitment and deployment of health providers at health facilities, human resources management, and supervision and monitoring visits by provincial and district staff. The grants should be strategically structured to evolve as the capacity of the health district authorities grows—i.e, as local planning and budgeting for routine and basic needs improves, the grants could evolve to focus more on further innovations and different areas. The Recipient will implement a system for managing grants and the work plan should explicitly identify activities that are executed by grant recipients and propose benchmarks for how to transfer capacity and measure that transfer of capacity over the life of the project. Any sub-awards to partner government entities should follow and comply with guidance under USAID ADS 303.3.21.

D. COLLABORATING, LEARNING AND ADAPTING (CLA)

The Applicant will contribute to USAID's commitment to a multifaceted Collaborating, Learning and Adapting (CLA) approach to development. CLA is a key part of the implementation cycle, based on the understanding that development efforts yield more effective results if they are coordinated and collaborative yet rapid, targeted, and build on what works while eliminating what does not. The Applicant is expected to collaborate closely with key in-country stakeholders, including government, civil society, and other donors to share data from the activity results, implementation research, evaluations, assessments, and lessons learned from implementation. The Applicant is also encouraged to engage with universities and research institutions to advance any studies, operational research, and evaluations.

The Applicant must ensure that sufficient effort is invested to monitor activities, collect, analyze, and synthesize data, and to publish/share the data as broadly as appropriate. SUCESSO - Tete & Manica will improve and support the institutionalization of routine use of data analysis and review of global experience in a timely manner to adapt the activity to implement priority interventions. In alignment with the latest PEPFAR guidance, SUCESSO - Tete & Manica will adopt an aggressive, data driven approach to reach epidemic control while ensuring efficiency in the use of foreign assistance dollars. This may include cost effectiveness studies or cost-benefit analyses as previously mentioned. Central to this approach is the precise targeting and tailoring of support based on geographic area and on the burden of disease and need. Therefore, throughout the life of the activity, service coverage and results will be monitored closely, driving continuous learning and adaptation of interventions.

E. MONITORING, EVALUATION AND LEARNING

Monitoring and evaluating SUCESSO's – Tete & Manica results-focused progress towards achieving its objectives is critical to successful implementation. The Applicant must track indicators as per the official PEPFAR Monitoring, Evaluation, and Reporting (MER) Reference Guide. Updates required will be timely provided by USAID. All required indicators will be finalized at the time of the award and during work plan development. The Applicant must capture, document and report on the impact of USAID assistance, while strengthening and using relevant national, provincial, and district-level reporting systems. The contractor will be held accountable for building legitimate technical capacity of the Mozambican government to take over and improve HIV/AIDS service delivery. PEPFAR Country Operational Plans and targets are set annually, and the Applicant is expected to reach established targets.

Regarding data collected under this award, the applicant must submit any dataset created or collected with USAID funding to the Data Development Library at https://data.usaid.gov/. This is in keeping in accordance with ADS 579.3.2.1, along with the Executive Order 13642 and the OMB Data Policy (M-13-13) which states that an agency's "public data listing may also include, to the extent permitted by law and existing terms and conditions, Datasets that were produced through agency-funded grants, contracts, and cooperative agreements."

E.1. Use of Geographic Information Systems (GIS)

This award must ensure that the data collection and performance monitoring system used is able to report geo-enabled performance management data to USAID. The Applicant is expected to collect activity implementation data at the district and health facility level, and to disaggregate performance monitoring data at the same levels. Existing Government of Mozambique information systems and databases will be used to inform the structure of data collection and reporting. USAID seeks to utilize all performance data in its own GIS system to facilitate activity oversight. Please refer to ADS 579saa "Geographic Data Collection and Submission Standards An Additional Help" for further guidance on how to collect GIS information.

E.2. Evaluations

The AOR and the Technical Office, will coordinate with the Program Office to determine the need and relevance for the design and implementation of either a mid-term or an evaluation at the end of this activity. Evaluations can assess progress toward the overall objectives and results and/or can be targeted for a specific component of the award, support adjustments and/or guide the implementation, collect lessons learned, and inform new similar designs. USAID will fund the external evaluations.

F. SUBSTANTIAL INVOLVEMENT

USAID/Mozambique considers collaboration with the recipient crucial for the successful implementation of this program. Substantial involvement during the implementation of this award will include the following:

- **Approval of the Recipient's Implementation Plans**

The Recipient shall obtain the Agreement Officer Representative's (AOR) written approval for its implementation plan. The implementation plan includes the following: annual work plans, subawards, required reports, MEL plan, and knowledge management plans. Any change to the activity description or the approved budget requires Agreement Officer Representative's approval. If at the time of award, the program description does not establish a timeline in sufficient detail for the planned achievement of milestones or outputs, USAID may delay approval of the recipient's implementation plan for a later date. USAID must not require approval of implementation plans more often than annually. If the AO has delegated authority to the Agreement Officer's Representative (AOR) to approve implementation plans, the AOR must review the agreement's terms and conditions to ensure that changes to the terms and conditions are not inadvertently approved by the AOR.

In the spirit of partnership and collaboration, USAID will support CLA activities for HIV programs in Mozambique, including participation of PEPFAR implementing partners and GRM actors. The CLA approach is based on the understanding that development efforts yield more effective results if they are coordinated and collaborative; test promising, new approaches in a continuous yet also rapid manner, search for generating improvements and efficiencies, and build on what works and eliminate what does not. CLA activities must be incorporated into both work plans and MEL plans as directed by the AOR.

- **Approval of Specified Key Personnel**

All Key Personnel shall be employees of the prime recipient, not a sub-recipient. Before removing, replacing or diverting responsibilities from any of the listed or specified Key Personnel, the Recipient shall 1) notify the Agreement Officer reasonably in advance and 2) submit justification, including proposed substitutions in sufficient detail to permit evaluation of the individual and the impact on this agreement. Unless specified in writing by the Agreement Officer, no replacement of Key Personnel shall be made by the Recipient without the written approval of the Agreement Officer.

The authorized key personnel for this award are listed below:

1. Chief of Party
2. Technical Director
3. Strategic Information Director
4. HSS Director
5. Finance and Operations Director

- **Agency and Recipient Collaboration or Joint Participation**

It has been determined that the Recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge, and therefore the AO has authorized the following collaboration and joint participation of USAID and the Recipient on the program:

(1) When the recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge, the AO may authorize the collaboration or joint participation of USAID and the recipient on the program. There should be sufficient reason for Agency involvement and the involvement should be specifically tailored to support identified elements in the program description. When these conditions are met, the AO may include appropriate levels of substantial involvement such as the following:

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

- Concurrence on the substantive provisions of sub-awards. 2 CFR 200.308 already requires the recipient to obtain the AO's prior approval for the subaward, transfer, or contracting out of any work under an award. This is generally limited to approving work by a third party under the agreement. If USAID wishes to reserve any further approval rights for sub-awards or contracts, it must clearly spell out such Agency involvement in the substantial involvement provision of the agreement.

- Approval of the recipient's monitoring and evaluation plans.

Monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects. All such activities must be included in the program description, negotiated in the budget, and made a part of the award.

- **END OF SECTION C -**

SECTION D: APPLICATION CONTENT AND FORMAT

1. General Content and Form of Application

Preparation of Applications:
Each applicant must furnish the information required by this NOFO. Applications must be submitted in two separate parts: the Technical Application and the Business Application. This subsection addresses general content requirements applying to the full application. Please see subsections 2 and 3, below, for information on the content specific to the Technical and Business Applications. The Technical Application must address technical (e.g., programmatic) aspects only while the Business Application must present the budget and budget narrative, address risk, and include required standard forms and certifications.

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

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

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

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

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- Unless otherwise noted, the Technical and Business Applications and all supporting documents must be submitted in English.
- Use standard **8 ½" x 11",** single sided, **single-spaced, 12 point Calibri font, 1" margins**, left justification and headers and/or footers on each page including consecutive page numbers, date of submission, and applicant's name.
- A **10 point** font can be used for graphs and charts. Tables however, must comply with the **12 point Calibri** requirement.

- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated start date identified in **Section A** of this NOFO must be used in the Business Application.
- The Technical Application must be a searchable and editable Word or PDF format as appropriate.
- The Budget (submitted as part of the Business Application) 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 Budget submission is the unlocked Excel version.

Applicants should retain a copy of the Technical and Budget Applications and all enclosures for their records.

2. Technical Application Format

The Technical Application should be specific, complete, and presented concisely. The application must demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this Activity. The application should take into account the requirements of the Activity and merit review criteria found in this NOFO.

The Technical application narrative **must not exceed 25 single-spaced typed pages in English** (**12 font size Calibri Font**, single spaced, typed in standard **8.5 x 11** paper size **with one-inch margins both right and left** and each page numbered consecutively). **Pages in excess of the limit will not be evaluated**. To facilitate the competitive review of the applications, USAID will consider only applications conforming to the prescribed format and page limitations. Any other information submitted will not be provided to the Selection Committee and will not be reviewed. Letters of support are not requested and will not be provided to the Selection Committee.

It is the Applicant's discretion how to use their pages appropriately within the maximum number of page limitations.

A. Cover Page **(not counted against the page limit**)
B. Table of Contents (**not counted against the page limit**)
C. Executive Summary **(counted against the page limit)**
D. Technical Approach **(counted against the page limit)**
E. Management and Staffing Approach **(counted against the page limit)**
F. Monitoring, Evaluation and Learning Plan **(counted against the page limit)**
G. Technical Annexes (**not counted against the page limi**t)

The technical application must include the following, in the order presented below:

A. **Cover Page (not to exceed one page)** See Section D.1 above for requirements

B. **Table of Contents:** Include major sections and page numbering to easily cross-reference and identify merit review criteria.

C. **Executive Summary:** The Executive Summary must provide a high-level overview of key elements of the Technical Application.

D. **Technical Approach**

The technical approach must demonstrate a comprehensive understanding of the HIV epidemiological context, including specific challenges, gaps, and opportunities by selected provinces and among targeted populations. It should use and analyze existing data to identify issues across political, socio-economic, programmatic, and environmental domains and propose a tailored, technically sound, and feasible strategy. This strategy should address programmatic, geographic, and population-specific gaps through innovative and cost-effective interventions aligned with the expected results. The approach must outline interventions to achieve the first 95 target by identifying and testing previously unreached HIV-positive individuals, ensuring early linkage to ART, and implementing strategies to maintain 95% ART coverage among diagnosed PLHIV. Additionally, it should emphasize combination prevention services by ensuring HIV-negative clients are linked to biomedical and other preventive measures. Retention, adherence, and service quality must be prioritized to achieve a 95% viral load suppression rate among individuals on treatment. The proposal should integrate innovative strategies to expand access to critical services, such as index case testing, viral load and EID testing, advanced HIV disease care, and differentiated service delivery models. Systematic monitoring and quality improvement efforts at both facility and community levels are essential to ensure sustainable outcomes. Social and behavior change (SBC) interventions must also be incorporated to promote health behaviors and adherence practices.

An adaptive strategic, staffing, and operational plan must respond to evolving implementation needs, supported by a clear engagement strategy to strengthen the national HIV response at the central level. Integrating HIV services into primary healthcare should be prioritized to ensure sustainability and alignment with national health priorities. The proposal must clearly articulate the likelihood of the proposed interventions achieving the intended results outlined in Section I, B.3, emphasizing technical soundness and alignment with expected outcomes. A focus on underserved groups is critical, requiring a clear, innovative plan to address specific gaps and challenges preventing these populations from achieving the 95-95-95 HIV health goals. Gender inequalities must be tackled, and principles of diversity, equity, inclusion, and accessibility prioritized for meaningful and lasting impact. Support for the government is vital in enhancing the collection of data. The technical approach should demonstrate sustainable support to the Government of Mozambique (GRM) in collecting, analyzing, and using program data for

planning, decision-making and managing programs at all levels. This includes improving health outcomes, increasing cost-efficiency, and introducing innovative solutions based on the latest evidence to guide priority interventions. It should also outline strategies for improving the quality of data collected and reported through GRM's health information systems. Additionally, the proposal should present a clear vision for how routine data will be enhanced by implementation research, evaluations, and existing surveillance efforts to prioritize and monitor activity strategies. Finally, it should describe a practical approach to support the transition of health information systems from PEPFAR to GRM, ensuring a smooth and sustainable shift.

E. Management and Staffing Approach

The Applicant must describe how the proposed plan will contribute to achieving the results outlined in the activity description by demonstrating the suitability of the proposed Key Personnel. This includes meeting the minimum requirements set forth in Section F.4., including resumes, references, Letters of Intention and Availability, and the likelihood of the proposed personnel successfully managing the technical and administrative aspects of the award to achieve the desired outcomes.

The Applicant must also illustrate how the technical expertise, education, and experience of all staff members are conducive to achieving the expected results, while accounting for potential changes in human resources and operational patterns to effectively respond to evolving implementation and support needs. The proposal should outline a comprehensive Human Resources strategy, emphasizing the provincial footprint and structure required to ensure adequate technical assistance, implementation, and quality oversight for supported health facilities. The Applicant must detail staffing and operational patterns needed to adapt to changing implementation strategies, the feasibility of the proposed rapid mobilization and start-up plan, and strategies to enhance recruitment and retention of local staff and key personnel.

Additionally, the Applicant must describe the consortium model, clearly articulating the expertise of the prime and participating partners, along with the unique experience and expertise each brings to achieving the expected results. The plan should define roles, responsibilities, lines of communication, and authority among consortium members, while specifying mechanisms for decision-making, collaboration, and knowledge sharing to ensure cohesion and effective teamwork.

F. Monitoring, Evaluation and Learning Plan

This section must demonstrate how the proposed monitoring and evaluation (M&E) plan will contribute to achieving the expected results under this activity by focusing on data management, capacity building, and sustainability. The plan should highlight strategies for the effective collection, analysis, and use of data to guide program management, improve outcomes, and ensure data quality. It must include a clear approach to maintaining accurate, reliable, and timely information, enabling data-driven decision-making.

This activity should leverage the latest evidence to inform the implementation of priority interventions, while ensuring alignment with current best practices for maximum impact. The

plan must also prioritize effective information sharing and dissemination of lessons learned with stakeholders, fostering collaboration, transparency, and accountability throughout the program. This section should clearly explain how it will build sustainability and include technical assistance strategies aimed at strengthening the capacity of government entities to analyze and use data effectively for decision-making and programmatic adjustments. It must outline a practical approach for transitioning health information systems previously supported by PEPFAR to full government ownership, ensuring their continued functionality and integration into the local health system. This transition must be designed to secure long-term sustainability and alignment with national health priorities.

G. Authorized Annexes (The below are the only Annexes authorized under this solicitation. No other supporting documentation will be reviewed and evaluated):

Annexes: Promotional literature and materials regarding the applicant must not be submitted as part of the annexes. The following items are not subject to the page limitation and will not be counted (a page in the technical application, which contains a table, chart, graph, etc., not otherwise excluded below, is subject to the "page" limitation):

1) Draft Activity Monitoring and Evaluation Plan (suggested page limit 5 pages)

2) Resumes of Key Personnel, CV's and Letters of Commitment (suggested not exceed 5 pages)

3) Organizational and Management Chart

All other items not listed as an annex are included in the above page limitation. Please number pages as "Page x of xx Pages" where a page number combined with a letter indicates a page that is exempt from the 25-page limitation.

Annexes can be numbered separately and should be numbered as "Annex 1: 1 of X, Annex 2: 2 of X", etcetera. Pages should be numbered at the bottom.

4) List of Past Performance Information (not to exceed 1 page per award) -

The applicant must provide information regarding its recent history of performance for all its contracts, grants, or cooperative agreements, including any fixed amount awards involving similar or related Activities/programs during the past three (3) years, as follows:

- Name of the awarding organization (e.g., funder);
- Award number, (if available);
- Activity title;
- A brief description of the activity;
- Period of performance (e.g., start and end dates);
- Performance location
- Award amount;
- Reports and findings from any audits performed in the last five (5) years; and

- Names, tile and contact information (including current telephone number and e-mail address) of at least two (2) professional contacts who supervised/most directly observed the work performed.

3. Business Application Format

The Business Application must be submitted separately from the Technical Application. While no page limit exists for the full Business application, applicants are encouraged to be as concise as possible while still providing the necessary details. The Business Application must reflect the entire period of performance, all costs associated with activities included in the technical application (including those to be financed by cost share, or any other non-Federal funding source), and include the required and completed SF-424 Standard Forms. Applicants should ensure that any required supporting documentation identified in the Budget and Budget Narrative instructions below is included in an annex.

Prior to award, applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the applicant's risk in accordance with 2 CFR 200.206. Applicants should not submit any additional information with their initial application.

The Business Application must contain the following sections:

- Cover Page (See Section D.1 above for requirements)
- SF 424 Application and Budget Form

The applicant must sign and submit the following forms from the Standard Form (SF) 424 series. Standard Forms and their accompanying instructions can be accessed electronically at https://www.grants.gov/forms/forms-repository/sf-424-family (use the "Grants.gov" forms). This includes the submission of the:

- Application for Federal Assistance (SF-424)
- Budget Information for Non-Construction Programs (SF-424A).

Applicants should carefully review the official Grants.gov instructions for completing each Standard Form. Failure to accurately complete these forms could result in the rejection of the application.

a) Required Certifications and Assurances

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

(1) “Certifications, Assurances, Representations, and Other Statements of the Recipient” ADS 303mav document found at https://www.usaid.gov/ads/policy/300/303mav

(2) Certificate of Compliance: If applicable, U.S. NGOs may submit a copy of the Certificate of Compliance if the organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

b) 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 program year, including itemization of the federal and non-federal (e.g., cost share, matching, or leverage) amounts. 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 Business Application.

The Budget Narrative must be submitted as a separate Word of PDF file and must contain sufficient detail to allow USAID to understand the proposed costs. The applicant must ensure the budgeted costs address all programmatic and administrative activities described in the Technical Application and specifically address any additional requirements identified in the solicitation (e.g., Branding and Marking, PSEA compliance, etc.). The Budget Narrative must be thorough, including sources, descriptions, and rationales for costs to support USAID’s determination that the proposed costs are reasonable, allocable, and allowable in accordance with the Cost Principles in 2 CFR 200, Subpart E. Applicants should ensure the Budget and Budget Narrative are consistent with and reflect all activities included in the Technical Application.

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

- Summary Budget, inclusive of all Activity costs (federal and non-federal), broken out by major budget category and by year for the entire period of the Activity. The Summary Budget should reflect all proposed activities to be implemented by the applicant and any potential subrecipients and should facilitate completion of the SF-424A (i.e., the Summary Budget and SF 424A major budget categories must match). See Annex 1 for Summary Budget Template.
- Detailed Budget, including a breakdown of each major budget category by year for the entire period of the Activity, sufficient to allow the Agency to determine that the costs accurately reflect the proposed program activities and represent a realistic and efficient use of funding.
- Detailed Budgets for each subrecipient, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for the entire period of the Activity,

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

1) Personnel – Costs of employee salaries and wages must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services and the applicant's established policies and practices for similar work. The applicant's Budget must include position title, base salary rate, level of effort, and salary escalation factors for each position. The AO may request an apparently successful applicant's established written policies on personnel compensation. Applicants must explain all assumptions in the Budget Narrative. 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 support market research. *Applicants should not include the personnel costs of consultants, contractors, or subrecipients under this category*.

2) Fringe Benefits – Costs of employee fringe benefits must be proposed consistent with 2 CFR 200.431 Compensation - Fringe Benefits, as required by applicable law, and in accordance with the applicant's established policies and practices. Fringe benefits include allowances and services provided by employers to their employees in addition to regular salaries and wages (e.g., paid leave, health insurance, retirement, etc.). The applicant's Budget and Budget Narrative must include a detailed breakdown of all proposed fringe benefits along with a description of how costs are calculated (e.g., as a percentage of salary, as a per-person expense, etc.). *Only fringe benefits that will be recovered as direct costs should be included in this category; applicants with a negotiated indirect cost rate agreement (NICRA) that includes a fringe benefit rate must include indirect fringe costs under the "Indirect Charges" category*.

3) Travel – Travel and transportation costs must be proposed consistent with 2 CFR 200.475 Travel Costs and in accordance with the applicant's established policies and practices. Travel costs may include program-related transportation, lodging, or subsistence for applicant employees (e.g., flights, hotels, per diem, etc.). The applicant's Budget must breakdown individual travel costs and the Budget Narrative must provide details to explain the travel costs (e.g., purpose and number of trips, mode of transportation, the origin and destination, the number of individuals traveling, the duration of the trips, estimated unit costs, etc. The AO may request an apparently successful applicant to provide supporting documentation (e.g., company travel policy, quotation, etc.).

4) Equipment - Costs must be proposed consistent with the definitions of equipment, capital assets, and personal property (tangible) in 2 CFR 200.1, with 2 CFR 200.313 Equipment and 200.439 Equipment and Other Capital Expenditures, and with the applicant's established accounting practices (e.g., capitalization level for financial statement purposes). The applicant's Budget must provide a breakdown of individual equipment costs, including type, quantity, and unit cost. The Budget Narrative must

include information on models/specifications, the purpose of the equipment, and the basis for the quantity and cost estimates. The Budget Narrative must support the necessity of any equipment purchase in light of such factors as: rental costs of comparable equipment, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the equipment.

5) Supplies - Costs must be proposed consistent with the definitions of supplies and personal property (tangible) in 2 CFR 200.1 and the applicant's established accounting practices. Supplies are defined as all tangible personal property other than those described in the definition of equipment. The applicant's Budget must provide a breakdown of individual supplies, including type, quantity, and unit cost. The Budget Narrative must.include information on specifications, the purpose of the supplies, and the basis for the quantity and cost estimates. The Budget Narrative must support the necessity and reasonableness of any supply purchases.

6) Contractual – Costs in this category must include all contracts (except those for individual consultants and those already included under "Equipment," "Supplies," or "Construction") and all subawards. This includes rental and lease agreements for equipment or real property. See 2 CFR 200.331 for assistance regarding subrecipient and contractor determinations. Contractor and subrecipient budgets should reflect the same major budget categories and include budget narratives with the same required information as detailed in this Budget and Budget Narrative section of the Business Application Format instructions. *Applicants should not include the costs for individual consultants in this category; consultant costs should be included under "Other"*.

7) Construction – Not anticipated under this award.

8) Other – Applicants should include any other direct costs associated with the proposed program that are not already captured under another cost category (e.g., costs related to individual consultants, report publication/printing costs, training/event/activity costs, staff development, or administrative expenses not recovered via "Indirect Charges"). The applicant's Budget must provide a breakdown of all other expenses in this category, including type, quantity, and unit cost. The Budget Narrative must provide supporting information on the rationale and reasonableness for each proposed expense and the basis for the proposed quantity and unit cost estimates. *For applicants electing to recover all administrative costs directly (i.e., to follow "Method 1" described below to allocate a portion of shared "overhead" or "indirect" costs directly to the program), these cost elements must be itemized under this category and the applicant must explain the allocation basis for each.*

9) Indirect Charges – Applicants must include all indirect costs under this category. Applicants may recover indirect costs via one of the Methods listed below, depending

on applicant preference, eligibility, and the approval of the AO. The applicant must identify the selected Method and reflect this in the Budget and Budget Narrative, providing the applicable supporting information, as required. For more information on indirect costs and cost recovery, see **2 CFR 200 Subpart E** (https://www.ecfr.gov/current/title-2/subtitle-A/chapter-II/part-200?toc=1) and refer to USAID's Indirect Cost Rate Guide for Non-Profit Organizations (https://www.usaid.gov/partner-with-us/resources-for-partners/indirect-cost-rate-guide-non-profit-organizations) for further guidance. Options for indirect cost recovery include:

- Method 1 - Direct Charge Only (i.e., direct cost allocation)
  Eligibility: Any applicant that does not have or intend to propose a NICRA (see Method 2) or use a de minimis rate on U.S. Federal awards (Method 3).

  Application Requirements: **All costs must be reflected under the "Other" cost category**. See the instructions above on how to reflect allocated "administrative/indirect" costs in the Budget and what supporting information must be provided as part of the Budget Narrative.

- Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)
  Eligibility: Any applicant with a NICRA issued by a USG Agency or any applicant intending to propose NICRA rate(s) for use under this (and all other) Federal awards.
    - Applicants with a current NICRA must apply those rate(s) or provide a formal letter explaining the use of lower rates (see Appendix V of USAID's Indirect Cost Rate Guide for Non-Profit Organizations (https://www.usaid.gov/partner-with-us/resources-for-partners/indirect-cost-rate-guide-non-profit-organizations) for a sample letter).
    - Applicants intending to negotiate a NICRA must be able to demonstrate adequate financial and administrative systems, policies, and practices (see Sections 2-3 of USAID's Indirect Cost Rate Guide for Non Profit Organizations ((https://www.usaid.gov/partner-with-us/resources-for-partners/indirect-cost-rate-guide-non-profit-organizations) for more information on requirements, process, and timelines).

Application Requirements: Applicants with a current NICRA must include a copy as an annex to the Budget Narrative. If the NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Applicants intending to negotiate a NICRA must include proposed provisional rate(s) in the Budget and must submit an initial indirect cost rate proposal to support proposed rates. Note: Applicants should carefully review USAID's Indirect Cost Rate Guide for Non Profit Organizations to ensure they meet eligibility requirements, can provide all required supporting documentation for a NICRA, and understand the timeline and steps in the process.

- Method 3 - De minimis rate of up to 15 percent of modified total direct costs (MTDC)
  Eligibility: Any applicant, except applicants with a NICRA

Application Requirements: Applicants may determine the appropriate rate up to the 15 percent limit. The de minimis rate does not require documentation to justify its use and may be used indefinitely. Organizations electing to use the de minimis rate must ensure the same rate (up to 15 percent) is used for all Federal awards until and unless the organization chooses to apply for a NICRA. The applicant must describe in the Budget Narrative which cost elements it will charge directly vs. indirectly and reflect this in the budget. Costs must be consistently charged as either direct or indirect costs and may not be double charged or inconsistently charged as both. See 2 CFR 200 for further information.

Application Requirements: Applicants must provide the proposed fixed amount and a supporting worksheet that includes the following:

- Total costs (i.e., direct and indirect) incurred by the organization for the previous fiscal year and estimates for the current year.
- Total indirect costs incurred (e.g., costs necessary for the day-to-day operations of the organization that were not recovered directly as cost line items under awards) for the previous fiscal year and estimates for the current year. Review USAID's Indirect Cost Rate Guide for Non-Profit Organizations for more information on indirect costs.
- Proposed method for prorating total estimated indirect costs equitably and consistently across all programs and activities. This includes describing the allocation base for each indirect cost element that reasonably corresponds to the benefits of that particular cost element to each program or activity. Review USAID's Indirect Cost Rate Guide for Non-Profit Organizations for more information on approaches to allocating indirect costs equitably across multiple programs/cost objectives.

If the applicant does not have a NICRA and requests to use Method 2 (NICRA) or Method 4 (Fixed Amount), the Agreement Officer will provide further instructions and may request additional supporting information, including financial statements and audits, should the application still be under consideration after the merit review.

10) Cost Sharing – Not applicable.

c) Prior Approvals in accordance with 2 CFR 200.407

Cost principles specifically require Agency written prior approval for certain items of cost. For these items, simply including the item in the detailed budget does not satisfy the requirement for Agency prior approval. To request that such an item be approved in an award, the applicant must include an explicit request for its approval in the Budget Narrative. Note that any such approval is at the Agreement Officer's discretion and such approval may not be granted at the

time of award. See 2 CFR 200.407 for information regarding which cost elements require prior written approval.

d) Approval of Subaward Activities

The applicant must submit the following information for each subaward that it wishes to have approved at the time of award:

- Name of prospective subrecipient organization
- Subrecipient organization's UEI, unless exempted under 2 CFR 25.110 (see Section E – Submission Requirements and Deadline for more information).
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (www.SAM.gov)
- Confirmation that the subrecipient does not appear on the U.S. Treasury Department's Office of Foreign Assets Control (OFAC) Specially Designated Nationals (SDN) and Blocked Persons list (https://sanctionslist.ofac.treas.gov/Home/SdnList)
- Confirmation that the subrecipient is not listed in the United Nations Security Council Consolidated list (https://main.un.org/securitycouncil/en/content/un-sc-consolidated-list)
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.332(c); including any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

e) History of Performance

The applicant must provide information regarding its recent history of performance for all its contracts, grants, or cooperative agreements, including any fixed amount awards involving similar or related Activities/programs, during the past three (3) years, as follows:

- Name of the awarding organization (e.g., funder);
- Award number (if available);
- Activity title;
- A brief description of the activity;
- Period of performance (e.g., start and end dates);
- Performance location
- Award amount;
- Reports and findings from any audits performed in the last five (5) years; and
- Names, tile and contact information (including current telephone number and e-mail address) of at least two (2) professional contacts who supervised/most directly observed the work performed.

If the applicant encountered problems when implementing any of the awards listed, 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.

f) Branding Strategy & Marking Plan

The apparently successful applicant will be asked to provide a Branding Strategy and Marking Plan to be approved by the Agreement Officer. This plan may be submitted after a resulting award is issued but must be included in an amendment to the award no later than *60* days after the award is made. The Agreement Officer will include a special award condition in the resulting award to this effect.

1. Branding Strategy – Assistance (October 2024)

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. If the Notice of Funding Opportunity indicates that the apparently successful applicant may submit a Branding Strategy after the award is made, the resultant award will include a special award condition indicating the required submission date. If the Notice of Funding Opportunity requires submission before award, failure to submit and negotiate a Branding Strategy within the specified time frame will make the applicant ineligible for the 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 the Notice of

Funding Opportunity states that the USAID Administrator (or delegate) 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. The Notice of Funding Opportunity will state if an Administrator (or delegate) 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 that:

(i) Describe the main program message.
(ii) Provide plans for training materials, posters, pamphlets, public service announcements, 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. Applicants must incorporate the USAID Identity and the message, “USAID is from the American People.”
(iv) Provide any additional ideas to increase awareness that the American people support this project or program.

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

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

e. 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.

f. The Branding Strategy will be included in and made part of the resulting grant or cooperative agreement.

(END OF PRE-AWARD TERM)

2. Marking Plan – Assistance (October 2024)

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 . The Notice of Funding Opportunity will state if an Administrator (or delegate) 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. If the Notice of Funding Opportunity indicates that the apparently successful applicant may submit a Marking Plan after the award is made, the resultant award will include a special award condition indicating the required submission date. If the Notice of Funding Opportunity requires submission before award, failure to submit and negotiate a Marking Plan within the specified timeframe will make the applicant ineligible for the award.

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

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

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

(i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;
(ii) Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;
(iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and

(iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity. (v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.

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

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

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

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

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

(v) The rationale for not marking program deliverables.

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

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

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

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

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

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

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

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

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

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

(END OF PRE-AWARD TERM)

g) Funding Restrictions

Profit is not allowable for recipients or subrecipients under this award.

Construction is not 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.

h) Conscience Clause

CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) – PRE-AWARD TERM (February 2012)

(a) An organization, including a faith-based organization, that is otherwise eligible to receive funds under this agreement for HIV/AIDS prevention, treatment, or care—

1) Shall not be required, as a condition of receiving such assistance—
(i) to endorse or utilize a multisectoral or comprehensive approach to combating HIV/AIDS; or
(ii) to endorse, utilize, make a referral to, become integrated with, or otherwise participate in any program or activity to which the organization has a religious or moral objection; and

2) Shall not be discriminated against in the solicitation or issuance of grants, contracts, or cooperative agreements for refusing to meet any requirement described in paragraph (a)(1) above.

(b) An applicant who believes that this solicitation contains provisions or requirements that would require it to endorse or use an approach or participate in an activity to which it has a religious or moral objection must so notify the cognizant Agreement Officer in accordance with the Mandatory Standard Provision titled “Notices” as soon as possible, and in any event not later than 15 calendar days before the deadline for submission of applications under this solicitation.

The applicant must advise which activity(ies) it could not implement and the nature of the religious or moral objection.

(c) In responding to the solicitation, an applicant with a religious or moral objection may compete for any funding opportunity as a prime partner, or as a leader or member of a consortium that comes together to compete for an award. Alternatively, such an applicant may limit its application to those activities it can undertake and must indicate in its submission the activity(ies) it has excluded based on religious or moral objection. The offeror's proposal will be evaluated based on the activities for which a proposal is submitted and will not be evaluated favorably or unfavorably due to the absence of a proposal addressing the activity(ies) to which it objected and which it thus omitted. In addition to the notification in paragraph (b) above, the applicant must meet the submission date provided for in the solicitation.

i) Conflict of Interest Pre-Award Term

CONFLICT OF INTEREST PRE-AWARD TERM (October 2024)

a. Personal Conflict of Interest

1. An actual or appearance of a conflict of interest exists when an applicant organization or an employee, officer, agent, board member 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 or interest may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or applicant or recipient employee.

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

b. Organizational Conflict of Interest

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

(END OF PRE-AWARD TERM)

j) 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, should mark the cover page with the following:

> "This application includes data that must not be disclosed, duplicated or used – 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."

SECTION E: SUBMISSION REQUIREMENTS AND DEADLINES

1. Pre-Application Conference

USAID/Mozambique will hold a pre-application conference on the date shown above. Should you intend to participate in the pre-application conference, please provide the names and email address of the individuals that will represent your organization to the points of contact identified in ***Section A.4***, no later than ***December 9, 2024***, at ***05 pm (Maputo time).***

2. Questions and Answers

Applicants must submit questions regarding this NOFO, if any, to mission-maputo-oaa@usaid.gov no later than the date and time indicated on the NOFO 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. Submission Requirements

Applications in response to this NOFO must be submitted no later than the closing date and time indicated on the cover letter, as amended. Late applications 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. Additionally, applicants should retain a copy of the application and all enclosures for their records.

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

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

After submitting an application electronically, applicants should immediately check their own email to confirm that the attachments were indeed sent. If an applicant discovers an error in

transmission, please send the material again and note in the subject line of the email or indicate in the file name if submitted via grants.gov that it is a "corrected" submission. Do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

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

There may be a problem with the receipt of *.zip files due to anti-virus software. Therefore, applicants are discouraged from sending files in this format as USAID/Mozambique /OAA cannot guarantee their acceptance by the internet server. **File size must not exceed 20MB.**

4. Unique Entity Identifier (UEI) and SAM.gov Registration

Each applicant, that does not have an exemption under 2 CFR 25.110 (https://www.ecfr.gov/current/title-2/subtitle-A/chapter-I/part-25), is required to:

(1) Be registered in SAM.gov before submitting an application.
(2) Maintain a current and active registration in SAM.gov at all times during which it has an active Federal award as a recipient or an application under consideration by USAID. The applicant or recipient must review and update its information in SAM.gov annually from the date of initial registration or subsequent updates to ensure it is current, accurate, and complete. If applicable, this includes identifying the applicant's or recipient's immediate and highest-level owner and subsidiaries, as well as providing information on all predecessors that have received a Federal award or contract within the last three years; and
(3) Include its UEI in each application it submits to USAID. A UEI is a unique, alpha-numeric 12-character identifier issued and maintained by SAM.gov that verifies the existence of an entity globally. The UEI is the official government-wide identifier used for Federal awards.

The SAM registration process may take many weeks to complete. Therefore, applicants are encouraged to begin the process early. If an applicant is unable to obtain a UEI and complete SAM registration before submitting an application, the applicant may request an exemption in accordance with the instructions below. 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. Applicants can find additional resources for obtaining a UEI and registering in SAM on a blog post on WorkwithUSAID.gov.

Note: First-tier subrecipients (i.e., direct subrecipients) must obtain a UEI in order to receive a subaward but are not required to complete full SAM registration.

Requests for UEI/SAM exemptions: An applicant may include in its application (or separately in writing to the Agreement Officer) a request to be exempted from the above UEI and/or SAM registration requirements, if the criteria for one of the exceptions in 2 CFR 25.110 apply. The applicant may be required to submit additional justification or information in support of the request for an exemption. In certain cases where an exemption is approved, the selected applicant may still be required to obtain a UEI and/or register in SAM.gov within thirty (30) days after receiving the award.

SECTION F: APPLICATION REVIEW INFORMATION

1. Responsiveness Review

Applicants must review, understand, and comply with all aspects of this NOFO. Failure to comply with the NOFO may be considered as being non-responsive and may be evaluated accordingly.

2. Rating

The following adjectival scoring system will be used by the technical evaluation committee to assess each of the technical criteria and sub-criteria and the technical proposal as a whole.

Adjective	Definition
Exceptional	An **Exceptional application** has the following characteristics: ● A comprehensive and thorough application of exceptional merit. ● Application meets and fully exceeds the Government expectations or exceeds NFO objectives and presents very low risk or no overall degree of risk of unsuccessful performance. **Strengths significantly outweigh any weaknesses that may exist.**
Very Good	A **Very Good application** has the following characteristics: ● An application demonstrating a strong grasp of the objectives. ● Application meets NFO objectives and presents a low overall degree of risk of unsuccessful project performance. **Strengths significantly outweigh any weaknesses that exist.**
Satisfactory	A **Satisfactory application** has the following characteristics: ● An application demonstrating a reasonably sound response and a good grasp of the objectives. ● Application meets NFO objectives and presents a **moderate** overall degree of risk of unsuccessful project performance. **Strengths outweigh weaknesses.**

Marginal	A **Marginal application** has the following characteristics: ● The application shows a limited understanding of the objectives. ● Application meets some or most of the NFO objectives, but presents a significant overall degree of risk of unsuccessful project performance. Weaknesses **equal or outweigh** any strength that exists.
Unsatisfactory	An **Unsatisfactory application** has the following characteristics: ● The Application **does not meet** the NFO objectives or requires a major rewrite of the application. ● Presents an **unacceptable** degree of risk of unsuccessful project performance. ● Weaknesses demonstrate a **lack** of understanding of the Government's needs. **Weaknesses significantly outweigh** any strength that exists.

3. Merit Review Criteria

USAID will establish a Merit Review Committee (MRC), see Section F.3 for more information. The MRC will conduct a merit review of all applications received that comply with the instructions in this NOFO, as per the Responsiveness Review. Applications will be reviewed and evaluated in accordance with the following criteria:

Rank of Importance	Criteria Name	Sub criteria
1	Technical Approach	1.1. Tailored Technical Implementation approach
		1.2. Reaching the Underserved Groups
		1.3. Data for Decision-making
2	Management and Staffing Approach	
3	Monitoring, Evaluation and Learning Plan	

Criteria 1: Technical Approach

The MRC will review the quality of the technical approach based on the feasibility and technical appropriateness of responses and the likelihood of the proposed technical approach and interventions proposed will lead to intended results stated in **Section A, B.3**.

Sub Criterion 1.1: *Tailored Technical Implementation Approach:* The degree to which the Applicant will demonstrate a clear understanding of the HIV epidemiological context, challenges, gaps and opportunities by province/region and population targeted, and presents combination of innovative approaches and strategies to reach 95'95'95'.

Sub Criterion 1.2: *Reaching Underserved Groups:* The degree to which the Applicant demonstrates an understanding of the HIV epidemiological context,challenges, and the gaps undermining the achievement of the 95'95'95' goals in underserved sub-populations, while clearly outlining feasible, innovative, gender and youth specific strategies and approaches to address addressing these gaps.

Sub Criterion 1.3: *Data for Decision-making:* The degree to which the Applicant described approach demonstrates how support to the GRM will result in improved analysis and use of program data for decision-making and implementation research aimed at improving health outcomes, cost-efficiencies and introduction of innovation utilization of the latest evidence to inform implementation of priority, rapid scale-up and maintenance of HIV effective interventions.

Criteria 2. Management Approach - Management and Staffing Approach

The MRC will review the degree to which the management and staffing approach being proposed convincingly describes the Applicant's ability to achieve in an effective and efficient way the project's results stated in Section A, B.3. The staffing plan and management plan will be evaluated based on alignment with proposed technical approach, realism, to the degree to which the proposed overall management approach, staffing plan and organizational structure, and specifically the provincial staffing and human resources footprint will lead to achievement of Activity results with the desired quality.

Criteria 3. Monitoring, Evaluation and Learning Plan

The MRC will review the extent to which the Applicants' strategy describes a sound and comprehensive system and plan to collect and analyse performance data, as well as a feasible strategy to timely disseminating performance information to GRM, while building their capacity to achieve the results stated in **Section A, B.3**. The Applicant is expected to propose a technical assistance approach that will build the capacity of the government while gradually transitioning the health information systems responsibility to government entities.

4. Review and Selection Process

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

Technical and other factors will be evaluated relative to each other, as described here and prescribed in Section D, Application Content and Format. A USAID Merit Review Committee (MRC) will conduct a merit review of all applications received that comply with the instructions in this NOFO and make the recommendation on which should be considered for award. The Business Application will be reviewed by the Agreement Officer.

As a result of this process, USAID intends to select the apparently successful applicant based upon the application submission. Once the selection is made, USAID may address any concerns to the selected applicant for resolution. However, USAID reserves the right to negotiate with all applicants prior to selection of the successful applicant if in the best interest of the U.S. Government.

If USAID and the apparently successful applicant cannot come to a mutual understanding during the course of discussions, or if the apparently successful applicant is unable to provide satisfactory Technical and Business Applications, or does not meet deadlines for submissions, or presents an unacceptable risk as a result of the risk assessment, then the Agreement Officer may designate the next highest-evaluated applicant as the apparently successful applicant. This decision is at the sole discretion of the Agreement Officer. The Agreement Officer's decision regarding funding of an award is final and not subject to review.

The Agreement Officer will make the final determination whether the award will be made to the applicant. Award may be made with or without a request for clarifications/additional detail on an application.

a) Business Application Review

The Agency will evaluate the Business Application of the applicant(s) under consideration for an award as a result of the merit criteria review. As part of the review of the Business Application, the Agency will review the budget and budget narrative to determine whether the costs are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E and accurately reflect the proposed activities in the Technical Application.

The Agency will also consider (1) the extent of the applicant's understanding of the financial aspects of the Activity and the applicant's ability to perform the activities within the amount

requested; (2) whether the applicant's plans will achieve the Activity objectives with reasonable economy and efficiency; and (3) whether any special conditions relating to costs should be included in the award.

When the NOFO includes a cost share requirement, USAID will review the Business Application for compliance with the standards set forth in 2 CFR 200.306 https://www.ecfr.gov/current/title-2/subtitle-A/chapter-II/part-200?toc=1), 2 CFR 700.10 (https://www.ecfr.gov/current/title-2/subtitle-B/chapter-VII/part-700), and the Standard Provision "Cost Sharing."

5. Risk Review

The Agreement Officer will perform a risk assessment (2 CFR 200.206) of the apparently successful applicant. The Agreement Officer may determine that a pre-award survey is required to inform the risk assessment in determining whether the applicant has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with "specific conditions" (2 CFR 200.208).

Before making an award with a total amount of USAID share greater than the simplified acquisition threshold, USAID must review and consider any information about the applicant that is in the responsibility/qualification records available in SAM.gov (see 41 U.S.C. 2313). An applicant can review and comment on any information in the responsibility/qualification records available in SAM.gov. USAID will consider any comments by the applicant in determining whether the applicant is qualified for an award.}

SECTION G: AWARD NOTICES

Award of the agreement contemplated by this NOFO cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, applicants are hereby notified of these requirements and conditions for the award. Notice of Federal award signed by the Agreement Officer is the official document that obligates funds and will be provided to the authorized official of the selected applicant by electronic means as identified in the application. The Agreement Officer is the only individual who may legally commit the U.S. Government to the expenditure of public funds.

Unsuccessful applicants will be notified by electronic means within 90 days of the Agreement Officer's selection.

Pre-award costs are only allowed when specifically included in the award terms, or otherwise approved in writing by the Agreement Officer. Without such written authorization, any costs incurred for application development or program performance prior to an award period of performance start date are at the applicant's own risk; do not assume that the AO will approve them as pre-award costs in the award.

SECTION H: POST-AWARD REQUIREMENTS AND ADMINISTRATION

1. Administrative & National Policy Requirements

The resulting award from this NOFO will be administered in accordance with the following:

For Non-U.S. organizations: 2 CFR 200 Subpart E and Standard Provisions for Non-U.S. Non-governmental Organizations.

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

2. Nature of the Relationship between USAID and the Recipient

The principal purpose of the relationship between USAID and the recipient is to transfer funds to accomplish a public purpose of support or stimulation of the Activity, as authorized by Federal statute. The successful recipient will be responsible for ensuring the achievement of the Activity 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, Activity objectives, and the terms and conditions of the Federal award.

3. Reporting Requirements

All reports listed below shall be submitted by the specified due dates for approval by the AO or the USAID AOR, unless otherwise agreed upon with the AO or the AOR. Recipients will consult the AOR on the format and expected content of reports prior to submission. The recipient should always be ready for revision in program indicators and reporting requirements. The table below summarizes the main deliverables under this activity.

DELIVERABLE	DUE DATE	DESCRIPTION	REVIEW/APPROVAL RESPONSIBILITY
Mobilization/Start-up Plan	Within 30 days of the award start date	The Recipient is expected to submit a mobilization plan demonstrating how the Recipient will do the start-up to be up and running for implementation, including staff	AOR

		mobilization.	
Final Security Plan	45 calendar days of the award start date	The Recipient is expected to submit a final security plan. Guidance will be provided by the PLSO through the AOR.	PLSO
Year 1 Work Plan	Within 60 days after award start date (draft 1) Within 90 days after award start date (final draft)	The Recipient is expected to submit a Work Plan package. The AOR will inform all documents that are part expected to be submitted as part of the package	AOR
Annual Work Plans	Once a year	The Recipient is expected to submit a Work Plan package. The AOR will inform the timeline and all documents that are part expected to be submitted as part of the package	AOR
Management & Staffing Plan	Within 30 days of the award start date	The Management Plan must include an organizational chart and position descriptions for each and proposed key personnel.	AOR
Grants Manual	Within 60 days of award start date	Grants Manual should include details of the process for identifying, evaluating, vetting, awarding, and monitoring grant	AO

		activities.	
Monitoring and Evaluation (M&E) Plan	Within 60 days after award start date (draft 1) Within 90 days after award start date (final draft)	The M&E is expected to be updated on an annual basis, as part of the Work Plan Package. Any changes to the M&E plan will be informed by the AOR. The M&E Plan should include, as appropriate, GPS coordinates to geo-locate activities.	AOR
Gender Analysis and Action Plan	Within 180 calendar days after award start date		AOR
Branding and Marking Plan	Within 60 days of award start date	The Branding and Marking Plan will describe how the Recipient will mark all property and brand flyers, papers, the website, etc. in line with USAID's Branding and Marking Guidelines.	AO
Quarterly Progress Reports	30 calendar days after the end of each fiscal year quarter	Quarterly reports will describe achievements towards each result. The AOR will provide guidance on the template for the report. The report will be aligned with the Work Plan and PEPFAR Monitoring and Evaluation Reporting (MER) requirements.	AOR

		The last quarterly report of the fiscal year may be presented as an annual report summarizing the year's achievements, challenges, shortfalls and successes.	
Performance and Management Updates/Reports (Mobilization Plan)	Twice a month	Bi-weekly meetings with AOR and relevant USAID technical staff to provide updates and report back on the status of the Mobilization Plan.	AOR
Regular Technical Meeting	Monthly/Twice a month	Regular technical meetings with AOR and USAID technical staff to provide updates and report back on the status of implementation.	AOR
Activity Reports, Assessment, Research Protocols, and Studies	As agreed with AOR and per approved Annual Work Plan	The schedule for these deliverables must be proposed as part of the Annual Work Plan and agreed with the AOR.	AOR
Quarterly Financial (SF-425) & Pipeline Analysis Report (including projections for following quarter)	Quarterly - 30 calendar days after the end of each quarter. Quarterly Financial (SF-425) and Pipeline Analysis Report (including projections for following quarter), thirty (30) calendar days after end of each quarter	Submission of pipeline and financial report to the AOR. The report should include a narrative explaining the spending for the quarter and any variances.	AOR and Office of Financial Management (OFM)

	(December 31, March 31, June30, and September 30)		
Other Quarterly Financial reporting (tax reporting)	Quarterly - 15 calendar days after the end of each fiscal quarter	Submission of tax reports to the AOR and OFM	AOR and OFM
Annual and closeout Audit Reports (Prime and Sub recipients)	Annual/Final - six months after the end of recipient and subrecipient fiscal year end	Submission of audit report to the AOR and AOR within six months after the end of recipient and subrecipient	AOR and OFM
Environmental Monitoring and Mitigation Plan (EMMP)	Within 90 days of award start date	For any activity implemented under an IEE that has a Positive Determination (PD) or a Negative Determination with Conditions, Recipients and grantees must develop EMMPs to implement these conditions. Submitted annually as part of the Work Plan package.	AOR
Final Report	60 days after completion of the award period.	The Final Report shall summarize the work carried out over the life of the activity, including the results achieved, main challenges, key activities, performance and achievements, lessons learned, and other relevant information.	AOR
Annual Report on Non-Expendable	Annual	The Recipient must submit an inventory of	AOR

Property (Inventory)		the non-expendable property on an annual basis to the AOR	
Closeout and Disposition Plan	1st draft within 6 months before the award end date Final within 4 months of the award end date	The Disposition of assets and closeout plan should contain detailed information on assets disposition and timeline for the closeout process. The plan should be submitted to AOR.	AOR AO
PEPFAR Required Reporting			
MER Indicators	Monthly/Quarterly	Submitted through the DATIM platform and depending on each indicator specificity and requirement. The AOR will confirm the specific indicators and deadlines for submission of MER indicators or other complementary reporting to MER.	AOR
PEPFAR annual financial reporting [Expenditure Reporting]	End of each Fiscal Year	Guidance will be provided by the AOR on an annual basis., as per PEPFAR Coordinator's Office orientation	AOR

- **Mobilization/Start-up Plan:** The Recipient must submit a final Mobilization Plan electronically, to the AOR for approval within 30 days of award signing date. The Mobilization Plan must include a plan for the start-up of activities covering the first 90 days of the award. It must also address benchmark technical, management, and logistical (vehicle, office space, etc.) requirements that include planning and schedule for the mobilization of Key Personnel and project staff.

- **Security Plan:** the successful Applicant will need to submit a final security plan, as per section I. guidance.

- **Annual Work Plan:** the Recipient will prepare and submit a work plan package to guide the implementation process, highlighting activities and sub-activities with timelines and anticipated progress for the achievement of the activity results (consistent with the M&E Plan), as well as the associated costs. The WP must include activities for the first 12 months of the award. The AOR will provide guidance on the work plan package of documents to be prepared and on submission dates.

- **Management & Staffing Plan:** the Recipient must submit a final management and staffing plan electronically for approval within 30 days of the effective date of the award. The Recipient must submit a plan that includes a) key personnel names and positions, as well as the support staff and consultants and the planned dates to join the project, and b) includes an organogram which reflects the different level of staff.

- **Grants Manual (if applicable):** Prior to awarding any sub-grants (unless specific approval is provided by the Awarding Officer), the Applicant shall develop an Award Manual, of the effective date of the award. The Award Manual must include information on the process for identifying, evaluating, vetting, awarding, and monitoring grant activities.

- **Monitoring and Evaluation Plan:** The technical proposal must include a draft monitoring and evaluation plan that clearly articulates activity results, notional baselines and anticipated outcomes and impacts over the life of the project. Proposed M&E plans should include a comprehensive set of proposed indicators that shall allow progress toward project results to be rigorously assessed. Performance Monitoring Plan should be presented in the format provided in the Template for M&E Plan (Annex XXX). The final M&E Plan must be submitted electronically in English to the AOR for approval within 90 days of award.

- **Gender Analysis & Action Plan:** The Recipient should plan to conduct a Gender Analysis within the first six months (180 calendar days after award date) of activity implementation and to develop a corresponding Gender Action Plan to guide implementation of recommended actions in the context of activity implementation. Results of the analysis must be incorporated throughout the Activity design, deliverables, monitoring and evaluation and reporting.

- **Branding and Marking Plan:** The Recipient must submit a final Branding & Marketing plan electronically for approval within 60 days of the effective date of the award. Detailed guidance will be provided to inform the preparation of this plan.

- **Quarterly Progress Reports:** The Recipient must submit quarterly reports that include narratives of quarterly achievements, and progress against the Annual Work Plan, and agreed upon performance indicators. A format for the Quarterly Report shall be approved by the COR and in alignment with PEPFAR MER guidance. The Quarterly Reports shall also describe the accomplishments of the Recipient and the progress made

during the past quarter; include information on key activities, both ongoing and completed during the quarter (e.g. meetings, trainings, workshops, significant events, subawards, and grants), including main challenges, gaps, and lessons learned from implementation**.**

- **Performance and Management Updates/Reports** (Mobilization Plan): This will happen on a bi-weekly basis and with AOR and relevant USAID technical staff to provide updates and report back on the status of the Mobilization Plan.

- **Regular Technical Meetings:** regular technical meetings with AOR and USAID technical staff to provide updates and report back on the status of implementation. Periodicity will be defined with AOR.

- **Activity Reports, Assessment, Research Protocols, and Studies**: any Assessment, Research Protocols, and Studies must be agreed with AOR and discussed as deliverables as part of the Annual Work Plan.

- **Quarterly Financial & Pipeline Analysis Report:** The Quarterly Financial Report should be submitted to the AOR and the Office of Financial Management (OFM), including the pipeline analysis report as well as projected expenditures for the following quarter. The report should include a narrative explaining the spending for the quarter. Guidance on the Quarterly Financial Report and pipeline report format will be provided by the financial office.

- **Other Quarterly Financial Reports (tax reporting**): The purpose of this clause is to enable USAID to implement the tax provisions of its bilateral agreement with the GRM. To comply with this clause, the Contractor shall maintain records of all taxes paid to GRM with U.S. government funds as well as other financial information as may be required by USAID. The Applicant shall furnish this information to USAID in accordance with guidance circulated by the Agreement Officer, as amended from time to time. For activities that will implement interventions in more than a single province, the applicant is requested to describe a plan to be able to report allocation and expenditures by province. Allocations and expenditures by province should add up to the total budget.

- **Annual Audit and closeout Reports:** The recipient and sub recipients that expends $ 1000,000 or more in USAID awards (i.e., organizations that receive USAID funds either directly or through a prime contractor or recipient) during their fiscal year, must have an annual audit conducted of those funds in accordance with 2 CFR Part 200, Subpart F.

- **Environmental Monitoring and Mitigation Plan (EMMP):** The Environmental Monitoring and Mitigation Plan shall be developed by the Recipient and approved by USAID in preparation for the implementation of activities that might have a potential adverse impact on the physical and natural environment. For any activity implemented under an IEE that has a Positive Determination (PD) or a Negative Determination with Conditions,

Recipients and grantees must develop EMMPs to implement these conditions. If a project contains no sub-grants and all project activities are known in advance, the EMMP shall be included in the Annual Work Plan and/or submitted with the Annual Work Plan at the onset of the project (an annotated EMMP template can be found at http://www.usaidgems.org). If a project contains sub-grants, sub-awards, or any activities that are not known at the time of the preparation of the Annual Work Plan, sub-project Environmental Reviews with EMMPs signed by the AOR and the Mission Environmental Officer are necessary prior to the approval of a sub-grant or sub-activity. Signed Environmental Review Forms (ERFs) and Environmental Review Reports (ERRs) will be kept in USAID's official files. Formats for ERF and ERR can be found at the following website: http://www.usaidgems.org

- **Final Report:** The final report is due 90 calendar days after the end date of the award. The report shall summarize the accomplishments of the agreement, methods of work used, and recommendations regarding unfinished work and/or Activity continuation, as well as key learnings from the total implementation experience. It shall cover the entire period of the award and include the cumulative results achieved, lessons learned and recommendations, any particularly notable impact stories (or challenges), and detailed financial information. It should be grounded in evidence and data. The final/completion report must also contain an index of all reports and information products produced under the award.

- **Annual Report on Non-Expendable Property (Inventory):** The Recipient shall prepare and submit to the AOR an Annual Summary Report on Non-Expendable Property on the last working day of October for each year of performance. The report should contain an executive summary and the updated List of Equipment purchased with USAID funds (description, quantity, unit price, total price, location, conditions).

- **Close-out and Disposition Plan:** The Recipient must submit a Closeout Plan to the CO with a copy to the AOR for approval 90 days before the award completion date. The plan must include, but not limited to a Property Disposition Plan; a plan for the phase-out staff, activities and operations; and a delivery schedule for all reports or other deliverables required under the Award.

- **MER Indicators:** The Recipient shall prepare and submit electronically to PEPFAR Quarterly, Semi-Annual and Annual performance reports as outlined in PEPFAR MER guidance, as per this activity specificity. These reports shall be used by PEPFAR & USAID/Mozambique to fulfill reporting requirements to Congress need to conform to certain requirements. The report will include results in relation to the approved Annual Work Plan and PEPFAR targets and shall be based on the USG fiscal year (October 1 through September 30). The Reports from the Recipient must be submitted by the due dates set quarterly by PEPFAR.

- **PEPFAR Expenditure Analysis:** The Recipient shall prepare and submit on an annual

basis, a report of the expenditures of funds under the activity. Guidance provided on an annual basis informs this exercise.

4. Key Personnel

Key personnel are considered essential to the work being performed under this award. These are full time positions thus requiring 100% Level of Effort (LOE) allocated to the project. Key personnel under this activity includes:

1. Chief of Party
2. Technical Director
3. Strategic Information Director
4. HSS Director
5. Finance and Operations Director

Before removing, replacing, or diverting any of the listed Key Personnel, the Applicant shall

1) notify the Agreement Officer reasonably in advance (at least 15 days prior to start date); and

2) submit justification, including proposed substitutions with sufficient detail to permit evaluation of the impact on this contract.

Unless specified in writing by the Agreement Officer, no replacement of Key Personnel shall be made by the Applicant without the written approval of the Agreement Officer.

Chief of Party (COP)

The Chief of Party is responsible for the overall planning, implementation, monitoring, and management of the performance of the award and for the vision, strategic direction, and management of the project to achieve the expected results of the project. The CoP will have primary responsibility for representation of the project to USG and the GRM. At a minimum, the CoP shall have the following required qualifications:

- Minimum of a master's degree in public health, Global or International Health, or related field. A degree in Medicine or in a health-related field is preferred,
- Minimum of 10 years of experience working in the health sector and a track record of measurable success, managing high-paced, large, and challenging programs. Experience managing US government or other Donor funded program is highly desirable,
- Experience managing a large health and/or social welfare program with various interventions across multiple provinces,
- Demonstrated experience in financial, personnel, and technical management
- Demonstrated ability to perform at a senior policy level and in participating or advising in high level MOH forums/discussions/boards,
- Demonstrated ability to lead, guide, and supervise teams of similar size with a similar scope of work.
- Strong oral and written communication skills in Portuguese and English are required

Technical Director

The Technical Director shall report to the Chief of Party and will be responsible for the technical direction and technical outcomes of SUCESSO - Tete & Manica. He/she will provide guidance in achieving all five objectives and shall have a minimum of:

- A medical degree or master's degree in public health or related field,
- At least 10 years of experience in clinical service delivery of HIV related interventions
- Strong skills in data use and interpretation,
- Ability to perform at a senior policy level, including participating or advising in high level MOH forums/discussions/boards,
- Demonstrated ability in monitoring similar programs and interpreting and utilizing national level data,
- Strong oral and written skills in Portuguese are required and English is preferred.

Strategic Information Director

The Director for Strategic Information will be in close contact with the SI team at USAID based in Maputo and will stay up to date with GHSD guidance on strategic planning and strategic information. He/she will have in depth familiarity with PEPFAR Monitoring, Evaluation and Reporting (MER) indicators and definitions and will provide oversight and guidance on all measurement aspects of SUCESSO - Tete & Manica. The Director for Strategic Information will have the following qualifications:

- A degree in statistics, epidemiology, data science, data science, data management, information systems or related degree and 10 years of experience, or a master's degree in similar areas and 8 years of experience,
- At least 8 years (for Master) or 10 years (for a degree) of experience in the field of M&E, Information Systems, or Strategic Information related to health projects with some experience in public health,
- At least five years of experience in collecting, analyzing, and managing donor funded project data,
- The ability to influence program policy and operational decisions, demonstrated by previous experience in leading the development and implementation of instruments, tools, and or protocols used in the measurement of program outcomes,
- Strong skills in word processing, Excel, and other programs used for data analyses and data presentation.

HSS Director

The HSS Director will lead the HSS portfolio under the Chief of Party leadership and will be responsible and accountable for the successful implementation of HSS related activities and should ensure alignment with the project expected results. S/he will have the following qualifications:

- A Degree in public health, or in a health-related field, and 10 years of experience, or a master's degree in a similar area and 8 years of experience,
- Minimum of 8 years (for a master's degree) or 10 years (for a degree) [4] [5] experience with progressively increasing responsibility in managing and implementing large scale public health programs,

- Experience in leading and implementing successful HSS programs,
- Minimum of four years of successful supervisory experience,
- Depth and breadth of technical expertise and experience in implementing HSS activities.

Finance and Operations Director

The Financial and Operation Director responds to the Chief of Party. The successful candidate will function as the principal point of contact with USAID in these areas. Requirements for this position are:

- Master's degree in public or business administration, Finance, or related field. A track record of 7 - 8 years of experience managing grants or contracts of a similar scope of work and budget may be substituted for a master's degree,
- At least six (6) years of demonstrated expertise in administrative and financial management in development assistance projects, including sub-grants or contracts for private sector, universities, international NGOs or other organizations with similar scopes of work,
- Experience and knowledge in fiscally managing all aspects of at least one large multi-million US dollar contract funded by an international donor.
- Strong financial and operational management experience with proven management skills.

SECTION I: OTHER INFORMATION

Security Plan: The applicant is required to submit a draft of a Security Plan to be reviewed by the Agreement Officer and incorporated into any resulting award.

As the security situation continues to deteriorate in the Northern Provinces of Mozambique, it is imperative that applicants have a comprehensive Security Plan in place to ensure safety and security of its personnel as well as U.S Government Property. The successful applicant(s) will provide a draft Security Plan as part of the application submission and a finalized plan from the winning applicant, no later than **60 days after the award**. The successful applicant(s) must be aware of security conditions in the geographic locations in which the award will be performed and provide a detailed Security Plan that will ensure the safety and security of the activity staff as well as Government Property. The Security Plan must be based on a credible threat analysis and risk assessment, must be coherent, integrated, comprehensive, and demonstrate that the applicant has undertaken a thorough review of its full security needs and includes analysis of the various elements of a security system showing how threats will be mitigated.

To keep abreast of security conditions and threats, the successful applicant shall seek information from available sources for all areas in which program staff will work or travel. The successful applicant/s acknowledges that security conditions are subject to change at any moment, that USAID cannot guarantee the accuracy of any information that it may provide to the successful applicant and that USAID assumes no responsibility for the reliability of such. information. The successful applicant/s has sole responsibility for approving all travel plans for its employees and/or its dependents traveling to post if allowed by the applicant's personnel internal policies. In addition, the plan must comply with all United States Government regulations and Mozambican law. The plan is to be implemented and maintained also by all applicable subcontractors (and/or sub-grantees).

The successful applicant must appoint a Safety and Security Manager that will be responsible for overseeing the overall Security Plan as well as implementing and coordinating the security posture of the activity.

The plan shall include, at a minimum:

- Procedures for reporting and addressing security threats.
- Procedures for reporting any deaths or significant injuries related to the activity.
- Procedures for reporting and addressing any persons missing or kidnapping incidents.
- Name and contact information of the security contact person.

The successful applicant acknowledges and understands that the Agreement Officer review of the successful applicant security plan does not amount to certification by USAID of the sufficiency of the applicant's plan, but to ensure the successful applicant has a plan. USAID assumes no responsibility or liability relating to the successful applicant's implementation of its Security Plan, or for that of the successful applicant subcontractors/sub-grantees.

To ensure the plan is fully budgeted for, applicants shall provide a security budget and comprehensive budget notes. The Security Plan and budget shall also include a point of contact to answer questions or provide clarifications relating to security throughout the life of the activity. The successful applicant is encouraged to acquire professional advice from an expert of it choosing to assist in establishing an overall security plan. The Security Plan and security budget will be reviewed together with the technical and cost applications, and it needs to demonstrate that the security needs to successfully implement the scope of work (SOW) as presented in the applicant's technical approach.

SECURITY REPORTING

As part of the overall security requirements, the successful applicant shall report any security. threats and/or incidents verbally/by telephone, immediately to the **(AOR)**.

Subsequently, **and no later than 3 business days**, a written report shall be submitted in accordance with approved procedures delineated below. The successful applicant shall develop a list of specific steps to track any potential/identified threats, which will be part of its overall security system. All subcontractors/sub-grantees will be required by the successful applicant to report any threats/incidents to the prime Recipient, who will immediately after, notify the above listed.

SECURITY REPORTING RESPONSIBILITIES

USAID requires appropriate Security reports be submitted to the (AOR). This notification requirement is in addition to any responsibilities that the awardee may have to report incidents to local law enforcement authorities and/or the USAID Office of the Inspector General (OIG).

The successful applicant shall report an Initial Threat Assessments and subsequent changes as often as the situation requires (monthly, quarterly etc.). The successful applicant is also required to notify USAID of any security related incident in a timely manner according to the following guidelines:

Incident Reporting

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

Serious Incident Report (SIR)

• An incident that involves the death, injury, kidnapping of IP personnel and/or damage to activity/Government property.

• An incident that has critically damaged the funded program, such as fire, catastrophic flood, etc.

• Initial SIR must be reported verbally immediately, and within 8 hours of the incident occurrence/discovered.

• A Complete SIR must be filed in writing/email within *3 business days* of the incident.

• Updated written SIR will continue to be filed on a timely basis (daily, weekly) as long as the situation exists. The timeline will be adjusted as required by AOR.

• Final Report SIR will summarize the incident, the subsequent happenings, and the final resolution.

Incident Report (IR)

• An incident involving accidents, potential harm, SUSPICIOUS persons or acts, threats or harassing actions against personnel or the program.

• IR should be initially reported by phone immediately, follow up with a written report filed no later than 5 business days.

Situation Report (SITREP)

• A report that a significant, but not critical action or activity, has taken place that has impacted, or may impact, on the well-being of the personnel or the success of the program.

• This report may describe trends, secondhand information that may have bearing on the activity, or impact on future operations.

• There is no predetermined reporting timeline. The report will be issued as needed and deemed necessary by the Safety and Security Manager.

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

Development Experience Clearinghouse (DEC) Requirements: The recipient will be required to submit deliverables and reports to the Development Experience Clearinghouse and inform the AOR that they have been submitted. The following reports are development experience documentation: Performance Reports (quarterly, semi-annual or annual). Annual, semi-annual or quarterly reports describing the progress and accomplishments of the USAID-funded activity. Final performance reports submitted 90 days after the expiration or termination of the award. Submissions are done at the following DEC address: http://www.usaid.gov/results-and-data/informationresources/development-experience-clearinghouse. Dec

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

Applications with Proprietary Data

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

> "This application includes data that must not be disclosed, duplicated or used – 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 - SUMMARY BUDGET TEMPLATE

Description	**Year 1 ($)**	**Year 2 ($)**	**Year 3 ($)**	**Year 4 ($)**	**Year 5 ($)**	**Total ($)**
Personnel						
Fringe Benefits						
Travel and Transportation						
Equipment						
Supplies						
Subawards and Contracts						
Security Plan Funds						
Rapid Response Funds	$300,000	$300,000	$300,000	$300,000	$300,000	$1,500,000
Other Direct Costs						
Total Direct Charges						
Indirect Charges						
Total Estimated Activity Amount						

ANNEX 2 - STANDARD PROVISIONS

The selected applicant will be required to comply with USAID's standard provisions. The standard provisions included in the resultant award will be dependent on the organization that is selected or, in the case of a fixed amount award, the type of award.

The full text of these provisions may be found on USAID's website here:

- Standard Provisions for non-U.S. Nongovernmental Organizations: https://www.usaid.gov/ads/policy/300/303mab, and

The resultant award will include the full text of current Mandatory Standard Provisions and the Required As Applicable Standard Provisions. **The required as applicable standard provisions will be required if checked below.**

Required as Applicable Standard Provisions for Non-U.S. Nongovernmental Organizations

Required	Not Required	REQUIRED AS APPLICABLE STANDARD PROVISIONS Non-U.S. NGOs
Determined at award		RAA1. Advance Payment and Refunds (August 2024)
Determined at award		RAA2. Reimbursement Payment and Refunds (August 2024)
Determined at award		RAA3. Indirect Costs – Negotiated Indirect Cost Rates Provisional & Final (August 2024)
Determined at award		RAA4. Indirect Costs – Charged As A Fixed Amount (Nonprofit) (August 2024)
Determined at award		RAA5. Indirect Costs – De Minimis Rate (August 2024)
		RAA6. Reserved
X		RAA7. Reporting Subawards and Executive Compensation (August 2024)
X		RAA8. Subawards (August 2024)
X		RAA9. Travel and International Air Transportation (December 2014)
	X	RAA10. Ocean Shipment of Goods (June 2012)
X		RAA11. Reporting Host Government Taxes (December 2022)
	X	RAA12. Patent Rights (December 2022)
	X	RAA13. Reserved
	X	RAA14. Investment Promotion (December 2022)
	X	RAA15. Cost Sharing (August 2024)
	X	RAA16. Program Income (August 2024)
X		RAA17. Foreign Government Delegations to International Conferences (June 2012)
	X	RAA18. Standards for Accessibility for the Disabled In USAID Assistance Awards Involving Construction (September 2004)

Required	Not Required	REQUIRED AS APPLICABLE STANDARD PROVISIONS Non-U.S. NGOs
	X	RAA19. Protection of Human Research Subjects (June 2012)
	X	RAA20. Statement for Implementers of Anti-Trafficking Activities on Lack of Support for Prostitution (June 2012)
	X	RAA21. Eligibility of Subrecipients of Anti-Trafficking Funds (June 2012)
	X	RAA22. Prohibition on the Use of Anti-Trafficking Funds to Promote, Support, or Advocate for the Legalization or Practice of Prostitution (June 2012)
X		RAA23. Voluntary Population Planning Activities – Supplemental Requirements (January 2009)
X		RAA24. Conscience Clause Implementation (Assistance) (February 2012)
X		RAA25. Condoms (Assistance) (September 2014)
X		RAA26. Prohibition on the Promotion or Advocacy of the Legalization or Practice of Prostitution or Sex Trafficking (Assistance) (September 2014)
X		RAA27. Limitation on Subawards to Non-Local Entities (July 2014)
X		RAA28. Contract Provision for DBA Insurance Under Recipient Procurements (December 2022)
X		RAA29. Reserved
X		RAA30. Reserved
	X	RAA31. Never Contract with the Enemy (August 2024)

- END OF ANNEX 2 -

- **END OF NOFO 72065624RFA00005 -**